

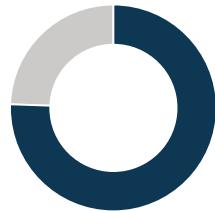
# Working for Queensland

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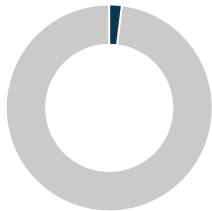
We believe in the value and dignity of work,  
in opportunity, equality, and fairness.

*The Hon Curtis Pitt MP, Treasurer, Minister for Aboriginal and Torres Strait Islander Partnerships and Minister for Sport, 2015, Budget Speech: Budget Paper No. 1, Queensland Budget 2015–16, p. 4.*

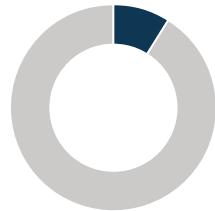
## Measuring workforce profile



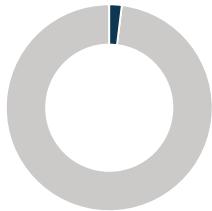
**68.74%**  
female  
employees



**3.21%**  
employees  
**with a disability**



**9.23%**  
employees  
**from non-English  
speaking background**



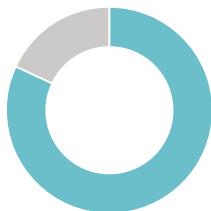
**2.02%**  
employees  
**identify as being  
Aboriginal or  
Torres Strait Islander**

## Being the best we can be

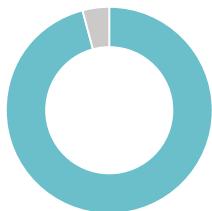
It is vital to create a work environment where employees are engaged and satisfied with their work, and committed to serving the people of Queensland. The Queensland public sector aims to create a work environment that promotes pride and achievement, as well as equality and opportunity.

Like any organisation, the Queensland public sector is defined by its people—their values, attitude and skill; their pride in and commitment to the job. What differentiates the Queensland public sector is its extensive reach. As the largest employer in the state, it affects the lives of individuals, families and households across Queensland.

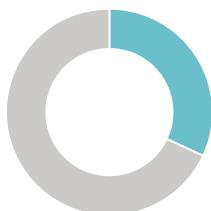
### Measuring employee views



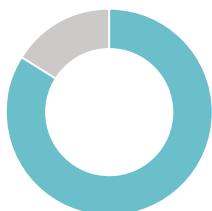
**80%**  
positive job and  
engagement satisfaction



**96%**  
positive discretionary  
effort



**32%**  
feel workload and health  
is a problem and is an area  
of focus for improvement



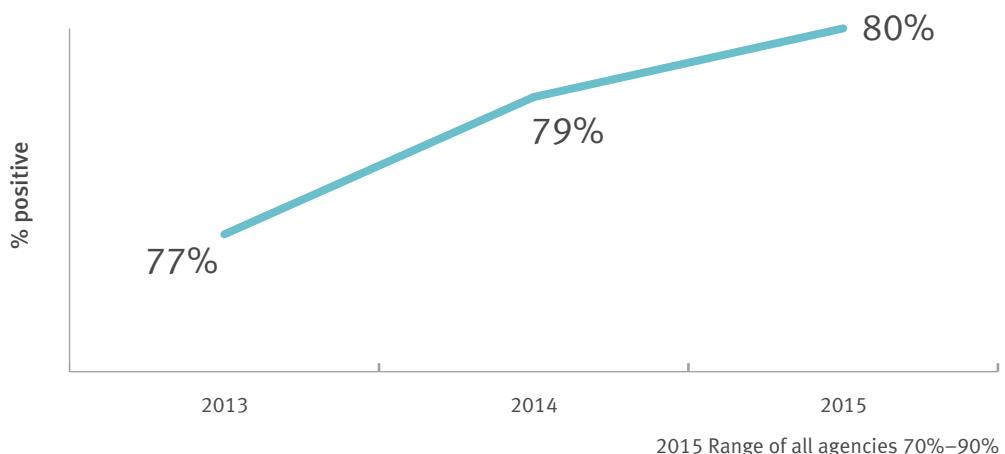
**84%**  
of employees said that  
their **workgroup is  
committed to delivering  
excellent service to  
customers**

## Job engagement in the Queensland public sector

Concepts of engagement are vital in understanding the relationship between employees, their organisations and their community. Research indicates employee engagement programs have the potential to unleash organisational potential and transform the lives of the individuals involved.<sup>7</sup>

In the Queensland public sector, job engagement and satisfaction are perceived to be very high (80 per cent positive).

