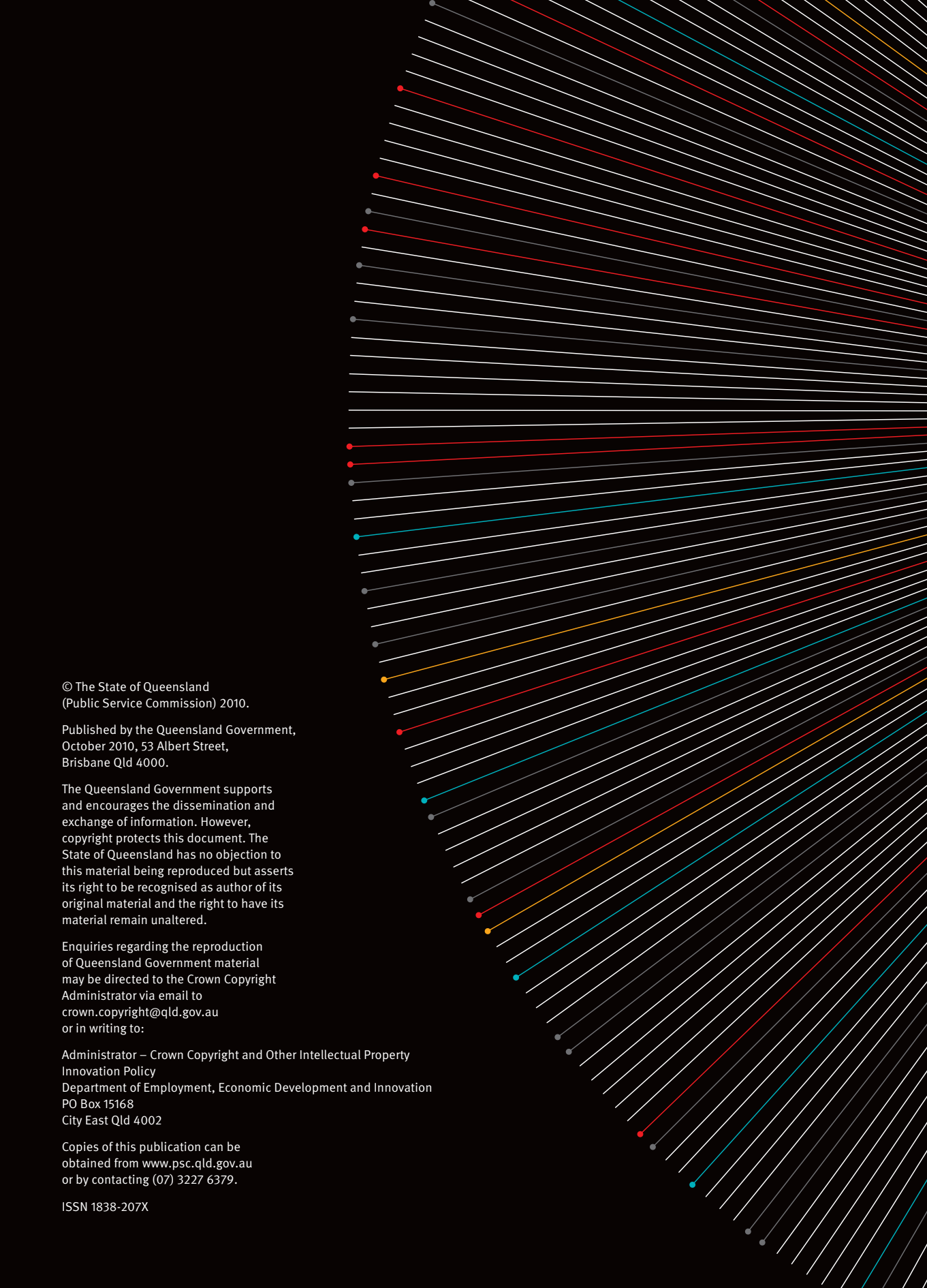


STATE OF THE SERVICE REPORT 2010

Toward 
Tomorrow's Queensland

 **Queensland**
Government



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STATE OF THE SERVICE REPORT 2010

PREMIER'S FOREWORD

The Queensland Public Service is at the core of effective government. Through providing policy advice to government and delivering services to the community, the public service ensures that the business of government runs efficiently and effectively. Public administration in Queensland has undergone radical change since its humble beginnings back in 1860, growing and evolving to become a modern and professional workforce that leads the way on many fronts.

