Public Service Commission

NSW GOVERNMENT

Annual Report
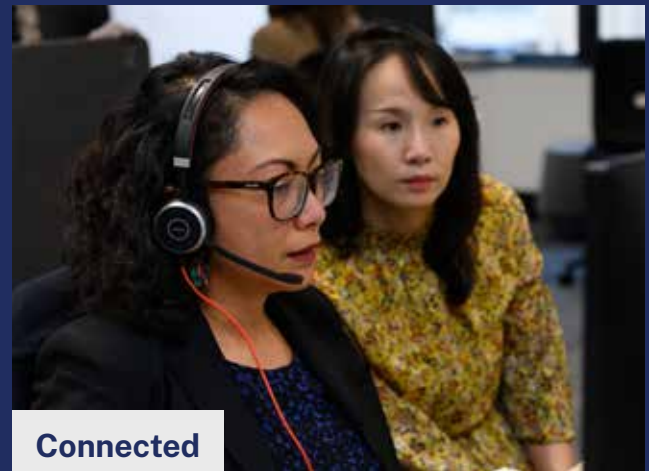# 2021-22

Accountable

Connected

Empowering

Inclusive

Letter of submission

NSW Public Service Commission

The Hon Dominic Perrottet MP
Premier of New South Wales
GPO Box 5341
Sydney NSW 2001

Dear Premier

It is my pleasure to submit the NSW Public Service Commission Annual Report 2021-22 to you, in accordance with the *Annual Reports (Departments) Act 1985*, for presentation to the Parliament of New South Wales.

This report is an account of the establishment, activities and performance of the NSW Public Service Commission for the period 1 July 2021 to 30 June 2022.

The report also provides an account of my work and activities, as required by section 15(1) of the *Government Sector Employment Act 2013*. The annual State of the NSW Public Sector Report and Workforce Profile Report will be submitted in December 2022 for the purposes of section 15(2) of the *Government Sector Employment Act 2013*.

The report has been prepared in accordance with the *Government Sector Finance Act 2018, Government Sector Finance Regulation 2018* and applicable transitional provisions, *Government Sector Audit Act 1983*, the *Annual Reports (Departments) Act 1985*, and the *Annual Reports (Departments) Regulation 2015*.

As required by the *Annual Reports (Departments) Act 1985*, I have also provided a copy to the Treasurer, the Hon Matthew Kean MP.

Yours sincerely

Kathrina Lo
Public Service Commissioner
21 October 2022

About this report

Welcome to the NSW Public Service Commission's 2021-22 annual report.

This report summarises our activities and performance against the goals and measures set out in our Strategic Plan 2022-25. It includes case studies to illustrate our impact and looks to the year ahead.

The report also shows our financial results for 2021-22. The financial statements have been audited by the Audit Office of New South Wales.

This and earlier reports are available on our website: www.psc.nsw.gov.au

Enquiries about this annual report can be directed to:

NSW Public Service Commission
Level 4
255 George Street
Sydney NSW 2000

Telephone: +61 2 9272 6000

Email: enquiries-psc@psc.nsw.gov.au

Business hours: 9 am - 5 pm, Monday to Friday.

Acknowledgement of Country

The NSW Public Service Commission acknowledges the Traditional Custodians of the lands on which we work and gather, and their continuing connection to land and waters. We pay respects to Elders past, present and emerging.

We pay tribute to the diversity of Aboriginal and Torres Strait Islander peoples, their ongoing culture, and to our Aboriginal and Torres Strait Islander colleagues.

Artwork: Growth, Support & Success by Nikita Ridgeway

This artwork tells the story of the individual journey of growth in the employment sector through consistent support, opportunities for training and experience within chosen fields of specialty, and connection to community. The artwork was commissioned for our refreshed Aboriginal Employment Strategy 2019-25.

Message from the Chair

As Chair of the Public Service Commission (PSC) Advisory Board, I take great pride in reflecting on the contribution the PSC has made since its establishment in 2011.

The PSC is committed to supporting our 400,000+ people in the NSW public sector in working together to create better outcomes for the people of NSW, across a wide range of services, including emergency services.

Our capabilities, further developed during times of pressure including extreme weather events and COVID-19, have made the sector more responsive and innovative in responding to community needs.

I recognise and thank our leaders and employees across the sector for their energy and commitment as we continue to work towards our shared goal of becoming a world-class public service.

Trusted partner and advisor

Our purpose is to be a trusted partner and advisor to the NSW public sector in shaping our future workforce. We acknowledge that in this constantly changing environment, there are always opportunities for us to find better ways to take care of our customers and each other.

Over 2021-22, the focus of the PSC has been across areas that support an adaptable and resilient public sector workforce focused on our customers:

- Most of our customers wish to access our services where and when they choose and increasingly digitally. Alongside the Department of Customer Service we have established a strong foundation through the Learning Experience Platform pilot. This will be expanded to provide learning pathways for employees to enhance and scale digital capabilities and customer-centred service delivery.

- Workforce data has proved critical in helping the sector meet areas of need in response to the pandemic and natural disasters. A new initiative, the Dataflow program will provide agencies with near-real-time workforce data and analytics to provide our people with enhanced tools to make decisions and respond more effectively.

- The stakeholder engagement project, commenced this year, is providing great insights into the needs of our sector human resources professionals. This will enable our PSC leaders and teams to sharpen our strategic focus and identify and deliver more impactful programs.

Enabling a world-class public service

In 2012, when we launched our first People Matter Employee Survey, 16% of our people responded. This year, 179,801 people responded, representing 44% of the public sector workforce and reflecting increased engagement across the sector. I am particularly pleased to see that the sector score in the 2021 survey for inclusion and diversity has risen year on year from 72% to 74%.

We know beyond question that when people feel valued and experience a sense of belonging, they do their best work. The PSC continues to advance initiatives to create inclusive and innovative workplaces reflective of the communities we serve.

Sandra McPhee AM, PSC Advisory Board Chair

We have introduced powerful new programs to allow us to understand and deliver services to our culturally diverse communities with increased understanding, sensitivity, and empathy:

- Everyone's Business has made great gains in uplifting the sector's Aboriginal cultural capability. In combination with the Aboriginal Employment Strategy, this will further support the career growth and workplace experience of our Aboriginal and Torres Strait Islander employees.

- Our target for Aboriginal people in senior leadership roles was exceeded this year by 14% and we are committed to this accelerating in 2023.

- Employing and supporting people with disability remains a challenge for our sector and we continue to support agencies to meet the Premier's Priority target of 5.6% of employees with disability. The sector is focused on making substantial progress towards this target in the coming year through a series of initiatives, including making appropriate workplace adjustments that we know increase a sense of belonging and inclusion for our people with disability.

- The Leadership Academy suite of programs is being refined to ensure leaders are well-equipped to create positive, diverse and productive workplace cultures in a rapidly changing world.

My thanks

I would like to thank Kathrina Lo for her inspiring leadership of the PSC and congratulate her on developing a highly engaged, committed and effective team.

It has been a privilege to chair the PSC Advisory Board and work alongside my board colleagues, who continue to bring passion and expert knowledge to our work. Thank you all for your continued contribution.

And to everyone at the PSC – thank you, I am looking forward to the year ahead.

Sandra McPhee AM

Chair

NSW Public Service Commission Advisory Board

Message from the Commissioner

This year marks 10 years since the PSC was first established and during that time we have played a critical role enabling the NSW public sector workforce.

We have raised the bar on best practice approaches by enhancing talent attraction, workforce capability, and ethical and inclusive workplaces. We continue to provide quality data and insights to inform strategy development for sector-wide priorities and challenges. These things are vital for a world-class public service that can adapt to our constantly changing environment and ready itself for future opportunities.

Strengthening our culture to deliver for our customers

I was delighted that our 2021 People Matter Employee Survey scores showed our people are highly engaged at work, with our engagement score at 75%, the highest in the history of the organisation. We have a strong emphasis on strengthening culture through leadership capability uplift and initiatives to bring us together. Launching our leadership charter, undertaking team values sessions, and creating our purpose wall have all contributed to helping us connect and collaborate productively.

Partnering with our sector customers to design and deliver our programs allows us to meet the world-class standard we set for ourselves. Teams across the PSC are collaborating on our stakeholder engagement project, with the aim of delivering more customer-centred services. We will run our first customer survey in 2022-23, establishing baseline measures for customer satisfaction and learn more about what our customers need from us.

Attracting high-performing talent to the sector

Our award-winning graduate program continues to be an important talent pipeline, attracting high-performing and diverse new talent to the sector. This year the program was awarded 'Most Popular Government and Defence Employer' in Australia for the fifth consecutive year, with over 3,800 applications for 185 roles in 2021.

Investing in talent acquisition programs and promoting the NSW public sector as an employer of choice is increasingly important as the labour market becomes more constrained. This will continue to be a focus for us in the coming year.

Kathrina Lo, NSW Public Service Commissioner

Creating workplaces where staff feel valued and safe

We have a unique opportunity and responsibility to position belonging and inclusion as foundational to the culture of a world class public service. Our new Belonging and Inclusion Strategy outlines how we will partner with the sector to deliver innovative initiatives to support Premier's Priorities, share and connect with best practices, and amplify the impact of lived experience networks.

Cultural safety is a key pillar of belonging and inclusion and this year we launched the 'Everyone's Business: Learning about Stolen Generations' training to strengthen the sector's cultural capability. We have also begun hosting focus groups with culturally and linguistically diverse staff to better understand their experiences.

I was proud to see further improvements made to paid parental leave for public sector employees. It is important that we continue to remove barriers to women's participation in the workforce and help families better balance work and family life.

My thanks

After another year starting in lockdown, through new COVID variants and extreme weather, I would like to express my thanks to the dedicated staff of the PSC. Their resilience and commitment to delivering for the sector is unparalleled.

I would also like to thank our Senior Leadership Team who continue to support and empower their people, and model our values of integrity, trust, service, and accountability.

I would also like to extend my thanks to the PSC Advisory Board for their guidance, support and role in our success over the past year.

Kathrina Lo

NSW Public Service Commissioner

Contents

Overview

This section provides an overview of who we are, our history and context, and a snapshot of our year.

Who we are

The NSW Public Service Commissioner (the Commissioner) is an independent statutory office holder appointed under the *Government Sector Employment Act 2013* (NSW) (GSE Act).

The Commissioner reports to the NSW Premier in connection with carrying out her functions under the GSE Act. The Commissioner is not subject to the direction and control of the Premier. The Commissioner is required to exercise her functions in accordance with the general policies and strategic directions determined by the PSC Advisory Board.

The NSW Public Service Commission (PSC) supports the Commissioner in the exercise of her functions. We are a separate NSW Public Service agency, as established by the GSE Act, but we are included in the Premier and Cabinet cluster.

What we do

Our work supports the strategic leadership and development of the NSW government sector workforce.

The Commissioner's principal objectives, as set out in the GSE Act, are to:

- promote and maintain the highest levels of integrity, impartiality, accountability and leadership across the government sector
- improve the capability of the government sector to provide strategic and innovative policy advice, implement the decisions of the Government and meet public expectations
- attract and retain a high calibre professional government sector workforce
- ensure that government sector recruitment and selection processes comply with the merit principle and adhere to professional standards
- foster a public service culture in which customer service, initiative, individual responsibility and the achievement of results are strongly valued
- build confidence in the government sector
- support the Government in achieving positive budget outcomes through strengthening the capability of the government sector workforce.

The Commissioner's primary functions under the GSE Act include:

- promoting and maintaining the government sector core values
- identifying reform opportunities for the government sector workforce and advising the Government on policy innovations and strategy in those areas of reform
- leading the strategic development and management of the government sector workforce
- advising the Government on matters such as leadership structure for the government sector, appropriate strategies, policies and practices in relation to the structure of the government sector workforce, service delivery strategies and models for the government sector, and
- setting standards, subject to any legislative requirements, for the selection of persons for appointment as members of boards or committees of public authorities (including Government business enterprises).

The GSE Act establishes and regulates the organisation and leadership of the NSW Public Service, the employment of Public Service senior executives and non-executives and establishes an ethical framework for the government sector. The Act also regulates matters such as workforce diversity, mobility, and performance management in relation to the government sector.

The GSE Act is supported by the:

- Government Sector Employment Regulation 2014 (GSE Regulation)
- Government Sector Employment (General) Rules 2014 (GSE Rules)
- Government Sector Employment (Health Service Senior Executives) Rules 2016
- Government Sector Employment (NSW Police Force) Rules 2017
- Government Sector Employment (Transport Service Senior Executives) Rules 2017
- Government Sector Employment (Senior Executive Bands) Determination 2014.

Statutory functions under other legislation

The Commissioner is consulted in relation to remuneration and conditions of appointment to certain government sector statutory corporations, boards and advisory committees, and the remuneration and conditions of employment for staff of certain government sector services.

Under the *Statutory and Other Offices Remuneration Act 1975*, the Public Service Commissioner may notify the Statutory and Other Offices Tribunal (SOORT) of matters which the Tribunal should take into consideration when making determinations of the remuneration packages for senior executives. The Public Service Commission provides secretariat services for the SOORT.

The Public Service Commissioner is a member of the Public Interest Disclosures Steering Committee established by the *Public Interest Disclosures Act 1994*. The Steering Committee prepares a separate annual report on its work which is required to be tabled by the Minister in Parliament.

Our purpose

Our purpose is to be a trusted partner and advisor to the NSW public sector in shaping a world-class workforce.

Our ambition

Because our ambition is a contemporary, diverse, inclusive and highly capable public sector that delivers the best outcomes for the people of NSW.

Our values

We bring our values of integrity, trust, service and accountability to life through our leadership commitments. These are to be:

- **accountable** – we take responsibility for our actions, communicate transparently and promote personal accountability
- **inclusive** – we use self-awareness and empathy to support others, encourage diversity and build trust
- **empowering** – we engage in two-way dialogue to support and grow ourselves and each other
- **connected** – we foster connection and purposefully collaborate to leverage combined strengths.

Our core customers

Our core customers are those who lead and drive change across the 10 clusters of the NSW public sector, including cluster secretaries, chief people officers, and HR professionals.

Together we create better outcomes for the people of NSW.

Clusters

- Premier and Cabinet
- Regional NSW
- Enterprise, Investment and Trade[1]
- Treasury
- Health

- Education
- Stronger Communities
- Transport
- Customer Service
- Planning and Environment

[1] The Enterprise, Trade and Investment cluster was established in April 2022.

All the work we do comes under the focus areas of our Strategic Plan 2022-25.

Smarter ways of working

A mobile and flexible workforce where talent is responsive to areas of need and focused on the delivery of customer-centric services.

Page 27

Capability for high performance

Public sector workforce focuses on evolving capabilities for high performance.

Page 34

Inclusive, ethical public sector

Workplace cultures that foster diversity, belonging and respect, enabled by the government sector ethical framework and core values.

Page 39

Measuring up to world class

A key foundation in addressing sector-wide challenges and priorities is our ability to provide decision-makers with quality data and insights, across all strategic focus areas.

Page 50

Our programs of work align with Premier's Priority 14

Together with the Premier's Implementation Unit, we are directly accountable to the NSW Premier for Premier's Priority 14: World-class public service. This priority seeks to implement best-practice productivity and digital capability, and drive workforce diversity in the NSW public sector by 2025.

Page 24

Our context

The NSW public sector delivers a range of services and regulatory functions to the community, such as education, health services, roads, public transport, law enforcement and environmental protection.

Most of the services are delivered by agencies or services that are part of the government sector, including the Public Service, Teaching Service, NSW Police Force, NSW Health Service, Transport Service of New South Wales, and other Crown services.

The public sector incorporates the government sector and certain other public bodies, including the Independent Commission Against Corruption, the Audit Office of New South Wales, NSW Parliament, the Judicial Commission of New South Wales, and state-owned corporations, as shown in Figure 1.

Figure 1: Structure of the NSW public sector

Public sector

Government sector
under the Government Sector Employment Act 2013 (NSW)

- Teaching Service
- Police Force
- Transport Service
- Health service
- Other Crown Services[1]

- Public Service
  » Departments
  » Executive agencies related to a department
  » Separate Public Service agencies

- State owned corporations[2]
- Judicial officers
- Independent Commission Against Corruption

- Staff of Members of Parliament[3]
- Staff of Parliament
- Judicial Commission
- Audit Office

[1] Examples of other services of the Crown include the service of NSW Government agencies such as the TAFE Commission (excluding senior executives) and school administrative and support staff.

[2] Under the GSE Act, state-owned corporations are included in the government sector for certain, specified purposes. In this report, they are treated as part of the public sector but not the government sector.

[3] The PSC does not collect data on these employees.

Our history

2011

- Professor Peter Shergold AC appointed as first Chairperson of PSC Advisory Board
- Statutory office of Public Service Commissioner established 1 November
- Graeme Head appointed as first NSW Public Service Commissioner
- NSW Public Service Commission commenced with 76 employees

2012

- First People Matter Employee Survey, attracting 61,000+ responses, 16% of the public sector workforce
- First State of the NSW Public Sector Report

2013

- NSW Public Sector Capability Framework implemented
- *Government Sector Employment Act 2013* assented 25 June 2013, with staged commencement from September 2013 to February 2014

2014

- GSE Act statutory office of Public Service Commissioner created and Public Service Commission established as separate Public Service agency under the GSE Act on 24 February
- Performance Development Framework launched

2015

- Aboriginal Employment Strategy released
- Government Employment Number introduced
- 'I work for NSW' campaign launched
- NSW Leadership Academy established

2016

- First NSW Government Graduate Program cohort commenced with 25 graduates in 9 agencies

2017

- Make Flexibility Count: Strategic Framework for the NSW Government Sector released

2018

- Emma Hogan appointed as NSW Public Service Commissioner in May
- Disability Confident Recruiter status achieved from Australian Network on Disability

2019

- Jobs For People With Disability program launched
- Chief People Officers Forum established
- NSW Premier's Award received for Aboriginal Employment Strategy 2014-17

2020

- Kathrina Lo appointed as NSW Public Service Commissioner in April
- Chief People Officers' Leadership Group formally established

2021

- Digital and Customer Capability Framework launched
- NSW Government Graduate Program ranked #1 in Australian Financial Review's Top 100 Graduate Employers list
- People Matter Employee Survey attracted 179,801 responses, 44% of the public sector workforce
- 314 current and emerging leaders completed Leadership Academy programs

2022

- Everyone's Business cultural capability training package created
- 185 graduates commenced NSW Government Graduate Program, across 21 agencies

2021-22 at a glance

July
Applications opened for 2022 NSW Government Graduate Program

August
People Matter Employee Survey opened

Independent Review of the GSE Act and Government Response tabled in NSW Parliament

September
Everyone's Business cultural awareness journey launched to the sector

October
PSC leadership charter established

November
2021 Premier's Awards online livestream event

Refreshed I work for NSW website went live

December
2021 State of the NSW Public Sector and Workforce Profile Reports published

Sector-wide International Day of People with Disability event

January
Reform proposals for NSW Government Women's Economic Opportunities Review submitted

February
NSW Government named most popular government and defence graduate employer and #2 most popular graduate employer in Australia

2022 Leadership Academy and graduate program cohorts commenced

Belonging and Inclusion Strategy launched to the sector

March
PSC hosted International Women's Day event for the sector

People manager group mentoring program applications opened

April
3 Gold Quill awards received for PSC website transformation project

Everyone's Business cultural capability training package completed

May
'Everyone's Business: A conversation with Stolen Generations survivors' event

PSC Purpose Wall unveiled

June
PSC staff 'Connection' event

Our year in numbers
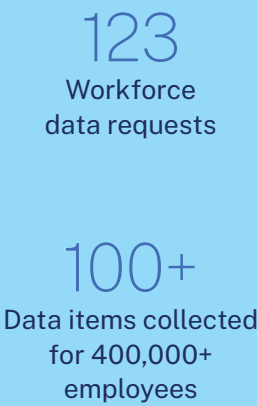
$29.368M Net cost of services

Smarter ways of working

3,826 Applications to Graduate Program

185 Graduates hired

20 Graduates hired in regional NSW

10 Disability interns

10 Aboriginal interns

25,000 Virtual interns

61 Hires from NSW Public Service talent pools

314 Leadership Academy participants

Capability for high performance

3,500 Learning Experience Platform users

120 The Spark HR mentoring program participants

4,000+ Digital Career Pathways tool users

Inclusive, ethical public sector

500+
International Women's Day 2022 event attendees

514
Registrants for International Day of People with Disability event

1,199
Employees tuned in for Everyone's Business Reconciliation Week virtual panel discussion

1,400+
Pride in NSW members

Measuring up to world class

123
Workforce data requests

100+
Data items collected for 400,000+ employees

Our people

75% Employee engagement score

69.4% Female

87.5% Female senior executives

24.9% First language other than English

2.9% Aboriginal and Torres Strait Islander

13.2% Employees with disability

Our digital presence

PSC website

316,333
Users

1.2million
Page views

10 minutes
Average session duration

PSC LinkedIn

13,731
Followers

209,863
Impressions

5.4%
Engagement rate

Awards received

Australian Financial Review's Top 100 Graduate Employers

NSW Government was awarded 'Most Popular Government and Defence Employer' for the fifth year running in the Australian Financial Review's Top 100 Graduate Employers list for 2022. We were also named second most popular graduate employer in the country. Read further about how we are developing future leaders through our graduate program on page 28.

Gold Quill Awards

The Gold Quill awards have recognised and awarded excellence in strategic communication worldwide for more than 40 years. In early 2022 we received an award of excellence for 'Internal Communication' and awards of excellence and best of the best for 'Communication for the Web'.

Australasian Reporting Awards

The Australasian Reporting Awards are open to all private sector, public sector and not-for-profit organisations located in the Asia-Pacific region and beyond. We won a silver award for our 2020-21 report for the second year in a row.

PSC Commissioner Kathrina Lo holding the Australasian Reporting Award

COVID-19 response and recovery

Contributing to our state's recovery

Through the second wave of the COVID-19 pandemic, we played a unique and active role enabling the public sector response.

Connecting people leaders

Our Commissioner continued to chair the Chief People Officer (CPO) Leadership Group. CPOs worked together to ensure regular and consistent messaging through the sector, support broader public health requirements, conduct risk assessments and re-deploy staff to areas of need.

The group met formally each month and came together for stand-up meetings as required.

Delta Micro-Strategy

The Delta Micro-Strategy targeted the COVID-19 outbreak in local government areas of concern in Sydney's south-west and west.

Our Commissioner was on the executive committee overseeing this strategy, which met twice a week and was chaired by the Secretary of NSW Health. This committee was supported by an implementation team, which included our Deputy Commissioner.

As part of this strategy, the Commissioner was responsible for leading a pillar of work supporting the NSW public service including:

- mobilising public servants to NSW Health and Multicultural NSW

- ensuring agencies adjusted their rosters and other work arrangements to reduce mobility and minimise exposure

- in relation to COVID-19 vaccination:

  » using behavioural insights to encourage uptake of vaccination

  » considering which parts of the public sector workforce required mandatory vaccination

  » working with the Employee Relations Branch within the NSW Department of Premier and

Cabinet on a circular on vaccination to be issued by the Industrial Relations Secretary

- operationalising Public Health Orders for authorised workers living in areas of concern and working outside those areas

- providing workforce data to understand the impacts of Public Health Orders.

Supporting our people through the pandemic

The Greater Sydney lockdown and resulting regional lockdowns meant we returned to working from home for several months, in line with Public Health Orders.

Keeping staff informed and engaged

Staff were kept informed about changes to Public Health Orders and any resulting changes to our work. Virtual events were arranged to promote wellbeing, mindfulness and stress reduction. Read more about how we prioritised staff health, safety and wellbeing on page 87.

Introducing a COVID-19 vaccination policy

As the nation-wide vaccination program and NSW's roadmap out of lockdown progressed, our Commissioner issued a direction to implement mandatory COVID-19 vaccination for all PSC staff by 30 January 2022. This was introduced following a risk assessment and consultation with staff and the Public Service Association (PSA), to help keep our people, their families and those we interact with safe. Staff were required to be fully vaccinated against COVID-19 (a complete course of an approved vaccine) or seek an exemption. Any visitors to the office were also required to be fully vaccinated.

Creating a COVID-safe workplace

Following changes to Public Health Orders, we reopened our office in March 2022. A COVID-19 safety plan was implemented, including regular cleaning of high-touch areas, automatic hand sanitising stations and adjusting meeting room capacity to accommodate social distancing requirements.

We also kept staff informed, in confidence, if they may have been exposed to COVID-19 at work, by ensuring we had access to staff and visitor logs. There have been no COVID-19 outbreaks in the office.

Returning to the office

Since the easing of most COVID-19 restrictions, we have continued to work in a hybrid way with most staff working a mixture of days in the office and from home. Our leadership is committed to staff balancing their wellbeing and lifestyle needs with maintaining our organisational culture and business performance through in-person connection and collaboration.

Hugh Mitchell in a meeting with his team

Staff profile: Hugh Mitchell

'It gave me a new perspective of the purpose of the public service, the diversity of people living in NSW, and how we can best serve them.'

When NSW Health needed to grow their workforce to assist with the pandemic response in March 2020, the PSC was quick to respond by enabling staff mobility across the sector, including PSC employees.

Hugh Mitchell, our administrative support officer at the time, joined NSW Health for nearly 2 years where he managed NSW Health's call centre. Receiving between hundreds to thousands of calls per day, Hugh was the voice of the public to health officials, informing them of the questions being received and helping to get timely answers to the issues that mattered. Hugh collaborated with teams across Service NSW, Resilience NSW and NSW Health to deliver responses for the public.

As the pandemic progressed, Hugh was asked to manage NSW Health's first in-bound contact tracing team. He developed his people management skills by leading a team of 24 people from vastly different roles across the public sector, the majority of whom were Taronga Zoo employees, including conservation scientists, zookeepers, customer service and retail – earning his team the name of 'Hugh and the zoo'.

Upon returning to the PSC in February 2022, Hugh's secondment experience helped him achieve a new job at a higher grade in our Talent Acquisition team. Talking directly to citizens in the call centre gave Hugh a unique insight into the vital role played by frontline government services. He has also gained invaluable skills he puts to use every day in his new role.

'I feel a lot more confident in dealing with challenges and collaborating with stakeholders from across the sector. That confidence enables me to listen and respond appropriately so I can help them as best I can.'

Strategic progress

This section details activities under our strategic focus areas throughout the year as well as performance against key performance indicators.

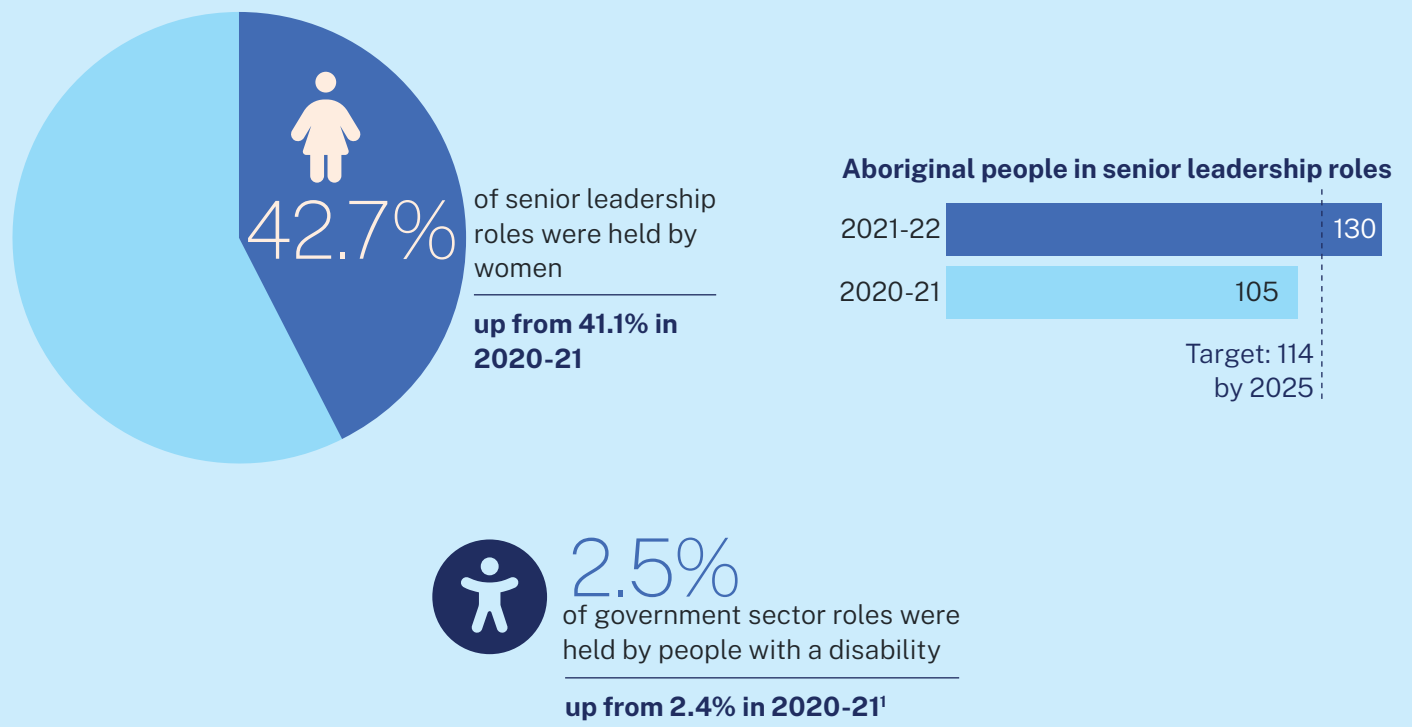# Premier's Priority 14: World-class public service

Our programs of work align with Premier's Priority 14, which seeks to implement best-practice productivity and digital capability, and drive workforce diversity in the NSW public sector by 2025.

