

STATE OF THE SECTOR

REPORT 2026

**DELIVERING
FOR QUEENSLAND**



**Queensland
Government**

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Goondiwindi, Queensland.



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A message from the Commissioner

David Mackie, Commissioner
Public Sector Commission

This report shows a Queensland public sector that is growing, changing and working hard to meet the needs of a larger and more diverse state.

I am pleased to present the 2026 State of the sector report. This report gives an overview of Queensland's public sector workforce and the trends shaping how we serve the community now and into the future.

The Queensland public sector is the state's largest workforce. As at March 2026, it employed 279,577.20 full-time equivalent (FTE) roles and more than 330,000 employees. Behind these numbers are people who care for patients, teach students, keep communities safe, support vulnerable Queenslanders, build policy, manage public resources and keep government services running every day.

This year's report also works as an important stocktake. It shows where the workforce is growing, where it is under pressure, and where more effort is needed to build a strong, inclusive and high-performing public sector. The findings are grounded in Minimum Obligatory Human Resource Information (drawn from payroll systems), conduct and performance information, and the annual Working for Queensland survey, which captures the experiences of employees across the sector.

Five key workforce trends stand out in this report.

First, the workforce continues to grow to meet rising demand for services. Over the past year, the sector grew by 8,693.49 FTE. Over five years, it has grown by 37,808.33 FTE. At the same time Queensland's population has grown, increasing service demand and the need to maintain essential services across Queensland in which over 4.2 million of the population resides outside the south east. The strongest growth has been in health, which accounted for more than half of total workforce growth over the past five years. Education has also continued to grow, alongside increases in other areas that support infrastructure, safety and community services. This trend tells us that demand on government services is not slowing down. It also shows the importance of workforce planning that looks ahead, not just at current pressures but at future needs.

Second, the sector remains a strongly frontline and regionally based workforce. Nine out of ten public sector roles are frontline or frontline support. These are the roles that Queenslanders rely on most directly, including nurses, teachers, police officers, ambulance workers, child safety staff, corrective services staff and many others who help services reach the community. Most of the workforce is also based outside Brisbane and surrounding suburbs, with 63.82% of FTE working in the regions. This matters because it reflects the public sector's role in serving the whole state, not just the south-east corner. It also means the sector must continue to think carefully about regional attraction, retention, capability and support, particularly as population growth continues across both metropolitan and regional areas.

Third, progress on diversity and inclusion is real, but uneven. The report shows some encouraging signs. Women now hold 56.05% of leadership roles, which is above the sector target of 50%. Representation has also improved slightly across other diversity target groups. However, progress remains slow in some areas. Representation of Aboriginal peoples and Torres Strait Islander peoples, people with disability, and people from culturally and linguistically diverse backgrounds remains below their targets. The report also shows that representation alone is not enough. Survey findings tell us that experiences of safety, respect, inclusion and equal opportunity are not the same for all groups. In some cases, employees from diversity groups report less positive experiences than other employees. This is an important reminder that building an inclusive workforce means focusing not only on who is employed, but also on how people experience work and whether they can succeed and belong.

Fourth, integrity and workplace culture remain central to public trust. The report shows that most employees continue to see their workplace as ethical and grounded in integrity. Perceptions of honesty and integrity in leaders have improved over time, especially for managers and senior leaders. Reported poor conduct continues to decline, which is encouraging. At the same time, the report highlights areas that still need attention. Bullying, discrimination and sexual harassment remain important issues, and confidence in formal reporting processes is mixed. These findings matter because public trust depends on more than good systems and policies. It depends on the daily behaviour of leaders, managers and employees, and on whether people feel safe to speak up and confident that concerns will be handled fairly.

Fifth, performance depends on engagement, wellbeing and the ability to retain capability. The report's focus on performance is timely. Queensland is preparing for major future demands, including population growth, changing community expectations and the Brisbane 2032 Olympic and Paralympic Games. To meet these demands, the sector needs a workforce that is capable, motivated and supported to perform. Overall employee engagement remains steady at 60%. Many employees continue to report pride in their work and a strong

sense that their work makes a positive difference. At the same time, the report points to important risks. Work demands remain high for many employees. Unplanned leave has increased slightly over time. Hiring rates have declined, permanent separation rates have risen slightly, and some employees say they want to leave because of leadership quality, limited career opportunities or the desire for different work. These are not just workforce issues. They directly affect service quality, productivity and organisational resilience.

Taken together, these trends show a workforce with many strengths. It is large, skilled, deeply connected to the community and strongly motivated by public purpose. It is also a workforce managing complexity: rising demand, changing expectations, uneven inclusion outcomes, pressure on wellbeing, and the continuing need to strengthen leadership and performance across the system.

The findings in this report should help agencies, leaders and employees focus on what matters most. They provide evidence to support better decisions about workforce planning, leadership, culture, capability and service delivery. They also remind us that workforce performance is not only about numbers. It is about whether we are building workplaces where people can do meaningful work, feel respected, grow their capability and contribute to better outcomes for Queenslanders.

As Commissioner, I see this report as both a reflection of where the sector is now and a guide to where we must keep improving. The Queensland public sector plays a vital role in the lives of people across the state. Our responsibility is to make sure it remains capable, trusted, inclusive and ready for the future.

I encourage you to read this report not only as a summary of the sector today, but as a call to keep building a public sector that delivers with integrity, performs with purpose, and reflects the communities it serves.



David Mackie PSM



About this report

The 2026 State of the sector report provides a comprehensive overview of Queensland’s largest workforce—the Queensland public sector.

This report is an important resource for understanding trends in the size and composition of the workforce, the performance of the sector, and the experiences of employees.

This evidence-based report relies on the following key data sources:

- Workforce data – Minimum Obligatory Human Resource Information (MOHRI), quarterly data from payroll systems across the Queensland public sector

that provides foundational insights into workforce trends, including demographic attributes, occupation types, classification or pay levels, and leave patterns.

- Working for Queensland (WfQ) survey data – The annual, anonymous employee survey captures the experiences of Queensland’s public servants, focusing on employee engagement, leadership, innovation, ethics, integrity, and workplace wellbeing, including work stressors such as workload and burnout. In 2025, 68,142 employees (approximately 20 percent of public sector employees) across 59 agencies completed the survey.



report

▲
Brisbane city, Queensland.

- Conduct and performance data – This data monitors the management of unsatisfactory conduct or performance, detailing the severity of issues by category, resolution timeframes, and achieved outcomes. The reporting of the data helps ensure accountability and continuous improvement in the sector.

From 2026, the Queensland Government will publish a mid-year workforce update every six months alongside the State of the sector report.

Released in December, the update will use MOHRI data to show changes in workforce size and characteristics between the March and September quarters.

The additional reporting will provide added transparency in the analysis of the size and characteristics of the Queensland public sector workforce.

Visit the Queensland Government's Open Data Portal at data.qld.gov.au for even more public sector workforce data.



Serves the community

A workforce that serves the community

The Queensland public sector workforce continues to evolve to meet the needs of a dynamic and expanding population.

With a focus on frontline service delivery and regional access, the sector aims to provide high-quality services to all Queenslanders, regardless of where they reside.

This chapter provides an overview of the Queensland public sector workforce, focusing on workforce composition, regional distribution, and changes in key occupational categories.



community

Queensland Fire Department,
Beechmont, Queensland.

Highlights

- **279,577.20** full-time equivalent (FTE) positions as at March 2026.
- **Nine out of ten** roles are frontline or frontline support.
- The sector workforce grew by **8,693.49** FTE (March 2025 to March 2026).
 - ↳ **4,866.92** FTE of this increase was in the health sector.
 - ↳ Key frontline roles increased by **6,135.09** FTE (March 2025 to March 2026).
 - ↳ Frontline and frontline support roles increased by **2,524.82** FTE (March 2025 to March 2026).
 - ↳ Corporate roles increased by **33.58** FTE (March 2025 to March 2026).
- **60.93%** of all employees are full-time.
- Based on FTE positions:
 - ↳ **36.18%** of employees are in Brisbane and surrounding suburbs.
 - ↳ **63.82%** work in the regions.
 - ↳ **82.52%** are permanent employees.

Sector workforce profile

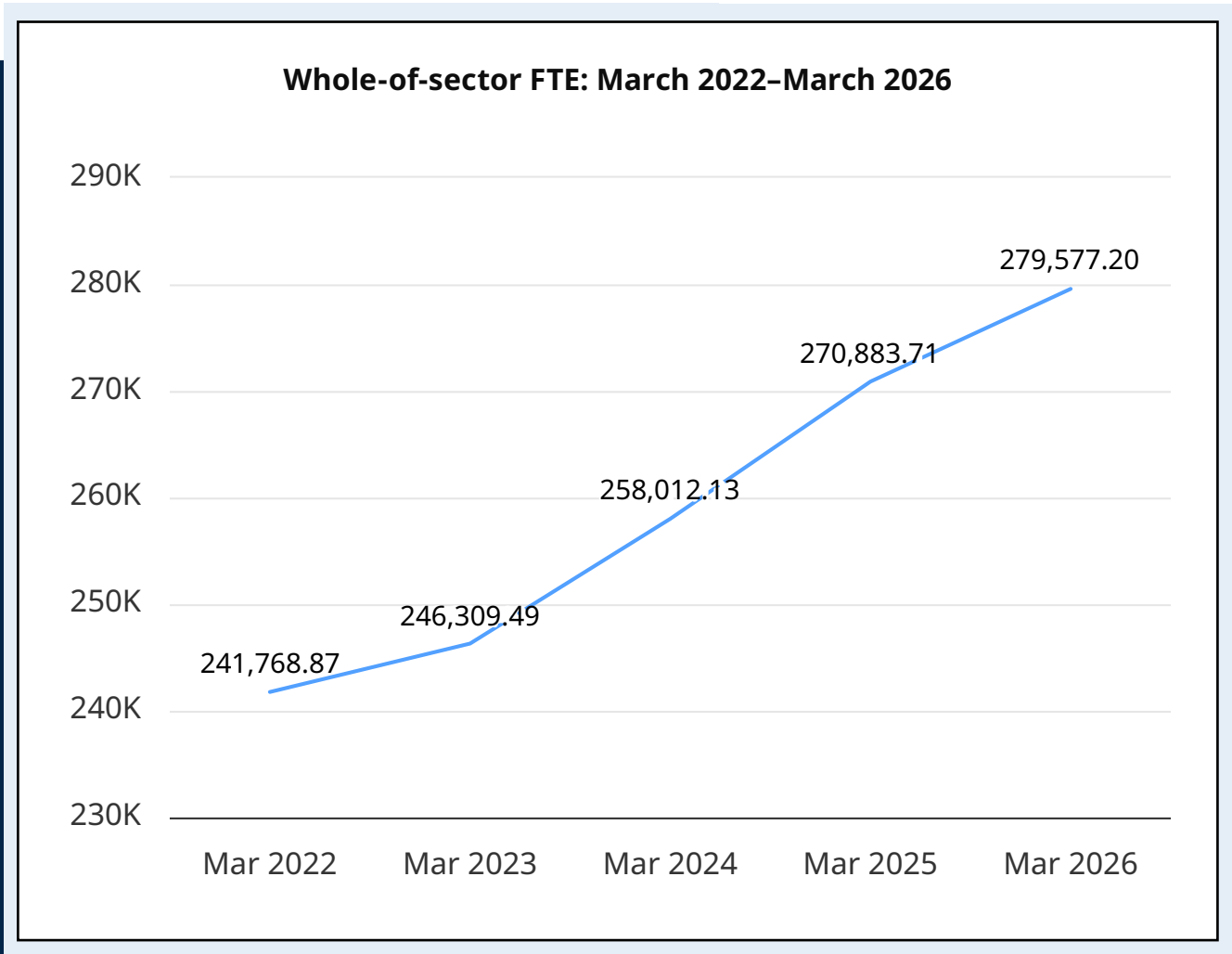
From 2021 to 2025, Queensland's population has grown by 8.85%.

Within the last 12 months the population has grown by 1.74%.

At the same time, potentially reflecting a higher demand for services, the public sector workforce has also grown, but at a higher rate than population growth.

As at March 2026, the sector employed 279,577.20 FTE employees, representing a 3.21% increase (8,693.49 FTE) from March 2025. Over the past five years, the sector has grown by 37,808.33 FTE, an increase of 15.64% from 241,768.87 FTE in March 2022. A significant component of this growth (20,150.72 FTE) has been in the health sector.

Source: MOHRI 2022–2026



Footnote: Australian Bureau of Statistics (ABS) data on Queensland's population growth is recorded over a five-year period from 2021–2025, and MOHRI data spans a different five-year period, from 2022–2026.



The whole-of-sector
grew by **8,693.49** FTE

an annual increase
of **3.21%**



The health sector
grew by **4,866.92** FTE

an annual increase
of **4.24%**



The education sector
grew by **1,871.59** FTE

an annual increase
of **2.29%**



The rest-of-the-sector
grew by **1,954.98** FTE

an annual increase
of **2.63%**



Workforce composition over time

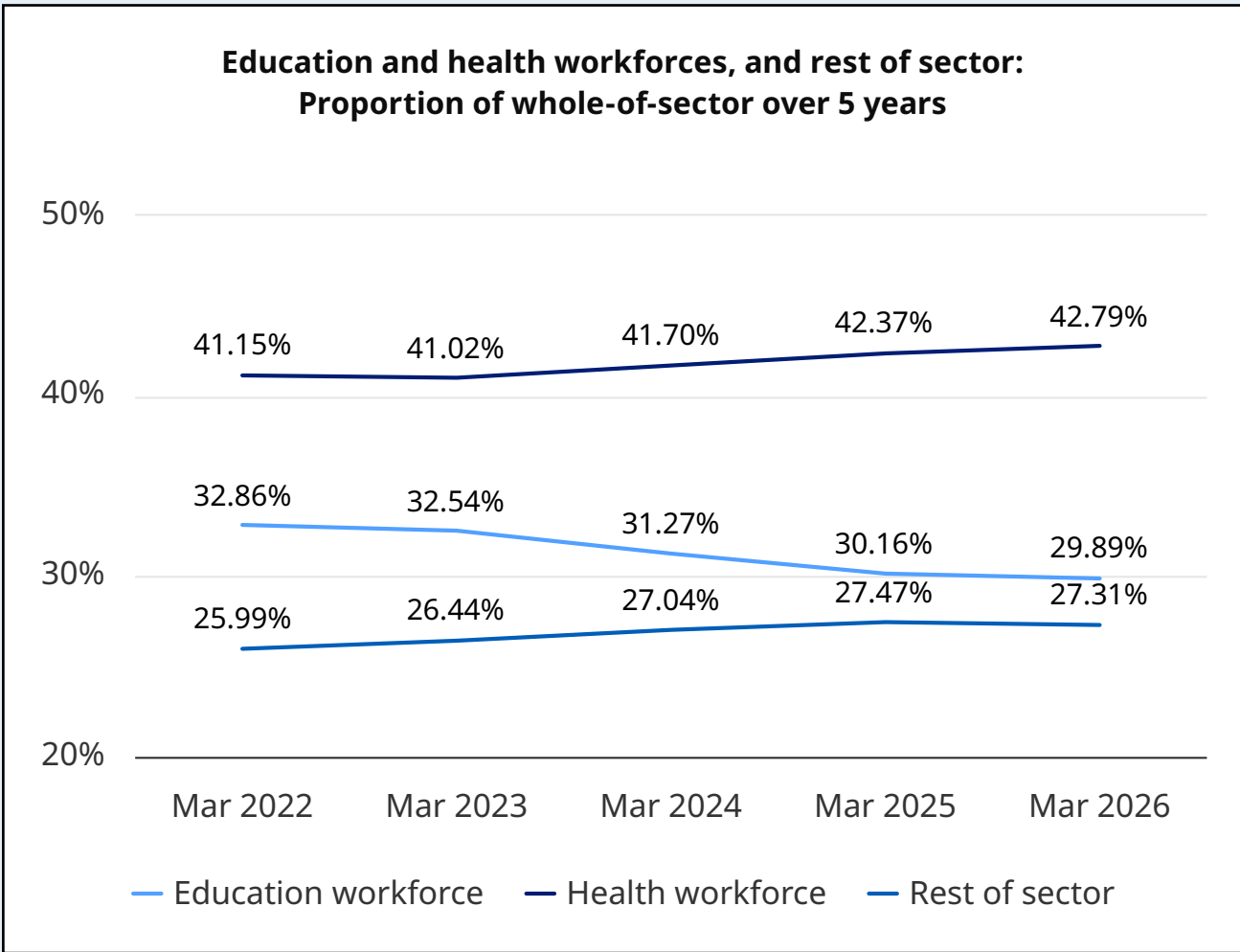
Most of the FTE increase occurred in the health sector.

Between March 2022 and March 2026, the sector grew by 37,808.33 FTE, with the health sector accounting for 53.3% of this increase.

This reflects the need for healthcare services, particularly in response to population growth.

The education sector has also grown, with more teaching and support staff hired to meet the rising number of students across the state.

However, while the size of the education workforce has increased, its proportion of the total public sector workforce has decreased. This is because other areas of the public sector, such as infrastructure development, public safety and community services, have increased at a faster rate to support critical functions.



▲
Source: MOHRI 2022-2026

Education and health workforces, and rest of the sector over five years

Sector type	Mar 2022	Mar 2023	Mar 2024	Mar 2025	Mar 2026
Education workforce	79,444.35	80,155.42	80,669.08	81,706.71	83,578.30
Health workforce	99,482.68	101,037.28	107,583.58	114,766.48	119,633.40
Rest of sector	62,841.84	65,116.79	69,759.47	74,410.52	76,365.50



Source: MOHRI 2022–2026

The composition of the workforce has shifted over time, with key frontline roles, those that are critical or essential in a community, accounting for 51.7% of the five-year growth.

A further 36.1% of the growth is attributed to other frontline and frontline support roles, which provide essential support enabling the development and delivery of frontline services.

Corporate roles, providing organisation-wide support to the public sector, represented 12.2% of the growth.

Workforce size by agency

The following table provides a comparison of FTE role numbers for each Budget Paper 2 (BP2) agency between March 2022 and March 2026.

This data highlights the distribution of the workforce across the Queensland public sector.

