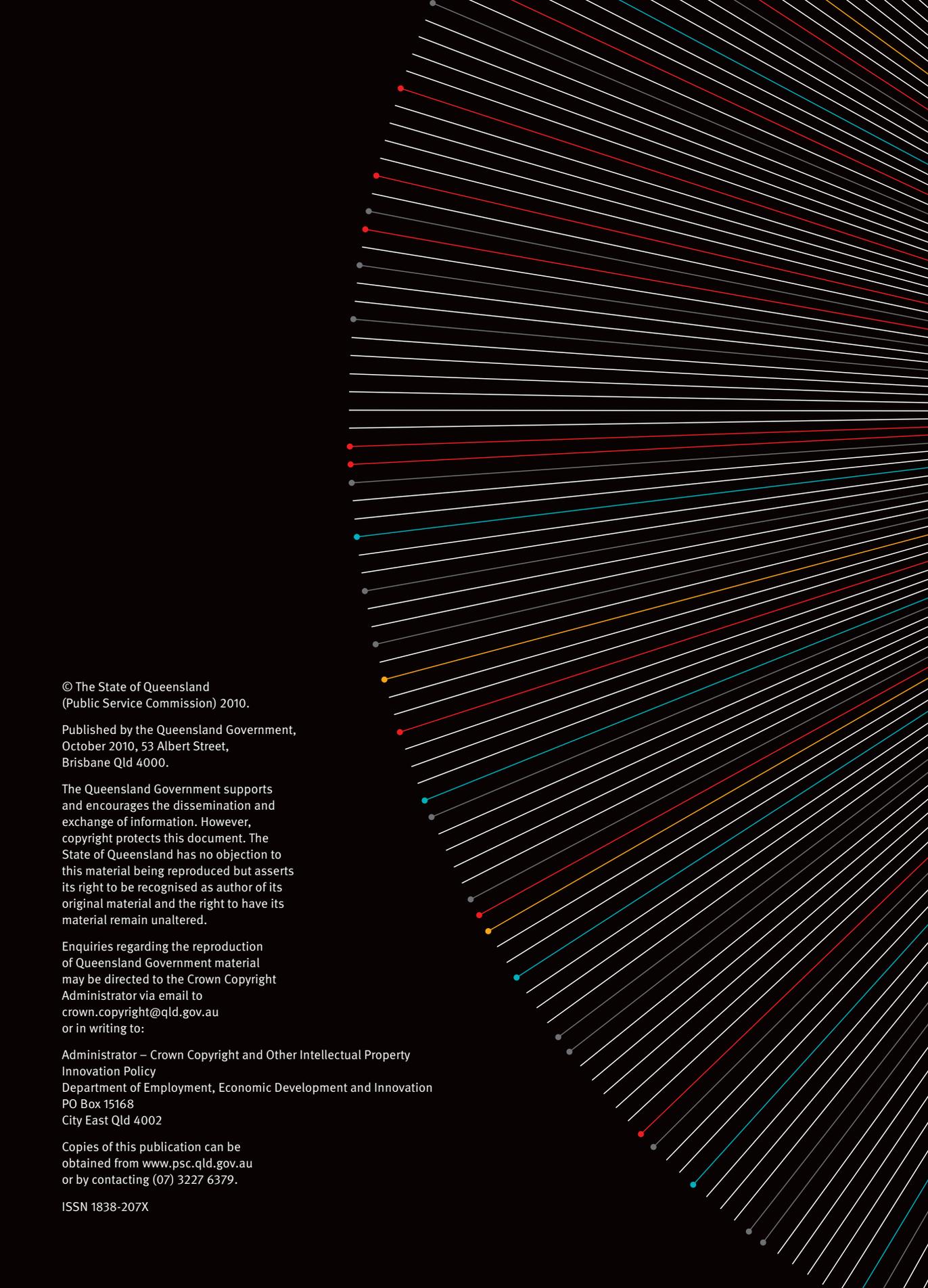


# STATE OF THE SERVICE REPORT 2010

**Toward**   
Tomorrow's Queensland

 **Queensland**  
Government



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**STATE OF THE SERVICE REPORT 2010**



## PREMIER'S FOREWORD

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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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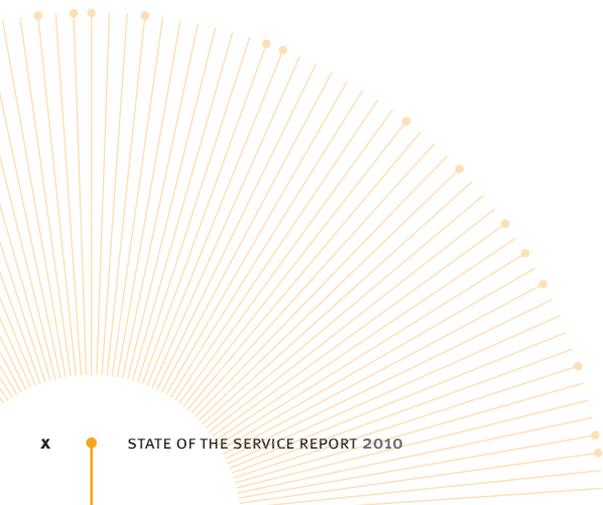
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## LIST OF ABBREVIATIONS

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