

People

Our people are highly skilled and dedicated to improving the public sector

At the Audit Office of New South Wales, we have built a constructive and achievement-oriented working environment that:

- is founded on respect for staff, clients and stakeholders
- strives to maintain a balance between work life and personal life
- fosters and values trust and allows staff to be the best they can be
- attracts and retains highly skilled staff who take opportunities to achieve their potential

Staff satisfaction

Our staff indicated improvements across all key staff opinion survey measures

Staff satisfaction 81%, compared to 79% last year

Staff engagement 83%, compared to 82% last year

Staff satisfaction up

The staff opinion survey is an important measure of staff satisfaction. It calculates a weighted satisfaction index and an overall 'gut feel' measure of staff satisfaction. Participation in the survey was high this year with 95 per cent of staff contributing.

Results for the year showed an improvement compared to 2015–16, with our staff satisfaction index increasing from 79 per cent to 81 per cent.

The 'gut feel' satisfaction measure also improved, with 89 per cent of respondents 'satisfied' to 'extremely satisfied' working at the Audit Office, up from 87 per cent.

Staff sustainability, which effectively measures work-life balance, remained steady with 52 per cent of our staff rating they are 'working in a highly sustainable way', compared to 51 per cent in 2015–16. The percentage of staff working in a 'moderately sustainable way' reduced to 32 per cent from last year's 36 per cent.

Staff engagement up

Staff engagement connects measures of staff satisfaction, morale, loyalty and commitment to the Audit Office's success. It further measures whether staff feel trusted and valued. Staff engagement remained steady at 83 per cent to last year's 82 per cent. Ninety per cent of staff would recommend the Audit Office as a 'great place to work', consistent with last year's result. Ninety-four per cent of staff indicated they 'are willing to put in extra

effort to achieve a professional result', up from 91 per cent.

Morale has remained steady with 78 per cent of staff reporting 'reasonable' to 'very high' morale, compared to 79 per cent last year, although this is below our 80 per cent target.

Performance gaps improved

The staff survey tells us what staff consider most important, and identifies the gaps between their expectations of the 'ideal' and how well the Audit Office is currently performing. Gaps of more than 20 points between importance and delivery indicate a need to focus on these areas. When compared to the 2015–16 survey there was improvement across all performance gaps, some significantly.

The five largest performance gaps, from highest to lowest, were:

- the Audit Office has sufficient resources to deliver value to clients
- good communication exists throughout the office
- I am able to balance work with my personal life
- I feel valued
- we have a constructive culture at the Audit Office.

People Matter Survey

In 2016–17, the Audit Office participated in the NSW public sector's People Matter Survey. Sixty per cent of our staff participated in the survey, compared with 40 per cent in 2014 (the last time the survey was conducted). Our engagement score was 70 per cent, an increase from 64 per cent in 2014. This result also compared well with the overall public sector engagement result of 65 per cent.

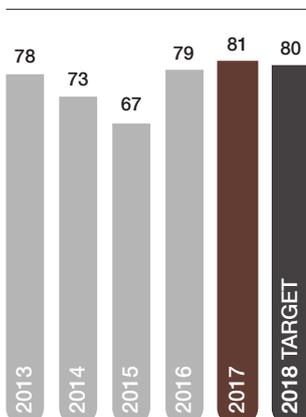
The year ahead

Although our results have improved significantly, we will continue to work to address the performance gaps raised by our staff, particularly in areas of resourcing, communication, constructive leadership, feeling valued and culture.

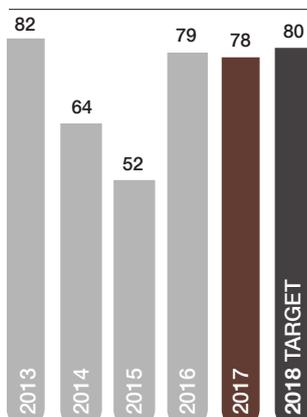
Through our 'Working Better, Working Together' strategic initiative, the Leadership Team will work in 2017–18 to bring our people closer together across teams and branches to improve the biggest performance gaps in the staff survey (see page 9 for further details on our strategic initiatives for 2017–18.).

We will also next year try and bring our staff opinion survey and the NSW public sector's People Matter Survey into greater alignment.

