

# C. Better practice principles assessment

This appendix lists our assessment of the recruitment steps used by the 4 departments we audited:

- Department of Health (DOH)
- Department of Employment, Small Business and Training (DESBT)
- Department of Regional Development, Manufacturing and Water (DRDMW)
- Queensland Treasury (QT).

Departments do not approve appointments. They undertake the process on behalf of ministers and work with the relevant ministers' offices on it. The ministers then recommend appointments for government owned corporations and statutory bodies to the Governor in Council (Governor in Council is the Governor acting on the advice of Executive Council, which in practice is the Governor and at least 2 ministers (executive councillors).

Figure C1 shows the results of our comparison of the appointment and renewal processes used by the 4 departments with better practice principles. We acknowledge that most elements listed in Figure C1 are based on better practice from the ASX Corporate Governance Council and the Australian Institute of Company Directors (AICD) and are not mandatory for government board appointments.

**Figure C1**  
**Comparison of the processes the 4 departments use to appoint and renew government boards with better practice principles**

Steps in the recruitment process	DOH	DESBT	DRDMW	QT
<b>Identify the skills the board needs</b>				
Maintain a register of current appointees and expiry dates	✓	✓	✓	✓
Consider performance evaluations of current board members				
Consult with chair/department on skills/expertise required	✓	✓	✓	✓
Formally identify skills gaps using a skills matrix <sup>1,2</sup>	✓			
<b>Search for people with the skills</b>				
Engage external recruitment agency	✓	✓	✓	
Publicly advertise positions	✓	✓	✓	
Search the Queensland Register of Nominees (QRON) <sup>3</sup>	✓	✓	✓	✓
Consult networks of board members, departments, ministers	✓	✓	✓	✓



Steps in the recruitment process	DOH	DESBT	DRDMW	QT
Use a panel to assess candidates against selection criteria	✓	✓	✓	
<b>Check suitability of candidates</b>				
Conduct due diligence checks (bankrupts, disqualified directors) <sup>3</sup>	✓	✓	✓	✓
Conduct additional probity checks (media searches)	✓	✓	✓	✓
Verify education qualifications	✓			
<b>Recommend and appoint</b>				
Recommend candidates to minister/s <sup>3</sup>	✓	✓	✓	✓
Seek approval of significant appointments by Cabinet <sup>3</sup>	✓	✓	✓	✓
<b>Evaluate</b>				
Complete project evaluation	✓			

## Note:

<sup>1</sup> This is a mandatory step for Queensland Treasury only from its *Guide for Board Appointments to Government Owned Corporations, Queensland Rail and Seqwater* (Feb 2019).

<sup>2</sup> In 2020, DESBT completed a skills matrix in consultation with a recruitment consulting firm.

<sup>3</sup> These are mandatory steps for significant appointments to boards for all departments.

Source: Queensland Audit Office assessment based on review of documents and interviews with departments.

