

State of the sector report 2024

Queensland public sector



**Queensland
Government**

State of the sector report

Published by the State of Queensland (Public Sector Commission).



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Commissioner foreword

On behalf of the Queensland Public Sector Commission, I am pleased to share with you the State of the sector report for 2024.

This new format for transparent employment reporting provides comprehensive data, analysis and insights about Queensland's largest workforce – the Queensland public sector.

With a workforce of over 308,000 strong, these dedicated public servants go to work each day committed to making a difference to the lives of Queenslanders.

Working across the state in frontline, frontline support and corporate roles – our people are working for Queenslanders every day.

From the midwife delivering our newest Queenslanders, to the behind-the-scenes hospital support staff who provide fresh linen, manage the IT systems, pay our workers and communicate important health messages.

They are the transport workers issuing your licence – and those planning and managing major infrastructure projects.

They are our educators, our policy makers, our police, and our child safety workers.

And these are only just some of the roles and services that make such a difference to Queenslanders' lives.

This State of the sector report provides more analysis and greater transparency on the scale and scope of the Queensland public sector. This report provides information on the work of public servants, where they work and how they feel about working in the sector.

It also gives the public access to more data, more detailed explanations, and more insights than ever before about our workforce and our performance.

The report analyses workforce statistics, employee opinion survey results and conduct and performance data – linking our operating environment with insights about our people, diversity, work environment, performance and future.

Publishing the 2024 State of the sector report is a key action in the *Even better public sector for Queensland* strategy 2024–2028 which was launched in March 2024.

While this is a big step forward for transparent employment reporting, it is just the beginning.

The State of the sector report will be published annually and each year we will learn from the last, by listening to the feedback – helping us to continually deliver an even better public sector for Queensland.

I invite you to explore the report to learn more about the great workforce that serves our Queensland communities.

David Mackie

Public Sector Commissioner

About this report

The State of the sector report provides a comprehensive overview of data, analysis and insights on Queensland's largest workforce – the Queensland public sector.

The report details structure, size and composition of the workforce, the performance of the sector, and the experience of employees. It provides an understanding of the legislation and strategies that will guide the sector into the future.

This report uses data from multiple sources:

- workforce data – Minimum obligatory human resource information (MOHRI)
- Working for Queensland survey data
- conduct and performance data.

In previous years, Queensland Government workforce statistics were published twice a year in the [March or September biannual workforce profile](#). This new annual State of the sector format provides access to more data, more detailed explanations and more insights than ever before about the Queensland public sector workforce. Any data that was previously presented in the biannual profile, but is not included in the State of the sector report, can be accessed via the open data portal.

There are processes in place to continually review and improve data quality for reporting. This has resulted in minor adjustments to some very few figures that are published in prior profile reports.

The Working for Queensland survey is an annual employee survey. In 2023, 69,090 people across sixty-eight agencies in the Queensland public sector participated in the survey. This equated to 33% response rate.

Conduct and performance data comprises the number of employees assessed and managed for unsatisfactory conduct or performance. It identifies the severity of the matter (category), the timeframe taken to address the matter, and the outcome.

Bringing all of this data together in one annual State of the sector report aligns with the [Let the sunshine in: Review of culture and accountability in the Queensland public sector report \(Coaldrake report\)](#), to provide sector data in a format that is easy to use to improve openness, transparency and accountability within the Queensland public sector.

Our operating environment



Our operating environment

The Queensland public sector workforce is dedicated to delivering services to Queenslanders.

Nine out of ten public service roles deliver directly to the Queensland community – across hundreds of different roles including teachers, teacher aides, nurses, midwives, police officers, firefighters, child safety case workers, registry officers and park rangers.

A smaller, but vitally important proportion of the workforce provide direct and indirect support to Queensland's frontline in roles such as payroll officers, roster managers, human resource professionals, communication experts, information technology professionals, policy officers and program managers.

The work, performance and achievements of Queensland's public sector workforce is impacted by environmental challenges as well as being underpinned by a legislative framework and strategy focus.

Each of these elements guide the way the sector workforce operates. This State of the sector report provides commentary and analysis on the performance of the sector given the environmental challenges, the legislative framework and the strategic focus.

Environmental challenges

As is the case across all Australian jurisdictions, Queensland's public sector workforce operating environment is challenging, dynamic and subject to constant change.

As outlined in the [Even better public sector for Queensland strategy 2024–2028](#) (*Even better strategy*), challenges include:

- the need for greater adaptability, collaboration, learning and innovating at speed to deal with unexpected or emerging issues and support the community to recover and thrive, with emerging challenges including increasingly severe impacts of climate change, increasing healthcare costs, social polarisation and declining trust in social institutions
- the need for public and private sector organisations to create cultures of continuous learning and upskilling in order to successfully respond to transformative new technologies and increased digital access
- responding to changes in the demographic profile of the workforce with an increasingly ageing population, a reduction in the proportion of working aged people and the varying expectations of different generations with respect to their employment and careers
- building trust within the community which will require transparency, innovation, and community engagement including with different community groups and demographic groups
- expectations around where, when and how people work are likely to be an ongoing disruption with the need to balance the benefits of flexibility with the challenges associated with equitable access for employees in frontline roles as well as the varying expectations of different generational groups.

To ensure the Queensland public sector is positioned to thrive in the context of these broader environmental challenges, the state operating environment is undergoing an exciting phase of change and renewal.

The Public Sector Act 2022

The [Public Sector Act 2022](#) (the Act) commenced on 1 March 2023. The Act provides a modern, employee-focused legislative framework to ensure Queensland's public sector is fair, responsive, inclusive and a leader in public administration.

The Act has four priority areas:

1. ensure the public sector is responsive to the community it serves
2. create a public sector that supports the government's focus to reframe its relationship with Aboriginal peoples and Torres Strait Islander peoples
3. create a public sector that ensures fairness in the employment relationship, and fair treatment of employees including through principles of equity, diversity, respect and inclusion
4. establish a high-performing, apolitical public sector by effective stewardship.

The Act provides a framework to guide the way in which the Queensland public sector should operate. It seeks to ensure the sector is fair and integrated, is equitable and inclusive and best placed to deliver to the people of Queensland.

This State of the sector report seeks to analyse how the sector is performing against the expectations outlined in the Act.

Office of the Special Commissioner, Equity and Diversity

In response to recommendations made in the [Review of public sector employment laws—A fair and responsive public service for all](#), the [Office of the Special Commissioner, Equity and Diversity](#) (OSC) was established in 2021.

The OSC works to improve equity and diversity outcomes across public sector workplaces and delivers several key initiatives.

Data relating to themes such as access to flexible work, safety and wellbeing (including workplace sexual harassment), women in leadership, and inclusive recruitment and selection are detailed throughout this report.

[Hear from Dr Linda Colley](#), Special Commissioner, Equity and Diversity about the sector's performance.

Find out more about [Our diversity](#).

Even better public sector for Queensland strategy

The [Even better strategy](#) and [Even better public sector for Queensland Action Plan 2024 and 2025](#) (the action plan) builds on our strengths and recognises the value of an even better public sector.

This strategy focuses on six activity areas across — our work, our workforce and our workplace.

The six activity areas will help to drive impact by focusing on the key things critical to delivering better services and outcomes for Queenslanders:

1. real collaboration and coordination across public sector organisations
2. fit-for-purpose community engagement and communication
3. skilled people working where they are needed most
4. purpose-driven sector leadership
5. inclusive workplaces that support flexible, productive and purposeful work
6. tools and frameworks for making ethical decisions.

This report examines several core themes important to understanding progress towards achieving the outcomes outlined in the *Even better* strategy and action plan.

Topics such as collaboration, learning and development pathways, perceptions of leadership, and how we operate with integrity and serve the interest of all Queenslanders will be included throughout this report.

Other legislative materials/strategies and frameworks

In addition to the Act and the *Even better* strategy, a number of other legislative and strategic mechanisms are relevant to the Queensland public sector's operating environment and which are related to or are referred to in this report:

- [Public Sector Ethics Act 1994](#)
- [Human Rights Act 2019](#)
- [Information Privacy Act 2009](#)
- [Queensland public sector inclusion and diversity strategy](#)
- [Be healthy, be safe, be well framework](#)
- [Managing the risk of psychosocial hazards at work Code of Practice 2022](#)

Our people

This chapter provides analysis on the Queensland public sector workforce composition.

Highlights

- 258,012.13 full time equivalent (FTE) positions as at March 2024.
- Nine of ten roles are frontline or frontline support.
- The sector workforce grew by 11,702.64 FTE (March 2023 to March 2024).
- Key frontline roles increased by 5,411.98 FTE (March 2023 to March 2024).
- Frontline and frontline support roles increased by 4,242.93 FTE (March 2023 to March 2024).
- Corporate roles increased by 2,047.73 FTE (March 2023 to March 2024).
- 20.7% of employees are located in the Brisbane Inner City statistical area.
- 63.6% work in the regions.
- 82.95% are employed permanently.
- 60.95% are full time.

Source: MOHRI 2024.



Our people

Workforce analysis

Understanding the data

Minimum obligatory human resource information (MOHRI) is data collected from payroll systems across the Queensland public sector. It includes individual demographics, base salary, actual earnings, location and type of work.

The Public Sector Commission is responsible for this data collection. MOHRI data is used across the sector for workforce planning and for budgetary purposes. MOHRI data is collected and collated every quarter for internal workforce monitoring purposes. The Public Sector Commission leads analysis of whole-of-sector MOHRI data and is responsible for the publication of this data.

Workforce data, like MOHRI, is highly subject to seasonal changes and is significantly influenced by the sector's two largest workforces – the health and education (including TAFE) workforces. For example, the number of full-time equivalent employees (FTE) is lower in December and January, because temporary teachers, teacher aides, and other education employees are on school holidays.

While in previous years MOHRI data has been published biannually in March and September, the Public Sector Commission has determined that it is more appropriate to publish this data annually, in a State of the sector report. This annual publication of March MOHRI data is accompanied by greater levels of insight, analysis and narrative. Annual analysis minimises the impact of seasonal fluctuations. In this State of the sector report, MOHRI data for March 2024 is analysed and compared with MOHRI data collected over the past five years.

Analytical notes

As outlined previously, the education and health workforces have a significant impact on the whole-of-sector because of the sheer sizes of the workforces. In order to provide more nuanced analysis, this State of the sector report provides whole-of-sector analysis, as well as separate analysis for the education and health workforces as well as for the rest of the sector combined.

Additionally, throughout this report MOHRI analysis refers to either full-time equivalent (FTE) numbers or headcount.

MOHRI data is captured on a snapshot date each quarter and, for budgetary purposes, we are interested in understanding how many whole full-time positions are accounted for, or are being actively paid on that day. FTE numbers are important because they account for part-time work arrangements or the payment of part-time salaries. For example, if two people are working part-time at 5 days per fortnight, or 0.5, together they equate to 1 full-time equivalent position or 1 FTE. That is, we are paying for one full-time position, which is comprised of two individual employees.

In other circumstances, for example for training or diversity planning, we need to understand headcounts. Headcounts tell us the number of individual employees working in an agency or in the sector and so provides insights on the number of people we need to train or the number of people in a diversity cohort.

Sector workforce profile



The whole-of-sector grew by **11,702.64 FTE** – an annual increase of **4.75%**



The health workforce grew by **6,546.30 FTE** or **6.48%**



The education workforce grew by **513.66 FTE** or **0.64%**

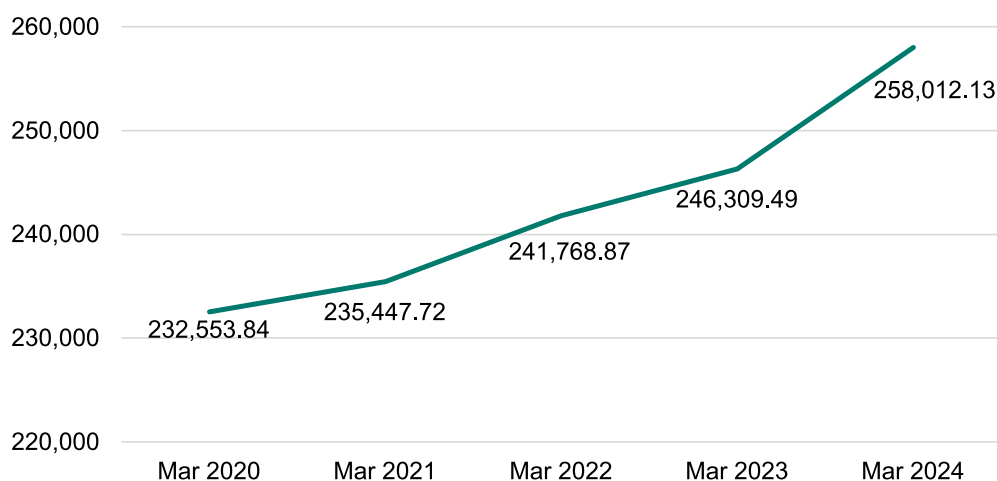


The rest of sector grew by **4,642.68** or **7.13%**

The whole-of sector grew from 232,553.84 FTE in March 2020 to 258,012.13 FTE in March 2024. This is an increase of 25,458.29 FTE in five years.

Over the 12 months from March 2023 to March 2024, the whole-of-sector grew by 11,702.64 FTE, a 4.75% increase.

Whole-of-sector FTE: 2020–2024



Source: MOHRI 2020–2024.

Whole-of-sector, education and health workforces, and rest of sector annual FTE variation

	Mar 2023 FTE and FTE % of total workforce/ sector		Mar 2024 FTE and FTE % of total workforce/ sector		FTE variance 2023 to 2024	% FTE variance 2023 to 2024
Education workforce ¹	80,155.42	32.54%	80,669.08	31.27%	513.66	0.64%
Health workforce	101,037.28	41.02%	107,583.58	41.70%	6,546.30	6.48%
Rest of sector	65,116.79	26.44%	69,759.47	27.04%	4,642.68	7.13%
Whole of sector	246,309.49		258,012.13		11,702.64	4.75%

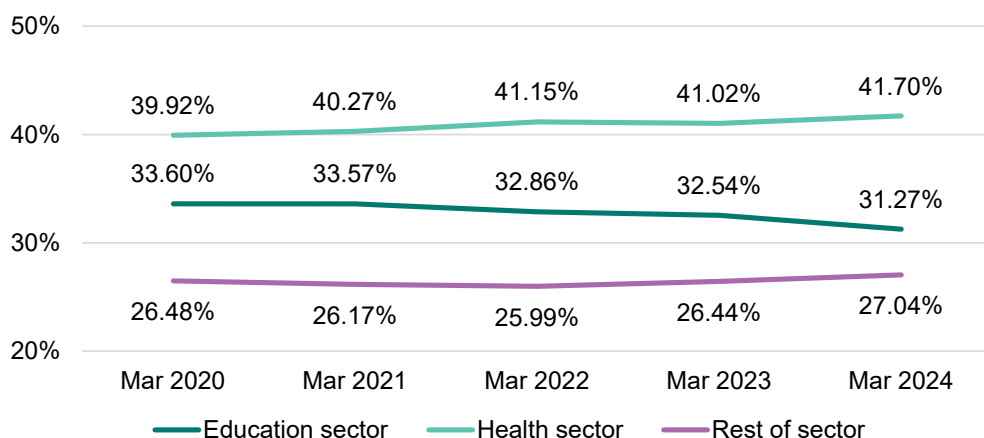
Source: MOHRI March 2023 and March 2024.

¹ Education sector includes TAFE Queensland.

As a proportion of the total sector, the health workforce grew from 39.92% to 41.70% of the total sector, over five years. Over the same period, the education workforce shrank from 33.60% to 31.27%. As in other jurisdictions, the Queensland education sector continues to struggle with teacher shortages.

The rest of the sector, which includes all other public sector departments, initially reduced proportionately between March 2020 and 2022, and then expanded in March 2023 and 2024. The Queensland Government response to the COVID-19 pandemic and the introduction of savings measures were the main drivers of the sudden reduction between March 2020 and 2022.

Education and health workforces, and rest of sector: Proportion of whole-of-sector over 5 years



Source: MOHRI 2020–2024.

Education and health workforces, and rest of sector: FTE over 5 years

FTE numbers	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
Education workforce	78,146.91	79,032.47	79,444.35	80,155.42	80,669.08
Health workforce	92,837.32	94,806.68	99,482.68	101,037.28	107,583.58
Rest of sector	61,569.61	61,608.57	62,841.84	65,116.79	69,759.47

Source: MOHRI 2020–2024.

Workforce size by agency

Machinery of government (MoG) changes are common within the public sector context.

These changes occur when the government of the day changes Ministerial portfolios to ensure they align with government’s objectives and priorities. Public sector departments change in composition to reflect the updated portfolios, and to ensure they align with government’s objectives and priorities. Government’s priorities are:

- Good jobs: Good, secure jobs in traditional and emerging industries
- Better services: Deliver even better services right across Queensland
- Great lifestyle: Protect and enhance our Queensland lifestyle as we grow

MoG changes impact the size of a department if functions are transferred into it or out to another department. Such changes may lead to the renaming of a department, abolishment of departments or establishment of new ones. Three MoG changes occurred between March 2020 and March 2024. Two of these MoG changes occurred in 2023.

As such, direct comparisons of data at a department or agency level should be treated with caution.

The table below shows the changes in FTE numbers of different departments and other entities in the last five years.

Total FTE by agency: March 2020–March 2024

Agency	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
Department of Agriculture and Fisheries	2,124.06	2,000.46	2,040.05	2,091.22	2,148.74
Department of Child Safety, Seniors and Disability Services (2) (3)					5,342.36
Department of Education (3)	74,101.34	74,970.06	75,219.69	75,821.99	76,228.04
Department of Employment, Small Business and Training (1) (6)	585.10	538.44	565.54	583.14	614.36
Department of Energy and Climate (1)					418.74
Department of Environment, Science and Innovation (1)					2,913.74
Department of Housing, Local Government, Planning and Public Works (1)					3,735.04
Department of Justice and Attorney-General (4)	3,362.89	3,364.76	3,467.23	3,681.86	4,071.62
Department of Regional Development, Manufacturing and Water (3)		550.54	555.97	635.65	709.86
Department of Resources		1,480.24	1,358.65	1,380.14	1,466.43
Department of State Development and Infrastructure (1)					1,710.38
Department of the Premier and Cabinet (3)	457.51	395.32	412.86	475.75	460.74
Department of Tourism and Sport (1)					440.37
Department of Transport and Main Roads (4)	7,231.94	7,338.20	7,414.92	7,672.64	9,668.72
Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts (2) (3)					710.90

Agencies shaded are those that are currently in operation. Departments with blank cells prior to March 2024 are those that either have been established after MoG changes in May or December 2023, or were impacted by MoG changes in 2020.

Further, while an agency may not have changed name over a number of years, it may have still been impacted by MoG changes. For example, the Department of Transport and Main Roads has not changed names in recent years. However, in 2023 Digital Economy was added to the Department of Transport and Main Roads, which had a significant impact on the size of the department.

Agency	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
Department of Youth Justice (1)	1525.09				1,951.03
Electoral Commission Queensland	75.95	62.50	63.83	73.35	91.37
Office of the Inspector-General of Emergency Management	20.35	15.60	17.05	21.25	19.90
Public Sector Commission				64.36	82.73
Public Trustee	615.58	595.67	561.60	586.44	599.33
Queensland Audit Office	197.60	187.58	192.08	185.22	197.86
Queensland Corrective Services	5,241.80	5,919.83	6,467.65	6,608.94	7,129.74
Queensland Fire and Emergency Services	3,339.66	3,374.83	3,607.42	3,766.69	3,954.82
Queensland Health (4)	92,837.32	94,806.68	99,482.68	101,032.28	107,577.58
Queensland Police Service	15,440.36	15,490.82	16,506.39	16,619.92	17,535.98
Queensland Treasury (4)	980.13	1,092.28	1,153.10	1,307.66	1,413.66
TAFE Queensland	4,045.57	4,062.41	4,219.66	4,329.83	4,439.24
Department of Aboriginal and Torres Strait Islander Partnerships	293.19				
Department of Child Safety, Youth and Women	3,354.39				
Department of Children, Youth Justice and Multicultural Affairs (6)		4,809.85	5,094.49	5,298.20	
Department of Communities, Disability Services and Seniors	1,828.80				
Department of Communities, Housing and Digital Economy (6)		3,752.04	3,322.22	3,416.86	
Department of Energy and Public Works (5)		1,558.93	2,069.98	2,190.34	
Department of Environment and Science (4) (5)	2,946.59	2,684.52	2,724.64	2,924.38	
Department of Housing and Public Works	5,332.18				
Department of Innovation and Tourism Industry Development	166.02				
Department of Local Government, Racing and Multicultural Affairs	178.38				
Department of Natural Resources, Mines and Energy	2,439.46				
Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships (6)		1,909.66	1,818.24	1,808.30	
Department of State Development, Infrastructure, Local Government and Planning (4) (5)		879.42	914.77	1,011.44	
Department of State Development, Manufacturing, Infrastructure and Planning	911.39				

Agency	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
Department of Tourism, Innovation and Sport (5)		411.58	426.49	472.54	
Public Service Commission	60.93	59.70	63.00		
Sector sub-total: Budget paper 2 (BP2) agencies	229,693.58	232,311.92	239,740.20	244,060.39	255,633.28

Agency	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
Legal Aid Queensland	566.72	563.62	565.65	615.50	691.81
Office of the Health Ombudsman	137.45	120.77	118.51	129.50	138.12
Queensland Art Gallery	294.83	290.74	266.17	316.33	320.80
Queensland Family and Child Commission	64.85	63.99	63.62	55.24	58.77
Queensland Human Rights Commission	39.71	42.28	44.10	60.34	60.46
Queensland Museum	260.93	250.37	266.83	278.16	274.24
Resources Safety and Health Queensland		308.06	315.84	341.43	355.78
State Library of Queensland	282.35	275.04	265.23	294.16	293.94
Trade and Investment Queensland	129.21	131.22	114.72	143.84	171.13
Public Safety Business Agency	1,084.21	1,089.71			
Sector sub-total: Other entities	2,860.26	3,135.80	2,020.67	2,234.50	2,365.05

Agency	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
Norfolk Island Taskforce			8.00	14.60	13.80
Norfolk Island Taskforce			8.00	14.60	13.80

Whole of sector total	232,553.84	235,447.72	241,768.87	246,309.49	258,012.13
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- (1) New or renamed departments as part of machinery of government changes in December 2023.
- (2) New or renamed departments as part of machinery of government changes in May 2023.
- (3) FTE numbers may have been affected by employee movements as part of machinery of government changes in December 2023.
- (4) FTE numbers may have been affected by employee movements as part of machinery of government changes in May 2023.
- (5) Departments abolished as part of machinery of government changes in December 2023.
- (6) Departments abolished as part of machinery of government changes in May 2023.

- May 2023: [A summary of changes to departments of government](#)
- December 2023: [A summary of changes to departments of government](#)
- November 2020: [A summary of changes to departments of government](#)

Occupation type

Key frontline, frontline and frontline support roles

Key frontline, frontline and frontline support roles deliver services, programs and outcomes directly to the community, or provide essential support enabling the development and delivery of frontline services, programs and outcomes.

While people in frontline and key frontline roles engage directly with the community, frontline support roles provide essential support enabling the development and delivery of frontline services, programs and outcomes. Delivery can be via government centres, telephone, online or in the community.

Key frontline roles are those that are critical or essential in a community and include nurses, doctors, teachers, police, child safety case workers, youth case workers and correctional officers.

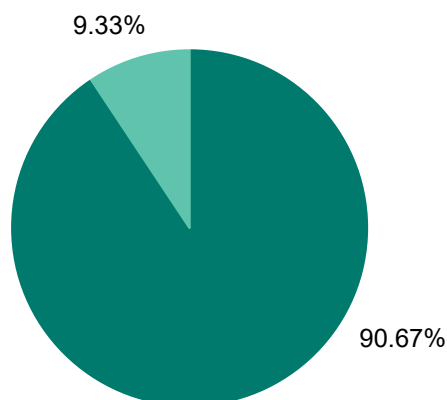
Corporate roles

Corporate roles provide organisation-wide support to the sector so that it can deliver the Queensland Government’s objectives for the community and frontline services. These roles include employees working in human resource management, accounts and finance, information technology and communication, events coordination and media management/communications.