Staff satisfaction %



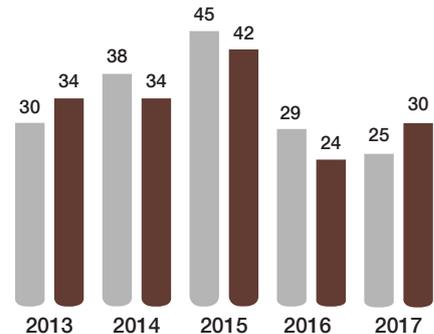
Staff morale %



Significant performance gaps

Good communication exists throughout the office

The Audit Office has sufficient resources to deliver value to clients



Performance

A focus on effective, quality results

57% billable productivity achieved, down from 60% last year
100% of staff have performance agreements

Productivity

Our billable staff productivity (the percentage of total staffing hours that we charge to our audit work) in 2016–17 decreased from 60 per cent to 57 per cent, below our 70 per cent target. This drop in productivity can be largely attributed to the expansion of our mandate in October 2016 to audit local government. We invested significantly in 2016–17 setting up our office to audit local government. This set-up investment has not been charged to councils, but instead has been absorbed by the Audit Office.

Total staffing hours include time worked by all staff, including those responsible for administration and governance.

Enhancing technology infrastructure and systems

In 2016–17, we continued to enhance audit delivery through improved systems and processes. Technology achievements included:

- migrated all email to Office 365 to increase capacity and availability
- started the process to replace our on-premise data centre
- replaced our laptop fleet, including an upgrade to Windows 10 and 4G access for staff
- upgraded our Wi-Fi network to enhance security and speed
- implemented an enterprise service management platform to improve the tracking of issues and reporting across Corporate Services

- rolled out our bring your own device (BYOD) program for staff to use their personal mobile devices to access office resources
- engaged an external organisation to conduct a cyber security maturity review.

We also continued to meet compliance and operational stability requirements by:

- maintaining the ISO27001:2013 security standard
- maintaining systems availability above the target of 99 per cent
- delivering self-paced information security training
- enhancing our data centre monitoring capability
- conducting an external and Wi-Fi penetration test.

Embedding our performance management framework

The performance, behaviour and conduct of our employees are integral to our success. The Audit Office promotes a transparent performance management approach that aligns personal goals and individual development with the Audit Office strategy and vision.

In 2016–17, we continued embedding our performance management framework by:

- cascading the Audit Office strategic plan down into branch plans and individual performance agreements
- strengthening our performance management process, including performance conversations, two-way feedback and the link between performance and remuneration
- completing the implementation of the MiCareer human capital management system
- ensuring 100 per cent of staff have performance agreements in place.

Fair and responsible remuneration

Our approach to remuneration is focused on being procedurally fair and fiscally responsible, and in line with the NSW Government's wages policy.

Employee performance is assessed twice annually through a mid-year and end-year performance assessment. The results of the performance assessment are moderated across branches through leadership collaboration sessions.

Employee remuneration is then assessed once per year immediately following the end-year performance assessment.

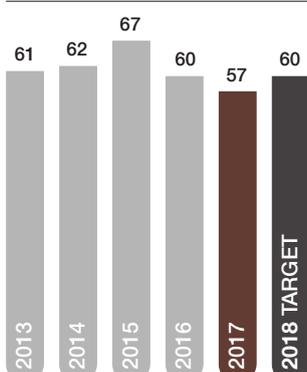
The Remuneration Committee met twice during 2016–17 to consider auditor progression and the end-year remuneration review. The committee reviews recommendations to the Auditor-General on the application of the Audit Office's remuneration policies and practices. These recommendations have improved the remuneration assessment process.

The year ahead

In 2017–18, we will continue to:

- improve our performance management framework
- cascade the updated Audit Office strategic plan to branch plans and individual performance agreements
- ensure our approach to remuneration remains procedurally fair and fiscally responsible, and in line with the NSW Government's wages policy.

Productivity %



Staffing and recruitment

Focus on attracting high quality staff

275 full-time equivalent staff

54% of middle management are women

Staff turnover higher than our target

Our strong brand, excellent reputation and opportunities for personal and career development has enabled the Audit Office to continuously attract and recruit high quality staff. This has positively impacted our ability to sustain a regular supply of specialist talent and our capacity to meet client demands. However, we have experienced a slight increase in staff turnover in 2016–17, the 19 per cent result slightly above the 18 per cent of 2015–16 and above our target of 12–15 per cent.

Feedback gathered in surveys of staff exiting the Audit Office reveals they:

- appreciated the work-life balance and the people at the Audit Office
- felt there were too many layers of bureaucracy and limited promotional opportunities
- were happy with the quality of training and would like to see an improvement in the training being implemented on the job
- felt their manager listened to them and were free to express their opinions
- would like to see more cross-collaboration between teams and branches
- believe the Audit Office was a friendly place to work.

From the survey responses received, 42 per cent of exiting employees have moved to the private sector and 33 per cent have moved within the public sector. Seventy-three per cent of respondents would return to the Audit Office if an opportunity arose.

