

Issues Management Guidelines – PSP126161 Preferred Supplier Panel for the Provision of Interpreting and Translation Services

1. Statement

These guidelines establish a framework for raising and managing issues related to the delivery of language services engaged through the *Preferred Supplier Panel 126161 for the Provision of Interpreting and Translation Services* (the PSP).

2. Purpose

Raising concerns about interpreting or translation services is important to ensure safe, high-quality and equitable service delivery. Timely reporting of issues helps identify systemic risks, support accountability, and drive continuous improvement. These guidelines outline the process for how issues related to the PSP can be raised and managed once received. Issues can be escalated through distinct processes, these guidelines set out roles and responsibilities for managing issues across these processes.

3. Scope

These guidelines apply only to escalating and managing issues related to goods and services procured through the *Preferred Supplier Panel 126161 for the Provision of Interpreting and Translation Services*. Issues associated with language services engaged through a different arrangement are not covered in these Guidelines.

These guidelines apply statewide to all Queensland Government departments and agencies, statutory authorities, and non-government organisations (NGOs) that have been approved to access language services under the PSP. Clients who access Queensland Government services or funded services, are able to report issues about the quality of interpreting and translation services with the department that engaged the interpreter or translation service. The Queensland Government services or funded services may escalate these issues to the Supplier or Principal on behalf of the client.

4. Engagement of Language Services

Preferred Supplier Panel for the Provision of Interpreting and Translation Services

The PSP is the main mechanism used by Queensland Government to engage language services. The PSP is a whole-of-government common-use procurement arrangement for engaging language services

managed by Queensland Health. Currently, the PSP is an agreement between Queensland Government and sixteen language services providers ('Suppliers'). Suppliers on the PSP have agreed to provide interpreting and/or translation services at agreed rates to Queensland Government. The PSP came into effect in December 2025 and replaces the previous common-use procurement arrangement for engaging language services. The PSP has been developed to reflect contemporary best practice for engaging language services and respond to emerging trends in the language services industry.

PSP Management – roles and responsibilities

Queensland Government agencies, statutory authorities, and authorised NGOs are Customers under the PSP who access services under agreement. The *Code of Conduct for the Queensland Public Service* requires all Queensland Government staff to ensure appropriate use of official resources. Reporting issues related to the PSP supports this requirement in the Code of Conduct by ensuring that services that are procured meet the needs of government and used appropriately.

System Procurement Branch, Queensland Health is the Principal for the PSP and is responsible for carrying out contract management activities against Suppliers in response to breaches of the PSP Deed. Issues raised in relation to the PSP are typically addressed through contract management activities under the PSP. System Policy Branch in Queensland Health is the policy and program manager for the PSP, and often a point for interagency engagement.

The Multicultural Health and Language Services Team, System Policy Branch, Queensland Health is the policy lead for the implementation of the PSP. System Policy Branch and System Procurement Branch share responsibility for handling complaints related to the PSP and managing the PSP Issues Register. If you are unsure of how best to escalate an issue or would like to discuss an issue related to language services, you are welcome to contact the System Policy Branch, Queensland Health who are the policy owner of the PSP: language.services.program@health.qld.gov.au

PSP Suppliers and Language Services Workforce

The PSP sets out how Suppliers are required to deliver language services in detail, covering all aspects of engagement from how bookings are made, interpreters and translators conduct assignments, and cancellations are managed.

Interpreters are representatives of the Suppliers that employ or engage them. Suppliers are responsible for the actions of interpreters when they are undertaking work with Queensland Government.

Issues must be raised against Suppliers rather than individual interpreters. This is because Queensland Government has a contractual relationship with the Supplier as an organisation, not the individual interpreter.

Individual interpreters usually will not have appropriate information or authority to respond effectively on behalf of their organisation to an issue raised with them directly. Often to understand how issues arise and are addressed involves looking at broader organisational practices like booking methods, invoicing and support available to staff. Suppliers are required to maintain internal processes to fairly and effectively respond to issues raised against individual interpreters or translators. Raising issues directly with interpreters can have a negative impact on performance management of Suppliers and undermine the issue resolution process.

Queensland Government Language Services Interagency Committee

Implementation of the PSP is supported by the Queensland Government Language Services Interagency Committee (QGLSIC) which includes representatives from government agencies that

engage language services. QGLSIC is responsible for reviewing issues regarding provision of services under the PSP that are escalated to the Issues Register. QGLSIC may recommend contract management activities to the PSP Principal in response to issues raised.

