

APPENDICES

APPENDIX 1: STATE OF THE SERVICE SURVEY METHODOLOGIES

• Participating agencies

The *State of the Service Report 2010* includes data on QPS agencies whose staff are employed under the PS Act. Eligible agencies were asked to complete an agency survey on corporate matters, and to encourage their staff to complete an online employee survey about their impressions of working in the QPS.

Agencies who participated in the 2010 State of the Service employee and agency surveys are listed in Table 16. Staff from 38 agencies participated in the employee survey, and 37 agency surveys were completed. The table also shows which agencies contribute to the MOHRI collection.

TABLE 16: AGENCIES PARTICIPATING IN THE STATE OF THE SERVICE REPORT 2010

	Name of agency	Employee survey	Agency survey	MOHRI collection Note 1
1.	Anti-Discrimination Commission of Queensland	✓	✓	✓
2.	Commission for Children and Young People and Child Guardian	✓	✓	✓
3.	Department of Communities	✓	✓	✓
4.	Department of Community Safety	✓	✓	✓
5.	Department of Education and Training	✓	✓	✓
6.	Department of Employment, Economic Development and Innovation	✓	✓	✓
7.	Department of Environment and Resource Management	✓	✓	✓
8.	Department of Health	✓	✓	✓

	Name of agency	Employee survey	Agency survey	MOHRI collection Note 1
9.	Department of Infrastructure and Planning	✓	✓	✓
10.	Department of Justice and Attorney-General	✓	✓	✓
11.	Department of Public Works	✓	✓	✓
12.	Department of the Premier and Cabinet	✓	✓	✓
13.	Department of Transport and Main Roads	✓	✓	✓
14.	Electoral Commission of Queensland	✓	✓	✗
15.	Health Quality and Complaints Commission	✓	✓	✓ Note 2
16.	Mental Health Review Tribunal	✓	✓	✓ Note 2
17.	Office of the Adult Guardian	✓	✓	✓ Note 2
18.	Office of the Energy Ombudsman	✓	✓	✗
19.	Office of the Health Practitioner Registration Boards	✓	✓	✗
20.	Office of the Information Commissioner	✓	✓	✗
21.	Office of the Prostitution Licensing Authority	✓	✗ Note 3	✓ Note 2
22.	Office of the Queensland Parliamentary Counsel	✓	✓	✓ Note 2
23.	Public Service Commission	✓	✓	✓
24.	Public Trust Office	✓	✓	✓
25.	QLeave	✓	✓	✗
26.	Queensland Art Gallery	✓	✓	✓
27.	Queensland Audit Office	✓	✓	✓
28.	Queensland College of Teachers	✓	✓	✗
29.	Queensland Industrial Registry	✓	✗ Note 3	✓ Note 2
30.	Queensland Museum	✓	✓	✓
31.	Queensland Police Service	✓	✓	✓
32.	Queensland Studies Authority	✓	✓	✗
33.	Queensland Treasury	✓	✓	✓
34.	Queensland Water Commission	✓	✓	✓
35.	Queensland Workplace Rights Office	✓	✗ Note 3	✓ Note 2
36.	State Library of Queensland	✗ Note 4	✓	✓
37.	Translink	✓	✓	✓
38.	Urban Land Development Authority	✓	✓	✗
39.	Workers' Compensation Regulatory Authority	✓	✓	✗
40.	Arts Queensland and Corporate Administration Agency	✓ Note 5	✓ Note 5	✓

Note 1: Other agencies that do not contribute to MOHRI include the 14 government-owned corporations (these are not included in this report):

- Tarong Energy
- CS Energy
- Stanwell
- Powerlink
- ENERGEX
- Ergon Energy
- Queensland Rail
- Far North Queensland Ports Corporation
- Gladstone Ports Corporation
- North Queensland Bulk Ports
- Port of Brisbane
- Port of Townsville
- QIC
- SunWater

Note 2: This agency is represented in a departmental MOHRI collection (e.g. Health; Justice and Attorney-General; Queensland Police Service; Premier and Cabinet).

Note 3: This organisation has less than 20 employees and was therefore not required to complete an agency survey.

Note 4: The State Library of Queensland will participate in State of the Service employee surveys from 2012 onwards.