Sector targets

- 50% of senior leadership roles held by women
- Increasing the number of Aboriginal people in senior leadership roles to 114
- 5.6% of government sector roles held by people with a disability

Sector progress 2021-22

The number of senior leadership roles held by women continues to track upwards. The target for Aboriginal people in senior leadership roles was exceeded this year. There has been a slight increase in government sector roles held by people with disability. Read more about how we are addressing the key challenges around improving disability employment on page 43.

42.7% of senior leadership roles were held by women

up from 41.1% in 2020-21

Aboriginal people in senior leadership roles

2021-22	130
2020-21	105

Target: 114 by 2025

2.5% of government sector roles were held by people with a disability

up from 2.4% in 2020-21[1]

[1] This data is from our 2021 Workforce Profile Report, which is information provided by employees to their employing agency. In the 2021 People Matter Employee Survey (PMES), which is anonymous, 4.6% of respondents identified as being a person with disability.

PSC programs enabling diversity targets

Women in leadership

51% of graduates in the 2022 NSW Government Graduate Program are women

68% of candidates in the Grade 7/8 NSW Public Service talent pool are women

63% of participants in the NSW Leadership Academy are women

Aboriginal leadership and participation

8% of graduates in the 2022 NSW Government Graduate Program are Aboriginal

7% of candidates in the Grade 7/8 NSW Public Service talent pool are Aboriginal

20% of participants in the Leadership Academy are Aboriginal

Disability inclusion

6% of graduates in the 2022 NSW Government Graduate Program have a disability

10% of candidates in the Grade 7/8 NSW Public Service talent pool have a disability

1.48% of the participants in the Leadership Academy have a disability

Setting the benchmark for world-class public service

The NSW Premier's Awards recognise outstanding work in the NSW public sector. Setting the benchmark for an exemplary public service and with a workforce of more than 400,000 people, winning a Premier's Award is a special achievement.

We lead the awards program, and in 2021 the awards ceremony was designed as an interactive virtual event.

Record-breaking event attendance

Thanks to the support of awards ambassadors from each agency, over 2,500 public sector employees and members of the public tuned in – the largest audience in NSW Premier's Awards history.

The 2021 event was more interactive than ever before, with over 500 real-time messages of congratulations to finalists and winners sent through the live chat.

Over 240 nominations were received for nine awards in the following categories:

- Anthea Kerr award for future public sector leaders
- NSW Public Servant of the Year
- A strong economy
- Excellence in digital innovation
- Highest quality education
- Putting the customer at the centre
- Recovery and resilience
- Tackling longstanding social challenges
- Well-connected communities with quality local environments

2021 NSW Public Servant of the Year award winner Belgin Tran

Public Servant of the Year

The 2021 NSW Public Servant of the Year award was presented to Belgin Tran, who at the time was a project director at Service NSW, for her leadership of major NSW Government initiatives responding to the pandemic, floods and bushfires.

An honourable mention was presented to Professor Dominic Dwyer, NSW Health Pathology's Director of Public Health Pathology for his scientific breakthroughs in the COVID-19 response.

Smarter ways of working

Strategic outcome

A mobile and flexible workforce where talent is responsive to areas of need and focused on the delivery of customer-centric services.

Action

Our work supports the sector to deliver world-class talent attraction and recruitment experiences. We facilitate strategic workforce planning so that the right people are in the right roles at the right time and produce employment frameworks and structures to enhance sector performance.

Impact

We exceeded our candidate retention targets this year. Agencies are increasingly hiring through our talent acquisition programs and most are continuing their careers in the sector. We also improved strategic workforce planning maturity through masterclasses and events.

Key achievements

- Created Grade 9/10 talent pool
- Launched digital and social work streams for the NSW Government Graduate Program
- Continued building a talent pipeline through our internship programs – virtual, disability, Aboriginal
- Refreshed the I work for NSW website
- Managed 17,000 enquiries through I work for NSW
- Increased 'INSPIRE Collaborative' meeting attendance by almost 20%

What's next

- Continue to grow the graduate program
- Promote the Grade 9/10 talent pool as a go-to talent sourcing method
- Pilot a senior executive Band 1 talent pool, utilising existing agency talent pools
- Modernise government recruitment processes to deliver world-class candidate and recruiter experiences
- Evolve the strategy for the NSW Government employee value proposition
- Continue to provide world-class customer service to candidates and recruiters using I work for NSW website
- Launch updated NSW Government Strategic Workforce Planning Framework
- Release 'Approach to Organisation and Role Design' and resources and begin a pilot organisation design project
- Partner with the sector to better understand and improve change management practices

Challenges

- Continuing to attract top talent and ensuring the employee value proposition remains competitive
- Labour and skill shortages in certain areas

Measures of success

Increase in number of candidates hired through talent acquisition programs

2020-21	Established baseline 213
2021-22	237

Maintain percentage of graduates retained in the sector upon completion of program

Target 75%

2016–18	80%
2019	78.2%

Number of agencies with a strategic workforce planning process in place
Target: 25% by 2025[1]

[1] A baseline will be established in 2022-23.

Graduate program develops future leaders

Since 2016, we've been building a pipeline of future public sector leaders through the NSW Government Graduate Program. The 18-month program attracts fresh, diverse entry-level talent to NSW Government. It offers graduates a rewarding experience, including 3 rotations in different government agencies, a mentor and an executive sponsor, a series of networking events, and a tailored education component for each stream.

The program has evolved each year to support sector workforce needs. In 2022, we introduced 2 new occupation-specific streams – digital and social work – alongside the existing primary and legal streams.

Interest in our program remains strong

The program remains extremely popular, with 3,826 applications received for our 2022 program. NSW Government was ranked second overall in the Australian Financial Review's Top 100 Graduate Employers list and awarded Most Popular Government and Defence Employer in Australia for the fifth consecutive year.

Sector support fuels program growth

The sector continues to see the value graduates bring to their work and committed to taking 185 graduates across the 4 streams – 35 more graduates than the previous year. Graduates were placed across 21 agencies, the highest number participating in the program's history. There were 20 roles offered in regional NSW (up from 18 in 2021) located in the Hunter, Central Tablelands, Riverina, North Coast and South East regions.

Attracting and retaining talent

Data shows that graduates are highly likely to stay in the sector after completing the program. Almost 80% of the 2016, 2017, 2018 and 2019 cohorts were still employed in the sector up to 2 years after their program intake, and more than 75% returned to a government agency where they completed a rotation.

The program will continue to expand in 2023 by introducing a new engineering stream and a new South Coast region.

Internship programs create career pathways

Participation in our internship programs – virtual, Aboriginal and disability – provides valuable experience and can support candidates' applications for the NSW Government Graduate Program. In total, 35 of the 185 successful candidates for the graduate program had completed the virtual internship program, plus one Aboriginal intern and one disability intern.

The Aboriginal internship program, run in partnership with CareerTrackers, saw 10 Aboriginal students placed in NSW Government agencies this year. Of these, 4 interns will graduate from the internship program, one has been offered a cadetship and one withdrew from the program. We will look to place 6 new interns in 2022-23.

Now into its third year, 10 students were placed in the 2021-22 disability internship program, run in partnership with the Australian Network on Disability. We have committed to placing 10 interns each year until 2025.

Completing the virtual internship gives university students a taste of the NSW Government Graduate Program

Virtual internship setting graduates up for success

The NSW Government virtual internship program has given over 25,000 university students a glimpse into working in the public sector since 2019.

The program attracts students by showcasing the meaningful work available in the sector, often inspiring them to apply for the NSW Government Graduate Program.

Anita Hawtin, principal advisor in our Talent Acquisition team, said the virtual internship program is helping to 'de-mystify' public sector work for students, with 96% of participants saying they have a better understanding of the type of work that NSW Government graduates do upon completion.

'Agencies can find it challenging to sell what they do to graduates, but this program is raising the profile of government and setting us apart from the private sector,' said Anita.

Students from all disciplines can choose from modules in policy, digital, data analysis, legal and economics. Talent Acquisition developed the economics module in partnership with Investment NSW and the digital module with the NSW Department of Customer Service.

In response to the needs of the sector, the team also partnered with the Department of Customer Service's Brand, Digital and Communications team to develop a new communication and marketing module to be launched later in 2022.

'The Talent Acquisition team's knowledge in the learning and recruitment space is second to none. . . we couldn't have done it without collaborating.'
– Charlene Fle-Danijelovic, Acting Senior Sector Capability Advisor, NSW Department of Customer Service

The virtual internship is a proven pathway into the sector, with graduate program applicants who have completed the virtual internship nearly twice as likely to be successful. Vanilla Xie, a graduate in the 2022 intake said the virtual internship 'lifted the veil on how government worked,' boosting her confidence during the application process.

'Working as a graduate now, I've found that the skills and procedures I used for the internship tasks have directly translated over,' said Vanilla.
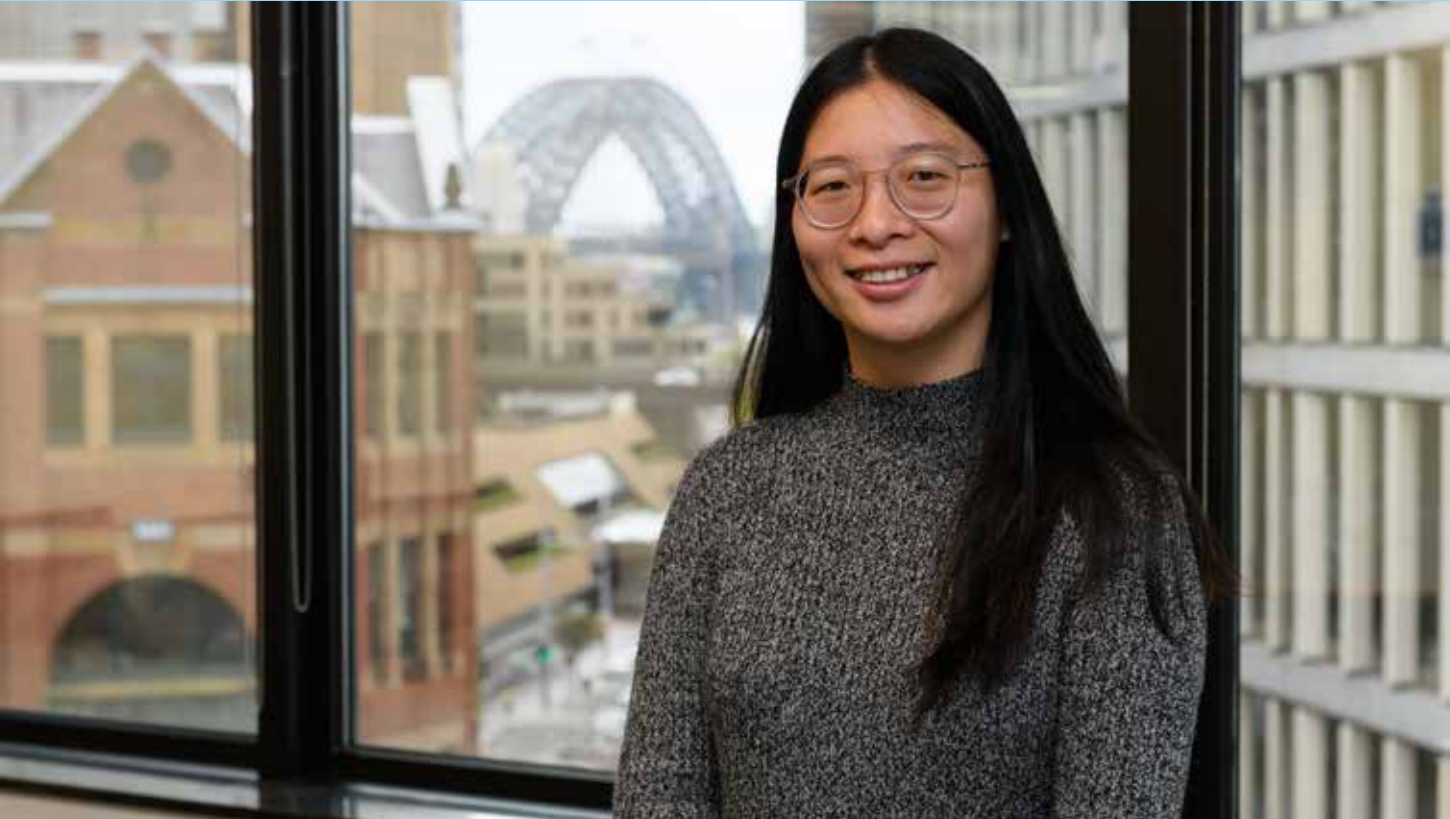
2022 virtual internship graduate Vanilla Xie

Talent pools make recruitment easier

The NSW Public Service talent pools provide agencies with access to diverse, high-calibre talent in a timely and cost-effective way. Candidates in these talent pools have been rigorously assessed and are ready to be hired, allowing hiring managers and recruiters to fill a role in just 7 days.

Facilitating faster, high-quality hires

In 2021-22 we had 2 talent pools available for the sector. The Grade 1/2 talent pool concluded in January 2022. There was a total of 34 hires from this talent pool from a range of NSW Government agencies.

A Grade 7/8 talent pool was launched in July 2021, with 82 candidates placed in the pool. Since launch, this pool has had 27 hires. This pool will conclude 1 January 2023.

We have continued to co-design approaches for increasing talent pool use and establishing new talent pools with the sector. We convene a cross-sector working group and continue to support them to advocate for the pools in their agencies.

A new talent pool in development

An assessment and selection process held in May 2022 established a Grade 9/10 talent pool. The campaign attracted 646 applications and 90 candidates were placed in the talent pool, which became available to the sector in July 2022.

Modernising recruitment and selection practices

In 2021-22, we began work on an e-learning program designed to improve recruitment and selection practices in the sector by:

- improving awareness, confidence and effectiveness

- facilitating a positive shift in employee attitudes, behaviours, systems and knowledge

- putting inclusive practices and positive candidate experiences at the centre.

This program will replace the existing Merit Assessment Program, created in 2014. This is the first in a series of initiatives we will implement to positively evolve NSW Government recruitment processes.

I work for NSW website

The I work for NSW website is a whole-of-government jobs board and the primary destination for jobseekers wanting to establish a career in NSW Government. We manage the website, the online recruitment system and the support desk, supporting recruiters in the sector and candidates applying for jobs.

Recruiters continue to see the value in the site, with the number of job advertisements growing by 200% over the last 6 years. During 2021-22, approximately 60,000 jobs were advertised on the website, attracting over 3.8 million users with close to 30 million page views of job advertisements. These visits resulted in over 800,000 applications for roles.

Attracting high-quality, diverse talent

In 2021-22, the I work for NSW website was refreshed to better reflect NSW Government's employee value proposition and attract diverse candidates in line with Premier's Priority 14 targets. It also involved bringing the site into line with government standards using the NSW Government Digital Design System and NSW Government Brand Framework.

Read more about the I work for NSW website refresh.

Providing world-class customer service

Our support team managed over 17,000 enquiries from candidates and recruiters, with an average handling time of 24 hours, significantly lower than the market average. We oversaw 4 major system upgrades and made numerous updates to improve the recruiter experience.

As agencies have moved to their own recruitment systems, we have integrated these with the I work for NSW website to ensure a seamless candidate experience.

For agencies that use the Oracle Taleo system, we continue to provide hands-on support, from approval of a vacancy through to appointment and onboarding of the successful candidate. The NSW Department of Education is currently the largest agency using Oracle Taleo, and in 2021-22 we worked closely with them to support their recruitment needs. This included adding new onboarding modules and implementing numerous targeted campaigns to reach and retain teaching staff.

60,000
jobs advertised

800,000+
job applications

3.8 million+
website users

17,000
enquiries , 24 hours handling time

I work for NSW also has a thriving social media presence. Over 2021-22 there was particularly strong activity across LinkedIn and Facebook:

LinkedIn

92,231
followers

547,651
impressions

4.4%
engagement rate

Facebook

16,330
followers

753,685
impressions

2.6%
engagement rate

Instagram

2,626
followers

36,014
impressions

1.0%
engagement rate

Ensuring NSW Government remains an employer of choice

'The website looks so much better, thank you.'
– I work for NSW Facebook comment

This year our E-Recruitment, Disability Inclusion and Strategic Communication teams collaborated to refresh the content and visual design of the I work for NSW website.

The I work for NSW site is the 'front door' to finding roles in the NSW public sector, with over half a million unique visits each year. The site also plays a key role in showcasing the NSW public sector employee value proposition as a workplace that values inclusion, belonging and opportunity for all.

This project was informed by a 2019 KPMG evaluation of our employee value proposition that included recommendations to simplify language and update website images to reflect the diversity of our workforce. We also sought input from sector partners who collaborated with us to share their expertise on branding, digital user experience, disability advocacy, veteran's advocacy, and talent acquisition.

The updated website content supports candidates to apply for roles in the sector, with tips on how to apply, prepare for interviews, and find career pathways.

The I work for NSW site is an important channel to support our Premier's Priority commitment to increase the number of people with a disability in the sector workforce, ensuring navigating our recruitment processes is not a barrier to joining the sector.

'An easy to navigate site, and great you've got people with disability front and centre.'
– Senior Manager, Disability and Inclusion

To ensure our updated site met user needs, we completed testing with candidates, recruitment leads and disability recruitment specialists from across the state. The improved focus on inclusion strongly promotes the values and benefits of working for NSW Government.

'This site is a go-to tool for me. It's great to see more images of real people.'
– User testing participant
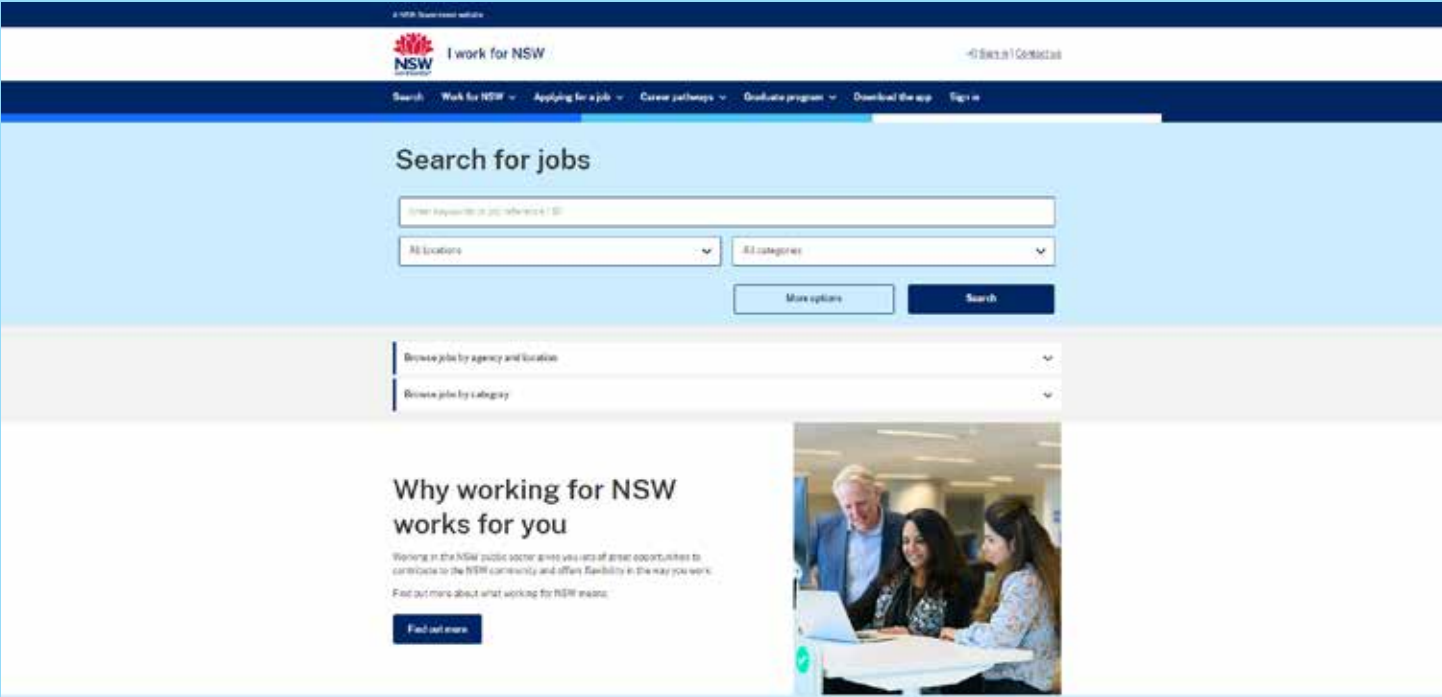
The refreshed I work for NSW website

Growing government roles in regional NSW

In 2021, NSW Government announced the 'Regional Workforce Principles' to grow the number of public sector roles in regional areas, along with investment in workplace hubs in Dubbo and Coffs Harbour.

Understanding our regional workforce

In 2021-22, we worked closely with the sector to understand the current regional employment footprint, supporting the investment in the workplace hubs and plans to transition roles to regional locations. We will continue to facilitate regular reporting to the NSW Secretaries Board on collective progress, opportunities and risks.

Building strategic workforce planning maturity

Strategic workforce planning enables agencies to better prepare for the changing nature of their work and workforce.

This year we supported agencies to engage in strategic workforce planning, guided by our NSW Government Strategic Workforce Planning Framework.

During 2021-22 we hosted 4 strategic workforce planning masterclasses. There was also a 54% increase in visitors accessing PSC strategic workforce planning tools and resources on our website.

We also organised 4 meetings of the INSPIRE Collaborative, our online events for the sector strategic workforce planning community. Over the year the average number of attendees increased by almost 20%.

Producing fit-for-purpose resources

To make further strides towards our target, we continue to co-design tools and resources with the sector. Importantly, we reviewed the NSW Government Strategic Workforce Planning Framework and the updated framework will be published in 2022-23. We are also working on a model strategic workforce plan and template, based on the PSC's own strategic workforce plan for 2022-25.

Find out more about the PSC's strategic workforce plan on page 88.

Updating organisation and role design

Throughout 2021-22 the sector workforce continued to feel the impacts of COVID-19 and significant weather events. In times of change and disruption, it is crucial for government agencies to take a contemporary approach to organisation and role design practices.

Our 'Approach to Organisation and Role Design' was drafted in early 2021 to support agencies in modernising this process and aligning with their organisation's strategic direction. This will be published in late 2022-23 with supporting tools and resources. Next year we aim to partner with an agency commencing a restructure to pilot this process.

Managing change

Complementing this work, our Managing Change program aims to improve the way change associated with restructures is managed in the sector. We are taking a human-centred design approach to gain a deeper understanding of the sector's experiences and identify ways we can provide meaningful support. Data from the 2021 People Matter Employee Survey showed that only 43% of employees believe change is managed well in their organisation.

Strategic Workforce Planning Framework cover

Capability for high performance

Strategic outcome

Public sector workforce focuses on evolving capabilities for high performance.

Action

Our work prioritises developing the capability of HR professionals, supports the growth of customer-centric service design and delivery and helps ensure leaders have the mindsets, capabilities and behaviours to lead high-performing, outcomes-focused workplaces.

Impact

The upward trend for change management in the sector has continued over the past 3 years. There is a high uptake of our capability building initiatives across the senior leadership, HR professional and people manager cohorts. We have established a strong foundation for scaling digital capability uplift our partnership with NSW Department of Customer Service on the pilot Learning Experience Platform (LXP) (read more on page 35).

Key achievements

- Refined and refreshed Leadership Academy signature programs
- Hosted 2 Executive Connections events for 1,022 executives, showcasing best practice in leadership

- Hosted the Executive Leadership Essentials course for 388 new executives
- Launched group mentoring program for people managers
- Added 1000+ new learning resources and mapped 115 learning pathways to capabilities on the LXP
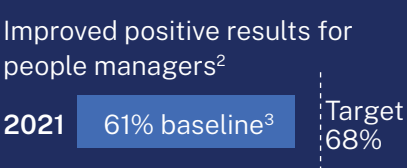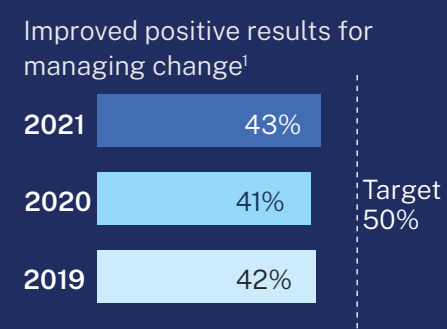- Hosted 4 events for the 'Community of HR Professionals

What's next:

- Further refine Leadership Academy programs to strengthen impact
- Continue to offer training for new executives and thought leadership events for all executives
- Continue the LXP pilot, with post-program evaluation to define further roll-out plans
- Evaluate the people manager group mentoring program to inform the next iteration
- Commence second intake for 'The Spark' HR mentoring program

Challenges

- Delivering impactful hybrid learning in leadership programs
- Maintaining uptake of programs when they are experiencing resourcing shortages
- Adapting our programs in a timely way to meet fast-evolving sector needs

Measures of success

Improved positive results for managing change[1]

Year	Value
2021	43%
2020	41%
2019	42%

Target 50%

Improved positive results for people managers[2]

Year	Value
2021	61% baseline[3]

Target 68%

Increase in number of agencies applying digital and customer capabilities

Because this work is at an early stage, we will establish baseline metrics to measure understanding, experience and adoption of the LXP in 2022-23.

[1] Measured by 'Change is managed well' question, People Matter Employee Survey

[2] Measured by total score of 'Feedback and performance management' questions in People Matter Employee Survey.

[3] Due to changes in source data between 2020 and 2021 (i.e. items available in the People Matter Employee Survey), this baseline was reset from 63% down to 61%.

Building digital capabilities for the future

The people of NSW expect seamless and responsive interactions with government, so public sector employees need to be able to design products, services and policies in a customer-centred way.

Our Digital and Customer Capability Framework underpins all digital and customer-centred work in the NSW public sector. The framework identifies 6 capabilities requiring immediate uplift across the sector.

Online learning, anywhere, anytime

We received funding from NSW Department of Customer Service's Digital Restart Fund, which allowed us to launch a digital capability Learning Experience Platform (LXP). The LXP provides sector employees with a personalised, dynamic online learning experience that can be accessed anytime, anywhere, in the flow of work. Content on the platform has been developed in partnership with industry leaders and sector representatives.

Despite being rolled out during the pandemic, an early evaluation showed that the LXP has been received positively, with users indicating that they preferred our LXP over other learning platforms. This year the NSW Department of Customer Service began trialling the LXP as a pilot with up to 3,500 employees. We also added over 1,000 learning resources and mapped 115 learning pathways to capabilities.

Scaling for success

To help ensure that our sector-wide digital capability uplift program is viable, sustainable, and relevant, we will develop impact evaluation measures in 2022-23.