Total FTE by agency: March 2022–March 2026

Agency	Mar 2022	Mar 2023	Mar 2024	Mar 2025	Mar 2026
Department of Customer Services Open Data and Small and Family Business				2,003.96	3,258.03
Department of Education	75,219.69	75,821.99	76,228.04	77,340.24	79,353.26
Department of Families Seniors Disability Services and Child Safety				5,509.51	5,774.49
Department of Housing and Public Works				4,104.02	4,442.66
Department of Justice				4,531.67	4,628.90
Department of Local Government Water and Volunteers				948.98	824.17
Department of Natural Resources and Mines Manufacturing and Regional and Rural Development				1,513.89	1,467.73
Department of Primary Industries				2,462.43	2,613.81
Department of Sport Racing and Olympic and Paralympic Games				439.18	370.30
Department of State Development Infrastructure and Planning				1,804.72	1,903.46
Department of the Environment Tourism Science and Innovation				3,042.30	3,047.65
Department of the Premier and Cabinet	412.86	475.75	460.74	514.30	552.37
Department of Trade Employment and Training				537.23	526.19
Department of Transport and Main Roads	7,414.92	7,672.64	9,668.72	8,101.85	6,573.42
Department of Women Aboriginal and Torres Strait Islander Partnerships and Multiculturalism				388.92	346.06

Agency	Mar 2022	Mar 2023	Mar 2024	Mar 2025	Mar 2026
Department of Youth Justice and Victim Support				2,379.10	2,513.73
Electoral Commission Queensland	63.83	73.35	91.37	77.02	83.55
Office of the Inspector-General of Emergency Management	17.05	21.25	19.90	17.25	20.84
Public Sector Commission		64.36	82.73	92.98	67.02
Public Trustee	561.60	586.44	599.33	623.72	607.83
Queensland Corrective Services	6,467.65	6,608.94	7,129.74	8,104.23	8,614.36
Queensland Fire Department				4,150.87	4,242.80
Queensland Health	99,482.68	101,032.28	107,577.58	114,757.48	119,624.56
Queensland Police Service	16,506.39	16,619.92	17,535.98	18,583.95	19,131.64
Queensland Treasury	1,153.10	1,307.66	1,413.66	1,853.05	1,876.95
TAFE Queensland	4,219.66	4,329.83	4,439.24	4,362.52	4,220.24
Department of Agriculture and Fisheries	2,040.05	2,091.22	2,148.74		
Department of Child Safety Seniors and Disability Services			5,342.36		
Department of Children Youth Justice and Multicultural Affairs	5,094.49	5,298.20			
Department of Communities Housing and Digital Economy	3,322.22	3,416.86			
Department of Employment Small Business and Training	565.54	583.14	614.36		
Department of Energy and Climate			418.74		
Department of Energy and Public Works	2,069.98	2,190.34			
Department of Environment and Science	2,724.64	2,924.38			
Department of Environment Science and Innovation			2,913.74		
Department of Housing Local Government Planning and Public Works			3,735.04		
Department of Justice and Attorney-General	3,467.23	3,681.86	4,071.62		
Department of Regional Development Manufacturing and Water	555.97	635.65	709.86		

Agency	Mar 2022	Mar 2023	Mar 2024	Mar 2025	Mar 2026
Department of Resources	1,358.65	1,380.14	1,466.43		
Department of Seniors Disability Services and Aboriginal and Torres Strait Islander Partnerships	1,818.24	1,808.30			
Department of State Development and Infrastructure			1,710.38		
Department of State Development Infrastructure Local Government and Planning	914.77	1,011.44			
Department of Tourism and Sport			440.37		
Department of Tourism Innovation and Sport	426.49	472.54			
Department of Treaty Aboriginal and Torres Strait Islander Partnerships Communities and the Arts			710.90		
Department of Youth Justice			1,951.03		
Public Service Commission	63.00				
Queensland Audit Office	192.08	185.22	197.86		
Queensland Fire and Emergency Services	3,607.42	3,766.69	3,954.82		
Sector sub-total: Budget paper 2 (BP2) agencies	239,740.20	244,060.39	255,633.28	268,245.37	276,686.02



Source: MOHRI 2022–2026

Total FTE by entity: March 2022–March 2026

Entity	Mar 2022	Mar 2023	Mar 2024	Mar 2025	Mar 2026
Economic Development Queensland				172.08	180.73
Legal Aid Queensland	565.65	615.50	691.81	760.71	815.82
Office of the Health Ombudsman	118.51	129.50	138.12	153.50	163.00
Office of the Queensland Integrity Commissioner				15.50	16.08
Queensland Academy of Sport					117.09
Queensland Art Gallery	266.17	316.33	320.80	277.11	301.41
Queensland Family and Child Commission	63.62	55.24	58.77	66.56	83.94

Entity	Mar 2022	Mar 2023	Mar 2024	Mar 2025	Mar 2026
Queensland Human Rights Commission	44.10	60.34	60.46	57.44	68.79
Queensland Museum	266.83	278.16	274.24	278.65	263.37
Queensland Pharmacy Business Ownership Council					12.00
Resources Safety and Health Queensland	315.84	341.43	355.78	359.83	387.29
State Library of Queensland	265.23	294.16	293.94	305.40	293.60
Trade and Investment Queensland	114.72	143.84	171.13	167.71	168.42
Total	2,020.67	2,234.50	2,365.05	2,614.49	2,871.54

▲
Source: MOHRI 2022–2026

Total FTE Norfolk Island Taskforce: March 2022–March 2026

Entity	Mar 2022	Mar 2023	Mar 2024	Mar 2025	Mar 2026
Norfolk Island Taskforce	8.00	14.60	13.80	23.85	19.64
Total	8.00	14.60	13.80	23.85	19.64

▲
Source: MOHRI 2022–2026

Total FTE: March 2022–March 2026

Entity	Mar 2022	Mar 2023	Mar 2024	Mar 2025	Mar 2026
Agency total FTE	239,740.20	244,060.39	255,633.28	268,245.37	276,686.02
Entity total FTE	2,020.67	2,234.50	2,365.05	2,614.49	2,871.54
Norfolk Island Taskforce total FTE	8.00	14.60	13.80	23.85	19.64
Whole-of-sector total	241,768.87	246,309.49	258,012.13	270,883.71	279,577.20

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Source: MOHRI 2022–26

Table reference (footnote): Agencies shaded are those that are not currently in operation. Those with blank cells prior to March 2025 are agencies established following or affected by a Machinery of Government (MoG) change.

Agencies can be affected by MoG changes even when a name change does not occur. For instance, the Department of Transport and Main Roads retained its name, but MoG adjustments significantly altered its staff numbers by adding the Digital Economy portfolio in 2023 and removing it in 2024. Similarly, the Queensland Police Service kept its name while absorbing State Emergency Service Queensland and Marine Rescue Queensland during the Disaster and Emergency Services Reform.

Workforce distribution and regional presence

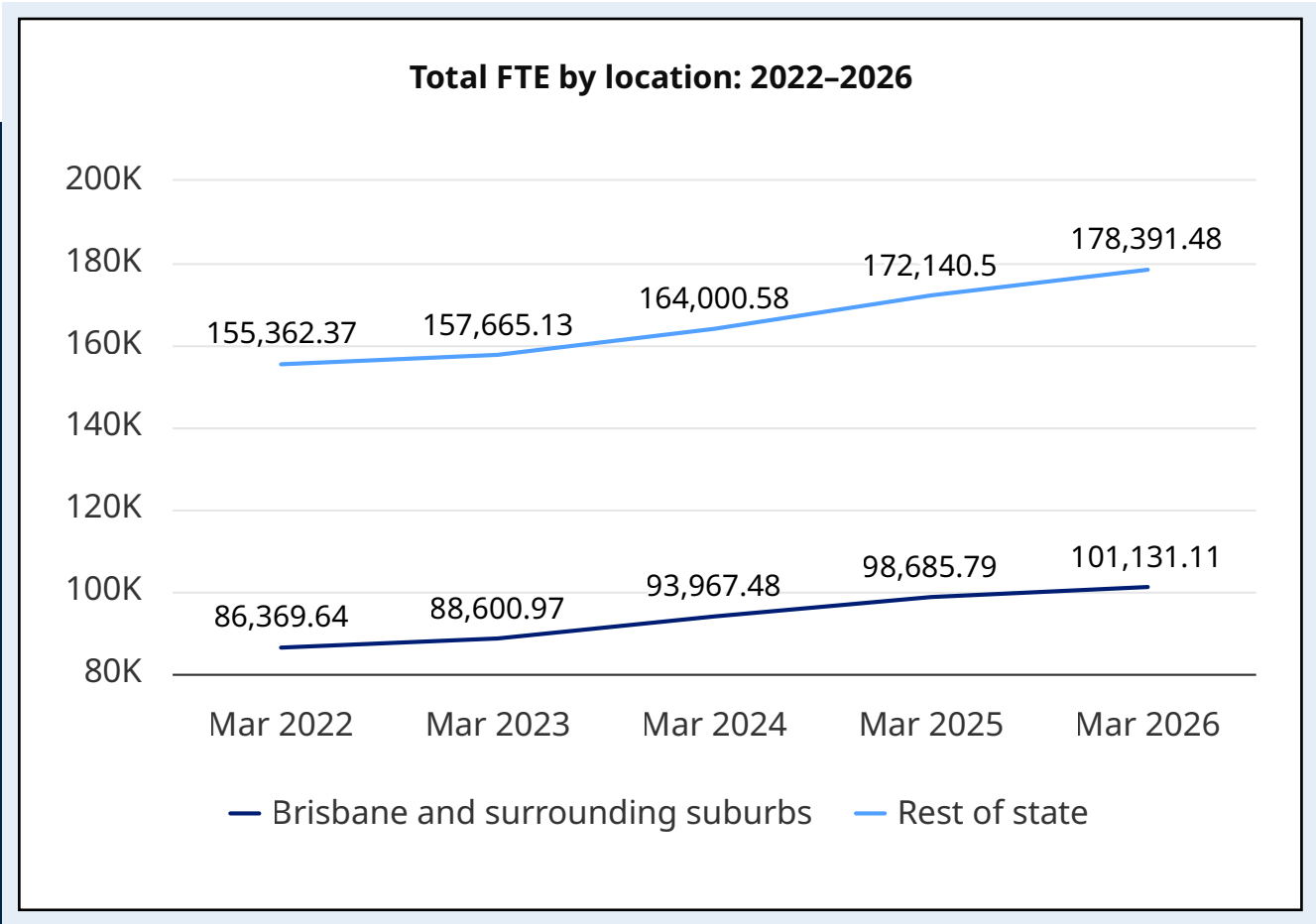
Population growth and regional distribution

Australian Bureau of Statistics data indicates Queensland’s population has grown significantly in recent years, with the Brisbane and surrounding suburbs experiencing an 8.75% increase (117,031 people) between 2021 and 2025. The rest of the state also saw an 8.69% increase (336,919 people) during the same period.

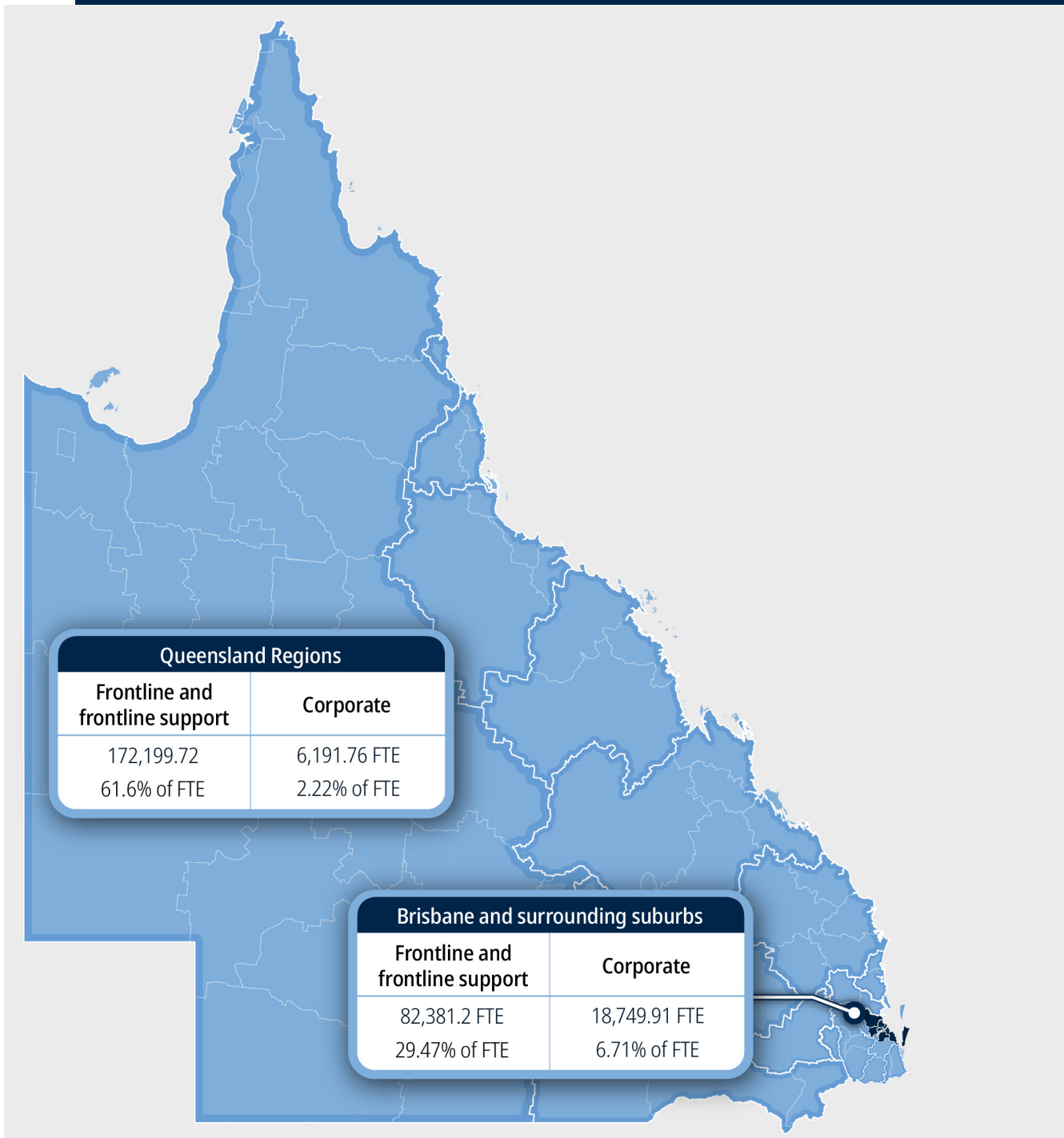
The number of FTE based in Brisbane and surrounding suburbs, as well as regional locations, has steadily increased over the past five years. This trend reflects the government’s commitment to ensuring equitable access to public services across the state.

This population growth impacts demand for public sector services in both metropolitan and regional areas.

The regional workforce includes a much higher percentage of frontline (including key frontline) and frontline support roles, with most corporate employees based in Brisbane and surrounding suburbs.



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Source: MOHRI 2022–2026



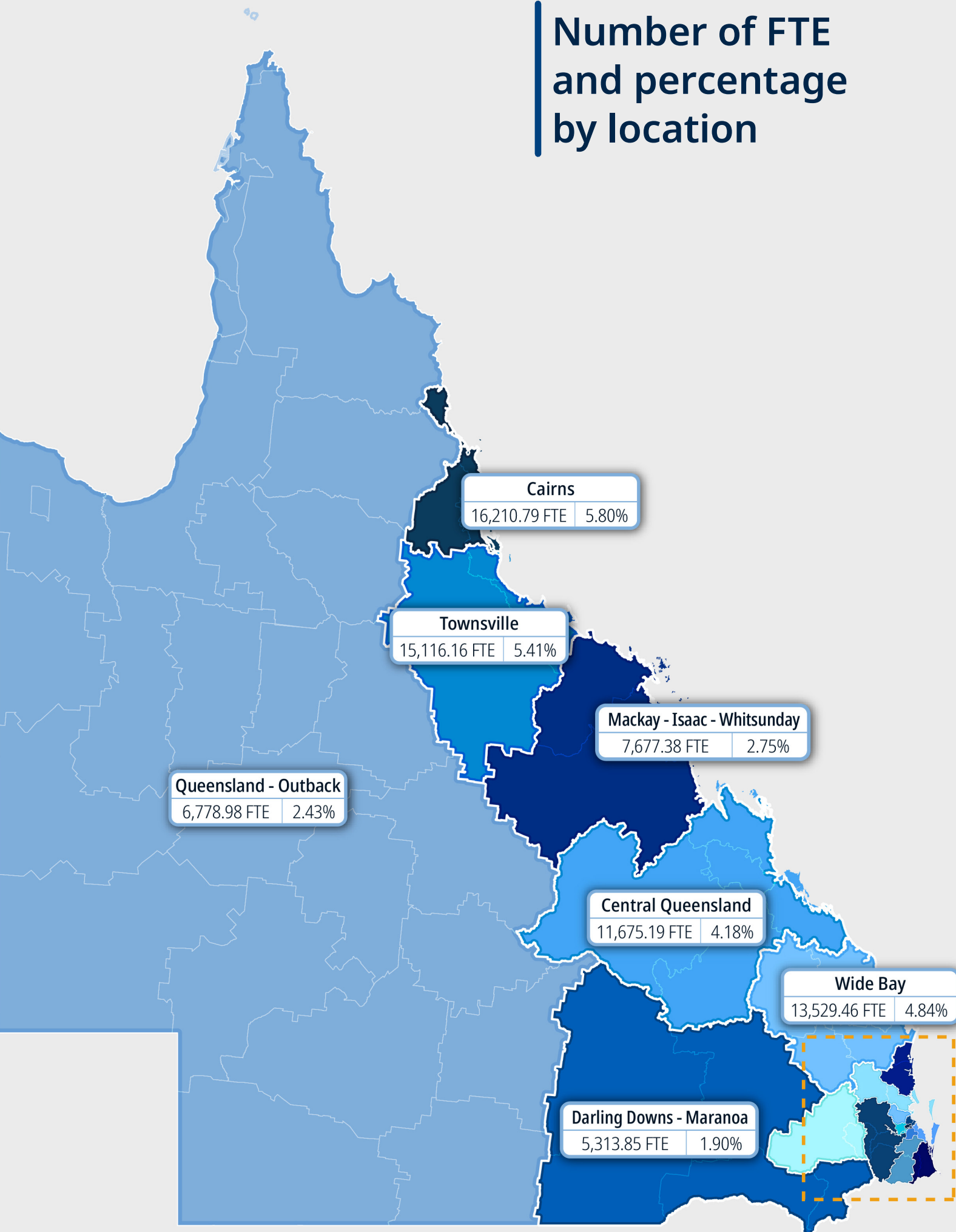
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Source: MOHRI March 2026

