

A. Entity responses

As mandated in Section 64 of the *Auditor-General Act 2009*, the Queensland Audit Office gave a copy of this report with a request for comments to:

- Minister for Education and the Arts
- Director-General, Department of Education

We also provided a copy of the report to the following entities and gave them the option of providing a response:

- Premier and Minister for Veterans
- Director-General, Department of the Premier and Cabinet

This appendix contains the responses we received.

The heads of these entities are responsible for the accuracy, fairness, and balance of their comments.



Comments received from Minister for Education and the Arts

Minister for Education and the Arts



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arts@ministerial.qld.gov.au

Mr Darren Brown
Assistant Auditor-General
Queensland Audit Office
Email: gao@gao.qld.gov.au

Dear Mr Brown

Thank you for your email dated 29 September 2025 regarding the audit report, *Attracting and retaining teachers in regional and remote Queensland performance*.

I appreciate the opportunity to review a copy of the report.

I understand that Ms Stacie Hansel, Acting Director-General, Department of Education, has considered the recommendations of the audit report and has provided the department's feedback directly to your office.

Should you require further information, I invite you to contact

Thank you again for providing me with a copy of the draft report.

Yours sincerely

JOHN-PAUL LANGBROEK MP
Minister for Education and the Arts

Ref: 25/936656; M3830

Your Ref: PRJ03914

Comments received from Acting Director-General, Department of Education



Office of the
Director-General

Department of
Education

21 OCT 2025

Mr Darren Brown
Assistant Auditor-General
Queensland Audit Office
Email: gao@gao.qld.gov.au

Dear Mr Brown *Darren*

Thank you for your emails dated 24 and 29 September 2025 regarding the proposed audit report – *Attracting and retaining teachers in regional and remote Queensland performance*.

I appreciate the opportunity to review and provide feedback on the report. I am pleased to advise that the Department of Education has considered the recommendations of the proposed audit report and provides the enclosed feedback.

Should you require further information, I invite you to contact

Thank you again for the opportunity to contribute and I look forward to receiving the final version of the report.

Yours sincerely

Stacie Hansel

STACIE HANSEL
Acting Director-General

Ref: 25/930972

Enc

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Responses to recommendations



Department of Education

Attracting and retaining teachers in regional and remote Queensland

Response to recommendations provided by Stacie Hansel, Acting Director-General, Department of Education, on 17 October 2025.

Recommendation	Agree/Disagree	Time frame for implementation (Quarter and financial year)	Additional comments
We recommend that the Department of Education: - enhances its understanding of current and future workforce needs and challenges. This should include - determining estimated teacher needs across the state - developing acceptable workforce ratios for schools to support system-wide decision making - implementing more comprehensive workforce analysis to identify skill requirements, risks, needs, and challenges specific to workforce supply and demand. This analysis should span both short- and long-term factors.	Agree	Q3 25/26 Q4 25/26 Q1 26/27	Lead: HR Strategy, Corporate and Aboriginal & Torres Strait Islander Services (CATSIS) (Strategic Workforce Policy/ Workforce Policy) Workforce Services, Systems and Analytics Support: Regional Directors & HR Operations, School & Regional Operations & Performance (SROP), and Early Childhood, Regulations and Communications
- in developing its new workforce strategy - identifies and includes all relevant actions and initiatives that address workforce risks and gaps - sets clear and measurable objectives for its strategy, and for initiatives within its strategy - develops an implementation action plan that outlines specific time frames, and roles and responsibilities - ensures initiatives within the strategy are supported by appropriate planning activities	Agree	Q3 25/26	Lead: CATSIS – work is currently underway (as part of GEC 219) with internal stakeholders to identify and refine actions across key priority areas related to workforce design, workforce attraction and retention, capability and workplace health and safety. The strategy will be considered by Government prior to release. Linkages to be made to QAO recommendations.

Recommendation	Agree/ Disagree	Time frame for implementation (Quarter and financial year)	Additional comments
3. implements stronger monitoring of its workforce strategy and initiatives. This should include - defining roles and responsibilities for day-to-day monitoring of workforce planning activities - reviewing governance arrangements to more clearly articulate responsibilities for overseeing the implementation and effectiveness of the new workforce strategy - identifying and collecting relevant data to enable ongoing monitoring of its strategy and initiatives - developing a monitoring and evaluation plan over initiatives within its strategy.	Agree	Q3 25/26 Q3 25/26 Q4 25/26 Q4 25/26	Lead: HR Strategy, CATSIS (Strategic Workforce Policy/ Workforce Policy) and HR School Operations (HRSO), SROP (Recruitment and Mobility) It is recommended that the new HR Governance structure oversees implementation of the QAO recommendation which will be considered in light of the Deloitte Incentive Review final evaluation report.
4. improves its approaches to managing teacher recruitment and mobility, through - collecting data on statewide vacancies to inform decision making and prioritisation of teacher recruitment, and the effective transfer of teachers across the state - implementing central monitoring of vacancy and mobility requests - documenting and communicating roles and responsibilities for recruitment and mobility for schools, regional teams, and central teams	Agree	Q3 25/26	Lead: HRSO, SROP (Recruitment and Mobility) and the Governance team to be established as part of Recommendation 3. Support: HRSO, SROP (Regional Directors & HR Operations) The department will expand its current teacher vacancy data collection to all regions and centralise mobility request reporting by February/March 2026 and document communication accordingly.
5. clarifies and communicates the expectations for how regional offices and teams should assist schools with attraction and retention matters	Agree	Q3 25/26	Lead: HRSO, SROP (Recruitment and Mobility) Support: HRSO, SROP (HR Operations)

Recommendation	Agree/ Disagree	Time frame for implementation (Quarter and financial year)	Additional comments
6. provides expectations and guidance to its schools regarding the use of Permission to Teach teachers and support for all teachers in the early phases of their careers	Agree	Q3 25/26 for guidance development and distribution regarding the use of PTT TBC by Capabilities for guidance for teachers in early phases of career	Lead: HRSO, SROP (Recruitment and Mobility) for PTT guidance, and EFI, Capabilities for early career teacher guidance Support: Regional Directors, SROP and State Schools The department will develop and provide an expectation and guidance document to its schools regarding the use of PTT by adopting and augmenting existing QCT guidelines and material.
7. improves its approach to determining which schools can access workforce initiatives. It should - establish criteria for school eligibility - periodically review criteria - document eligibility decisions.	Agree	Q4 25/26	Lead: HRSO, SROP (Recruitment and Mobility) for the design and documentation of attraction and retention initiatives and the Governance team to be established as part of Recommendation 3 for monitoring and reviewing.