

Queensland Audit Office

Senior Manager, Performance Audit

Success Profile | October 2026



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EXECUTIVE SEARCH | RECRUITMENT | CAREER MANAGEMENT

Introduction

Thank you for your interest in the **Senior Manager, Performance Audit** selection process.

OnTalent is proud to be partnering with the **Queensland Audit Office (QAO)** in supporting the recruitment of the Senior Manager, Performance Audit role. This opportunity provides the chance to contribute to work that strengthens public sector performance, supports accountability and helps deliver better outcomes for Queensland communities.

As a Senior Manager, you will lead complex performance audits across a diverse range of public sector organisations, providing insights and recommendations that influence decision-making, improve service delivery and contribute to better public value. The role combines leadership, critical thinking, stakeholder engagement and people development within Queensland's independent public sector auditor.

This Success Profile has been developed to help you understand QAO's purpose, the environment in which the role operates, the opportunity it offers and the capabilities we are seeking in successful candidates.

Included in this document:

- An overview of QAO, its history, vision, strategic priorities and objectives
- QAO's leadership team
- An overview of work within the Performance Audit division
- QAO Success Competencies
- Ideal Candidate Profile
- Position overview for the Senior Manager, Performance Audit role
- QAO's Employee Value Proposition and why people choose to build their careers at QAO.

We encourage you to take the time to review this information carefully. If you have not already done so, please [visit here](#) for further details on submitting your application.

We look forward to supporting you throughout the recruitment process. Should you have any questions, please contact Ashleigh on (07) 3305 5803.

Ashleigh McMillan

Client Partner

OnTalent



Queensland Audit Office

Since its establishment, the Queensland Audit Office has played a central role in supporting accountability and transparency across Queensland's public sector. Originating from early arrangements to provide independent scrutiny of government finances, the organisation has evolved in step with the growing scale and complexity of public administration in Queensland. Over time, its mandate expanded beyond financial statement audits to include performance audits that examine whether public programs, systems and investments are delivering their intended outcomes.

Today, QAO provides assurance to Parliament and the community by assessing over 400 state and local government entities. Its work covers diverse areas such as infrastructure delivery, frontline services, digital capability, regulatory performance and whole-of-government coordination. While the tools and methodologies have modernised significantly, the organisation's purpose remains grounded in its heritage of independence, rigour and service to the public interest.

QAO continues to adapt to emerging risks, new technologies and the changing expectations of Queenslanders, ensuring its insights contribute to a more effective, transparent and accountable public sector.

Strategic Plan

Vision

The Queensland Audit Office is the independent auditor of the public sector. Their vision is for better public services.

To achieve this, they:

- Provide professional audit services, which include audit opinions on the accuracy and reliability of the financial statements of public sector entities and local governments
- Provide entities with insights on their financial performance, risk, and internal controls; and on the efficiency, effectiveness, and legislative compliance of public service delivery
- Produce reports to parliament on the results of their audit work, insights and advice, and recommendations for improvement
- Conduct investigations about financial waste and mismanagement raised by elected members, public sector employees, and the public
- Share the wider learnings and best practice, from their work, with parliament, state and local government entities, and professional networks, industry and peers.

[Strategic Plan](#)

[QAO's Role & Mandate](#)





Auditor-General

Rachel Vagg Auditor-General

Rachel is Queensland's 24th Auditor-General and the chief executive and accountable officer for the Queensland Audit Office. She has extensive experience as an Auditor-General and in leadership roles at QAO across our client services, technical advice, and treasury product areas. Rachel has also been a partner at a global consulting and advisory firm in risk, governance, and compliance, with a focus on public sector entities and local government. The Auditor-General is an independent officer of Queensland's parliament.



Leadership Team



Patrick Flemming

Deputy Auditor-General

Pat is QAO's Deputy Auditor-General and Chief Operating Officer. His broad experience includes leadership roles in QAO financial audit, specialising in local government, audit policy and quality, and a range of senior financial accounting and treasury positions with multinational organisations. Pat leads QAO's parliamentary services and audit practice including strategic relationship management, parliamentary engagement, strategic communications, governance and risk, people and culture, information technology, finance, audit quality and methodology, and requests for audit.



Damon Olive

Assistant Auditor-General Financial Audit

Damon's experience spans audits across the public sector. He has held key roles in quality assurance and developing audit software for QAO. He is QAO's professional lead for financial audits; responsible for service delivery, the quality of engagement, and the related reports. He also oversees the management of audit service providers.

Leadership Team



Darren Brown

Assistant Auditor-General Performance Audit

Darren has extensive experience in performance and assurance auditing, management, and investigations. He is QAO's professional lead for performance audits; responsible for service delivery, the quality of engagement, and the related reports. He also leads the development of our forward work plan.