9 out of 10 public service roles
 deliver directly to the Queensland community (March 2024).

Proportion of frontline and corporate FTE: March 2024



- Frontline (including key frontline roles) and frontline support roles
- Corporate

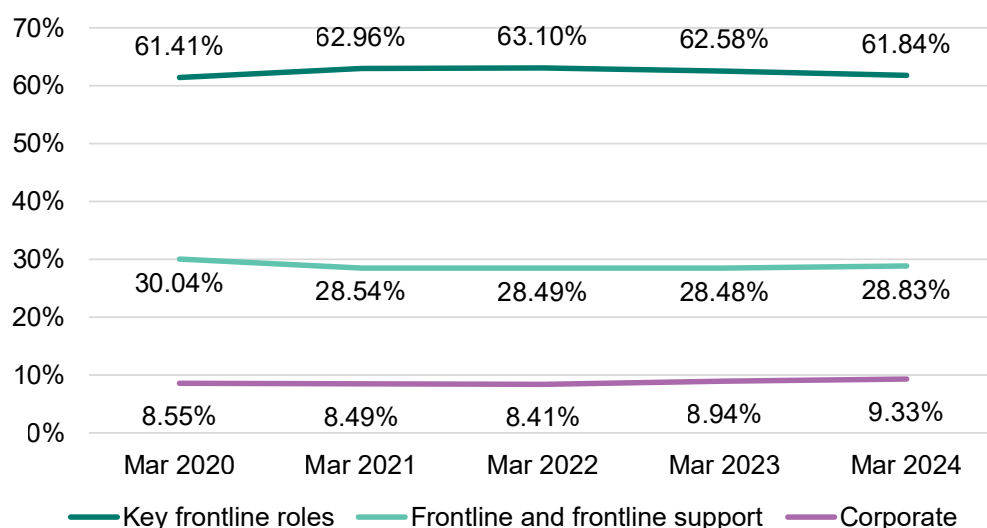
The Queensland Government response to the COVID-19 pandemic impacted the sector composition. With the introduction of savings measures in July 2020 and the focus on the frontline response to the pandemic, growth in corporate roles slowed significantly and frontline roles increased.

Across 2023 and 2024 recruitment in corporate services increased. This represented a right-sizing of corporate roles following their decrease during the pandemic.

Key frontline, frontline/frontline support and corporate: FTE over 5 years

Reporting year	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
Key frontline roles	142,808.37	148,246.48	152,544.72	154,138.53	159,550.51
Frontline and frontline support	69,856.78	67,200.36	68,886.12	70,139.84	74,382.77
Corporate	19,888.69	20,000.88	20,338.03	22,031.12	24,078.85

Key frontline, frontline/frontline support and corporate proportion of total FTE: 2020–2024



Source: MOHRI 2020–2024.

In the twelve months between March 2023 and 2024, there was an increase in the number of FTE for corporate roles, frontline and frontline support roles, as well as key frontline roles.

Key frontline, frontline/frontline support and corporate FTE 12 month variation: March 2023–March 2024

Occupation type FTE in past 12 months	Mar 2023	Mar 2024	Variance	% Variance
Key frontline roles	154,138.53	159,550.51	5,411.98	▲ 3.51%
Frontline and frontline support	70,139.84	74,382.77	4,242.93	▲ 6.05%
Corporate	22,031.12	24,078.85	2,047.73	▲ 9.29%

Source: MOHRI March 2023 and March 2024.

Diversity of roles

There are different key frontline, frontline and frontline support, and corporate roles.

There are 159,550.51 key frontline FTE in the Queensland public sector.



Source: MOHRI March 2024.

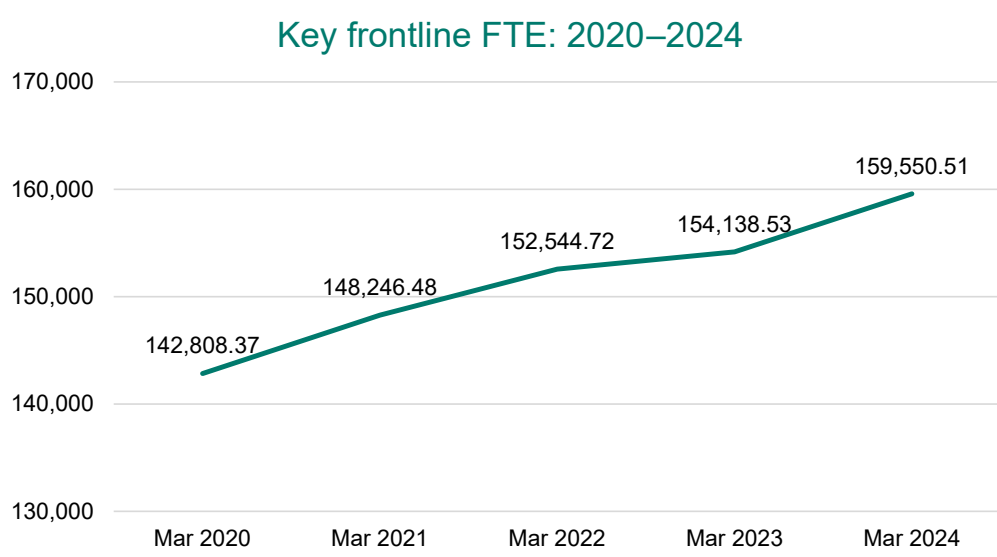
For reporting purposes, a two-tier system is used to describe the workforce. The first tier of reporting applies the Australian and New Zealand Standard Classification of Occupations (ANZSCO). Introduced by the Australian Bureau of Statistics, ANZSCO is an industry standard coding system that attributes a six digit code to a position to describe the occupation being performed. This provides a uniform way for all organisations to categorise different types of roles.

Every position in the Queensland public sector is allocated a specific ANZSCO code when it is created.

The second tier describes the nature of the work undertaken in the role with each role being categorised as either frontline and frontline support roles or corporate roles.

Key frontline, frontline and frontline support roles

Overall, there has been a steady increase in the number of key frontline FTE over the past five years.



Source: MOHRI 2020–2024.

Most key frontline roles have increased in FTE numbers over the last five years.

The number of teacher aides declined in 2021 and 2022 in response to COVID-19 vaccination mandates.

The number of disability support workers have steadily decreased with the introduction of the National Disability Insurance Scheme.

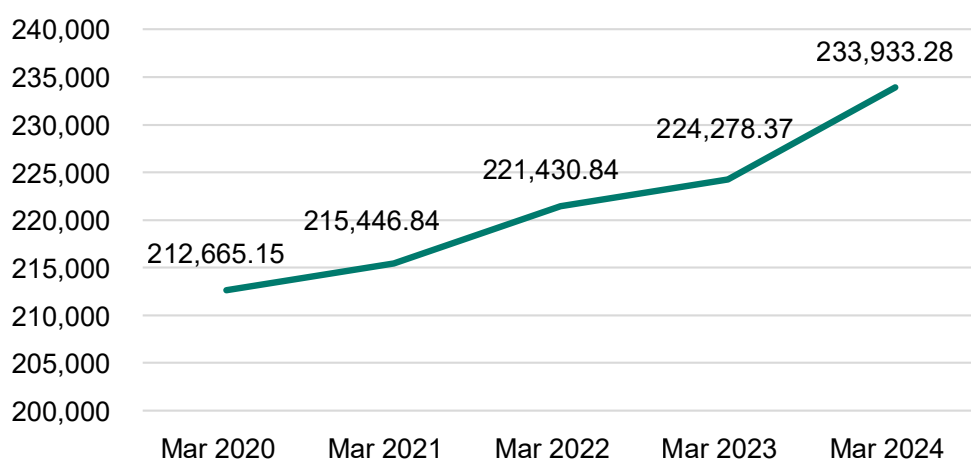
Key frontline year-on-year variation: 2020–2024	Mar 2021	Mar 2022	Mar 2023	Mar 2024
Ambulance officers	▲ 2.26%	▲ 5.36%	▲ 2.90%	▲ 5.64%
Child safety case workers	▲ 0.29%	▲ 5.79%	▲ 1.10%	▲ 5.20%
Correction officers	▲ 27.16%	▲ 13.95%	▲ 1.14%	▲ 6.52%
Disability support workers	▼ -3.88%	▼ -9.50%	▼ -4.51%	▼ -0.23%
Doctors	▲ 3.77%	▲ 2.45%	▲ 2.73%	▲ 6.77%
Firefighters	▲ 2.80%	▲ 1.24%	▲ 3.10%	▲ 4.74%
Health practitioners/professional/technical	▲ 21.69%	▲ 5.54%	▲ 1.33%	▲ 6.59%
Nurses and midwives	▲ 3.03%	▲ 6.14%	▲ 1.53%	▲ 5.69%
Police	▲ 1.06%	▲ 0.04%	▼ -0.49%	▼ -0.14%
TAFE teachers and tutors	▲ 1.73%	▲ 3.26%	▲ 2.62%	▲ 5.88%
Teacher aides	▼ -0.23%	▼ -0.49%	▲ 0.88%	▲ 0.15%
Teachers	▲ 0.71%	▲ 0.26%	▲ 0.33%	▲ 0.94%
Youth and case workers	▲ 4.93%	▲ 9.01%	▲ 1.63%	▲ 6.82%

In this report, numbers reported for the key frontline police officers does not include the police recruits. In the past 12 months, the number of police recruits have almost doubled. This brings the number of police recruits to 558 as at March 2024.

The number of key frontline, frontline and frontline support has increased each year between March 2020 and March 2024. There has been a particularly notable increase between March 2023 and March 2024.

Between March 2022 and March 2023 the number of key frontline, frontline and frontline support roles increased by 1.29%. Between March 2023 and March 2024 the number of key frontline, frontline and frontline support roles increased by 4.30%.

Key frontline and frontline/frontline support: FTE over 5 years



Source: MOHRI 2020–2024.

Examples of other frontline and frontline support roles are:

- social workers
- public prosecutors, bailiffs, clerks of court and court registry officers
- front counter and customer enquiry employees, call centre and online customer service employees in Queensland Government service centres
- school crossing supervisors, art gallery and museum curators and guides, archivists and librarians
- mine inspectors, park rangers, fisheries officers, road engineers, surveyors, regulatory inspectors and quarantine officers
- earth science, environmental and agricultural scientist/officers, laboratory technicians, marine biologists and geologists
- builders, electricians and other construction industry tradespersons
- radio dispatchers
- recreation facilitators and instructors
- grants management officers
- hospital and health service employees (non-corporate roles)
- school employees
- prison and community corrections employees
- clerical and administrative support employees in police, fire or ambulance stations and other centres accessible by the community for government services
- program or project planners, administrators, managers and strategy employees who formulate public policies for the provision of government services, programs and outcomes affecting communities (e.g. fisheries, forestry, waste management, public health, youth programs, tourism, environment, planning services and systems, economic strategy and industry development).

Key frontline, frontline/frontline support FTE	Mar 2024
Ambulance officers	5,231.88
Child safety case workers	1,940.05
Clerical and office support workers	1,005.78
Commercial cleaners	4,730.59
Correction officers	4,630.14
Disability support workers	943.18
Doctors	12,105.29
Firefighters	2,816.51
Gardeners (general)	1,202.36
General clerks	14,966.78
Health practitioners/professional/technical	16,155.93
Information officers	1,223.19
Labourers	3,614.99
Nurses and midwives	41,370.10
Office managers	2,467.14
Police	11,890.69

Key frontline, frontline/frontline support FTE	Mar 2024
Policy analysts	1,243.11
Policy and planning managers	1,651.62
Program or project administrators	4,749.95
Security officers	1,094.22
Specialist managers	1,327.06
TAFE teachers and tutors	2,141.86
Teacher aides	10,805.38
Teachers	48,483.16
Waiters	1,114.45
Youth and case workers	1,036.34
Role category with less than 1000 FTE in role category	33,991.53
Total FTE	233,933.28

Source: MOHRI 2024.

Key frontline and frontline/frontline support year-on-year variation: March 2020–2024

Reporting year	Mar 2021	Mar 2022	Mar 2023	Mar 2024
Ambulance officers	▲ 2.26%	▲ 5.36%	▲ 2.90%	▲ 5.64%
Child safety case workers	▲ 0.29%	▲ 5.79%	▲ 1.10%	▲ 5.20%
Clerical and office support workers				
Commercial cleaners	▲ 10.01%	▼ -0.59%	▼ -5.49%	▲ 2.56%
Correction officers	▲ 27.16%	▲ 13.95%	▲ 1.14%	▲ 6.52%
Disability support workers	▼ -3.88%	▼ -9.50%	▼ -4.51%	▼ -0.23%
Doctors	▲ 3.77%	▲ 2.45%	▲ 2.73%	▲ 6.77%
Firefighters	▲ 2.80%	▲ 1.24%	▲ 3.10%	▲ 4.74%
Gardeners (general)	▼ -3.61%	▲ 0.78%	▼ -0.28%	▲ 1.34%
General clerks	▼ -2.53%	▲ 4.96%	▼ -0.77%	▲ 3.59%
Health practitioners/professional/technical	▲ 21.69%	▲ 5.54%	▲ 1.33%	▲ 6.59%
Information officers	▼ -4.52%	▼ -7.49%	▲ 5.34%	▼ -7.16%
Labourers	▼ -2.62%	▲ 11.27%	▲ 2.44%	▲ 3.21%
Nurses and midwives	▲ 3.03%	▲ 6.14%	▲ 1.53%	▲ 5.69%
Office managers	▼ -2.89%	▲ 1.14%	▲ 3.31%	▲ 5.33%
Police	▲ 1.06%	▲ 0.04%	▼ -0.49%	▼ -0.14%
Policy analysts	▼ -13.76%	▲ 0.11%	▲ 11.12%	▲ 7.42%
Policy and planning managers	▲ 6.96%	▲ 3.37%	▲ 24.88%	▲ 11.36%
Program or project administrators	▼ -1.41%	▲ 3.89%	▲ 12.79%	▲ 8.85%
Security officers			▲ 0.25%	▲ 8.64%
Specialist managers				▲ 9.26%
TAFE teachers and tutors	▲ 1.73%	▲ 3.26%	▲ 2.62%	▲ 5.88%
Teacher aides	▼ -0.23%	▼ -0.49%	▲ 0.88%	▲ 0.15%
Teachers	▲ 0.71%	▲ 0.26%	▲ 0.33%	▲ 0.94%
Waiters	▼ -1.67%	▼ -0.54%	▲ 5.93%	▲ 1.12%
Youth and case workers	▲ 4.93%	▲ 9.01%	▲ 1.63%	▲ 6.82%
Role category with less than 1000 FTE in role category	▼ -6.47%	▼ -1.30%	▼ -2.33%	▲ 4.90%
Total	1.31%	2.78%	1.29%	4.30%

Source: MOHRI 2020–2024.



- The Queensland Police Service launched an extensive recruitment campaign in 2023, providing a range of recruitment pathways and entry incentives to increase their workforce.
- The campaign includes potential HECS debt payments of up to \$20,000 for graduates with degrees in areas such as criminology, social work, counselling and other relevant human services, and a potential \$20,000 incentive payment for recruits with overseas or interstate police experience.
- As a result of the campaign, the number of police recruits in the MOHRI data set has almost doubled in the past 12 months from 284 in March 2023 to 558 in March 2024.
- MOHRI data does not capture the number of police recruits in the pipeline from application to graduation. The number of applicants in the pipeline has doubled over a 12 month period, with 960 in the pipeline in April 2023 compared with 2,079 in April 2024.

Blank cells mean there were either no employees in the relevant category in the prior years, or there were employees <1000 and these have been rolled up into the <1000 category.

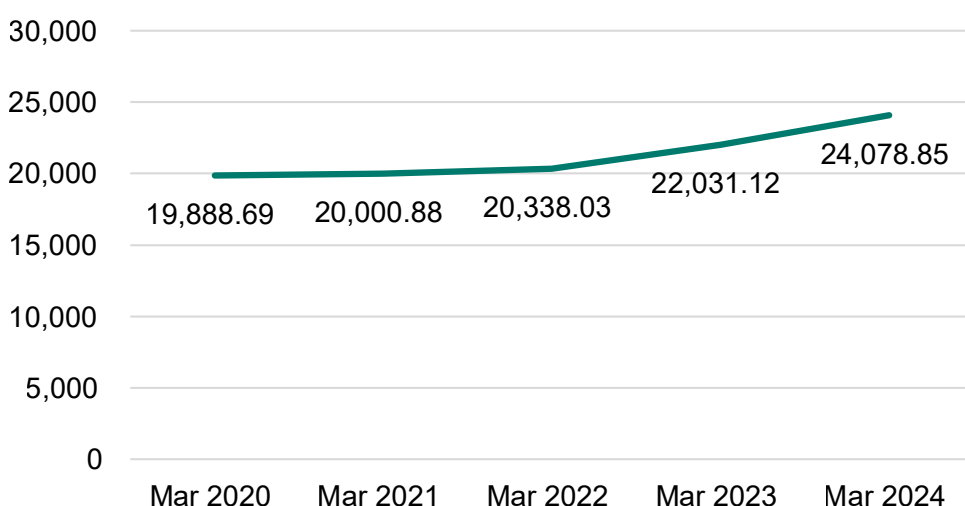
Corporate service roles

Corporate roles provide organisation-wide support to the sector so that it can deliver the Queensland Government’s objectives for the community – good jobs, better services and great lifestyle.

Corporate services roles make up a small proportion of the Queensland public sector. There are 24,078.85 corporate FTE roles in the Queensland public sector. These roles provide vital services that support and enable key frontline and frontline staff to deliver to the community.

Growth in corporate service roles was relatively slow until 2022, as the sector recovered from the COVID-19 pandemic. With the notable increase in frontline roles, the number of corporate service FTE has also picked up in recent years.

Corporate service roles:
FTE over 5 years



Source: MOHRI 2020–2024.

Corporate service roles FTE	Mar 2024
Accounting and finance	3,393.56
Audit services	310.90
Communication, media and marketing	1,250.15
Corporate services management	686.52
Executive services and support	1,415.52
Governance and strategy	1,439.06
Human resources	4,874.46
Information and communications technology	6,332.37
Information management	1,022.45
Legal services	430.40
Procurement and contract management	1,287.91
Property and facilities	1,635.55
Total FTE	24,078.85

Source: MOHRI 2024.

Corporate year-on-year % variation: March 2020–2024

Corporate service roles	Mar 2021	Mar 2022	Mar 2023	Mar 2024
Accounting and finance	▲ 1.03%	▼ -1.64%	▲ 4.56%	▲ 4.39%
Audit services	▼ -3.75%	▼ -0.90%	▲ 3.10%	▲ 2.46%
Communication, media and marketing	▼ -2.20%	▲ 0.64%	▲ 11.52%	▲ 5.04%
Corporate services management	▼ -1.49%	▲ 62.16%	▲ 29.11%	▲ 53.14%
Executive services and support	▲ 2.09%	▼ -0.22%	▲ 26.82%	▲ 9.16%
Governance and strategy	▲ 3.15%	▲ 6.48%	▲ 19.82%	▲ 13.02%
Human resources	▼ -0.34%	▲ 4.04%	▲ 0.19%	▲ 10.25%
Information and communications technology	▲ 1.94%	▼ -1.72%	▲ 17.61%	▲ 10.29%
Information management	▲ 0.64%	▲ 1.62%	▲ 8.76%	▲ 8.47%
Legal services	▼ -3.90%	▼ -2.34%	▲ 9.18%	▲ 3.12%
Procurement and contract management	▲ 3.21%	▲ 0.02%	▼ -6.07%	▲ 0.66%
Property and facilities	▼ -3.06%	▲ 6.87%	▼ -4.12%	▲ 11.57%
Total	0.56%	1.69%	8.32%	9.29%

Source: MOHRI 2020–2024.

In some cases employees are performing corporate type roles that are classified as frontline/frontline support because the role provides essential support enabling the development and delivery of frontline services, programs and outcomes. In these instances, the support provided by the corporate role, to the frontline employees, is critical in enabling services to be delivered to the community at the frontline.

Examples include:

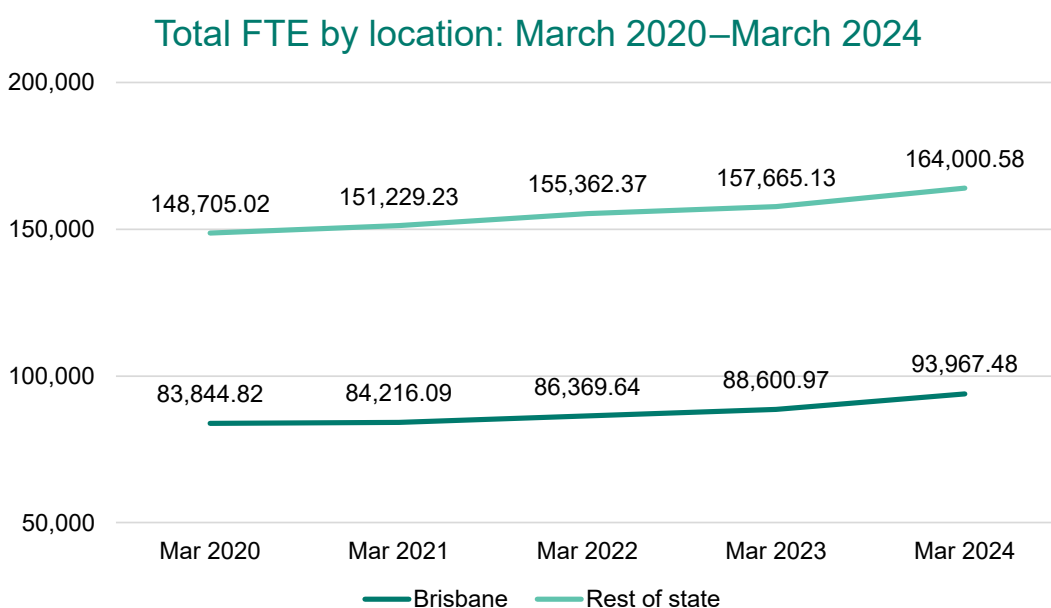
- general clerks, including:
 - officers directly supporting child safety case workers for meetings with children and families
 - officers supporting seniors and carers in relation to cost of living concessions
 - officers providing services in call centres or customer service centres
- people working in the administrative offices of Queensland state schools
- ICT technicians assisting teachers in school computer labs and libraries, or implementing public facing systems such as public transport ticketing systems
- professional trainers coaching employees such as: firefighters, police officers, emergency workers, disability support workers, child safety case workers and community recovery workers
- communication professionals providing messages on public safety communication channels warning the community of potential disaster situations.

Location²

The number of FTE based in both Brisbane Inner City and surrounding suburbs as well as regional locations across the state, has steadily increased in the past five years.

FTE numbers across the state have increased notably between 2023 and 2024. While this upward trend is the case for total FTE, it is also the trend for both corporate roles and frontline (including key frontline) and frontline support roles.

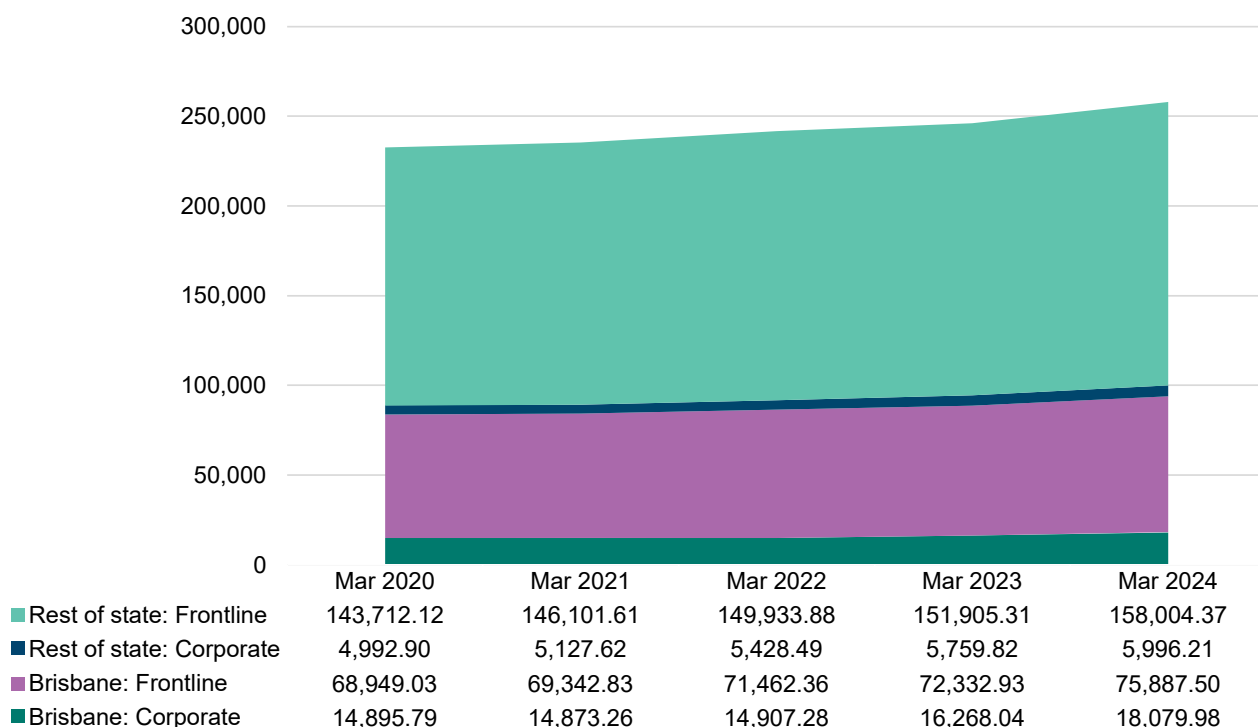
FTE across all locations has increased over the five years to March 2024.