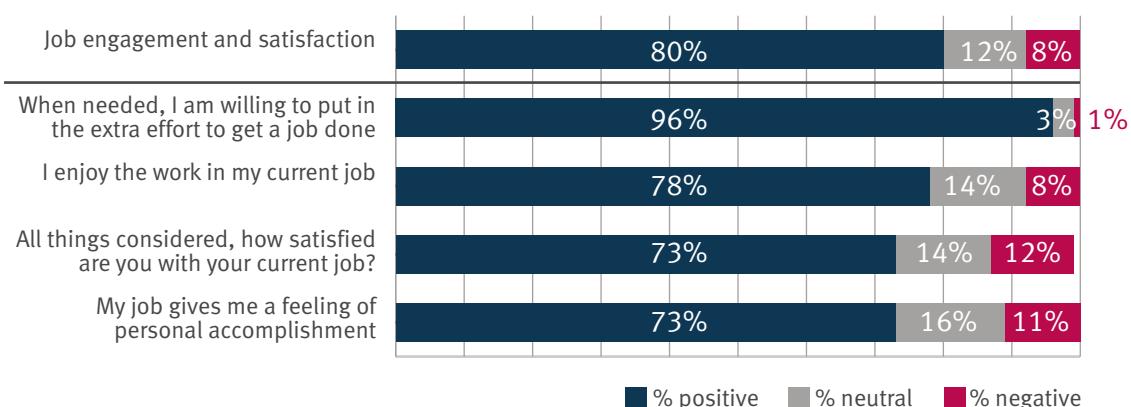
**Figure 8: Job engagement and satisfaction**



Source: WfQ Employee Opinion Survey 2015

It can be seen that while satisfaction, feeling of personal accomplishment and the enjoyment of work all rated strongly, it is discretionary effort—with 96 per cent positive—that really speaks to the commitment of Queensland's public sector employees to their job.

**Figure 9: Job engagement and satisfaction by item**



Source: WfQ Employee Opinion Survey 2015

<sup>7</sup> MacLeod and Nita, 2008, Engaging for Success, UK.

Job engagement and satisfaction varies by the type of work people do.

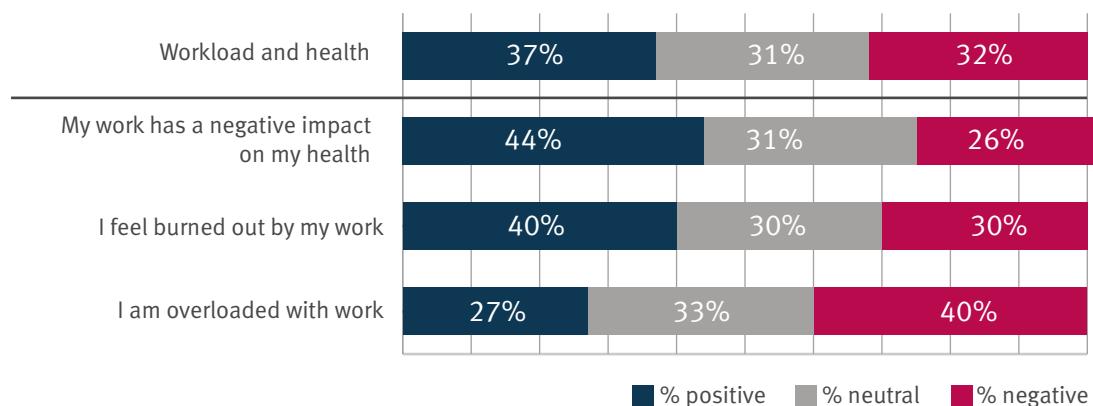
**Figure 10: Job engagement and satisfaction according to work type**

Type of work	% positive
Service delivery—direct to public (e.g. nurses, teachers)	82%
Research	82%
Program design/management	82%
Administrative support	79%
Service delivery—not direct to public (e.g. technical support, catering)	78%
Policy	78%
Exercising regulatory authority (e.g. setting of compliance with statutory standards)	78%
HR	78%
Finance and accounting	78%
Other corporate (e.g. procurement, legal)	77%
Information and communications technology	75%

Source: WfQ Employee Opinion Survey 2015

While discretionary effort is an admirable and desirable characteristic of any workforce, the management of work and the impact of work on the individual must be kept in perspective. Workload and its impact on health have been the poorest performing factors within the WfQ Employee Opinion Survey over the past three years.