Having visibility of issues from across Queensland Government agencies enables QGLSIC to identify trends in the engagement of language services which may be occurring through repeated occurrence of minor issues (such as interpreters attending appointments late repeatedly).

PSP Issues Register

The PSP Deed contains a contractual requirement that the PSP Principal must:

“maintain a Customer issues register to track the status and resolution of all complaints. This register will be available to all relevant customers to ensure transparency and effective monitoring of complaint resolution.”

The PSP Issues Register has been established to document issues related services provided under the PSP. It is a contractual requirement of the PSP Deed that Queensland Government maintain an issues register to support monitoring of performance. QGLSIC is responsible for reviewing the PSP Issues Register and can recommend contract management activities in relation to issues if necessary. Broadly the PSP Issues Register serves two key functions to:

- document issues related to the PSP, supporting effective contract management; and,
- operate as an escalation pathway for issues to be considered by QGLSIC.

Reporting issues to the PSP Issues Register is key to ensuring that PSP Suppliers are providing services that meet the needs of Queensland Government.

Agencies are encouraged to report issues as there may be a broader impact on other Queensland Government agencies. Queensland Government agencies may be able to resolve simple concerns and issues directly with the Suppliers, but where the issue is significant, or there is a pattern of concerns with the same Supplier, it is important that they escalate issues to the PSP Principal and/or the PSP Policy and Program Manager for review and potential inclusion in the PSP Issues Register.

5. Considerations when raising an issue

Typical Issues

Language services are used in a broad range of service delivery environments across Queensland Government. Issues can occur at any stage of engaging language services including booking an interpreter or translator, the services delivered in an assignment or business practices of a Supplier like invoicing. Some examples of common issues that can occur at different stages of engaging language services are:

Service Delivery Issues	<ul style="list-style-type: none"> • Interpreter is more than 10 minutes late or does not attend appointment. • Telephone or video interpreting assignment interpreted due to poor internet quality, background noise or technology not working. • Telephone or video interpreting assignment not conducted from a location that is appropriate for discussing confidential and/or private information. • Interpreter interacts with Queensland Government staff or clients in an inappropriate manner.
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	<ul style="list-style-type: none"> • Interpreter conducts and/or presents themselves in an unprofessional manner. • Interpreter does not meet requirements to enter a facility, such as having the appropriate vaccination status or criminal history check to enter the facility where an on-site assignment is booked. • Interpreter does not appear to be able to deliver the service as requested.
Booking and Scheduling Issues	<ul style="list-style-type: none"> • Supplier cannot provide interpreter or translator for the assignment that has been requested. • The Interpreter proposed for a booking does not hold an appropriate credential to deliver services for the particular assignment they have been engaged for. • Supplier has longer response times than contained within the PSP when contacted to make a booking. • Supplier does not proactively communicate cancellations or amendments of assignments. • Supplier does not attempt to find a replacement interpreter or translator when it initiates a cancellation. • Supplier has a high number of cancellations, which interrupt service provision. • Booking details do not reflect what was requested by the Customer, for example the interpreter allocated to the assignment doesn't speak the correct language. • Interpreter not appropriately matched to the assignment, meaning they are a different gender or speak a different dialect to what was requested for the assignment. Note that it is the responsibility of the customer to request these aspects when making a booking.
Supplier Business Practice Issues	<ul style="list-style-type: none"> • Supplier invoices customer at a higher rate than what has been agreed to under the PSP. • Supplier issues invoices which do not accurately reflect the details of an assignment. • Breaches of clients' confidentiality. • Supplier does not maintain fair practices or provide good working conditions to interpreters and translators they engage. • Supplier does not provide required reporting documentation and/or fails to meet KPIs contained in the PSP.

Interpreter Conduct on Assignment

A broad range of issues can arise in relation to interpreter conduct during an assignment. Interpreters are expected to adhere to professional standards consistent with the Australian Institute of Interpreters and Translators (AUSIT) [Code of Ethics and Code of Conduct](#). The AUSIT Code of Ethics and Code of Conduct requires interpreters to maintain accuracy, impartiality, confidentiality, and appropriate professional boundaries when performing their duties.

Interpreters must facilitate communication between Queensland Government staff and clients faithfully and without omission, addition, or distortion. Interpreters must not allow personal views or external influences to affect their performance. Issues may arise where an interpreter appears to:

- influence or guide a client's decision-making or responses.
- fail to disclose a prior relationship with a client (conflict of interest).
- provide interpretations that appear incomplete, inaccurate, or inconsistent.
- omit, summarise, or refuse to interpret information without appropriate justification.
- operate outside their role (for example providing advice, advocacy, or commentary).