Source: MOHRI 2020–2024.

² Statistical areas are in accordance with the Australian Bureau of Statistics (ABS) Australian Statistical Geography Standard (ASGS) SA4 boundaries. Note: interstate and overseas employees are excluded.

Total FTE by role by location: March 2020–March 2024

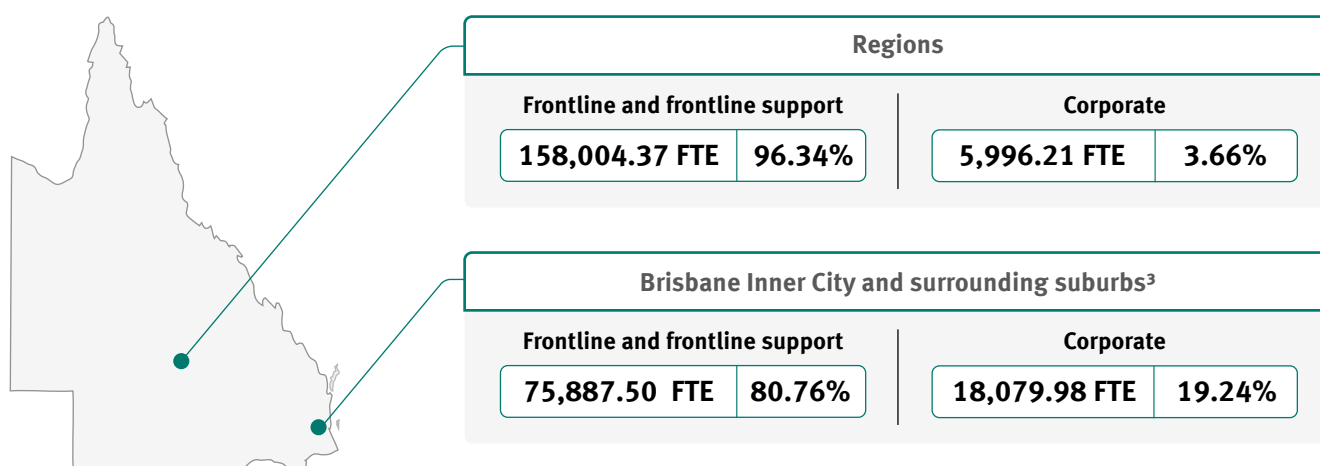


Source: MOHRI 2020–2024.

Close to 20.7% of FTE are located in the Brisbane Inner City statistical area, with 15.7% of FTE working in Brisbane North, East, South, West. There are 63.6% FTE working in the regions.

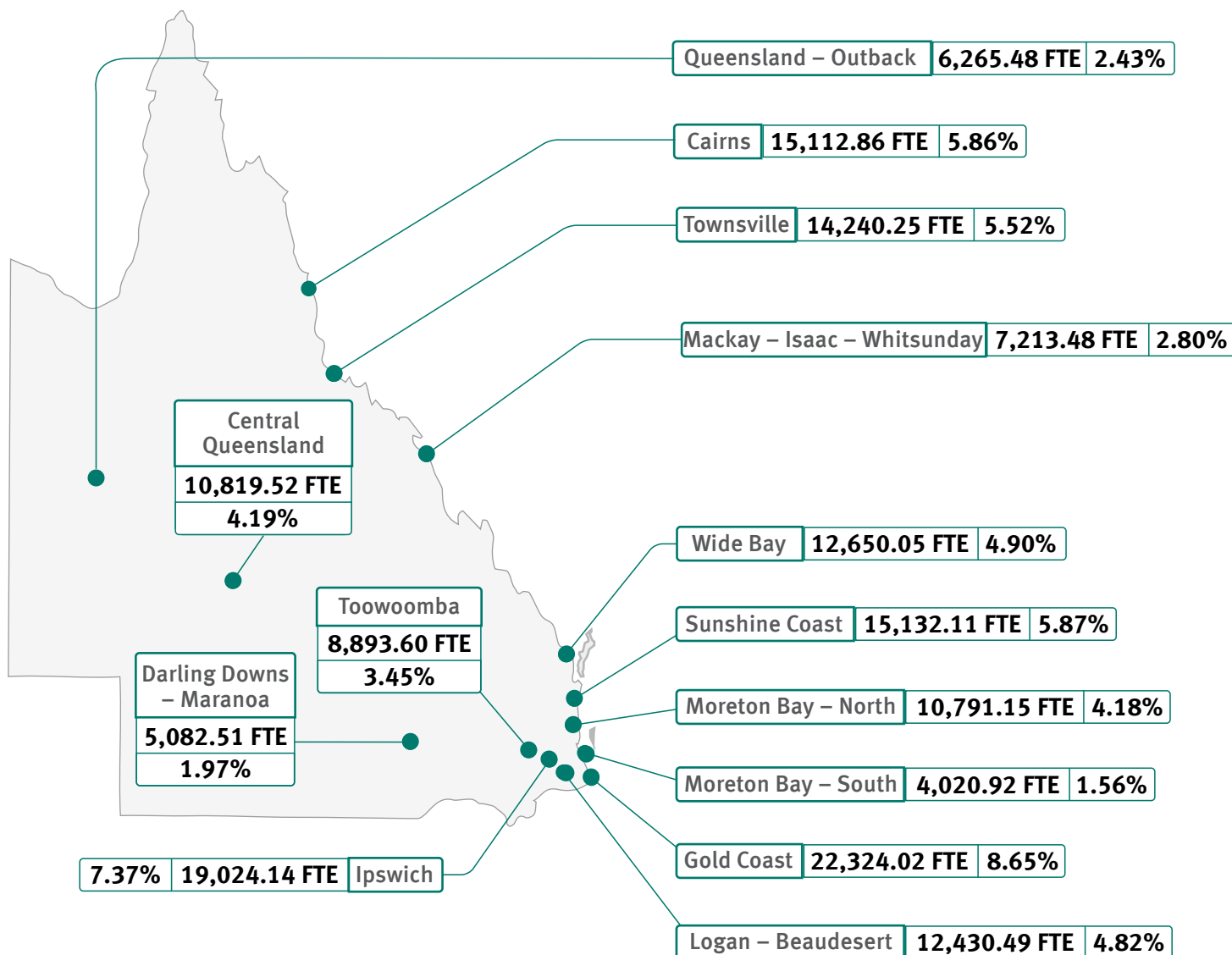
Brisbane remains the administrative or corporate heart of the Queensland public sector.

Regionally-based FTE as % of total sector workforce



³ ABS SA Regions of Brisbane Inner City, Brisbane North, South, East and West.

Outside of the Brisbane Inner City statistical area, sector workers are concentrated in several key regional centres.



Location of key frontline/frontline/frontline support and corporate FTE plus total workforce: FTE and proportion—March 2024

	Key frontline/frontline/frontline support		Corporate roles		Total	% of total public sector workforce
	FTE	%	FTE	%		
Brisbane – East	5,836.88	99.01%	58.09	0.99%	5,894.97	2.29%
Brisbane – North	9,823.36	92.33%	816.21	7.67%	10,639.57	4.12%
Brisbane – South	18,875.65	93.76%	1,255.71	6.24%	20,131.36	7.80%
Brisbane – West	3,824.95	99.32%	26.38	0.68%	3,851.33	1.49%
Brisbane Inner City	37,526.66	70.21%	15,923.59	29.79%	53,450.25	20.72%
Cairns	14,416.30	95.39%	696.56	4.61%	15,112.86	5.86%
Central Queensland	10,328.92	95.47%	490.60	4.53%	10,819.52	4.19%
Darling Downs – Maranoa	4,957.90	97.55%	124.61	2.45%	5,082.51	1.97%
Gold Coast	21,505.16	96.33%	818.86	3.67%	22,324.02	8.65%
Ipswich	18,513.22	97.31%	510.92	2.69%	19,024.14	7.37%
Logan – Beaudesert	12,104.35	97.38%	326.14	2.62%	12,430.49	4.82%
Mackay – Isaac – Whitsunday	6,955.63	96.43%	257.85	3.57%	7,213.48	2.80%
Moreton Bay – North	10,611.65	98.34%	179.50	1.66%	10,791.15	4.18%
Moreton Bay – South	3,982.42	99.04%	38.50	0.96%	4,020.92	1.56%
Queensland – Outback	6,050.30	96.57%	215.18	3.43%	6,265.48	2.43%
Sunshine Coast	14,457.11	95.54%	675.00	4.46%	15,132.11	5.87%
Toowoomba	8,393.04	94.37%	500.56	5.63%	8,893.60	3.45%
Townsville	13,480.00	94.66%	760.25	5.34%	14,240.25	5.52%
Wide Bay	12,248.37	96.82%	401.68	3.18%	12,650.05	4.90%

Source: MOHRI 2024.

Employment type

Appointment type

Most Queensland public sector employees are employed on a permanent basis. The proportion of permanent employment in the sector has increased over the past five years.

Appointment type FTE: March 2024

Appointment type	FTE: Mar 2024
Permanent	214,032.42
Temporary	34,392.39
Casual	7,354.29
Contract	2,233.03
Total	258,012.13

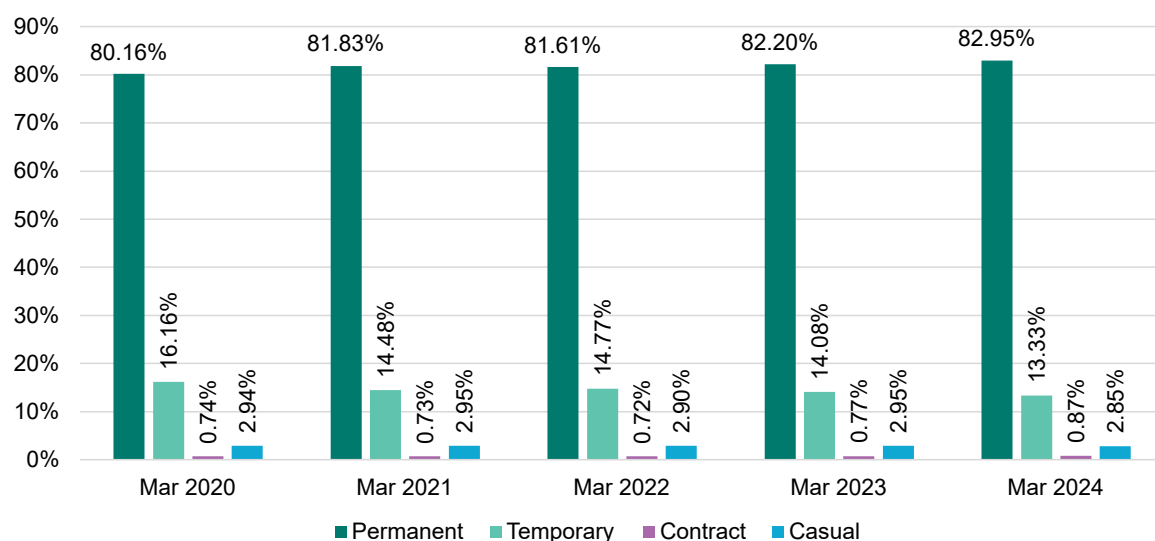
Source: MOHRI 2024.

Proportion of appointment type in total FTE: March 2024



Source: MOHRI 2024.

Proportion of appointment type in total FTE: March 2020–March 2024



Source: MOHRI 2020–2024.

Employment status

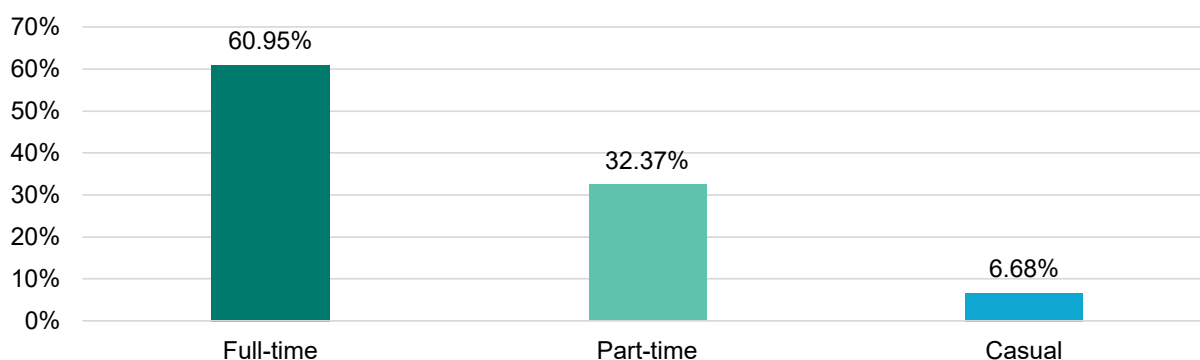
Most of Queensland’s public sector employees are employed in full-time roles. Employment status has been relatively consistent over the past five years.

Employment status headcount: March 2024

Employment status	Headcount: Mar 2024
Full-time	187,734
Part-time	99,708
Casual	20,591
Total	308,033

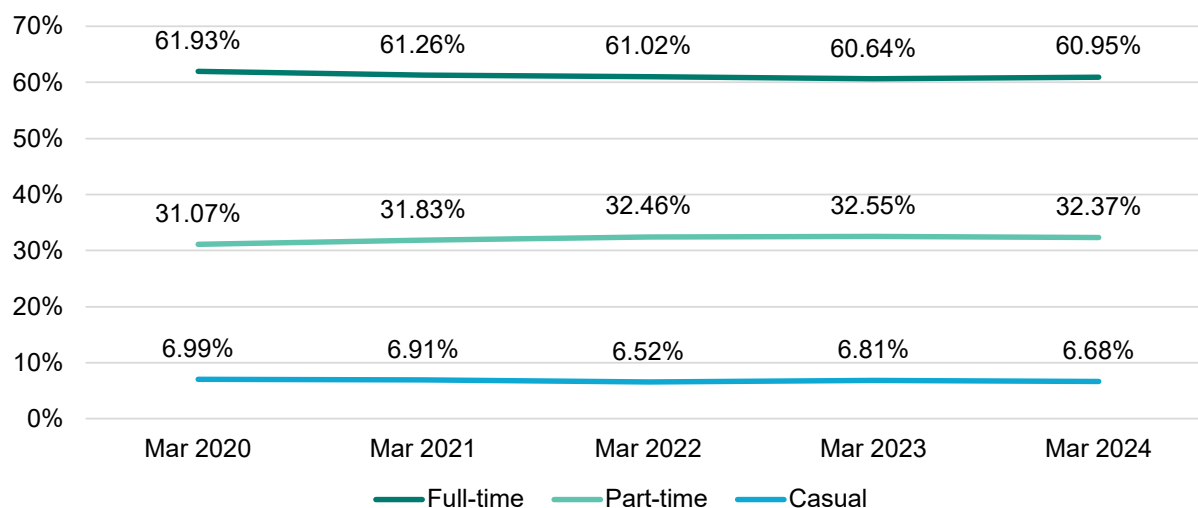
Source: MOHRI March 2024.

Proportion of employment status in total headcount: March 2024



Source: MOHRI 2024.

Proportion of employment status in total headcount: March 2020–March 2024



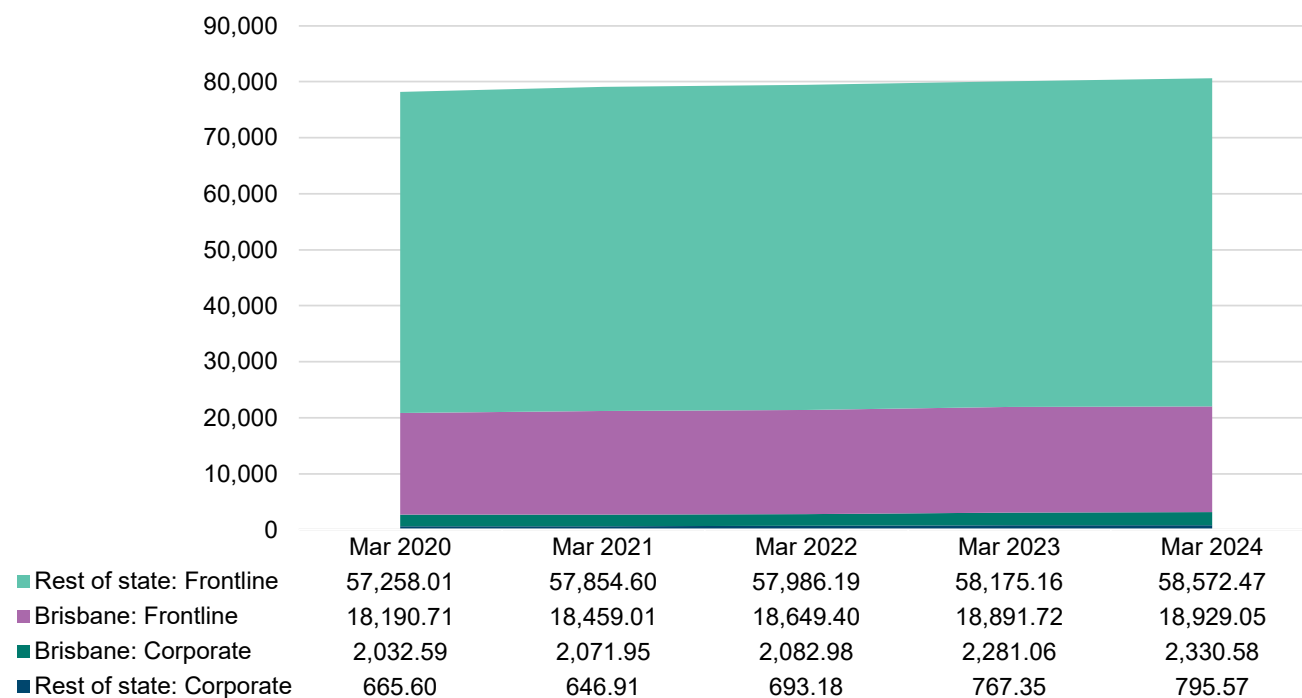
Source: MOHRI 2020–2024.

Education workforce

The numbers of both corporate and frontline staff in both Brisbane and the rest of the state have steadily increased.

Location

Education workforce total FTE by role by location:
March 2020–March 2024



Source: MOHRI 2020–2024.

Employment type

Permanent employment has steadily increased over the past five years in the education workforce, while proportions of temporary staff have steadily decreased. Employment status has remained relatively stable over the past five years.

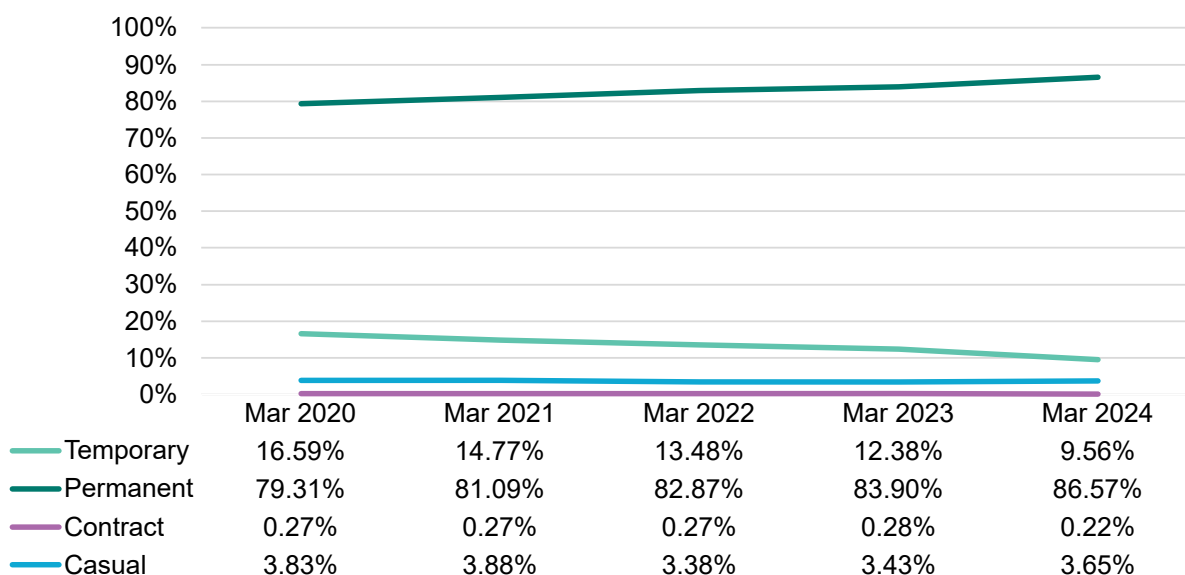
Appointment type

Education workforce appointment type FTE: March 2020–March 2024

Appointment type	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
Permanent	61,975.78	64,083.67	65,837.78	67,251.83	69,837.97
Temporary	12,965.68	11,673.67	10,705.84	9,923.29	7,709.86
Contract	210.32	210.76	212.98	228.01	178.50
Casual	2,995.13	3,064.37	2,687.75	2,752.29	2,942.75

Source: MOHRI 2020–2024.

Education workforce: Proportion of appointment types in total FTE



Source: MOHRI 2020–2024.

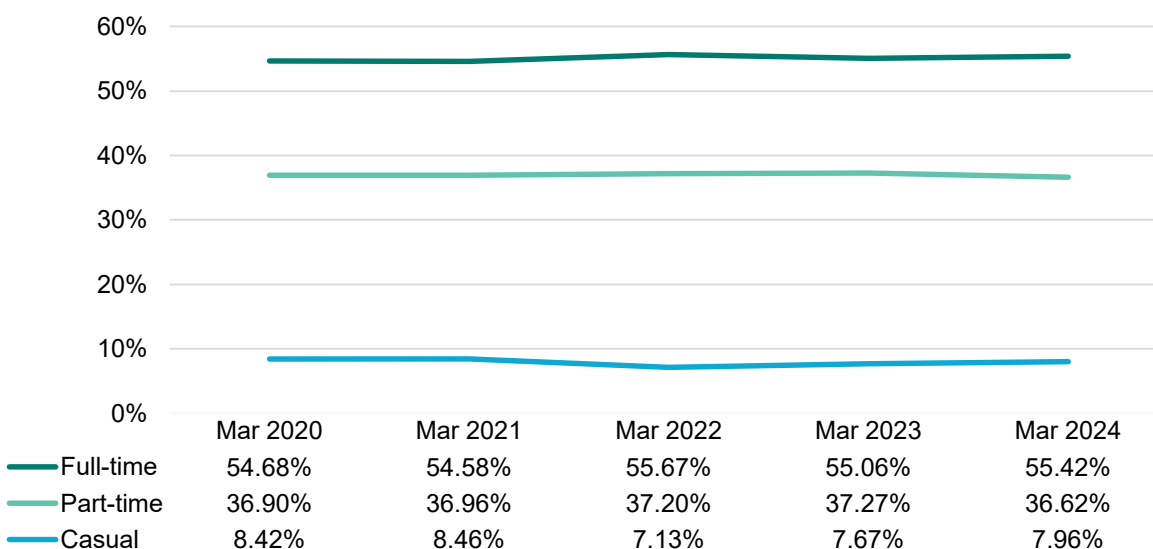
Employment status

Education workforce employment status headcount: March 2020–March 2024

Employment status	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
Full-time	53,855	54,227	55,082	55,471	55,821
Part-time	36,340	36,717	36,803	37,549	36,888
Casual	8,297	8,403	7,051	7,725	8,023

Source: MOHRI 2020–2024.