The number of full-time staff at 30 June 2017 was 275, up from 273 last year.

In March 2017, we began our graduate recruitment process for 2018. We worked to ensure our ongoing alliance with professional accounting bodies and universities by attending career events, promoting our program through universities and engaging in other recruitment activity. We shortlisted and interviewed 74 candidates from the 421 applications received, and offered a four-year fixed-term contract to 25 candidates, down on last year's 26.

Increased focus on diversity

At the Audit Office we are committed to ensuring we have a diverse workplace that reflects a constantly changing external workforce and client base. We recognise that by embracing the different contributions, perspectives and talents that make up our organisation we create a culture of participation, contribution and respect. Our new Diversity Inclusion and Accessibility Framework guides our activity in this area.

The number of women as a percentage of the total full-time equivalent workforce has increased slightly from 49 to 51 per cent.

The representation of women in middle management has also increased slightly, to 54 per cent from the previous 52 per cent. The Audit Office has an ongoing commitment to supporting the growth and development of talented women in the organisation. The percentage of women in the executive and senior leadership positions has also increased from 42 to 46 per cent in the last twelve months.

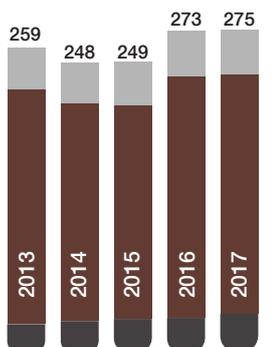
Staff at the Audit Office come from 38 countries and speak 26 languages. In 2016–17, we celebrated many cultural festivals such as Diwali, Eid-ul-Adh, Naw Ruz, Lunar New Year, Harmony Day, International Women's Day, Australia Day and Remembrance Day. These celebrations help us recognise the diversity of our workplace and encourage our staff to learn more about other cultures and diversity groups.

A major new diversity initiative we introduced in 2016–17 was an Indigenous Internship Program. Four Indigenous interns started at the Audit Office in June 2017. This program aims to increase the representation of Indigenous people in our organisation. See the case study on page 49 for further information on this new program.

For further information on workforce diversity, see Appendix 6.

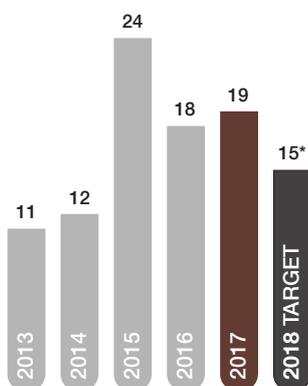
Total staff at 30 June*

*FTE: Full-time equivalent.



Leadership Audit Corporate

Staff turnover %



*Target range is 12–15 per cent



Supporting our staff

The health and well-being of our staff remains a strong focus for the Audit Office. In 2016–17, several staff used our Employee Assistance Program, which includes independent, confidential counselling services for staff and their immediate families. We continued to provide assorted fruit every day to promote healthier eating, and offer free flu vaccinations to all staff.

We also continue to offer flexible working arrangements. Employees can have a flexible approach to working hours that helps them manage fluctuating workloads and achieve work-life balance. Flexible arrangements include working from home, a compressed working week, term working, job share and career breaks.

In 2016–17, we provided support to those competing in the Corporate Cup running competition and we introduced a second running team to further commit to our healthy workforce culture.

Recognising our staff

The Audies formal Recognition Program continued this year with a total of 88 nominations. There were ten individual winners (one winner being for the Karyn Neal Leadership Award) and four team winners. The winners for the December 2016 to June 2017 period will be eligible to be considered for the Annual Awards in December 2017.

Recreation club

The recreation club, known as the ReClub, is a social organisation run by staff, for staff. Approximately 63 per cent of staff are members of the ReClub, steady to last year's 64 per cent. The club is fully funded by staff and run by a representative committee. The ReClub is responsible for organising a number of the Audit Office's key events including the Annual Dinner, the Christmas Party and numerous 'Happy Hour' events. Additionally in 2016–17, the ReClub organised:

- Launchies – a welcome event for new graduates joining the Audit Office and a fun event for all employees
- Australia's Biggest Morning Tea annual bake-off – our eleventh participation which raised over \$500 in 2017
- Futsal – our fiercely competitive indoor soccer competition which this year includes four teams with 41 players
- 10,000 steps challenge – a health event challenging staff to walk 10,000 steps per day, with almost every business team across the Audit Office entering a team
- City2Surf – partially subsidising entry fees for ReClub members
- Badminton games – held the first Saturday of every month
- Happy Hour breakfast – a feast for all staff with delicious pastries, hot food and healthy options

- Book Club – a new initiative for Audit Office bookworms and an opportunity to meet and discuss good reads
- Street Count – another new initiative, members took part in the City of Sydney's bi-annual street count to help collect information about the number of homeless people sleeping rough in the Sydney municipality.