Issues of this kind are often difficult to evaluate because they are related to nuanced behaviours and generally the Queensland Government staff who observe these issues do not understand the language spoken between the interpreter and client. These issues can be minimised by holding pre-briefings with interpreters to explain what you will be discussing in the assignment and communicate expectations to the interpreter about how the assignment is to be conducted.

One-off or reoccurring issue?

Often issues may have an insignificant impact on service delivery and are easily addressed by raising the problem directly with the Supplier. However, repeated issues which appear insignificant in isolation can have a significant impact on the delivery of language services across Queensland Government. For example, if Suppliers are consistently unable to supply the services requested it might demonstrate a shortage of qualified interpreters and translators for a particular language or in a particular area of Queensland. Identifying trends in issues and reporting them assists Queensland Government to ensure it can engage language services it requires.

6. Principles for reporting managing issues

1. Issues should not be raised with interpreters and translators directly because they may not have the information and proper authority to respond on behalf of their organisation.
2. The PSP Issues Register is for the purpose of strengthening the quality of services delivered through the PSP.
3. Issues must be reported in an unbiased manner, reflecting only facts of incidents that staff have observed or experienced. Issue reports should not include assessments of fault or opinions of staff.
4. Issues identified within one agency are likely to be relevant to other agencies. Staff should take a whole-of-government perspective when managing reoccurring or significant issues.
5. Local areas are responsible for managing and responding to risks arising within their area. Escalating issues in the PSP Issues Register or to QGLSIC does not release agencies from their obligations to manage or report risks within their service.
6. Queensland Government staff must proactively report issues regarding the PSP in a timely manner to enable effective contract management of the PSP.
7. Suppliers must have the opportunity to respond to issues raised in relation to goods and/or services that they have provided.
8. Queensland Government will demonstrate a high degree of professionalism and impartiality when reviewing, reporting and responding to issues.

7. How to report issues

Issues related to language services engaged through the PSP can be raised by any Queensland Government agency, statutory authority or authorised NGO through several distinct steps and/or

processes depending on the nature of the issue. The same issue can be escalated through multiple channels if required. Issues can be raised as follows:

- a) Government service/agency raising issues directly with a Supplier
- b) Escalation to the PSP Principal and or Policy/Program Manager
- c) Online Service Issues Form
- d) Escalation to the PSP Issues Register via your QGLSIC representative.

Issues Reported by Clients or Customers

If a client or customer accessing a Queensland Government service or funded service wishes to raise an issue in relation to services procured through the PSP they must present their concerns to the Queensland Government agency statutory authority, or authorised NGO that engaged the services. The Queensland Government agency, statutory body or authorised NGO that engaged the service is responsible for managing and seeking a resolution of the issue reported by the client or customer. Queensland Government agencies, statutory bodies and authorised NGOs have a contractual relationship with PSP Suppliers and have authority to enforce the terms of PSP Agreement.

OPTIONS FOR REPORTING AN ISSUE ABOUT A SUPPLIER



a) Government agency raising issues directly with a Supplier



c) Online Service Issues Form



b) Escalation to the PSP Principal and/or Policy and Program Manager



d) Escalation via your QGLSIC representative

a) Raising Issues Directly with Suppliers

Individual Queensland Government agencies are well-positioned to raise issues directly with the Supplier which provided the language services. Raising issues directly with Suppliers can often achieve quick resolution and provides an opportunity for Suppliers to explain how the issue has arisen.

If your agency or service has a procurement officer or interpreter service coordinator who is responsible for engaging language services, you should speak with them before contacting a Supplier. Agencies may wish to track these issues on internal issues register.

It is important to remember that other Queensland Government agencies and services may have similar issues with the Supplier or will benefit from having visibility about issues with a particular Supplier so their clients and services are not impacted. Escalating these concerns helps all Queensland Government agencies, services and people who may engage with other services and require an interpreter.

b) Escalation to the PSP Principal

Queensland Government agencies and services should escalate issues to the PSP Principal when:

- They are unable to resolve an issue with the Supplier.
- The issue is managed locally but frequently occurs.
- The issue results in harm, risk or impact to a service or clients of a service.

You can escalate an issue to the PSP Principal by contacting System Procurement by email at this address: splanguageservices@health.qld.gov.au. If you want to discuss the issue with a subject matter expert as part of this process, you can also email System Policy Branch, Queensland Health who are the policy and program owner of the PSP: language.services.program@health.qld.gov.au.

c) Online Service Issue Form

Any employee of a Queensland Government agency, statutory authority, or authorised NGO working with Suppliers may escalate an issue using the [online service issue form](#). Once received, the issue will be reviewed by Queensland Health and forwarded to the relevant departmental contact for visibility.