**Figure 11: Workload and health by factor and item**



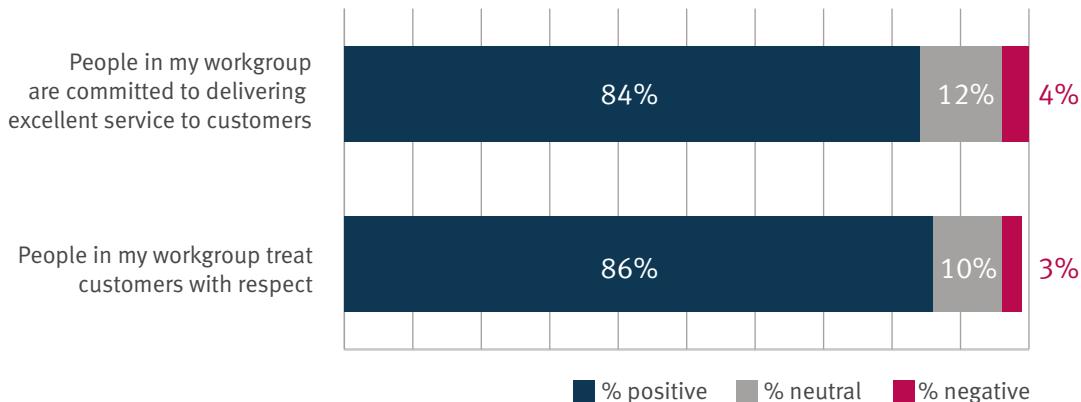
Source: WfQ Employee Opinion Survey 2015

## Employee commitment to the service of Queenslanders

Queensland public sector employees show very high levels of commitment to serving the community. The extent to which community is at the forefront of Queensland public sector collective thinking is reflected in one of the five Queensland Government values.

Putting customers first entails knowing the customer, delivering what matters and making decisions with empathy. The ‘customers first’ value is measured within the WfQ Employee Opinion Survey.

**Figure 12: Public sector values—customers first**



Source: WfQ Employee Opinion Survey 2015<sup>8</sup>

## A diverse workforce to reflect the community it serves

In order to meet the diverse needs of the Queensland community, the Queensland public sector aims to grow an ever more diverse workforce capable of providing innovative solutions to complex issues.

Increasingly, businesses and governments are recognising the potential for diversity as a strategic asset. An inclusive and diverse workforce experiences higher levels of productivity and performance, more innovative and agile decision making, and stronger engagement. It also attracts the best talent by becoming an employer of choice.

An increasing proportion of the Queensland public sector is female—up from 64.57 per cent in 2005 to 68.74 per cent in 2015. The Queensland public sector consistently employs a higher rate of women than the Queensland Employed Labour Force.<sup>9</sup> This is consistent with the government being the state’s largest employer in industries that are traditionally female dominated—teachers and teacher aides (80.80 per cent), nurses (88.01 per cent), administration workers (80.96 per cent), and community and personal service workers (61.10 per cent).

<sup>8</sup> Note: the workload and health items are negatively worded. Percentage positive indicates those who have limited to no issues with workload and health. For example, a percentage positive score of 37 per cent for workload and health means 37 per cent of respondents had limited to no issues with workload and health.

<sup>9</sup> ABS, 6202.0 – Labour Force, Australia, August 2015, Table 6. Labour force by status by Sex – Queensland, Trend, Employed – total, Latest issue 10/09/2015.