Note 5: Arts Queensland and Corporate Administration Agency are business units located within the DPC. The two units have tailored workforce processes in place and prepared an agency survey separate to that of DPC. Staff in these business units completed their employee survey as part of DPC.

Agencies with less than ten employees were only included in the scope of the report if they contributed to the MOHRI data collection. Two agencies, the Land Tribunal and the Family Responsibilities Commission Registry, were excluded from the scope of the report on this basis. Legal Aid Queensland was also excluded because of the very small proportion of their staff employed under the PS Act.

Two public service offices, Forestry Plantations Queensland and the Office of the Medical Board of Queensland, did not participate in the State of the Service Report due to, respectively, their pending sale and transfer of functions to the Commonwealth Government. Forestry Plantations Queensland contributes to MOHRI.

• Agency survey methodology

The agency survey gathered corporate information relating to agency approaches to workforce management, recruitment and retention, employee performance management, leadership and development, and future challenges.

The agency survey was emailed to agencies on 13 April 2010, with completed surveys due for return on 4 May 2010. Agencies with fewer than 20 employees were not required to complete the survey. A total of 36 agencies completed the survey, with two discrete business units within DPC (Arts Queensland and Corporate Administration Agency) completing an additional survey. In total, this resulted in 37 agency survey responses.

The survey was designed to accommodate those agencies that had experienced significant change as a result of the 2009 machinery-of-government changes. A response scale was used which allowed agencies to report partial implementation of systems, policies, strategies and processes and to note where issues had been identified which required future action.

• Employee survey methodology

Queensland's 2010 State of the Service employee survey was based on the APSC's 2009 State of the Service employee survey. The APSC survey was modified with permission to reflect the Queensland context.

The survey gathered the views of respondents on a range of issues, including general impressions of working in the QPS, job satisfaction, attraction and selection, work-life balance, individual performance management, learning and development, and leadership.

The survey used a five-point rating scale, which measured:

- agreement (strongly agree through to strongly disagree)
- satisfaction (very satisfied through to very dissatisfied)
- importance (very important through to not important)
- extent (very high through to very low), and
- success in meeting expectations (very well through to not at all).

The survey was designed primarily as an online census of all staff employed under the PS Act, and supplemented by a small number of hard copy and emailed surveys.

The survey frame

The PSC obtained staff work email addresses for the purpose of the survey from shared service providers and directly from agencies. These email addresses were provided to OESR. A total of 129 903 email addresses were provided for employees across 38 agencies.

A total of 1811 hard copy surveys were mailed to residential care officers and youth workers within the Department of Communities, who do not have easy access to email and the internet in their work environments. More expansive use of hard copy surveys is planned for subsequent surveys, in consultation with participating agencies.

The total number of email and hard copy survey invitations was 131 714. A small number of duplicate email addresses were identified and removed from the list, giving a total QPS population of 131 699.

In addition to the online and hard copy surveys, a small number of surveys were emailed to eligible employees across the QPS where they had difficulty accessing the survey website.

The survey release

The survey was progressively released to employees, on an agency by agency basis, between 13 April 2010 and 6 May 2010. Agency chief executives were asked to email their staff about the survey to encourage their participation and, in almost all cases, the survey was only released to an agency after the pre-survey communication was sent.

Hard copy surveys were due for return by 7 May 2010 and the online survey closed on 14 May 2010. Due to the staggered release dates, some agencies had longer to complete the survey than others. Shorter periods for completion may have affected the response rate for some agencies.

OESR sent reminder emails to non-responding QPS employees on up to three separate occasions. The reminder emails were designed to improve response rates, and were staggered as per the release of surveys.

The 2010 State of the Service employee survey achieved a response rate of 30.4 per cent. Response rates varied significantly between agencies.

*Weighting procedure*⁹⁹

While the State of the Service employee survey was designed as a census, the 30.4 per cent response rate meant that survey weights needed to be applied so that responses would reflect the characteristics of the QPS as a whole.

Under the weighting process, one survey response is taken to represent several people within the QPS population. This involves applying a multiplying factor to the survey answers provided by each respondent when calculating population estimates and variance estimates (e.g. standard errors and confidence intervals). All estimates used in the *State of the Service Report 2010* have been calculated using weighted data, with the responses weighted to a total QPS population of 131,699.