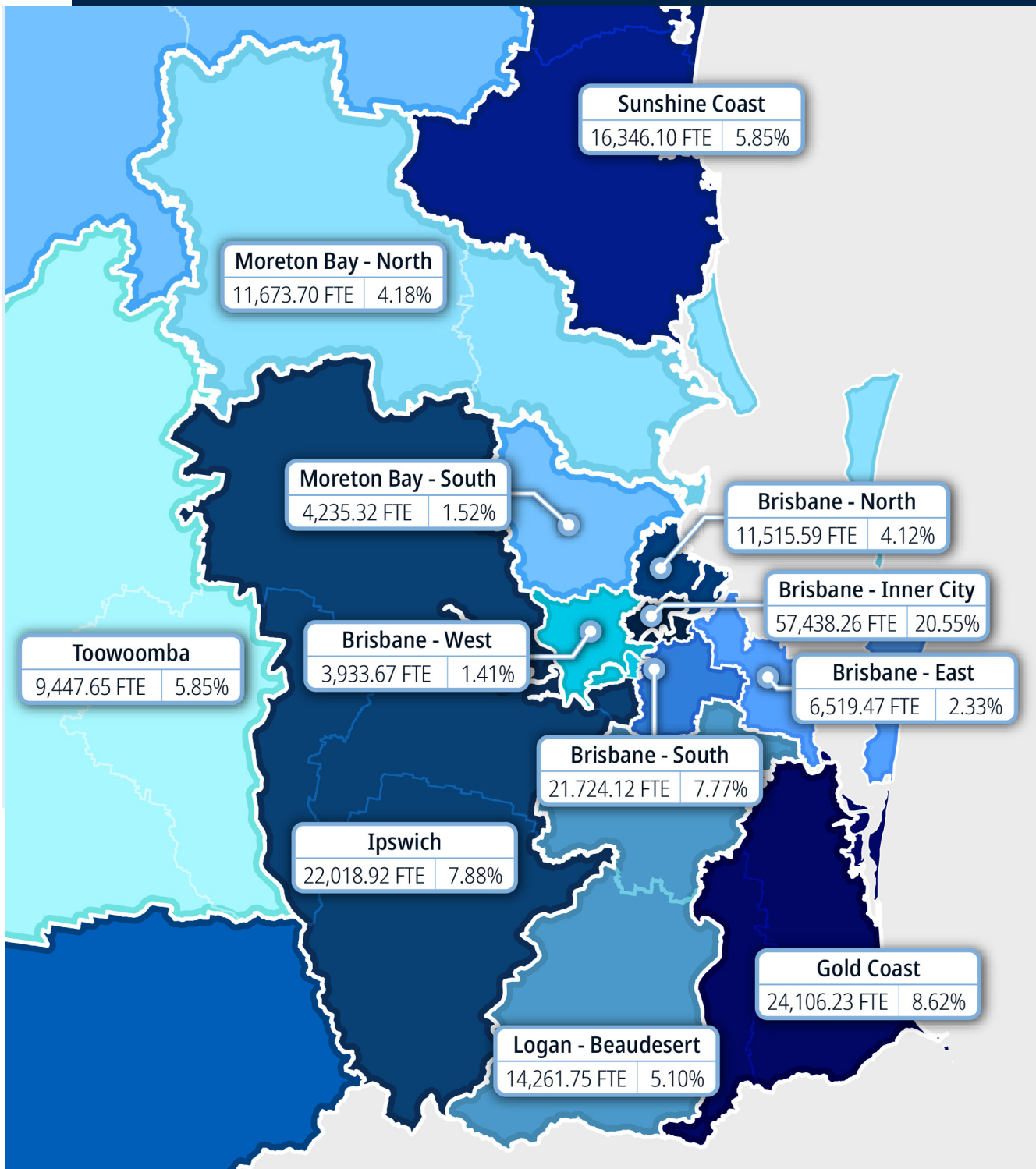
Source: MOHRI 2022–2026

Workforce distribution by region

Role type	Mar 2022	Mar 2023	Mar 2024	Mar 2025	Mar 2026
Rest of state - Frontline and frontline support	149,933.88	151,905.31	158,004.37	165,994.58	172,199.72
Rest of state - corporate	5,428.29	5,759.82	5,996.21	6,145.92	6,191.76
Brisbane and surrounding suburbs - Frontline and frontline support	71,462	72,332.93	75,887.50	79,924.62	82,381.20
Brisbane and surrounding suburbs - Corporate	14,907.28	16,268.04	18,079.98	18,761.17	18,749.91

Number of FTE and percentage by location





Source: MOHRI March 2026

Source: MOHRI March 2026

Outside of Brisbane and surrounding suburbs, public sector workers primarily serve key regional centres, including Cairns, Townsville, Rockhampton (Central Queensland) and Toowoomba. These regions play a vital role in delivering

essential services to Queenslanders living in rural and remote areas. The proportion of regionally based FTE as a percentage of the total workforce has remained stable, reflecting the government's commitment to regional service delivery.

Workforce distribution by location

Location	FTE	%
Brisbane - East	6,519.47	2.33%
Brisbane - North	11,515.59	4.12%
Brisbane - South	21,724.12	7.77%
Brisbane - West	3,933.67	1.41%
Brisbane Inner City	57,438.26	20.55%
Cairns	1,6210.79	5.80%
Central Queensland	1,1675.19	4.18%
Darling Downs - Maranoa	5,313.85	1.90%
Gold Coast	24,106.23	8.62%
Ipswich	22,018.92	7.88%
Logan - Beaudesert	14,261.75	5.10%
Mackay - Isaac - Whitsunday	7,677.38	2.75%
Moreton Bay - North	11,673.7	4.18%
Moreton Bay - South	4,235.32	1.52%
Queensland - Outback	6,778.98	2.43%
Sunshine Coast	16,346.1	5.85%
Toowoomba	9,447.65	3.38%
Townsville	15,116.16	5.41%
Wide Bay	13,529.46	4.84%

◀ Source: MOHRI March 2026.

Occupation type

Every Queensland public sector role is categorised as either frontline and frontline support, or as a corporate role. The data also differentiates between key frontline roles.

Nine out of ten Queensland public servants work in either key frontline or frontline and frontline support roles.

Between March 2022 and March 2026:

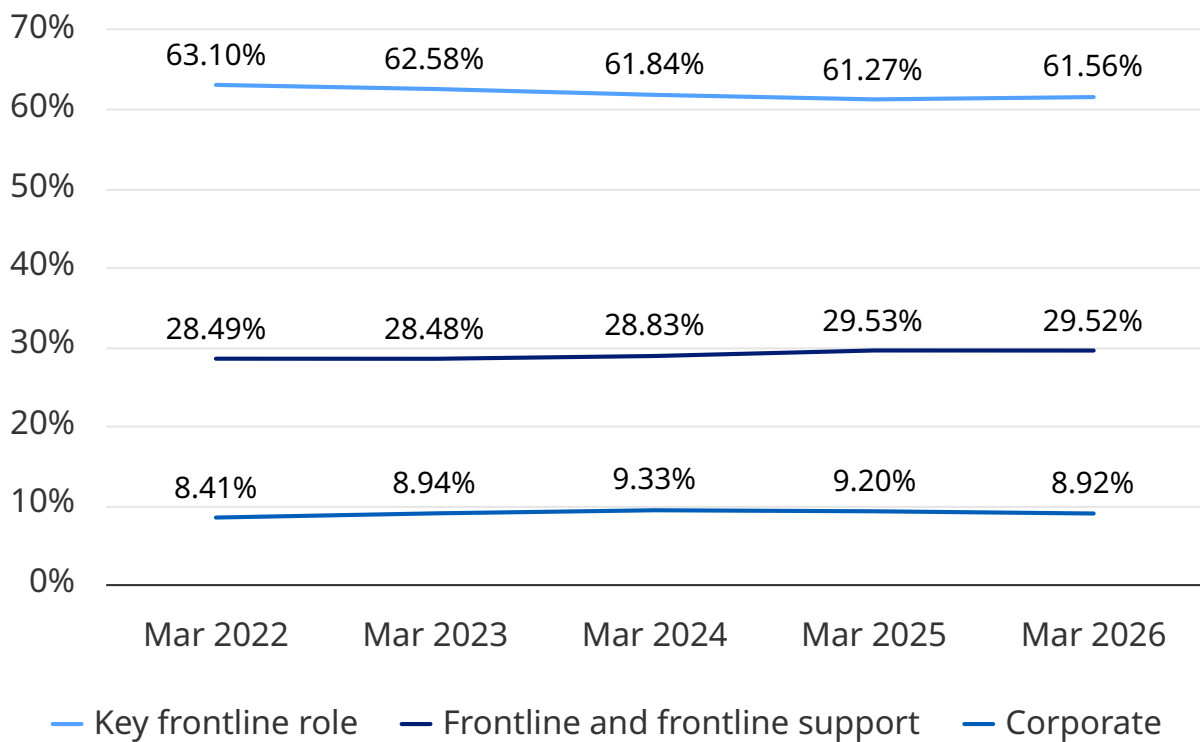
- The number of key frontline FTE increased by 19,560.49
- The number of frontline and frontline support FTE increased by 13,641.54
- The number of corporate FTE increased by 4,606.30.

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

Role type	Mar 2022	Mar 2023	Mar 2024	Mar 2025	Mar 2026
Key Frontline Role	152,544.72	154,138.53	159,550.51	165,970.12	172,105.21
Frontline and Frontline Support	68,886.12	70,139.84	74,382.77	80,002.84	82,527.66
Corporate	20,338.03	22,031.12	24,078.85	24,910.75	24,944.33

▲
Source: MOHRI 2022–2026.

Key frontline, frontline/frontline support and corporate proportion of the total FTE: March 2022–March 2026



▲
Source: MOHRI 2022–2026

Key frontline roles

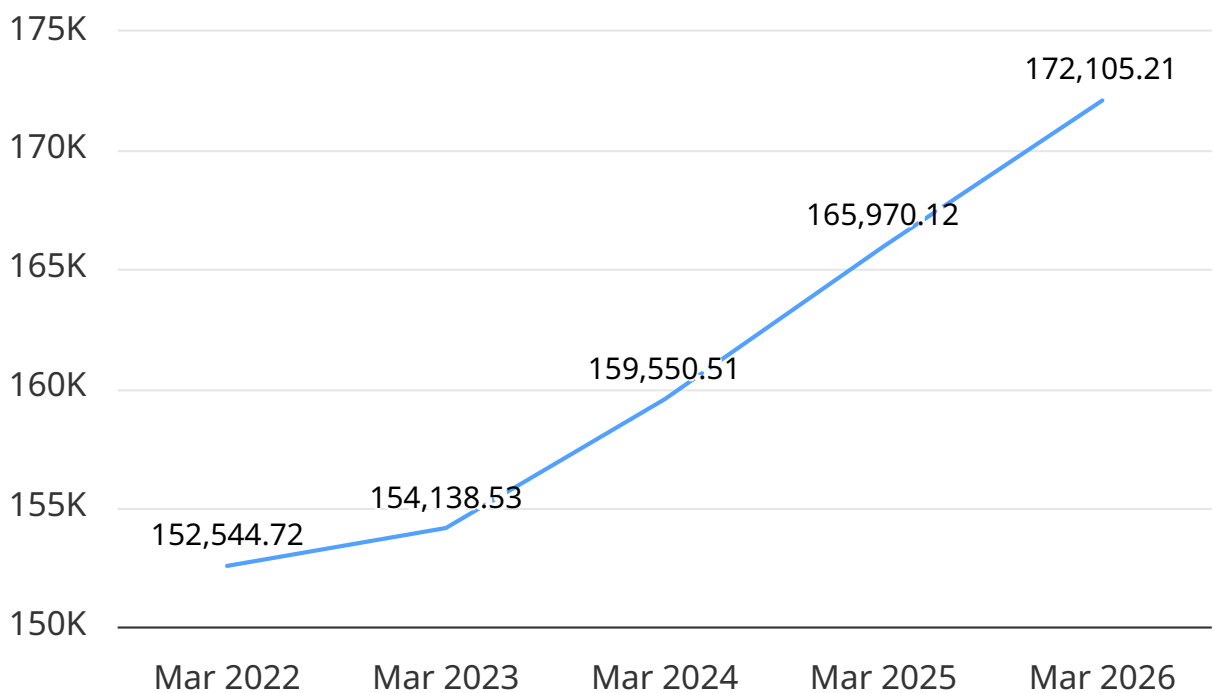


Key frontline roles are those that are critical or essential in a community, and include roles in healthcare, education and public safety. These roles include nurses, doctors, teachers, police officers, ambulance officers, child safety case workers, youth case workers, firefighters and correctional officers.

In the 12 months to March 2026, the number of key frontline FTE roles increased by 6,135.09 (3.70%).

Over the five years to 2026, the number of key frontline FTE grew from 152,544.72 to 172,105.21, reflecting the government's focus on strengthening frontline services.

Key frontline FTE: March 2022–March 2026



Source: MOHRI 2022–2026

Key frontline FTE: March 2025–March 2026

Role	Mar 2025	Mar 2026
Ambulance officers	5,503.24	5,939.48
Child safety case workers	1,953.27	2,133.48
Correction officers	5,273.01	5,544.23
Disability support workers	919.87	887.03
Doctors	13,124.17	13,832.98
Firefighters	2,977.68	3,123.58
Health practitioners/professional/technical	17,251.27	18,015.54
Nurses and midwives	43,866.99	45,575.42
Police	12,278.72	12,761.16
TAFE teachers and tutors	2,095.61	2,000.34
Teachers	48,592.74	49,603.27
Teacher aids	10,955.65	11,446.68
Youth and case workers	1,177.90	1,242.02
Total	165,970.12	172,105.21

◀
Source: MOHRI 2025–2026

Source: MOHRI 2025–2026



Key frontline year-on-year variation: March 2022–March 2026

Role	Mar 2022	Mar 2023	Mar 2024	Mar 2025	Mar 2026
Ambulance officers	5.36% ▲	2.90% ▲	5.64% ▲	5.19% ▲	7.93% ▲
Child safety case workers	5.79% ▲	1.10% ▲	5.20% ▲	0.68% ▲	9.23% ▲
Correction officers	13.95% ▲	1.14% ▲	6.52% ▲	13.88% ▲	5.14% ▲
Disability support workers	-9.50% ▼	-4.51% ▼	-0.23% ▼	-2.47% ▼	-3.57% ▼
Doctors	2.45% ▲	2.73% ▲	6.77% ▲	8.42% ▲	5.40% ▲
Firefighters	1.24% ▲	3.10% ▲	4.74% ▲	5.72% ▲	4.90% ▲
Health practitioners/professional/technical	5.54% ▲	1.33% ▲	6.59% ▲	6.78% ▲	4.43% ▲
Nurses and midwives	6.14% ▲	1.53% ▲	5.69% ▲	6.04% ▲	3.89% ▲
Police	0.04% ▲	-0.49% ▼	-0.14% ▼	3.26% ▲	3.93% ▲
TAFE teachers and tutors	3.26% ▲	2.62% ▲	5.88% ▲	-2.16% ▼	-4.55% ▼
Teachers	-0.49% ▼	0.88% ▲	0.15% ▲	1.39% ▲	4.48% ▲
Teacher aids	0.26% ▲	0.33% ▲	0.94% ▲	0.23% ▲	2.08% ▲
Youth and case workers	9.01% ▲	1.63% ▲	6.82% ▲	13.66% ▲	5.44% ▲
Total	2.09% ▲	1.04% ▲	3.51% ▲	4.02% ▲	3.70% ▲

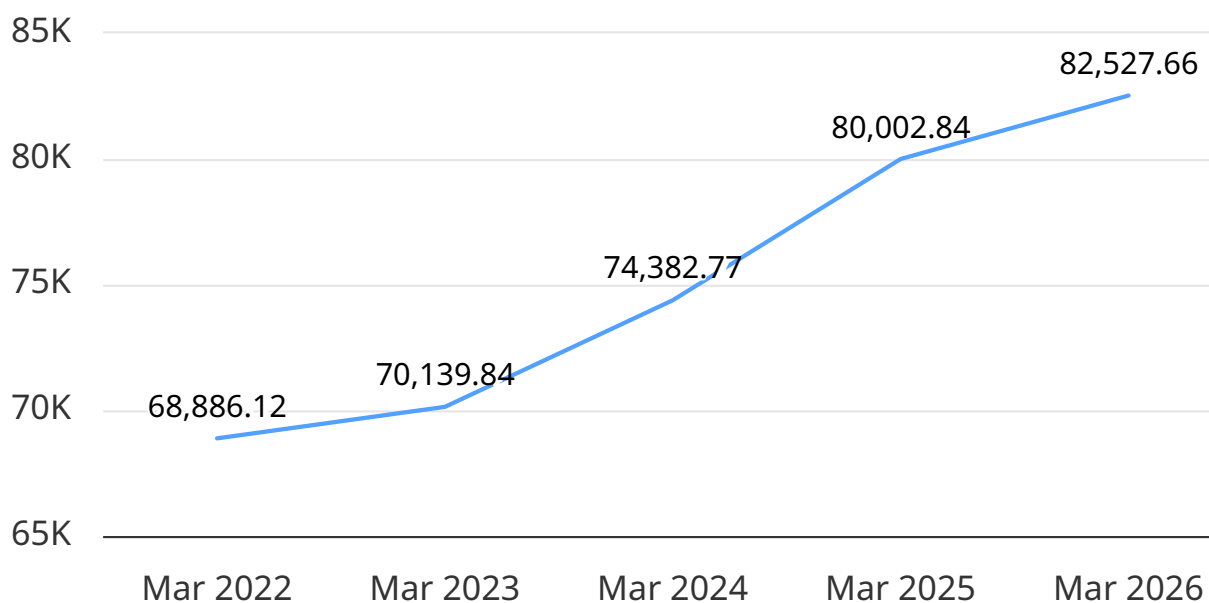
Frontline and frontline support roles

Frontline and frontline support roles provide essential support enabling the development and delivery of frontline services, the development and delivery of government policy and programs, as well as outcomes for the community. Examples of these roles include environmental and agricultural science/officers, grants management officers, front counter and customer enquiry employees, mine

inspectors, park rangers, policy officers and program managers, school crossing supervisors and social workers.