Education workforce: Proportion of employment status in total headcount



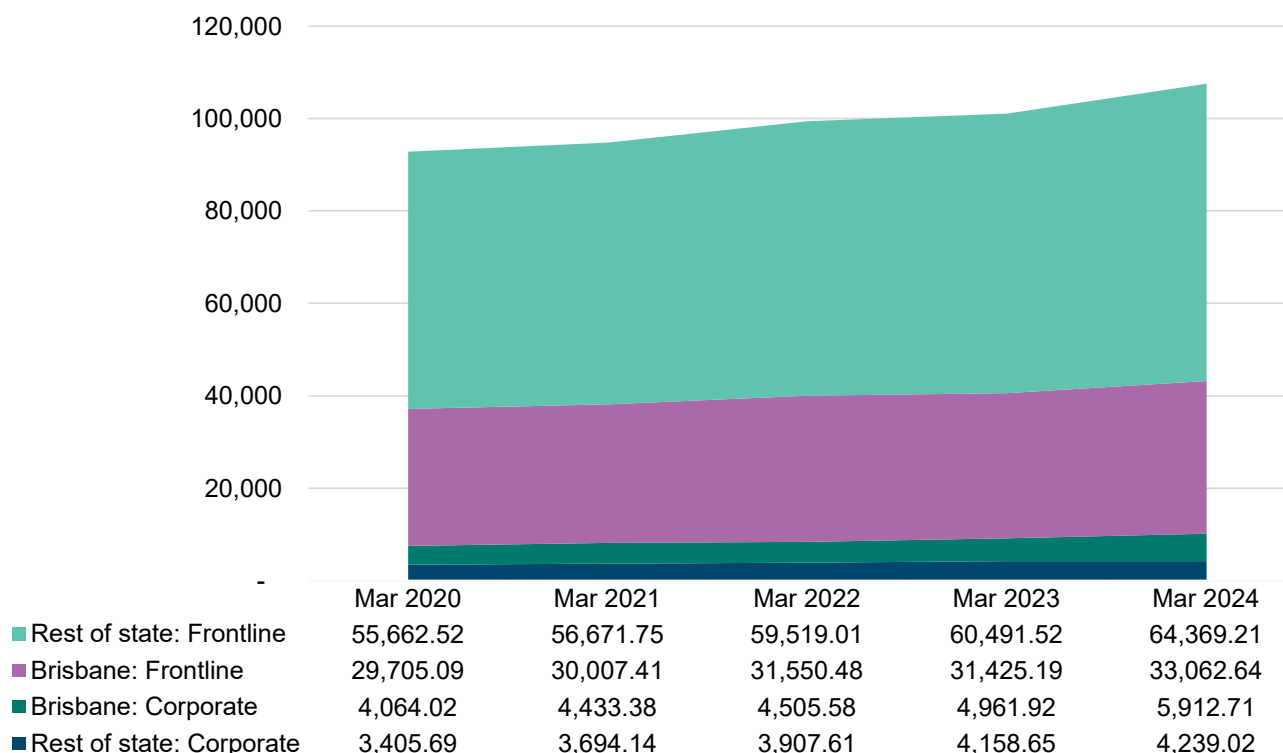
Source: MOHRI 2020–2024.

Health workforce

While numbers of corporate staff in the health workforce have increased steadily, numbers of frontline staff in both Brisbane and across the state have increased notably, particularly in areas outside of Brisbane.

Location

Health workforce total FTE by role by location: March 2020–March 2024



Source: MOHRI 2020–2024.

Employment type

Numbers of permanent staff have increased steadily in the health workforce, with a proportional decrease in 2022, as temporary numbers increased. This is likely in response to the pandemic. Employment status has remained relatively stable over the past five years.

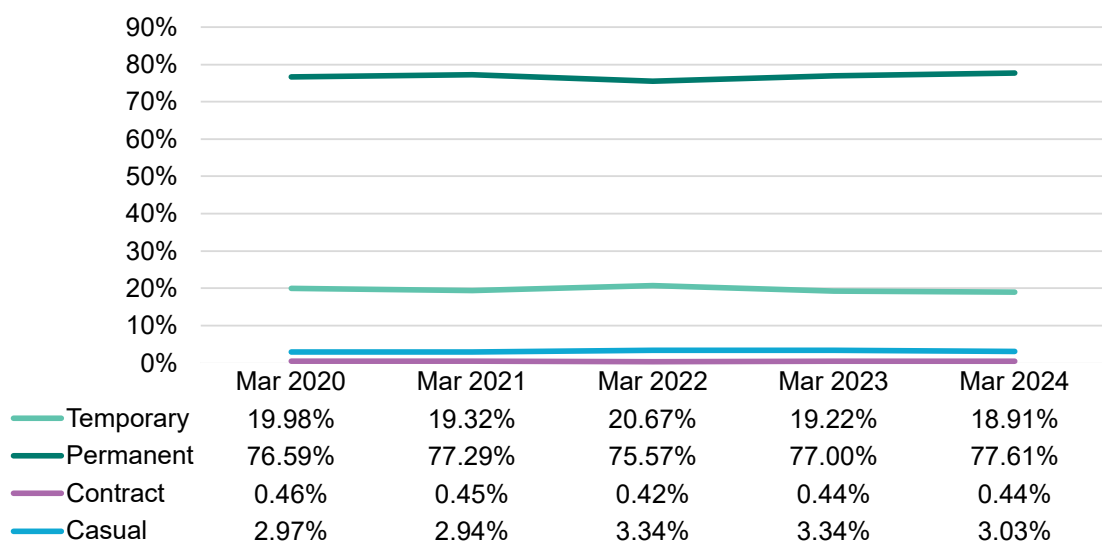
Appointment type

Health workforce appointment type FTE: March 2020–March 2024

Appointment type	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
Permanent	71,108.10	73,271.43	75,180.80	77,794.62	83,500.82
Temporary	18,545.88	18,316.91	20,561.06	19,422.28	20,346.24
Contract	423.01	427.11	414.95	448.49	474.12
Casual	2,760.33	2,791.23	3,325.87	3,371.89	3,262.40

Source: MOHRI 2020–2024.

Health workforce: Proportion of appointment types in total FTE



Source: MOHRI 2020–2024.

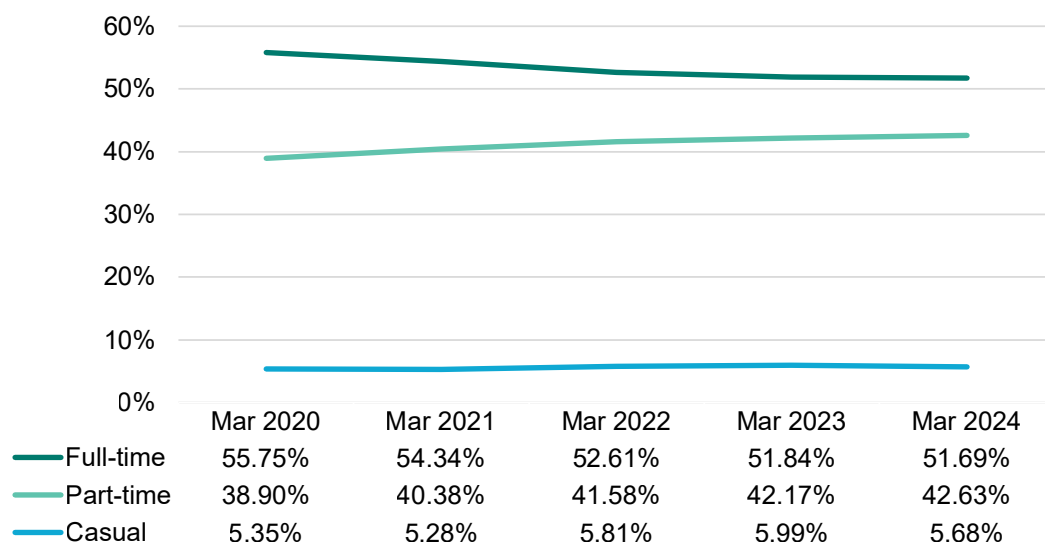
Employment status

Health workforce employment status headcount: March 2020–March 2024

Employment status in health by headcount	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
Full-time	61,894	61,942	63,246	63,527	67,474
Part-time	43,180	46,033	49,977	51,673	55,641
Casual	5,941	6,024	6,985	7,343	7,416

Source: MOHRI 2020–2024.

Health workforce: Proportion of employment status in total headcount



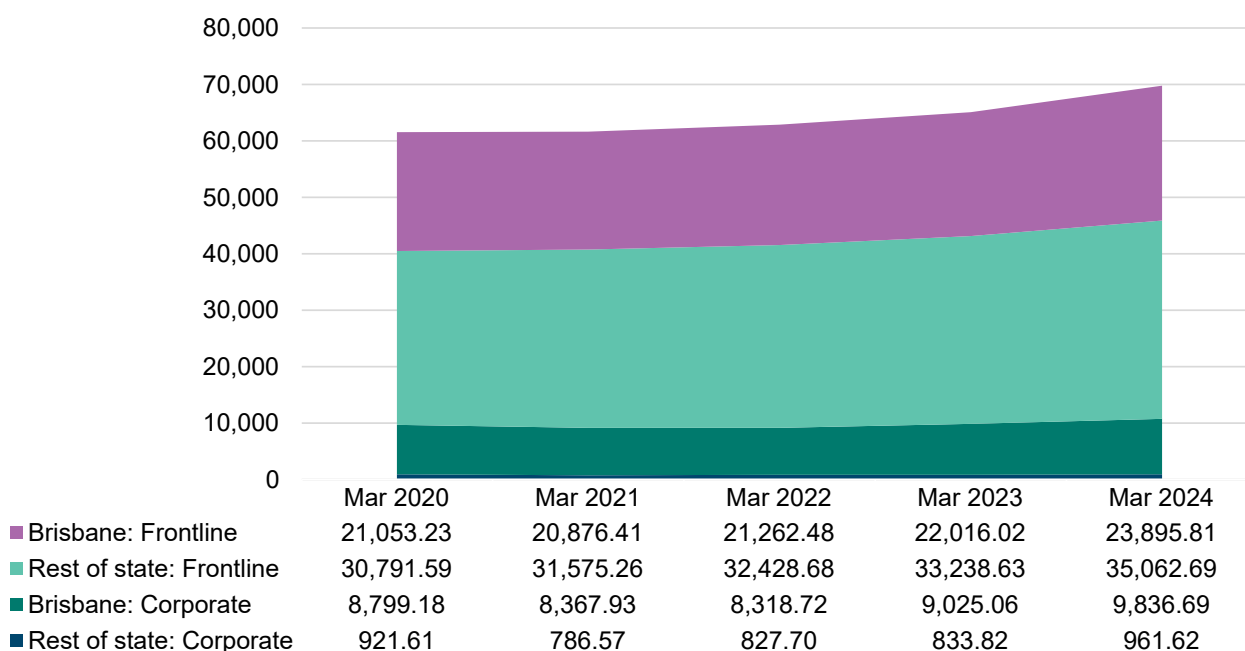
Source: MOHRI 2020–2024.

Rest of sector

Frontline staff, in departments other than health and education, have steadily increased. Most employees are permanently employed and these numbers have increased over five years. Employment status has remained stable over the past five years, with most employees engaged in full-time work.

Location

Rest of sector total FTE by role by location:
March 2020–March 2024



Source: MOHRI 2020–2024.

Employment type

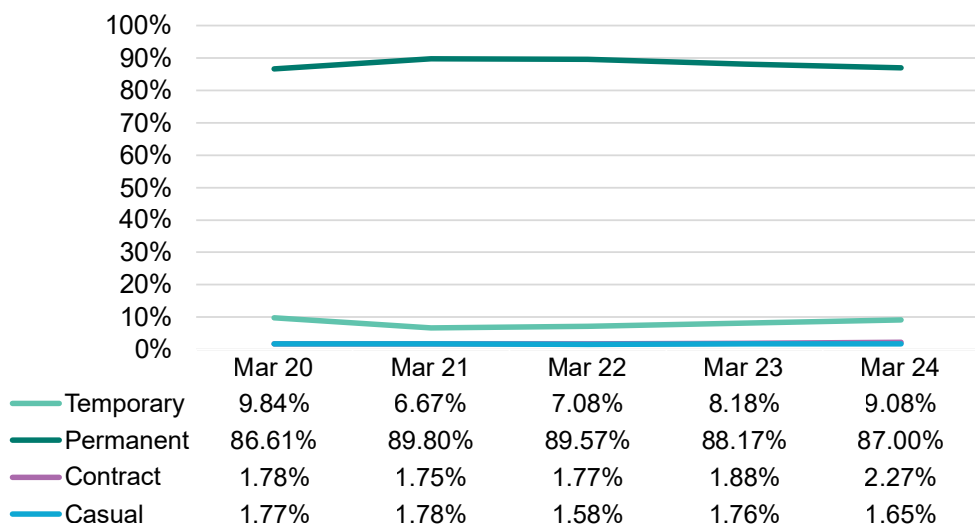
Appointment type

Rest of sector appointment type FTE: March 2020–March 2024

Appointment type	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
Permanent	53,327.87	55,323.53	56,288.78	57,416.22	60,693.63
Temporary	6,058.41	4,109.99	4,451.30	5,329.40	6,336.29
Contract	1,095.90	1,078.07	1,111.56	1,225.52	1,580.41
Casual	1,087.43	1,096.98	990.20	1,145.65	1,149.14

Source: MOHRI 2020–2024.

Rest of sector: Proportion of appointment types in total FTE



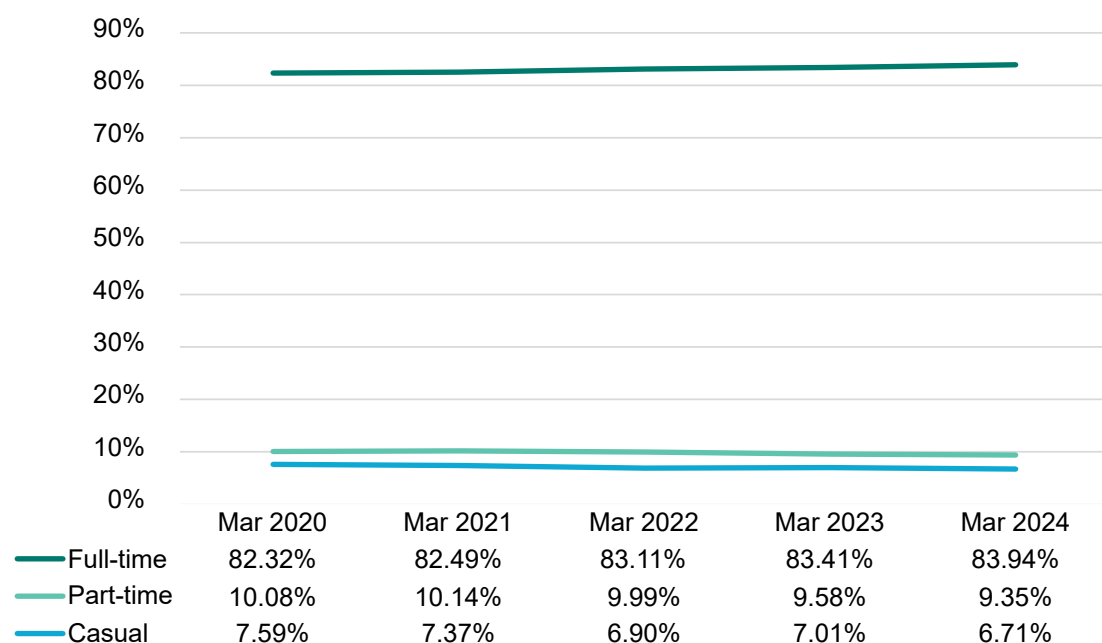
Employment status

Rest of sector employment status headcount: March 2020–March 2024

Employment status	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
Full-time	56,535	56,431	57,872	60,054	64,439
Part-time	6,925	6,935	6,956	6,898	7,179
Casual	5,215	5,040	4,803	5,049	5,152

Source: MOHRI 2020–2024.

Rest of sector: Proportion of employment status in total headcount



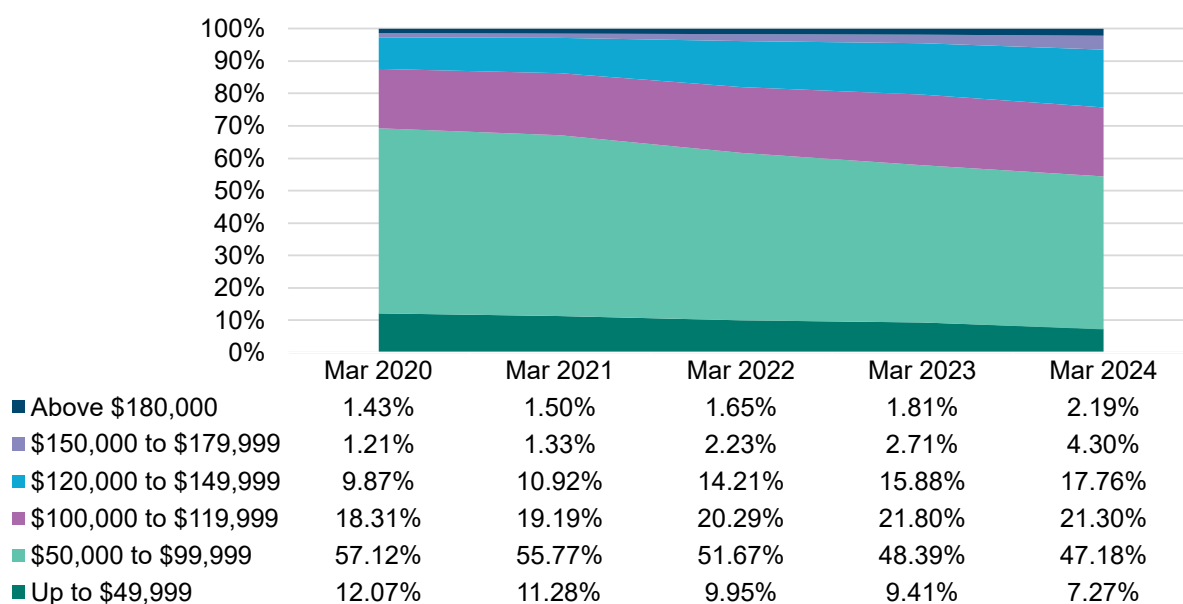
Source: MOHRI 2020–2024.

Workforce earning

The total FTE numbers of Queensland public sector employees that earn between \$100,000 and \$179,999 has increased in the past five years.

In March 2024, the proportion of employees in the earning bracket of \$50,000 to \$99,999 has decreased by about 10% compared to March 2020.

Proportion of total FTE by earning bracket:
March 2020–March 2024



Source: MOHRI 2020–2024.

Number of FTE by earning bracket: March 2020–March 2024

Earning bracket	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
Up to \$49,999	28,060.05	26,567.33	24,050.70	23,168.83	18,763.73
\$50,000 to \$99,999	132,825.27	131,305.98	124,911.75	119,188.11	121,725.06
\$100,000 to \$119,999	42,580.06	45,187.88	49,063.73	53,706.94	54,958.09
\$120,000 to \$149,999	22,945.70	25,716.99	34,353.16	39,109.26	45,813.49
\$150,000 to \$179,999	2,818.08	3,129.94	5,389.48	6,683.09	11,090.93
above \$180,000	3,324.68	3,539.60	4,000.05	4,453.26	5,660.83
Whole of sector total	232,553.84	235,447.72	241,768.87	246,309.49	258,012.13

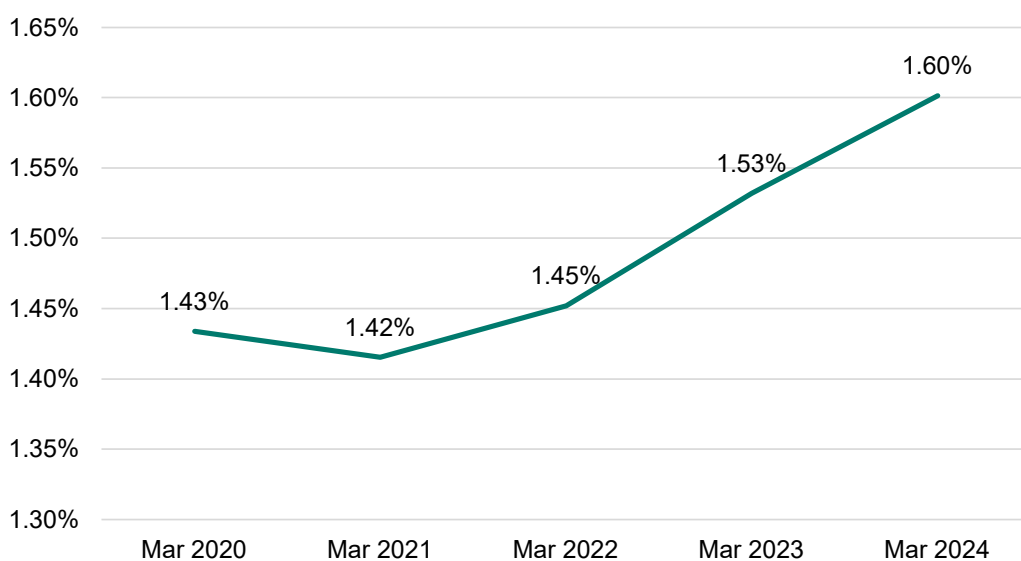
Source: MOHRI 2020–2024.

Executive numbers

The MOHRI data set captures information on classification level. This includes people in leadership and executive roles including senior officers, senior executives and chief executives. The MOHRI data file also captures data on people employed under section 155 of the Act.

The proportion of senior officers, senior executives and chief executives in classified roles, and those employed under section 155 of the *Public Sector Act 2022* (previously section 122 of *Public Service Act 2008*) in the Queensland public sector has been increasing.

Executive officers as a proportion of total workforce



Source: MOHRI 2020–2024.

Our diversity

This chapter details progress towards diversity targets and analysis of the employment experience of diversity groups.

Highlights

- The sector is making progress towards diversity targets, and in March 2024:
 - 2.66% of employees identify as Aboriginal peoples and Torres Strait Islanders peoples – 4% target
 - 8.24% identify as being people from culturally and linguistically diverse backgrounds – 12% target
 - 3.54% identify as people living with disability – 12% target
 - 53.79% of leaderships roles are occupied by women – 50% target.
- While there is no target for LGBTIQ+ people, according to the 2023 Working for Queensland survey, 6% of respondents were LGBTIQ+.

Source: MOHRI 2024 and Working for Queensland survey 2023.



Our diversity

The [Office of the Special Commissioner, Equity and Diversity \(OSC\)](#) is a driving force behind the Queensland Government's commitment to policies, procedures and practices that improve outcomes for diversity groups.

A word from the Special Commissioner

Since 2021, the OSC has made some substantial changes to the equity and diversity sphere in the Queensland public sector. I am delighted to share some of the changes and progress we have made.

Many of these changes were embedded in the Act and provide a great platform for change.

The Act introduced a new approach to recruitment and selection for the Queensland public sector. Recruitment is the only way to bring new people into the sector, and it was important that the provisions supported a balance between merit and equity.

A hiring manager's first consideration is that the candidate must be able to do the job, but they can also consider other factors that might indicate additional merit – these include past performance, future contribution to the agency, and the extent to which the appointment would support the agency's equity and diversity goals. This will improve progress towards our diversity targets.

My office also introduced two new duties for sector chief executives to actively progress equity and diversity and to promote a culture of respect and inclusion in their agency's workplaces. To support them to meet these obligations we created an equity and diversity audit process that assists agencies to take a deep dive into their workforce data to identify progress and potential areas of concern.

We have been working directly with agencies to better understand and reduce the gender pay gap. This is essential for a sector that has nearly 70% women in its workforce. It has been great to watch the downward trend in the sector's gender pay gap, with a drop of over 25% to 6.3% in the two years to June 2023. This is also substantially lower than the 13% gender pay gap for the Australian labour market.