The calculation of weights helped the OESR correct for sample imbalances caused by variation in non-response and frame under-coverage across different demographic groups. It also allowed estimates of the number of people in a population with a given characteristic or outcome to be derived.

OESR's survey weighting process involved:

- using the survey frame to calculate the total number of staff employed in each agency
- calculating initial weights for each agency, which was done by dividing the total number of email addresses on the frame for each agency by the number of responding individuals in that agency, and
- assigning each agency to one of 15 stratum (one stratum for each of the 13 QPS departments; one stratum for statutory authorities reporting to Cabinet; and one stratum for independent statutory authorities).

To minimise the bias which can occur due to differing response rates across different groups, the initial weights were adjusted to add to the frame benchmark totals for agency stratum, sex, age and workplace location. Where agency-specific data on sex, age and workplace location was not available, an additional category of 'unknown' was used as a benchmark for these agencies.

The above approach used for population benchmarks is known as generalised regression weighting.¹⁰⁰ This method modifies the initial weights in light of additional information, and minimises the difference between the initial and modified weights.

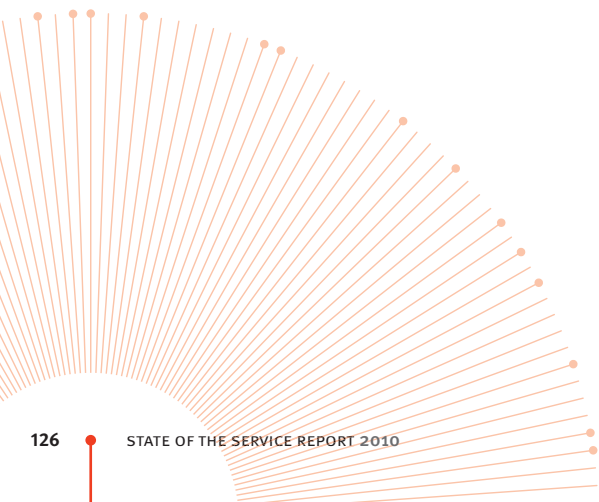
Privacy and confidentiality

OESR conducted the survey in accordance with the *Statistical Returns Act 1896*. This means that all survey responses are strictly confidential and no personal identifying information is published or released. Penalties apply to anyone who releases survey responses in a way that identifies an individual.

Each respondent was provided with a unique log-in and password to maintain their privacy and ensure that an individual could not submit multiple responses.

⁹⁹ This section on survey weighting procedures is based on technical information provided by the OESR about the design, administration and processing of the 2010 State of the Service employee survey.

¹⁰⁰ For a technical introduction to generalised regression, refer to Deville, J. C. and Sarndal, C. E. 1992, 'Calibration estimates in survey sampling', *Journal of the American Statistical Association*, 87, pp 376-382.



APPENDIX 2:

QPS CLASSIFICATION LEVELS AND EQUIVALENT SALARY LEVELS

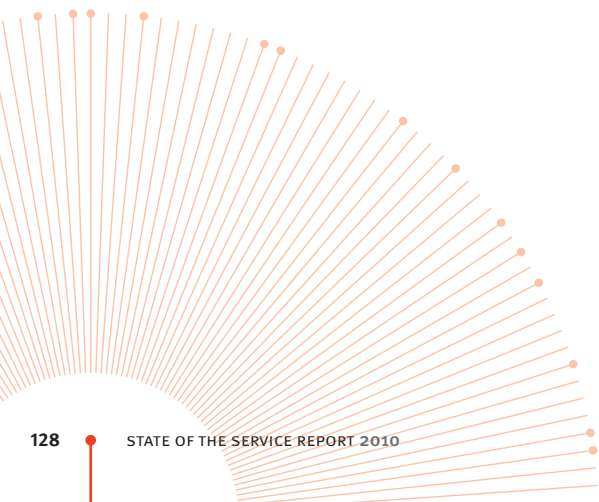
Classification level	Equivalent classifications	Salary level
Administrative Officer 1 (AO1) Administrative Officer 2 (AO2)	Technical Officer 1 (TO1) Professional Officer 1 (PO1) Operational Officer 001-003 or equivalent	Up to \$45 101
Administrative Officer 3 (AO3) Administrative Officer 4 (AO4)	TO2-TO3 PO2 004-006 or equivalent	\$45 102 to \$62 666
Administrative Officer 5 (AO5) Administrative Officer 6 (AO6)	TO4-TO6 (pay point 1) PO3-PO4 007 or equivalent	\$62 667 to \$81 075
Administrative Officer 7 (AO7) Administrative Officer 8 (AO8)	PO5-PO6 TO6 (pay points 2 and 3) or equivalent	\$81 076 to \$99 361
Senior Officer 2 (SO2) Senior Officer 1 (SO1)	Not applicable	\$102 671 to \$117 388
Senior Executive Service 1 (SES 1) Senior Executive Service 2 (SES 2)	Not applicable	\$102 671 to \$142 806
Senior Executive Service 3 (SES 3) Senior Executive Service 4 (SES 4) Chief Executive Service (CES)	Not applicable	\$144 862 and above