The number of frontline and frontline support FTE roles increased by 3.16% between March 2025 and March 2026. Over the five years to 2026, the number of FTE in these roles grew from 68,886.12 to 82,527.66.

Frontline/frontline support FTE: March 2022–March 2026



▲
Source: MOHRI 2022–2026

Frontline and frontline support FTE: March 2025–March 2026

Role	Mar 2025	Mar 2026
Clerical and office support workers (nec)	1,068.72	1,068.15
Commercial cleaner	4,760.87	4,779.74
Gardener (general)	1,221.91	1,232.87
General clerk	15,965.93	16,575.33
Information officer	1,238.11	1,214.55
Labourers (nec)	3,817.15	3,924.86
Office manager	2,491.16	2,533.62
Policy and planning manager	1,764.70	1,811.85
Policy analyst	1,360.64	1,512.26
Program or project administrator	5,414.81	5,473.13
Security officer	1,190.07	1,353.63
Specialist managers (nec)	1,401.15	1,486.23
Waiter	1,176.48	1,230.70
Role category with less than 1000 FTE in role category	37,131.14	38,330.74
Total	80,002.84	82,527.66



Source: MOHRI
2025–2026

Source: MOHRI
2022–2026



Frontline and frontline support year-on-year variation: March 2022–March 2026

Role	Mar 2022	Mar 2023	Mar 2024	Mar 2025	Mar 2026
Clerical and office support workers (nec)				6.26% ▲	-0.05% ▼
Commercial cleaner	-0.59% ▼	-5.49% ▼	2.56% ▲	0.64% ▲	0.40% ▲
Gardener (general)	0.78% ▲	-0.28% ▼	1.34% ▲	1.63% ▲	0.90% ▲
General clerk	4.96% ▲	-0.77% ▼	3.59% ▲	6.68% ▲	3.82% ▲
Information officer	-7.49% ▼	5.34% ▲	-7.16% ▼	1.22% ▲	-1.90% ▼
Labourers (nec)	11.27% ▲	2.44% ▲	3.21% ▲	5.59% ▲	2.82% ▲
Office manager	1.14% ▲	3.31% ▲	5.33% ▲	0.97% ▲	1.70% ▲
Policy and planning manager	3.37% ▲	24.88% ▲	11.36% ▲	6.85% ▲	2.67% ▲
Policy analyst	0.11% ▲	11.12% ▲	7.42% ▲	9.45% ▲	11.14% ▲
Program or project administrator	3.89% ▲	12.79% ▲	8.85% ▲	14.00% ▲	1.08% ▲
Security officer		0.25% ▲	8.64% ▲	8.76% ▲	13.74% ▲
Specialist managers (nec)			9.26% ▲	5.58% ▲	6.07% ▲
Waiter	-0.54% ▼	5.93% ▲	1.12% ▲	5.57% ▲	4.61% ▲
Role category with less than 1000 FTE in role category	-1.30% ▼	-2.33% ▼	4.90% ▲	9.24% ▲	3.23% ▲
Total	2.51% ▲	1.82% ▲	6.05% ▲	7.56% ▲	3.16% ▲

*nec (not elsewhere classified)

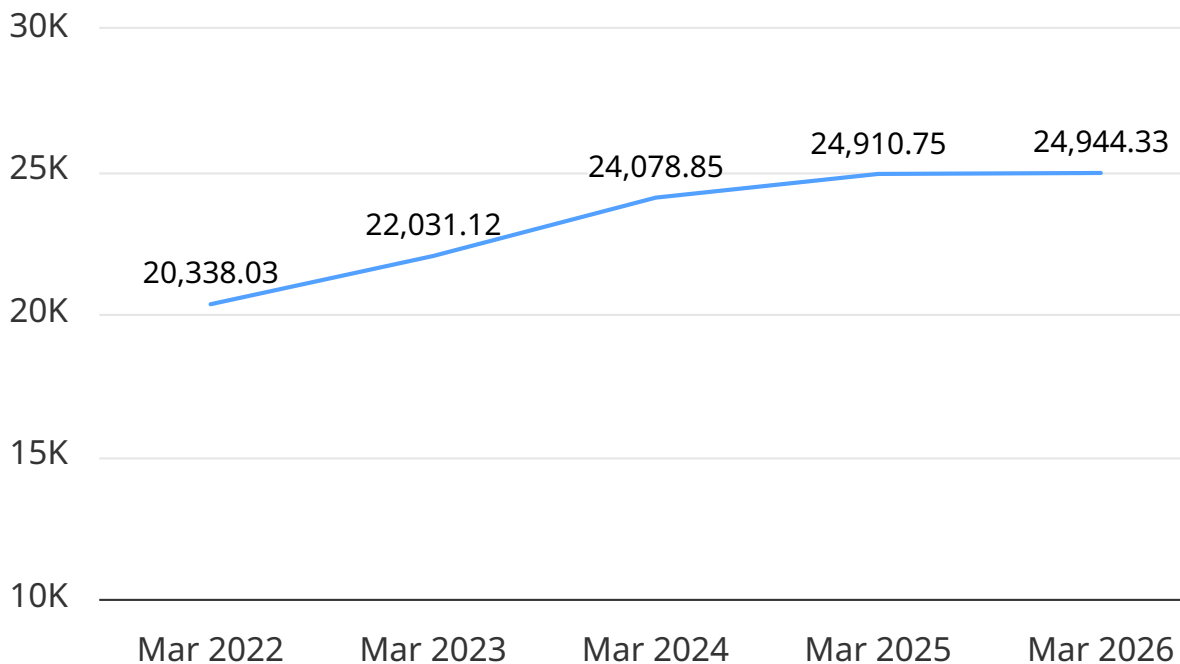
Corporate roles

Corporate roles provide organisation-wide support to enable agencies to 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 communications.

The proportion of corporate roles as a percentage of the total workforce has remained relatively stable over the past five years.

However, there has been a slight increase in corporate FTE roles in the past year to support the growing demands of the sector.

Corporate service roles FTE: March 2022–March 2026



▲
Source: MOHRI 2022–2026

Corporate service roles FTE: March 2025–March 2026

Role	Mar 2025	Mar 2026
Accounting and finance	3,342.42	3,175.32
Audit services	132.77	130.75
Communication, media and marketing	1,260.69	1,300.51
Corporate services management	644.86	627.03
Executive services and support	1,366.16	1,382.97
Governance and strategy	1,566.56	1,554.84
Human resources	5,166.78	5,216.97
Information and communications technology	6,820.20	6,847.00
Information management	1,008.06	1,020.97
Legal services	410.60	439.26
Procurement and contract management	1,391.63	1,445.09
Property and facilities	1,800.02	1,803.62
Total	24,910.75	24,944.33



Source: MOHRI 2025–2026

Source: MOHRI 2022–2026



Corporate service year-on-year variation: March 2022–March 2026

Role	Mar 2022	Mar 2023	Mar 2024	Mar 2025	Mar 2026
Accounting and finance	-1.64% ▼	4.56% ▲	4.39% ▲	-1.51% ▼	-5.00% ▼
Audit services	-0.90% ▼	3.10% ▲	2.46% ▲	-57.29% ▼	-1.52% ▼
Communication, media and marketing	0.64% ▲	11.52% ▲	5.04% ▲	0.84% ▲	3.16% ▲
Corporate services management	62.16% ▲	29.11% ▲	53.14% ▲	-6.07% ▼	-2.76% ▼
Executive services and support	-0.22% ▼	26.82% ▲	9.16% ▲	-3.49% ▼	1.23% ▲
Governance and strategy	6.48% ▲	19.82% ▲	13.02% ▲	8.86% ▲	-0.75% ▼
Human resources	4.04% ▲	0.19% ▲	10.25% ▲	6.00% ▲	0.97% ▲
Information and communications technology	-1.72% ▼	17.61% ▲	10.29% ▲	7.70% ▲	0.39% ▲
Information management	1.62% ▲	8.76% ▲	8.47% ▲	-1.41% ▼	1.28% ▲
Legal services	-2.34% ▼	9.18% ▲	3.12% ▲	-4.60% ▼	6.98% ▲
Procurement and contract management	0.02% ▲	-6.07% ▼	0.66% ▲	8.05% ▲	3.84% ▲
Property and facilities	6.87% ▲	-4.12% ▼	11.57% ▲	10.06% ▲	0.20% ▲
Total	1.69% ▲	8.32% ▲	9.29% ▲	3.45% ▲	0.13% ▲

*nec (not elsewhere classified)

Appointment type

The Queensland public sector workforce comprises a mix of permanent, temporary, and casual employees.

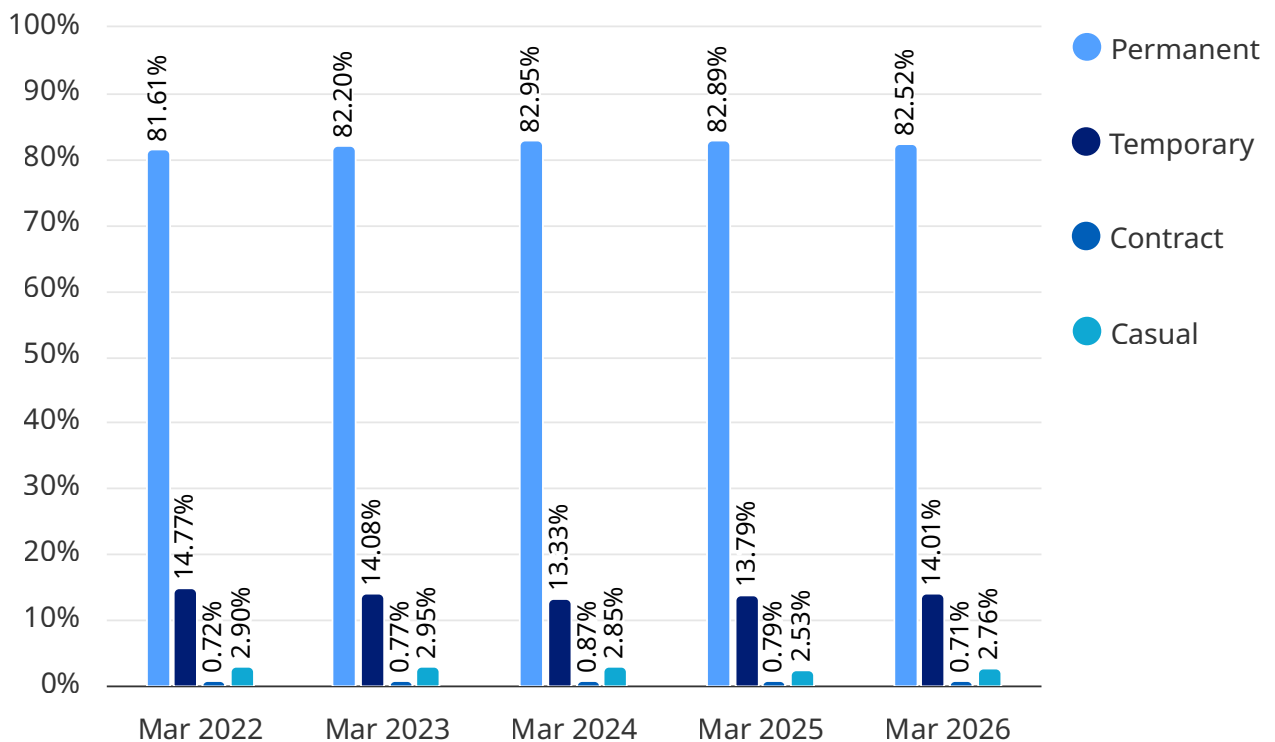
In March 2026, almost 83% of employees hold permanent appointments, reflecting the government's commitment under the *Public Sector Act 2022* to maximise employment security and permanency of employment.

Appointment type FTE: March 2025–March 2026

Appointment type	March 2025	March 2026
Permanent	224,548.37	230,716.36
Temporary	37,346.05	39,161.78
Contract	2,127.68	1,976.05
Casual	6,861.61	7,723.01
Total	270,883.71	279,577.20

Source: MOHRI 2025–2026

Proportion of appointment type in total FTE: March 2022–March 2026



Source: MOHRI 2022–2026

Employment status

The public sector workforce includes full-time, part-time, and casual employees. While most employees are full-time, almost one-third (32.66%) work on a part-time basis.

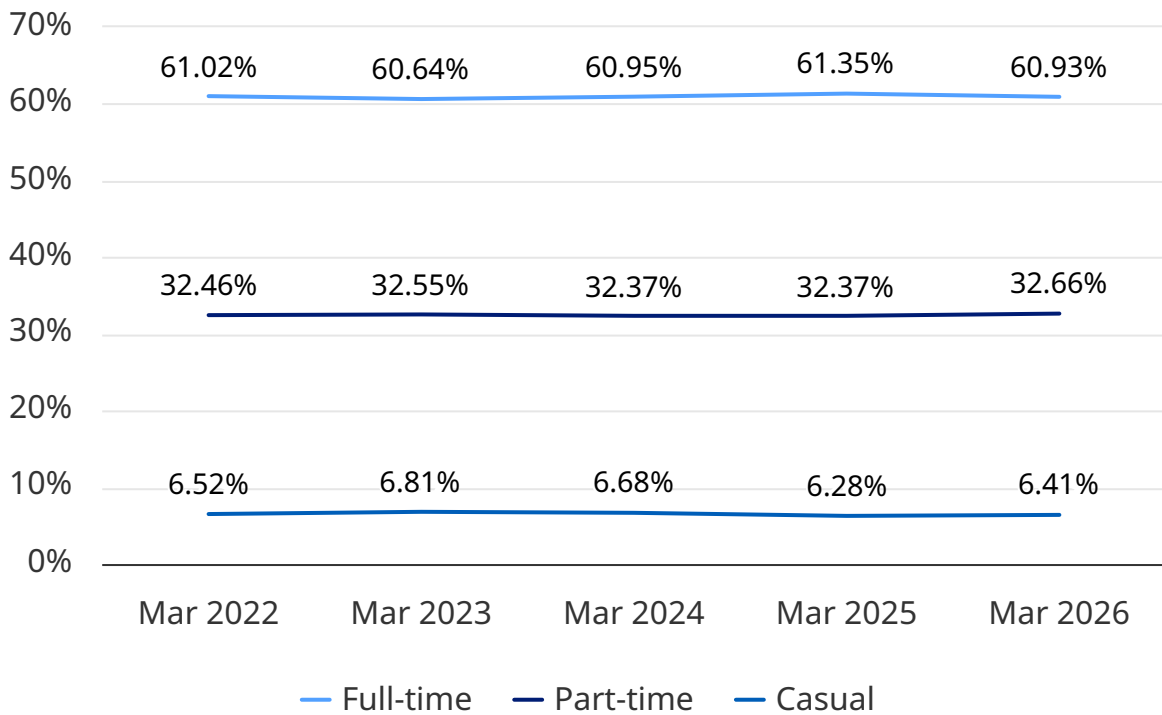
This reflects the need for greater flexibility in employment arrangements.

Employment status headcount: March 2025–March 2026

Employment status	Mar 2025	Mar 2026
Full-time	197,906	203,098
Part-time	104,439	108,862
Casual	20,255	21,369
Total	322,600	333,329

◀ Source: MOHRI 2025–2026

Proportion of employment status in total headcount: March 2022–March 2026



▲ Source: MOHRI 2022–2026



CULTURE OF INTEGRITY

A culture of integrity

Integrity is fundamental to maintaining public trust and confidence in government. The Queensland public sector operates within a legislative and ethical framework that promotes accountability, transparency, impartiality and the public good.

This chapter draws on a range of measures relating to integrity, ethics and accountability across the sector.

Highlights

- Perceptions of ethics and integrity vary, with senior leaders and managers having higher levels of confidence in ethical leadership, and individual contributors generally having lower levels of confidence in ethical leadership.
- Between the 2022 and 2025 Working for Queensland (WfQ) surveys, individual contributor perceptions of the honesty and integrity of their:



Department of Customer Services, Open Data and Small and Family Business.

- ↳ manager or supervisor **increased from 79% to 82%**
- ↳ senior managers **increased from 55% to 61%**
- ↳ executive group **increased from 46% to 52%**.
- Conduct, including bullying and harassment, has **declined slightly**.
 - ↳ respondents currently experiencing bullying has **decreased from a count of 2,872 in 2024 to 2,830 in 2025**.
 - ↳ respondents currently experiencing sexual harassment **decreased from 0.35% in 2024 to 0.28% in 2025**.

Principles of public sector integrity

A public sector that is accountable and operates with integrity and impartiality is a foundational requirement of our system of Government. A number of Acts set out the legislative integrity framework in which the public sector must operate, including the *Public Sector Act 2022* (the Act) and the *Public Sector Ethics Act 1994* (the Ethics Act).

Under the Act, the management of the public sector is guided by a number of principles including ensuring accountability, integrity and support of the public interest. The Ethics Act also sets out principles fundamental to good public administration and to which public servants must 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 describes how public service employees are to conduct themselves in delivering services to the Queensland community.

It guides public service employees to understand how to put the principles and values of the Ethics Act into practice.