The Digital and Customer Capability Framework

Leading in in a digital world

- Stakeholder communications
- Leading with purpose
- Inclusive leadership
- Developing talent
- Ethical leadership in the digital age
- Authentic and transparent leadership
- Resilience skills
- Growth mindset
- Change management

Customers at the centre

- Human-centred design (HCD)
- Customer research and community engagement
- Storytelling
- Service and experience design
- Leading with 'Customer at the Centre'
- Customer Service
- Customer Commitments
- Behavioural Insights

Enabling technology

- Cyber security
- Internet of things
- Artificial intelligence and machine learning
- Platform as a service
- Crypto-currency and blockchain
- Leading through constant change
- Coding

Collaboration and agility

- Agile project methodology
- Blended waterfall and agile
- Working in the open
- Virtual collaboration
- Leading collaborative teams

Ideas to impact

- Lean start-up and entrepreneurship
- Ecosystem partnerships
- Disruption and innovation
- Growth mindset
- Fail-friendly leadership and culture

Data, decisions and ethics

- Data literacy
- Coding
- Open data and API usage
- Information access and privacy of citizen data, ethics and social license
- Data-informed leadership
- Risk management
- Systems thinking

HR practitioners from across the sector attending The Spark HR Design-a-thon

Growing HR capability and community

'The Spark' is our capability uplift program for sector human resources (HR) professionals. This year 120 HR practitioners participated in our pilot mentoring program (launched in May 2021) as mentors or mentees. Mentees were paired with a more senior HR professional from a different cluster to help them expand their networks and develop their skills. The program received overwhelmingly positive feedback from participants and program evaluations showed an average of 18% capability uplift.

The mentoring program will continue next year, aiming to support 80 pairs of mentors and mentees – 20 more than 2021-22.

We also hosted a 'design-a-thon' in April 2022, with 36 HR professionals, providing opportunities to network and put human-centred design principles into practice to solve common HR challenges. Post-event surveys showed that 71% of participants reported an uplift in their design thinking capability.

Nurturing the sector HR community

We continued to facilitate the NSW public sector 'Community of HR Professionals' (HR ComPrac), an opt-in group of employees who want to take charge of their professional development. We hosted 4 virtual events covering design thinking, hybrid working, employee working, and organisational restructure. These events were each attended by approximately 150 people and received positive ratings in post-event evaluations.

New communication strategies and engagement with a new HR Advisory Board will help us continue to optimise the HR ComPrac group. Input from both these groups, along with our 'The Spark' working group, is crucial to the success of our programs and we regularly seek feedback from them to ensure our programs and events align with sector needs.

Setting people managers up for success

There are approximately 70,000 people managers in the NSW public sector – about 20% of our workforce. Effective people managers drive positive workforce outcomes and high-quality service delivery for the people of NSW.

Group mentoring shows early signs of success

This year we launched our first group mentoring program for people managers, where 5 mentees were guided by one mentor. There was high demand for the program as we received double the number of applicants than places available. Participants have indicated that the program is beneficial, with a full evaluation to be conducted at the program's conclusion in December 2022.

'[My mentor] is amazing. Incredibly knowledgeable and compassionate. The other mentees are amazing too and I thoroughly enjoy having a safe space to discuss struggles and to see that we are all going through the same issues.'
– Mentee

'[My mentee] is excellent, dedicated to focusing on the relationships and lessons learned from the wider group and worked hard to challenge herself with a clear set of goals she wants to reach in the short and long term for her career.'
– Mentor

Resources for different learning styles

We hosted the first in a series of 4 masterclasses for people managers, that will continue into next year. The masterclasses – Making hybrid work and Prioritising de-escalation – achieved net promoter scores of +54 and +92 respectively.

We continued to update our online resources for people managers and partner with sector HR professionals to embed these in their learning and development offerings. The People Manager Fundamentals online learning modules have been adopted by over 40 agencies across all 10 clusters. Our people manager hub, a resources page on our website, has had over 2,000 visits, doubling the number of visits in the same period last year.

Growing ICT and digital careers in government

The Digital Career Pathways tool, accessed through our website, helps current and future government employees to plan their digital career. Users can identify growth opportunities, career pathways and upskilling resources to help them discover the roles available and drive development conversations with their managers accordingly.

Since its launch in early 2021 the tool has had over 4,000 users, with nearly 750 people completing the career questionnaire at the end.

Based on feedback from users, along with the support of our governance group – comprised of senior sector ICT and digital professionals – we continue to refine our approach to promoting and updating the tool to ensure it remains relevant and fit for purpose.
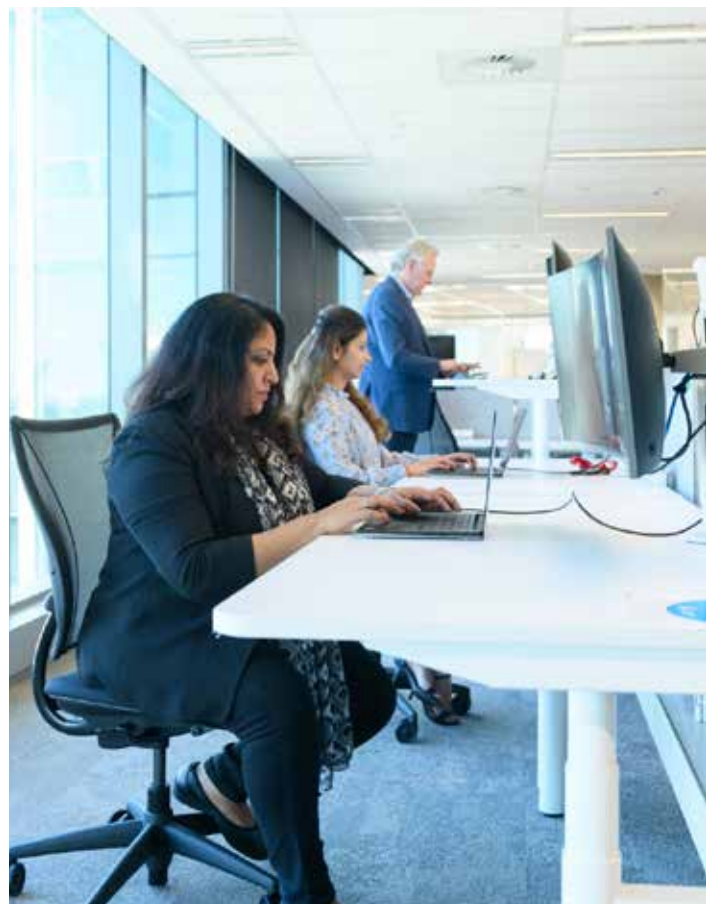
The Digital Career Pathways tool helps individuals learn about digital career opportunities with NSW Government

Strengthening skills of public sector leaders

The NSW Leadership Academy delivers trusted leadership development programs for high-potential and high-performing leaders from across the NSW public sector.

In 2021 our signature programs – for current NSW public sector executives and Aboriginal and Torres Strait Islander emerging leaders – were completed by 314 leaders. These programs offered a blended delivery approach, with a digital platform for self-directed learning, and as much face-to-face learning as possible, in line with COVID-19 restrictions and participant preferences.

Face-to-face learning is a priority

Evaluations showed that face-to-face learning remains a high priority for participants, so the 2022 programs were modified to include a series of 1–2-day intensive sessions in peer learning groups. The 2022 signature programs are due to finish in October 2022.

Sharing the latest in leadership thinking

In addition to the signature programs, we delivered 2 thought leadership events as part of our Executive Connections virtual event series. Open to all NSW public sector executives, over 1,022 people attended the two events – Upstream decision-making and Customer-centric leadership – with an overall attendance rate of 98%. We also ran our Executive Leadership Essentials orientation program for 388 new executives.

Ongoing engagement with our sector stakeholders is crucial for us to design and deliver high-quality sustainable programs, from helping us identify high-potential and high-performing talent through to promotion and delivery of our events and programs in their workplaces.

314
participants

56%
female executives

20%
Aboriginal or Torres Strait Islander participants

15%
Band 1, Band 2 and regional-based participants

A stronger customer focus

During 2021-22 we embarked on a project to improve stakeholder engagement and management processes across the PSC. This work was initiated following the recommendations of an internal audit undertaken by KPMG in 2020-21.

The project aims to deepen our impact as an agency, by creating a shared understanding of our core customers among PSC staff and enabling effective coordination of high-quality communications and interactions.

Identifying our core customers

Work included interviewing leaders across the PSC about current methods of stakeholder engagement, research into best practice models and scoping a customer survey. Importantly, we identified 2 core customer segments that are critical to leading and driving action in our strategic focus areas:

- change leaders – cluster secretaries, chief people officers and HR leaders
- change drivers – HR professionals with different areas of specialisation, including diversity and inclusion, recruitment, learning and development, and employee experience.

The year ahead

Upcoming project activities will include:

- gaining important customer insights and establishing baseline measures for the impact of our engagement practices by running a customer survey throughout October and November 2022
- developing a PSC stakeholder engagement framework comprising a stakeholder map, engagement ambition, and tools and resources to enable effective stakeholder engagement processes
- the audit and optimisation of the PSC's external communication channels.

Inclusive, ethical public sector

Strategic outcome

Workplace cultures that foster diversity, belonging and respect, enabled by the government sector ethical framework and core values.

Action

Our work supports leaders to create positive and productive workplace cultures. This is achieved through designing equitable recruitment and employee experience practices and developing resources to improve cultural capability.

Impact

This year we saw an increase in the positive rating of senior leaders' impact on workplace culture in People Matter Employee Survey (PMES) results. The increase in favourability scores on diversity and inclusion measures since 2020 has been maintained. Measures for incidence of bullying, sexual harassment have remained steady, with a 1% increase in threatened physical harm.

Key achievements

- Launched the Belonging and Inclusion strategy
- Led 11 focus groups for culturally and linguistically diverse sector staff
- Created the Everyone's Business training package
- Designed and hosted Everyone's Business panel event attended by 1,199 sector staff
- Initiated further enhancements to paid parental leave entitlements

- Launched the Accessible Office Design Framework in partnership with Property and Development NSW
- Built relationships with disability employment providers and produced a sector guide to disability employment services
- Led the Aboriginal Employment Strategy review
- Grew Pride in NSW to 1,400+ members
- Established the cross-sector 'Equity and Respect' working group for prevention of bullying and sexual harassment

The year ahead

- Continue to partner with the sector to support progress towards Premier's Priority 14 targets
- Create a belonging and inclusion resource library and hold quarterly inclusion forums
- Produce interactive support tool to help prevent sexual harassment in the workplace
- Partner with the sector to implement the revised Aboriginal Employment Strategy initiatives
- Pilot a digital 'workplace adjustments passport' for sector employees with disability

Challenges

- Employment and retention of people with disability
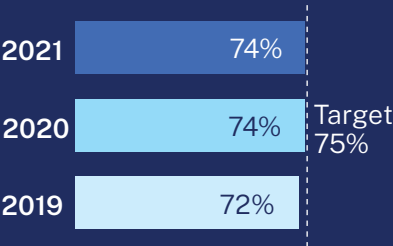- Fostering an intersectional approach to belonging and inclusion

Measures of success

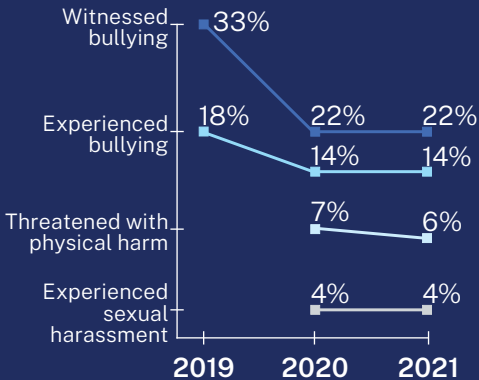Increase in positive rating of senior leaders' impact on workplace culture[1]

2021	59%
2020	58%
2019	53%

Target 62%
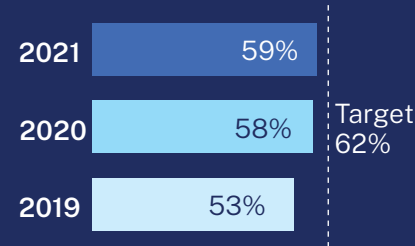
Increase in favourable scores on inclusion and diversity measures[2]

2021	74%
2020	74%
2019	72%

Target 75%

Decrease in incidence of bullying, sexual harassment, and harm

	2019	2020	2021
Witnessed bullying	33%		
Experienced bullying	18%	22% / 14%	22% / 14%
Threatened with physical harm		7%	6%
Experienced sexual harassment		4%	4%

[1] Measured by People Matter Employee Survey

[2] Measured by People Matter Employee Survey

A world-class public service where everyone belongs

Our Belonging and Inclusion Strategy, launched in February 2022, outlines how we will partner with the sector in delivering innovative initiatives that support the NSW Premier's Priorities, share best practice and amplify the impact of lived experience networks.

Intersectionality is key

Crucial to the success of belonging and inclusion initiatives is the concept of intersectionality. We each have seen and unseen characteristics and experiences that make us different, form our identity and how we view the world – we are diverse. Some of us have more than one characteristic or perspective that defines who we are – this is intersectionality.

We will continue to work with the sector to extend beyond single concepts of diversity and acknowledge the role and significance the intersectional experience has for many of our people.

Building strong relationships with our stakeholders

We had regular cluster meetings to hear feedback from diversity and inclusion practitioners and connect with diversity networks across the sector.

Feedback from these groups sparked our plans to build an online belonging and inclusion library, due to be delivered in late 2022. The library will include the latest best practice information and resources and will be expanded over time, based on sector needs.

Driving gender equity in the sector

This year we undertook a range of activities to improve gender equity across the sector and worked closely with the sector to make progress towards this target.

Promoting equity and respect in workplaces

We began work on several initiatives to help prevent and respond to sexual harassment in the workplace.

We established a working group with representatives from Women NSW, Anti-Discrimination NSW, SafeWork NSW and each cluster. Cross-sector input remains crucial in developing a comprehensive, best practice approach for preventing and responding to sexual harassment.

We are in the process of developing a model sexual harassment prevention policy to equip agencies with a baseline from which to develop their own policies and create positive workplace cultures free from sexual harassment.

We also began work on an interactive support tool, a service that public sector staff at all levels can engage with to learn more about preventing sexual harassment in the workplace. The tool will provide information on:

- what constitutes sexual harassment
- their rights and responsibilities at work
- how internal policies support the prevention of sexual harassment in the workplace
- where to find further information and support resources.

It is important to note that this tool will not be a crisis response tool.

Improved paid parental leave arrangements

In July 2021, NSW Government introduced a gender-neutral paid parental leave scheme for eligible NSW public sector employees. Previously, mothers could access 14 weeks of paid maternity leave, with the other parent eligible for one week of paid leave. Now, anyone who is a primary carer (regardless of gender) can access 14 weeks of paid parental leave, and the other parent can also access up to 14 weeks of paid leave.

The NSW Government also introduced access to paid leave in the event of a miscarriage (up to 5 days) or pre-term birth leave from the date of birth of the child (or children from a multiple birth) up to the end of 36 weeks.

Following the announcements of the 2022-23 Budget and Women's Opportunity Statement, the NSW Government committed to making further improvements to the public sector's paid parental leave arrangements to ensure workplaces continue to be inclusive and flexible.

The PSC worked with NSW Treasury, the Public Sector Employee Relations branch in the NSW Department of Premier and Cabinet, and external supplier KPMG to scope and submit proposals for the improvements to paid parental leave. The new parental leave package was approved by NSW Government in May 2022 and we re-established our working group with representatives across all clusters to implement the new changes.

Enhancements to parental leave from 1 October 2022

- Removal of the primary carer requirement and allowing leave to be taken over 24 months

- Provision of 2 weeks bonus paid parental leave to NSW public sector employees when both parents take at least 12 weeks of parental leave – providing opportunities for parents to establish more equitable arrangements for paid and unpaid work, encouraging fathers to take parental leave and allowing women to return to the workforce sooner

- Extension of paid parental leave to NSW public sector employees providing permanent out-of-home care to vulnerable children – supporting a Premier's Priority to increase permanency for children in out of home care

- Introduction of 5 days of paid fertility leave for eligible NSW public sector employees – increasing opportunities for women to have children and reducing barriers to women undertaking IVF while in the workforce

Celebrating International Women's Day

On 8 March 2022, we hosted an online, sector-wide event to celebrate International Women's Day. Journalist Tracey Spicer AM was the MC, and The Hon. Bronnie Taylor MLC, the Minister for Women, Regional Health and Mental Health, gave an address.

Inspired by the UN Women theme of 'Changing climates: equality today for a sustainable tomorrow' the event theme of 'Environments of empowerment' was explored through panel discussion with some of the sector's most senior female leaders:

- Kathrina Lo, NSW Public Service Commissioner
- Georgina Harrisson, Secretary, NSW Department of Education
- Emma Hogan, Secretary, NSW Department of Customer Service
- Elizabeth Mildwater, Chief Executive Officer, Greater Sydney Commission.

Attendees also heard insights and reflections on leadership and womanhood from various leaders across the sector.

The event saw impressive audience engagement, receiving glowing feedback from attendees who felt inspired to 'leave a better NSW to the next generation through our contribution'. Attendees rated the event an average of 9.24/10, and 100% of attendees would recommend future PSC events to colleagues.

International Women's Day online event

Increasing cultural diversity in our workforce

NSW has a very culturally diverse population, with more than one in 4 residents born overseas. Our population represents more than 300 ancestries, 144 religions and speaks more than 275 different languages. This diversity is not accurately reflected in the sector's employee base, especially in senior leadership.

We presented a paper to the NSW Secretaries Board in November 2021, highlighting key barriers to senior leadership for culturally diverse people. It outlined the benefits of breaking down these barriers and increasing cultural diversity in the public sector workforce, along with a proposed program of work to address these issues. This was approved and in 2022 we commenced work.

Our focus areas for improving cultural diversity include sector consultation, improving data collection, cultural safety and belonging, and improving employee experience across the 'employee lifecycle' through to senior leadership.

While this is a new program of work for us, engagement from our diversity and inclusion stakeholders and culturally and linguistically diverse (CALD) staff has been strong. We've held consultative meetings with diversity and inclusion leaders and CALD employee resource groups across the sector.

We also organised focus groups, open to sector employees from CALD backgrounds, to better understand the challenges, barriers, opportunities, and overall experiences of CALD staff in our workplaces. We initially planned to hold 4 focus groups in June, but due to overwhelming demand to participate, we added 7 more focus groups which will continue into July 2022.

All focus group participants will be sent an anonymous survey to provide additional thoughts and contributions. We look forward to sharing the results of the survey and focus groups with the sector and using the insights to guide our work.

This work enhances our commitment to the *Multicultural NSW Act 2000*, and the Multicultural Policies and Services Program, as we continue to improve inclusion for CALD staff.

We continue to celebrate many events that align with the *Multicultural NSW Act 2000*, including Harmony Day and the Premier's Harmony Dinner in March 2022.

Reaching the Premier's Priority disability target

Employing people with disability remains a challenge for our sector, and we continue to support agencies to meet the Premier's Priority target of 5.6% of employees with disability.

According to our Workforce Profile Report in 2021, people with disability represent 2.5% of the government sector workforce, an increase of 0.1% from the previous year. However, in the 2021 People Matter Employee Survey (PMES), 4.6% of respondents identified as being a person with disability.

The gap between the Workforce Profile data and PMES data indicates that there are opportunities for us to work with agencies on better career development and retention strategies for people with disability, as well as supporting workplace cultures where people feel comfortable to disclose their disability information. This includes improving understanding and application of policy settings like Rule 26 of the GSE Act, which allows agencies to modify recruitment and selection processes to facilitate employment of people from disadvantaged groups.

Disability inclusion is integrated into the Belonging and Inclusion Strategy launched this year. We also continue to build a pipeline of candidates with disability for the sector through our internship programs (page 28), the NSW Government Graduate Program (page 28) and the NSW Public Service talent pools (page 30).

Disability employment service providers

This year we produced a guide to partnering with disability employment services, working in partnership with a sector reference group comprising talent acquisition and diversity and inclusion practitioners. This practical guide highlights common barriers to inclusion in recruitment processes and assists agencies to employ more people with disability using specialist disability employment service (DES) providers.

We led a workshop for DES providers to better connect agencies with the disability employment sector. From this engagement, we developed a database of DES providers across NSW for the sector to access.

Several agencies have since expressed interest in partnering with DES providers and have opted in for tailored information sessions on applying Rule 26 of the GSE Act.

We have also provided customised support to the Department of Regional NSW and the Department of Communities and Justice, to help them develop disability recruitment strategies and improve engagement with DES providers. We will share the results with sector stakeholders in 2022-23.

Helping managers support people with disability

Managers play a crucial role in employee experience. To continue to build an inclusive, disability-confident NSW public sector workforce, we need to equip managers with the skills and information needed to best support employees with disability.

To do this we initiated the development of an e-learning program called 'Removing the barriers: inclusion of people with disability'. The program will be launched in 2022-23.

A systemic approach to workplace adjustments

Effective workplace adjustments can have a significant impact on the employee experience, wellbeing and retention of people with disability.

The 2021 PMES results showed that people with disability who were satisfied with their adjustments had higher engagement and wellbeing scores than people without disability, while those with unsatisfactory adjustments had significantly lower engagement and wellbeing.

Unfortunately, many employees indicated challenging or poor experiences with workplace adjustments. To counter this, we started scoping a digital workplace adjustment passport to provide a systemic approach to adjustments. Work will continue into next year.

Employees with disability who were **satisfied** with their workplace adjustments

Employee engagement score	68.9%
Wellbeing score	53.1%

Employees with disability with **unsatisfactory** workplace adjustments

Employee engagement score	42.1%
Wellbeing score	27.4%

Panel discussion at International Day of People with Disability event

International Day of People With Disability

DENconnect was established as part of NSW Government's Jobs For People With Disability program, in collaboration with other sector-wide disability employee networks (DEN). We continued to support this employee-led group, including partnering to host this year's International Day of People with Disability (IDPWD) event.

The event was a great success, with 514 sector employees registered and 294 watching live on the day. Content reflected the United Nations theme 'Leadership and participation of persons with disabilities toward an inclusive, accessible and sustainable post-COVID-19 world'.

Our Commissioner led a thought-provoking discussion with a panel of sector employees, reflecting on the pandemic and its impact on people with disability in the workplace and providing sector leaders with clear recommendations for change.

Kiersten Fishburn speaking at IDPWD event launching Accessible Office Design Framework

Facilitating accessible workplace design

'The Accessible Office Design Framework takes the NSW Government beyond compliance to ensure our workplaces will meet a wide variety of employee needs. Through this framework, the PSC and Property and Development NSW are supporting the NSW Government's goal to become an employer of choice for people with disability and make our workplaces truly inclusive.'
– Helen Reynolds, Senior Advisor, PSC

In partnership with Property and Development NSW, we developed a framework enabling the sector to make office design and fit-out more accessible in new and existing buildings. The Accessible Office Design Framework aims to assist the public sector and the property industry to meet the needs of a wide range of employees, now and into the future.

'Universal design reflects the widest range of people's requirements – and by considering both the commercial and human impact we can make better business decisions, future proof our assets and make our workplaces truly inclusive and work for everyone.'
– Tiffany Heath, Property and Development NSW

In addition to devising the social policy and managing the project, we developed an evidence base for the framework by leading focus groups and a survey of 657 government employees with disability. Research revealed that a lack of accessibility in workplaces is a barrier to retaining and employing more people with disability.

Since its launch on International Day of People with Disability in December 2021, the framework has been applied in the design of two regional NSW Government office spaces in Dubbo and Coffs Harbour.

Over time, the framework will make it easier for asset facility leads and industry stakeholders to go beyond compliance with accessibility regulations and embed best-practice universal design into workplaces. Next year we plan to develop further resources, including a self-assessment tool.

Establishing safe and supportive networks for LGBTIQ+ staff

Pride in NSW, the sector LGBTIQ+ employee network established in 2020, grew by around 10% to over 1,400 members at the end of 2021-22.

Throughout the COVID-19 pandemic, we found that staff readily engaged with agency-specific networks for peer support. As a result, Pride in NSW shifted its focus to playing a connector role in the sector, organising regular meetings of sector rainbow leads– agency LGBTIQ+ network leads – to facilitate connection and collaboration between the LGBTIQ+ community and agency inclusion practitioners.

LGBTIQ+ Advisory Committee established

This year we established the LGBTIQ+ Advisory Committee, a forum for LGBTIQ+ employees to consult with us on policy matters and provide regular advice to the NSW Secretaries Board about current and emerging issues they face.

Gender affirmation policy

We facilitated consultation on the development of a draft gender affirmation policy for the PSC. Once completed, we will trial the policy with our staff and share learnings with the sector.

Next year we will continue to focus on initiatives to improve the employee experience for our LGBTIQ+ community, guided by PMES data, sector employee networks and continuing research and guidance in strategic policy areas.

Retaining and growing our Aboriginal workforce

We work with NSW public sector agencies to develop sector-wide policies and programs to support our Aboriginal employees and the citizens of NSW.

Our work aims to:

- improve employment outcomes by attracting more Aboriginal people to work in our sector
- empower our current Aboriginal employees to develop their capabilities and careers
- support all employees across our sector to build Aboriginal cultural capabilities and work in a trauma-informed way.

Supporting culturally safe workplaces through Everyone's Business training

Everyone's Business is an education and training package to improve cultural capability and build a trauma-informed public sector workforce. It responds to recommendations 6 and 29 of *Unfinished Business*, the report of the NSW Legislative Council's General Purpose Standing Committee No. 3 into reparations for the Stolen Generations in NSW.

The package was developed with Aboriginal people, including Stolen Generations survivors, to improve and embed the workforce's understanding of Aboriginal and Torres Strait Islander peoples. It includes information about the impacts of past forcible removal policies and practices on Aboriginal communities.

Importantly, it is a step towards healing for Aboriginal peoples that aligns with the NSW Government's Opportunity, Choice, Healing, Responsibility, Empowerment (OCHRE) strategic plan for Aboriginal Affairs.

A suite of cultural capability resources

The full training package, completed in April 2022, includes:

- a calendar of significant Aboriginal events and celebrations
- an interactive cultural awareness journey
- trauma-informed e-learning modules for NSW public sector employees, available via agency learning management systems.

To promote the Everyone's Business program and encourage learning about the Stolen Generations, we hosted an event during Reconciliation Week in May 2022. Attendees heard from 2 Stolen Generations survivors and 2 Aboriginal senior leaders in the sector.

Our success measures for the initiative are that all NSW public service agencies offer cultural capability training to employees, improved PMES employee experience results for Aboriginal employees and low to zero reporting of racism.

Read more about how the Everyone's Business program was developed and the 'Conversation with Stolen Generations' event.

Expanding our cultural capability resources

In future, we will support the sector in collating reports on their cultural capability training plans and expand our suite of cultural capability resources. Work is underway to co-design cultural capability guidance and tools for all parts of the employee lifecycle. We are also exploring building a foundational Aboriginal cultural capability eLearning course, based on content from our cultural awareness journey.

'It's good to see outcomes from a government department.'
– Stolen Generations survivor

Working together to build a culturally capable workforce

Everyone's Business: Learning about Stolen Generations e-learning package conveys the true extent and ongoing impacts of the Stolen Generations on Aboriginal and Torres Strait Islander peoples. It was developed in partnership with Stolen Generations survivors, Aboriginal vendors, trauma informed learning specialists, and the public sector Aboriginal Advisory Group.

Collaboration and partnership were key to successfully delivering this work in 2021-22. 'Developing an educational resource for the sector required culturally appropriate consultation and collaboration to represent employee voices,' said Donna Fox, Principal Advisor, Inclusion. 'This included Aboriginal and non-Aboriginal voices, to tackle conscious and unconscious biases, and to get diverse viewpoints.'

Josie Roberts, Senior Advisor, Aboriginal Workforce Inclusion, reflected, 'Collaboration on this project was intricate because we needed to ensure we were following Aboriginal cultural protocols and protecting and respecting intellectual property.'

Donna and Josie developed a deep mutual respect for each other's work as they collaborated on the initiative. 'Working with Donna has taught me new skills and helped me look at projects strategically; I've grown so much,' said Josie.

Donna echoed her sentiments, 'Josie's relationship management skills, cultural knowledge and attitude to sharing were so important for this project, and the way she worked with survivors was key to the success of the program.'

Everyone's Business e-learning is available for all public sector agencies to run through their learning management systems. Early feedback has demonstrated the package has been positively received and that the training is improving understanding of the ongoing trauma faced by the Stolen Generations and their descendants.

As the training continues to roll out, agencies will report on progress quarterly, sharing insights on how the training impacts cultural capability uplift.

'I am glad this resource is available. It built on my existing knowledge, and it was important to hear from survivors and descendants.'
– Training participant

'Very comprehensive. It is great to see that there were no time restraints put on this training package, the hard truth telling was communicated at the level it deserves.'
– Training participant

Stolen Generations survivors and Aboriginal senior leaders with Deputy Commissioner Chris Lamb

A conversation driving change across the sector

We were honoured to host the first ever sector-wide Reconciliation Week event, 'Everyone's Business: A conversation with Stolen Generations survivors' in May.