The ReClub is an integral part of our culture, with fun activities and a chance for staff to network with colleagues they may not usually see on a daily basis.

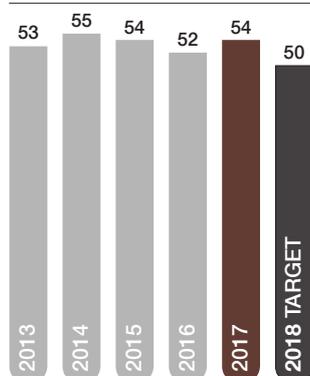
The year ahead

In 2017–18, our 'Working Better, Working Together' strategic initiative will work towards staff improvements in a number of areas by:

- improving how our staff work together by piloting new meeting room spaces around the themes of 'collaboration, concentration and communication'
- empowering our staff through devolving responsibility and adjusting risk tolerances
- continuing to implement the Diversity Inclusion and Accessibility Framework which includes embedding the Indigenous Internship Program and implementing a women in leadership program.

(See page 9 for further details on our 2017–18 strategic initiatives).

Women in middle management %



Women in executive and senior leadership %



Professional development

Continuing to invest in our talent

6 training days on average per employee

Well-developed skills

Our learning and development program ensures our staff have the skills and capability they need to do their job well, and ensure they are supported to meet their career goals.

In 2016–17 we:

- developed and facilitated a learning program for our expanded local government mandate
- increased our focus on the skills that can effectively impact client relationships (see the case study on our client simulation on page 49)
- improved how and where we spend our learning dollars
- provided an opportunity for Senior Auditors and Audit Leaders to facilitate parts of the graduate induction program
- delivered cultural awareness training to support our new Indigenous Internship Program (see the case study on our Indigenous Internship Program on page 49).

We continued to help staff gain their professional accounting qualifications in 2016–17 by reimbursing 100 per cent of fees. Twelve staff qualified as Chartered Accountants and two as Certified Practising Accountants. We also support non-audit staff with their further education by paying a percentage of their fees for relevant study. Study leave is granted for all those undertaking approved studies.

Training days per staff member in 2016–17 averaged six days and included a combination of online training and face-to-face sessions. On top of this face-to-face and online learning, staff receive considerable on the job learning. The use

of internal coaching, and training delivered by internal subject matter experts, remains a focus to ensure we continue to offer cost-effective learning solutions.

Leadership development

We continue to provide mentoring as a way of developing our staff. We also assist potential candidates for Senior Auditor and above roles with the opportunity to attend an interviewee skills workshop. Each year we send our potential leaders to the Institute of Public Administration Australia (IPAA) Young Professionals Breakfast. A number of lunchtime assertiveness training sessions were held to assist staff and leaders at all levels to confidently deal with challenging situations. We continue with each newly promoted manager receiving an induction into their new roles whilst working with unsuccessful candidates to assist them with a development plan to address gaps. We also held another successful Business Simulation in 2016–17 to bolster the leadership and business acumen skills of our managers.

Technical development

Financial audit staff this year were trained across a variety of subject areas, including Plain English, audit methodology, accounting standards, on-the-job coaching and auditing local government. Corporate Services staff received relevant industry-specific training and continued to develop through attendance at seminars, training sessions and conferences.

Performance audit staff attended industry conferences, and developed advanced report writing skills through face-to-face training and coaching.

Staff development

Throughout 2016–17, we continued to offer our staff a variety of work and development opportunities. Staff are given the opportunity for internal movement including acting at higher levels.

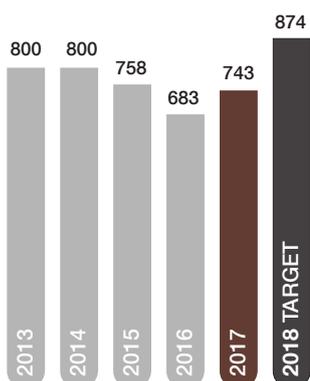
As part of our commitment to offer staff experiences in other organisations, we seconded 12 staff to PwC Australia, one to Deloitte and one to BDO. We also arranged four secondments to other government departments, and some internal secondments between branches.