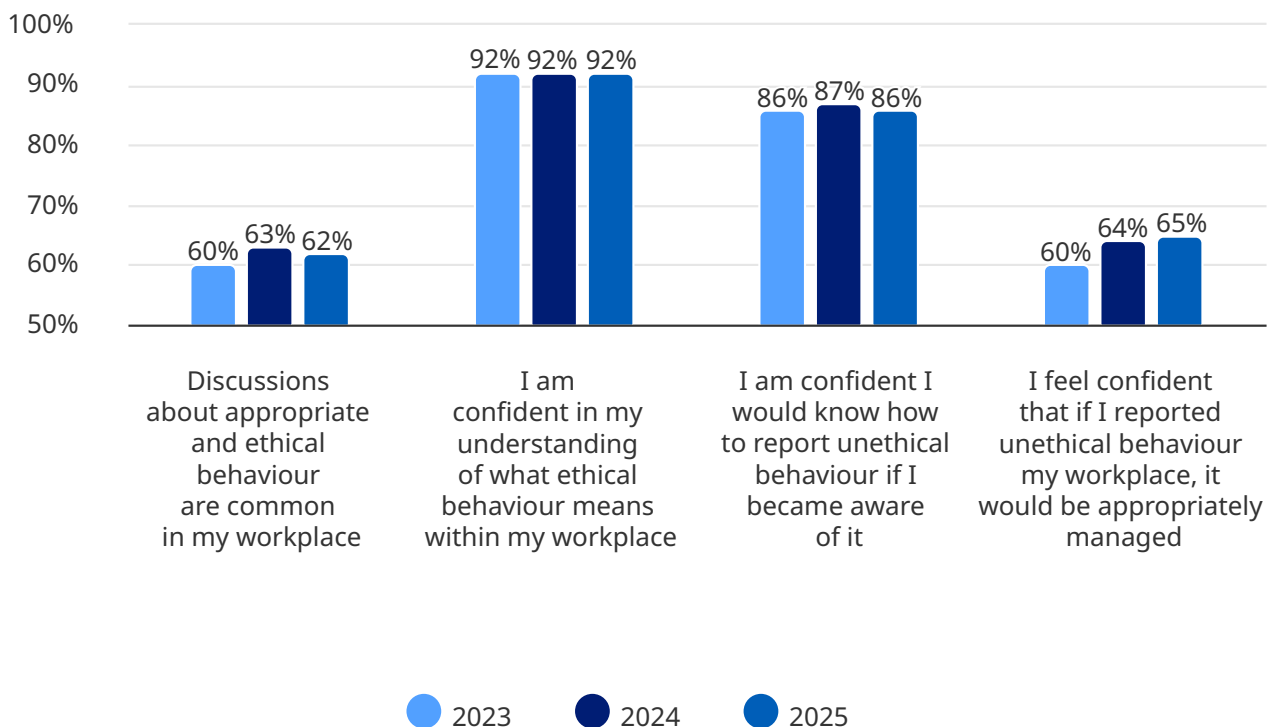
Ethics and integrity

Most respondents to the 2025 Working for Queensland (WfQ) survey continue to view their workplaces as grounded in ethical behaviour and integrity. Confidence around ethical behaviour has remained broadly stable compared with previous years, suggesting that core integrity frameworks, policies, and leadership messaging are well embedded across the sector.

While perceptions of integrity and ethical conduct have improved over time, a proportion of respondents continue to report neutral or negative views.

This indicates there is still an opportunity to strengthen employee confidence in ethical standards, accountability and the consistent application of expected behaviours across the sector.

Employee perceptions of organisational ethics



Source: WfQ 2023–2025.

Leadership in ethics and integrity

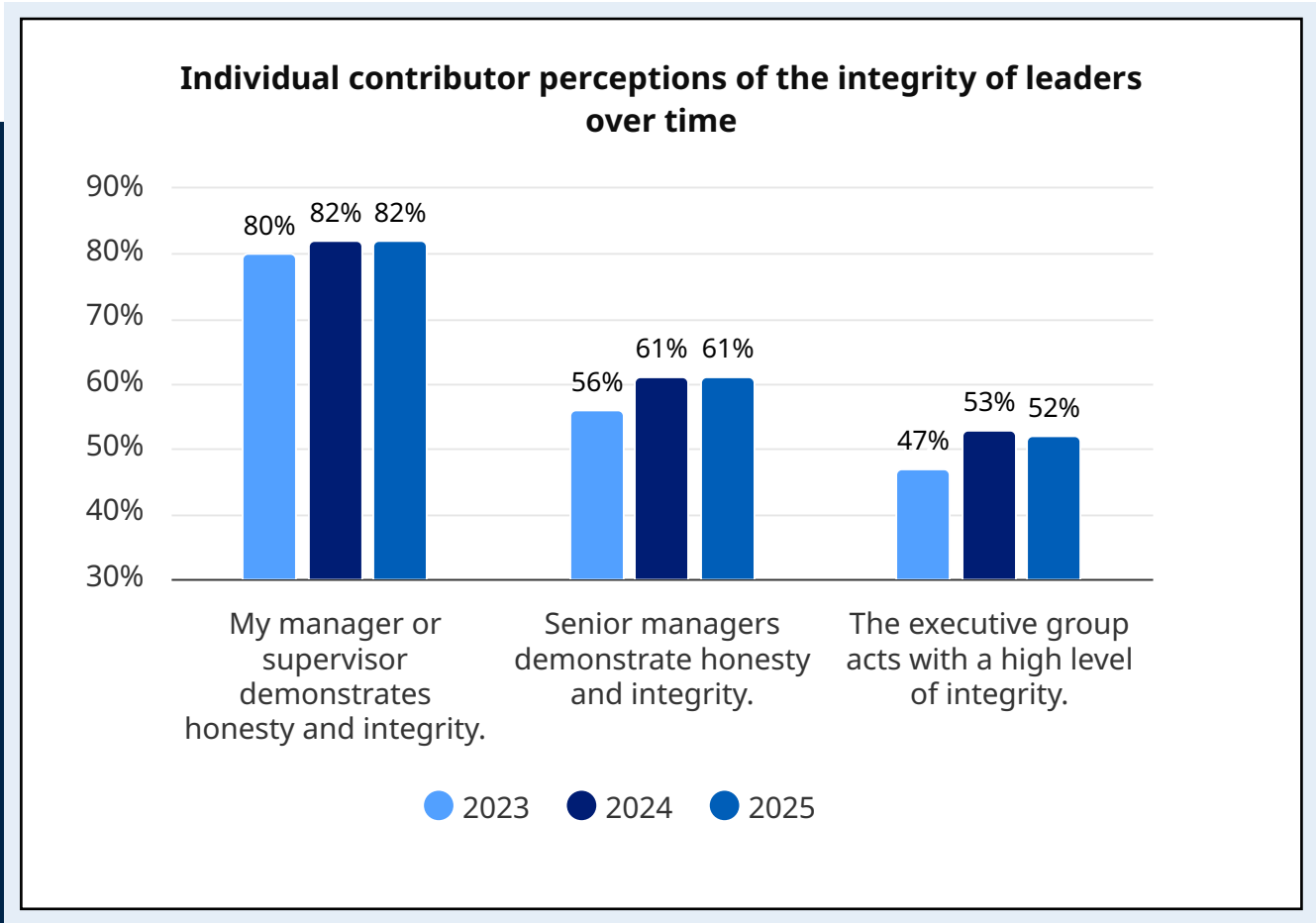
Consistent with prior years, perceptions of leadership in ethics and integrity vary by employee role and seniority. Senior leaders and managers report the highest levels of confidence in ethical leadership, reflecting both their proximity to decision-making and their role in shaping organisational culture. Team leaders generally report moderately positive perceptions, though often with greater variability. This may reflect the dual pressure of implementing directives while managing operational challenges.

Individual contributors tend to report lower levels of confidence in leadership on ethics and integrity.

The gap shows that senior leader expectations and behaviours may not always be observable to staff at the operational level. Employees may also have less visibility of decision-making processes, so that the ethical issues considered in reaching a decision are less obvious.

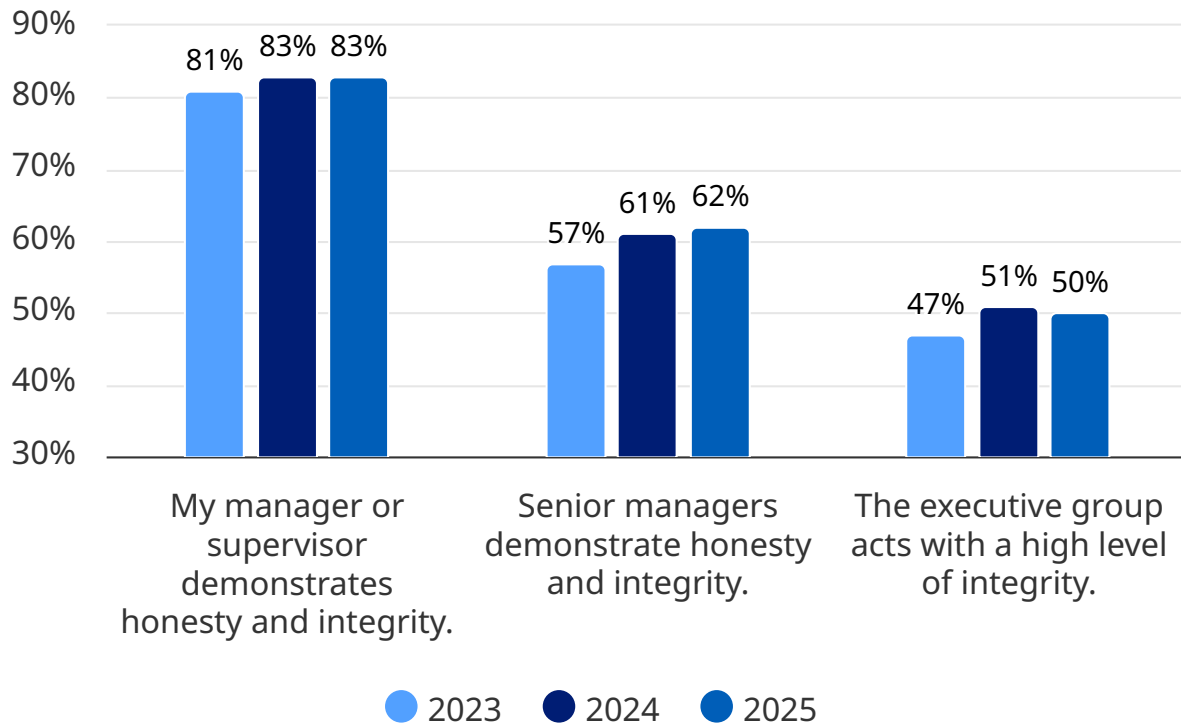
Overall, positive perceptions of leadership tend to rise with the seniority of the respondent.

This highlights the importance of strengthening communication, visibility, and consistency of ethical leadership behaviours across all levels of the workforce.



▲
Source: WfQ 2023–2025.

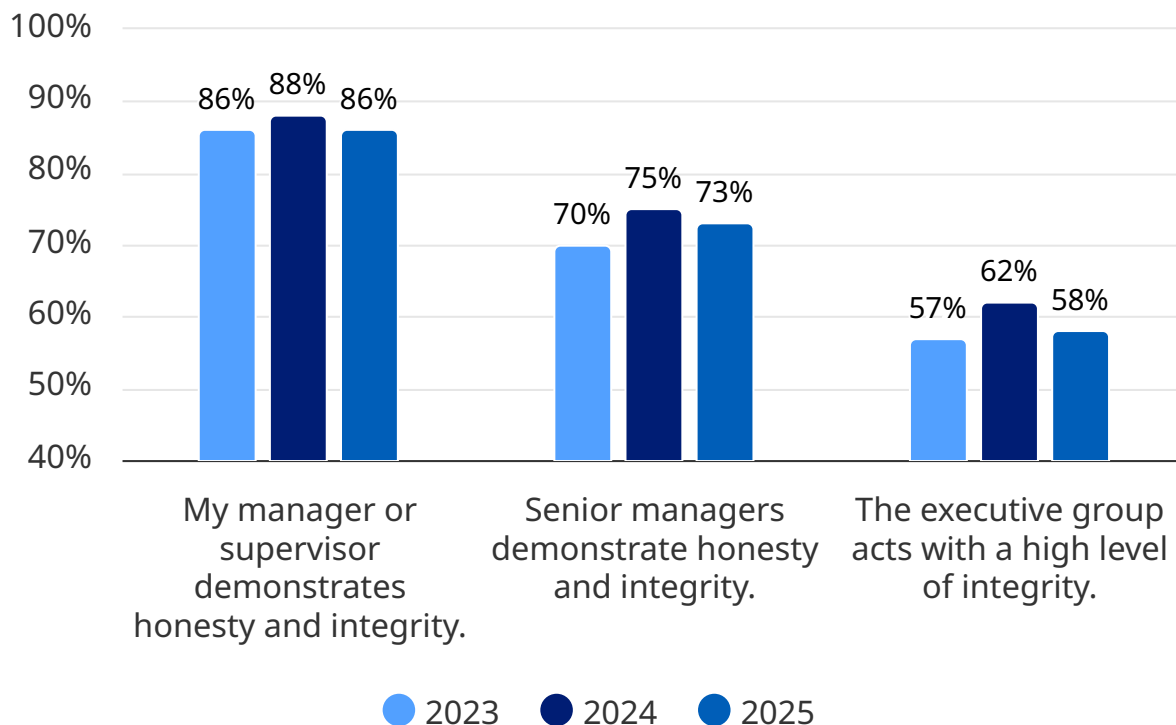
Team leader perceptions of the integrity of leaders over time



▲
Source: WfQ 2023–2025.

Source: WfQ 2023–2025.

Program leader perceptions of the integrity of leaders over time



Bullying

The 2025 WfQ survey results indicate the experience of bullying has remained relatively stable over the past few years.

Only a small number of respondents have experienced bullying, with 5% currently experiencing it and 10% having experienced it in the past.

Despite this, reported experiences of bullying and employee perceptions of the reporting process remain areas of focus.

During the last 12 months, have you experienced workplace bullying?

Responses	2023 %	2023 Count	2024 %	2024 Count	2025 %	2025 Count
Yes, and I am currently experiencing this behaviour	6%	3,430	5%	2,872	5%	2,830
Yes, but I am not experiencing it now	11%	6,513	10%	6,139	10%	5,775
No	78%	47,350	80%	47,832	79%	45,444
Don't know	5%	3,114	5%	3,047	6%	3,347



Source: WfQ 2023–2025.

In both 2024 and 2025, only 13% of respondents who experienced bullying chose to submit a formal complaint.

There has been a small increase of 2% in 2025 in the proportion of respondents who found the process of formal reporting to be fair and transparent and a 5% increase in the proportion of respondents who found the process to be respectful.

Experiences of bullying

Question	% Positive	vs 2024
You said that you have formally reported your experience. To what extent do you agree that the process of formal reporting was fair?	25%	+2 ▲
You said that you have formally reported your experience. To what extent do you agree that the process of formal reporting was transparent?	24%	+2 ▲
You said that you have formally reported your experience. To what extent do you agree that the process of formal reporting was respectful?	34%	+5 ▲



Source: WfQ 2025.

Overall, these findings reinforce the need for proactive prevention strategies, including leadership capability development, early intervention mechanisms, and strong speak-up cultures.

Sexual harassment

The experience of workplace sexual harassment remains low, with only 2% of survey respondents reporting that they have experienced it during the last 12 months.

Of those respondents who experienced that behaviour, 18% chose to formally report the behaviour in 2025, up from 16% in 2024.

During the last 12 months, have you experienced sexual harassment?

Responses	2023	2024	2025
Yes, and I am currently experiencing this behaviour	0.4%	0.35%	0.28%
Yes, but I am not experiencing it now	2%	2%	2%
No	96%	96%	96%
Don't know	2%	2%	2%

▲
Source: WfQ 2023–2025.

The increase in formal reporting of workplace sexual harassment is a positive development. However, the quality of the reporting process and the experience of those involved have significantly declined over the past year.

Perceptions of fairness in the formal reporting process decreased by ten percentage points, while perceptions of transparency and respectfulness declined by five percentage points and seven percentage points, respectively.

Experiences of sexual harassment

Question	% Positive	vs 2024
You said that you have formally reported your experience. To what extent do you agree that the process of formal reporting was fair?	41%	-10 ▼
You said that you have formally reported your experience. To what extent do you agree that the process of formal reporting was transparent?	42%	-5 ▼
You said that you have formally reported your experience. To what extent do you agree that the process of formal reporting was respectful?	46%	-7 ▼

▲
Source: WfQ 2025.

The data underscores the importance of maintaining clear and strong reporting pathways and making sure that employees know and trust these systems.

Contact officer networks for employees who have experienced sexual harassment have been in place for almost two years.

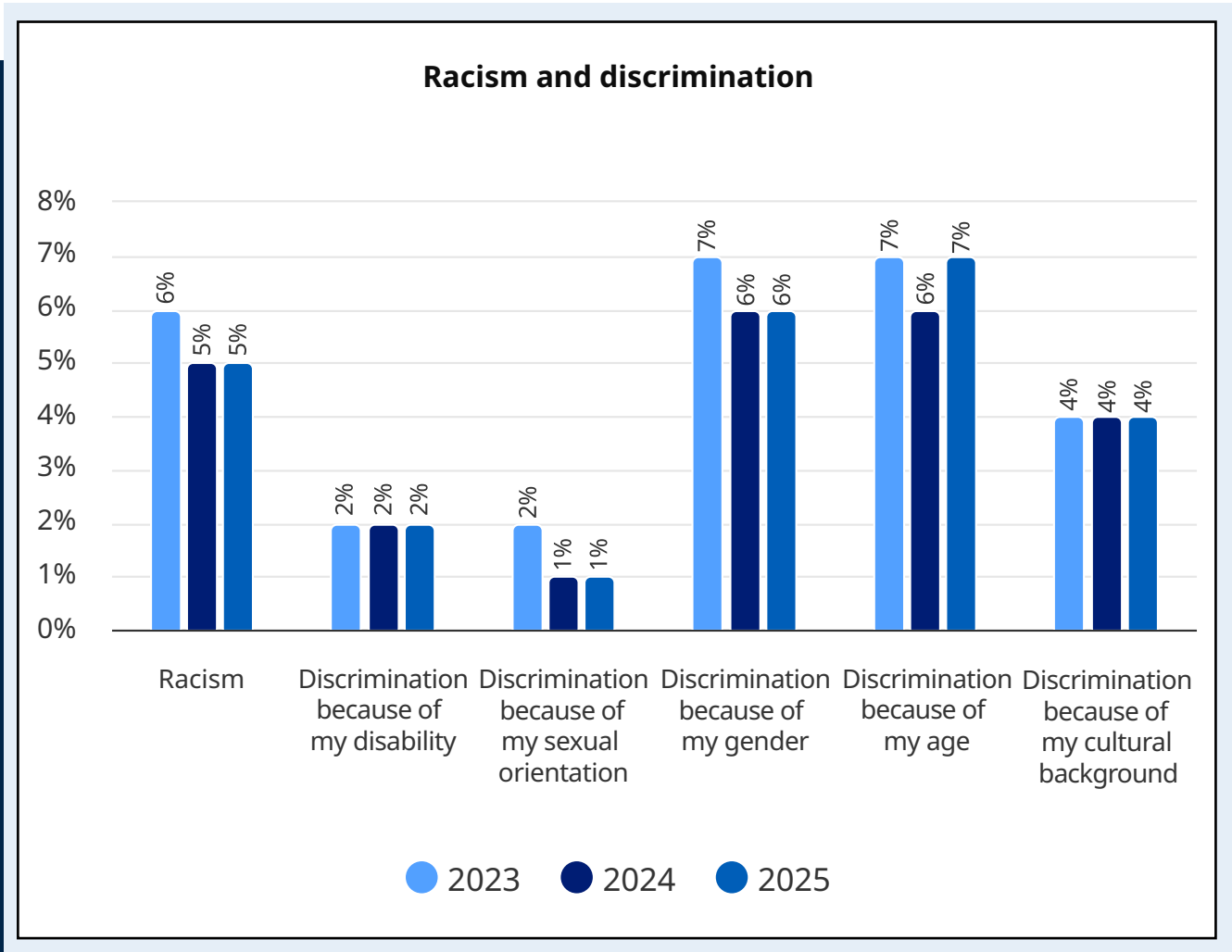
These networks are trained employees who provide an important source of support for affected employees and ensuring their ongoing effectiveness remains a priority for the sector.