Over 1,100 employees from more than 100 NSW public sector agencies attended the virtual event. Attendees heard from Stolen Generations survivors Aunty Christine Blakeney and Uncle Richard Dawes and Aboriginal senior leaders Lil Gordon and Brendan Thomas.

Attendees appreciated the opportunity to hear directly from survivors and public sector leaders on why it is important to spend time uplifting their cultural capability, and the direct impact that will have on Aboriginal and Torres Strait Islander people.

'I will endeavour to listen before acting, to deeply understand and not try to come up with all the answers, but rather hold space for the stories I have the privilege to hear.'

'One of the most eye-opening things I've seen in over 15 years of working with DCJ Child Protection. We need more of this.'

Reviewing our Aboriginal Employment Strategy

In 2021, we conducted a mid-term review of the Aboriginal Employment Strategy 2019-25 and began work on revising the strategy.

The updated strategy, to be released later in 2022, focuses on high-impact deliverables supporting the sector's capability to attract, retain, improve the career mobility and growth and workplace experience of Aboriginal and Torres Strait Islander employees across all grades.

It aligns with other key NSW Government inclusion strategies, including the NSW Closing the Gap Implementation Plan, reparations for Stolen Generations: *Unfinished Business* report and our Belonging and Inclusion Strategy.

Developing Aboriginal networks

Next year, we will establish an 'Aboriginal workforce and inclusion champions' network – a group of Aboriginal employees from across the sector in roles driving Aboriginal inclusion, who will provide their perspective on workforce inclusion initiatives.

In partnership with Aboriginal senior leaders across the sector, we will also establish an Aboriginal senior leadership network, providing regular opportunities for Aboriginal senior leaders to connect and discuss issues that are important to them and their career development.

Measuring our success

We will know we have been successful if across the NSW public sector we see:

- 3% or more Aboriginal representation at all non-executive salary levels by 2025

- an increase in number of Aboriginal senior leaders at Band 2 and above

- high completion of Everyone's Business cultural capability training

- reduction in experiences of racism by Aboriginal staff shown in PMES scores, with staff understanding there is a zero-tolerance policy to racism.

Maintaining our ethical framework

This year we sought to update several components of the ethical policy framework underpinning the NSW government sector.

The project involved updating and replacing two Public Service Commissioner Directions: 'Managing Gifts and Benefits: Minimum Standards' and the 'Code of Ethics and Conduct for NSW government sector employees'. These were issued to the sector in August 2022.

A minor refresh of 'Behaving Ethically: A guide for NSW government sector employees' was undertaken at the same time. This work involved consultation across the sector and with public sector unions.

The updated documents factor in changes to legislation, policy and the machinery of government that have occurred since their initial release.

Enabling an inclusive, ethical public sector

By providing government sector agencies with access to accurate, high-quality resources, we're helping to create workplace cultures that foster diversity, belonging and respect, and are built on the public sector core values of integrity, trust, service and accountability.

Next year we will commence a more substantive review of these documents, with special focus on social media use, encouragement of whistle-blowers and creating a contemporary and more reader-friendly framework.
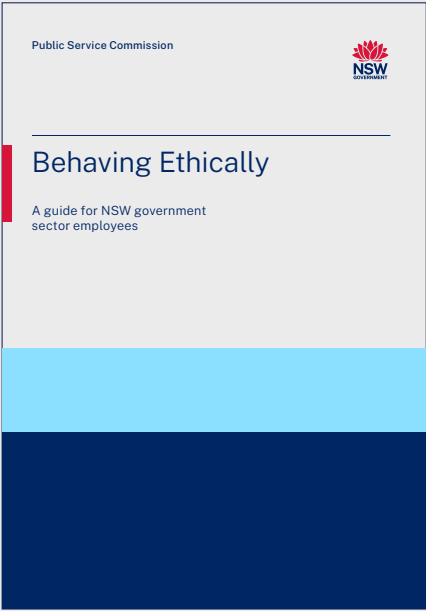
The updated Behaving Ethically guide cover

Measuring up to world class

We provide decision-makers with quality data and insights, across all strategic focus areas, to address sector-wide challenges and priorities. We collect in-depth workforce data and information, measure and report on employee experience and engagement, and deliver integrated analysis and insights.

Key achievements

- Completed Phase 1 of the Dataflow project and received funding for Phase 2
- Established the Data Experts Group as part of the PSC Strategic Workforce Data Strategy
- Achieved a 44% People Matter Employee Survey (PMES) response rate, with all clusters involved
- Updated the Workforce Profile data collection to include new parental leave categories
- Managed 132 requests for workforce information
- Produced a disability insights paper
- Evolved PMES design to report on diversity more accurately and produce more action-oriented reports
- Refreshed the State of the NSW Public Sector Report (SOPSR) structure and design

What's next

- Progress Phase 2 of Dataflow project – full-scale implementation
- Continue to produce high-quality flagship reports that are the 'sources of truth' for the sector – SOPSR, Workforce Profile, PMES
- Produce further insights papers based on the sector's research priorities
- Continue to monitor social and cultural workforce data trends to inform work
- Refine PMES design to reflect workforce management priorities, demographic statistic standards and user testing results

Challenges

- Potential impact of environmental factors on the readiness of departments and agencies to implement Dataflow

Analysing Australia's largest workforce

The Workforce Profile Report is an annual census of all NSW public sector employees and has been reported since 1999. We manage this census working closely with around 250 contacts from departments and agencies across the sector.

The sector workforce represents 10% of all employees in NSW and over 100 data items are collected in the Workforce Profile for our 400,000+ employees.

Data we collect provides insights on the size and shape of the public sector workforce and change over time, an important evidence base for government policy settings. It includes demographic information such as age and gender, and employment information such as hours worked, remuneration and mobility across the sector. The data also includes location items, enabling geographic analysis of our workforce.

2021 data collection

The 2021 collection was conducted during the COVID-19 Delta variant wave and subsequent lockdown. Through close collaboration with sector partners and being flexible with timeframes, we were still able to achieve a full set of quality data from the sector. The Workforce Profile Report 2021 was published in early December.

Data requests

Our Analytics and Insights team used the workforce data to respond to 132 ad-hoc requests for information. The data has also supported our work in the areas of senior leadership, disability, mobility, and recruitment.

PSC senior analyst Briony Foster

## Staff profile: Briony Foster

'The more accurate the information is that we collect, the more insightful analysis we can provide to inform strategic planning across the sector.'

Putting our customers at the centre helps us to deliver better outcomes and provide high quality services. This comes naturally to Briony Foster, a senior analyst at the PSC and a former PSC customer.

Before joining the PSC, Briony was a workforce analyst at the Department of Education in the team involved in the submission of data each year for the Workforce Profile collection. This experience has helped her to build strong relationships and deliver excellent customer service in her current role.

During the workforce data collection, sector partners have a PSC buddy as their single point of contact for advice and support. Briony is very well placed to be the buddy for Education because of her background and can provide high-quality, personalised support.

'Through knowing the people and understanding the task from the other side, I'm able to better support them through the process and enable them to provide the most accurate information,' she said.
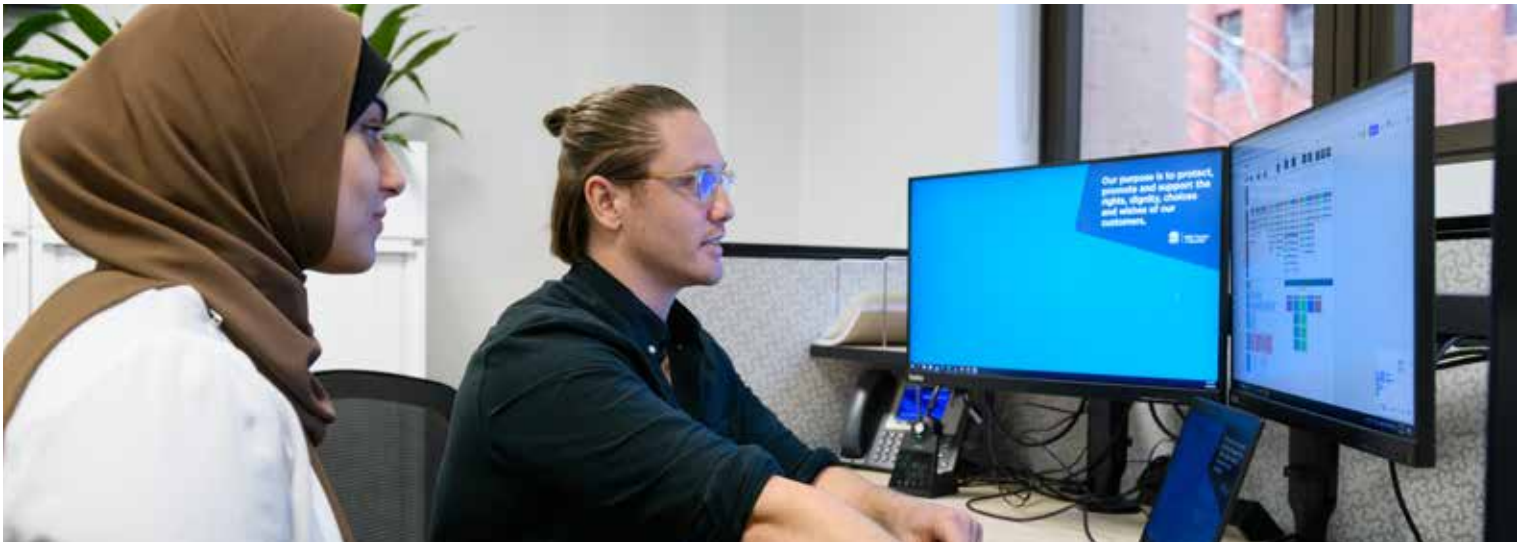
Delivering impactful, near real-time data through our Dataflow project

Our data on the NSW public sector workforce remains the authoritative source for NSW Government agencies.

There is strong demand from the sector for additional and more timely data about our workforce. Our Workforce Dataflow and Analytics (Dataflow) program is building system capability and greater capacity to deliver impactful, transformative data and insights when it's needed most.

The Dataflow project will provide a consolidated near-real-time set of workforce data and analytics services and will provide the sector with more timely, strategic information and insights to support evidence-based decision making.

Project progress

With funding from the Digital Restart Fund, we successfully established the foundation for the solution and demonstrated the value of enhanced data and analytics services (Phase 1). As a result, we have secured funding from the Digital Restart Fund to progress with Phase 2: full-scale implementation.

Throughout the project we have engaged key representatives from across the sector to provide governance and oversight, and to participate in working groups to ensure value-add solutions and services are achieved.

The Dataflow project is guided by our Strategic Workforce Data Strategy and the PSC Data Experts Group, working towards a coordinated and strategic approach for data and information services.

Enabling a data-driven culture

One of our priorities is to champion a decision-support culture focused on transformative, ethical, and accessible insights in collaboration with the sector.

We published a disability insights paper internally at the end of 2021. This was shared with our Workforce Inclusion and Experience team, who shared the insights with sector disability leads and disability employment network chairs. Additionally, we shared the paper with the Premier's Implementation Unit at the Department of Premier and Cabinet as part of a consultation process reviewing disability employment levels across the sector.

The second wave of the COVID-19 pandemic impacted our plans to produce further insights reports, as we shifted our focus to support the government's response to the pandemic. A schedule of insight publications has been planned, based on research priorities identified by the sector. Being able to include the 2022 Workforce Profile Report data will allow us to derive deeper insights and provide a stronger evidence-base for decisions.

We continue to monitor social and cultural workforce data trends to inform our programs of work.

Best practice productivity

Our model for implementing and reporting on best practice productivity is now well established in the sector. We report on a suite of measures that account for the diverse range of services delivered by the NSW public sector. This includes data on employee engagement from the PMES and on outcomes achieved by the workforce as reported by clusters. As at 30 June 2022, 18 months of data had been collected.

We have continued to use employee engagement together with cluster-nominated outcomes as markers of productivity. These measures are included in the Premier's Priority 14 reporting and provide data about workforce productivity in a hybrid working model.

Measuring employee experience across the sector

The annual People Matter Employee Survey (PMES) remains a significant event in the PSC calendar. The survey gauges the experiences of employees working in the NSW public sector.

Survey results provide evidence of areas of strength and improvement for teams, clusters, agencies and the sector in general. Employees benefit from participating in the survey when agencies act on results.

Improving the experience for our stakeholders

In 2021, we introduced a new survey model to facilitate easier interpretation and action on results. Topics were grouped under 4 domains: purpose and direction, work environment, enabling practices, and leadership. We also introduced questions on discrimination and racism.

Participation and response rates are a key success measure for the survey. All clusters participated in the 2021 survey and the response rate was 44%, equivalent to almost 180,000 responses. This response rate was slightly lower than previous years (47% in 2020 and 53% in 2019) but still strong considering the challenges of working during COVID-19 and engaging dispersed workforces.

Supporting our sector partners

Insights from the PMES are shared with clusters and agencies and the data is often used to shape employee experience strategies for the coming year. In 2021, we provided more comprehensive support to the sector, particularly around resourcing and building capability, and facilitating knowledge sharing and collaboration.

The year ahead

The PMES survey and report design is reviewed each year to reflect workforce management priorities, demographic statistic standards and user testing results. This contributes towards the achievement of Premier's Priority 14 targets by ensuring we continue to collect important workforce management metrics, specifically those in diversity. The PSC commenced consultation on survey and report design for the next PMES in early 2022.

Showcasing the sector's performance

The annual State of the NSW Public Sector Report is our Commissioner's independent assessment of the performance of the NSW public sector. Required by the GSE Act, it showcases the sector's achievements and priorities, plus the challenges it faces in delivering positive outcomes for the people of NSW.

The purpose of the report is to keep the sector accountable for workforce management and educate on best and innovative practice. The report draws on a range of sources, including the PMES, the Customer Satisfaction Measurement Survey and the Workforce Profile Report.

Improving the readability of the report

In 2021 we took a new approach to the report structure, for the first time since the PSC was established. Using findings from a review in 2019, together with website analytics and sector feedback, we produced a report that is easier to navigate and understand while providing more detail on important workforce topics. This was delivered on time and under budget and was tabled in the NSW Parliament in December 2021 as planned.

Stories of world-class public service

To showcase world-class public service across the sector, the 2021 report featured 11 case studies written in collaboration with agencies. These highlight excellent examples of collaboration, productivity and customer service from across the sector, with a focus on the sector's response to the COVID-19 pandemic and other emergencies the NSW community faced.

This new structure will allow us to deliver the report in a repeatable and consistent way each year. We will continue to use the same structure in the 2022 report.

Risk

This section details our risk management activities through the year.

Risk Management Framework

Our internal Risk Management Framework provides a structured and transparent approach to managing risks across the PSC. The framework and accompanying policy were updated in July 2020 and will be reviewed in 2022.

Ensuring our people understand risk management

Risk management training was provided to all staff in May 2022, with a focus on the practical application of risk management tools and templates available on our intranet.

Audit and Risk Committee

To promote a best-practice risk culture, our chief financial officer and the chief risk officer are collaborating on implementing an online tool to update, track, monitor and report risks to our Management Board and Audit and Risk Committee. This will replace the manual excel spreadsheets currently used to update and report risks.

Identified strategic risk

We have identified only one strategic risk and that is in relation to cyber security. This is a standing agenda item in the monthly Management Board meeting. The Operational Risks Register is reported to the Management Board and Audit and Risk Committee twice a year.

Our risks were monitored and assessed by our Audit and Risk Committee to ensure reporting practices align with the requirements of the Internal Audit and Risk Management Policy for the General Government Sector (TPP 20-08) and the Committee's charter.

In 2021-22, consistent with the requirements of its charter and TPP 20-08, the committee reviewed our approach to maintaining an effective risk management approach, adequacy of internal control processes, legislative compliance and financial management aspects.

Committee members

The members of our Audit and Risk Committee are drawn from the buy.NSW Prequalification Scheme: Audit and Risk Committee Independent Chairs and Members. All appointments of independent chairs and members to audit and risk committees of NSW Government agencies must be made from this scheme.

Our committee members have extensive skills and expertise in governance, risk management and financial management; knowledge of financial management of government agencies; and exemplify the NSW public sector values of integrity, trust, service and accountability.

Carolyn Walsh

Appointed as independent chair 1 February 2022 to 1 February 2025. Independent member 1 December 2017 to 31 January 2022.

Mary Haines

Appointed independent member 1 January 2020 to 1 January 2023.

Jon Isaacs

Appointed independent member February 2022 to February 2025.

Gerry Brus

Former chair 1 February 2017 to 31 January 2022. Independent member 18 March 2016 to 31 January 2017.

Audit and Risk Committee Report

Committee meeting dates and attendance in 2021-22

- July 2021 (Gerry Brus, Carolyn Walsh, Mary Haines)
- October 2021 (Gerry Brus, Carolyn Walsh, Mary Haines)
- December 2021 (Gerry Brus, Mary Haines)
- March 2022 (Carolyn Walsh, Mary Haines, Jon Isaacs)
- April 2022 (Mary Haines, Jon Isaacs)
- June 2022 (Carolyn Walsh, Mary Haines, Jon Isaacs)

Reporting practices aligned with the requirements of NSW Treasury policy TPP 20-08 and the Audit and Risk Committee charter.

The committee reviewed financial statements in September 2022 and recommended their signing by the Commissioner. There were no identified weaknesses in internal controls and we were satisfied that all significant risks identified in the risk management process were managed effectively.

Internal audit program

During the financial year, the committee endorsed the PSC's annual internal audit plan and monitored progress against the plan and internal audit recommendations.

As at 30 June, there were 4 open recommendations being addressed by the PSC against the 2019-20 project management internal audit report.

The program assurance internal audit was conducted and the committee received the report in the final meeting of the year. It included 2 recommendations and 2 improvement opportunities.

The PSC engaged KPMG to conduct risk management training, including on fraud and corruption risks, for all staff.

A strategic and business planning internal audit commenced in June 2022.

External audit

The committee noted the Commissioner's Internal Audit and Risk Management Attestation Statement and the Audit Office of New South Wales' opinion that the financial year 2021-22 financial statements were a true and fair view of the PSC's financial position.

Internal Audit and Risk Management Attestation Statement for the 2021-2022 Financial Year for NSW Public Service Commission

I, Kathrina Lo, am of the opinion that the NSW Public Service Commission has internal audit and risk management processes in operation that are, excluding the exemptions or transitional arrangements described below, compliant with the seven (7) core requirements set out in the *Internal Audit and Risk Management Policy for the General Government Sector*, specifically:

Core requirements	For each requirement, please specify whether compliant, non-compliant, or in transition
Risk Management Framework	
1.1 The Accountable Authority shall accept ultimate responsibility and accountability for risk management in the agency.	Compliant
1.2 The Accountable Authority shall establish and maintain a risk management framework that is appropriate for the agency. The Accountable Authority shall ensure the framework is consistent with AS ISO 31000:2018.	Compliant
Internal Audit Function	
2.1 The Accountable Authority shall establish and maintain an internal audit function that is appropriate for the agency and fit for purpose.	Compliant
2.2 The Accountable Authority shall ensure the internal audit function operates consistent with the International Standards for Professional Practice for Internal Auditing.	Compliant
2.3 The Accountable Authority shall ensure the agency has an Internal Audit Charter that is consistent with the content of the 'model charter'.	Compliant
Audit and Risk Committee	
3.1 The Accountable Authority shall establish and maintain efficient and effective arrangements for independent Audit and Risk Committee oversight to provide advice and guidance to the Accountable Authority on the agency's governance processes, risk management and control frameworks, and its external accountability obligations.	Compliant
3.2 The Accountable Authority shall ensure the Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'.	Compliant

Membership

The independent chair and members of the Audit and Risk Committee are:
- Independent Chair, Carolyn Walsh (Independent Member 1 December 2017 to 31 January 2022; Independent Chair 1 February 2022 to 1 Feb 2025)
- Independent Member, Mary Haines: (1 January 2020 to 1 January 2023)
- Independent Member, Jon Isaacs (February 2022 to Feb 2025)
- Previous Independent Chair, Ms Gerry Brus (Independent Member from 18 March 2016 to 31 January 2017; Independent Chair from 1 February 2017 to 31 January 2022).

Kathrina Lo
Public Service Commissioner

Sam Nielsen
Chief Audit Executive

Insurance

Our insurance cover is provided through the Treasury Managed Fund and includes worldwide coverage for:

- workers' compensation liabilities according to NSW statute
- property (full repair or full replacement, and consequential loss)
- legal liability, including but not limited to public liability, products liability, environmental liability, professional indemnity and directors and officers liability, cyber liability and legal expenses
- miscellaneous losses including those due to employee dishonesty, personal accident, cancellation of events and local and overseas travel.

Illegal activities and wear and tear are not included.

Credit card certification

Our Purchasing Card Policy was last updated and approved in July 2020 and is considered current. The rules are consistent with government policy as outlined in Treasurer's Directions and NSW Treasury Circulars. For the 2021-22 financial year, credit/purchasing card use by officers of the PSC has been in line with government requirements.

Business continuity

Throughout the year our ICT and Business Services team conducted successful business continuity tests, focusing on the critical operational services of payroll, accounts payable, ICT core systems and end-user computing.

We plan to review our Business Continuity Plan next year to include a focus on remote working scenarios based on the lessons learnt from the COVID-19 pandemic.

Emergency broadcasting

The emergency broadcast SMS system ensured appropriate safety and outage notifications were delivered to staff. The system is managed by our internal ICT team and regularly updated by our People and Engagement team to ensure staff contact details are correct.

Cyber security

The PSC maintains its own Information Security Management System (ISMS) to manage risk related to digital information and information systems. The ISMS policies are consistent with the core requirements of the NSW Government Cyber Security Policy (CSP).

We have a strong commitment to Cyber Security to ensure our people, process and technology are secured. Our continuous security improvement program ensures our security controls and awareness are aligned with the Essential 8 and NSW Cyber Security Policy. Essential 8 is a series of baseline mitigation strategies recommended for organisations and implementing these strategies as a minimum makes it much harder for systems to be compromised.

During 2021-2022 we continued to improve our Essential 8 maturity across our multi-cloud ICT and end user environment. We achieved a higher overall maturity against our CSP compliance from 2.35 points to 3 points.

The PSC continues to promote a strong Cyber Security culture through our awareness campaigns, eLearning module and in-person training events.

Public Service Commission

Reference: A605120

Date:7th October 2022

Cyber Security Annual Attestation Statement for the 2021-2022 Financial Year for the Public Service Commission

I, Kathrina Lo, am of the opinion that the Public Service Commission has managed cyber security risks in a manner consistent with the Mandatory Requirements set out in the NSW Government Cyber Security Policy.

Risks to the information and systems of the Public Service Commission have been assessed and are managed.

Governance is in place to manage the cyber-security maturity and initiatives of the Public Service Commission.

There exists a current cyber incident response plan for the Public Service Commission which has been tested during the reporting period.

An independent review of the Agency's Information Security Management System (ISMS) and the effectiveness of controls and reporting against the mandatory requirements of the NSW Cyber Security Policy was undertaken and found to be adequate or being properly addressed in a timely manner.

The Public Service Commission has a commitment to continuous improvement towards the management of Cyber Security.

Kathrina Lo
Public Service Commissioner

Governance

This section describes our governance structure and legislative settings.

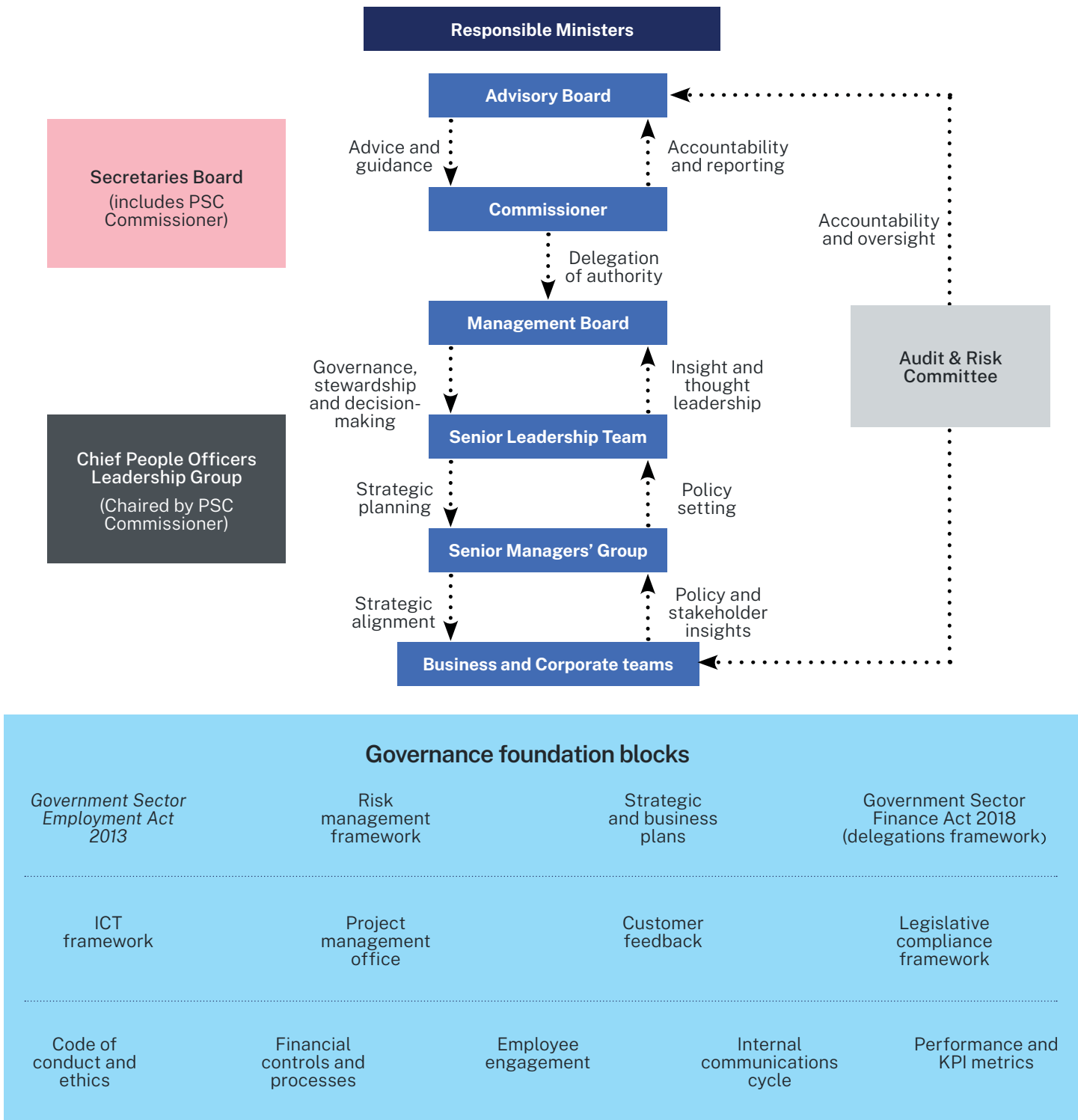# Governance Framework

Our Governance Framework sets out the relationships, rules, systems and processes in and by which authority is exercised and controlled within the PSC. It incorporates the mechanisms by which we are held to account.

The Governance Framework is supported by a range of internal policies, including the Code of Ethics and Conduct and the Delegations and Authorisations Policy. These apply to all staff and are available on our intranet.

Figure 2: PSC Governance Framework

Responsible Ministers

Advisory Board

Secretaries Board (includes PSC Commissioner)

Advice and guidance

Accountability and reporting

Commissioner

Accountability and oversight

Delegation of authority

Management Board

Governance, stewardship and decision-making

Insight and thought leadership

Audit & Risk Committee

Chief People Officers Leadership Group (Chaired by PSC Commissioner)

Senior Leadership Team

Strategic planning

Policy setting

Senior Managers' Group

Strategic alignment

Policy and stakeholder insights

Business and Corporate teams

Governance foundation blocks

Government Sector Employment Act 2013	Risk management framework	Strategic and business plans	Government Sector Finance Act 2018 (delegations framework)
ICT framework	Project management office	Customer feedback	Legislative compliance framework
Code of conduct and ethics	Financial controls and processes	Employee engagement	Internal communications cycle	Performance and KPI metrics

Advisory Board

Sandra McPhee AM (Chair)

Diploma in Education

Sandra has extensive experience as a non-executive director and senior executive in a range of consumer-related public, private and not-for-profit organisations in the utilities, retail, tourism and aviation industries. She is Chancellor of Southern Cross University and a Non-Executive Director of St Vincent's Health Australia. She is a member of the Advisory Council of JP Morgan, Chief Executive Women, Women Corporate Directors and the Australian Institute of Company Directors.