All salaries as at 30 June 2010

Sources¹⁰¹:

- Salary Schedule for State Government Departments Certified Agreement
- *Directive No. 06/09: Senior Officers Employment Conditions*
- *Directive No. 05/09: Senior Executives Employment Conditions*

¹⁰¹ All source documents can be accessed from <http://www.justice.qld.gov.au/fair-and-safe-work/industrial-relations/queensland-government-employees/awards-and-agreements/certified-agreements/state-government-departments-certified-agreement-2009>



APPENDIX 3: DEFINITIONS

- Age groups**
- Generation X – those employees born between 1965 and 1979
 - Generation Y – those employees born between 1980 and 1994
 - Baby Boomers – those employees born between 1946 and 1964
 - Pre Baby Boomers – those employees born before 1946
 - Post Gen Y – those employees born after 1994.

Annual salary (FTE) Full-time equivalent (FTE) salaries are based on employees working their full-time hours and receiving their full-time salary in terms of the relevant award/enterprise bargaining agreement irrespective of the actual hours an employee works.

Information on salary is collected at the snapshot date and is extrapolated over a 12-month period.

AO equivalent salary (FTE) AO equivalent salary (FTE) is based on two factors:

- (1) Full-time equivalent (FTE) salaries are based on all employees working their full-time hours and receiving their full-time salary in terms of the relevant award/enterprise bargaining agreement irrespective of the actual hours an employee works.
- (2) FTE salaries for all employees are grouped according to the salary ranges for each AO classification under the State Government Departments Certified Agreement 2006, the salary ranges prescribed for the SO classifications and the classifications equal to and above SES as prescribed by Directives 6/2009¹⁰² and 5/2009¹⁰³ respectively.

Appointment type Either permanent, temporary or casual (refer to specific definitions for each term).

Average age Mean age of all employees.

Average age of retirement Mean age of permanent employees aged 55 years or older who exited from the QPS in the quarter. Excludes interagency changes such as machinery of government movements and mobility movements.

102 The State of Queensland (Public Service Commission) 2009, *Directive No. 05/09 Senior executives – employment conditions*.

103 The State of Queensland (Public Service Commission) 2009, *Directive No. 06/09 Senior officers – employment conditions*.

Casual employment	<p>Casual employees are not permanent employees and normally work less than full-time hours as prescribed by the applicable industrial instrument.</p> <p>Casual employment attracts the payment of a loading (as prescribed by the applicable industrial instrument) in lieu of sick and recreation leave.</p> <p>Casual employment is characterised by its ad hoc nature with each engagement standing alone. However, because of historical factors there are instances where employees have been employed as casuals on a regular and systematic basis over a long period. This is normally not within the strict definition of the term and many such employees should be properly classified as temporaries or part-timers.</p> <p>The difference between casual employment and temporary employment is that casual employment attracts the loading in lieu of sick and recreation leave whereas temporaries will generally receive the same entitlements as full-time employees.</p>
Compressed working hours	Where employees work their usual full-time or part-time hours over fewer days by working extra hours per day, enabling enough hours to be accrued to have a regular day off.
Contract employees	Includes employees of the Senior Executive Service and the Chief Executive Service and employees employed under section 122 of the PS Act or similar legislation in other relevant Acts.
Disability	Those employees who have identified themselves as people with a physical, sensory, intellectual or psychiatric disability, whether the disability presently exists or previously existed but no longer exists.
Employment status	Either full-time, part-time or casual (refer to specific definitions for each term).
Full-time	An employee who works full-time hours as specified in the award or agreement under which the employee is engaged.
Full-time equivalent (FTE)	FTEs are a standardised measure of normal full-time working hours and take into account the partial contribution of workers who work less than full-time.
Headcount	Headcount is based on each data record submitted by an agency and represents an individual employee.