Racism and discrimination

The proportion of survey respondents who indicated they had experienced racism or discrimination due to disability, sexual orientation, gender, age or cultural background remained relatively stable in 2025.

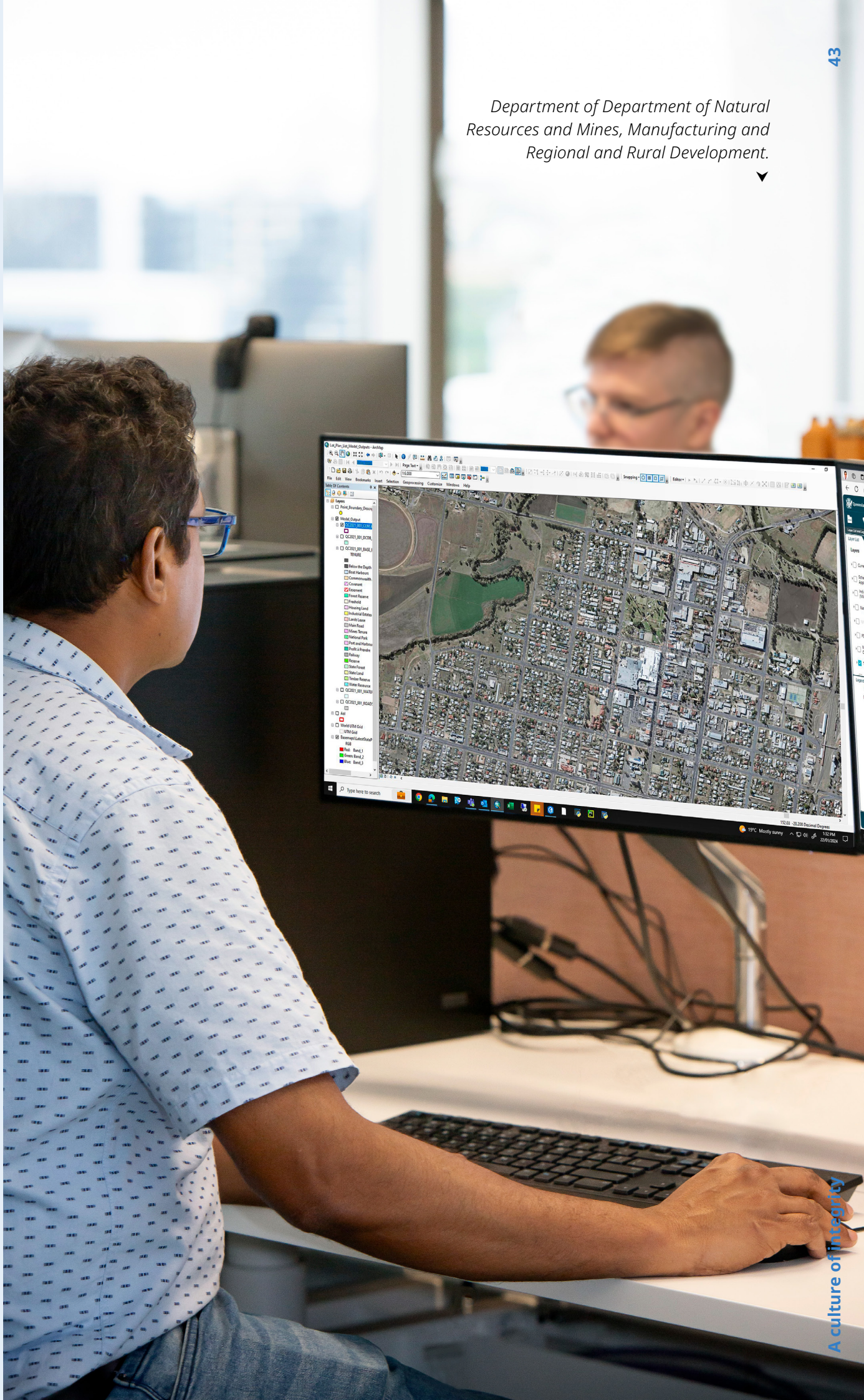
The results highlight the importance of continuing to prevent and respond to discrimination and ensure all employees are treated fairly. Inclusive leadership and clear accountability remain important in creating respectful and inclusive workplaces.

The only change was a one percentage point increase in those experiencing discrimination based on age, increasing to 7% of respondents.



▲ Source: WfQ 2023–2025.

Department of Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development.



Conduct and performance data

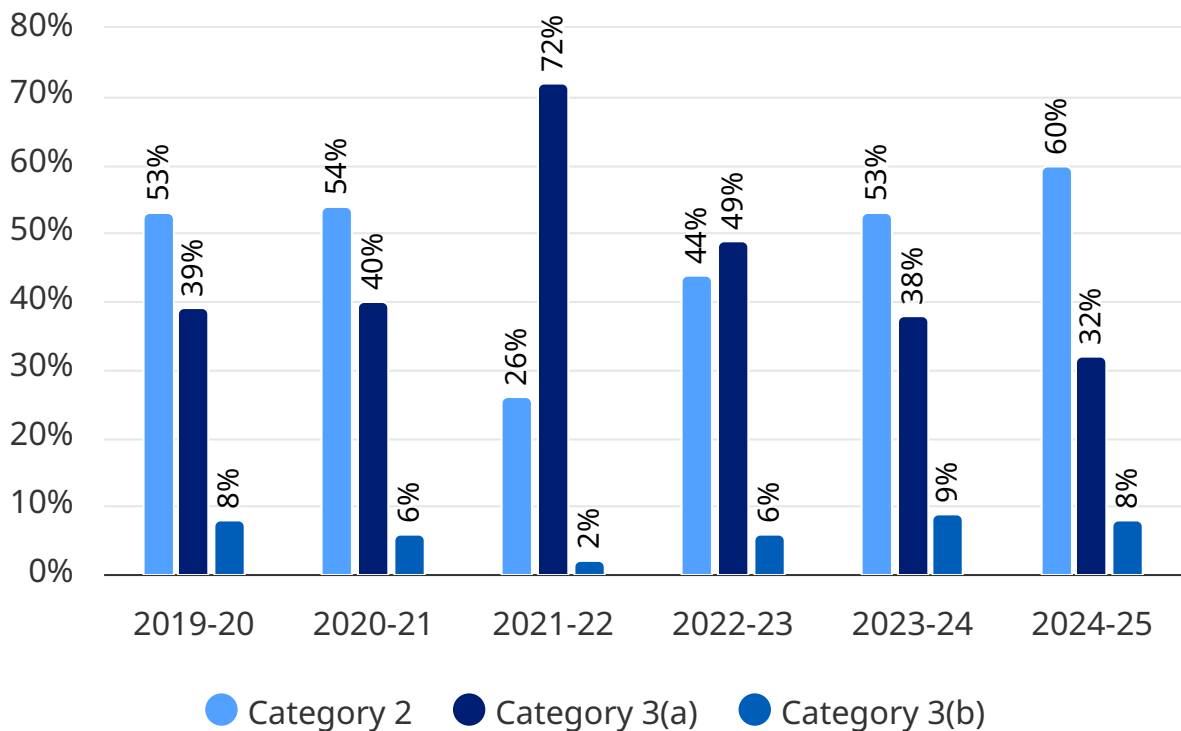
Conduct and performance data from the Conduct and Performance Excellence (CaPE) framework provides additional insight into integrity across the workforce. The data shows that most employees meet conduct standards, with only a small fraction reported for severe breaches.

Analysis of these categories suggests that most issues arise not from deliberate unethical intent but from a lack of capability, behaviour or workplace culture factors. This reinforces the importance of early intervention, clear expectations, and strong people management practices.

In 2025, the most common outcomes of reported matters were 'management action' followed by 'no further action' and 'discipline'.

CaPE data also highlights that fostering a culture of integrity is not solely about compliance and enforcement.

Reported conduct and performance matters by percentage



Source: Queensland public sector conduct and performance data 2020-2025.

Leaders must build their capability, support employees in meeting expectations, and cultivate environments that consistently model and reinforce respectful, ethical behaviour.

CaPE data is reported in three 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.



A culture of diversity, respect and inclusion

Building a culture of diversity, respect and inclusion in our workplaces is key to a fair and thriving public sector. By reflecting these values in our workforce and our ways of working, we create a stronger foundation to serve Queensland.

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

When we
move together,
we move better.

Our accessibility and
inclusion journey.



▲
*Department of Transport
and Main Roads.*

Highlights

- The sector continues to make progress towards diversity targets. In March 2026:
 - **2.74%** of employees identify as Aboriginal peoples and/or Torres Strait Islander peoples – 4% target
 - **3.69%** identify as people with disability – 12% target
 - **9.42%** identify as being people from culturally and linguistically diverse backgrounds – 12% target
 - **56.05%** of leaderships roles are occupied by women – 50% target.
- While there is no target for Australian South Sea Islanders or LGBTQIA+ people, according to the 2025 Working for Queensland survey:
 - **1%** of respondents identify as Australian South Sea Islanders
 - **7%** of respondents identify as LGBTQIA+.

Equity and diversity under the Public Sector Act 2022

Under the Act, public sector entities must build workforces that reflect the diverse views, experiences and backgrounds of the people of Queensland. They must also take active steps to improve equity and diversity in employment for diversity target groups.

A public sector that reflects the community it serves, which harnesses the experiences, perspectives, insights and background of the wider community, develops and provides better informed policies and services.

Foundational principles in the Act that guide public sector employment and management include fostering a workplace culture that is respectful, safe and free from discrimination.

These provisions make it clear that an inclusive workforce is not optional. The Act supports consistent expectations across agencies. Since the Act commenced in 2023, all agencies with over 100 employees must undertake an annual equity and diversity audit of their workforce and develop an action plan to address areas requiring further work.

Understanding the data: workforce profile and employee experience

Two data sources provide insight into how the sector is performing on diversity, respect and inclusion: Minimum

Obligatory Human Resource Information (MOHRI) data and the annual Working for Queensland (WfQ) employee survey data. Together, they provide complementary but different insights about who works in the public sector and what their workplace experience is.

MOHRI offers a snapshot of representation across key diversity groups and classification levels. It helps track progress against diversity targets and identify structural gaps, such as underrepresentation in leadership roles.

The survey data provides insight into employee experience—how people feel about inclusion, respect and psychological safety in their workplace.

These measures help show whether diversity is resulting in genuine inclusion.

Some questions in the 2025 WfQ survey changed to ensure the survey instrument remained contemporary and fit for purpose. Consequently, trend data for these revised questions is not available.

Questions that previously focused on barriers to success changed to examine perceptions of equal employment opportunity. Findings are presented for employees who identify with a diversity target group and compared with those who do not identify with a diversity target group.

Why workforce payroll data and survey data differ

There are differences in the diversity data captured through MOHRI and the WfQ survey.

Employees may choose not to share their diversity information in payroll systems that inform MOHRI for a range of reasons, including, lack of perceived benefit, concerns about privacy and confidentiality, fear of stigma, lack of trust, or uncertainty about definitions.

These factors can vary significantly across different diversity groups. The WfQ survey data is completed by approximately 20% of public sector employees and typically shows higher representation for some groups than the MOHRI data due to respondents feeling more comfortable with sharing their diversity information in an anonymous survey.

Equity and diversity progress

The Queensland public sector has four workforce diversity targets:



Progress towards the targets varies across diversity groups, and by data source, as shown by the MOHRI and WfQ survey data in the diversity dashboard below.

Diversity dashboard

Progress toward target

Metric	Target	% (MOHRI)	No. of employees	Target No. of employees	% (WFQ)
Aboriginal and/or Torres Strait Islander	4%	2.74%	9,142	13,333	3.91%
Australian South Sea Islander	No target	0.31%	No target	No target	0.58%
Person with disability	12%	3.69%	12,303	39,999	11.00%
Neuro-divergent	No target	N/A	No target	No target	13.81%
Culturally and linguistically diverse	12%	9.42%	31,387	39,999	12.03%
Women in leadership	50%	56.05%	2,571	2,294	N/A*
Identify as women	No target	68.91%	No target	No target	58.60%
Identify as man	No target	30.37%	No target	No target	34.87%
Gender diverse	No target	0.23%	No target	No target	0.75%
LGBTQIA+	No target	N/A	No target	No target	7.00%



Source: MOHRI March 2026 and WfQ 2025.

Perceptions of safety, respect and inclusion

Metric	Safe, respected and included	Safe	Respected	Included
Aboriginal and/or Torres Strait Islander	69%	73%	67%	67%
Australian South Sea Islander	69%	71%	69%	68%
Person with disability	66%	73%	63%	62%
Neuro-divergent	70%	76%	67%	67%
Culturally and linguistically diverse	81%	85%	79%	77%
Women in leadership	92%	94%	91%	91%
Identify as women	79%	83%	76%	76%
Identify as man	77%	82%	73%	74%
Gender diverse	62%	68%	60%	59%
LGBTQIA+	77%	81%	75%	75%



Source: WfQ 2025.

Employee engagement by diversity group

Metric	Overall engagement	Pride	Recommendation	Inspiration	Motivation	Personal attachment
Aboriginal and/or Torres Strait Islander	59	64	61	59	58	55
Australian South Sea Islander	58	63	59	60	57	53
Person with disability	54	60	56	52	51	50
Neuro-divergent	56	63	59	54	53	51
Culturally and linguistically diverse	71	78	73	70	69	63
Women in leadership	83	86	83	83	84	80
Identify as women	63	71	66	63	61	57
Identify as man	60	68	63	57	56	56
Gender diverse	46	51	50	45	44	43
LGBTQIA+	60	68	64	60	58	52



Source: WfQ 2025.

*Leadership classification is not captured in the WfQ survey.

Progress against diversity target groups

While MOHRI data shows representation has improved slightly across all four target groups, progress against most diversity targets is slow.

The exception is women in leadership, where the overall target has been met.

WfQ survey measures of employee experience, such as feeling safe, respected and included, highlight that building respectful and inclusive workplace cultures requires ongoing effort and are vital in creating an environment where individuals feel safe to identify with target groups.

Aboriginal peoples and Torres Strait Islander peoples

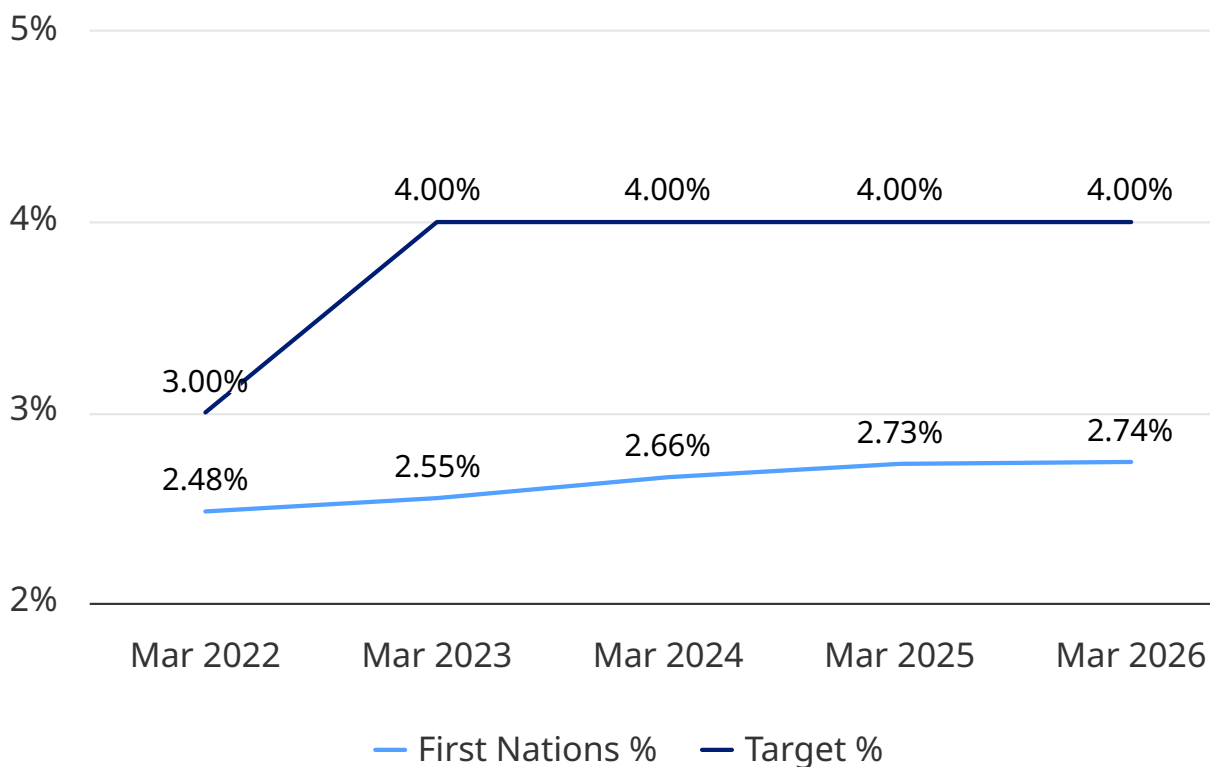
Representation of Aboriginal peoples and Torres Strait Islander peoples in the Queensland public sector has remained constant over the last five years, with underrepresentation at senior levels noted in 2026.