In 2013 Sandra was awarded a Member of the Order of Australia for significant service to business and the community through leadership and advisory roles.

Jordan O'Reilly

Bachelor of Applied Science (Occupational Therapy)

Jordan is the CEO and co-founder of Hireup an online platform connecting Australians with disability with support workers who fit their needs and share their interests. He has dedicated his adult life to building organisations and enterprises that empower people with disabilities and their families to live life to its fullest potential. Jordan has been the recipient of awards including Sydney University's Young Alumni Achievement Award 2015 and NSW State Finalist, Young Australian of the Year Award 2015. More recently he's been recognised as EY's 2018 Emerging Entrepreneur of the Year.

Susan Lloyd-Hurwitz

Masters of Business Administration, Bachelor of Arts (Honours)

Susan was appointed Chief Executive Officer and Managing Director at Mirvac in August 2012 and a Director of Mirvac Board in November 2012. Before that, Susan was Managing Director at LaSalle Investment Management and held senior executive positions at MGPA, Macquarie Group and Lendlease Corporation, working in Australia, the US and Europe. Susan is the Chair of the Green Building Council of Australia, a Director of the Business Council of Australia, a member of the INSEAD Global Board and a Trustee of the Australian Museum Foundation.

Geoff Stalley

Masters of Economics, Bachelor of Business

Geoff is the Chief Executive Officer (interim) of Booktopia and was previously the Chief Financial Officer. He has a long career working for major professional services firms including AT Kearney, Andersen, EY and Deloitte. His expertise spans corporate innovation and growth, business strategy and execution, major transformational change, as well as operational management and people leadership. He has substantial consumer, retail, automotive, technology and professional services industry experience. Geoff is a Non-Executive Director of iSelect Ltd, Chair for Uplifting Australia and the Advisory Board Chair for Exent.

Vince Graham AM

Bachelor of Engineering (Civil), Graduate Diploma in Management

Vince has over 30 years' experience in senior and chief executive roles in infrastructure and public transport across the public sector. He is the former CEO of Networks NSW, Endeavour Energy, RailCorp, National Rail Corporation, and the Grain Handling Authority, having led those organisations through times of major change, including mergers, privatisations, and state significant capital acquisition programs. Vince is a Director of the Australian Rail Track Corporation Board, Western Sydney Airport Corporation, Western City Parklands Authority and Catholic Schools NSW Ltd. In 2017 Vince was awarded a Member of the Order of Australia for his significant contribution to the rail and electricity sectors.

Vince retired from the PSC Advisory Board in March 2022.

Dr Paul Grimes PSM

Secretary, NSW Treasury

PhD in Economics, Masters of Economics, Bachelor of Economics

Paul was appointed Secretary of the NSW Treasury in January 2022. He has held several senior roles at the federal, state and territory levels, including Secretary of the Commonwealth Department of Agriculture; Secretary of the Department of Sustainability, Environment, Water, Population and Communities; Victorian Public Sector Commissioner, and Coordinator General - Environment, Energy and Science with the NSW Department of Planning, Industry and Environment.

Michael Coutts-Trotter

Secretary, NSW Department of Premier and Cabinet

Bachelor of Arts in Communications

Michael Coutts-Trotter was first appointed to head a NSW Government department in 2004 and has since led six agencies. He is now the Secretary of the NSW Department of Premier and Cabinet. Before joining the public service, Michael was chief of staff to a NSW Treasurer for seven years. Michael is a fellow of the Institute of Public Administration of Australia.

Kathrina Lo

NSW Public Service Commissioner

Master of Laws, Bachelor of Laws, Bachelor of Economics, Graduate Diploma in Legal Practice

Kathrina joined the PSC in April 2020 after previously working as a Deputy Secretary for the Department of Communities and Justice. Kathrina has extensive public sector experience with both state and federal governments. She has held senior executive roles in the NSW Department of Justice, NSW Audit Office and NSW Information and Privacy Commission. Kathrina is on the board of the Australia and New Zealand School of Government and is a member of Chief Executive Women. She is passionate about working in the public interest and is a champion for diversity and inclusion.

Management Board

Left to right: Joyce Low, Sam Nielsen, Kathrina Lo, Chris Lamb, Narelle Barnes

The PSC Management Board is the most senior governance and decision-making body in the organisation. It provides executive leadership, strategic oversight, risk management and assurance for the planning and delivery of the PSC's program of work.

As at 30 June 2022, our Management Board included:

- **Kathrina Lo**, NSW Public Service Commissioner (Chair)
- **Dr Sam Nielsen**, Acting Deputy Commissioner (appointed from June 2022)
- **Joyce Low**, Chief Financial Officer and Director, Finance, Governance and Risk
- **Narelle Barnes**, Associate Director, People and Engagement
- **Sarah Bradshaw**, Executive Officer to the Commissioner (observer)

Chris Lamb departed from the PSC on secondment to the NSW Department of Education in June 2022.

Senior Leadership Team

Our Senior Leadership Team provides organisational leadership by promoting and delivering the PSC's strategic direction and priorities and ensuring risks are managed. It also facilitates information sharing, collaboration and consultation among the PSC's senior leaders on matters affecting the organisation.

Movements within the year included the:

- temporary departure of Jennifer Perry from the role of Director, Workforce Strategy and Capability in December 2021, while on secondment at Transport for NSW

- secondment and temporary appointment of Tianna Jaeschke to the role of Director, Workforce Strategy and Capability in January 2022

- temporary departure of Chris Lamb as Deputy Commissioner in June 2022, while on secondment at NSW Department of Education

- temporary appointment of Dr Sam Nielsen to Deputy Commissioner in June 2022

- temporary appointment of Libi Vandy to Director, Performance and Insights in June 2022.

Kathrina Lo

Commissioner, see biography in the Advisory Board section on page 62.

Chris Lamb

Deputy Commissioner (departed on secondment to NSW Department of Education, June 2022)

Diploma of Business (Banking & Finance), Graduate Diploma of Management, Graduate Certificate Aboriginal Studies, GAICD, FCPHR, MPACFA

Chris joined the PSC in October 2020 after previous senior leadership roles in people and culture, talent and organisation development for Lendlease, American Express and Westpac. He is committed to achieving outcomes related to diversity and inclusion and has overseen award winning programs for gender diversity, Indigenous Engagement, LGBTIQA+ inclusion and mental health. He is a graduate of the Australian Institute of Company Directors and a certified Practising Fellow of the Australian Human Resources Institute.

Dr Sam Nielsen

Deputy Commissioner (acting from June 2022)

Substantive role: Director, Performance and Insights

Doctor of Philosophy in Disaster Management, Master of Education (Research), Bachelor of Science, Bachelor of Information Technology, Bachelor of Arts

Sam joined the PSC in January 2020. His work uses strategy, analytics and data science to ensure an organisation has insightful and empowering evidence to optimise success in key decisions and transformations. Sam worked in the higher education sector for more than 20 years as a researcher, administrator, and manager, previously leading the Strategic Intelligence Unit, International Strategy Unit and the Department of Reporting and Analysis at the Queensland University of Technology.

Emilie Priday

Director, Workforce Inclusion and Experience

Master of Criminology, Bachelor of Social Work (Honours), Bachelor of Arts

Emilie joined the PSC in October 2018 as the Director of Performance and Reporting. Emilie has extensive experience in social policy and research. Prior to joining the PSC, Emilie led significant programs of work at the Australian Human Rights Commission, including the collaboration with the Australian Defence Force to embed cultural reform priorities and increase diversity and inclusion.

Libi Vandy

Director, Performance and Insights (acting from June 2022)

Bachelor of Arts, Diploma in Teaching

Libi joined the PSC in 2012 shortly after the PSC was established. Libi has extensive experience leading the delivery of data analysis and insights, working across both the private and public sectors. Libi has deep expertise in workforce data and is passionate about delivering analytics that provide clear direction for workforce policy development and improve outcomes.

Tianna Jaeschke

Director, Workforce Strategy and Capability (acting)

Bachelor of Commerce (Human Resource Management)

Tianna joined the PSC in January 2022. As well as experience in the private sector, Tianna has 10 years' experience in the public sector with the NSW Department of Premier and Cabinet, TAFE NSW and the NSW State Emergency Service. With experience in specialist and generalist human resources roles, Tianna has supported and implemented a range of people initiatives and strategies across workforce strategy, talent management and change.

Joyce Low

Chief Financial Officer and Director, Governance and Risk

Master of Commerce (Financial Accounting), Bachelor of Commerce, Fellow of the Institute of Chartered Accountants in Australia and New Zealand

 is the Chief Financial Officer and Director, Governance and Risk at the PSC and has over 20 years' experience in the public sector. commenced her role at the PSC in January 2019. 's experience includes appointments at the Audit Office of New South Wales, various senior finance roles in Sydney Harbour Foreshore Authority and Housing NSW, Financial Controller at ASIC, CFO at the Ministry for Police & Emergency Services and Director, Financial Planning & Strategy at the NSW Department of Education.

Sarah Sandstad

General Counsel

Master of Laws, Bachelor of Laws (Honours), Bachelor of Arts, Graduate Certificate in Legal Practice

Sarah joined the PSC as General Counsel in June 2020. Sarah has over 20 years' experience in senior legal roles. Before joining the PSC, Sarah held the senior executive role of Director Legal, NSW Department of Customer Service and its predecessor the NSW Department of Finance Services and Innovation for over 4 years, and prior to that advised a broad range of NSW Government agencies in her capacity as a Senior Solicitor, NSW Crown Solicitor's Office.

Karen Davis

Director, Leadership and Talent

Bachelor of Education, Diploma in Teaching, Graduate Certificate in Social Administration

Before joining the PSC in April 2018, Karen led, reformed, and implemented strategies for government departments and large organisations in the areas of mobility, people and culture, operations, human resources, training, organisational development, and leadership – locally and internationally. Karen has held leadership roles across the NSW public sector including the NSW Department of Premier and Cabinet and managed her own consultancy firm.

Narelle Barnes

Associate Director, People and Engagement

Certificate IV Training and Assessment, Executive Coach Certification, Strategic HR Business Partnering Certification

Narelle joined the PSC in May 2020. She has over 15 years' experience in HR and leadership roles in the private sector, for both local and global organisations. Narelle has worked in HR generalist, learning and development, talent development and senior HR positions across industries. Narelle brings a strong mix of HR, commercial and strategic workforce transformation capabilities to our People and Engagement team.

Chris Mace

Associate Director, ICT and Business Services

Bachelor of Arts, member of Australian Institute of Company Directors

Appointed in November 2017, Chris is responsible for ICT, Business Services and Cyber Security. Chris holds the role of Chief Information & Security Officer at the Public Service Commission and has over 15 years of experience in technology, security, and corporate services. Chris has held various senior ICT roles across government, university, and private sectors.

Sarah Bradshaw

Executive Officer, Commissioner's Office

Bachelor of Arts, Graduate Certificate in Human Resource Management

Sarah has been with the PSC since 2012, having previously been a Senior Advisor at the Department of Premier and Cabinet. She has worked across remuneration tribunals, senior executive employment, and government boards and committees. As Executive Officer to the Commissioner, Sarah liaises regularly with senior external stakeholders, including board members and ministerial staff.

Jen Black

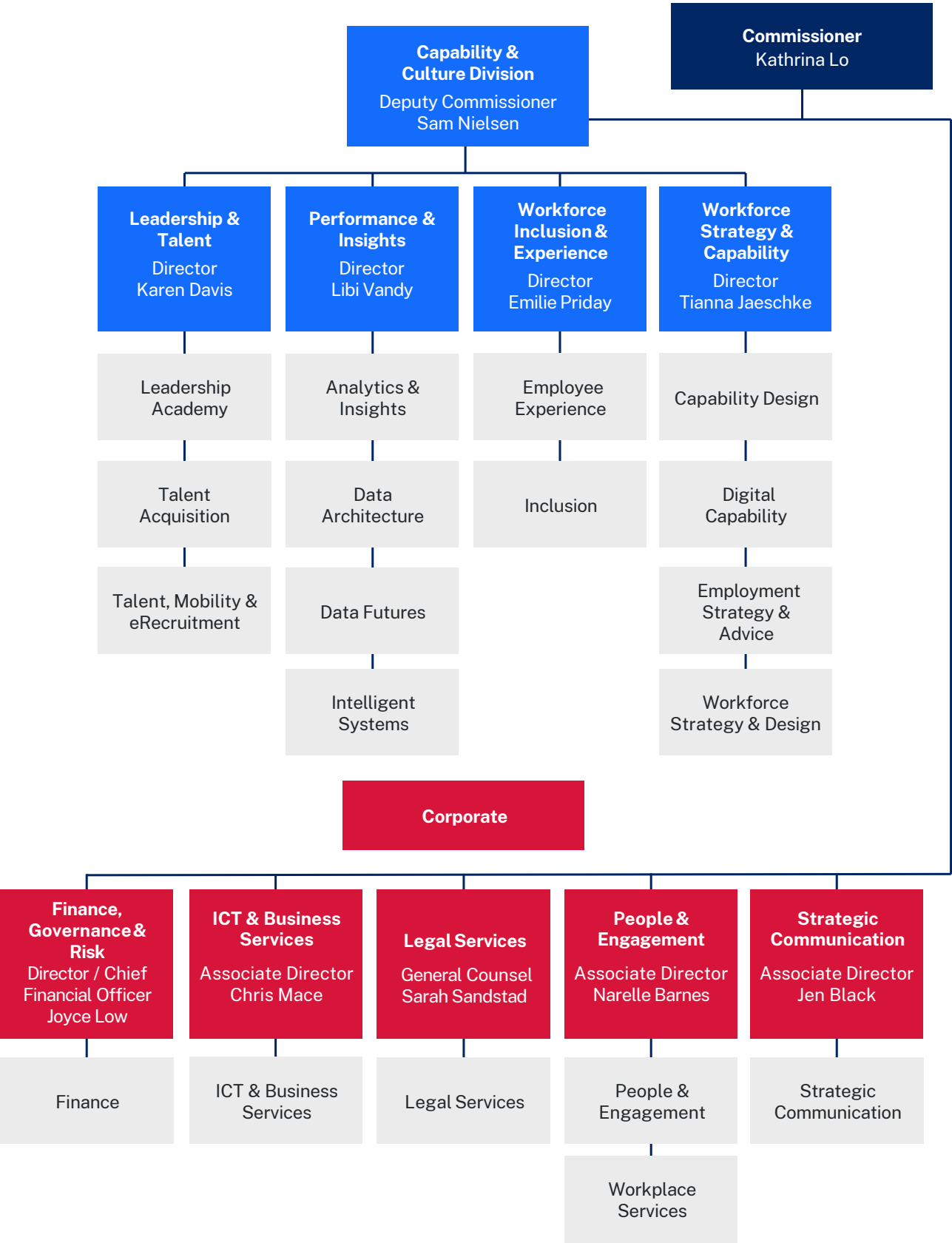**Associate Director, Strategic Communication**

Bachelor of Commerce, Bachelor of Arts

Jen joined the PSC at the beginning of 2020. She is an award-winning communication professional with more than 20 years' experience in both the United Kingdom and Australia. Since moving to Australia, Jen has worked in both state and federal government roles. She has extensive experience in leading strategic initiatives that deliver customer-centred outcomes.

Organisational structure

Figure 3: Organisation structure

Commissioner
Kathrina Lo

Capability & Culture Division
Deputy Commissioner
Sam Nielsen

Leadership & Talent Director Karen Davis	**Performance & Insights** Director Libi Vandy	**Workforce Inclusion & Experience** Director Emilie Priday	**Workforce Strategy & Capability** Director Tianna Jaeschke
Leadership Academy	Analytics & Insights	Employee Experience	Capability Design
Talent Acquisition	Data Architecture	Inclusion	Digital Capability
Talent, Mobility & eRecruitment	Data Futures		Employment Strategy & Advice
	Intelligent Systems		Workforce Strategy & Design

Corporate

Finance, Governance & Risk Director / Chief Financial Officer Joyce Low	**ICT & Business Services** Associate Director Chris Mace	**Legal Services** General Counsel Sarah Sandstad	**People & Engagement** Associate Director Narelle Barnes	**Strategic Communication** Associate Director Jen Black
Finance	ICT & Business Services	Legal Services	People & Engagement	Strategic Communication
			Workplace Services	

Our employees

As at 30 June 2022, the PSC had a headcount of 134 employees in total. Our headcount is the total number of employees working for the PSC in either a full-time or part-time capacity, inclusive of employees externally seconded and on parental or unpaid leave. Our headcount does not include contractors.

Non-executive employees

Table 1: Number of non-executive employees by category and gender

Salary band	2021-22 female	2021-22 male	2021-22 total	2020-21 female	2020-21 male	2020-21 total	2019-20 female	2019-20 male	2019-20 total
General Scale	1		1	1		1	1		1
Grade 1/2									
Grade 3/4	11	3	14	9	4	13	8	7	15
Grade 5/6	5	6	11	8	5	13	9	8	17
Grade 7/8	25	6	31	23	10	33	25	9	34
Grade 9/10	28	17	45	31	10	41	36	16	52
Grade 11/12 & below Senior Executives[1]	17	7	24	15	7	22	26	7	34
Total census headcount[2]	**87**	**39**	**126**	**87**	**36**	**123**	**105**	**47**	**153**

[1] Totals include 2 employees above Grade 11/12 but below executive band in 2022, and one employee with no reported gender in 2020.

[2] Totals exclude the Commissioner.

Senior executives

At 30 June 2022, 7 (87%) of the 8 senior executive roles at the PSC were held by female employees. This compares to 6 (75%) of the 8 senior executive roles at 30 June 2021.

In 2021-22, 14.53% of the PSC's employee-related expenditure was related to senior executives, compared with 13.36%[1] in 2020-21.

Kathrina Lo was appointed Public Service Commissioner effective from 14 April 2020. The Public Service Commissioner is an independent statutory office holder appointed under the GSE Act and her remuneration is determined by the Statutory and Other Offices Remuneration Tribunal. For this reporting period, the Public Service Commissioner's salary was $552,410.

Table 2: Total number of senior executives employed at end of reporting year, by band and gender

Salary band	2021-22 female	2021-22 male	2020-21 female	2020-21 male
Public Service Commissioner	1	0	1	0
Band 3 (equivalent)	0	1	0	1
Band 2 (equivalent)	0	0	0	0
Band 1 (equivalent)	6	0	5	1
Total	**7**	**1**	**6**	**2**

Table 3: Average total remuneration package of senior executives in each band at end of reporting year, compared with end of previous reporting year

	2021-22 range	2021-22 average	2020-21 range	2020-21 average
Band 4	N/A	N/A	N/A	N/A
Band 3	354,201-499,250	$407,002	$345,551 - $487,050	$375,380
Band 2	N/A	N/A	N/A	N/A
Band 1	$197,400-$281,550	$241,970	$192,600 - $274,700	$241,022

[1]The 11.74% figure reported in last year's annual report was incorrect.

Legislative change and review

Government Sector Employment Act 2013 (NSW)

There were no changes to the Public Service Commissioner's statutory objectives or functions during the reporting year.

Changes to Responsible Minister

From 21 December 2021 to 30 June 2022, the GSE Act was allocated to the NSW Premier as the Responsible Minister, and the Commissioner reported solely to the Premier in connection with the exercise of her functions.

From 1 July 2021 until 20 December 2021, the Premier and the Special Minister of State, Minister for the Public Service and Employee Relations, Aboriginal Affairs, and the Arts were jointly responsible for administration of the GSE Act.

Administrative changes

The GSE Act was amended by various Administrative Arrangements Orders made under the Constitution Act 1902 during the reporting year. They established, merged or abolished certain public service departments and agencies to implement machinery of government changes made by the Premier.

Statutory instruments

There were no changes to the *Government Sector Employment Regulation 2014, Government Sector Employment (General) Rules 2014* or any other statutory instruments under the GSE Act during the reporting year.

Statutory review

This year we led work to advise in relation to, and implement the NSW Government response to, the *Report of the Independent Review of the NSW Government Sector Employment Act 2013* (GSE Act Review Report). This work is ongoing and is being carried out in consultation with the Department of Premier and Cabinet and government sector agencies.

Five-year review

The GSE Act requires that the Minister review the Act as soon as possible after the period of 5 years from the commencement of the Act, to determine whether the policy objectives remain valid and whether the terms of the Act remain appropriate for securing those objectives.

The GSE Act Review was commissioned by the then Special Minister of State, Minister for the Public Service and Employee Relations, Aboriginal Affairs and the Arts in August 2020. The Review Panel comprised the Hon Greg Pearce (Chair), Gabrielle Trainor AO and Jane Halton AO PSM. The Chair delivered the Panel's Report on 30 November 2020.

The GSE Act Review Report and the Government Response were tabled out of session with the Clerks of each House of Parliament on 24 August 2021.

Review outcome

The GSE Act Review Report found that the GSE Act, as amended, and its objects provided a sound basis for reform and modernisation of the NSW government sector. It also found that the GSE Act serves its purposes well and its objectives remain valid, and that neither require significant amendment.

The Report recommended some minor amendments to improve its operation, supporting most of the recommendations arising from the PSC's earlier internal review in 2019.

Next steps

We will continue to progress the implementation of the Government's Response to the Report recommendations together with Department of Premier and Cabinet and other sector partners.

Public interest disclosures

Under the *Public Interest Disclosures Act 1994 (*PIDA), the PSC is required to report information about public interest disclosures (PIDs) made, internal reporting policies in place, and actions taken to meet the Public Service Commissioner's staff awareness obligations.

In the 2021-22 financial year, no PIDs were made to us concerning the PSC.

Ensuring our people understand public interest disclosures

Our internal Public Interest Disclosures Policy provides information for staff on how they can report serious wrong-doing and details the protections under the PIDA for a public official who makes a public interest disclosure in good faith.

To ensure staff awareness as required by section 6E(1)(b) of the PIDA, all new employees are required to read the PSC's PID policy as part of their induction. The PID Policy is accessible to all PSC staff on our intranet. Staff are also required to complete two NSW Ombudsman e-learning modules: 'PID Awareness' and 'PID Reporting'. These e-learning modules are accessible on the PSC intranet.

Our policies will be updated in line with the new legislation

The *Public Interest Disclosures Act 2022* (PIDA 2022) was assented on 13 April 2022 and will commence 18 months from assent, or an earlier day or days to be appointed by proclamation. On commencement, the PIDA will be repealed and replaced by PIDA 2022. We will update our relevant policies and procedures to comply with the new legislative provisions under the PIDA 2022 during 2022-23.

Table 4: Statistical information on public interest disclosures

	Category 1 PIDs made in performance of day to day functions	Category 2 PIDs made under a statutory or other legal obligation	Category 3 All other PIDs
Number of public officials who made a PID	0	0	0	0
Number of PIDs received	0	0	0	0
Of PIDs received, number primarily about:		-		
Corrupt conduct	0	0	0	0
Maladministration	0	0	0	0
Serious and substantial waste	0	0	0	0
Government information contravention	0	0	0	0
Local Government pecuniary interest contravention	0	0	0	0
Number of PIDs finalised	0	0	0	0

Public access to NSW Government information

The *Government Information (Public Access) Act 2009* (GIPA Act) establishes a proactive, more open approach to gaining access to government information – including information not usually available to the public – unless releasing this information is against the public interest.

Proactive release of information

Our website includes comprehensive information about the agency and its responsibilities, policies and programs.

We publish policy documents, documents concerning the PSC tabled in Parliament, a disclosure log of access applications received by the PSC, and *Government Advertising Act 2011* advertising compliance certificates. Some of our `open access' information includes:

- Agency Information Guide – explaining who we are, what we do and how to interact with us
- register of government contracts and tenders
- submissions to the 3 remuneration tribunals (Statutory and Other Offices, Parliamentary and Local Government)
- Directions issued by the Public Service Commissioner
- record of open access information (if any) that the PSC does not make publicly available.

During 2021-22 we released the State of the NSW Public Sector Report 2021 and the Workforce Profile Report 2021.

In addition to complying with our open access obligations under the GIPA Act, we proactively release other government information where possible, if the release does not impose unreasonable additional costs on the PSC and the disclosure is not against the public interest. We are also working to update and refresh our Agency Information Guide as part of our commitment to continuously improve open access to information.

Annual compliance with the GIPA Act

We undertook an annual review of government information made available by us to the public as part of our compliance with the GIPA Act. The PSC's annual review for the purposes of section 7(3) of the GIPA Act did not identify any additional kinds of government information suitable for release in the public interest in the 2021-22 financial year.

Access applications and informal release

During the 2021-22, we received one formal access application, from a media outlet, under the GIPA Act. That application had access granted partially as public interest considerations against disclosure applied.

Statistical information about access applications can be found in the following tables.

Table 5: Number of applications by type of applicant and outcome[1]

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/ deny whether information is held	Application withdrawn
Media	0	1	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative	0	0	0	0	0	0	0	0
Members of the public (other)	0	0	0	0	0	0	0	0

[1]More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each decision. This also applies to Table 5 (on the following page).

Table 6: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/ deny whether information is held	Application withdrawn
Personal information applications[1]	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	0	1	0	0	0	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

[1]A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the GIPA Act) about the applicant (the applicant being an individual).

Table 7: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table 8: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act

	Number of times consideration used
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Information about complaints to Judicial Commission	0
Information about authorised transactions under *Electricity Network Assets (Authorised Transactions) Act 2015*	0
Information about authorised transaction under *Land and Property Information NSW (Authorised Transaction) Act 2016*	0

Table 9: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	1
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0
Information about authorised transaction under _Land and Property Information NSW (Authorised Transaction) Act 2016_	0

Table 10: Timelines

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	0
Decided after 35 days (by agreement with applicant)	1
Not decided within time (deemed refusal)	0
Total	**0**

Privacy and personal information

We take our responsibility to comply with the requirements of the *Privacy and Personal Information Protection Act 1998* (PPIPA) and *Health Records and Information Privacy Act 2002* (HRIPA) seriously.

Our privacy management plan

We have had our own approved Privacy Management Plan since May 2019, which remains in effect. Our Privacy Management Plan is accessible on our website and describes measures to ensure that PSC complies with the PPIPA and HRIPA. Work to review the Privacy Management Plan was commenced in 2021-22 and will be continued in 2022-23.

Privacy Codes of Practice

The PSC has 2 codes of practice made respectively under the PPIPA and the HRIPA. These privacy codes of practice modify the application of certain privacy principles and health privacy principles to the activities of the PSC, particularly with respect to the collection and use of workforce data and related information.

The Privacy Code of Practice for the Public Service Commission (2018) and Health Privacy Code of Practice for the Public Service Commission (2018) permit us to depart from the strict operation of a limited number of privacy principles on condition that appropriate privacy protections in the codes are fulfilled. These codes remain in effect and are accessible on the PSC website. Work to review the privacy codes is scheduled for 2022-23.

Internal reviews

The PSC did not receive any complaints relating to privacy, and no reviews were conducted by or on behalf of the PSC under Part 5 of the PPIPA in 2021-22.

Records management program

During 2021-22, we completed the NSW State Archives and Records Authority's Records Management Assessment Tool, to report on our records management program in accordance with section 12(4) of the *State Records Act 1998*. We also started a review of our PSC Records Management Policy. This work will be continued in 2022-23.

People

This section provides a summary of our workforce information and management.

Another year of building connection and culture

Work continued in 2021-22 to better equip our leaders to support a values-led culture, with the implementation of initiatives to enhance staff belonging and inclusion.

This work has contributed to a significant improvement in our employee engagement, bringing the 2021 score to 75% – an improvement of 14% over 2020 – and comparing favourably to the sector average of 67%.

Our leadership charter

Our leadership charter is an important way of bringing our public sector values – Integrity, Trust, Service and Accountability – to life. Our senior leadership team and senior managers participated in workshops dedicated to developing the charter with supplier Neural Networks.

It expresses 4 leadership commitments and describes the associated behaviours that create a culture where people can thrive.

All leaders have signed the charter, making a public commitment to staff that these are the standards they will hold themselves to and can be expected from them.

The charter is available on our intranet and leadership commitments are shown on our purpose wall, unveiled in our office in May 2022.

PSC recognition program

After the launch of the Leadership Charter we established an employee recognition program to enable a culture where great contributions are fairly and equitably recognised.

A small working group was established to determine a program that would meet the needs of our people. Internal research showed that our staff are motivated by recognition but weren't always sure of the best ways and channels to do so.