Indigenous	Those employees who have identified themselves as people of the Aboriginal race of Australia or people who are descendants of the indigenous inhabitants of the Torres Strait Islands.
Leave rates (absenteeism and sick)	<p>The absenteeism rate is expressed as a percentage and is calculated on the total hours absent (based on sick leave, special leave, leave to claim workers' compensation or leave due to industrial dispute or carer's leave) divided by the total working hours available.</p> <p>The sick leave rate is calculated on the same basis as the absenteeism rate except it only concerns sick leave.</p>
Location	<p>Statistical divisions as defined by the Australian Bureau of Statistics. This is based on the location of an employee's work headquarters.</p> <p>South East Queensland includes employees working in the statistical divisions of Brisbane, Gold Coast, Sunshine Coast and West Moreton.</p>
Minimum Obligatory Human Resource Information (MOHRI)	<p>MOHRI data is provided by line agencies from their individual human resource information systems to the PSC on a quarterly basis.</p> <p>This approach was adopted to facilitate strategic management of human resources across the QPS.</p> <p>Workforce details of all agencies are reported to government and included in other statistical reports. The MOHRI Directive specifies the data set which agencies are required to submit to the PSC.</p> <p>Headcounts and FTEs of employees whose employment status is A (active) or P (paid leave for a period greater than eight weeks) are included in the figures.</p> <p>It is important to note that the MOHRI collection is only concerned with employees of agencies and not private sector contractors and/or consultants who may be engaged to undertake specific work.</p>
Non-English speaking background (NESB)	Employees who have identified themselves as people who have migrated to Australia and whose first language is a language other than English, and the children of those people.
Part-time	An employee who works less than full-time hours and performs those duties on a regular basis.
Performance Leadership Group	The Performance Leadership Group comprises the Director-General, DPC, the Under Treasurer and the Chief Executive, PSC.

Permanent employment	An employee who is employed on a continuing basis to perform ongoing functions.
Purchased leave	A form of leave without pay that enables more time off in a year than the standard four weeks of recreation leave.
Queensland Public Service (QPS)	Includes those agencies/departments who submit MOHRI data to the PSC on a quarterly basis.
Separation rate (QPS)	The number of permanent employees who separate (i.e. exit) from the QPS as a proportion of the total number of permanent employees in the QPS.
Service delivery	<p>Front line service delivery – those employees whose services are directly utilised by the public.</p> <p>Support to service delivery – employees who provide essential support to employees delivering services directly to the public and who do not undertake Corporate Services.</p> <p>Corporate services – those administrative functions such as audit services, documents and records, finance, human resources, information services, procurement, property and facilities etc as defined by the MOHRI data definitions.</p>
Telecommuting	The agreed performance of work away from the central workplace e.g. at an alternative location or at home.
Temporary employment	<p>Temporary employees are employed for fixed-term engagements of specific periods of time. The circumstances for engaging temporary employees are many and include specific budget allocation for particular projects, replacing permanent employees who are absent from their substantive position or assistance required to meet peak workloads.</p> <p>Temporary employees are generally employed on the same conditions as permanent employees as prescribed by the applicable industrial instrument.</p>
Tenure	Length of QPS service in years.

APPENDIX 4: FACTOR ANALYSIS¹⁰⁴

OESR conducted a factor analysis of the State of the Service employee survey data, with the aim of measuring the success of the QPS as an employer of choice.

Factor analysis is a statistical method that forms linear combinations of observed variables into a smaller number of unobserved variables (factors). The method groups together questions which elicit similar responses and, in doing so, helps identify relationships between different variables.