There is a higher proportion of Aboriginal and Torres Strait Islander employees at entry and mid-level classifications and representation at senior leadership levels is well below the target.

This pattern highlights the need for continued access to leadership pathways, culturally safe workplaces and retention at higher classification levels.

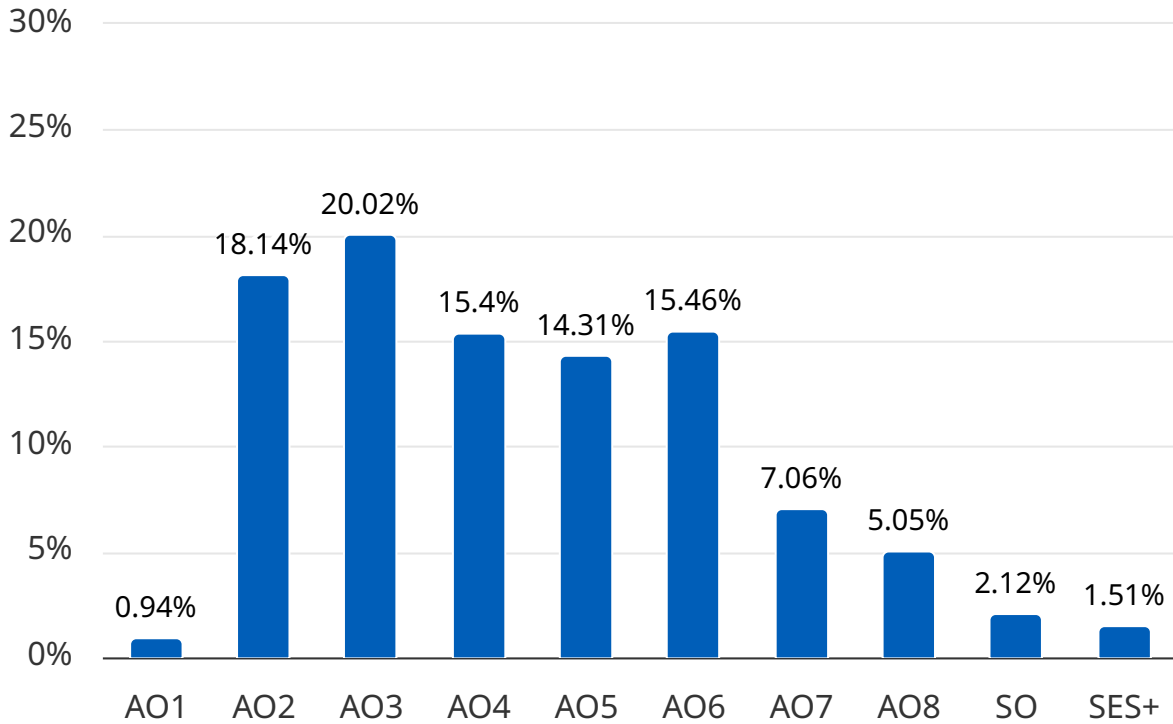
Employee engagement has stabilised, with perceptions of cultural safety mixed.

Percentage of Aboriginal peoples and Torres Strait Islander peoples by total headcount: March 2022–March 2026



▲
Source: MOHRI 2022 –2026.

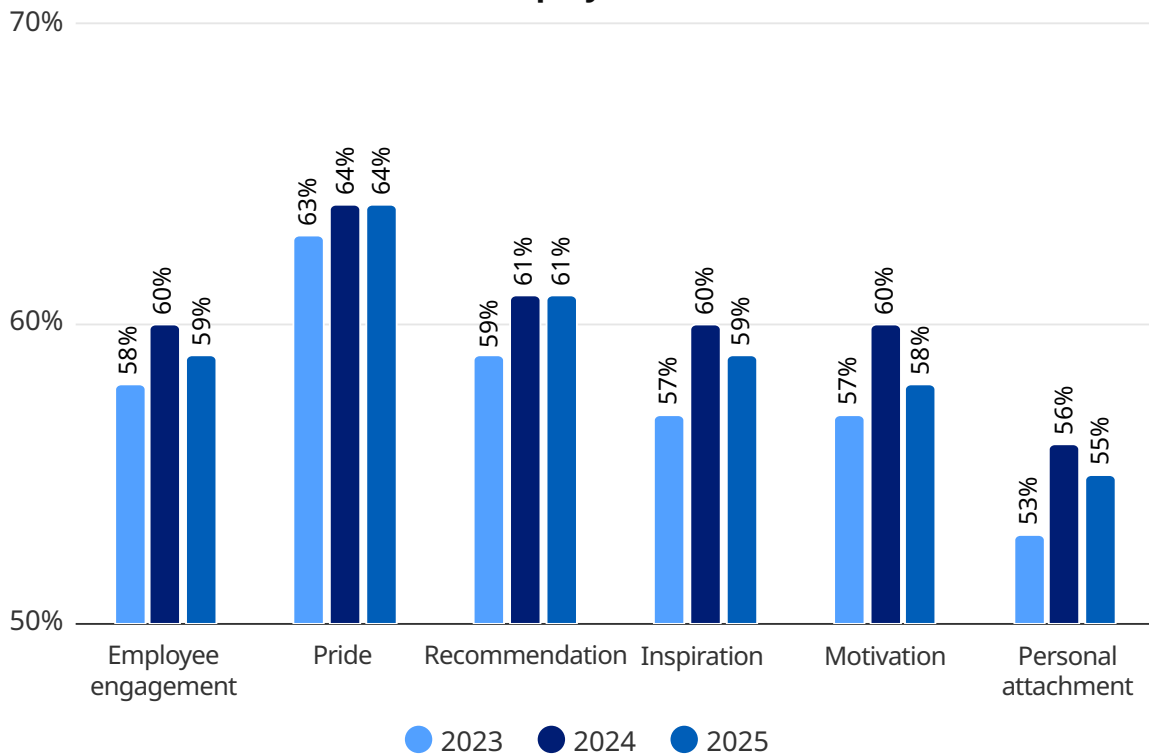
Classification level of Aboriginal peoples and Torres Strait Islander peoples as at March 2026



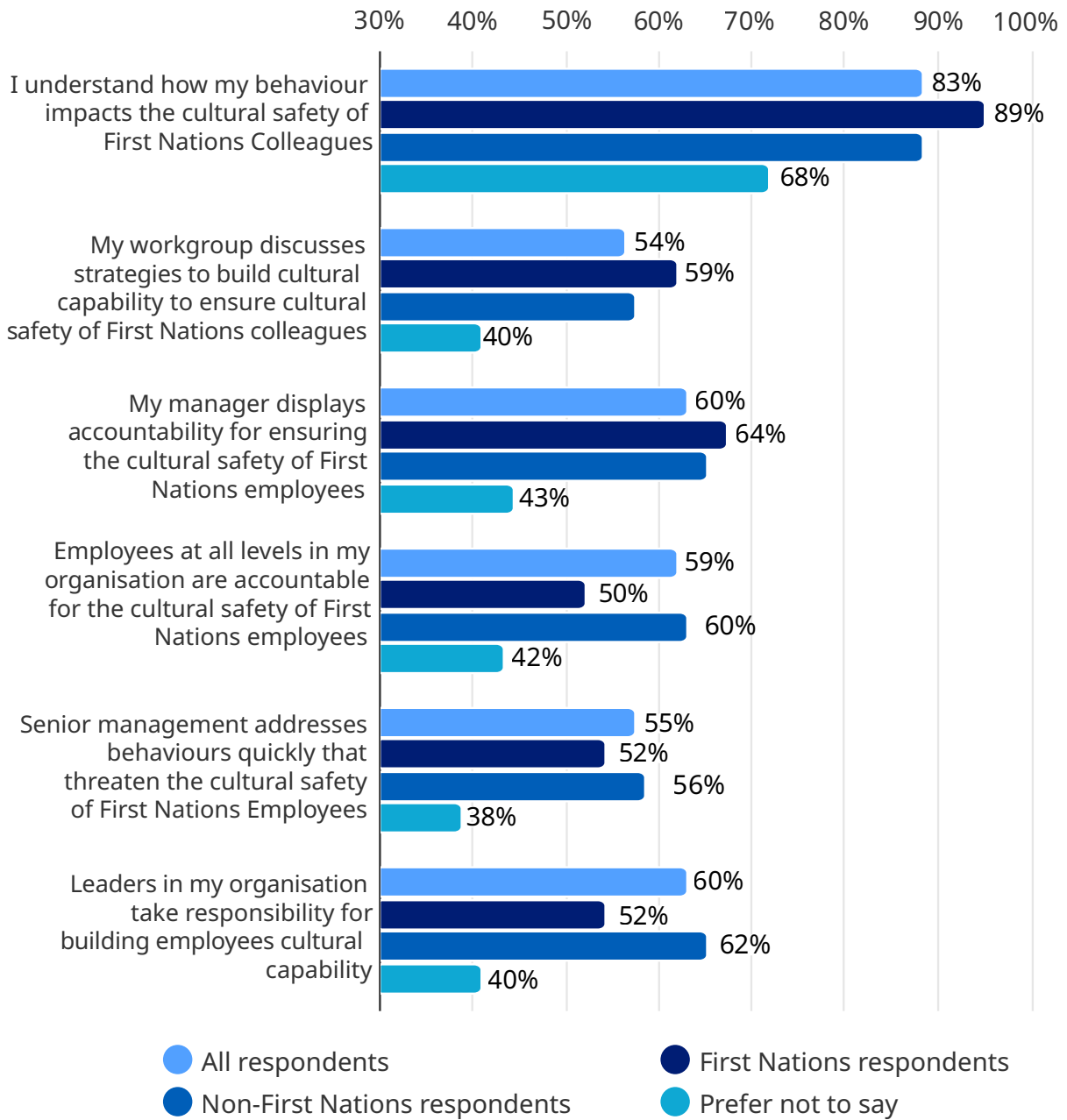
Source: MOHRI March 2026.

Source: WfQ 2023–2025.

Employee engagement for Aboriginal and Torres Strait Islander employees over time



Perceptions of cultural safety

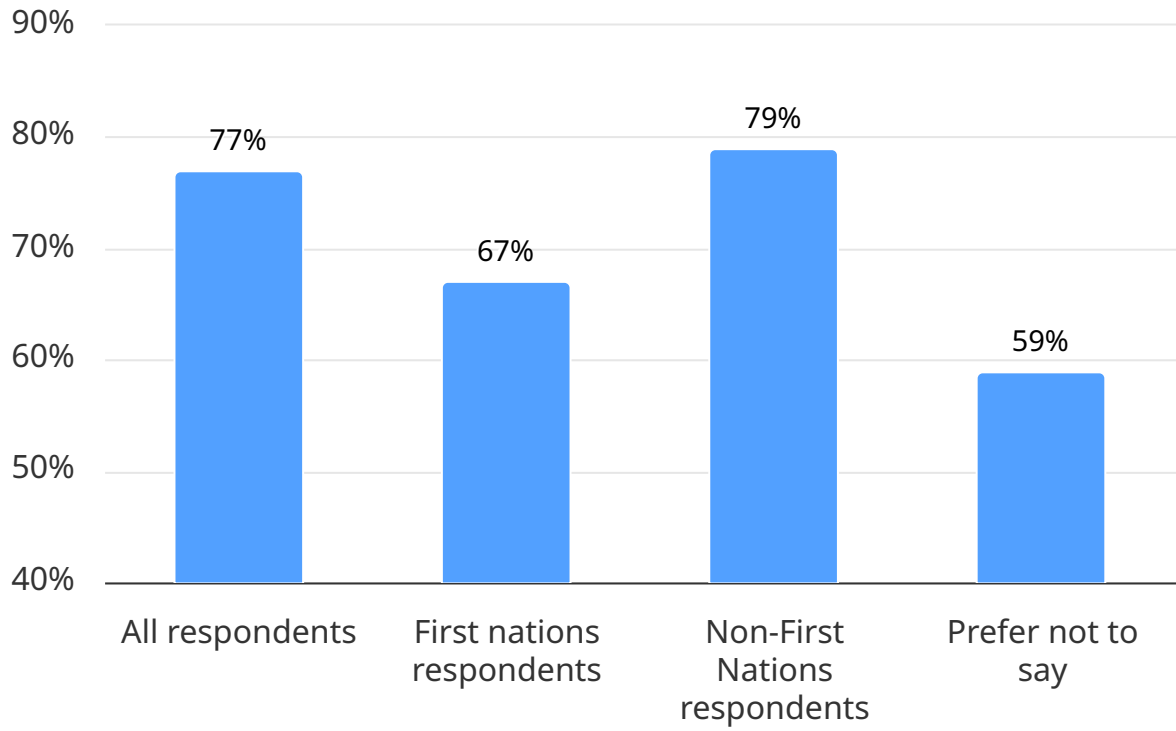


Source: WfQ 2025.

First Nations respondents are less likely than non-First Nations respondents to perceive that First Nations employees have an equal opportunity to succeed in the workplace. First Nations respondents are less positive than non-First Nations respondents across a range of experience measures.

This suggests that building cultural capability and creating culturally safe environments remains important.

I believe Aboriginal and Torres Strait Islander employees have equal opportunity to succeed in my workplace



Source: WfQ 2025. [▲]

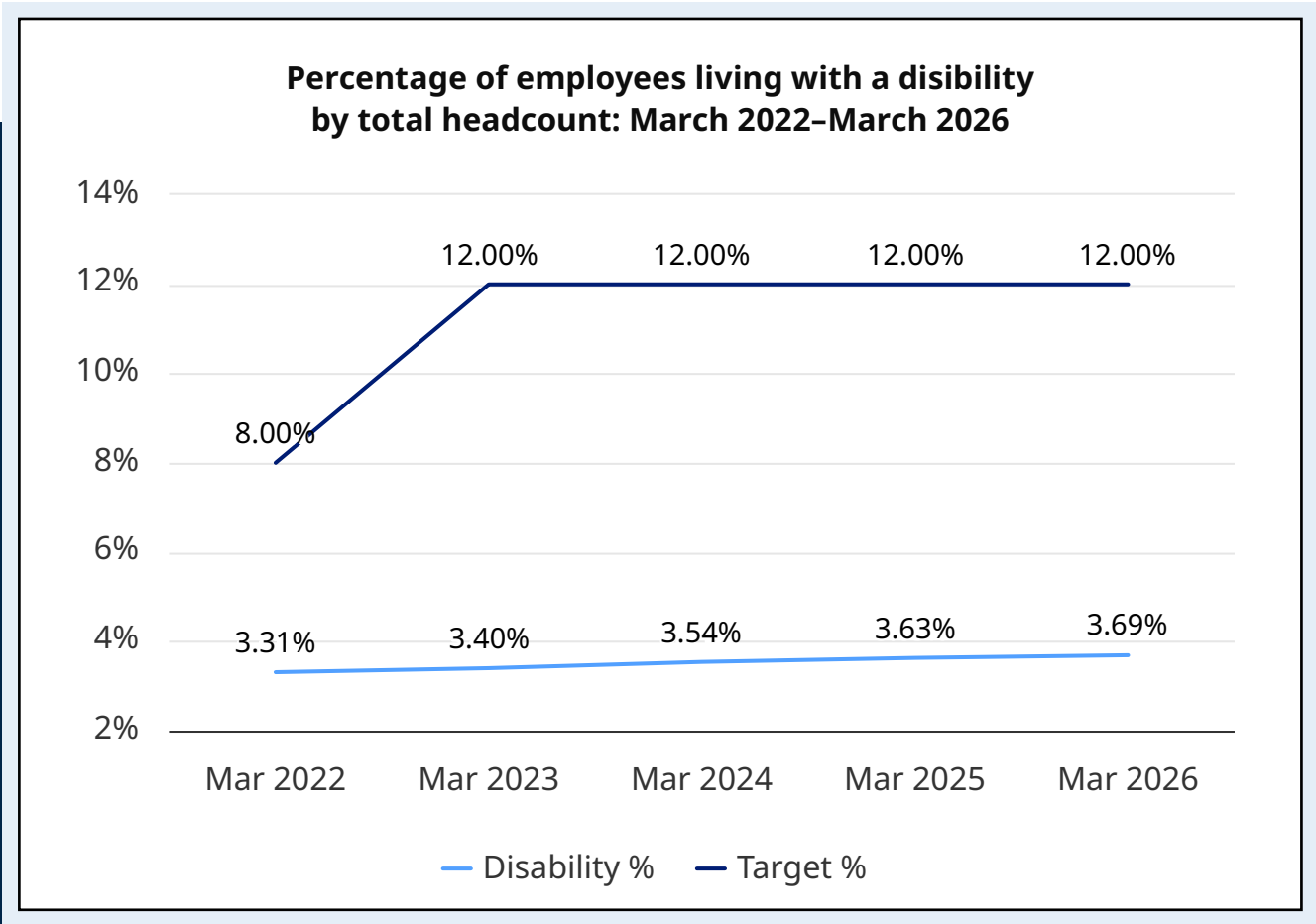
People with disability

MOHRI data indicates a minor increase in workforce representation of people with disability. Data from the WfQ survey is more positive, at 11% for respondents to the survey, which is approaching the target of 12%.