Females within the Queensland public sector have higher levels of agency engagement (61 per cent) and job engagement and satisfaction (82 per cent) than males (56 per cent and 78 per cent respectively).<sup>10</sup>

**Figure 13: Proportion of women in the Queensland public sector vs Queensland Employed Labour Force**

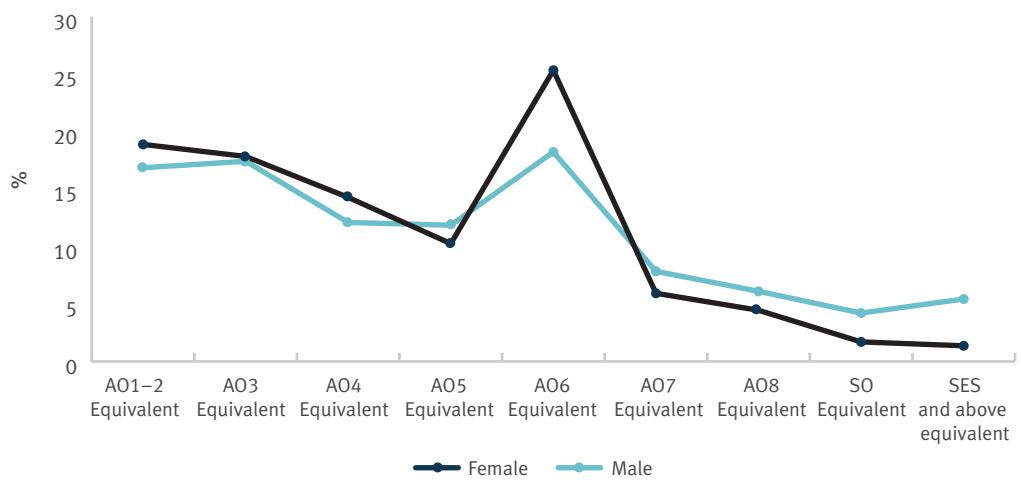


Source: June MOHRI data, headcount

**Despite high female workforce participation in the Queensland public sector, women are less likely to be in higher salary brackets than their male counterparts.**

A similar rate of female and male employees are employed up to the AO5 equivalent level. At the AO6 level, there is a much higher proportion of females than males. At AO7 and above, the gap between male and female participation widens with progressively fewer women at senior levels.

**Figure 14: Proportion of women in the Queensland public sector across AO salary equivalent levels (as if working full-time)**

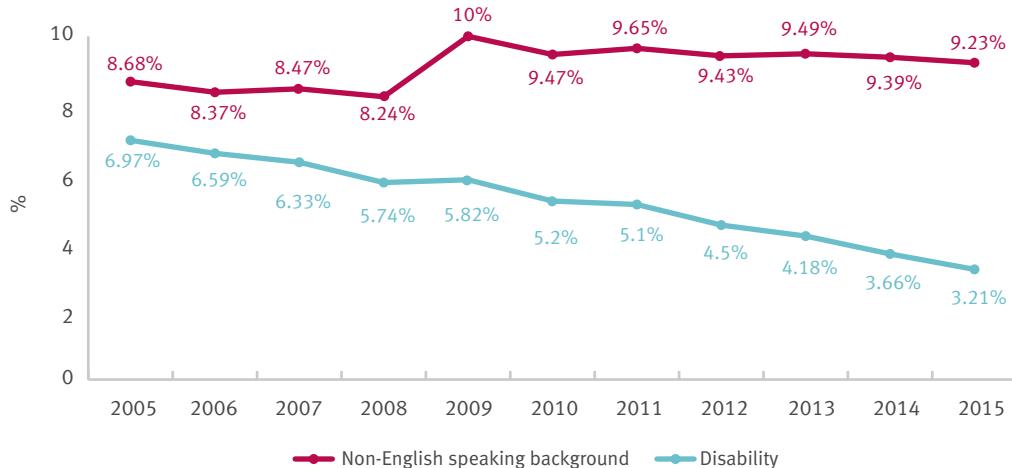


Source: June MOHRI data, headcount

<sup>10</sup> Source: WfQ Employee Opinion Survey 2015

Employment of people from other equal employment opportunity (EEO) groups over 10 years, including people with a disability, Aboriginal and Torres Strait Islander peoples, and people from a non-English speaking background, is trending downwards.