A total of eight factors across 54 survey items were initially proposed, based on research undertaken by the PSC. Confirmation of the employer of choice model was carried out by OESR using structural equation modelling.¹⁰⁵ This analysis further refined the factor structure, resulting in the following eight factors:

1. day to day work
2. immediate manager
3. work group culture and practices
4. professional development and progression
5. work-life balance
6. organisational culture and senior leaders
7. remuneration, and
8. performance feedback.

Scores for each factor were found using the Rasch measurement model.¹⁰⁶ The Rasch model calculates measures that are directly comparable across a questionnaire and accommodates missing data. In the process of deriving measures, the Rasch model also provides a large range of diagnostics that enable the assessment of how well the measure ‘holds together’ and whether the individual items contribute usefully to the construction of scores.

In mathematical notation, the Rasch model may be represented by the following equation:

$$\ln\left(\frac{\Pi_{nik}}{1 - \Pi_{nik}}\right) = \beta_n - \delta_i - \tau_k$$

where Π_{nik} is the probability of person n on item i choosing category k, β_n is the person satisfaction, δ_i is the item difficulty, and τ_k is the difficulty of threshold k.

104 This section on factor analysis is based on technical information provided by the OESR regarding the design, administration and processing of the 2010 State of the Service employee survey.

105 Arbuckle, J. L. 2009, *Amos 18 User Guide*, Amos Development Corporation, Crawfordville, FL.

106 Rasch analysis is a method for obtaining objective, fundamental, linear measures from stochastic observations of ordered category responses. For more details about the Rasch model, including technical information, refer to:

- Wright, B. D. and Masters, G. N. 1982, *Rating Scale Analysis*, MESA Press, Chicago, or
- Bond, T. and Fox C. 2000, *Applying the Rasch Model: Fundamental Measurement in the Human Sciences*, Lawrence Erlbaum Associates, Mahwah, NJ.

Satisfaction estimates were derived for each person who completed the questionnaire. These estimates were on a 0-100 scale, such that persons who predominantly responded with ‘strongly disagree’ or ‘very dissatisfied’ scored zero, whereas those who mostly responded ‘strongly agree’ or ‘very satisfied’ scored 100.

OESR used the *Winsteps*¹⁰⁷ software program to conduct the analyses. There was much variation in respondents’ interpretations of each category in the five-point rating scales. Only the extreme points on the scale showed clear areas of maximum probability.

Table 17 helps interpret the meaning of the measurement scale derived by the Rasch model. Three factors were chosen as examples, ones that differed most in their average measures across the QPS. The average is shown in the column labelled ‘Average score’. The five columns on the right show the relative frequencies of the given responses across all of the items constituting that factor. As the average score increases, the distribution of responses moves to the positive end of the rating scale.

TABLE 17: AVERAGE FACTOR SCORES AND FREQUENCIES

Item	Average score	% Strongly agree	% Agree	% Neither agree nor disagree	% Disagree	% Strongly disagree
Q16c ¹	67.60	52.2	44.1	2.4	0.9	0.4
Q19f ²	52.77	16.7	37.4	27.9	11.0	6.0
Q21d ³	45.37	3.4	18.0	32.1	26.9	14.1

Source: OESR 2010

- 1 Q16c – When needed I am willing to put in the extra effort to get a job done.
- 2 Q19f – My immediate supervisor draws the best out of me.
- 3 Q21d – My agency deals with underperformance effectively.