Our women in leadership initiative includes a range of strategies that focus agencies on the under-representation of women at executive levels in the sector. This report highlights some of our research to understand this under-representation, and the progress being made, as we move towards the target of women holding 50% of roles at every executive level.

I am proud of the progress the sector has made, through these and numerous other strategies. But there is always more work to be done. Over the next 12 months, my team and I will be focused on embedding the new recruitment processes across the sector and continuing to assist agencies to make progress towards the sector's diversity targets, whilst we work towards reducing the gender pay gap even further.

The following sections include workforce data to understand progress towards targets, as well as employee experience data from the Working for Queensland survey.

Government commitment to equity and diversity

To effectively deliver services to the people of Queensland, the public sector workforce must reflect the community it serves.

The Queensland Government is committed to achieving diversity, equity and inclusion – and this commitment, in addition to the establishment of the OSC, is accompanied by policies and practices that support inclusive and respectful attitudes and behaviours.

The Act provides a strong framework for delivering equity, diversity, respect and inclusion outcomes.

The Act helps ensure public sector organisations:

- develop a diverse workforce that represents and reflects the diverse views, experiences and backgrounds of the people of Queensland
- actively progress equity and diversity in employment matters for diversity target groups, including conducting an annual equity and diversity audit and actively progressing gender pay equity
- can demonstrate there are equal conditions of employment and equality in access to employment opportunities and leadership roles
- foster a respectful and inclusive workplace culture in which all employees feel safe, valued, accepted and supported at work and can participate equally
- create workplaces free from discrimination.

Several data sources are used to measure performance and progress against the intent of the Act, including the [Working for Queensland survey](#), [Minimum obligatory human resource information \(MOHRI\)](#) and equity and diversity audit results.

Equity and diversity progress

There are many initiatives that actively contribute to improved equity and diversity outcomes across the Queensland public sector, and by which our progress is measured including:

- the [Recruitment and selection directive \(07/23\)](#) (the directive)
- equity and diversity audits
- focus on diversity groups through targets and employee experience data.

Recruitment and selection directive

Both the Act and the directive embed new approaches to recruitment and selection to balance merit and equity.

The directive outlines a holistic recruitment and selection process that supports a high performing, apolitical and representative public sector workforce.

Under this directive, the primary objective of recruitment and selection has shifted from finding the right person for the job, to finding the person best suited to the role and to the organisation.

Equity and diversity audits

Performance against equity and diversity outcomes, and areas for improvement across sector workforces, are actively monitored through annual equity and diversity audits.

As at March 2024, all Queensland Government departments, and public sector entities with more than 100 employees (including government owned corporations), are participating in an equity and diversity audit.

Source: Office of the Special Commissioner, 2024 Equity and diversity audit results.

Using a combination of MOHRI workforce data and Working for Queensland survey data, the audits capture the profile of the public sector and the culture, attitudes and behaviours prevalent in organisations.

An equity and diversity audit report is used as an evidence base to develop organisational equity and diversity plans. These plans are published by individual agencies or incorporated within strategic workforce plans.

Selection panels may draw on this information during recruitment and selection processes to address inequity and improve diversity outcomes in their workplaces.

Focus on diversity groups

Diversity targets

The Queensland public sector is committed to achieving the following diversity targets by 2026:

- 4% Aboriginal peoples and Torres Strait Islanders peoples
- 12% people from culturally and linguistically diverse backgrounds
- 12% people living with disability
- 50% women in leadership.

Workplace inclusion strategies

Respect and inclusion strategies exist at sector and agency levels. These provide a framework for achieving the best possible outcomes for those in diversity target groups and others including LGBTIQ+ people.

Experiences of diverse employees

Employee engagement is particularly important to understand the experiences of members of different diversity groups. Employee engagement is a key metric in the measurement of the overall employment experience. Individuals that have positive employment experiences are also more likely to feel safe, respected and that their diversity is valued. Employee engagement is analysed for the various diversity cohorts in this report. Employee engagement data is captured through the Working for Queensland survey and includes themes such as:

- pride – I am proud to tell others I work for my organisation
- recommendation – I would recommend my organisation as a great place to work
- inspiration – my organisation inspires me to do the best in my job
- motivation – my organisation motivates me to help it achieve its objectives
- personal attachment – I feel strong personal attachment to my organisation.

Aboriginal peoples and Torres Strait Islander peoples

The Queensland Government is committed to the employment of Aboriginal peoples and Torres Strait Islander peoples under [Chapter 2](#) of the *Public Sector Act 2022* which seeks to promote the employment of Aboriginal peoples and Torres Strait Islander peoples and under the government commitment to Reframing the Relationship in [Chapter 1](#) of the Act.

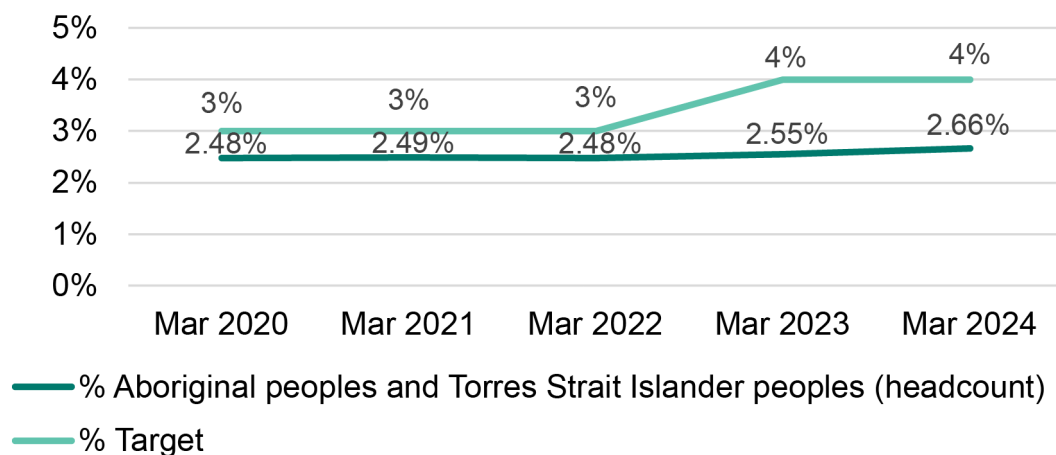
Progress towards the target

- A target of 4% of the workforce equates to 12,322 Aboriginal peoples and Torres Strait Islander peoples.
- As at March 2024, 2.66% of the workforce or 8,187 employees are Aboriginal peoples and Torres Strait Islander peoples.

Source: MOHRI March 2024.

The proportion of Aboriginal peoples and Torres Strait Islander peoples in the Queensland public sector has been trending upwards since 2022.

Percentage of Aboriginal peoples and Torres Strait Islander peoples by total headcount: March 2020–March 2024



Source: MOHRI: 2020–2024.

While results have been trending upwards, the attraction and retention of Aboriginal peoples and Torres Strait Islander peoples is critical – not only to reach the diversity target, but to ensure the sector is representative of the community it serves. The Working for Queensland survey is designed to be the stimulus for conversation, and this data provides the basis for conversations about different experiences amongst First Nations employees and non-First Nations employees.

Employee experiences

- 2,694 respondents of the 2023 Working for Queensland survey identified as being Aboriginal and/or Torres Strait Islander employees.
- Employee engagement amongst Aboriginal and/or Torres Strait Islander employees decreased marginally from 59% in 2022, to 58% in 2023.
- The employee engagement for people who did not identify as an Aboriginal person and/or Torres Strait Islander person remained stable at 59% in 2022 and 2023.

Source: Working for Queensland 2023.

Engagement scores from First Nations employees are slightly lower than non-First Nations employees across most measures.

Employee engagement scores by First Nations and non-First Nations employees: 2023	% positive First Nations	% positive Non-First Nations
I am proud to tell others I work for my organisation	63%	68%
I would recommend my organisation as a great place to work	59%	62%
My organisation inspires me to do the best in my job	57%	57%
My organisation motivates me to help it achieve its objectives	57%	56%
I feel strong personal attachment to my organisation	53%	55%

Source: Working for Queensland 2023.

Diversity as a barrier to success

- 64% of Aboriginal peoples agree or strongly agree that being a First Nations person is not a barrier to success.
- 66% of Torres Strait Islander peoples agree or strongly agree that being a First Nations person is not a barrier to success.
- 64% of peoples both Aboriginal and Torres Strait Islander agree or strongly agree that being a First Nations person is not a barrier to success.
- Perceptions of respondents that are not First Nations people are notably higher than those that are, with 73% strongly agreeing or agreeing that being an Aboriginal and/or a Torres Strait Islander person is not a barrier to success.

Source: Working for Queensland 2023.

Cultural safety

Overall, cultural safety indicators for First Nations respondents to the Working for Queensland survey have improved over the last year.

The results are generally more positive for Torres Strait Islander peoples, and less positive for Aboriginal peoples.

The following questions were asked only of those Working for Queensland survey respondents who identified as Aboriginal peoples and/or Torres Strait Islander peoples.

Perceptions of cultural safety improved notably between 2022 and 2023, particularly for people that are both Aboriginal and Torres Strait Islander.

Aboriginal employees responded with less positive experiences with respect to working in a culturally safe environment.

Cultural safety scores for First Nations employees: 2022–2023	% positive 2022	% positive 2023
As a Torres Strait Islander person, I feel culturally safe at work	68%	79%
As an Aboriginal and Torres Strait Islander person, I feel culturally safe at work	58%	70%
As an Aboriginal person, I feel culturally safe at work	63%	65%

Source: Working for Queensland survey 2022 and 2023.

Perceptions of cultural safety are notably higher for Torres Strait Islander employees. The perceptions of Torres Strait Islander employees in terms of managers and supervisors taking responsibility for ensuring cultural safety, are higher than for non-First Nations employees.

Workgroup, supervisor/manager and organisational cultural safety scores: 2023	% positive Aboriginal person	% positive Torres Strait Islander person	% positive Both an Aboriginal and Torres Strait Islander person	% positive Not an Aboriginal or Torres Strait Islander person
My workgroup cares about the cultural safety of Aboriginal and Torres Strait Islander colleagues	68%	77%	70%	79%
I feel that my organisation provides a culturally safe work environment for Aboriginal and Torres Strait Islander employees	57%	66%	61%	66%
I feel that my manager or supervisor takes responsibility for ensuring the cultural safety of Aboriginal and Torres Strait Islander employees	61%	72%	67%	63%

Source: Working for Queensland 2023.

Having the opportunity to work with Aboriginal and/or Torres Strait Islander peoples brings diversity of thought, behaviour and experiences to the workplace.

The following questions were asked only of those Working for Queensland survey respondents who identified as an Aboriginal person and/or Torres Strait Islander person.

While this data has improved between 2022 and 2023, less than half of Aboriginal respondents and/or Torres Strait Islander respondents feel they have been consulted by colleagues in the workplace in terms of embedding Aboriginal and/or Torres Strait Islander perspectives into work.

Consultation with Aboriginal peoples and Torres Strait Islander peoples at work by First Nations employees: 2022–2023	% positive 2022	% positive 2023
My colleagues invite me to share my perspective as an Aboriginal and/or Torres Strait Islander person when carrying out work	46%	47%
My colleagues actively embed the perspectives of Aboriginal peoples and Torres Strait Islander peoples in their work	44%	47%

Source: Working for Queensland 2022 and 2023.

When non-First Nations peoples are asked the same question, they have a more positive perception of the extent to which they consult with Aboriginal and/or Torres Strait Islander peoples.

Consultation with Aboriginal peoples and Torres Strait Islander peoples at work by non-First Nations employees: 2022–2023	% positive 2022	% positive 2023
I consider the way my work may impact Aboriginal and Torres Strait Islander peoples	64%	64%
I am confident asking Aboriginal peoples and Torres Strait Islander peoples for their perspectives on my work	62%	62%
I am confident embedding the perspectives of Aboriginal peoples and Torres Strait Islander peoples in my work	59%	59%

Source: Working for Queensland 2022 and 2023.

Working with Aboriginal and Torres Strait Islander communities

- 54% of all respondents advised they work directly with or deliver services to Aboriginal peoples and/or Torres Strait Islander peoples.
- Among those who identified as Aboriginal peoples and/or Torres Strait Islander peoples, this figure rose to 69% working directly with or delivering services to Aboriginal peoples and Torres Strait Islander peoples.

Source: Working for Queensland 2023.

Delivery of services to and working with First Nations people plays a key role in levels of engagement for First Nations employees.

Of First Nations employees who deliver services or work directly with First Nations people and communities, engagement is significantly higher at 61% than for those who do not at 52%.

People living with disability

An employee is considered to be living with disability if they have a limitation, restriction or impairment which has lasted, or is likely to last, for at least six months and restricts their everyday activities.

There are many kinds of disabilities, with many listed in the Working for Queensland survey⁴.

Progress towards the target

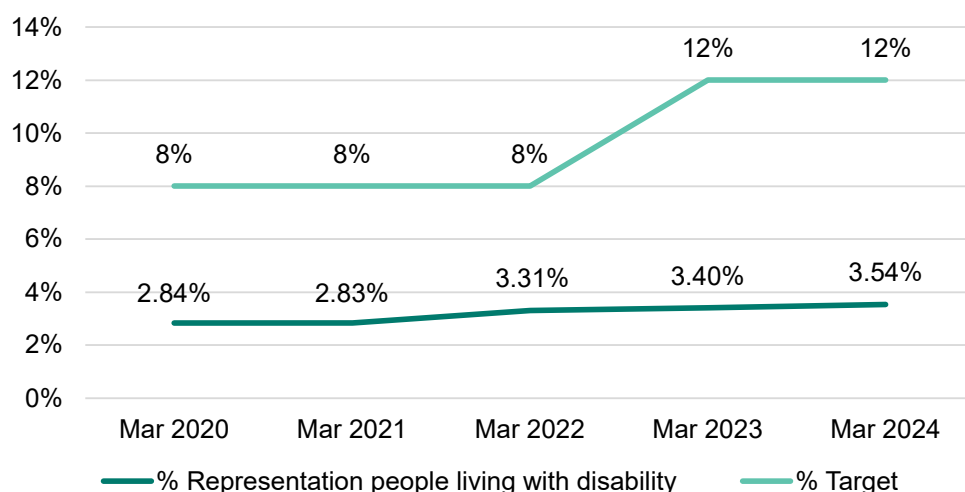
- A target of 12% of the workforce equates to 36,964 employees disclosing that they live with disability.
- At March 2024, 3.54% of employees or 10,913 people disclosed that they live with disability.

Source: MOHRI March 2024.

⁴ The types of disability listed in the Working for Queensland survey are:

- loss of sight (not corrected by glasses or contact lenses)
- loss of hearing where communication is restricted, or an aid to assist with, or substitute for, hearing is used
- speech difficulties
- shortness of breath or breathing difficulties causing restriction
- chronic or recurrent pain or discomfort causing restriction
- blackouts, seizures, or loss of consciousness
- difficulty learning or understanding
- incomplete use of arms or fingers
- difficulty gripping or holding things
- incomplete use of feet or legs
- nervous or emotional condition causing restriction
- restriction in physical activities or in doing physical work
- disfigurement or deformity
- mental illness or condition requiring help or supervision
- memory problems or periods of confusion causing restriction
- social or behavioural difficulties causing restriction
- long-term effects of head injury, stroke or other acquired brain injury causing restriction
- receiving treatment or medication for any other long-term conditions or ailments and still being restricted
- any other long-term conditions resulting in a restriction.

Percentage of people living with disability by total headcount: March 2020–March 2024



Source: MOHRI: 2020–2024.

Research indicates that employees feel more comfortable identifying their diversity status in an anonymous survey rather than in payroll records, which is the source for MOHRI data.

This issue was explored in the Working for Queensland survey, in which 11% of respondents disclosed that they live with disability. Of the respondents that did disclose that they live with disability, 44% indicated that they had not disclosed this information in the payroll system.

When respondents were asked why they had not provided this information, the top three reasons provided by respondents were:

- they did not see a benefit or reason to provide this information – 47%
- they didn’t feel their disability was significant enough to disclose – 43%
- concern over being discriminated against – 36%.

While noting respondents could tick multiple responses to this question, this data indicates that there remains work to be done in ensuring employees feel safe providing this data and also understand how their privacy will be protected.

Employee experiences

- The employee engagement score for respondents living with disability is 52%.
- For respondents not living with disability, the engagement score is 60%.
- There is a notable variance in the scores across all elements of engagement, with people living with disability less engaged.

Employee engagement scores by people living with disability and not living with disability: 2023	% positive Living with disability	% positive Not living with disability
I am proud to tell others I work for my organisation	59%	68%
I would recommend my organisation as a great place to work	53%	62%
My organisation inspires me to do the best in my job	49%	57%
My organisation motivates me to help it achieve its objectives	48%	56%
I feel strong personal attachment to my organisation	50%	55%

Source: Working for Queensland 2023.

Diversity as a barrier to success

- 64% of employees without a disability say disability is not a barrier to success.
- 52% of employees with a disability say disability is not a barrier to success.

There is scope for the sector to improve general awareness of the barriers experienced by those living with a disability.

With such a difference in perception between the two groups, it becomes difficult for people not living with disability to make appropriate adjustments and respond sensitively to the experiences of those employees that do live with disability.

The [Thriving at work, growing a career research report](#) highlighted the importance of mobility and equitable access to recruitment and selection processes in the career success of people living with disability. The Working for Queensland survey explores these factors.

In the 2023 Working for Queensland survey, 3,190 people living with disability were applicants in a recruitment and selection process in the public sector in the past 12 months. Of this cohort, 80% found the recruitment process to be accessible and inclusive.

As fair and equitable recruitment practices are a core requirement of the Act and the [Recruitment and selection directive \(07/23\)](#), this result is positive.

Those employees living with disability, and who were applicants in a recruitment and selection process were also asked if those managing the process had asked if they required accessibility, adjustments and support requirements during the recruitment process.

This question was asked not because the individual applicant necessarily had shared that they lived with disability, but because it's an important question to ask of all applicants.

Asking the question sends a strong message that diversity is genuinely respected and accommodated in the workplace.

32% of respondents were not asked at all if they required or could benefit from an adjustment in the process. While this data has improved between 2022 and 2023, there is clearly work to be done with those responsible for recruitment processes across the sector.

People living with disability asked if they required accessibility, adjustments and support during recruitment process: 2022–2023	% positive 2022	% positive 2023
Yes, at first communication e.g. invitation for interview	10%	13%
Yes, prior to the interview/assessment	6%	10%
Yes, at the interview/assessment	5%	7%
No, I had chosen not to disclose my disability	35%	30%
No, not at all	31%	32%

Source: Working for Queensland 2022 and 2023.

Employees living with disability were also asked if they would feel confident applying for different job opportunities within their current organisation and with other organisations in the Queensland public sector.

For people living with disability who do require adjustments, there has been improvement between 2022 and 2023 on both comfort applying for new opportunities within their organisation and within other organisations.

For respondents that do not need adjustments, confidence in applying for jobs inside the organisation and in other organisations has decreased.

Confidence applying for new and different job opportunities within your organisation: 2023	% positive 2022	% positive 2023
Yes, I would feel confident working in other areas of my organisation – I don't need any adjustments and do not feel like my disability limits my opportunity	46%	43%
Yes, I feel confident that other areas of my organisation would accommodate my needs/adjustments	19%	21%
No, I would not feel confident working in other areas of my organisation – I don't need any adjustments but my disability limits my opportunity	9%	9%
No, I feel that the reasonable adjustments I require limits my internal career pathways	10%	11%
Don't know	14%	14%
Prefer not to say	8%	8%

Source: Working for Queensland 2022 and 2023.

Confidence applying for new and different job opportunities outside your current organisation: 2023	% positive 2022	% positive 2023
Yes, I would feel confident working outside of my organisation – I don't need any adjustments and do not feel like my disability limits my opportunity	45%	41%
Yes, I feel confident that other areas outside of my organisation would accommodate my needs/adjustments	18%	21%
No, I would not feel confident working outside my organisation – I don't need any adjustments but my disability limits my opportunity	8%	9%
No, I feel that the reasonable adjustments I require limits my external career pathways	8%	9%
Don't know	17%	18%
Prefer not to say	8%	8%

Source: Working for Queensland 2022 and 2023.

Sharing information about living with disability

Between 2022 and 2023, the proportion of Working for Queensland survey respondents, living with disability, who were comfortable having conversations with their manager about their disability increased.

The 2023 data also shows this conversation is happening earlier in the employment relationship.

Conversation with manager or supervisor about disability: 2022–2023	% positive 2022	% positive 2023
Yes	48%	54%
No	38%	32%
Prefer not to say	14%	14%

Source: Working for Queensland 2022 and 2023.

Timing of conversation with manager or supervisor about disability: 2022–2023	% positive 2022	% positive 2023
When I was invited for the interview	9%	11%
During the interview process	12%	14%
After being offered the job	10%	12%
After I had commenced work	89%	87%

Source: Working for Queensland 2022 and 2023.

Adjustments in recruitment and selection processes to ensure people living with disability feel able to progress their careers and participate in an inclusive workplace are highlighted in [Disabling the barriers to employment in the Queensland public sector implementation plan](#).

People from culturally and linguistically diverse backgrounds

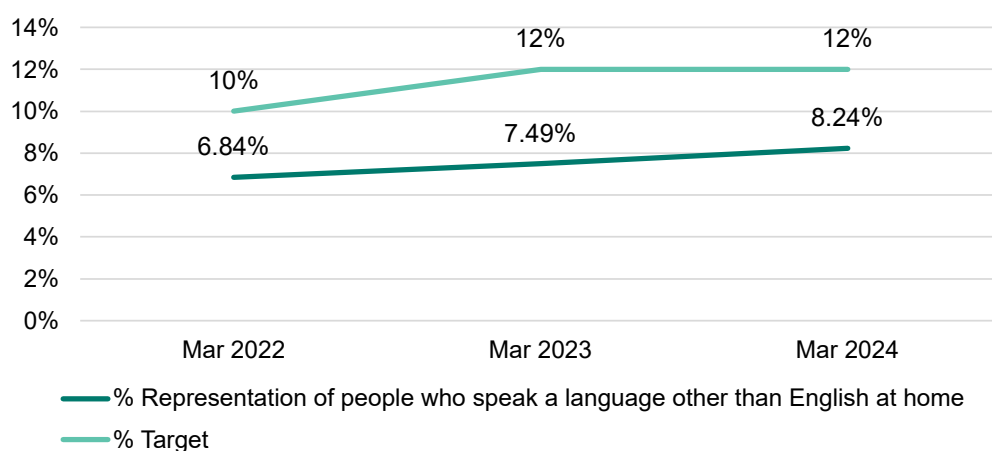
The Queensland public sector diversity target for people from culturally and linguistically diverse backgrounds is based on the number of people who speak a language other than English at home, including those who speak a First Nations language.

MOHRI captures two pieces of information to understand performance against this measure – place of birth and language spoken at home. The sector is committed to achieving a diverse and inclusive workforce reflective of the Queensland community. The category non-English speaking background (NESB) was replaced in the September 2021 MOHRI report with people from culturally and linguistically diverse backgrounds (CALD), aligning to national standards.

Progress towards the target

- A target of 12% of the workforce equates to 36,964 employees disclosing that they are from from culturally and linguistically diverse backgrounds.
- At March 2024, 8.24% of employees or 25,386 people disclosed that they speak a language other than English at home.

Percentage of people who speak a language other than English at home by total headcount: March 2022–March 2024



Source: MOHRI 2022–2024.

In the 2023 Working for Queensland survey, 12% of respondents indicated that they speak a language other than English at home.

Like other diversity targets, information in MOHRI, which is captured from payroll systems, is not always complete and, therefore, target progress is impacted.

Culturally and linguistically diverse survey respondents were asked if they had provided this information to their payroll system. Forty-three percent of respondents confirmed they had, while 25% said they had not, 24% were not sure and 9% preferred not to say.

The primary reason respondents had not provided this information to payroll, was because they couldn't remember being asked for it (48%).

A clear communication strategy could significantly improve this information and progress towards the target.

Employee experiences

- Employee engagement among culturally and linguistically diverse groups improved to 67%, a one percentage point increase from 2022.

Source: Working for Queensland 2022 and 2023.

People who speak a language other than English at home have more positive engagement results than those who speak English at home.