**Figure 15: Proportion of EEO groups in the Queensland public sector by year**



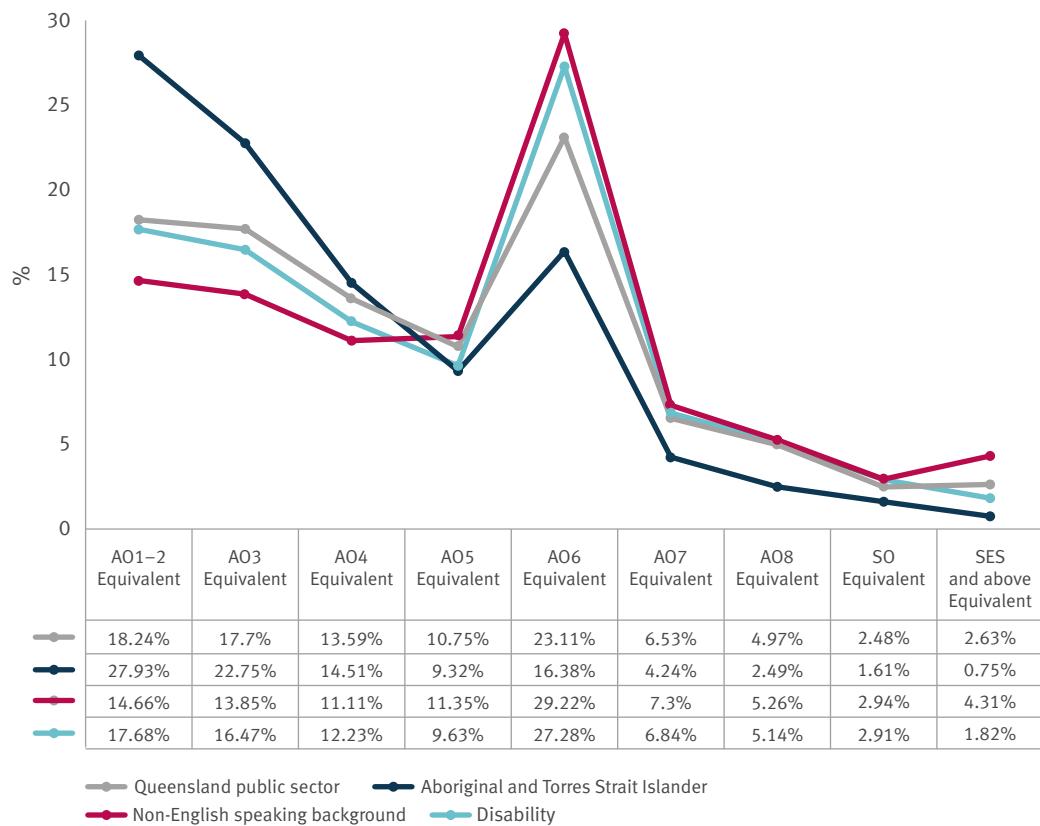
Source: June MOHRI data, headcount

Differences in salary can also be seen for these three groups. Figures on the following page show the proportion of each EEO group across each salary bracket, and the proportion of the Queensland public sector across each salary bracket.

Employees in the Queensland public sector are mainly concentrated at the lower salary levels with almost a quarter (23.11 per cent) at the AO6 equivalent level. The proportion of employees in AO7 salary equivalent roles and above steadily decreases as salary levels increase. When looking at the Queensland public sector overall:

- Aboriginal and Torres Strait Islander peoples are over-represented at lower levels, and significantly under-represented at higher levels
- the proportions of people with a disability follow a similar trend to the Queensland public sector average
- employees from a non-English speaking background are performing better than the Queensland public sector average.

**Figure 16: Proportion of EEO groups across AO salary equivalent levels (as if working full-time)**



Source: June MOHRI data, headcount

The WfQ Employee Opinion Survey 2015 demonstrated:

- Queensland public sector employees who identified as being Aboriginal and Torres Strait Islander had similar levels of agency and job engagement as those who did not
- Queensland public sector employees who identified as having an ongoing disability were notably less engaged than those who did not
- Queensland public sector employees who identified as having English as a first language were less engaged with their agency—six per cent lower than those with a first language other than English.

## Future focus: diversity and inclusion

Analysis of data associated with the prevalence of women, people from a non-English speaking background, people with a disability and Aboriginal and Torres Strait Islander peoples in the Queensland public sector reveals that:

- from AO7 level and above, the gap widens between male and female workforce participation with progressively fewer women at senior levels
- employment of people with a disability, Aboriginal and Torres Strait Islander peoples, and people from a non-English speaking background is trending downwards.

The Queensland Government has recognised the importance of creating a workforce that reflects the community it serves. This value is reflected in a suite of documents guiding public sector activity in this area over the next five years:

- *Queensland public sector inclusion and diversity strategy 2015–2020*
- *Queensland public sector inclusion and diversity action plan 2015–16*
- *Queensland public sector gender equity strategy 2015–2020.*