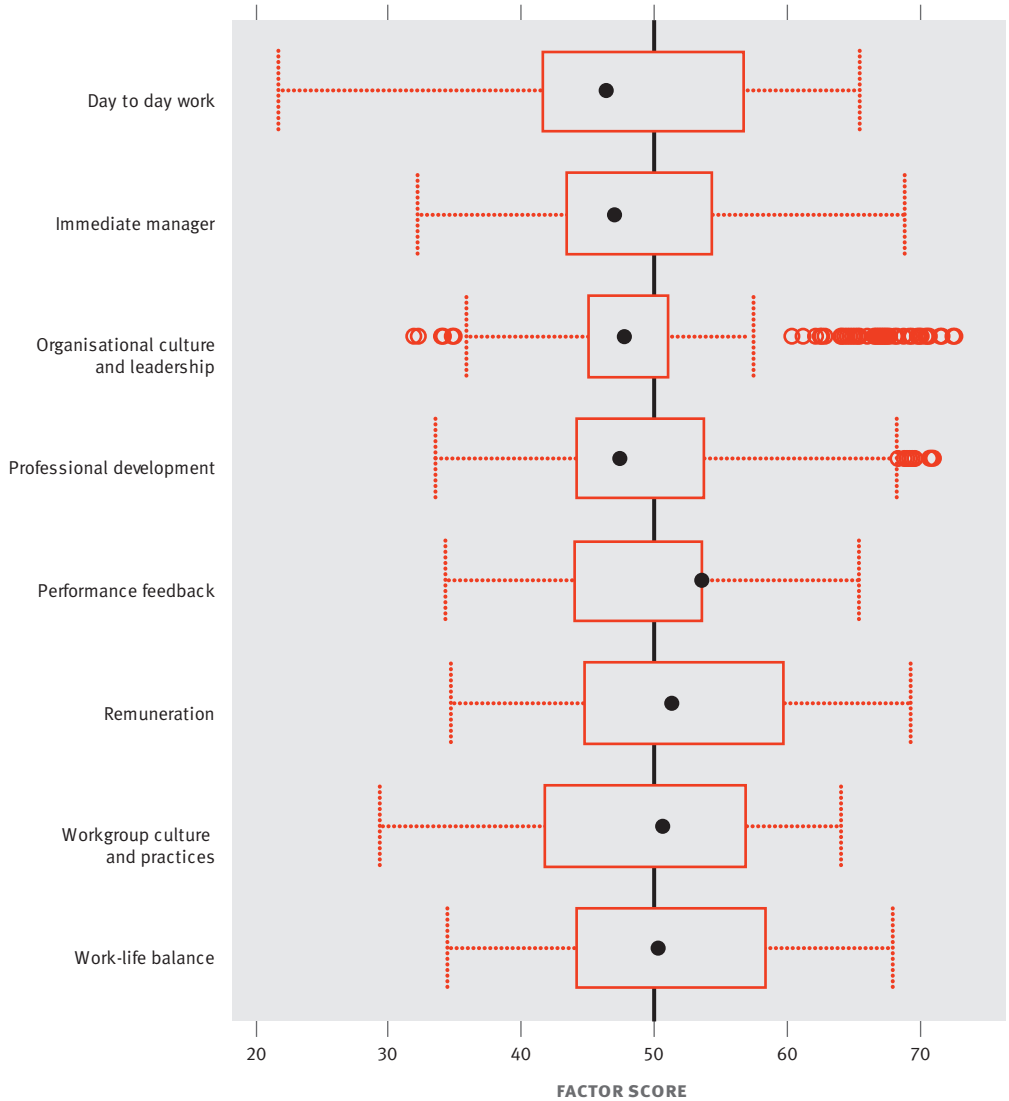
Figure 41 shows ‘box and whisker’ plots for each of the eight factors. For each factor, the following information is plotted:

- the filled black circle is the median
- the middle 50 per cent of observations are contained in the red rectangle, whose left edge is the 25th percentile and whose right edge is the 75th percentile
- the vertical red, dashed line (whisker) at the left side of the plot extends to the lowest data point within 1.5 times the box width of the lower quartile
- the vertical red, dashed line (whisker) at the right side of the plot extends to the highest data point still within 1.5 times the box width of the upper quartile, and
- individual data points that are outside the whiskers are plotted as hollow red circles.

Also shown is the overall mean score, across all factors. This appears as the solid black vertical line.

¹⁰⁷ Linacre, J. M. 2006, *WINSTEPS* Rasch measurement computer program, www.winsteps.com, Chicago.