The year ahead

In 2017–18, our learning and development program will include:

- launching the 'Connect' collaboration tool to enable knowledge sharing for different topics
- developing a Leadership Framework that links to the NSW Public Service Commission's Capability Framework
- focusing on women's leadership development
- ensuring senior managers have the required skills to present at local government public meetings through training and coaching
- developing an online learning module called 'About Government' for those recruits hired from outside the public sector
- developing a partnership with the Committee for Economic Development in Australia (CEDA) to enable our Office Executive and Leadership Team to attend meetings and events with other members of government.

Training spending \$'000



Average training days per staff member



*Our new MiCareer human capital management system enables more targeted and accurate reporting of average training days per employee. We are therefore from 2016–17 starting to report just on actual face-to-face and online training days per employee as a more accurate measure of average training days per employee, as opposed to also including on-the-job learning, coaching and the like.



Workplace health and safety

Keeping our people safe a high priority

3 reported notifiable incidents

0 new workers' compensation claims

WHS injuries and incidents

In 2016–17, we recorded a total of three notifiable injuries directly related to Workplace Health and Safety (WHS), down from 12 in 2015–16. These were immediately reported and addressed. Reported injury categories included:

- slips, trips and falls
- repetitive strain
- a minor hot water burn.

None of these incidents resulted in workers' compensation claims or lost time. One workers' compensation claim carried over from 2015–16, and in 2016–17 we worked closely with this employee and our insurers to support their recovery back to full pre-injury duties.

The significant drop in reported notifiable injuries has been in part due to the WHS Committee proactively conducting regular WHS internal inspections and proactively actioning any issues raised through our WHS Client Site Checklist. Two of our three notifiable injuries occurred outside our office or client premises.

Strategies to deal with reported safety hazards and risks are developed by the Audit Office's WHS Committee through ongoing consultation, education and training. In 2016–17, the WHS Committee continued to put a strong focus on consultation within each of our workgroups and actively identifying hazards.

Our commitment

We are committed to providing the best possible standard of workplace health and safety for all our staff at both our office premises and at client premises, and for visitors to our head office.

Case study

Ensuring safety both in our office and out at client sites

Our staff spend much of their time working from the premises of our audit clients. The WHS Client Site Checklist was launched in 2015–16 to ensure our auditors undertake an induction at each client site against a minimum set of criteria. The accompanying Internal Inspection Guidelines were developed to ensure that internal inspections are carried out appropriately, resulting in improved inspection processes at each site.

We are very pleased with the progress we are making with these two new processes. The WHS Client Site Checklist has a completion rate of 100 per cent for 2016–17, a significant improvement on the 12 per cent completion rate last year.

Our 2016–17 WHS Survey showed 88 per cent of our staff feel their clients provide a safe and healthy work environment, improved from 67 per cent in 2015–16. Additionally, the new Internal Inspection Guidelines have assisted us in achieving a significantly lower notifiable injuries rate within our office premises, from 12 in 2015–16 to one in 2016–17.

Over the last year, staff have been diligently assessing their client sites and returning the checklists, ensuring any WHS concerns are promptly addressed.

'The WHS Client Site Checklist is a pro-active way to ensure my staff are safe at work. It helps to identify any issues when out at clients, but more importantly, demonstrates the importance we place on always having a safe and healthy work environment.'

Aaron Green, Director, Financial Audit

Notifiable injuries

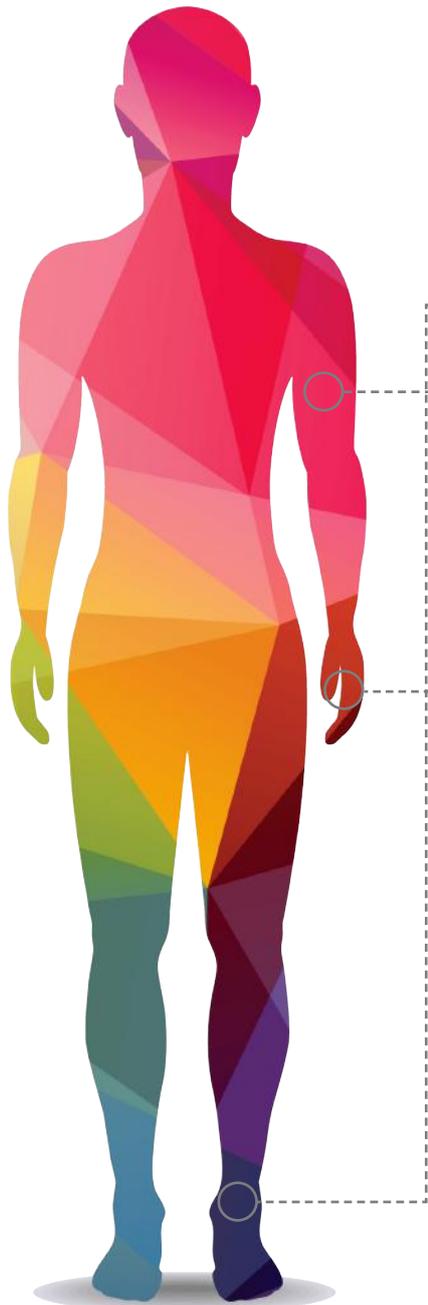


Workers' compensation claims

Notifiable injuries



Keeping our people safe a high priority



Notifiable injuries by body part and occurrence

In 2016–17, we recorded three notifiable injuries, categorised below by body part and how the injuries occurred.