This inaugural report captures the views, achievements and challenges of the 140,000 public servants who are employed under the *Public Service Act 2008*, and the agencies which employ them. It draws on the survey results from 40,000 survey respondents, who shared their experiences of working in the public service.

While this inaugural report provides a valuable insight into the experiences of many of our employees, the next State of the Service employee survey will be broadened to include all Queensland Public Service staff, including police officers, clinical health practitioners and emergency services workers employed under other legislation. The survey will be undertaken as a census, so everyone will have the chance to have their say. The results will provide a basis for further improvement and biennial surveys will allow us to track our progress over time.

In March 2008, when introducing some major reforms in Parliament, I noted that the Queensland public sector is the engine room of government, and that a modern, professional public service focused on the needs of Queenslanders, and harnessing the energy and ideas of our best and brightest, is vital to the prosperity of our state. These statements reflect my ongoing vision and determination to ensure that, in Queensland, our public service is at the forefront in meeting the demands of the 21st century.

The challenges we face today on a state, national and global level needs a public service that is flexible, efficient and effective. Achieving the ambitions and targets set out in *Toward Q2: Tomorrow's Queensland* requires a public service that is smart, innovative and works constructively together to achieve the best for all Queenslanders. I am proud of the professional, hardworking employees that serve the government and the people of Queensland but at the same time I caution there is no room for complacency.

It is time now to reflect on how far we have come. In order to continually improve we need a clear understanding of what is working well and what areas call for improvement. For this reason, I am pleased to present Queensland's inaugural State of the Service Report. This report and future reports will capture our journey in making a strong and effective public service even better.

Anna Bligh MP
Premier of Queensland

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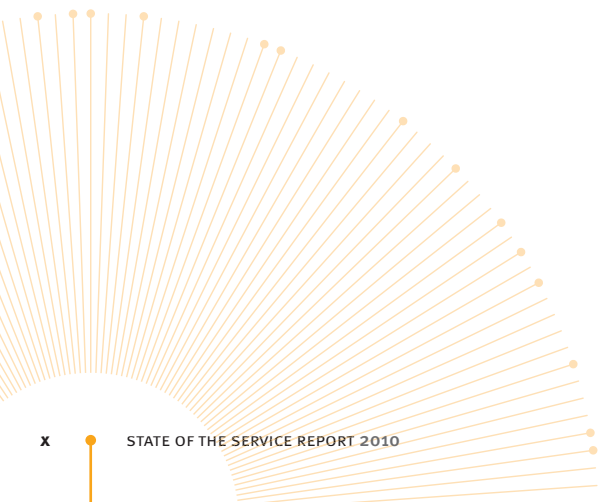
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LIST OF ABBREVIATIONS