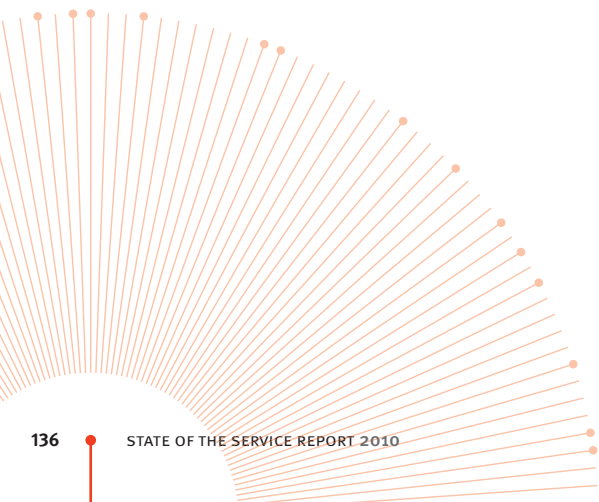
FIGURE 41: BOX AND WHISKER PLOT OF FACTOR SCORES



Source: OESR 2010

OESR notes that there is considerable variation in the factor scores. The lowest ratings were given for the factor ‘day to day work’, which also had the lowest median score. The highest ratings were given for the factor ‘organisational culture and senior leaders’. The highest median was observed for the ‘performance feedback’ factor.

The overall mean scores (as represented by the solid black vertical line) range from 49.0 to 51.0. OESR notes that the means for each of the factors are expected to be very similar, especially given the large sample size (over 40 000 respondents) and that the factor distributions (as shown in the box plots) are quite alike. More variation is likely to be seen within subsets of the population (for example, among agencies and different demographics).



APPENDIX 5:

ACCOUNTABILITY – HOW DOES QUEENSLAND COMPARE?

	QUEENSLAND	CWTH	NSW	VIC	WA	SA	TAS	NT	ACT
Independent public sector anti-corruption body such as the CMC.	✓	X	✓	X	✓	X	X*	X	X
Police anti-corruption body	✓	✓	✓	✓	✓	X	X*	X	✓ Note 1
Integrity Commissioner	✓	X	X	X	X	X	X Note 2	X	X
Register of Lobbyists	✓	✓	✓	X	✓	X	X*	X	X
Lobbyist Code	✓	✓	✓	X	✓	X	X*	X	X
Political donation disclosure (threshold)	✓ (\$1000)	✓ (\$10,900) Note 3	✓ (\$1000)	X	✓ (\$1800)	X	X	✓ (\$1500)	✓ (\$1000)
Whistleblower Protection legislation	✓	X Note 4	✓	✓	✓	✓	✓	✓	✓
Recent reforms to Freedom of Information Laws	✓	✓	✓	X	X	X	X*	X	X*
Ombudsman	✓	✓	✓	✓	✓	✓	✓	✓	✓
Public Service Code of Conduct/Ethics	✓	✓	✓	✓	✓	✓	✓	✓	✓
Stand-alone Ministerial Code of Conduct/Ethics	✓	✓	✓	X	✓	✓	✓	X	✓
Restrictions on post separation employment	✓	✓	X Note 5	X	X Note 6	✓	X Note 7	X	X Note 6
Ban on direct holding of shares by Ministers and Parliamentary Secretaries	✓	✓	X Note 8	X	✓ Note 9	✓ Note 9	X	X	X
Register of Members' interests	✓	✓	✓	✓	✓	✓	✓	✓	✓

* Although this has been proposed in a specific government policy announcement.

Note 1: ACT police officers come from Australian Federal Police and are therefore considered Commonwealth Police officers and employees and are subject to the Australian Commission for Law Enforcement Integrity.

Note 2: It is likely that Tasmania will introduce an Integrity Commissioner in the near future.

Note 3: A proposed threshold of \$1500 is the subject of legislation currently being considered at a Commonwealth level.

Note 4: But the Public Service Act 1999 provides some protection for whistleblowers.

Note 5: The Parliamentary Ethics Advisor, as established by resolution of the House, has the power to advise in relation to post-separation employment – care should be exercised in considering post-separation employment.

Note 6: Codes of conduct provide that care is to be exercised in considering post-separation employment.

Note 7: It is likely that Tasmania will introduce restrictions on post separation employment in the near future.

Note 8: Premier can direct Minister to divest.

Note 9: Where a conflict of interest with portfolio responsibility exists.

See Appendix One for a more fulsome inter-jurisdictional comparison.

Source: The State of Queensland (Department of the Premier and Cabinet) 2009, *Integrity and Accountability in Queensland*, Queensland Government, Brisbane, viewed 18 March 2010, p. 4. <http://www.premiers.qld.gov.au/community-issues/open-transparent-gov/integrity-and-accountability-review.aspx>

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