Employee engagement scores by people that speak a language other than English at home and those that speak English at home: 2023	% positive Speak a language other than English at home	% positive Speak English at home
I am proud to tell others I work for my organisation	75%	66%
I would recommend my organisation as a great place to work	70%	60%
My organisation inspires me to do the best in my job	65%	55%
My organisation motivates me to help it achieve its objectives	65%	54%
I feel strong personal attachment to my organisation	62%	53%

Source: Working for Queensland 2023.

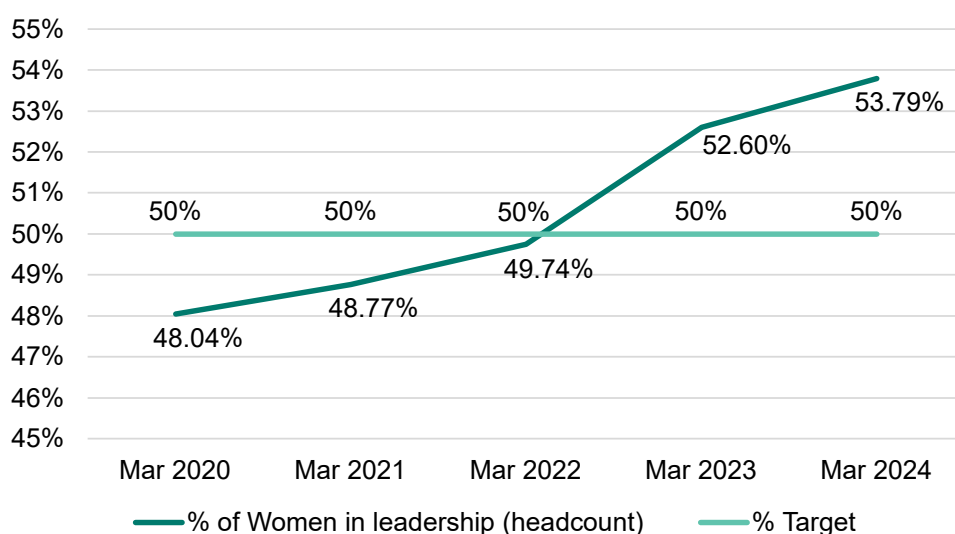
Diversity as a barrier to success

- 69% of those who speak a language other than English at home do not believe that cultural background is a barrier to success, while 11% believe it is.
- 73% of those who speak English at home believe that cultural background is not a barrier to success, while 5% believe it is a barrier to success.
- 17% of Aboriginal and/or Torres Strait Islander peoples, who also speak a language other than English at home, consider cultural background as a barrier to success.

Women in leadership

- A target of 50% of the workforce, in leadership roles, equates to 2,072 employees.
- At March 2024, 53.79% of employees or 2,229 of employees that identified as a woman are in leadership positions.
- This group is 157 employees over the target.

Percentage of women in leadership by total headcount: March 2020–March 2024



Source: MOHRI 2020–2024.

To address inequity the government is prioritising strategies to:

- reduce the gender pay gap – the difference between average annual earnings for male and female employees as a proportion of average male earnings
- increase women in leadership – at SO, SES2, SES3, SES4 and CEO levels (s122 and s155 contract, SO, SES and CEO classified roles).

Gender pay equity dashboard

To build an evidence-based approach to equity and diversity in the public sector, the Office of the Special Commissioner publishes an annual Gender pay equity dashboard and works with agencies to analyse their workforce data to identify equity and diversity challenges.

- The gender pay gap on earnings in the Queensland public sector is 6.31%.
- This is lower than the gap for the Australian labour market of 13%.
- The gender pay gap on base salary decreased from 6.55% in June 2022 to 5.38% in June 2023.
- The gender pay gap on earnings reduced from 7.64% in June 2022 to 6.31% in June 2023.

Source: Queensland public sector, Gender pay equity dashboard 2023.

This significant progress shows that strategies to reduce the gender pay gap in the sector have been working.

Women in leadership initiative

The Special Commissioner's Women in leadership initiative investigates and addresses the under-representation of women at higher classification levels, and creates opportunities for networking and undertakes distinct research projects.

Women applying for senior executive service roles

Understanding if women are applying for the most senior roles in the sector is one element to determine why there is under-representation of women in senior executive service (SES) positions.

- Women are applying for SES roles in lower numbers than their male counterparts.
- Women represent almost 70% of the sector workforce, but account for approximately one-third of applicants for SES roles.

Source: Applicant pools for senior executive service (SES) positions between 2019 and 2023. Applicant data was available for more than half of those processes.

This under-representation of women as applicants occurs in most agencies and for most roles.

Under-representation was particularly evident in agencies that have traditionally male-dominated occupations such as agriculture, fisheries, resources, infrastructure, manufacturing and planning.

Women however, were also under-represented in applicant pools for female dominated agencies.

While women comprised only around one-third of applicant pools, they had a higher rate of success in being appointed, with around 60% of appointments being women.

This confirms other research that suggests women may be hesitant to apply unless they meet all the role criteria but, once they do apply, they are competitive applicants.

Women in leadership initiative: Senior women's voices 2022

In 2022, 38 of the sector's most senior women were interviewed to understand the experience of women leaders and to gain greater insight into gender disparities.

All interviewees discussed the importance of visibility and exposure to leaders, networks and other forums. Several interviewees noted that visibility and exposure seemed to be a key factor in promotion and allocation of opportunities.

Many interviewees perceived that women are held to a higher standard than men and had to work harder to prove they were meritorious. This is consistent with literature findings.

Some interviewees perceived that men were promoted more quickly than women and were more likely to be encouraged to apply for vacant roles than women.

Most interviewees believed that they had been provided with good development opportunities throughout their career through, for example, higher duties, mobility and lateral transfers. They also noted that men tended to have a more linear career trajectory while women were often likely to take a horizontal move at the same level.

The women interviewed had mixed experiences with the recruitment and selection process.

Around one-third had a positive experience, and several noted the importance of encouragement to apply from their Director-General or those around them.

However, some other interviewees had a less positive experience, due to factors including the composition of selection panels, masculine conceptions of merit, and selection processes that did not cater for alternate personality and leadership styles.

A range of organisational barriers were also identified including:

- bias and assumptions being made about appropriate or suitable work for women
- an absence of appropriate networking opportunities
- work hours and work/life balance
- imposter syndrome, where women question their readiness for roles or perceive that they are unwelcome by male colleagues at senior levels.

Employee experiences

The Working for Queensland survey does not capture information on salary, but does capture information on role – individual contributor, team leader, program leader, executive and chief executive. Results show women in executive and chief executive positions are slightly more engaged than men at the same levels (83% score for women and 82% for men).

The 2023 survey also suggests women, at all levels, felt overwhelmingly positive about issues of gender equity.

- 78% felt their manager or supervisor is committed to gender equity.
- 74% felt their senior manager is committed to gender equity.
- 69% felt their executive group is committed to gender equity.
- 76% felt they had the same access to career development opportunities as male colleagues.
- 74% felt they had the same access to promotion as male colleagues.
- 73% felt their professional opinions and insights were as likely to be supported as male colleagues.

Gender

- 69.4% of the sector identify as woman or female.
- 30.4% of the sector identify as man or male.
- 0.2% of the sector identify as non-binary.

Source: MOHRI March 2024.

These proportions have been extremely stable over time, with the non-binary options being introduced in 2021.

In addition to the composition figures provided by MOHRI, the Working for Queensland survey also enables analysis to be conducted by gender and employment experience.

In the 2023 Working for Queensland survey:

- 36% identified as being man or male
- 58% identified as woman or female
- 0.42% identified as non-binary
- 0.08% identified as agender
- 0.26% identified as a gender not listed
- 5.80% preferred not to say.

Employee engagement scores varied across gender identities:

- respondents that identified as man or male had a 56% engagement score
- respondents that identified as woman or female had a 61% engagement score
- respondents that identified as non-binary had a 47% engagement score
- respondents that identified as agender had a 32% engagement score
- respondents that did not identify with any of the genders listed in the survey, had a 31% engagement score.

Gender as a barrier to success

These figures highlight the perceived inequity in barriers to success between those that identify as men and women:

- 64% of men do not feel that being a man presented a barrier to success.
- 81% of men felt that being a woman did not present a barrier to success.
- 75% of women do not feel that being a woman presented a barrier to success.
- 80% of women felt that being a man did not present a barrier to success.

Source: Working for Queensland 2023.

Of those who identified as being non-binary, agender or a gender not listed:

- 51% felt that being transgender, non-binary or gender diverse was not a barrier to success
- 19% felt it was a barrier to success
- 30% were unsure.

Of those who identified as being male or female:

- 67% felt it was not a barrier to success
- 5% felt being transgender, non-binary or gender diverse as a barrier to success
- 29% were unsure.

Source: Working for Queensland 2023.

LGBTIQ+

- 6% of respondents of the 2023 Working for Queensland survey identified as being LGBTIQ+.
- This figure remained stable between 2022 and 2023.

Source: Working for Queensland 2023.

In the Working for Queensland survey, questions were asked only of those respondents that identified as being LGBTIQ+. These results show:

- 78% of LGBTIQ+ respondents indicated they feel safe and respected at work
- 75% feel confident that colleagues support LGBTIQ+ workplace inclusion
- 80% feel confident that their manager or supervisor supports LGBTIQ+ workplace inclusion
- 71% feel confident that their senior manager supports LGBTIQ+ workplace inclusion
- 67% feel confident that the executive group in their organisation support LGBTIQ+ workplace inclusion.

Employee engagement of Working for Queensland survey LGBTIQ+ respondents remained stable at 59% in 2022 and 2023.

An ally is often defined as someone who is not a member of a marginalised group but wants to support and take action to help others in that group. LGBTIQ+ allyship generally, and specifically at leadership levels, is critical in enabling LGBTIQ+ people to thrive at work.

- 63% of LGBTIQ+ respondents know LGBTIQ+ allies in their organisation that they can approach for support.
- 54% are aware of LGBTIQ+ allies in leadership roles in their organisation.

Age

There is no target set for age groups across the sector. However, the Queensland public sector is implementing workforce management plans to accommodate the ageing workforce.

The average age of Queensland’s public sector employees is 44.3 (MOHRI 2023). Average age has been very stable over many years (MOHRI 2020–2024).

The average age of sector employees that identify as women or female is 44.1, of men or males is 44.6 and non-binary is 34.4. The average age of the sector’s new hires is 36.3, while the average age of separations is 48.7.

Age as a barrier to success

- Over two-thirds don’t consider age a barrier to success, with no significant difference across age groups.
- People aged 50 and over are slightly more likely to identify age-related barriers.

Despite this result, over 50s exhibit higher levels of work engagement and enthusiasm for learning new skills and sharing knowledge with colleagues.

Source: Working for Queensland 2023.

Age by perceptions of barriers to success: 2023	% age is not a barrier	Neutral	% age is a barrier
Less than 30 years old	70%	17%	13%
30 to 49 years old	72%	18%	9%
50 and over years old	65%	21%	14%

Source: Working for Queensland 2023.

Age by connection, sharing expertise and engagement: 2023	% positive Connection with work	% positive Help co-workers to learn new skills or share knowledge	% positive Employee engagement
Less than 30 years old	44%	64%	64%
30 to 49 years old	46%	68%	59%
50 and over years old	52%	70%	59%

Source: Working for Queensland 2023.

Our work environment

This chapter analyses factors that shape the Queensland public sector work environment and influence performance.

Highlights

- 81% agree their manager or supervisor demonstrates honesty and integrity.
- 58% agree that people are treated fairly and equitably in their workplace.
- 70% agree their manager or supervisor proactively encourages people to speak up if they feel something could be a risk to their health, safety or wellbeing.
- 83% agree their workgroup treat each other respectfully, and 84% agree their manager or supervisor treats people in the work environment respectfully.
- 77% use some form of flexible work arrangement.

Source: Working for Queensland survey 2023.



Our work environment

Integrity and ethics

The [Public Sector Ethics Act 1994](#) provides principles fundamental to good public administration, and to which public servants are expected to adhere:

- integrity and impartiality
- promoting the public good
- commitment to the system of government
- accountability and transparency.

The [Code of conduct for the Queensland public service](#) sets out the standards of conduct expected from employees of Queensland Government agencies.

Our people understand their obligations as public servants and the importance of ethics

- 92% state they understand what ethical behaviour is.
- 86% state they know how to report unethical behaviour.

While these results are good, there is opportunity for improvement

- 60% agree discussions about appropriate and ethical behaviour are commonplace.
- 60% feel confident that reported instances of inappropriate behaviour would be appropriately managed.

Source: Working for Queensland 2023.

While legislation, codes and policy are critical in ensuring workplaces operate with high standards of ethics, integrity and honesty, these behaviours must also be role modelled by leadership. Perceptions of leadership integrity varies, with most employees responding more positively about honesty and integrity amongst their direct manager or supervisors. Perceptions become less positive as the level of seniority increases and people are being asked to assess the behaviour of people they don't directly report to or have little contact with.

- 81% believe their manager or supervisor demonstrates honesty and integrity.
- 58% believe that senior managers demonstrate honesty and integrity.
- 49% believe that executive group acts with a high level of integrity.

Source: Working for Queensland 2023.

When senior leaders are asked about their perceptions of the executive group, results were more positive.

- 86% agree their manager or supervisor demonstrates honesty and integrity.
- 70% agree senior managers demonstrate honesty and integrity.
- 57% agree the executive group demonstrate honesty and integrity.

It is particularly important to understand the perceptions and behaviours of senior leaders, as it guides integrity practice across sector organisations.

Source: Working for Queensland 2023.

Data on conduct and performance matters shows that only a small proportion of the workforce was reported for the most serious breach of conduct.

Between 2019 and 2023, this proportion only fluctuated between 0.09% to 0.15% of the workforce.

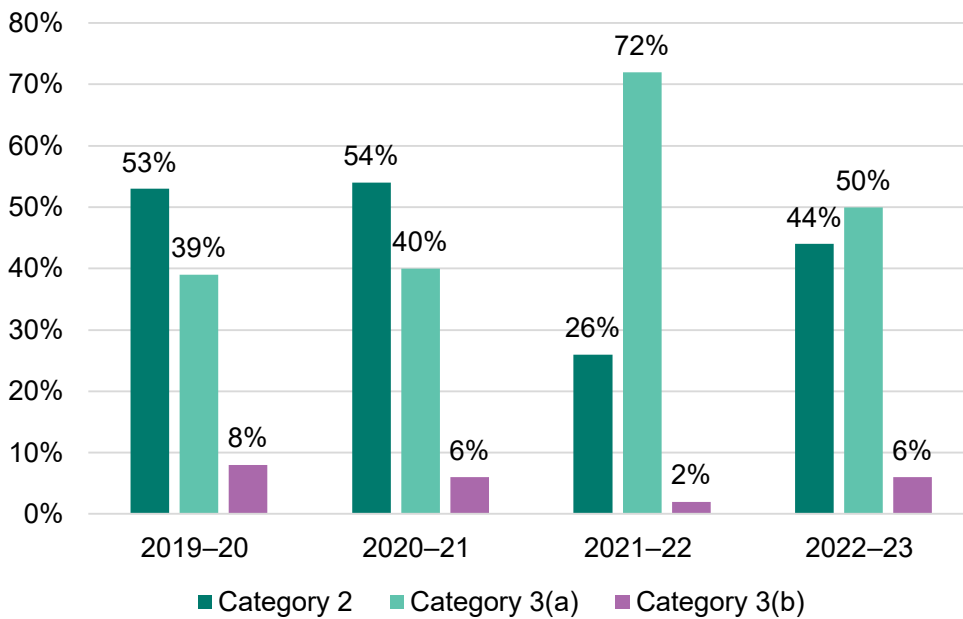
Non-compliance with COVID-19 vaccination requirements has had an impact on the total number of conduct and performance matters in 2021–2022 and 2022–2023.

Matters are assigned a category under the [conduct and performance excellence \(CaPE\) case categorisation framework](#).⁵

⁵ CaPE data is collected in the following categories:

- Category 2: Ongoing or repeated conduct or performance that is not meeting expectations, or is inconsistent with employee standards described in the [Code of Conduct](#). It includes careless or negligent performance of duties. It does not include wilful or malicious conduct.
- Category 3(a): Serious neglect of duties and performance or serious misconduct inconsistent with our employee standards described in the Code of Conduct. It includes behaviour that is wilful, reckless or malicious that raises concerns about an employee's suitability for ongoing employment.
- Category 3(b): Conduct that is in breach of criminal law, but does not include corrupt conduct.

Reported conduct and performance matters



Year	2019-20	2020-21	2021-22	2022-23
Total	3,796	3,973	10,915*	5,464^

Source: Queensland public sector conduct and performance data 2019-2023.

The most common outcomes of reported matters in:

- 2019-2020 and 2020-2021 was ‘management action’ followed by ‘no further action’
- 2021-2022 was ‘no further action’ followed by ‘discipline’
- 2022-2023 was ‘discipline’ followed by ‘management action’.

* Non-compliance with COVID-19 vaccination requirements accounts for 7,371 of the total 10,915 matters in 2021-22.

^ Non-compliance with COVID-19 vaccination requirements accounts for 1,491 of the total 5,464 matters in 2022-23.

Employment security

Perceptions of fairness in recruitment, selection and performance management: 2022–2023	2022 (% favourable)	2023 (% favourable)
Promotion decisions are based on clear criteria	43%	44%
The process for backfilling roles is transparent	40%	43%
Performance is assessed fairly	52%	53%
I understand the process to manage poor performance in my workgroup	57%	58%
Recruitment strategies and/or processes are fair and transparent	46%	48%

Source: Working for Queensland 2022 and 2023.

Fair and equitable treatment is particularly important in recruitment, selection and performance management processes.

Employee perceptions of fair and equitable treatment in recruitment, selection and performance management improved by 2% between 2022 and 2023.

- 58% strongly agreed or agreed that people are treated fairly and equitably in their workplace.

Source: Working for Queensland 2023.

Keeping our people well

Wellbeing is multi-faceted. The Queensland Government’s [Be healthy, be safe, be well framework](#) (the framework) creates a holistic approach to employee wellbeing and encompasses physical, psychological, social, financial and work aspects.

Our employee wellbeing is supported across all these dimensions with different services and programs that include:

- physical – health assessments, check-ups, health coaching, active lifestyle, healthy eating
- psychological – healthy minds initiative, support for medical conditions, support for domestic and family violence, counselling
- financial – QSuper financial wellbeing support and resources
- social – ready reserve, Queensland corporate games and volunteering
- work – flexible working, performance review and development, workload management, getting back to work after illness or injury.

There are several factors used to measure our sector organisations’ health, safety and wellbeing maturity.

The annual [Working for Queensland survey](#) is built around a job-demand resources model – based on the theory of using positive aspects of a work environment to minimise the impact of work demands on employees. It measures aspects such as good job design, proactive discussions of health and wellbeing, positive leadership, respectful relationships and flexible work.

The survey measures employee confidence in health, safety and wellbeing obligations, as well as the level of comfort discussing such matters with managers.

- 88% agree they are confident in their understanding of their health and safety obligations.
- 69% are confident discussing wellbeing with their manager or supervisor.
- 62% are confident discussing their mental wellbeing with their manager or supervisor.

Source: Working for Queensland 2023.

The normalisation of discussions of safety and wellbeing at the workgroup level requires focus and presents opportunity for change.

- 37% agreed that they proactively discussed workplace safety.
- 39% agreed that they discuss ways to promote wellbeing.
- 36% agreed that they discuss ways to promote mental health.

Source: Working for Queensland 2023.

While the number of employees that agreed with statements regarding proactive discussions of safety, wellbeing and mental health are relatively low, the proportion that was neutral is high. These neutral responses indicate a high level of uncertainty and an opportunity for managers and supervisors to have more regular and more explicit, proactive discussions.

Employees felt more positive about how discussions are being held about wellbeing and mental health, with small increases between 2022 and 2023. The results for this measure are still low, indicating more work needs to be done in this area.

Workgroup discussions of safety, wellbeing and mental health: 2022–2023	% agree and strongly agree: 2022	% agree and strongly agree: 2023	% neutral: 2023	% disagree and strongly disagree: 2023
In my workgroup, we proactively discuss workplace safety	37%	37%	48%	14%
In my workgroup, we discuss ways to promote wellbeing	37%	39%	45%	16%
In my workgroup, we discuss ways to promote mental health	33%	36%	44%	20%

Source: Working for Queensland 2022 and 2023.

The role of leaders and leadership commitment in improving the health, safety and wellbeing of the sector is important to success.

The Leadership Board, senior executives and managers are all accountable for ensuring the health, safety and wellbeing of their workforce and are required to:

- build and provide leadership at the agency and sector levels on issues related to health, safety and wellbeing
- champion health, safety and wellbeing as a business priority
- ensure health, safety and wellbeing is considered in operations and improvements in processes, systems and outcomes
- drive implementation of the framework.

Given the role that the leadership plays in this context, data on employees’ perceptions of the leaders in their agency and their attitude to health, safety and wellbeing is important.

Perceptions of managerial and leadership commitment to health, safety and wellbeing: 2022–2023	% positive 2022	% positive 2023
My manager or supervisor proactively encourages people to speak up if they feel something could be a risk to their health, safety or wellbeing	69%	70%
In my workplace, senior management acts quickly to correct problems or issues that affect employees’ health, safety and wellbeing	54%	55%
I feel that my organisation considers the wellbeing of employees to be important	58%	60%

Source: Working for Queensland 2022 and 2023.

Employees are more likely to make health, safety and wellbeing a priority at work when leaders in their agency place high importance on workplace health, safety and wellbeing. This way health, safety and wellbeing becomes part of everyday work and embedded in the work culture.

Psychological safety

The American Psychological Association defines psychological safety in the workplace as being something that develops over time, but when it exists members of a team can be themselves and they share the belief that they can take appropriate risks. Members of teams share the believe that they can and should:

- admit and discuss mistakes
- openly address problems and discuss tough issues
- seek help and feedback
- trust that they are a valued member of the team.

Psychological safety can be measured through a range of themes with a number of important elements being included in the Working for Queensland survey.

A positive workplace culture exists when employees feel safe and respected, they are listened to and able to work in harmony with their colleagues. There are a range of preventative measures to build environments that encourage a culture of respect and do not tolerate bullying and harassment.

Supportive leadership, positive relationships and professional and respectful interactions can help to minimise a range of psychosocial hazards.

Data on work group dynamics shows improvement in psychological safety measures between 2022 and 2023.

Perceptions of workgroup respect: 2022–2023	% positive 2022	% positive 2023
In my workgroup, we treat each other respectfully	82%	83%
In my workgroup, I am comfortable speaking up to share a different view to my colleagues	78%	79%
In my workgroup, we welcome diverse ideas and thoughts	75%	77%

Source: Working for Queensland 2022 and 2023.

Significant improvements in themes of psychological safety are also seen in interactions with managers and supervisors.

Perceptions of manager or supervisor respect: 2022–2023	% positive 2022	% positive 2023
My manager or supervisor treats people in our work environment respectfully	82%	84%
My manager or supervisor listens to what I have to say	78%	79%
I feel comfortable discussing my work challenges with my manager or supervisor	75%	76%
I can rely on my manager or supervisor to help me work through work challenges	72%	74%

Source: Working for Queensland 2022 and 2023.

Flexible work

Flexible work is one factor that can assist in minimising the impact of job demands on employees.

Flexibility can be achieved through many different mechanisms including part-time work, job sharing, roster design, remote work and flexible start and finish times.

The most successful flexible working is where the needs of individuals, teams, customers, leaders, and organisations are balanced and flexible enough to create a happy medium between the needs of all stakeholders.

Under the [Flex-connect framework](#), six principles guide flexible working in the Queensland public sector:

1. Equity – flexible work supports equity and inclusion
2. Teamwork – teams design approaches that suit all
3. Happy medium – approaches are considered in the context of individual circumstances, such as obligations to culture, community and family, along with the needs of the team, customers and leaders, and organisational priorities
4. Wellbeing – integrated, proactive approaches to health, safety and wellbeing
5. Performance – employees work together to build a future-focused, high-performing public sector that delivers
6. Leadership by example – senior leaders role model flexible work and embed access across the organisation.

- 77% of respondents indicate they use some form of flexible work arrangements.
- Remote work and flexible work hours are the most common form of flexible work arrangements.
- Only 10% of respondents have not requested a flexible work arrangement but would have liked to adjust their work arrangements at the time of the survey.
- 83% of flexible work arrangements were fully granted.
- Only 2% were declined without a reason.