ANZSOG	Australia and New Zealand School of Government
AO	Administrative Officer
APS	Australian Public Service
APSC	Australian Public Service Commission
BIIG	Business Improvement In Government
CES	Chief Executive Service
CLF	QPS Capability and Leadership Framework
COAG	Council of Australian Governments
DERM	Department of Environment and Resource Management
DET	Department of Education and Training
DJAG	Department of Justice and Attorney-General
DPC	Department of the Premier and Cabinet
DTMR	Department of Transport and Main Roads
EEO	Equal Employment Opportunity
EOWA	Equal Opportunity for Women in the Workplace Agency
ERCC	Expenditure Review Committee of Cabinet
ERP	Estimated resident population
FTE	Full-time equivalent (employees)
ICT	Information and Communication Technology
IT	Information Technology
MOHRI	Minimum Obligatory Human Resource Information
NESB	Non-English speaking background
OECD	Organization for Economic Co-operation and Development
OESR	Office of Economic and Statistical Research
OIC	Office of the Information Commissioner
PDA	Performance Development Agreement
PPMP	Practical People Management Program
PS Act	<i>Public Service Act 2008</i>
PSC	Public Service Commission
QCAT	Queensland Civil and Administrative Tribunal
QGCIO	Queensland Government Chief Information Office
QPS	Queensland Public Service
RTI	Right to Information
SES	Senior Executive Service
SO	Senior Officer
SSQ	Smart Service Queensland
Toward Q2	<i>Toward Q2: Tomorrow's Queensland</i>
WACA	Workforce Analysis and Collection Application



INTRODUCTION

The *State of the Service Report 2010* provides an insight into the Queensland Public Service (QPS), with a focus on agencies that employ staff under the *Public Service Act 2008* (PS Act).

The report explores key aspects of the QPS approach to workforce and organisational management, including its achievements, areas for improvement and future directions. As the first report, it contains data which will act as a baseline for future reporting. Future State of the Service Reports will be published on a biennial basis and will also include information on the contribution of the public service and public servants to the achievement of relevant *Toward Q2: Tomorrow's Queensland* (Toward Q2) targets.

• Areas of focus

The *State of the Service Report 2010* focuses on six key areas: public sector reform, workforce demographics, the QPS as an employer of choice, developing senior leaders, building workforce capability, and integrity and accountability. These areas broadly reflect the role of the Public Service Commission (PSC) under section 46 of the PS Act, where the PSC's main functions include enhancing human resource management and capability, and promoting a culture of continuous improvement and organisational performance management across the QPS.

• Data sources

In preparing the *State of the Service Report 2010*, the PSC has drawn on a number of sources:

- workforce profile data
- an agency survey
- an employee survey, and
- public sector publications and other research.

The 2010 State of the Service employee survey captured staff perceptions relating to job satisfaction, attraction and retention, learning and development, and leadership. A link to the online survey was emailed to approximately 130,000 employees from 38 agencies that have staff employed under the PS Act. The surveyed group included teachers and employees in policy, administrative and corporate support roles, but excluded those who are employed under different legislation, such as doctors, nurses, police officers and emergency workers. The survey was conducted on behalf of the PSC by Queensland Treasury's Office of Economic and Statistical Research (OESR). A response rate of just over 30 per cent was achieved. The next survey, to be conducted in 2012, will be broadened to include all QPS staff, including those in health, policing and emergency services employed under other legislation.

The employee survey was based on the survey instrument used in the Australian Public Service (APS) and was modified with the permission of the Australian Public Service Commission (APSC) to reflect the Queensland context. The PSC appreciates the willingness of the APSC to share their material with other jurisdictions and the spirit of cooperation that it fosters.

The agency survey collected information from agencies about their workforce management approaches and future challenges. It was completed by QPS agencies with more than 20 employees. More information on the methodology for both the employee and agency surveys is included in Appendix 1.

The report also includes workforce data drawn from the Minimum Obligatory Human Resource Information (MOHRI) system, which is updated quarterly by agencies and is the central repository for human resource information in the QPS. While production deadlines for the 2010 report have required the use of 2008-09 MOHRI data, it is expected that the 2012 report will be published towards the end of that year and will include workforce data up to and including 2011-12. This will align the report with financial year reporting and with State of the Service reporting in other jurisdictions.

The report also draws on a range of published QPS reports and general research on better practice approaches to workforce and organisational management.

• Finding the report

Key findings from the *State of the Service Report 2010* are reproduced in a summary brochure, the *State of the Service 2010: A Snapshot*. Both publications are available from the PSC website at www.psc.qld.gov.au. Employee survey results will be published in a separate document.