Launched in November, our recognition program encourages staff to take advantage of formal and informal channels to recognise great work from their colleagues. It includes monthly themes and guides linked to our values and leadership commitments. The program is underpinned by a recognition framework outlining how we can all contribute to embedding recognition in our culture.

In 2022-23, we will evaluate the program to make improvements and further embed recognition into our culture and day-to-day work.

Leadership Charter, launched October 2021

Members of the People and Engagement team standing in front of the new purpose wall

Team and individual values

All staff were invited to complete an individual values inventory to determine their work-related values. The exercise helped staff reflect on what is important to them (toward values) and what they want to avoid at work (away values).

The values inventory gave staff an opportunity to have conversations about their individual values with their managers, providing greater insight into the type of work environment that motivates them to come to work and the environment they find fulfilling.

After completing their individual values inventories, teams got together to work through team activities to explore their values and better understand the people they work closely with.

Knowing the values of the people we work with helps us understand how to better communicate with, work with and relate to them.

Teams continue to have values-led group discussions, and new starters are encouraged to complete individual values inventories.

'The team values activity gave us an opportunity to share what was important to us with our team and discuss the ways in which we want to work together. It helped us to value our uniqueness and build on our similarities. I often go back to my team's values to check that the way I am communicating meets their needs.'
– Louella Hodge, Principal Advisor, Workforce Strategy and Design

Unveiling our purpose wall

Our purpose wall links what we do (our purpose), with why we do it (our ambition) and how we do it (our leadership commitments).

To launch the purpose wall, we hosted a hybrid event where leaders spoke to our purpose, ambition and values. Chris Lamb, our Deputy Commissioner, officially unveiled the wall through a ribbon cutting ceremony.

A new approach to belonging and inclusion

After launching our Belonging and Inclusion Strategy with the sector in February 2022 we committed to piloting key initiatives from the strategy at the PSC. Our existing strong culture put us in a great position to pioneer and test new approaches that take organisational belonging and inclusion to an even deeper level of maturity.

In May we worked with an organisation called MWAH (Making Work Absolutely Human) to run a belonging and inclusion survey and develop a culture dashboard.

The dashboard provides insights about intersectionality of diversity, how staff relate to our purpose, how we form relationships, and how we are managing our wellbeing in the hybrid world.

The next phase of this pilot will use dashboard data to run inclusion workshops, helping staff to continue to connect deeply with their work and colleagues.
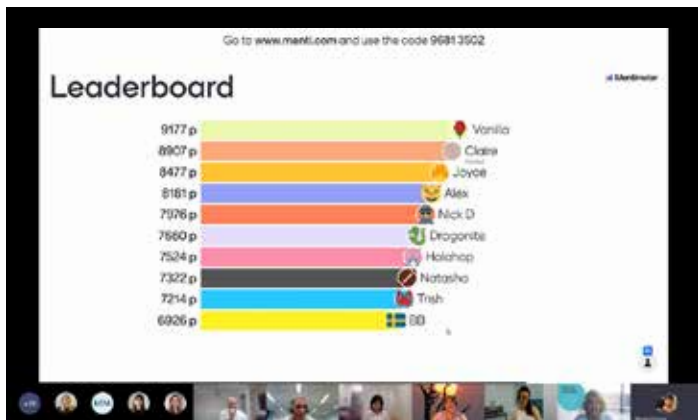
Our fortnightly staff meetings conclude with a quiz or fun activity

Strategic Communication team in a staff meeting via MS Teams with their children

Connecting over 'coffee'

Since 2020, there have been over 80 new starters at the PSC. Lockdowns and hybrid working have made it harder for staff to meet people outside their immediate teams and branches. To help staff connect with more of their colleagues we initiated the Coffee Roulette program.

Each month, staff are randomly matched with a colleague in the agency and encouraged to organise a coffee catch up with their partner. There have been over 390 matches made through Coffee Roulette, with staff getting to know new starters and chat with others they may not have seen in a while.

'Coffee Roulette allows me to get to know people in a way that isn't just about work. When you know people's stories it's so much easier to collaborate with each other. I've found out so much about different people and it's really been delightful, this has been an important point of connection for me.'
– Karen Davis, Director Leadership and Talent

'I was tired of waiting for those water-cooler moments, and Coffee Roulette came in at just the right time. I liked being able to connect with people I already knew, but because of the pandemic wasn't able to talk to very often, and it's been great to get to know new people and find out more about them and their work.'
– Shirley Ann Ujhazy, Business Partner, Performance and Insights
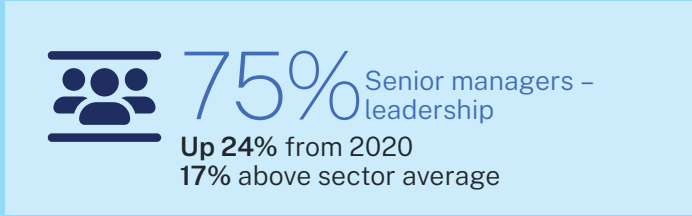
Regular all-staff meetings

Throughout the year we held fortnightly all staff meetings via MS Teams. This was a forum for our Commissioner and leadership team to share important announcements, and for PSC teams to share updates on their work.

Our leadership team members would take it in turns to host the meeting and to organise a quiz or fun activity to conclude the meeting. These meetings have been crucial in keeping our people engaged throughout COVID-19 lockdowns and our transition to hybrid working arrangements.

Measuring the impact

Our 2021 PMES results showed significant improvement in the way employees view our senior managers, including how they keep their teams informed of change, how well they listen to employees and whether they provide clear direction for the future of the organisation.

Importantly, the extent to which employees believe senior managers model organisational values increased by 31%. We will continue to measure leadership through the annual PMES and internal pulse surveys.

100% Employee survey participation
For the first time in 2021

83% Teamwork and collaboration
Up 14% from 2020
15% above sector average

75% Employee engagement score
Up 14% from 2020
8% above sector average

75% Senior managers – leadership
Up 24% from 2020
17% above sector average

86% Inclusion and diversity
Up 11% from 2020
12% above sector average

71% Communication and change management
Up 24% from 2020
13% above sector average

83% Wellbeing
Up 12% from 2020
14% above sector average

69% Learning and development
Up 20% from 2020
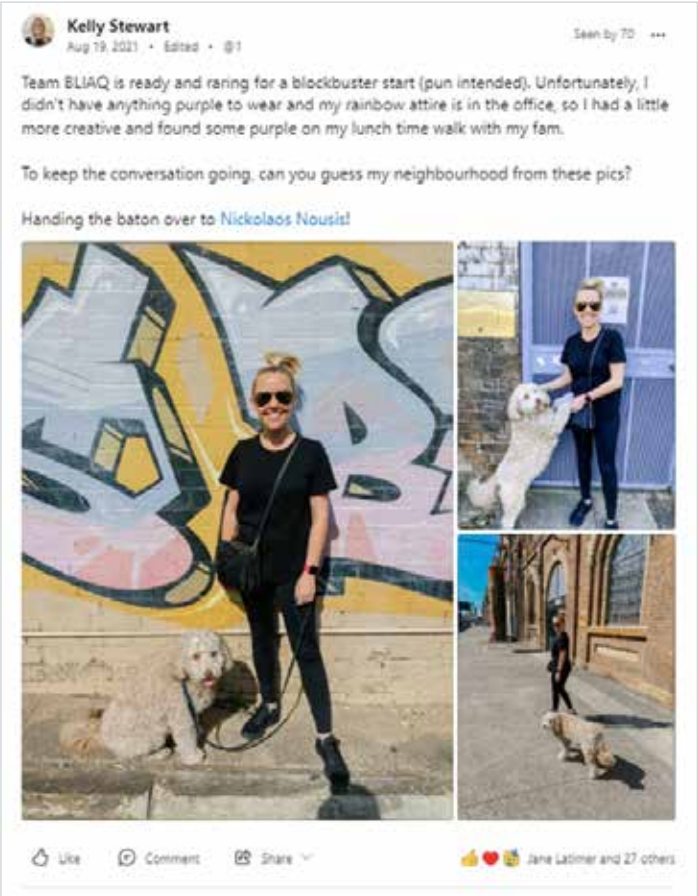**12%** above sector average

Our Yammer community

In a year of hybrid working, our internal social media platform Yammer became our digital campfire.
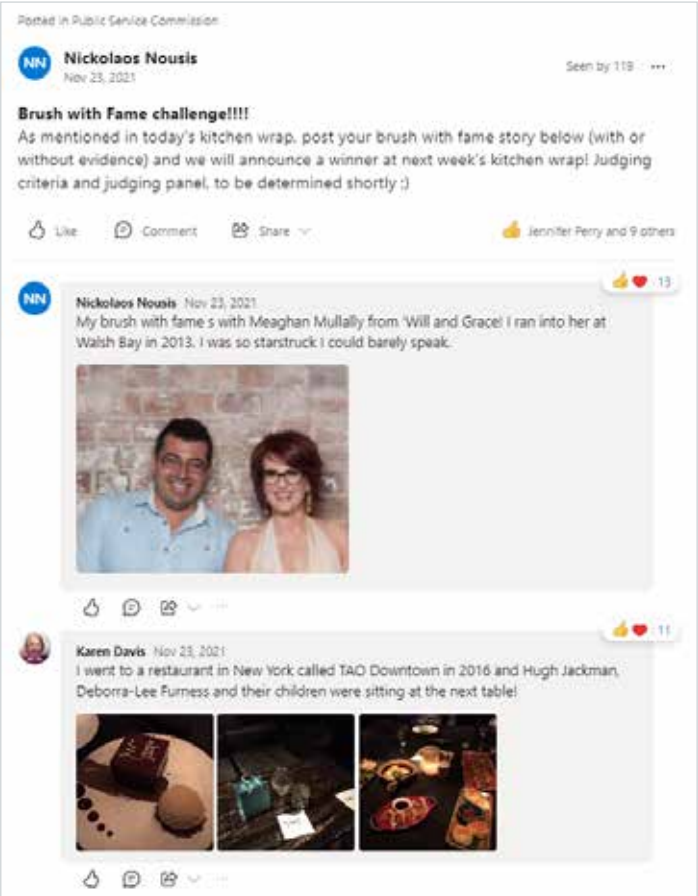
The most popular post this year was the 'Brush with fame' challenge, where staff shared stories about the celebrities they have met

The 'Wear It Purple Day' walking challenge encouraged staff to stay healthy and active in lockdown

People Matter Employee Survey action plan

In response to PMES feedback, our resulting action plan focused on learning and development.

A training needs analysis at the end of 2021 showed 3 focus areas for capability uplift:

- Technology – interpreting and using data
- Project management
- Manage and develop people

Expanded learning and development calendar

In February 2022 we introduced a learning and development calendar, available to all staff on our intranet. The calendar spotlighted learning opportunities linked to our focus areas, including project management, 'telling a compelling story with data', plain English writing and editing essentials, and giving and receiving feedback. Employee feedback has been very positive with 100% of participants indicating they would use these skills at work.

We continue to update our offerings within the myCareer learning management system and have also taken part in the digital capability LXP pilot, providing staff with a personalised online experience that can be accessed anytime, anywhere.

Structured onboarding program

Responding to feedback, we introduced a structured onboarding program for new starters. This involves a one-on-one 'meet-and-greet' with our Commissioner, an induction session within an employee's first month and 'Orientate' sessions with our Senior Leadership Team within a new starter's first 90 days. The program sets new employees up for success by providing the chance to hear directly from senior leaders about our values, culture, organisational procedures, and strategic focus areas early in their employment.

Prioritising staff health, safety and wellbeing

Through another year impacted by COVID-19 we remained committed to providing our employees with a healthy work environment, both within the office and when working remotely.

Throughout the year we:

- conducted 2 Mental Health First Aid training sessions
- offered staff the 'Headspace for work' app
- organised a staff webinar series with workplace wellbeing organisation Benny Button and offered access to their 'Checkpoint' app
- continued to offer our employee assistance program including free confidential counselling services for staff and their families
- provided free flu vaccination vouchers
- continued to offer the Fitness Passport, providing discounted access to over 750 gyms and pools across NSW.

Benny Button 'Grow for Good' virtual workshop

Workplace health and safety

The PSC's Work Health and Safety Committee provides a consultative forum to address workplace health and safety (WHS) matters and meets at least quarterly. In accordance with our internal Workplace Health and Safety Policy, their functions include:

- helping eliminate or minimise health and safety risks, acting as a mediator where relevant
- advocating for strategies and activities that create a healthy work environment
- making recommendations on WHS issues referred to the committee for action
- communicating relevant health and safety updates to staff.

In 2021-22, the new committee updated our internal incident reporting process and provided feedback on the PSC's draft hybrid working policy.

As at 30 June 2022, we also had 2 first aid officers, 2 CPR-trained staff members, 3 emergency wardens and 18 mental health first aid officers.

Workers compensation claims

During 2021-22, we received 2 workers compensation claims concerning work-related injuries. These claims were immediately reported to our insurer, reviewed and assessed, and were both closed as at 30 June 2022.

Strategic workforce planning

This year our People and Engagement and Workforce Strategy and Design teams collaborated to produce a strategic workforce plan for the PSC. A strategic workforce plan is a critical part of the business planning cycle as it aligns longer-term workforce requirements with an agency's strategic objectives.

Future-proofing our workforce

This plan will help our organisation to:

- better understand and prepare for future workforce needs
- improve employee mobility and provide more job security
- mitigate risks from future capability gaps and critical, hard-to-fill roles
- provide greater agility and flexibility to manage with change
- enable more efficient and cost-effective use of resources.

Our approach

Guided by the PSC's Strategic Workforce Planning Framework, we conducted over 20 hours of stakeholder interviews and focus groups to understand current workforce strengths and challenges. We also reviewed internal data on workforce profile and mobility, and external data on trends, labour market supply and demand.

The plan is dynamic and will continue evolving. Initiatives will be monitored, evaluated, and revised as needed to address changing internal and external environments.

Industrial relations policies and practices

PSC employees are employed in accordance with the *Government Sector Employment Act 2013* and relevant statutory instruments, and the *Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009*.

Non-executive salaries are set by the Industrial Relations Commission. The Industrial Relations Commission made the *Crown Employees (Public Sector – Salaries 2021) Award* on 9 July 2021 which prescribed salaries, allowances and other matters for non-executive employees in different classifications and grades until its replacement on 8 August 2022.

PSC senior executive remuneration is set within the range determined by the Statutory and Other Offices Tribunal (SOORT) for the band in which each executive is employed. The SOORT made a Public Service Senior Executive Annual Determination on 7 August 2020 which remained in effect until a further Annual Determination by SOORT on 5 August 2021.

Personnel policies and practices

We regularly review and update internal policies and procedures to ensure best practice and current legislative requirements are incorporated.

In 2021-22, we introduced our COVID-19 Vaccination Policy for all staff (read more about our vaccination policy on page 21). We also prepared to transition to the updated Flexible Working Hours Agreement from Department of Premier and Cabinet, which came into effect from 4 July 2022. The new agreement was created following temporary amendments made to enable greater flexibility during the COVID-19 pandemic.

We also drafted a hybrid working policy, in consultation with our WHS committee and the Public Service Association (PSA). This is an extension of our existing Flexible Working Policy and will be finalised next year.

Staff were invited to be part of consultation processes for these policy updates, and we continued to meet with the PSA throughout the year to share new and updated policies for review.

Payroll

Our transactional payroll and organisation management activity continues to be supported by GovConnect. PSC representatives work closely with the Service Management Office and GovConnect management to monitor performance and service delivery.

Regular workforce reporting

Our People and Engagement team uses dashboard reporting to provide workforce metrics for the monthly Management Board report and quarterly Advisory Board report. This data helps shape strategic workforce planning conversations and drives areas of focus for managers and the PSC.

Performance management

Our approach to performance management ensures that individual objectives and capabilities are aligned with the delivery of our strategic outcomes.

Following an internal audit last year, in 2021-22 we refined and improved our performance management processes, with a focus on:

- cascading our PSC Strategic Plan outcomes to branch and division plans and further to individual performance plans

- strengthening our performance management cycle to encourage more regular conversations and ongoing coaching

- recognising good work as part of our internal recognition program.

Sustainability

This section provides information about how our organisational activities impact economic, social and environmental sustainability matters.

Procurement practices

To ensure that money is spent fairly and efficiently, we comply with a range of legislative and policy requirements, NSW Procurement Board Directions, Treasurer's Directions and Premier's Memoranda.

As a NSW Government agency, there are 5 objectives that guide all our procurement decisions:

1. **Value for money** – a balanced assessment of a range of financial and non-financial factors.

2. **Fair and open competition** – broadening access to government procurement especially for SMEs and regional businesses.

3. **Easy to do business** – streamlined and accessible processes expand opportunities to a broad supply base.

4. **Innovation** – Industry engagement and flexible procurement practices promote innovative services and solutions.

5. **Economic development, social outcomes and sustainability** – support for small to medium enterprises, Aboriginal-owned businesses, regional businesses, disability employment to enable businesses of all types to grow.

We record all procurements with a contract value of over $30,000 in our contracts register.

In 2021-22, there were 34 contracts on the register that commenced during the financial year. Of these:

- 27 were with suppliers on prequalification schemes or NSW Government contracts
- 5 were with Aboriginal businesses.

There were no contracts with a value of more than $30,000 with disability enterprises.

Prevention of modern slavery

From 1 January 2022, NSW Government agencies must take reasonable steps to ensure that goods and services procured are not the product of modern slavery. 'Modern slavery' includes any conduct constituting a modern slavery offence, or any conduct involving the use of any form of slavery, servitude or forced labour to exploit children or other persons taking place in the supply chain of organisations.

Steps we are taking to address modern slavery risks

We are committed to taking reasonable steps to prevent, mitigate and, where appropriate, address any modern slavery risks in relation to our procurement activities.

We have set up a working group comprising staff from our legal, governance, procurement, and finance teams. The working group's activities include undertaking a risk assessment of the PSC's procurement activities to identify and assess any priority areas of modern slavery risk in line with our Risk Management Policy and NSW Procurement guidance.

Our policies, procedures and contract documentation have also been reviewed, and modern slavery statements and contractual undertakings are now required for procurements involving industries at higher risk of modern slavery.

Modern slavery statement due 2023-24

We will prepare our first modern slavery statement in accordance with the requirements of the *Modern Slavery Act 2018* (NSW) for the financial year 2022-23.

Energy, water, waste

NABERS is a national rating system that measures the environmental performance of Australian buildings, tenancies and homes. Our building is rated 5.5 stars out of 6 for both the energy and water rating.

The PSC has energy-saving devices fitted to light fittings and power-saving devices on audio visual equipment when meeting rooms are not in use. We also have water saving taps fitted in our bathrooms.

From 1 July 2022, our energy provider will be Shell Energy under a whole-of-government contract. This aligns with the NSW Electricity Strategy, the Government Resource Efficiency Policy and the Net Zero Plan which support our state's transition to a lower emissions electricity system.

As well as having both waste and recycling bins in our office, our building, 255 George Street, has implemented organic bins throughout each tenancy. Building facilities also have refundable bins (10c) for drink containers, with all proceeds donated to a charity at the end of each financial year.

We, along with our building managers AMP, encourage staff to reduce printing and paper usage and use digital communication methods. The paper that we do purchase is recycled paper.
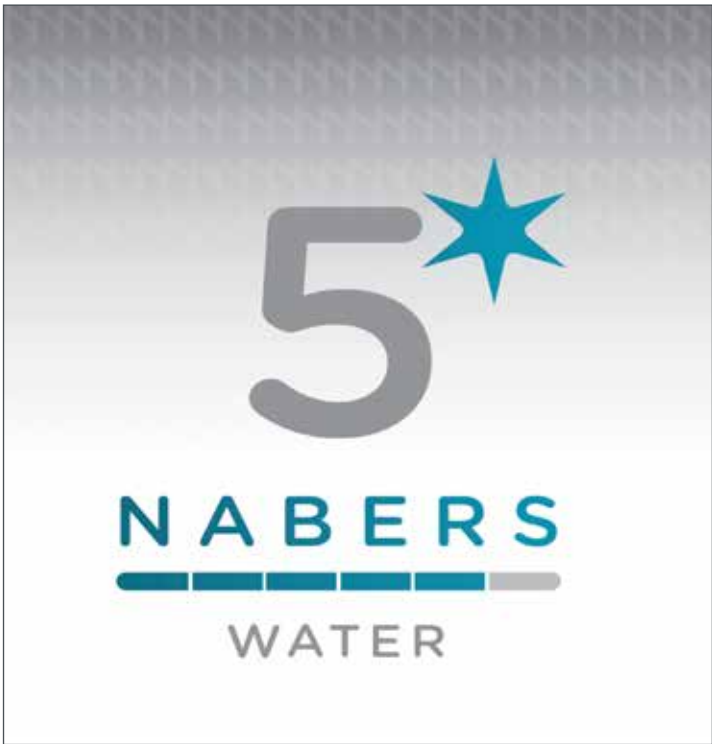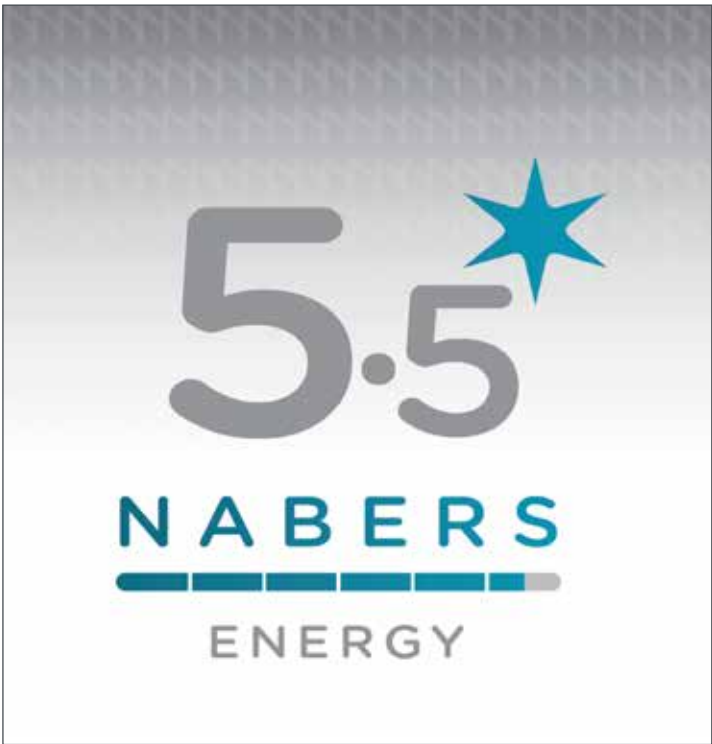
Improving women's economic security

NSW Government introduced the inaugural <u>Women's Opportunity Statement</u> in the 2022 Budget, which drew on the findings of the Women's Economic Opportunities (WEO) Review. This was established to consider how to improve women's economic security through increased economic participation over the next 5 to 10 years.

We made a significant contribution to the review's remit to explore measures aimed at influencing behavioural changes to cultivate a safer, fairer and more inclusive culture for women in the workplace. Chris Lamb, our Deputy Commissioner, sat on the WEO Review Steering Committee, and Emilie Priday, our Director, Workforce Inclusion and Experience branch was a member of one of the Review's working groups.

Progress on diversity targets

We seek diversity-related data from employees when they commence employment with us. Providing diversity-related data is voluntary and relies on employees self-reporting their diversity characteristics.

As at 30 June 2022 we reported the following progress on diversity measures.

Table 11: Trends in the representation of workforce diversity groups

Workforce diversity group	Benchmark	2022	2021	2020	2019
Women	50%[1]	69.4%	71.0%	69.3%	65.2%
Aboriginal and/or Torres Strait Islander people	3.3%[2]	2.9%	1.1%	2.5%	2.5%
People whose first language spoken as a child was not English	23.2%[3]	24.9%	21.0%	9.2%	8.1%
People with disability	5.6%[4]	13.2%	12.8%	8.0%	5.0%
People with disability requiring work-related adjustment	N/A	4.5%	5.6%	3.7%	3.7%

[1] The benchmark of 50% for representation of women across the sector is intended to reflect the gender composition of the NSW community.

[2] The NSW Public Sector Aboriginal Employment Strategy 2019–25 takes a career pathway approach in that it sets an ambitious target of 3% Aboriginal employment at each non-executive grade of the public sector by 2025.

[3] A benchmark from the Australian Bureau of Statistics (ABS) Census of Population and Housing has been included for people whose first language spoken as a child was not English. The ABS Census does not provide information about first language, but does provide information about country of birth. The benchmark of 23.2% is the percentage of the NSW general population born in a country where English is not the predominant language.

[4] In December 2017 NSW Government announced the target of doubling the representation of people with disability in the NSW public sector from an estimated 2.7% to 5.6% by 2027. The benchmark for 'People with Disability Requiring Work-Related Adjustment' was not updated.

Table 12: Trends in the distribution index for workforce diversity groups

Workforce diversity group	Benchmark	2022	2021	2020	2019
Women	100	100	100	104	107
Aboriginal and/or Torres Strait Islander people	100	N/A	N/A	N/A	N/A
People whose first language spoken as a child was not English	100	97	98	N/A	N/A
People with a disability	100	N/A	N/A	N/A	N/A
People with a disability requiring work-related adjustment	100	N/A	N/A	N/A	N/A

A score of 100 indicates that the distribution of members of the workforce diversity group across salary bands is equivalent to that of the rest of the workforce. A score less than 100 means that members of the workforce diversity group tend to be more concentrated at lower salary bands than is the case for other staff. The more pronounced this tendency is, the lower the score will be. In some cases, the index may be more than 100, indicating that members of the workforce diversity group tend to be more concentrated at higher salary bands than is the case for other staff.

The distribution index is not calculated when the number of employees in the workforce diversity group is less than 20 or when the number of other employees is less than 20.

Women in the workforce
69.4%

Women in senior leadership roles
80%

Aboriginal and Torres Strait Islander employees
2.9%

People whose first language spoken as a child was not English
24.9%

Disability representation
13.2%

We continue to lead the way in participation of women in our workforce and exceed the current benchmark for women in leadership roles.

At the end of last reporting year, we saw a decline in the proportion of staff who identified as Aboriginal or Torres Strait Islander. We have since worked on our recruitment strategies and are pleased to report an increase to 2.9%.

People whose first language spoken as a child was not English make up 24.9% of our employees, an increase of almost 4% from last financial year.

People with disability make up 13.2% of our employees, which is above the NSW public sector target of 2.5%.

Upcoming strategies

We will continue to focus on strategies to employ more people with disability and drive representation upward. We actively encourage hiring managers to do targeted role advertisements and regularly showcase the benefits and importance of targeting roles.

The PSC has been accredited as a Disability Confident Recruiter by the Australian Network on Disability for 5 years running and we will continue to apply for this accreditation.

Reconciliation Action Plan

This year we called for expressions of interest to establish a staff working group to develop our PSC Reflect Reconciliation Action Plan (RAP).

The RAP will consist of three core pillars – relationships, respect and opportunities – and will include practical actions and deliverables to advance reconciliation with Aboriginal and Torres Strait Islander stakeholders, internally and within the communities in which we operate.

The group will set its terms of reference and key milestones in early 2022-23.

Financial summary

This section reports on our financial performance.

Message from the Chief Financial Officer

Improving internal customer service

Our Corporate Services leadership team started the financial year by putting digital capabilities into practice and undertaking a human-centred design sprint to discover how we might improve our division's strategic partnering capability. This was a great learning experience for the team and has resulted in positive innovations such as a new procurement hub for staff on our intranet. The Corporate Services division's customer focus will continue into 2022-23 with the implementation of an internal customer satisfaction survey.

Expenditure and net cost of services

Our full year operating expenditure of $14.902 million was higher than the original budget of $14.407 million, owing to the approval of the Dataflow project under the Digital Restart Fund in December 2021. The Dataflow project (see page 52) will yield significant benefits to our state with its near real time data enabling better crisis management and strategic decision making.

We manage our budget and expenditure within limits set by Treasury. We have continued to deliver our programs within the approved net cost of services threshold (shown in Figure 4) and our financial performance over the past 5 years has remained sound (shown in Table 12). Net cost of services excludes direct appropriations and Crown-accepted revenue items.

Improving access to performance data

This year we have prioritised improvements in the timely reporting of key corporate performance indicators across the organisation. Our static finance reports were replaced with business intelligence dashboards for each branch, allowing data-driven analysis and decision making in just a few clicks.

Our new digital capability has enabled the creation of an organisational corporate dashboard, that provides a quarterly checkpoint on our performance against forecasts. The dashboard is reported to our Management Board and Advisory Board and highlights any areas for action.