Georgina Crundell

Assistant Auditor-General Technology Audit

Georgina is a technology strategist and leader with over 20 years of expertise in cyber security, emerging technologies, and risk management. She served as a partner at a global assurance firm and continues advising a range of organisations as a Committee Advisor. She is a Graduate of the Australian Institute of Company Directors. Georgina leads the new technology audit function.

Performance Audit Remit

Performance audit plays a key role in helping Queensland's public sector deliver programs and services that genuinely work for the community. The team examines how government initiatives are designed and delivered and asks whether they are achieving the outcomes intended.

Auditors start by defining what good performance looks like and then explores what happens in practice. Each audit explores a specific priority in government, from frontline services through to digital transformation, major infrastructure and large public investments. This variety keeps the work engaging and requires auditors to quickly build understanding, identify the most important risks and gather evidence that gives a clear, accurate picture as to how government is performing.

The work combines research, interviews and analysis, supported by ongoing conversations with the people who deliver public services and other relevant stakeholders such as NGOs, industry bodies, those impacted by the services being delivered. It is thoughtful, steady work that relies on sound judgement and the ability to make sense of complexity. The process is collaborative, with senior leaders guiding teams on scope, risk and quality. As insights develop, they are tested and refined until the audit tells a balanced and compelling story about what is happening and what could improve. These findings are presented to Parliament, where they help shape changes that make a real difference to Queenslanders.

An example of QAO'S current remit includes examining preparations for the Brisbane 2032 Olympic and Paralympic Games. This major statewide initiative presents complex challenges in infrastructure, investment, and long-term planning. Auditors will have the rare opportunity to assess these systems as they evolve and to consider whether today's decisions will deliver enduring benefits well beyond the Games.



QAO Success Competencies

Success in Performance Audit relies on individuals who bring strong judgement, curiosity and a commitment to understanding how complex systems operate. While people join the team from a wide range of professional backgrounds, those who excel share an ability to think clearly, communicate effectively and work confidently in environments where information is incomplete and problems are ambiguous. What matters most is the capability to form sound, evidence-based views and to translate them into insights that improve public outcomes.

Core Competencies

- **Analytical judgement and structured problem-solving**
Able to break down complex issues, test assumptions and make sense of ambiguity. Uses curiosity and skepticism to focus on what matters and form clear, defensible conclusions which are grounded in evidence.
- **Clear and impactful communication**
Synthesises complex information into insights that are easy to understand. Writes and presents with clarity and precision and can explain technical or sensitive matters in a balanced, engaging way.
- **Influential stakeholder engagement**
Builds credibility with subject matter experts and senior leaders. Manages challenging conversations with professionalism and uses evidence to influence without authority.
- **Learning agility and disciplined delivery**
Learns quickly in unfamiliar environments and adapts as new information emerges. Manages work effectively, stays organised under shifting demands and maintains a focus on high-quality outcomes.





Ideal Candidate Profile

QAO is seeking an accomplished leader who is motivated by making a meaningful contribution to the performance and accountability of Queensland's public sector. You will bring strong critical thinking skills, sound professional judgement and the ability to translate complex information into clear and actionable insights. Through your collaborative approach and commitment to excellence, you will build trusted relationships, lead high-performing teams and help deliver audits that create lasting value for the Queensland community.

Candidates may bring experience from backgrounds such as:

- Management consulting, particularly in performance improvement, organisational effectiveness, public sector reform or program evaluation.
- Internal audit, assurance or review functions undertaking operational, performance or effectiveness reviews.
- Governance, risk and assurance roles focused on organisational performance, compliance or service delivery improvement.
- Program evaluation, policy, strategy or advisory positions involving research, analysis and assessment of outcomes and impact.
- Business transformation, organisational review or improvement environments evaluating complex programs, services or operating models.
- Investigations or integrity functions requiring evidence-based analysis, balanced judgement and practical recommendations.
- Large and complex public sector or regulated environments where stakeholder engagement, critical thinking and influencing outcomes are key to success.



Senior Manager, Performance Audit

Senior Managers lead the day-to-day delivery of performance audits and help shape their direction and conclusions. They work with complex data, policy and operational information to understand how government programs operate in practice, making the role ideal for those who enjoy analytical depth, autonomy and turning detailed evidence into clear insights.

They plan audits, guide fieldwork, engage with stakeholders and draft the reports presented to Parliament. Working across varied portfolios gives Senior Managers continuous learning and exposure to new sectors, risks and major public programs.

The role offers strong professional development, with support from Directors, specialist training and opportunities to build leadership capability through managing teams and contributing to QAO's broader work. It provides an excellent platform for future leadership roles in performance audit.