Source: Working for Queensland 2023.

Requests for flexible work: 2023	2023 %
Yes, I requested one or more flexible work arrangements	46%
No, I have not requested a flexible work arrangement but I am content with my current arrangements	44%
No, I have not requested a flexible work arrangement and I would like to adjust my current arrangements	10%

Source: Working for Queensland 2023.

Outcome of request for flexible work: 2023	2023 %
Fully granted	83%
Partially granted	9%
Declined – no reason given	2%
Declined – reason provided	3%
I have not received a reply as yet	3%

Source: Working for Queensland 2023.

The Queensland Government is committed to implementing flexible work arrangements by focusing on four key areas that enable work agility and flexibility:

1. culture – trust and support
2. capabilities – information sharing and digital literacy
3. systems – workplace design and technology
4. guidelines – employment framework and workforce planning.

- Only 7% indicated that due to the nature of their job, flexible working arrangements would not be possible.

Source: Working for Queensland 2023.

Forty four percent of respondents indicated that a range of flexible work options are available to them in their job and flexible work is considered the norm in their workplaces and that they are able to adapt their flexible work arrangement to suit their work and personal needs.

Workplace perceptions of flexible work: 2023	2023 %
A range of flexible work options are available to me in my job. Flexible work is the norm. I am able to adapt my flexible work arrangement to suit my work and personal needs	44%
A range of flexible options are available to me in my job. I am able to agree formal flexible arrangements with my manager/supervisor. I feel OK about asking for ad hoc flexibility, although changing arrangements (e.g. work patterns) is discouraged	19%
Flexibility is closely managed and only through formal agreements. Ad hoc arrangements are by exception, and I don't like to ask. I feel flexibility is seen as an inconvenience in my workplace	10%
Flexibility is available but options are limited to the exception. Flexibility is possible under certain circumstances. E.g. If I need to care for a sick child or family member or if I have an appointment that must be scheduled during work hours. I would only ask if I had no other option	9%
There is some flexibility. E.g. I can request specific shifts or swap shifts, there is some flexibility in start and finish times	9%
The only flexible work options are limited to full-time vs part-time	3%
No, given the nature of my work, flexible arrangements are not possible	7%

Source: Working for Queensland 2023.

Among those who have the option for flexible work:

- 75% have the flexibility that they need to balance between their work and non-work interests
- only 11% believe it is difficult for them to adopt a flexible working arrangement because of a lack of support from their manager or supervisor.

Source: Working for Queensland 2023.

Flexible work arrangements are particularly important for people with caring responsibilities

- 35% of Working for Queensland respondents have carer responsibilities.
- 65% of those with carer responsibility, are women.
- Those with carer responsibility are more likely to have requested a flexible work arrangement in the last 12 months (55%), than those without such responsibilities (42%).

Regardless of whether an employee does, or does not, have carer responsibilities, many believe they have the flexibility they need.

- 75% of carers feel they have the flexibility they need to manage their work and non-work interests.
- 76% without carer responsibilities feel they have the flexibility they need to manage their work and non-work interests.

Source: Working for Queensland 2023.

Employee perceptions of their leaders

There has been improvement in employee perceptions of how senior managers and executives provide clear direction for the future of their organisation.

There is a need, however, to strengthen the communication between the executive group, senior managers and employees.

This should focus on informing employees about the priorities of their organisation.

It is important that the executive group and senior leaders not only create opportunities to brief employees, but it is also critical that employees are able to provide feedback and ask questions of the executive and senior leaders. The extent to which employees perceive such opportunities to be authentic is critical to creating an engaged workforce.

Perceptions of senior managers and the executive group: 2022–2023	% positive 2022	% positive 2023
Senior managers provide clear direction for the future of the organisation	50%	51%
Senior managers keep employees informed about what's going on	52%	53%
Senior managers create an environment where employees feel heard	46%	48%
The executive group communicates a clear direction for the future of the organisation	49%	49%
The executive group keep employees informed about what is going on	49%	49%
The executive group creates an environment where employees feel heard	38%	39%

Source: Working for Queensland 2022 and 2023.

Change management

The Queensland public sector experienced two Machinery of Government (MoG) changes in 2023. Change in the sector, however, is not limited to MoG changes. At a broader level, change could be for the purpose of improving what already exists, transitioning from old processes and systems to new ones, or it could be transformational change which significantly impacts the direction and identity of an organisation.

Change can be focused on one or all these areas: policy and strategy, governance and people, and operations and finance.

There are many benefits associated with a well-executed organisational change. Change can result in improved processes for policy coordination, productivity, or cultural integration. On the other hand, poor change management could result in loss of corporate knowledge, financial costs, administrative confusion and risks to the management of an organisation’s records.

Respondents to the 2023 Working for Queensland survey reported relatively low satisfaction levels with the way change is managed:

- 29% agreed that staff are always or often consulted about significant change at work directly affect them
- 31% agreed that they always or often have the opportunity to provide feedback on change processes that directly affect them.

The overall change management score based on the 2023 Working for Queensland survey results is at 30% which shows one percentage point improvement compared to 2022.

Work demands

Job demands are elements of a job that require sustained physical or mental effort and are therefore associated with certain physiological and psychological costs.

Demands are commonplace and expected in all types of work, whether that work or effort is paid, volunteer or leisure. That said, it is important to monitor work demands so that they can be managed and mitigated when necessary. The experience of excessive demand, over sustained periods of time, negatively impacts individual, team and organisational health and performance.

Examples of demands are high workload, physical demands and emotional demands which can contribute to burnout, and ultimately higher unscheduled absenteeism, poor performance and negative health outcomes.

Working for Queensland survey data is used to understand how often respondents experience various demands. While metrics previously discussed were asked on an agreement scale, the work data is asked on a seven-point frequency scale – from never and rarely to often and always.

Demands need to be managed through good work design and other positive elements of the work environment (e.g. flexible work, supportive leadership and teams willing and able to work together).

There has been a slight decrease in types of demands that employees in Queensland public sector are experiencing.

Frequency of experience of demands: 2022 –2023	Never & rarely	Once in a while, some of the time, fairly often	Often & always
I need to work long hours to meet performance expectations			
2022	31%	46%	24%
2023	34%	48%	18%
I am given unachievable deadlines			
2022	48%	37%	15%
2023	49%	39%	13%
My work is emotionally demanding			
2022	18%	52%	30%
2023	24%	49%	28%
My work is physically demanding			
2022	48%	38%	13%
2023	55%	34%	11%
I am overloaded with work			
2022	22%	56%	22%
2023	28%	52%	20%
My work leaves me feeling emotionally exhausted			
2022	30%	48%	22%
2023	33%	46%	22%
My work leaves me feeling physically exhausted			
2022	44%	42%	14%
2023	49%	38%	13%

Source: Working for Queensland 2022 and 2023.

Burnout

There is a relationship between excessive or unreasonable demands and perceptions of feeling burned out.

Some demands may have a stronger relationship with burnout than others. This means that if they are experienced more often by employees, it is very likely that employees will feel burned out. Others have a weaker relationship with perceptions of feeling burned out. This does not mean that these types of demands are not important and can be left unchecked.

It is important to monitor demands and to explore what positive aspects of the work environment can be used to mitigate the impact of each demand.

Physical demand has a strong correlation with burnout, with employees in frontline roles more greatly impacted.

- The sector is performing well on this specific demand with only 13% experiencing it often and always.
- 18% of employees working in frontline roles feel physically exhausted often and always.

Source: Working for Queensland 2023.

Emotional demand and work overload remain the key types of demands that are contributing to burnout across the sector. These demands have a strong relationship with burnout.

- 20% indicate they often or always feel burned out by their work. There has been an improvement compared to 2022 by one percentage point.

	Never & rarely	Once in a while, some of the time, fairly often	Often & always	Never & rarely	Once in a while, some of the time, fairly often	Often & always
	2022			2023		
I am overloaded with work	22%	56%	22%	28%	52%	20%
My work leaves me feeling emotionally exhausted	30%	48%	22%	33%	46%	22%
My work is emotionally demanding	18%	52%	30%	24%	49%	28%

Source: Working for Queensland 2022 and 2023.

Bullying

Workplace bullying is repeated and unreasonable behaviour directed towards an employee, or a group of employees, that creates a risk to health and safety. It does not include reasonable management action.

Bullying can show up in different forms.

It can include overt behaviour such as insulting, shouting and swearing, or covert bullying like micromanaging, isolating someone and excluding them.

Cyber bullying involves using social media and sending hurtful messages, images or videos online.

A one-off incident of unreasonable behaviour does not amount to work-related bullying, however behaviour that is repeated or escalated should not be ignored. Bullying not only affects the person being bullied, but also impacts those who witness the behaviour.

Queensland public sector employees have protections from bullying in the workplace under the [Work Health and Safety Act 2011](#) and the [Industrial Relations Act 2016](#).

The Queensland Government takes workplace bullying very seriously. One of the key values fundamental to good public administration under the [Public Sector Ethics Act 1994](#) is integrity and impartiality. Under this value, the standard of conduct expected from those working in the sector is to treat co-workers, clients and members of the public with respect.

- 17% experienced bullying in the last 12 months prior to the survey.
- 6% are currently experiencing bullying.

Source: *Working for Queensland 2023*.

Experience of workplace bullying: 2022–2023	2022 count	2022 %	2023 count	2023 %
Yes, and I am currently experiencing this behaviour	4,378	6%	3,430	6%
Yes, but I am not experiencing it now	9,373	12%	6,513	11%
No	58,798	78%	47,350	78%
Don't know	2,794	4%	3,114	5%

Source: *Working for Queensland 2022 and 2023*.

When a respondent indicates that they have experienced or are experiencing bullying, the Working for Queensland survey asks a series of subsequent questions to understand this experience. Respondents are most likely to be bullied by a colleague, followed by a direct manager or supervisor. Verbal abuse (such as offensive language, derogatory remarks, shouting or screaming) is the most common type of bullying experienced.

- 11% of employees experiencing bullying formally reported the matter.
- 36% told a colleague.
- 45% told a manager.
- 54% of employees experiencing bullying and did not formally report the bullying because they did not think any action would be taken.
- Of employees who did not formally report bullying – 4% responded that they did not report because they did not know how.

Source: *Working for Queensland 2023*.

Sexual harassment

Sexual harassment in any form is unacceptable in Queensland Government workplaces.

We have a positive duty to prevent and address sexual harassment in the Queensland public sector as part of providing healthy and safe workplaces for all employees, visitors, and contractors.

Sexual harassment is misconduct under section 121 of the *Industrial Relations Act 2016*.

A critical step to prevent sexual harassment in workplaces and in work-related settings is to promote and support a positive culture of respect and inclusion.

Under both the *Public Sector Act 2022* (s33) and *Work Health and Safety Act 2011* (s19) chief executives of public sector entities have a duty to promote a culture of inclusion and diversity and proactively prevent sexual harassment.

The duty also extends to managing the physical and psychological risks associated with sexual harassment and the reporting of sexual harassment.

The [Preventing and responding to workplace sexual harassment directive](#) requires chief executives of departments, public service entities in schedule 1 of [Public Sector Act 2022](#) to:

- have a standalone workforce policy to prevent and respond to workplace sexual harassment
- promote awareness and train their workforce about their obligations and rights in relation to sexual harassment in the workplace
- promptly respond to reports of sexual harassment
- ensure those who report alleged sexual harassment are offered trauma-informed, gender-informed and fit for purpose support options.

- 2% experienced sexual harassment.

Source: *Working for Queensland 2023*.

When a respondent indicates that they have experienced or are experiencing sexual harassment, the Working for Queensland survey asks a series of subsequent questions to understand this experience. Respondents are most likely to be sexually harassed by a colleague. The most common types of sexual harassment were sexually suggestive comments or jokes that made the person feel offended, followed in prevalence by intrusive questions about the person’s private life or comments about physical appearance.

- 13% made a formal complaint about the sexual harassment.

Source: Working for Queensland 2023.

Among those who did not make a complaint about sexual harassment, most did not think their complaint would result in any action being taken or did not want to go through the hassle of reporting the matter.

Since the Preventing and responding to workplace sexual harassment directive came into effect in July 2023 several milestones to prevent and respond to workplace sexual harassment have been achieved, or are under way:

- organisational policies to prevent and respond to workplace sexual harassment were approved and published by most departments by 1 February 2024
- departments and public sector entities are working to establish contact officer networks which are to be in place by 1 July 2024
- procurement of training modules is underway to raise awareness of every employee, and increase the capability of leaders, managers, and HR practitioners to provide person-centred and trauma-informed responses to sexual harassment matters.

Racism and discrimination

Questions associated with racism and discrimination are included in the Working for Queensland survey. Employees who indicated they experienced racism in their workplace has not changed from 2022 to 2023.

- 6% have experienced racism in their workplace.
- 2% experienced discrimination because of disability.
- 2% experienced discrimination because of sexual orientation.
- 4% have experienced discrimination because of cultural background.
- 7% experienced discrimination because of gender.
- 7% experienced discrimination because of age.

Source: Working for Queensland 2023.

	Male	Female	Non-binary		25-29	50-54	55-59
Experienced discrimination because of their gender	6%	6%	24%	Experienced discrimination because of their age	10%	6%	9%

Source: Working for Queensland 2023.

Our performance

This chapter provides data on a range of performance metrics.

Highlights

- 77% say their work has had a positive impact on the lives of Queenslanders.
- 78% felt their organisation had a positive impact on the lives of Queenslanders.
- 82% collaborate in their workgroup and share learnings.
- 63% of respondents often and always feel proud of the work they do.
- 67% helping coworkers learn new skills and share job knowledge often and always.

Source: Working for Queensland survey 2023.



Our performance

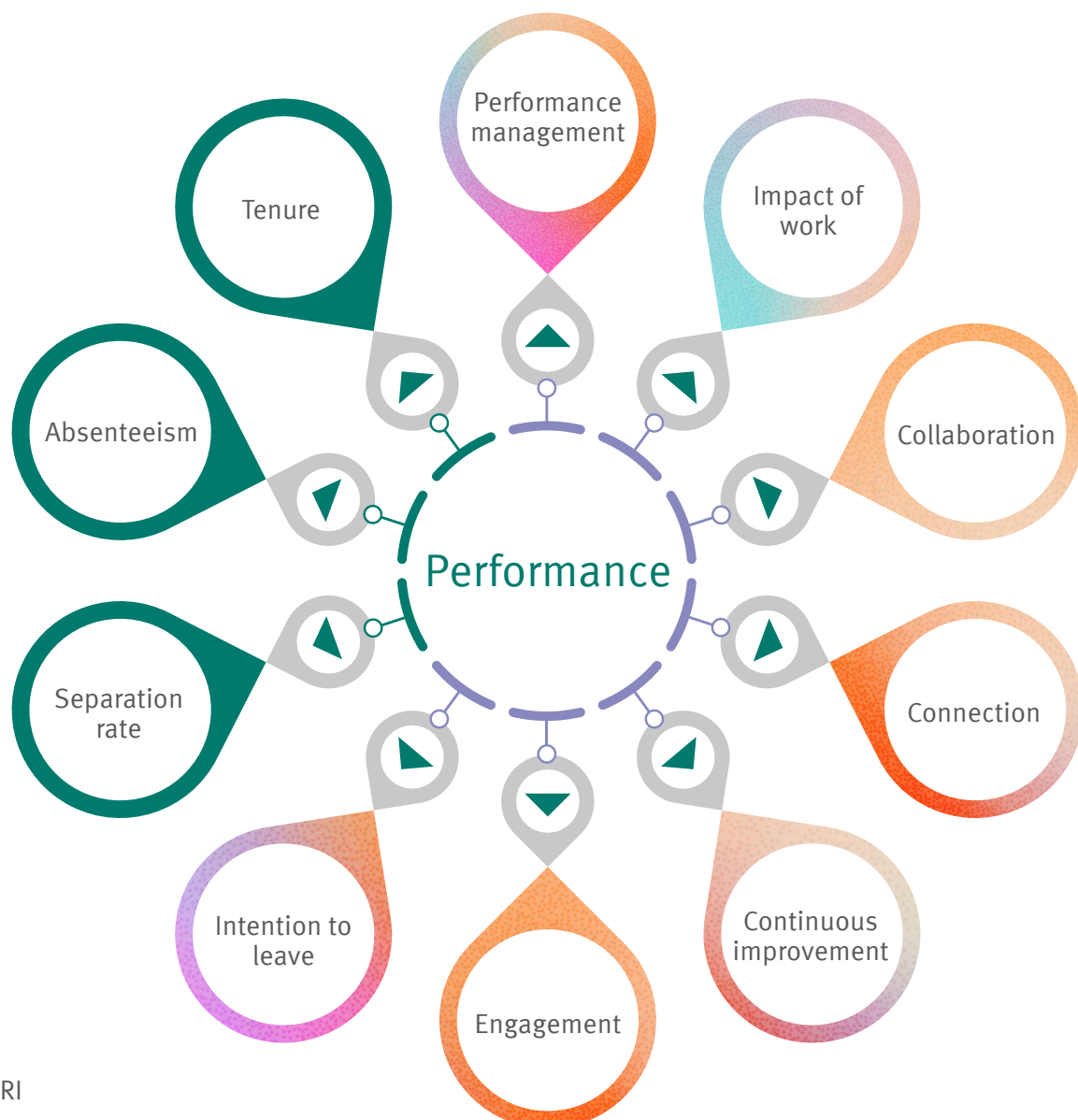
Indicators of sector performance

The Queensland public sector uses multiple data sets, and data types to measure sector performance – including [minimum obligatory human resource information](#) (MOHRI) collected from payroll data and the annual [Working for Queensland survey](#) results.

Combined, these data sets capture hundreds of thousands of data points. Used together they provide powerful lead indicators and lag measures of workplace performance.

Working for Queensland survey results are used as lead indicators, or predictive measurements of performance. For example, survey data on the extent to which people feel their work is meaningful and impactful, predicts engagement and ultimately retention and absenteeism.

While the attitudes and sentiment captured through the Working for Queensland survey provide lead or predictive indicators of behaviour and performance, MOHRI data captures lag performance measures. Absenteeism and turnover are examples of employee behaviour in response to low levels of, for example, engagement performance.



■ MOHRI

■ Working for Queensland survey

Employee performance management

Employee performance in the Queensland public sector is managed using a positive performance management approach – with a clear focus on understanding and building on the strengths and successes of our employees.

[The Act](#) sets out positive performance management principles, which outline the importance of:

- continuous learning and development to build expertise within the sector
- providing feedback to employees and constructive communications between managers and employees
- recognition of employees’ strengths and contributions
- providing opportunities for growth and training
- managing employees’ work performance and to take early and appropriate action if unacceptable work performance arises
- embedding these principles into management policies and practices.

Positive performance management helps our employees identify their development needs and assists them in achieving their performance goals. It establishes role expectations, provides goal clarity, gives purpose and meaning, and aligns employee efforts to organisational requirements.

Across the sector we collate and analyse data to understand how well performance expectations are established and performance is managed.

The foundations for successful positive performance management are strong across the sector:

- 88% believe they understand what is expected of them to do well in their jobs
- 74% agreed they get the information to do their job well
- 82% understand how their job contributes to their organisation’s strategic objectives.

Source: Working for Queensland 2023.

The quality of communication between employees and their manager or supervisor is the basis for positive performance management, and these foundations are also in place. When there are low levels of clarity, information, communication and feedback these measures can become job demands, which can lead to burnout.

- 72% agree that performance expectations are communicated clearly by managers/supervisors.
- 75% say their managers/supervisors show appreciation for their contribution to work objectives.

Source: Working for Queensland 2023.

Another aspect of positive performance management is how employees are assisted with their professional and personal development.

- 25% discuss their professional development with their manager or supervisor.
- 40% agree their manager or supervisor supports their professional development by connecting them with learning and development opportunities.
- 32% agree their manager or supervisor takes the time to provide informal feedback on their performance.
- 36% agree their manager or supervisor provides them with constructive feedback to help improve their performance.
- 47% agree their manager or supervisor acknowledges when they do something well.

The proportion of those who responded unfavourably to the above statements is only at 20% or less. Forty percent or more of respondents provided a neutral response to these statements.

These results tell us that there is a need to strengthen how feedback is given to employees. This suggests managers and supervisors need to be more proactive and intentional about performance discussions.

More focus on creating more meaningful opportunities for career development and learning is also needed. Raising awareness about the development opportunities on offer for public servants should be prioritised. This is one goal of [Even better strategy](#) – to provide better opportunities for current and future public servants to perform at their best.

Impact of work

Queensland public sector employees, regardless of their occupation or organisation, share a commitment to serving the people of Queensland and making a difference to our communities.

How employees see the impact of their work is an important indicator of performance.

- 77% of Working for Queensland survey respondents say their work has had a positive impact on the lives of Queenslanders.
- Employees in frontline and frontline support roles feel this more strongly, with 80% saying their work has a positive impact on the lives of Queenslanders.
- 78% of all respondents say their organisation has had a positive impact on the lives of the people of Queensland.

Source: Working for Queensland 2023.

This strong sentiment remains consistent with other years and is similar to 2022.

The results align strongly with one of the Queensland Government’s current [employee value propositions](#) which is to be the difference – and make Queensland better through what you do.

Further analysis of the Working for Queensland survey data shows when employees believe their work has a higher impact on their community they also have:

- a greater sense of connection with their work
- higher employee engagement scores
- lower levels of burnout.

Collaboration

Collaboration and mutual support leads to more effective communication, trust and camaraderie – and can positively impact overall job satisfaction and performance. High-performing teams can also contribute to work-life balance and overall wellbeing.

Collaboration practices start at the team level and impact work group performance. Collaboration indicators are quite strong across the sector as outlined below in the metrics associated with discussing work challenges, managing workload together and sharing learnings.

- 86% discuss their work challenges with the people in their workgroup.
- 78% work together to manage workload.
- 82% share their learnings.

Source: Working for Queensland 2023.

These collaboration metrics were analysed across different leadership levels. As employees progress to higher levels of leadership, the levels of collaboration increase.

Collaboration by leadership level: 2023	% positive Individual contributor	% positive Team leader	% positive Program leader	% positive Executive/chief executive
Discuss work challenges with the people in workgroup	84%	88%	91%	92%
Work together to manage workload	75%	83%	88%	93%
Share their learnings	79%	87%	91%	93%

Source: Working for Queensland 2023.

Connection with work

Levels of connection with the work you do can be determined by a number of factors – the extent to which your job inspires, energises or makes you feel proud of the work you do.

Measuring these factors is challenging, as they are influenced by organisational culture and to an extent depend on the types of tasks the individual must complete daily.

While the impact and collaboration metrics previously discussed were asked on an agreement scale, the connection with work data is asked on a seven-point frequency scale – from never and rarely to often and always. The Working for Queensland items that measure connection with work include respondents feeling energised by their work, inspired to do their best and proud of their work.

- 29% feel energised by their work often and always – 21% fairly often and 25% some of the time.
- 47% are inspired by their job to do their best often and always – 21% fairly often and 16% some of the time.
- 63% are proud of the work they do often and always – 18% fairly often and 11% some of the time.

This data was stable between 2022 and 2023.

Source: Working for Queensland 2023.

Where people perform frontline work, the extent to which they feel energised by work decreases to 25% often and always.

Where people work in program design and program management the extent to which they feel energised by their work increases to 41% often and always.

The nature of the work itself significantly impacts the connection and, particularly, the sense of energy.

Like the collaboration metric, seniority has a significant impact on connection.

Connection with work by leadership level: 2023	% often and always			
	Individual contributor	Team leader	Program leader	Executive/ chief executive
Energised by work	27%	29%	42%	64%
Inspired by the job	45%	47%	58%	76%
Proud of the work	60%	65%	74%	86%

Source: Working for Queensland 2023.

Continuous improvement

Continuous improvement is a critical performance measure and is directly related to the effectiveness and efficiency of the services delivered to the people of Queensland.

This data has remained stable between 2022 and 2023 and encompasses a range of themes.

- 61% proactively seek better and new ways to do their job often and always.
- 67% help coworkers learn new skills and share job knowledge often and always.
- 59% help coworkers that have too much work to do often and always.
- 59% work with colleagues to identify better practice often and always.

Source: Working for Queensland 2023.