| Notifiable injuries by body part | |
|----------------------------------|----------|
| Body part | Injuries |
| Ankle | 1 |
| Hand | 1 |
| Arm | 1 |
| Total | 3 |

| Notifiable injuries by mechanisms | |
|-----------------------------------|----------|
| How injuries occurred | Injuries |
| Slips, trips and falls | 1 |
| Use of hot water tap | 1 |
| Repetitive typing | 1 |
| Total | 3 |

WHS activities and initiatives

The following table details all our 2016–17 WHS activities and initiatives against nine key reporting categories.

| WHS activity by category | |
|---------------------------------------|---|
| Category | Initiative |
| Consultation | <ul style="list-style-type: none"> WHS Committee met four times WHS Committee actively consulted and engaged with all workgroups throughout the year Election process completed for new Health and Safety Representatives Office Executive provided with four comprehensive WHS reports with in-depth analysis of all WHS key performance indicators, including a new easy to read WHS Snapshot Report All WHS survey results, including verbatim comments, communicated to all staff. |
| WHS management system risk management | <ul style="list-style-type: none"> WHS Annual Plan 2016–17 developed in response to 2015–16 WHS Survey outcomes WHS Client Site Checklist actively monitored and all hazards identified were actioned immediately WHS Risk Register reviewed and consolidated into nine key risk areas to make it easier to manage WHS Risk Register aligned more closely to the Audit Office's Enterprise Risk Register for consistency. |
| Ergonomic | <ul style="list-style-type: none"> 11 stand-up desks and 36 electronic sit-to-stand workstations installed to promote healthy work habits and encourage staff to incorporate regular postural breaks into their work routine Seven ergonomic workplace assessments conducted in 2016–17 to minimise and prevent injuries related to posture 10 lunch tables were assessed as not meeting safety standards and were modified to ensure they do not pose any risk to employees. |
| Information, education and training | <ul style="list-style-type: none"> 100 per cent of staff completed the WHS online learning module WHS Chairperson training held Two WHS Committee refresher training sessions held WHS Coordinator attended a 'People, Culture, Strategies' webinar 'Just incidentally: Your key must-knows in dealing with a WHS incident in your organisation' 100 per cent of staff that are not on long term leave completed the compulsory 'Diversity, Inclusion and Respect' online learning module All new employees completed 'Bullying and Harassment' training All first aid officers completed annual first aid and defibrillation refresher training Fire wardens attended three refresher training sessions. |
| Policies and procedures | <ul style="list-style-type: none"> All WHS policies were reviewed, updated and consolidated where practical A new WHS Committee Timetable was developed to ensure the committee is on track with all safety commitments. |
| Safety alerts | <ul style="list-style-type: none"> WHS Newsletter continues to be communicated regularly to advise of safety issues and hazards, safety initiatives and safety updates to all staff WHS Communication Plan 2016–17 developed to help communicate and educate all staff on how to report incidents, what their WHS roles and responsibilities are, and to increase safety awareness Practiced our evacuation procedure through a fire drill Safety alerts routinely communicated to staff in the event of an incident. |
| Electrical | <ul style="list-style-type: none"> Annual check conducted to ensure all electrical equipment is tagged and a review of all Material Safety Data Sheets (MSDS) conducted. |
| Physical | <ul style="list-style-type: none"> Four WHS internal inspections conducted 100 per cent of WHS Client Site Checklists completed for client site visits. |
| Programs | <ul style="list-style-type: none"> Flu Vaccination Program (four strains) successfully held for a higher number of employees than last year Employee Assistance Program (EAP) communicated twice to ensure staff are aware of the service provided NSW Government initiative 'Get Healthy at Work' investigated to improve health awareness at work. |

Keeping our people safe a high priority

We have an engaged and active WHS Committee

In 2016–17, the Audit Office held WHS elections and five new employees joined the committee. The outgoing committee members conducted a successful handover to new members, ensuring the transition was smooth and effective. All new members completed a committee training session. As per previous years, our first aid officers completed first aid and defibrillation refresher training this year.