- Leading teams of analysts through planning, evidence gathering and analysis
- Applying QAO's methodology to form well-supported findings
- Managing project timelines, workflow and resources over audits that typically span nine to twelve months
- Conducting interviews, reviewing documentation and analysing quantitative and qualitative evidence
- Preparing the first draft of audit reports and supporting the refinement of findings
- Managing relationships with entity representatives and subject matter experts



 [Position Description: Senior Manager, Performance Audit](#)

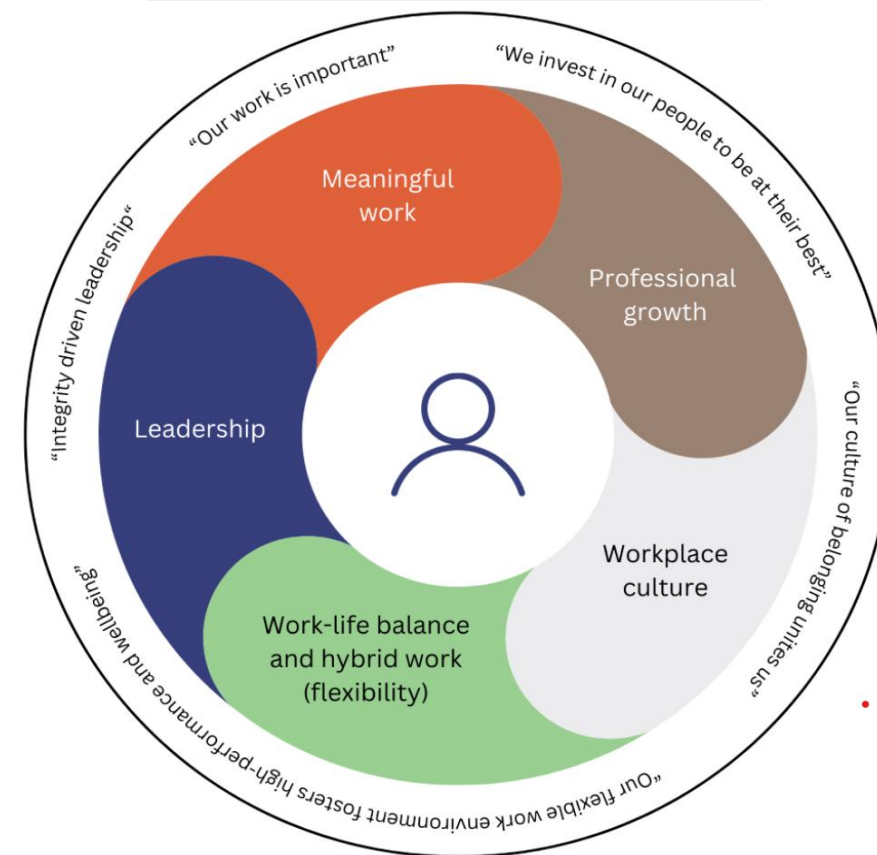
QAO's Employee Value Proposition

A Place to Do Meaningful, High-Impact Work

QAO offers a focused, collaborative and intellectually engaging environment where staff work closely with senior public sector leaders and contribute to recommendations that shape the future of public services for Queenslanders. Our work delivers real impact, and our culture supports people who value purpose, balance and professional growth.

Why People Choose QAO

- A distinctive culture
- Focused, supportive and highly collaborative
- Intellectually engaging work across diverse sectors
- Strong connection to purpose and public value
- Real impact and senior exposure
- Direct engagement with senior executives across government
- Work that influences how public services are designed and delivered
- High-profile audits that build market reputation and leadership capability
- Sustainable workloads and meaningful flexibility through hybrid work
- Career development and growth





Our Process

At OnTalent, we specialise in partnering with purpose driven organisations to identify and secure exceptional leadership and we are pleased to be working with the Queensland Audit Office on this recruitment project.

Our approach is deliberate, strategic and people centred. Every step of our process is designed to ensure alignment between candidate capability and organisational purpose. From understanding the culture and objectives of our clients to engaging and assessing talent in a considered and thorough way, we don't cut corners.

We are deeply committed to creating inclusive and equitable recruitment experiences. Our process is built to reduce bias and support diverse representation at all stages. We will work closely with you to ensure we are able to create an inclusive, fair and accessible pathway for you throughout the process. We encourage all candidates to discuss their individual circumstances with our team at any time.

Our recruitment process is built to deliver results that last.



OnTalent Commitment

OnTalent is committed to providing exceptional levels of service to our clients and candidates alike.

Our commitment is to 'Connect People and Purpose' and we take this seriously.

Our core service standards for this project will include:

- All candidate calls returned on the same day.
- All client requests actioned in the same day.
- All applicants to be given an outcome within five working days.
- All interviewed candidates to be given verbal feedback.
- All reports to be tailored and accurate and delivered on time.
- Interviews coordinated so that candidate's privacy is a priority with no candidates seen by other candidates.
- All candidates to be prepared and briefed for panel interviews.
- All panel members fully briefed prior to interviews as to format, questions and candidate profiles.



If you have questions about this role, please reach out to Ashleigh McMillan by referring to the details below. We also welcome your application via the apply button on the [OnTalent Website](#).

Ashleigh McMillan
Client Partner
OnTalent
07 3305 5803