Joyce Low

Chief Financial Officer and Director, Governance & Risk

Joyce Low, Chief Financial Officer and Director, Governance & Risk

Key financial statistics

Figure 4: Net cost of services 2017 - 2022

Year	Budget	Actual
2017-18	33,524	29,586
2018-19	29,472	27,196
2019-20	29,804	29,136
2020-21	35,908	30,827
2021-22	34,348	29,368
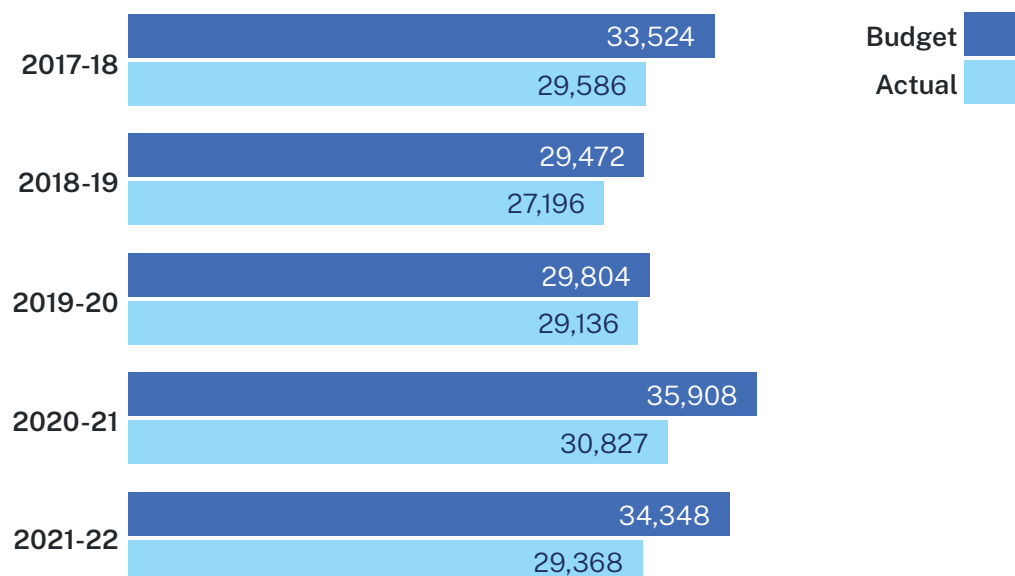
Table 13: Financial position – 5 year trend

	2017-18	2018-19	2019-20	2020-21	2021-22
Five year trend	$'000	$'000	$'000	$'000	$'000
Financial performance					
Total revenue	40,638	41,604	44,102	39,563	32,132
Total expenses	37,298	41,365	43,095	38,638	35,243
Net result	3,340	207	1,011	319	-2,735
Financial position					
Total assets	10,783	9,596	13,356	11,901	6,635
Total liabilities	8,616	7,222	9,971	8,197	5,666
Accumulated funds	2,167	2,374	3,385	3,704	969

Financial statements

Public Service Commission
Certification of the Financial Statements
for the year ended 30 June 2022

Pursuant to section 7.6(4) of the *Government Sector Finance Act 2018* ('the Act'), I state that these financial statements for the year ended 30 June 2022:

- have been prepared in accordance with the Australian Accounting Standards (which include Australian Accounting Interpretations) and the applicable requirements of the Act, the Government Sector Finance Regulation 2018 and the Treasurer's directions, and

- present a true and fair view of the Public Service Commission's financial position, financial performance and cash flows.

- Further, at the date of this statement, I am not aware of any circumstances that would render the particulars included in the financial statements to be misleading or inaccurate.

Kathrina Lo
Public Service Commissioner
17 October 2022

INDEPENDENT AUDITOR'S REPORT

Public Service Commission

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of Public Service Commission (the Commission), which comprise the Statement by the Commissioner, the Statement of Comprehensive Income for the year ended 30 June 2022, the Statement of Financial Position as at 30 June 2022, the Statement of Cash Flows and the Statement of Changes in Equity, for the year then ended, notes comprising a Statement of Significant Accounting Policies, and other explanatory information.

In my opinion, the financial statements:

*   have been prepared in accordance with Australian Accounting Standards and the applicable financial reporting requirements of the *Government Sector Finance Act 2018* (GSF Act), the Government Sector Finance Regulation 2018 (GSF Regulation) and the Treasurer's Directions
*   presents fairly the Commission's financial position, financial performance and cash flows.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Commission in accordance with the requirements of the:

*   Australian Auditing Standards
*   Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

*   providing that only Parliament, and not the executive government, can remove an Auditor-General
*   mandating the Auditor-General as auditor of public sector agencies
*   precluding the Auditor-General from providing non-audit services.

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

Commissioner's Responsibilities for the Financial Statements

The Commissioner is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the GSF Act, GSF Regulation and Treasurer's Directions. The Commissioner's responsibility also includes such internal control as the Commissioner determines is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Commissioner is responsible for assessing the Commission's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Commission carried out its activities effectively, efficiently and economically
- about the assumptions used in formulating the budget figures disclosed in the financial statements
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

Nirupama Mani
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

20 October 2022
SYDNEY

Public Service Commission

Statement of Comprehensive Income for the year ended 30 June 2022

	Notes	Budget 2022 $'000	Actual 2022 $'000	Actual 2021 $'000
Continuing operations				
Expenses excluding losses				
Employee-related expenses	2(a)	20,895	18,594	19,331
Operating expenses	2(b)	14,407	14,902	17,309
Depreciation and amortisation expenses	2(c)	2,235	1,721	1,955
Finance costs	2(d)	25	26	43
Total expenses excluding losses		**37,562**	**35,243**	**38,638**
Revenue				
Appropriation	3(a)	32,439	26,529	32,226
Sale of goods and services	3(b)	1,615	2,983	3,445
Grants and other contributions	3(c)	1,599	2,815	4,253
Acceptance by the Crown of employee benefits and other liabilities	3(d)	460	(269)	(538)
Other income	3(e)	-----	74	177
Total revenue		**36,113**	**32,132**	**39,563**
Operating result				
Gain / (loss) on disposal	4	-----	376	-----
Other gains / (losses)	4	-----	-----	(606)
Net result from continuing operations		**-----**	**376**	**(606)**
Net result		**(1,449)**	**(2,735)**	**319**
Total comprehensive income		**(1,449)**	**(2,735)**	**319**

The accompanying notes form part of the financial statements.

Public Service Commission

Statement of Financial Position as at 30 June 2022

	Notes	Budget 2022 $'000	Actual 2022 $'000	Actual 2021 $'000
Assets				
Current Assets				
Cash and cash equivalents	6	4,811	4,097	5,511
Receivables	7	294	1,529	2,876
Total Current Assets		**5,105**	**5,626**	**8,387**
Non-Current Assets				
Property, plant and equipment	8	1,047	991	1,832
Leases	9	1,074	-----	1,621
Intangible assets	10	37	18	61
Total Non-Current Assets		**2,158**	**1,009**	**3,514**
Total Assets		**7,263**	**6,635**	**11,901**
Liabilities				
Current Liabilities				
Payables	11	785	2,406	2,985
Borrowings	12	1,172	-----	1,205
Provisions	13	2,851	3,122	2,373
Other current liabilities	14	-----	92	-----
Total Current Liabilities		**4,808**	**5,620**	**6,563**
Non-Current Liabilities				
Borrowings	12	3	-----	1,281
Provisions	13	362	46	353
Total Non-Current Liabilities		**365**	**46**	**1,634**
Total Liabilities		**5,173**	**5,666**	**8,197**
Net Assets		**2,090**	**969**	**3,704**
Equity				
Accumulated funds		2,090	969	3,704
Total Equity		**2,090**	**969**	**3,704**

The accompanying notes form part of the financial statements.

Public Service Commission

Statement of Cash Flows for the year ended 30 June 2022

	Notes	Budget 2022 $'000	Actual 2022 $'000	Actual 2021 $'000
Cash flows from operating activities				
Payments				
Employee related		(20,435)	(18,845)	(21,002)
Finance costs		(25)	(26)	(43)
Other		(14,407)	(15,499)	(18,955)
Total payments		**(34,867)**	**(34,370)**	**(40,000)**
Receipts				
Appropriations		32,439	26,529	32,226
Reimbursements from the Crown		-----	150	645
Sale of goods and services		1,615	4,534	2,557
Grants and other contributions		1,599	2,905	5,283
Other		-----	72	177
Total Receipts		**35,653**	**34,190**	**40,888**
Net cash flows from operating activities		**786**	**(180)**	**888**
Cash flows from investing activities				
Purchase of plant and equipment		(270)	(29)	(200)
Net cash flows from investing activities		**(270)**	**(29)**	**(200)**
Cash flows from financing activities				
Payment of principal portion of lease liabilities		(1,261)	(1,205)	(1,137)
Net cash flows from financing activities		**(1,261)**	**(1,205)**	**(1,137)**
Net increase/(decrease) in cash and cash equivalents		(745)	(1,414)	(449)
Opening cash and cash equivalents		5,556	5,511	5,960
Closing cash and cash equivalents		**4,811**	**4,097**	**5,511**

The accompanying notes form part of the financial statements.

Public Service Commission

Statement of Changes in Equity for the year ended 30 June 2022

	Accumulated Funds $'000	Total $'000
Balance as at 1 July 2021	**3,704**	**3,704**
Net result for the period ended 30 June 2022	(2,735)	(2,735)
Total other comprehensive income	-----	-----
Total comprehensive income for the period ended 30 June 2022	**(2,735)**	**(2,735)**
Balance as at 30 June 2022	**969**	**969**
Balance as at 1 July 2020	**3,385**	**3,385**
Net result for the year	319	319
Total other comprehensive income	-----	-----
Total comprehensive income for year	**319**	**319**
Balance as at 30 June 2021	**3,704**	**3,704**

The accompanying notes form part of the financial statements.

	Accumulated Funds $'000	Total $'000

Public Service Commission

Notes to and forming part of the financial statements

for the year ended 30 June 2022

1 Summary of Significant Accounting Policies (cont.)

(a) Reporting entity

The Public Service Commission (the Commission) is a NSW government entity established under the *Government Sector Employment Act 2013* (GSE Act). The Commission is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating units.

The role of the Commission is to support the Public Service Commissioner (Commissioner) in the execution of their function. The Commission has the lead role in designing and implementing workforce management strategies, reform and the transformation of culture to ensure that the NSW public sector workforce is capable to deliver high quality public services to the people of NSW.

A principal objective of the Commission is to promote and maintain the highest levels of integrity, impartiality, accountability and leadership across the government sector.

The Commission also has an Advisory Board established under the GSE Act.

These financial statements for the year ended 30 June 2022 have been authorised for issue by the Public Service Commissioner on 17 October 2022.

(b) Basis of preparation

The Commission's financial statements are general purpose financial statements which have been prepared on an accrual basis and in accordance with:

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations),
- the requirements of the *Government Sector Finance Act 2018* (GSF Act)*, and*
- Treasurer's directions issued under the GSF Act.

The Commission's financial statements have been prepared on a going concern basis, which contemplates the continuity of normal operating activity and the realisation of assets and the settlement of liabilities in the normal course of operations.

Plant and equipment and certain financial assets and liabilities are measured using the fair value basis. Other financial statement items are prepared in accordance with the historical cost convention except where specified otherwise.

Judgements, key assumptions and estimations management has made are disclosed in the relevant notes to the financial statements.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency, which is the Commission's presentation and functional currency.

COVID-19

The Commission has applied COVID-19 accounting guidance provided by NSW Treasury and has determined that the financial statements of the Commission are not impacted by COVID-19. The internal controls of the Commission have remained robust during the pandemic.

Public Service Commission

Notes to and forming part of the financial statements

for the year ended 30 June 2022

1 Summary of Significant Accounting Policies (cont.)

Superannuation on annual leave loading

The Commission has determined that it is not probable a liability arises to pay superannuation on annual leave loading. This position has been formed based on current inquiries, other information currently available to management, and after considering the facts from a decision in the Federal Court of Australia: Finance Sector Union of Australia v Commonwealth Bank of Australia [2022] FedCFamC2G 409. That decision confirmed that, in relation to the industrial agreement considered in that case, annual leave loading did not form part of ordinary time earnings and therefore, did not require superannuation contributions to be made under superannuation guarantee legislation because the obligation to pay annual leave loading was not referable to ordinary hours of work or to ordinary rates of pay. Rather, it was paid by reference to the period of annual leave, and for the purpose of compensating employees for their loss of opportunity to work additional hours at higher rates during this period.

This position will be re-assessed in future reporting periods as new information comes to light on this matter.

(c) Statement of compliance

The financial statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

(d) Accounting for the goods and services tax

Income, expenses and assets are recognised net of the amount of goods and services tax (GST), except that:

- The amount of GST incurred by the Commission as a purchaser that is not recoverable from the Australian Taxation Office (ATO) is recognised as part of an asset's cost of acquisition or as part of an item of expense.
- Receivables and payables are stated with the amount of GST included.

Cash flows are included in the Statement of Cash Flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

(e) Comparative information

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is presented in respect of the previous period for all amounts reported in the financial statements.

Public Service Commission

Notes to and forming part of the financial statements

for the year ended 30 June 2022

1 Summary of Significant Accounting Policies (cont.)

(f) Changes in accounting policies, including new or revised Australian Accounting Standards

(i) Issued but not yet effective

NSW public sector entities are not permitted to early adopt new Australian Accounting Standards, unless Treasury determines otherwise.

The following new Australian Accounting Standards have not been applied and are not yet effective, in accordance with 'Mandates of options and major policy decisions under Australian Accounting Standards' (TPG22-07):

- AASB 17 *Insurance Contracts*
- AASB 2020-1 Amendments to Australian Accounting Standards – *Classification of Liabilities as Current or Non-current*
- AASB 2020-3 Amendments to Australian Accounting Standards – *Annual Improvements 2018–2020 and Other Amendments*
- AASB 2020-6 Amendments to Australian Accounting Standards – *Classification of Liabilities as Current or Non-current – Deferral of Effective Date*
- AASB 2021-2 Amendments to Australian Accounting Standards – *Disclosure of Accounting Policies and Definition of Accounting Estimates*
- AASB 2021-5 Amendments to Australian Accounting Standards – *Deferred Tax related to Assets and Liabilities arising from a Single Transaction*
- AASB 2021-6 Amendments to Australian Accounting Standards – *Disclosure of Accounting Policies: Tier 2 and Other Australian Accounting Standards*
- AASB 2021-7a Amendments to Australian Accounting Standards – *Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections*
- AASB 2021-7b Amendments to Australian Accounting Standards – *Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections*
- AASB 2021-7c Amendments to Australian Accounting Standards – *Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections*

It is not anticipated that the adoption of these standards will affect the financial statements of the Commission.

Public Service Commission

Notes to and forming part of the financial statements

for the year ended 30 June 2022

2   Expenses excluding losses

	2022 $'000	2021 $'000
(a) Employee-related expenses		
Salaries and wages (including annual leave)	16,563	16,527
Superannuation - defined benefit plans	28	45
Superannuation - defined contribution plans	1,417	1,356
Long service leave	(336)	(692)
Workers' compensation insurance	45	55
Payroll tax and fringe benefits tax	877	885
Redundancy payments	-----	1,155
	18,594	**19,331**

	2022 $'000	2021 $'000
(b) Operating expenses include the following:		
Auditor's remuneration		
- audit of the financial statements	57	52
Consultants	148	17
Corporate services	672	1,015
Other contractors	440	120
Fees - ICT	2,323	1,615
Insurance	57	55
Other expenses	7,001	6,374
Computer expenses	1,371	1,569
Boards and committees	301	361
Fees - management	2,532	6,131
	14,902	**17,309**

Recognition and measurement

Maintenance

Day to day servicing costs or maintenance are charged as expenses as incurred, except where they relate to the replacement of a part or a component of an asset, in which case the costs are capitalised and depreciated.

Insurance

The Commission's insurance activities are conducted through the NSW Treasury Managed Fund Scheme of self-insurance for Government entities. The expense (premium) is determined by the Fund Manager based on past claims experience.

	2022 $'000	2021 $'000
(c) Depreciation and amortisation expenses		
Depreciation		
Leasehold improvements	567	566
Plant and equipment	302	292
Right-of-use assets	809	1,030
Amortisation		
Intangible assets	43	67
	1,721	**1,955**

Refer to Note 8, Note 9 and Note 10 for recognition and measurement policies on depreciation and amortisation.

	2022 $'000	2021 $'000
(d) Finance costs		
NSW Government	26	43
	26	43

Public Service Commission

Notes to and forming part of the financial statements

for the year ended 30 June 2022

3 Revenue

Recognition and measurement

Income is recognised in accordance with the requirements of AASB 15 *Revenue from Contracts with Customers* or AASB 1058 *Income of Not-for-Profit Entities*, dependent on whether there is a contract with a customer defined by AASB 15 *Revenue from Contracts with Customers*. Comments regarding the accounting policies for the recognition of income are discussed below.

(a) Appropriation

Summary of compliance	2022 $'000	2021 $'000
Original budget per Appropriation Act	32,439	33,607
Total spending authority from parliamentary appropriations, other than deemed appropriations	**32,439**	**33,607**
Add:		
Own source revenue money received during the year	7,661	8,662
Own source revenue balance brought forward from prior years	5,511	5,960
Total	**45,611**	**48,229**
Less: total expenditure	35,604	41,337
Variance	10,007	6,892
Less		
The spending authority from appropriations lapsed at 30 June	5,910	1,381
Own source revenue balance carried forward to following years	**4,097**	**5,511**

Notes:

1. The summary of compliance excludes deemed appropriations. It is based on the assumption that the annual appropriations monies are spent first (except where otherwise identified or prescribed).

2. Expenditure refers to cash payments. The term 'expenditure' has been used for payments for consistency with AASB 1058 *Income of Not-for-Profit Entities*.

3. Deemed appropriations is a legal concept under the *GSF Act*, that does not have a corresponding financial statement line item. Instead, deemed appropriations may come from various sources, such as sale of goods and services, and the corresponding revenue is disclosed in the relevant sections of these items in the financial statements.

The *Appropriation Act 2021* (Appropriations Act) appropriates the sum of $32,439,000 to the Premier out of the Consolidated Fund for the services of the Public Service Commission for the year 2021–22.

The Premier who is the responsible Minister for the Public Service Commision is taken to have been given an appropriation out of the Consolidated Fund under the authority s4.7 of the *Government Sector Finance Act 2018*, at the time the Public Service Commision receives or recovers any deemed appropriation money, for an amount equivalent to the money that is received or recovered by the Public Service Commission.

The spending authority of the Minister from the Appropriations Act and that of the responsible Minister from deemed appropriation money has been delegated/sub-delegated to officers of the Public Service Commission.

The summary of compliance has been prepared on the basis of the spending authority of the Premier for the services of the Public Service Commission. It reflects the status at the point in time this disclosure statement is being made.

Public Service Commission

Notes to and forming part of the financial statements

for the year ended 30 June 2022

3   Revenue (cont.)

	2022 $'000	2021 $'000
(b) Sale of goods and services		
Rendering of services	2,983	3,445
	2,983	**3,445**

Recognition and measurement

Sale of goods

Revenue from sale of goods is recognised when the Commission satisfies a performance obligation by transferring the promised goods.

Rendering of services

Revenue from rendering of services is recognised when the Commission satisfies the performance obligation in providing the services. These services are eRecruitment including iworkforNSW, the provision of the Executive Masters of Public Administration program, Taleo and executive search recoveries.

The revenue is measured at the transaction price agreed under the contract. No element of financing is deemed present as payments are due when the service is provided.

	2022 $'000	2021 $'000
(c) Grants and other contributions		
Grants	2,815	4,253
	2,815	**4,253**

	2022 $'000	2021 $'000
(d) Acceptance by the Crown of employee benefits and other liabilities		
The following liabilities and / or expenses have been assumed by the Crown:		
Superannuation - defined benefit	26	43
Long service leave provision	(296)	(584)
Payroll tax on superannuation	1	3
	(269)	**(538)**

	2022 $'000	2021 $'000
(e) Other income		
Payroll recoveries	74	177
	74	177

4 Other gains / (losses)

	2022 $'000	2021 $'000
Impairment losses on right-of-use assets	-----	(606)
Derecognition of right-of-use assets and lease liabilities with Property NSW	376	-----
	376	**(606)**

The impairment loss on right of use assets was due to an assessment that rental market values had declined due to the impact of COVID-19. Property NSW, as the Commission's property agent, obtained independent advice on the impact to tenancy leases that are held as right of use assets. This decline represents the impact upon leased accommodation in the Sydney CBD.

The net gain is recognised from the derecognition of the right-of-use asset and lease liability with Property NSW as at 30 June 2022. Please refer to Note 9 for further details of derecognition.

The net gain / (loss) from the derecognition of the right-of-use asset and lease liability as at 30 June 2022 is reconciled below:

	2022 $'000
Right-of-use asset	
Gross carrying value	3,720
Less: accumulated depreciation	(2,907)
Net book value	**813**
Amortised balance of incentives received	92
Lease liability	(1,281)
Net Gain	**(376)**

5 Program group statements

The Commission has only one program group and so no program group statement is prepared.

Purpose:
The program group 'Services and Capabilities Improvement' includes the promotion and maintenance of the highest levels of integrity, impartiality, accountability, capability and leadership across the public sector through innovative workforce management policies and programs.

6 Current Assets - Cash and cash equivalents

	2022 $'000	2021 $'000
Cash at bank and on hand	4,097	5,511
	4,097	**5,511**

For the purposes of the Statement of Cash Flows, cash and cash equivalents include cash at bank, and cash on hand.

	2022 $'000	2021 $'000
Cash and cash equivalents (per Statement of Financial Position)	4,097	5,511
	4,097	**5,511**

Refer Note 18 for details regarding credit risk, liquidity risk, and market risk arising from financial instruments.

Public Service Commission

Notes to and forming part of the financial statements

for the year ended 30 June 2022

7 Current Assets - Receivables

	2022 $'000	2021 $'000
Sale of goods and services	951	2,227
Goods and services tax recoverable from Australian Taxation Office	200	302
Accrued income	55	46
Other receivables	6	13
Prepayments	317	288
	1,529	**2,876**

Details regarding credit risk of Trade Receivbles that are neither past due or impaired are disclosed in Note 18

Recognition and measurement

Receivables are initially recognised at fair value plus any directly attributable transaction costs. Trade receivables that do not contain a significant financing component are measured at the transaction price.

Subsequent measurement

The Commission holds receivables with the objective to collect the contractual cash flows and therefore measures them at amortised cost using the effective interest method, less any impairment. Changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process.

Impairment

The Commission recognises an allowance for expected credit losses (ECLs) for all debt financial assets not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows and the cash flows that the Commission expects to receive, discounted at the original effective interest rate.

Public Service Commission

Notes to and forming part of the financial statements

for the year ended 30 June 2022

8 Property, plant and equipment

	Plant & Equipment $'000	Leasehold Improvements $'000	Total $'000
As at 1 July 2021 - fair value			
Gross carrying amount	1,407	2,898	4,305
Accumulated depreciation and impairment	(769)	(1,704)	(2,473)
Net carrying amount	**638**	**1,194**	**1,832**
As at 30 June 2022 - fair value			
Gross carrying amount	1,397	2,832	4,229
Accumulated depreciation and impairment	(967)	(2,271)	(3,238)
Net carrying amount	**430**	**561**	**991**

Reconciliation

A reconciliation of the carrying amount of each class of property, plant & equipment at the beginning and end of the reporting period is set out below.

	Plant & Equipment $'000	Leasehold Improvements $'000	Total $'000
Year ended 30 June 2022			
Net carrying amount at start of year	638	1,194	1,832
Purchases of assets	28	-----	28
Transfer between asset classes	66	(66)	-----
Disposals	-----	-----	-----
Depreciation expense	(302)	(567)	(869)
Net carrying amount at end of Year	**430**	**561**	**991**

	Plant & Equipment $'000	Leasehold Improvements $'000	Total $'000
As at 1 July 2020 - fair value			
Gross carrying amount	1,176	2,930	4,106
Accumulated depreciation and impairment	(477)	(1,139)	(1,616)
Net carrying amount	**699**	**1,791**	**2,490**
As at 30 June 2021 - fair value			
Gross carrying amount	1,407	2,898	4,305
Accumulated depreciation and impairment	(769)	(1,704)	(2,473)
Net carrying amount	**638**	**1,194**	**1,832**

Reconciliation

A reconciliation of the carrying amount of each class of property, plant & equipment at the beginning and end of the reporting period is set out below.

	Plant & Equipment $'000	Leasehold Improvements $'000	Total $'000
Year ended 30 June 2021			
Net carrying amount at start of year	699	1,791	2,490
Purchases of assets	200	-----	200
Transfer between asset classes	31	(31)	-----
Depreciation expense	(292)	(566)	(858)
Net carrying amount at end of year	**638**	**1,194**	**1,832**

8 Property, plant and equipment (cont.)

Recognition and measurement

Acquisitions of property, plant and equipment

Property, plant and equipment are initially measured at cost and subsequently revalued at fair value less accumulated depreciation and impairment. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the requirements of other Australian Accounting Standards.

Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at measurement date.

Where payment for an asset is deferred beyond normal credit terms, its cost is the cash price equivalent; i.e. deferred payment amount is effectively discounted over the period of credit.

Assets acquired at no cost, or for nominal consideration, are initially recognised at their fair value at the date of acquisition.

Restoration costs

The present value of the expected cost for the restoration or cost of dismantling of an asset after its use is included in the cost of the respective asset if the recognition criteria for a provision are met.

Capitalisation thresholds

Property, plant and equipment and intangible assets costing $5,000 and above individually (or forming part of a network costing more than $5,000) are capitalised.

Depreciation of property, plant and equipment

Except for certain non-depreciable assets, depreciation is provided for on a straight-line basis so as to write off the depreciable amount of each asset as it is consumed over its useful life to the Commission.

All material identifiable components of assets are depreciated separately over their useful lives.

Category of Assets	Depreciation Rates 2022	Depreciation Rates 2021
Office furniture and fittings	10 - 50%	10 - 50%
Computer equipment	25%	25%
General plant and equipment	20 - 25%	20 - 25%

Amortisation

Leasehold improvements (over the period of the lease).

Revaluation of property, plant and equipment

Physical non-current assets are valued in accordance with the '*Valuation of Physical Non Current Assets at Fair Value*' Policy and Guidelines Paper (TPP 21-09) and Treasurer's Direction '*Valuation of Physical Non-Current Assets at Fair Value*' (TD21-05). TD21-05 and TPP21-09 adopt fair value in accordance AASB 13 *Fair Value Measurement* and AASB 116 *Property Plant TD21-05 and Equipment.*

The Commission's assets comprise of plant and equipment with short useful lives. These are measured at depreciated historical cost which approximates fair value.

Impairment of property, plant and equipment

As a not-for-profit entity with no cash generating units, impairment under AASB 136 *Impairment of Assets* is unlikely to arise. Since property, plant and equipment is carried at fair value or an amount that approximates fair value, impairment can only arise in rare circumstances such as where the costs of disposal are material.

The Commission assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Commission estimates the asset's recoverable amount. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

As a not-for-profit entity, an impairment loss is recognised in the net result to the extent the impairment loss exceeds the amount in the revaluation surplus of the class of asset.

Public Service Commission

Notes to and forming part of the financial statements

for the year ended 30 June 2022

9 Leases

Commission as a lessee

The Commission leases office space, the lease commenced on 1 June 2018 for a fixed period of five years. The lease agreement does not impose any covenants but lease assets may not be used as security for borrowing purposes. The Commission does not provide residual value guarantees in relation to leases.

AASB 16 *Leases* (AASB 16) requires a lessee to recognise a right-of-use asset and a corresponding lease liability for most leases.
During financial year ended 30 June 2022, the Commission has accepted the changes in the office accommodation arrangements with Property NSW (PNSW). The main change is the introduction of the "substitution right" clause for PNSW to relocate the entity during the term of the agreement. The clause provides PNSW with a substantive substitution right. Therefore, these agreements are no longer accounted for as a lease within the scope of AASB 16. The corresponding right of use assets and lease liabilities have been derecognised on 30 June 2022, the effective date of the new clause. The net impact of the derecognition is recognised in "Other gains/(losses)" (refer to Note 4). From 1 July 2022, the accommodation charges will be recognised as expenses when incurred over the agreement duration.

The Commission continues to carry the responsibility to make good, and to control the fit-out during the remaining occupancy period as the entity receives the economic benefits via using the fit-out or expected compensation from PNSW upon relocation. The incentives received prior to 30 June 2022 apply to the remaining occupancy period. Therefore, the Commission's accounting treatment for make-good provision and fit-out costs in relation to the relevant accommodation remains unchanged.