In 2016–17, the WHS survey showed improvements in many areas including:

- safety awareness
- who and where to find health and safety representatives
- where to find WHS policies and procedures
- how to report incidents and hazards
- improved satisfaction rates with safety at client sites.

The committee are currently developing actions that will address areas for improvement identified in the survey.

Staff satisfaction with WHS

Every year as part of our staff survey, we include questions to measure staff satisfaction with workplace health and safety. We assess this through performance gaps, which is the difference between staff expectation of the 'ideal' and how well we are performing. Gaps over 20 points are considered a high priority for resolution.

In 2015–16, the performance gap for the statement 'The Audit Office provides a safe and healthy work environment' was 10, closing the gap from 19 in the 2014–15 survey. In 2016–17, we have remained steady with a gap of 10.

See page 39 for further information on our staff satisfaction survey.

We aim to continuously improve WHS initiatives

A WHS Emergency Evacuation Plan and WHS Medical Emergency Procedure was developed 2016–17. These documents will be communicated to all employees to ensure they understand their responsibilities in the case of an emergency evacuation and to highlight the medical emergency process for several different scenarios.

The WHS Committee amalgamated our current WHS Risk Register into nine key risk categories and aligned it to our Human Resources People Risk Register and the Audit Office's overarching Enterprise Risk Register. The aim of this consolidation was to make the risks more manageable to monitor, and make the register consistent with other Audit Office risk registers.

Additionally this year, there was a strong focus on improving our consultation approach with all employees to identify any WHS issues currently facing the Audit Office. To do this the committee actively consulted with employees' multiple times throughout the year and developed actions to rectify the hazards identified.

In 2016–17, we completed our first full year using our new WHS key performance indicators (KPIs). We were below the new KPI for Lost Time Injury Frequency Rate by 0.2 per cent. This was partly due to a focus on working with Nominated Treating Doctors and employees to provide suitable return to work duties, typically reducing lost time. The WHS Committee will benchmark again this year with professional services industries to determine if our safety KPIs are still relevant.

The year ahead

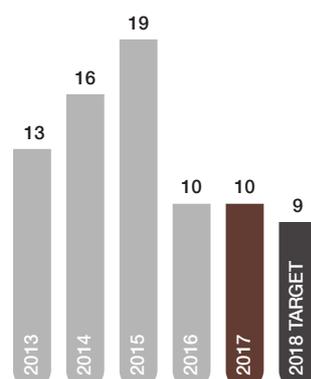
In 2017–18, we plan to build on last year's progress on WHS by focusing on:

- further reducing our lost time injury frequency rate
- embedding promotion of, and compliance with, our WHS Client Site Checklist
- continuing to improve communication on WHS initiatives across the organisation
- developing new 'healthy at work' initiatives
- training all new WHS Committee members.

In 2017–18, the WHS Committee will continue to actively work to:

- identify and resolve safety concerns
- action the results of internal audits and inspections
- identify WHS hazards and risks
- understand the impact of operational and business requirements on the safety, health and wellbeing of our staff.

'The Audit Office provides a safe and healthy work environment' performance gap



Environment

Reducing our impact on the environment

Maintained 4.5 star greenhouse building rating

Significantly reduced paper storage to encourage electronic document production

Reducing our environmental impact

The Audit Office continues to report its progress against the Government Resource Efficiency Policy (GREP) which guides us towards meeting environmental targets.

This year we have introduced 100 per cent recycled paper in all our photocopiers and printers and recycle 100 per cent of wasted paper using secure disposal processes. We recycle 100 per cent of our ink and toner cartridges, and continue to recycle cardboard and other recyclable products. All laptop batteries are disposed of in an environmentally-friendly way.

In 2016–17, we remained focused on reducing our environmental footprint by:

- publishing our Auditor-General's Reports to Parliament in online format only
- continuing to convert hard copy forms to self-service online forms, including eight new onboarding forms.
- disposing of 833 boxes, equating to 3,600 files of expired paper records, reducing our storage footprint
- disposing of 12 paper storage cabinets to encourage electronic document creation and storage.

Greenhouse performance maintained

The Audit Office achieved a greenhouse building rating of four-and-a-half stars, in line with government targets, by:

- buying 40 per cent green electricity
- using timers on lights and equipment
- buying energy efficient equipment
- running small, fuel efficient vehicles in our fleet.