If the issue is considered serious, it will be escalated directly to the PSP Principal for review and potential inclusion on the Issues Register. The departmental contact who receives it can decide to deal with the issue locally or recommend the issue be escalated to the PSP Principal for inclusion on the Issues Register.

Here is an overview of the steps:

1. Qld Government employee submits issue via online issues form.

2. Automatic email sent to submitter.

3. Issue is reviewed and triaged by PSP Policy and Program Management team.

4. Issue is shared with relevant departmental contact (where known) for advice/review. Depending on seriousness of issue, it may also be automatically escalated directly to PSP Principal.

5. If not already escalated, the departmental contact can recommend it be escalated to PSP Principal for inclusion on Issues Register.

All issues submitted will be retained whether they are escalated or not and reviewed regularly for trends and continuous improvement. No reports or registers will include any identifying information about Queensland Government clients.

d) Escalation via your QGLSIC representative.

QGLSIC includes representatives from across Queensland Government and reviews the PSP Issues Register quarterly. Any member may escalate an issue to PSP Principal for potential inclusion in the Issues Register.

Issues raised in the PSP Issues Register will be shared with other Queensland Government departments and potentially parties external to Queensland Government such as Suppliers. Reports should not contain information that could identify clients or patients, as well as sensitive or protected information.

8. What happens once you report an issue?

The process for managing and resolving reported issues is designed to ensure transparency, accountability, and continuous improvement in the delivery of interpreting and translation services under PSP. The following steps outline the process that will be followed once an issue is reported:

1. Acknowledgement of the Issue

Upon submission of an issue, the recipient will acknowledge receipt via email. This ensures the submitter is aware that their concern has been received and is under review.

2. Initial Review

The reported issue will be reviewed by the PSP Principal and/or Policy and Program Management team. This review will determine the nature and seriousness of the issue and whether further information is required to proceed.

3. Request for Further Information

If additional details are necessary to fully understand the issue, the PSP Principal or the PSP Policy and Program Manager may contact the submitter for further discussion. This step ensures that all relevant facts are captured to facilitate an accurate assessment.

4. Assessment for Inclusion in the Issues Register

The PSP Principal will assess the issue to determine whether it warrants inclusion in the PSP Issues Register. This assessment will be based on the significance of the issue, its potential impact, and whether it aligns with the criteria for escalation.

5. Verification of the Issue

All issues considered for inclusion in the Issues Register must be verified. This involves gathering evidence to substantiate the reported concern and ensuring that the facts are accurate and unbiased.

6. Inclusion in the Issues Register

Verified issues will be formally included in the PSP Issues Register. This register serves as a centralised record of significant concerns and is a key tool for monitoring and improving service quality.

7. Engagement with the Relevant Supplier

Once an issue is included in the Issues Register, the relevant Supplier will be contacted by the Principal and requested to review the situation. Suppliers will be given the opportunity to respond to

the issue and provide any relevant explanations or evidence. If the Supplier cannot refute the issue, it will proceed to the next stage.

8. Identification of Mitigation Actions

The PSP Principal will identify appropriate mitigation actions that the Supplier is required to implement. These actions will be clearly defined, with agreed timeframes for completion. The process will be conducted collaboratively with the relevant Queensland Government agency.

9. Ongoing Monitoring and Reporting

All issues recorded in the Issues Register will be shared with members of the QGLSIC and reviewed at quarterly meetings. These reviews provide an opportunity to identify trends, share learnings, and ensure that appropriate actions are being taken.

10. Supplier Key Performance Indicators (KPIs)

Issues included in the Issues Register will form part of the Supplier’s Key Performance Indicators (KPIs) reporting. Suppliers are required to report on their performance against these KPIs on a quarterly basis, ensuring accountability and continuous improvement.

9. Supporting information and documents

The PSP Buyer’s Guide provides practical instructions on how to engage services through the PSP. The PSP and supporting documents like the Buyer’s Guide are available on the Queensland Government Arrangements Directory [here](#). Note that only government employees will be able to access the full suite of resources, including the Buyer’s Guide.

10. Definitions

Term	Definition
QGLSIC	Queensland Government Language Services Interagency Committee.
PSP	Preferred Supplier Panel for the Provision of Interpreting and Translation Services.
Supplier	A Supplier who is providing services to Queensland Government under the PSP.

11. Version control

Version	Date	Comments
1	11 May 2026	First draft