A liability in relation to the amortised balance of incentives received has been recognised as a liability as at 30 June 2022 and will be amortised over the remaining occupancy period.

Right-of-use assets under leases
The following table presents right-of-use assets that do not meet the definition of investment property.

	Buildings $'000	Total $'000
Balance as at 1 July 2021	1,621	1,621
Derecognition of right-of-use-asset	(812)	(812)
Depreciation expense	(809)	(809)
Balance as at 30 June 2022	-----	-----
Balance as at 1 July 2020	3,204	3,204
Additions	53	53
Other movements (Impairment loss)	(606)	(606)
Depreciation expense	(1,030)	(1,030)
Balance as at 30 June 2021	**1,621**	**1,621**

Lease liabilities
The following table presents liabilities under leases.

	2022 $'000	2021 $'000
Balance as at 1 July	2,486	3,570
Additions	-----	53
Interest expense	26	43
Payments	(1,231)	(1,180)
Derecognition of lease liabilities	(1,281)	-----
Balance as at 30 June	**-----**	**2,486**

9 Leases (cont.)

The following amounts were recognised in the statement of comprehensive income during the period in respect of leases where the Commission is the lessee:

	2022 $'000	2021 $'000
Depreciation expense of right-of-use assets	809	1,030
Other movements (Impairment loss)	-----	606
Interest expense on lease liabilities	26	43
Gains arising from derecognising right-of-use assets and lease liabilities with Property NSW	(376)	-----
Total amount recognised in the statement of comprehensive income	**459**	**1,679**

The Commission had total cash outflows for leases of $1,205,291 (FY2021: $1,179,167)

Recognition and measurement under AASB 16 until 30 June 2022

The Commission assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Commission recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets, except for short-term leases and leases of low-value assets.

i. Right-of-use assets

The Commission recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are initially measured at the amount of initial measurement of the lease liability (refer ii below), adjusted by any lease payments made at or before the commencement date and lease incentives, any initial direct costs incurred, and estimated costs of dismantling and removing the asset or restoring the site.

Right of use assets are subsequently measured at cost. They are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the asset, as follows:

- Buildings 5 years

If ownership of the leased asset transfers to the Commission at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are also subject to impairment. The entity assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the entity estimates the asset's recoverable amount. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. After an impairment loss has been recognised, it is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the net result.

9 Leases (cont.)

ii. Lease liabilities

At the commencement date of the lease, the Commission recognises lease liabilities measured at the present value of lease payments to be made over the lease term. Lease payments include:

- fixed payments (including in substance fixed payments) less any lease incentives receivable;
- variable lease payments that depend on an index or a rate;
- payments of penalties for terminating the lease, if the lease term reflects the Commission exercising the option to terminate.

Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for the Commission's leases, the lessee's incremental borrowing rate is used, being the rate that the Commission would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

The Commission's lease liabilities are included in borrowings.

Public Service Commission

Notes to and forming part of the financial statements

for the year ended 30 June 2022

10 Intangible assets

	Software at cost $'000	Total $'000
As at 1 July 2021		
Cost (gross carrying amount)	3,681	3,681
Accumulated amortisation and impairment	(3,620)	(3,620)
Net carrying amount	**61**	**61**
As at 30 June 2022		
Gross carrying amount	3,681	3,681
Accumulated amortisation and impairment	(3,663)	(3,663)
Net carrying amount	**18**	**18**

	Software at cost $'000	Total $'000
Year ended 30 June 2022		
Net carrying amount at start of year	61	61
Additions	-----	-----
Amortisation (recognised in ''depreciation and amortisation'')	(43)	(43)
Net carrying amount at end of Year	**18**	**18**

	Software at cost $'000	Total $'000
As at 1 July 2020 - fair value		
Gross carrying amount	3,704	3,704
Accumulated amortisation and impairment	(3,576)	(3,576)
Net carrying amount	**128**	**128**
As at 30 June 2021 - fair value		
Gross carrying amount	3,681	3,681
Accumulated amortisation and impairment	(3,620)	(3,620)
Net carrying amount	**61**	**61**

	Software at cost $'000	Total $'000
Year ended 30 June 2021		
Net carrying amount at start of year	128	128
Additions	-----	-----
Amortisation (recognised in "depreciation and amortisation")	(67)	(67)
Net carrying amount at end of year	**61**	**61**

Recognition and measurement

The Commission recognises intangible assets only if it is probable that future economic benefits will flow to the Commission and the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is acquired at no or nominal cost, the cost is its fair value as at the date of acquisition. Following initial recognition, intangible assets are subsequently measured at fair value only if there is an active market. If there is no active market for the Commission's intangible assets, the assets are carried at cost less any accumulated amortisation and impairment losses.

The Commission's intangible assets are amortised using the straight line method over a period of 4 years

Intangible assets are tested for impairment where an indicator of impairment exists. If the recoverable amount is less than its carrying amount the carrying amount is reduced to recoverable amount and the reduction is recognised as an impairment loss.

Public Service Commission

Notes to and forming part of the financial statements

for the year ended 30 June 2022

11 Current Liabilities - Payables

	2022 $'000	2021 $'000
Accrued salaries, wages and on-costs	328	265
Creditors	498	1,209
Other accruals	1,576	1,508
Other payables	4	3
2,406	**2,406**	**2,985**

Details regarding liquidity risk, including a maturity analysis of the above payables, are disclosed in Note 18.

Recognition and measurement

Payables represent liabilities for goods and services provided to the Commission and other amounts. Short term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

Payables are financial liabilities at amortised cost, initially measured at fair value, net of directly attributable transaction costs. These are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised net result when the liabilities are derecognised as well as through the amortisation process.

12 Current / Non-Current Liabilities - Borrowings

	2022 $'000	2021 $'000
Lease liabilities (see Note 9)	-----	2,486
	-----	**2,486**

Details regarding liquidity risk, including a maturity analysis of the above payables, are disclosed in Note 18.

Recognition and measurement

Financial liabilities at amortised cost
Borrowings classified as financial liabilities at amortised cost are initially measured at fair value, net of directly attributable transaction costs. These are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in net result when the liabilities are derecognised as well as through the amortisation process.

Implication on the financial statement presentation from 1 July 2022
From 1 July 2022, entities should recognise occupancy charges as expenses in "Other Operating Expenses".

13 Current / Non-Current Liabilities - Provisions

	2022 $'000	2021 $'000
Current provisions		
Annual leave including on-costs	1,999	1,859
Long service leave on costs	460	514
Current employee benefits and related on-costs	**2,459**	**2,373**
Restoration costs	663	-----
Total current provisions	**3,122**	**2,373**
Non-current provisions		
Long service leave on costs	46	51
Non-current employee benefits and related on-costs	**46**	**51**
Restoration costs	-----	302
Total non-current provisions	**46**	**353**
Employee benefits and related on-costs	2,505	2,424
Restoration costs	663	302
Total provisions	**3,168**	**2,726**

Public Service Commission

Notes to and forming part of the financial statements

for the year ended 30 June 2022

13 Current / Non-Current Liabilities - Provisions (cont.)

	2022 $'000	2021 $'000
Aggregate employee benefits and related on-costs		
Provisions - current	3,122	2,373
Provisions - non-current	46	51
Accrued salaries, wages and on-costs (note 11)	328	265
Total provisions	**3,496**	**2,689**

In accordance with the NSW TC 21-03 Accounting for Long Service Leave and Annual Leave and AASB 101 *Presentation of Financial Statements* , all the annual leave and unconditional long service leave is presented as a current liability in the statement of financial position. All annual leave classified as a current liability is expected to be settled within 12 months of balance sheet dates.

The Commission's liability for long service leave is assumed by the Crown. However the Commission has an obligation to meet the long service leave related on-cost.

Movements in provisions (other than employee benefits)

Movements in each class of provision during the financial year, other than employee benefits, are set out below:

	2022 $'000	2021 $'000
Provision for restoration costs		
Carrying amount at the beginning of financial year	302	302
Additional provisions recognised	360	-----
Carrying amount at the end of financial year	**662**	**302**

Recognition and measurement
Employee benefits and related on-costs
Salaries and wages, annual leave, sick leave and on-costs

Salaries and wages (including non monetary benefits) and paid sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the service are recognised and measured at the undiscounted amounts of the benefits.

Annual leave is not expected to be settled wholly before twelve months after the end of the annual reporting period in which the employees render the related service. As such, it is required to be measured at present value in accordance with AASB 119 Employee Benefits (although short cut methods are permitted). Actuarial advice obtained by Treasury has confirmed that the use of a nominal approach plus the annual leave on annual leave liability (using 8.4% of the nominal value of annual leave) can be used to approximate the present value of the annual leave liability. The Commission has assessed the actuarial advice based on the Commission's circumstances and has determined that the effect of discounting is immaterial to annual leave. All annual leave is classified as a current liability even where the Commission does not expect to settle the liability within 12 months as the Commission does not have an unconditional right to defer settlement.

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.

Long service leave and superannuation
The Commission's liabilities for long service leave and defined benefit superannuation are assumed by the Crown. The Commission accounts for the liability as having been extinguished, resulting in the amount assumed being shown as part of the non monetary revenue item described as 'Acceptance by the Crown of employee benefits and other liabilities'.

Long service leave is measured at present value of future payments to be made in respect of services provided up to the reporting date. Consideration is given to certain factors based on actuarial review, including expected future wages and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using the Commonwealth government bond rate at the reporting date.

13 Current / Non-Current Liabilities - Provisions (cont.)

The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions. The expense for certain superannuation schemes (i.e. Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (i.e. State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions.

Consequential on-costs

Consequential costs to employment are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised. This includes outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax.

Other Provisions

Provisions are recognised when: the Commission has a present legal or constructive obligation as a result of a past event; it is probable that an outflow of resources will be required to settle the obligation; and a reliable estimate can be made of the amount of the obligation. The Commission has assessed the time value of money on the restoration provision to be immaterial and as such has not discounted the provision.

Any provisions for restructuring are recognised only when the Commission has a detailed formal plan and the Commission has raised a valid expectation in those affected by the restructuring that it will carry out the restructuring by starting to implement the plan or announcing its main features to those affected.

Public Service Commission

Notes to and forming part of the financial statements

for the year ended 30 June 2022

14 Current / Non-Current Liabilities - other liabilities

	2022 $'000	2021 $'000
Other current		
Unamortised lease incentive	92	-----
Total other liabilities	**92**	**-----**

15 Contingent liabilities and contingent assets

Contingent liabilities

The Commission is not aware of any contingent liabilities associated with its operations.

Contingent assets

The Commission is not aware of any contingent assets associated with its operations.

16 Budget review

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period. Subsequent amendments to the original budget (e.g. adjustment for transfer of functions between entities as a result of Administrative Arrangements Orders) are not reflected in the budgeted amounts. Major variances between the original budgeted amounts and the actual amounts disclosed in the financial statements are explained below.

Net result

The actual net result of ($2.735) million was $1.286 million higher than budget net result of ($1.449) million. The major variations to the budgets are:

Total expenses of $35.243 million was $2.319 million lower than budget amount of $37.562 million, mainly due to lower employee related expenditure.

Total revenue of $32.132 million was $3.981 million lower than budget amount of $36.113 million, mainly due to additional sales and grant revenue of $2.584 million; offset by lower Appropriation drawdowns of $5.910 million and lower acceptance by the Crown of $0.729 million.

Assets and liabilities

Net assets of $0.969 million was $1.121 million lower than budget amount of $2.090 million. The major variances arising on the Statement of Financial Position are noted below:

Total assets of $6.635 million were $0.627 million lower than budget amount of $7.262 million, mainly due to higher closing receivables balance offset by the derecognition of right-of-use asset.

Total liabilities of $5.666 million was $0.494 million higher than budget amount of $5.172 million, mainly due to higher payables at year end of $1.621 million offset by lower borrowings of $1.172 million.

Cash flows

The net decrease in cash of ($1.414) million was $0.668 million lower than budget amount of ($0.746) million, mainly due to lower net cash from operating activities.

Public Service Commission

Notes to and forming part of the financial statements

for the year ended 30 June 2022

17 Reconciliation of cash flows from operating activities to net result

	2022 $'000	2021 $'000
Net cash used on operating activities	(180)	888
Depreciation and amortisation expense	(1,721)	(1,955)
Impairment expense on right-of-use asset	-----	(606)
Net gain on right-of-use asset written off	376	-----
(Increase)/decrease in provisions	(442)	486
Increase/(decrease) in prepayments and other assets	29	(413)
(Decrease)/Increase in receivables	(1,376)	1,715
Decrease in payables	579	204
Net result	**(2,735)**	**319**

18 Financial instruments

The Commission's principal financial instruments are outlined below. These financial instruments arise directly from the Commission's operations or are required to finance the Commission's operations. The Commission does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

The Commission's main risks arising from financial instruments are outlined below, together with the Commission's objectives, policies and processes for measuring and managing risk. Further quantitative and qualitative disclosures are included throughout these financial statements.

The Commissioner has overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing each of these risks. Risk management policies are established to identify and analyse the risks faced by the Commission, to set risk limits and controls and to monitor risks. Compliance with policies is reviewed by the Audit and Risk Committee on a regular basis.

(a) Financial instrument categories

Class	Note	Category	Carrying Amount	
			2022 $'000	2021 $'000
Cash and cash equivalents	6	Amortised cost	4,097	5,511
Receivables[1]	7	Amortised cost	1,012	2,286
Financial Liabilities				
Payables[2]	11	Financial liabilities measured at amortised cost	2,074	2,717
Borrowings	12	Financial liabilities measured at amortised cost	-----	2,486

[1] Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7)

[2] Excludes statutory payables and unearned revenue (i.e. not within scope of AASB 7)

The Commission determines the classification of its financial assets and liabilities after initial recognition and, when allowed and appropriate, re-evaluates this at each financial year end.

Public Service Commission

Notes to and forming part of the financial statements

for the year ended 30 June 2022

18 Financial instruments (cont.)

(b) Derecognition of financial assets and financial liabilities

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognised when the contractual rights to the cash flows from the financial assets expire; or if the Commission transfers its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either:

- the Commission has transferred substantially all the risks and rewards of the asset; or
- the Commission has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control.

When the Commission has transferred its rights to receive cash flows from an asset or has entered into a passthrough arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. Where the Commission has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset continues to be recognised to the extent of the Commission's continuing involvement in the asset. In that case, the Commission also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Commission has retained.

(c) Offsetting financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the Statement of Financial Position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

(d) Financial risks

i. Credit risk

Credit risk arises when there is the possibility that the counterparty will default on their contractual obligations, resulting in a financial loss to the Commission. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for impairment).

Credit risk arises from the financial assets of the Commission, including cash, receivables and authority deposits. No collateral is held by the Commission. The Commission has not granted any financial guarantees.

Cash and cash equivalents
Cash comprises cash on hand and bank balances within the NSW Treasury Banking System.

Receivables - trade receivables
Collectability of trade receivables is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand. Trade receivables which are known to be uncollectable are written off when there is no reasonable expectation of recovery. An allowance for impairment is raised when there is objective evidence that the Commission will not be able to collect all amounts due. This evidence includes past experience, and current and expected changes in economic conditions and debtor credit ratings. No interest is earned on trade receivables. Sales are made on 30 day terms.

Public Service Commission

Notes to and forming part of the financial statements

for the year ended 30 June 2022

18 Financial instruments (cont.)

The ageing analysis of trade receivables is as follows:

	2022 $'000	2021 $'000
Neither past due nor impaired	-----	278
Past due but not impaired		
< 3 months overdue	158	1,457
3 months - 6 months overdue	5	441
> 6 months overdue	790	52
	953	**2,228**
Impaired		
< 3 months overdue	-----	-----
3 months - 6 months overdue	-----	-----
> 6 months overdue	-----	-----
Total receivables - gross of allowance for impairment	**-----**	**-----**

Note: The ageing analysis excludes statutory receivables and prepayments, as these are not within the scope of AASB 7. Therefore the 'total' will not reconcile to the receivables total in Note 7.

ii. Liquidity risk

Liquidity risk is the risk that the Commission will be unable to meet its payment obligations when they fall due. The Commission continuously manages risk through monitoring future cash flows and maturities planning to ensure adequate holding of high quality liquid assets. The objective is to maintain a balance between continuity of funding and flexibility through the use of overdrafts, loans and other advances. During the current and prior year, there were no defaults of borrowings. The Commission's exposure to liquidity risk is deemed insignificant based on prior period's data and current assessment of risks.

Liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in TC11/12 *Payment of Accounts* . For small business suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise. For payments to other suppliers, the Commissioner (or a person appointed by the Commissioner) may automatically pay the supplier simple interest.

There was no interest for late payments applied during the period (2021: Nil).

The Commission had a credit card facility for $250,000 (2021: $250,000) with CitiBank with the balance cleared monthly.

Public Service Commission

Notes to and forming part of the financial statements

for the year ended 30 June 2022

18   Financial instruments (cont.)

The table below summarises the maturity profile of the Commission's financial liabilities, together with the interest rate exposure.

Maturity Analysis and interest rate exposure of financial liabilities

| | $'000 | | | | | | |
| | | Interest rate exposure | | | Maturity dates | | |
	Nominal Amount	Fixed Interest Rate	Variable Interest Rate	Non-interest bearing	< 1 yr	1-5 yrs	> 5 yrs
2022							
Payables	2,074	-----	-----	2,074	2,074	-----	-----
Borrowings	-----	-----	-----	-----	-----	-----	-----
Lease liabilities	-----	-----	-----	-----	-----	-----	-----
Total	**2,074**	**-----**	**-----**	**2,074**	**2,074**	**-----**	**-----**
2021							
Payables	2,717	-----	-----	2,717	2,717	-----	-----
Borrowings	-----	-----	-----	-----	-----	-----	-----
Lease liabilities	2,486	2,486	-----	-----	1,205	1,281	-----
Total	**5,203**	**2,486**	**-----**	**2,717**	**3,922**	**1,281**	**-----**

iii.   Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Commission has no exposure to foreign currency risk and does not enter into commodity contracts.

Interest rate risk

Interest rates risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Commission has no interest bearing assets or liabilities, therefore the Commission does not account for any fixed rate financial instruments at fair value through profit or loss or as fair value through other comprehensive income.

(e)   Fair value measurement

i.   Fair value compared to carrying amount

The amortised cost of financial instruments recognised in the Statement of Financial Position approximates the fair value because of the short term nature of all of the financial instruments. There are no financial instruments where the fair value differs from the carrying amount.

Public Service Commission

Notes to and forming part of the financial statements

for the year ended 30 June 2022

19 Related party disclosures

The Commission's key management personnel compensation are as follows:

	2022 $'000	2021 $'000
Salaries	1,253	1,500
Other monetary allowances	-----	-----
Non-monetary benefits	-----	-----
Other long-term employee benefits	-----	-----
Post-employment benefits	55	51
Termination benefits	-----	225
Total remuneration	**1,308**	**1,776**

During the year, the Commission did not enter into any transactions with key management personnel, their close family members and controlled or jointly controlled entities thereof.

During the year, the Commission entered into transactions with NSW Government related entities that are controlled, jointly controlled or significantly influenced by NSW Government. These are all at arm's length transactions in the ordinary course of the business of the Commission.

20 Events after the reporting period

No events have occurred subsequent to balance date which will materially affect the financial statements.

End of audited financial statements

Payment of accounts

Our percentage of accounts paid on time has remained steady throughout the year, with a significant improvement in Quarter 4 due to improved supplier communications. Statistical information about payment of accounts is shown in the following tables.

We had no instances of penalty interest for delayed payments to a supplier during the year.

Table 14: Aged analysis at the end of the quarter

Quarter	Current (i.e. within due date)	Less than 30 days overdue	Between 30 and 60 days overdue	Between 60 and 90 days overdue	More than 90 days overdue
	($'000)	($'000)	($'000)	($'000)	($'000)
September	239	0	37	0	0
December	37	0	0	0	0
March	620	0	0	0	0
June	173	0	0	0	0

Table 15: Accounts due or paid within each quarter – all suppliers

Measure	September	December	March	June
Number of accounts due for payment	224	196	143	234
Number of accounts paid on time	137	113	96	204
Actual percentage of accounts paid on time (based on number of accounts)	61%	58%	67%	87%
Dollar amount of accounts due for payment ($'000)	3,787	4,889	3,016	5,316
Dollar amount of accounts paid on time ($'000)	2,363	3,044	2,347	4,760
Actual percentage of accounts paid on time (based on $)	62%	62%	78%	90%
Number of payments for interest on overdue accounts	0	0	0	0
Interest paid on overdue accounts	0	0	0	0

Table 16: Accounts due or paid within each quarter – small suppliers

Measure	September	December	March	June
Number of accounts due for payment	20	11	13	23
Number of accounts paid on time	0	0	0	0
Actual percentage of accounts paid on time (based on number of accounts)	0%	0%	0%	0%
Dollar amount of accounts due for payment ($'000)	278	121	78	419
Dollar amount of accounts paid on time ($'000)	0	0	0	0
Actual percentage of accounts paid on time (based on $)	0%	0%	0%	0%
Number of payments for interest on overdue accounts	0	0	0	0
Interest paid on overdue accounts	0	0	0	0

Consultants

In the PSC, a consultant is a person or organisation that provides expert professional advice to assist with decision-making. The PSC's consultancy expenses for 2021-22 were $147,725. The consultancy services were provided in relation to culture and diversity. Statistical information about consultancy expenses is shown in the following table.

Table 17: Consultancy expenses for the 2021-22 financial year

Consultant	Nature of consultancy	Amount ($)
Contracts $50,000 or more		
University of NSW	Preventing and responding to workplace sexual harassment experienced by LGBTQIA+ people in the NSW public sector	90,000
Total	**(1 contract)**	**90,000**
Contracts less than $50,000	**(2 contracts)**	**57,725**
Total expenditure for 2021-22		**147,725**

Glossary

Term	Meaning
Aboriginal	Aboriginal, when used in this document, is inclusive of Aboriginal and/or Torres Strait Islander people.
AM	Member of the Order of Australia
CALD	Culturally and linguistically diverse
Capability	Transferrable knowledge (theoretical or practical understanding of a subject), skills (proficiencies developed through training, experience or practice) and abilities (qualities of being able to do something)
Cluster	Groups of NSW Government agencies organised to coordinate, develop and provide related services and policy. Although the term 'cluster' is commonly used for administrative purposes, clusters are not set up by legislation; the GSE Act does not refer to the term 'cluster' or to cluster arrangements.
Community of HR Professionals	Group of public sector employees working in human resources who have opted in to receive information from the PSC about events, updates and professional development opportunities. It is also known as the 'HR ComPrac'.
CPO	Chief people officer
Crown	The Crown in right of New South Wales, and includes the Government of New South Wales, a Minister of the Crown in right of New South Wales, and a statutory corporation, or other body, representing the Crown in right of New South Wales.
CSP	Cyber Security Policy
Customer Satisfaction Measurement Survey	Annual survey that provides a measurement of customer experience with NSW Government services, surveying consumers and businesses.
Dataflow	The Workforce Dataflow and Analytics project, aiming to transform the current data collection process and deliver strategic insights in near-real-time.
DCS	Department of Customer Service (NSW)
DENconnect	A network of employees with disability and disability inclusion practitioners. 'DEN' stands for 'disability employment network'.
DES	Disability employment services
Digital Restart Fund	A fund administered by the Department of Customer Service that funds iterative, multi-disciplinary approaches to planning, designing and developing digital products and services in NSW. Also known as 'DRF'.
DPC	Department of Premier and Cabinet (NSW)
DPIE	Department of Planning, Industry and Environment (NSW)

Term	Meaning
Essential8	A cyber security threat mitigation strategy developed by the Australian Cyber Security Centre.
GIPA Act	*Government Information (Public Access) Act 2009.*
GovConnect	A provider of government corporate services such as employee self-service, manager self-service and electronic forms.
Government sector	The government sector is defined in section 3 of the GSE Act. It includes the Public Service, Teaching Service, NSW Police Force, NSW Health Service, Transport Service of New South Wales, any other service of the Crown (including the service of any NSW Government agency) and the service of any other person or body constituted by or under an Act exercising public functions (such as a State-owned corporation), being a person or body that is prescribed by the regulations for the purposes of this definition.
GSE Act	*Government Sector Employment Act 2013.* The GSE Act and related instruments are the legal framework for NSW government sector employment and workforce management.
GSE Regulation	*Government Sector Employment Regulation 2014.* The GSE Regulation supports the GSE Act.
GSE Rules	*Government Sector Employment (General) Rules 2014.* The GSE Rules support the GSE Act.
HR ComPrac	Group of public sector employees working in human resources who have opted in to receive information from the PSC about events, updates and professional development opportunities. It is also known as the 'Community of HR Professionals'.
HRIPA	*Health Records and Information Privacy Act 2002.*
Hybrid working	A model of flexible working where employees work partly remotely and partly in the physical workplace.
IDPWD	International Day of People With Disability, celebrated on 3 December each year.
INSPIRE Collaborative	Group of NSW public sector employees involved in or wanting to build capability in strategic workforce planning.
ISMS	Information Security Management System (ISMS). A collection of policies to help manage the risk related to digital information and information systems.
IVF	In vitro fertilisation.
LGBTIQ+	The initialism representing the lesbian, gay, bisexual, transgender, intersex and queer communities.
LXP	Learning Experience Platform.
MC	Master of ceremonies.

Term	Meaning
MLC	Member of the Legislative Council.
MP	Member of Parliament.
NCOS	Net cost of services.
NSW	New South Wales.
NSW Public Service	Defined in section 3 of the GSE Act and is included as part of the government sector. It includes departments, executive agencies and separate agencies.
NSW Public Service talent pools	Groups of applicants who have been assessed through a comparative assessment process and have met the capabilities required for a type of role. Previously known as 'NSW Public Service recruitment pools'.
NSW Secretaries Board	The leadership group for the government sector comprising the secretary of each department, the Public Service Commissioner, the Police Commissioner, and those Deputies, Commissioners and other leaders who have direct accountability for delivering the Premier's Priorities.
OCHRE	The NSW Government's strategic plan for Aboriginal Affairs. An initialism for Opportunity, Choice, Healing, Responsibility, Empowerment.
PID	Public interest disclosures.
PIDA	*Public Interest Disclosure Act 1994*.
PMES	People Matter Employee Survey.
PP14	Premier's Priority 14: world-class public service.
PPIPA	*Privacy and Personal Information Protection Act 1998*
Premier's Priorities	Priorities and targets that represent the government's commitment to making a significant difference to enhance the quality of life of the people of NSW.
Premier's Priority 14: world-class public service	One of the NSW Premier's Priorities which aims to implement best-practice productivity and digital capability in the NSW public sector, and drive public sector diversity, with targets set out to be achieved by 2025.
PSA	Public Service Association.
PSC	Public Service Commission (NSW).
Public sector	Usually refers to the government sector, State-owned corporations and a range of other quasi-government entities, although as a term of general usage it is not defined in the GSE legislative framework.
RAP	Reconciliation Action Plan.
Role	The duties and responsibilities of an employee.

Term	Meaning
SOORT	Statutory and Other Offices Tribunal.
SOPSR	State of the Public Sector Report (NSW).
Strategic workforce planning	An ongoing process that aligns an organisation's workforce requirements to its business objectives. The process involves considering the future business environment and identifying expected future demand for workforce skills and capabilities.
TAFE	Provider of vocational education and training in Australia. Stands for 'Technical and further education'.
Talent pools	See NSW Public Service talent pools
The Hon	The Honourable.
The Spark	A capability uplift program for NSW Government HR leaders and practitioners.
TPP-20-08	NSW Treasury Policy Paper 20-08: Internal Audit and Risk Management Policy for the General Government Sector.
Unfinished Business	The report of the NSW Legislative Council's General Purpose Standing Committee No. 3 into reparations for the Stolen Generations in NSW.
UN Women	The United Nations entity dedicated to gender equality and the empowerment of women.
WEO Review	Women's Economic Opportunities Review.
WHS	Workplace health and safety.
Workforce diversity	Encompasses initiatives to build positive workplaces and provide support for all employees, strengthen workforce planning capability to integrate workforce diversity strategies, build a workforce that reflects the diversity of the wider community and achieve the government's broader social responsibility objectives.
Workforce Profile	An annual report containing workforce data for the NSW public sector, including demographic information such as age, gender and diversity group membership, and employment information such as hours worked, leave patterns, remuneration, and mobility within the sector.

List of tables

Index

NSW Public Service Commission

Annual Report 2021-22