The year ahead

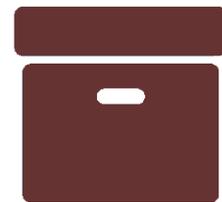
In 2017–18, we will continue our commitment to reducing our environmental impact by:

- piloting automated lighting in meeting rooms to reduce power usage
- piloting video-conferencing equipment to reduce travel
- moving our on-premise data centre infrastructure into the cloud
- as part of our 'Working Better Working Together' initiative, investigating environmentally friendly office space as part of our end-of-lease facilities strategy.

Environmental initiatives 2016–17



Published our Auditor-General's Reports to Parliament in online format only



Disposed of over 3,600 time-expired paper record files



Converted 8 hard copy forms to self-service online forms



Disposed of 12 paper storage cabinets to encourage electronic document creation and storage



Case studies

Building a constructive culture through feedback, collaboration and client relationships

1 Indigenous Internship Program

In 2016–17, the Audit Office partnered with CareerTrackers, a not-for-profit organisation that creates internship opportunities for Indigenous university students. Through this partnership, the Audit Office has developed an Indigenous Internship Program. The primary aim of this program is to prepare students for success at university in their chosen profession, and in their respective communities. The longer-term goal is for these interns to convert to permanent employees upon completion of their university degree. This program is one of the initiatives we are undertaking within our new Diversity Inclusion and Accessibility Framework.

The program runs over two periods – a winter period (26 June 2017 – 21 July 2017) and a summer period (20 November 2017 – 9 February 2018). Our interns will rotate through different branches within the Audit Office. This will give them the opportunity to experience different aspects of our business and

provide them with a broader experience to assist them when deciding on their desired future career.

We accepted four interns into the Indigenous Internship Program. The interns attended a two-day induction in June 2017 to introduce them to the Audit Office, as well as a full week of technical training. The remainder of their time at the Audit Office was spent working in our Performance Audit Branch. In their last week, the interns presented to our Office Executive on the project they had been working on during their internship. As part of this presentation, one of the interns presented the Auditor-General with a gift – Caitlin Liddle had painted an artwork representing diversity in the Audit Office. This painting can be found on the front cover of this annual report.

The program will be assessed annually to ensure we are meeting the Audit Office's and our interns' expectations.

2 Onboarding – MiCareer

In 2016–17, the Audit Office implemented a new 'onboarding module' as part of the MiCareer Project. The MiCareer Project began in 2015–16 to implement a new human capital management system for the Audit Office. Previous modules implemented include performance management, learning and development, and recruitment. The onboarding module was the last module to be implemented and the project was successfully closed in 2016–17.

The onboarding module is an online resource for new Audit Office recruits who have been offered a position but have not yet commenced. It provides an introduction to the Audit Office through a welcome video message from the Auditor-General, and allows for the completion of essential online forms in advance of the new employee's start date. Other information in the module includes information on salary and working conditions, training, reward and recognition, general support, the ReClub and even a handy list of coffee shops, restaurants, banks and other local places.

Our approach to the implementation involved a high level of engagement across the Audit Office. The cross-collaboration between our Human Resources and Technology teams produced

a complex system integration from the onboarding module in MiCareer to our payroll system. The automatic integration of new recruits has streamlined the process and eliminated the need for manual entries and paper forms.

Since the launch in March 2017, 23 new recruits have been through the onboarding process and have been automatically integrated into our systems. We see the onboarding module as an important platform for engaging with our future graduates, starting with the February 2018 intake.

Feedback from new recruit Emma Wallhead, Governance Manager:

'I thought the online facility presented a very professional interface for the onboarding process. It was really convenient and easy to use. It allowed me to go in and complete the forms at my convenience over the period before my start date.

'HR staff were also available to answer any questions I had about using the system. The combination of the friendliness of staff and the comprehensive information on the online facility meant that I felt connected with the Audit Office before I had even started.'

3 Improving client relationships through a simulated experience

In 2016–17, we ran a Client Simulation to help newly promoted Senior Auditors, Senior Analysts and Analysts decide the best approach in addressing a number of challenging client scenarios. As at the end of June 2017, 62 participants have attended the simulation.

The simulation calls on participants to practice their leadership (supported by emotional intelligence tools), decision-making, influencing and time management skills whilst being challenged with some unexpected client situations in a safe learning environment.

The simulation is co-facilitated by our Learning and Development team and selected Directors and Principal Analysts from our financial and performance audit branches. These facilitators

conduct debriefs on the client scenarios presented and provide real-world client situations they have experienced.

Feedback from participants as to what they learnt included:

- 'Assessing options and making decisions, applying appropriate actions to impact clients, managing own emotions, and having impact with client relationships.'
- 'Balancing four priorities (audit excellence, impact, client satisfaction and people) with limited resources available.'
- 'Importance of emotional intelligence, tips for improving leadership skills, importance of considering impact of decisions in different areas.'