As was the case for collaboration and connection with work, leadership level has a significant impact on perceptions of continuous improvement.

Continuous improvement at work by leadership level: 2023	% often and always			
	Individual contributor	Team leader	Program leader	Executive/ chief executive
Proactively seek better and new ways to do their job	58%	63%	75%	86%
Help coworkers learn new skills and share job knowledge	62%	76%	80%	88%
Help coworkers that have too much work to do	55%	66%	68%	75%
Work with colleagues to identify better practice	53%	67%	76%	84%

Source: Working for Queensland 2023.

Employee engagement

Employee engagement is a global measure of employee experience. Employee engagement is asked on an agreement scale, as opposed to the frequency scale used in the previous sections.

Many factors influence engagement including, leadership, a positive and inclusive work culture, manager support, accountability, and flexible work

- The overall employee engagement score for the Queensland public sector is 58% positive – which has been stable since 2022.

Pride, likelihood of recommendation, inspiration, motivation and attachment contribute to understanding employee engagement.

- Pride: 66% are proud of the work they do for their organisation.
- Recommendation: 60% recommend their organisation as a great place to work.
- Inspiration: 55% find their organisation inspires them to do their best.
- Motivation: 54% are motivated to achieve their organisation’s objectives.
- Attachment: 53% feel strong attachment to their organisation.

Source: Working for Queensland 2023.

In the Working for Queensland survey program of work, analysis is undertaken to determine which aspects of the work environment have the greatest impact on employee engagement. This analysis indicates that across the Queensland public sector the following elements have the strongest relationship with employee engagement.

- 60% felt agencies cared about their wellbeing.
- 70% felt their job gave them a feeling of accomplishment.
- 39% felt heard by their executive group.
- 48% felt heard by their manager.
- 57% thought senior managers model the values and principles of their organisation.

Source: Working for Queensland 2023.

This analysis provides a statistically reliable method for understanding where to focus attention and improvement. While personal accomplishment performs well, the other aspects are areas of focus.

Employee engagement is an important measure of performance with research showing that engagement predicts behaviours including effort, absenteeism and retention.

As overviewed in the section on diversity, different diversity cohorts have different employment experiences and so have different levels of engagement.

As has been the case with previous measures, leadership levels and engagement are correlated.

Employee engagement by leadership level: 2023	% positive			
	Individual contributor	Team leader	Program leader	Executive/ chief executive
Employee engagement	56%	57%	65%	81%

Source: Working for Queensland 2023.

Intention to leave

An employee's intention to leave, and how engaged they feel in their work and workplace are linked – and are indications of organisational performance. Questions on intention to leave are included in the Working for Queensland survey.

- 30% intend to stay working in their position for the next one to two years.
- 45% intend to stay working in their position for at least the next three years.
- 16% intend to leave their position within the next 12 months.
- 9% intend to leave their position as soon as possible.

Source: Working for Queensland 2023.

When asked to describe their intention to leave, most employees who indicated they intend to leave were doing so with the intention of applying for a new role within their agency or another agency in the sector.

The main reasons for employees leaving their positions are:

- senior leadership is not meeting the employee's expectations
- lack of career opportunities in their current agency
- seeking skill development in another area
- emotional exhaustion.

Source: Working for Queensland 2023.

Where employees are engaged, they intend to stay in their current role for longer:

- 62% intend to stay working in their position for the next one to two years
- 29% intend to stay working in their position for at least the next three years
- 8% want to leave their position within the next 12 months
- 1% want to leave their position as soon as possible.

Source: Working for Queensland 2023.

For this cohort of highly engaged employees, most intended to or already had applied for a new position within their agency. The most prominent reasons for leaving their position were related to a desire to acquire new skills and seek promotion.

Where employees are disengaged, they intend to leave their current role sooner:

- 14% intend to stay working in their position for the next one to two years
- 14% intend to stay working in their position for at least the next three years
- 26% want to leave their position within the next 12 months
- 46% want to leave their position as soon as possible.

Source: Working for Queensland 2023.

For these disengaged employees, most were doing so because of poor senior leadership and supervisory quality. However, most were seeking opportunities within the public sector as opposed to leaving the sector altogether.

Hires and separations

The Act establishes employment on a permanent basis as the default employment in the Queensland public sector. A high performing workforce is one that is attractive to new employees and is able to minimise separations. As such, separation rates are monitored as a measure of retention.

The separation rate is the proportion of permanent employees who separated from the Queensland public sector as a proportion of the total number of permanent employees.

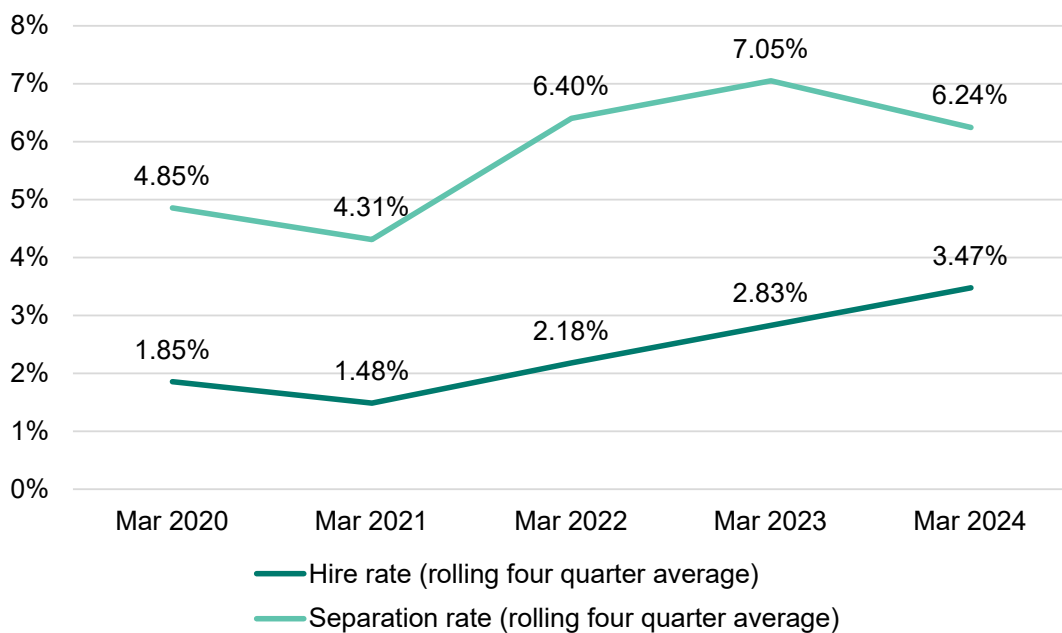
- Employees separating tend to stay for at least five years before leaving the public sector.
- Of those who have separated, 65% worked in the sector for five years or more.

Source: MOHRI March 2024.

Like many other sectors and jurisdictions across Australia, the labour market has become increasingly competitive in recent years, leading to an increase in separations.

Despite this challenging labour market, the Queensland public sector continues to grow as the population, needs and expectations from the community grows.

Hire rate and separation rate of permanent employees



Source: MOHRI March 2020–March 2024.

Absenteeism

Increases in unplanned leave impacts workforce performance. The propensity for individuals to take excessive amounts of unplanned leave is strongly connected to low job satisfaction and low employee engagement.

It is important to monitor unplanned leave in order to understand the ‘normal’ use of different types of leave, particularly sick leave and carers leave. Taking these forms of leave is expected and a normal part of workforce management. When these leave usages are monitored over time in conjunction with other metrics, such as engagement, it is possible to identify performance issues.

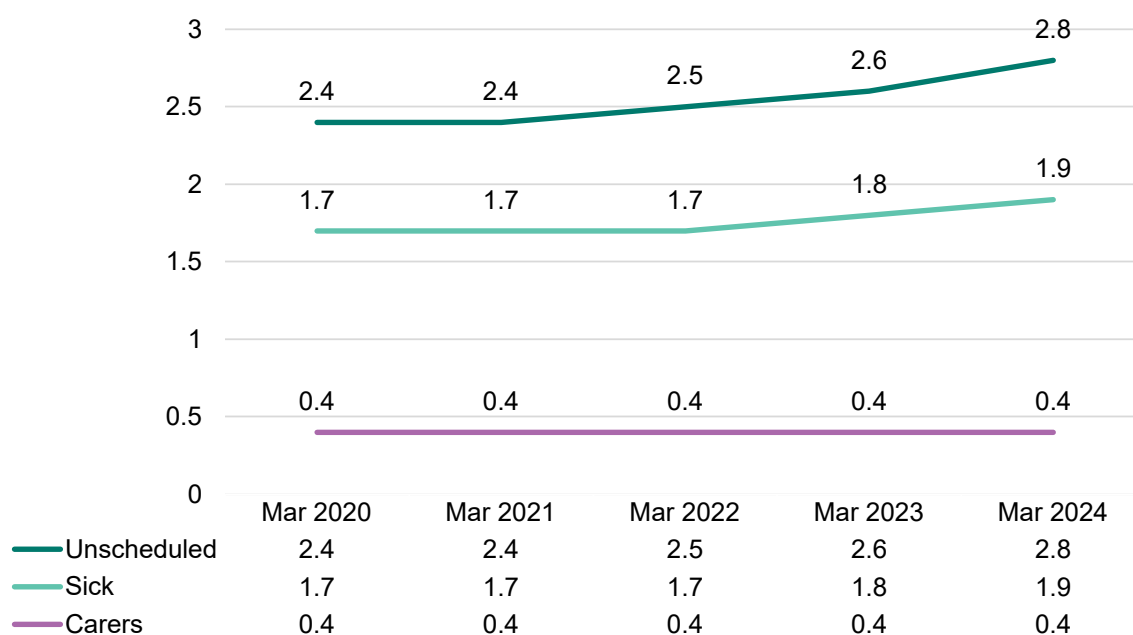
In the past 12 months prior to March 2024 employees have had an average of:

- 2.8 days unscheduled leave per quarter
- 1.9 days sick leave per quarter
- 0.4 days carer leave per quarter.

In the past five years to March 2024, the peak in unplanned absenteeism occurred in September 2022. In 2022 the Queensland labour market was learning to live with COVID-19. COVID-19 coincided with a particularly aggressive flu season, which is also likely to have impacted unplanned leave.

In addition to the COVID pandemic, the Queensland public sector was also responding to a series of significant disasters including the 2019 Queensland bushfires (December 2019) and the 2021–2022 Southern Queensland Floods (November 2021 to May 2022). These events, combined with the unprecedented nature of the pandemic response are likely to have had a cumulative impact on the health of Queensland public servants.

Average days absent due to unplanned leave:
March 2020–March 2024



Source: MOHRI March 2020–March 2024.

Tenure

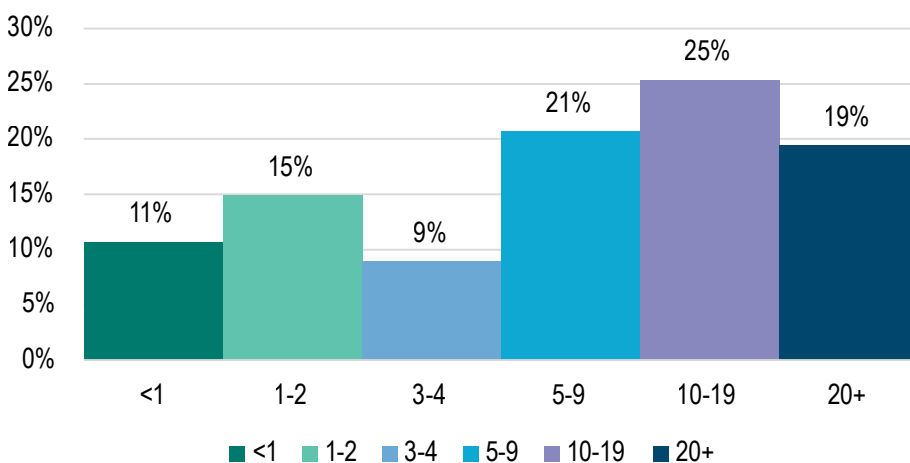
Turnover is a significant cost for any organisation.

With each departing employee, corporate knowledge and history is lost, training dollars are lost, and new employees need to be trained resulting in downtime in service delivery and workflow.

Tenure is an important measure of performance.

- The average length of tenure in the Queensland public service is 11.5 years.
- 19% have been employed for over 20 years.
- A quarter of Queensland’s public servants have been employed in the sector for between 10 and 19 years.
- 21% have been employed for between five and nine years.
- 35% have been employed in the Queensland public sector for less than 5 years.

Tenure in years by headcount: March 2024



Source: MOHRI March 2024.

Our future



Our future

The 2024 State of the sector report provides an overview of the current state of the Queensland public sector – as well as analysis on how our sector has evolved over the past five years.

The data presented offers insights on the sector’s strengths, as well as the challenges and areas that require further focus and improvement.

The Queensland public sector is the largest employer in the state of Queensland – and it is not only large but is also unique.

It is unique in the breadth of roles it encompasses, the variation in careers Queensland’s public servants can explore, the expanse of the state geographically and the diversity of the community we serve.

There is opportunity for different and unique individuals, with varied levels and types of expertise to join the Queensland public sector, secure permanent employment, and an opportunity to build a career – wherever they live in Queensland.

The Queensland public sector impacts the lives of Queenslanders every day.

This impact is felt through the work of frontline and frontline support workers as well as the commitment, behind the scenes, of the thousands of corporate staff across the state.

The Queensland public sector represents an expansive network of individuals, with different types of skills, working together to deliver services to the people of Queensland.

All these skills are needed if the sector is to meet the expectations of the community, whether those skills be in health, public safety, education, finance, procurement, human resource management, policy development or program implementation.

Our sector is transforming.

Guided by [the Act](#) and the Even better strategy, the Queensland public sector is working to thrive in the midst of future challenges, whether they be economic, societal or environmental.

The Queensland public sector is committed to being even better – the fairest, the most agile, the most diverse, the most inclusive and the most professional public sector workforce in Australia.

The *Even better* strategy is being implemented through a phased approach, and work is well underway to deliver the [first action plan 2024 and 2025](#).

Actions delivered in the next 12 months will make positive progress in:

- how we collaborate to address and resolve longer term challenges (Action 2 and Action 3)
- engaging with the community and upskilling our workforce in communication and consultation with our stakeholders (Action 5)
- planning for the professional capability and common skills needed to ensure our people are ready to meet any challenge (Action 6 and Action 7)
- bringing in the next generation of public servants to the sector through improved graduate pathways (Action 9)
- uplifting our leadership practice across the sector through making clearer performance expectations for chief executives and creating clear leadership and performance expectations for senior executives, senior officers and emerging leaders (Action 10 and Action 11)

- hiring and attracting new talent by promoting the diverse opportunities that exist across the sector and clearly explaining why the sector is a great place to build a career (Action 13)
- developing an induction and onboarding program on the craft of public service (Action 16)
- getting closer to our diversity targets through developing practical tools and guidance to deliver recruitment processes that align to the Act and promote a public sector workforce which represents the community it serves (Action 18).

These improvements are accompanied by our commitment to continuously improve how we capture data about our sector and report on the size and composition of our workforce and their experiences.

The Queensland public sector is committed to publishing a State of the sector report annually.

We are also committed to publishing an even better State of the sector report, each year.

The 2025 State of the sector report will evolve in response to customer testing and feedback. It will focus on the state of the sector in terms of the size, composition and experience – as well as the progress made towards achieving the objectives of the *Even better* strategy.

Definitions

- **Annual earnings (FTE):** Annual earnings are calculated on the salary plus regular allowances paid to employees at their actual FTE. Information on earnings is collected as at the snapshot date and is extrapolated over a 12-month period.
- **ANZSCO (occupation code):** ANZSCO (Australian and New Zealand Standard Classification of Occupations) is an industry standard coding system that attributes a six-digit code to a position to describe the occupation being performed. Refer to abs.gov.au/ANZSCO.
- **Appointment type:** Either permanent, temporary, contract or casual (refer to specific definitions for each term).
- **Average tenure:** Average of count of years since first appointed to public sector divided by total headcount.
- **BP2 agency:** Agencies listed in the Queensland Budget Paper 2.
- **Brisbane or Brisbane and surrounding:** Australian Bureau of Statistics (ABS) Australian Statistical Geography Standard (ASGS) Area 4 (SA4) of Brisbane Inner City, Brisbane North, South, East and West.
- **Casual employment:** Casual employees are not permanent employees and normally work less than full-time hours as prescribed by the applicable industrial instrument. Casual employment attracts the payment of a loading (as prescribed by the applicable industrial instrument) in lieu of sick and recreation leave. Casual employment is characterised by its ad hoc nature with each engagement standing alone.
- **Conduct and performance data:** Section 128 of the *Public Sector Act 2022* sets the legislative requirement for the public reporting of the Queensland Government conduct and performance data.
- **Contract–s122 and s155:** Includes senior executives and chief executives and equivalents contracted under the *Public Sector Act 2022* or similar provisions in other relevant Acts. Also, includes employees on common law contracts. Such contracts established under the *Public Sector Act 2008*, are referred to as s122 contracts. Contracts established under the *Public Sector Act 2022*, are referred to as s155 contracts.
- **Corporate services roles:** Provide organisation-wide support enabling the public sector to deliver the Queensland Government’s objectives for the community.
- **Culturally and linguistically diverse (CALD):** Employees who identify as culturally and linguistically diverse (CALD) are, for the purpose of Queensland public sector targets, defined as people who speak another language at home besides English including Aboriginal and Torres Strait Islander language/s. The current target of greater than 12% in the public sector applies.
- **Discrimination:** Occurs when a person, or group of people, is treated less favourably than another person or group because of their background or certain personal characteristics.
- **Earnings (full-time):** Earnings are calculated on the salary and regular allowances paid to employees, typically including SES motor vehicle allowances, locality allowances and higher duties. Shift allowances and penalty rates can be regular allowances but not always. Average annual earnings do not include one-off or sporadic payments such as travelling allowances. Information on earnings is collected as at the quarterly snapshot date and is extrapolated over a 12-month period.
- **Employment status:** Either full-time, part-time or casual (refer to specific definitions for each term).
- **Fixed term temporary:** Temporary employees are employed for fixed term engagements of specific periods of time. The circumstances for engaging temporary employees are many and include specific budget allocation for particular projects, replacing permanent employees who are absent from their substantive position or assistance required to meet peak workloads. Temporary employees are generally employed on the same conditions as permanent employees as prescribed by the applicable industrial instrument. Where temporary appointment type is referred to in this report, it is to be read as fixed term temporary employment.

- **Key frontline/frontline roles and frontline support roles:** Deliver services, programs and outcomes directly to the community, or provide essential support enabling the development and delivery of frontline services, programs and outcomes. Delivery can be via government centres, telephone, online or in-field. Key frontline roles are those that deliver key services and are immediately recognisable to the community, they are a subset of frontline and frontline support roles. These roles are critical or essential in a community and include nurses, doctors, teachers, police, child safety case workers, youth case workers and correctional officers. While people in key frontline and frontline roles engage directly with the community, frontline support roles provide essential support enabling the development and delivery of frontline services, programs and outcomes.
- **Full-time:** An employee who works full-time hours as specified in the award or agreement under which the employee is engaged.
- **Full-time equivalent (FTE):** The ratio of an individual's working hours to the relevant award full-time standard hours for the work being performed.
- **Full-time equivalent days absent:** The average full-time days absent during a quarter, divided by the prescribed award hours. Excludes casual employees. Data reflects leave taken in the previous quarter, to account for retrospective payroll processing.
 - For unscheduled days this includes sick leave, carers leave, industrial disputes, workers compensation and miscellaneous special leave (includes leave such as bereavement or emergent leave hours).
 - Sick includes absence due to sick leave.
 - Carers includes absence due to carers leave.
- **Gender pay gap earning:** The methodology for calculating gender pay gap in the Queensland public sector is the difference between the average annual earnings for male and female employees, as a proportion of male average annual earnings. Earnings includes base salary and regular allowances. Earnings reflect employees' full-time earnings (regardless of whether the employee works part-time).
- **Gender pay gap (salary):** The methodology for calculating gender pay gap in the Queensland public sector is the difference between the average annual salary for male and female employees, as a proportion of male average annualised salary. This reflects employees' full-time salary (regardless of whether the employee works part-time).
- **Headcount:** A count of people or the number of people who were employed and paid at the time of the snapshot.
- **Hire rate:** Hire rate measures the percentage of employees who were hired into the workforce during the reporting period. This is a percentage, representing permanent employees who are hired into the Queensland public sector as a proportion of the total number of permanent employees in the Queensland public sector. This figure represents the underlying data for the preceding year (prior four quarters). For example, March 2024 includes data from July 2023, September 2023, December 2023 and March 2024.
- **Leadership Board:** Consists of the chief executives of all government departments as well as the Public Sector Commissioner.
- **Location:** This is based on the location of where an employee works – that is the locations of the primary Queensland Government provided workplace. Statistical Area Level 4 as defined in the Australian Statistical Geography Standard by the Australian Bureau of Statistics.
- **Machinery of Government changes (MoG):** Re-organisation of functions across public sector departments in response to portfolio changes or changes in government objectives initiated by the government of the day.
- **Minimum obligatory human resource information (MOHRI):** Queensland Government agencies provide MOHRI data to the Public Sector Commission on a quarterly basis. MOHRI was first introduced in 1995 to enhance employee data collection for human resource planning purposes. Data is collected and collated from payroll systems across the Queensland public sector. In previous years, the Queensland Government workforce statistics were published twice a year in [March or September biannual workforce profile](#). This data was presented in a report format as well as raw figures available on the open data portal. Any dataset that

was previously presented in the profile, but is not included in the State of the sector report can be accessed via the open data portal. There are processes in place to continually review and improve data quality for reporting. This is resulting in minor adjustments to some very few figures that are published in prior profile reports.

- **Part-time:** An employee who works less than full-time hours and performs those duties on a regular basis.
- **Permanent employment:** An employee who is employed on a continuing basis to perform ongoing functions.
- **Racism:** Refers to prejudice, discrimination or hatred directed at someone because of their colour, ethnicity or national origin.
- **Regions or rest of state:** Australian Bureau of Statistics (ABS) Australian Statistical Geography Standard (ASGS) Area 4 (SA4) of Cairns, Central Queensland, Darling Downs–Maranoa, Gold Coast, Ipswich, Logan–Beaudesert, Mackay–Isaac–Whitsunday, Moreton Bay North and South, Queensland–Outback, Sunshine Coast, Toowoomba, Townsville and Wide Bay.
- **Separation rate:** Separation rate measures the percentage of employees who left the workforce during the reporting period. This represents permanent employees who separate (i.e. exit) from the Queensland public sector as a proportion of the total number of permanent employees in the Queensland public sector. This figure represents the underlying data for the preceding year (prior four quarters). For example, March 2024 includes data from July 2023, September 2023, December 2023 and March 2024.
- **Sexual harassment:** It refers to an unwelcome sexual advance, unwelcome request for sexual favours or other unwelcome conduct of a sexual nature which makes a person feel offended, humiliated or intimidated, and where that reaction is reasonable in the circumstances. Sexual harassment does not need to be deliberate or repeated to be illegal. It can be experienced in the course of employment (i.e. person-to-person conduct) or through the workplace context (i.e. sexualised workplace environment).
- **Wellbeing:** Refers to a sense of wellness across physical, psychological, social, financial and work domains.
- **Women in leadership:** Employees identify as female/woman in leadership positions classified as SO, SES2, SES3, SES4 and CEO levels (s122 and s155 SO, SES and CEO roles).
- **Working for Queensland (WfQ):** An annual survey which enables employees from a wide range of Queensland public sector to be heard, by providing insights into their employment experiences. Gaining these insights play a key role in creating a better workplace, delivering on the government’s priorities, and informing future workforce planning across the sector. In 2023, 69,090 people across sixty-eight agencies in the Queensland public sector participated in the survey. This equated to 33% response rate. The survey was conducted from 21 August to 17 September 2023. In 2022, 85,853 people across sixty-eight agencies in the Queensland public sector participated in the survey. This equated to 43% response rate. The survey was conducted from 5 September to 5 October 2022. Throughout this report, Working for Queensland numbers are rounded to the nearest whole number. As a result, some figures may not add to 100%.
- **Workplace bullying:** Repeated and unreasonable behaviour by a person or group of people directed towards a worker or group of workers, that this behaviour occurs more than once and that the behaviour creates a risk to health and safety.

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