The gap between MOHRI data and the WfQ survey is the greatest for people with disability. Like last year, survey responses indicate that some people do not record their disability in payroll systems (the source of MOHRI data) because they didn't see any reason or benefit in doing so, did not think their disability was significant enough, or were concerned that sharing

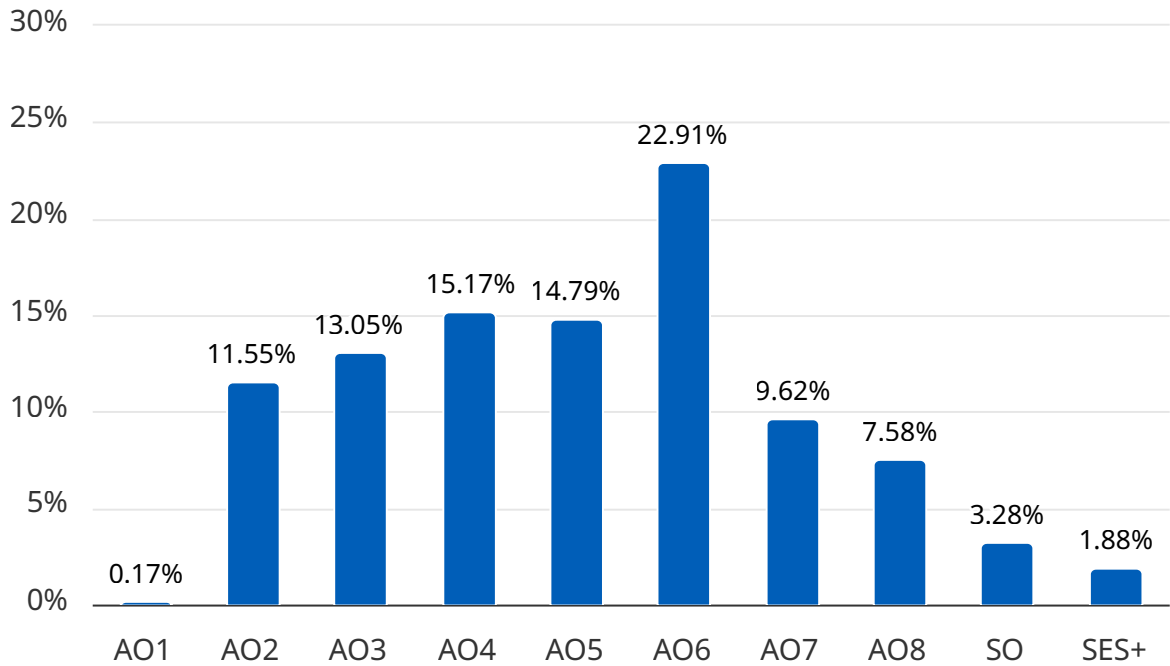
the information may impact their career. Improving the lived experience of respect, safety and inclusion for people with disability is important to improve data capture and quality.

MOHRI data indicates that representation of people with disability is much lower at the AO7 classification level and above. Further research is required to understand the drivers for this, including any potential barriers to progression and/or a reluctance to share diversity information at senior levels.



▲
Source: MOHRI March 2022–2026.

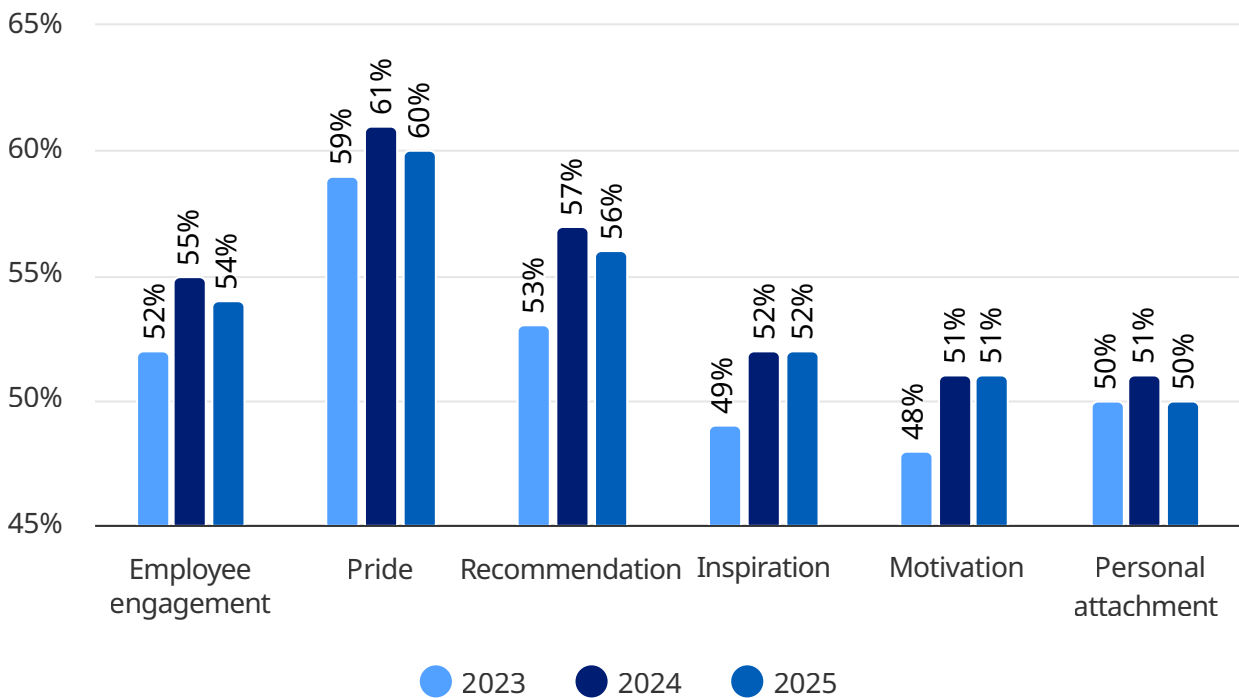
Classification level of employees living with disability as at March 2026



Source: MOHRI March 2026.

Source: WfQ 2023–2025.

Employee engagement for employees with a disability over time



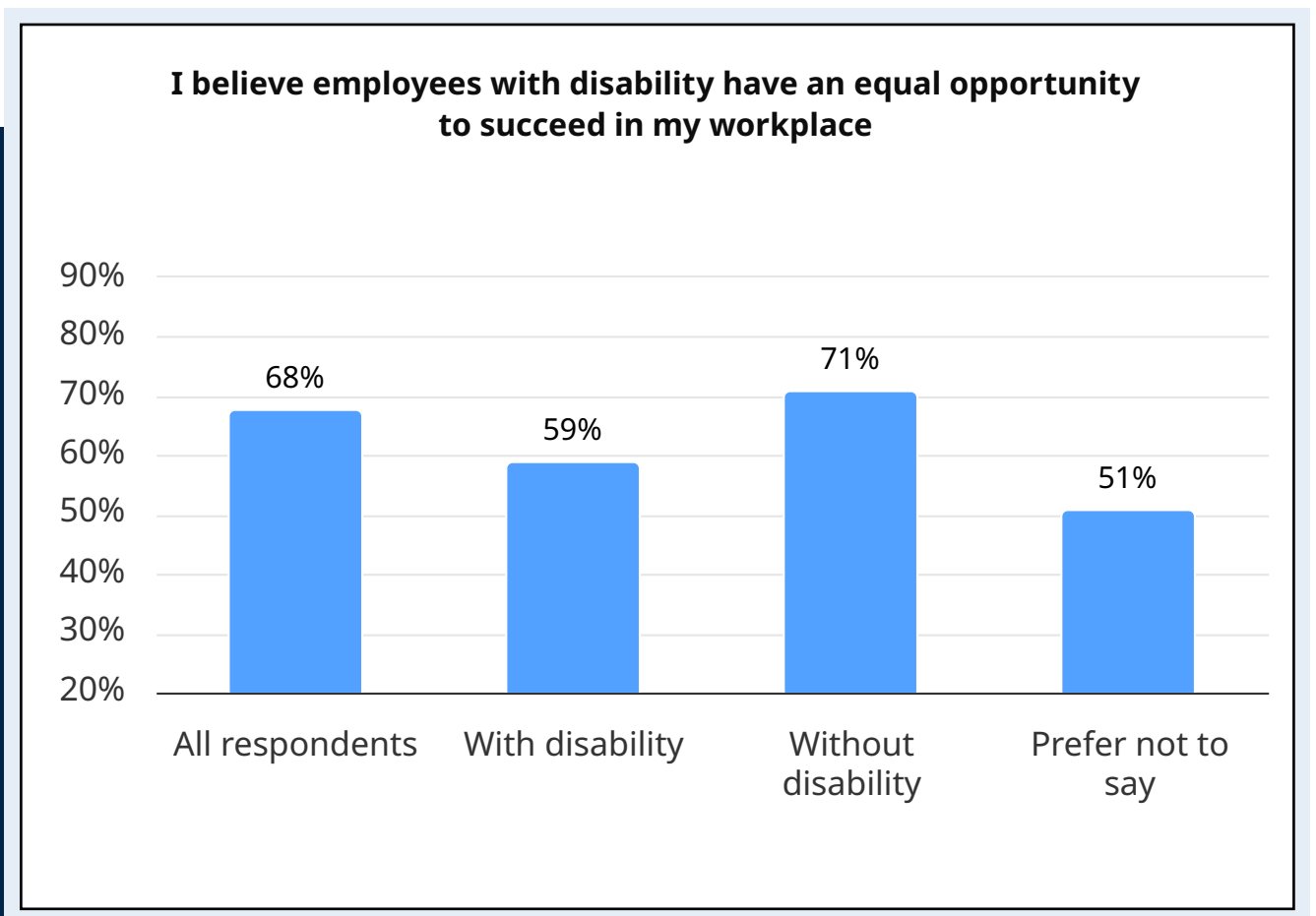
Engagement scores for people with disability have remained similar over the past three years and also remain lower than that of the total sector (54% compared to 60% for the sector as a whole).

Employees with disability report lower levels of feeling safe, respected and included than employees without disability. A similar gap exists in perceptions of whether employees living with a disability have any opportunity to succeed in the workplace.

Workplace experiences for employees with disability

Question for employees	% positive employees with disability	% positive employees without disability
As an employee of this organisation, I feel safe at work	73%	81%
As an employee of this organisation, I feel respected at work	63%	73%
As an employee of this organisation, I feel included at work	62%	73%
Safe, respected, included	56%	68%

▲
Source: WfQ 2025.



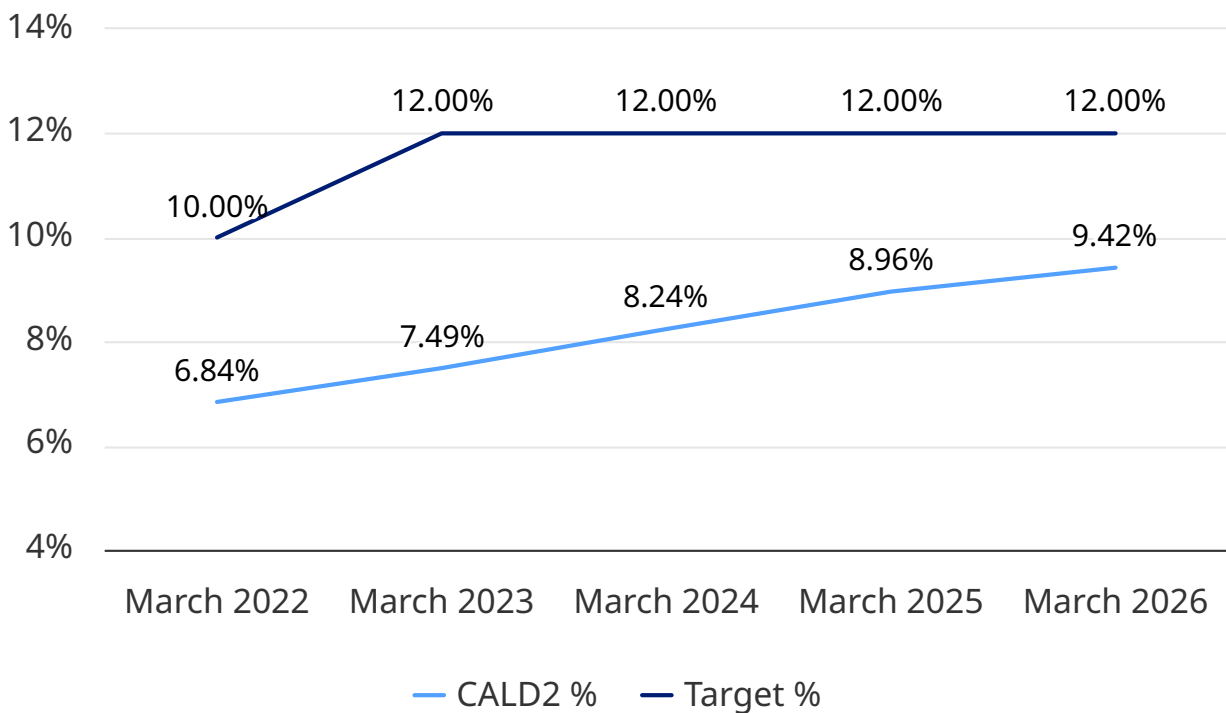
▲
Source: WfQ 2025.

People from culturally and linguistically diverse backgrounds

Representation of employees from culturally and linguistically diverse (CALD) backgrounds has continued to improve over time, although representation declines at more senior leadership levels.

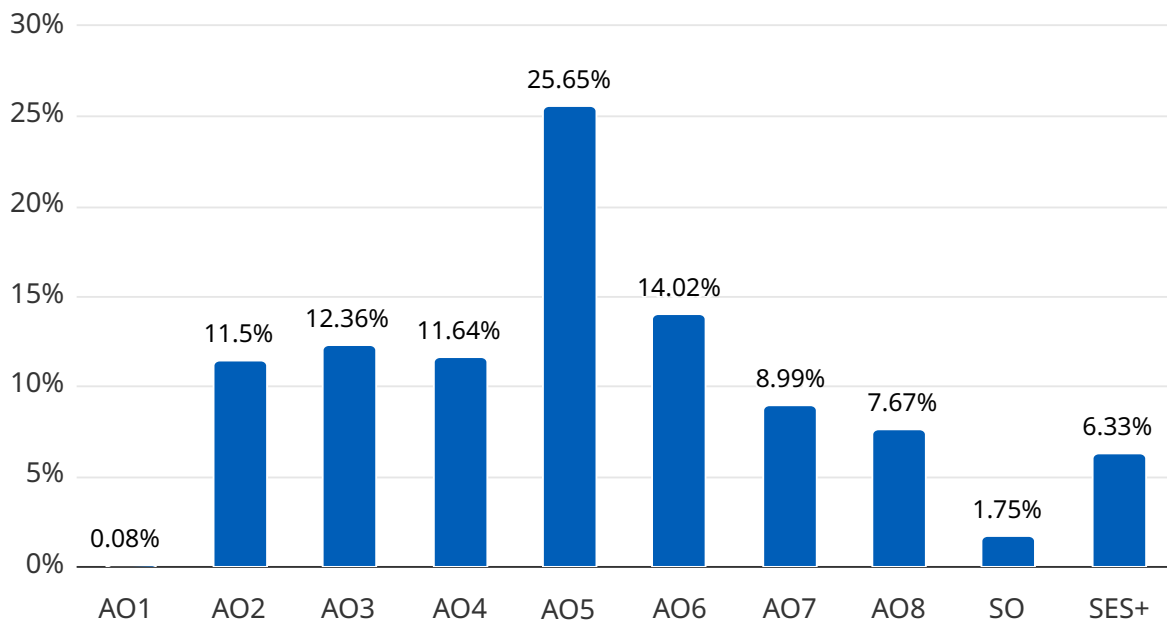
Survey data indicates positive levels of engagement for employees who speak a language other than English at home, and perceptions of feeling safe, respected and included are higher for this cohort than for those who speak English at home.

Percentage of people who speak a language other than English at home by total headcount: March 2022–March 2026



Source: MOHRI March 2022–2026.

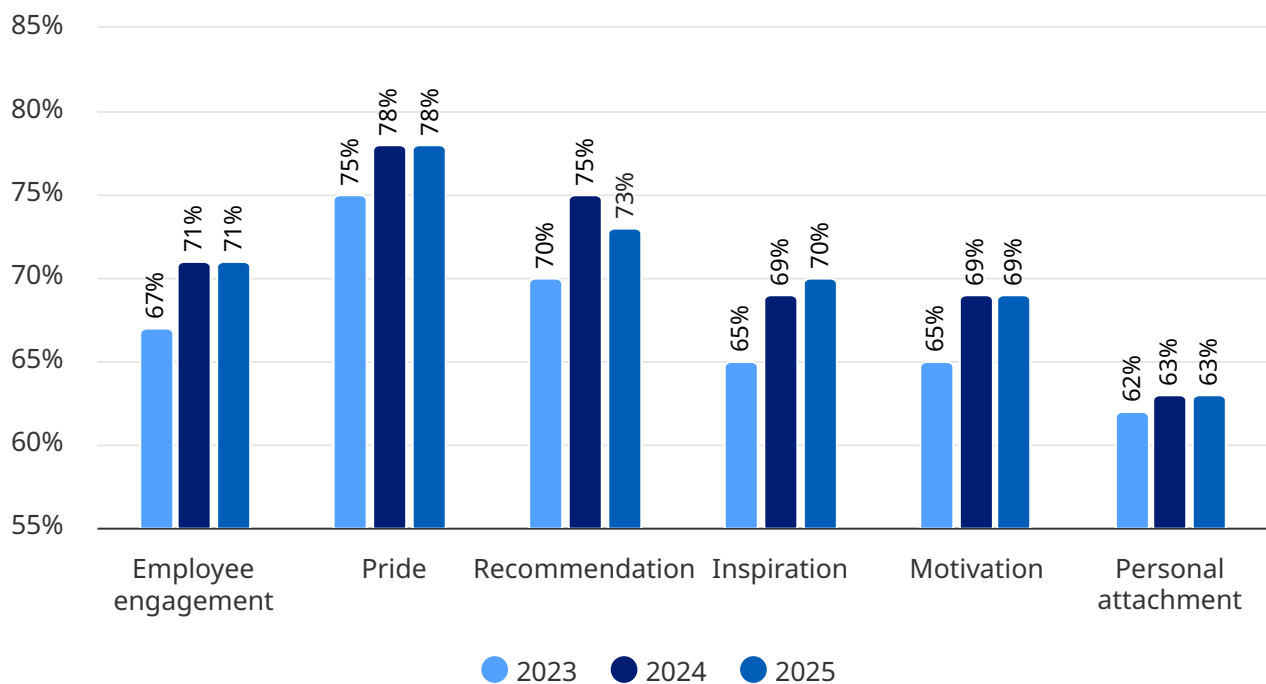
Classification level of employees from culturally and linguistically diverse backgrounds as at March 2026



Source: MOHRI March 2026.

Source: WfQ 2023-2025.

Employee engagement for employees who speak a language other than English at home over time



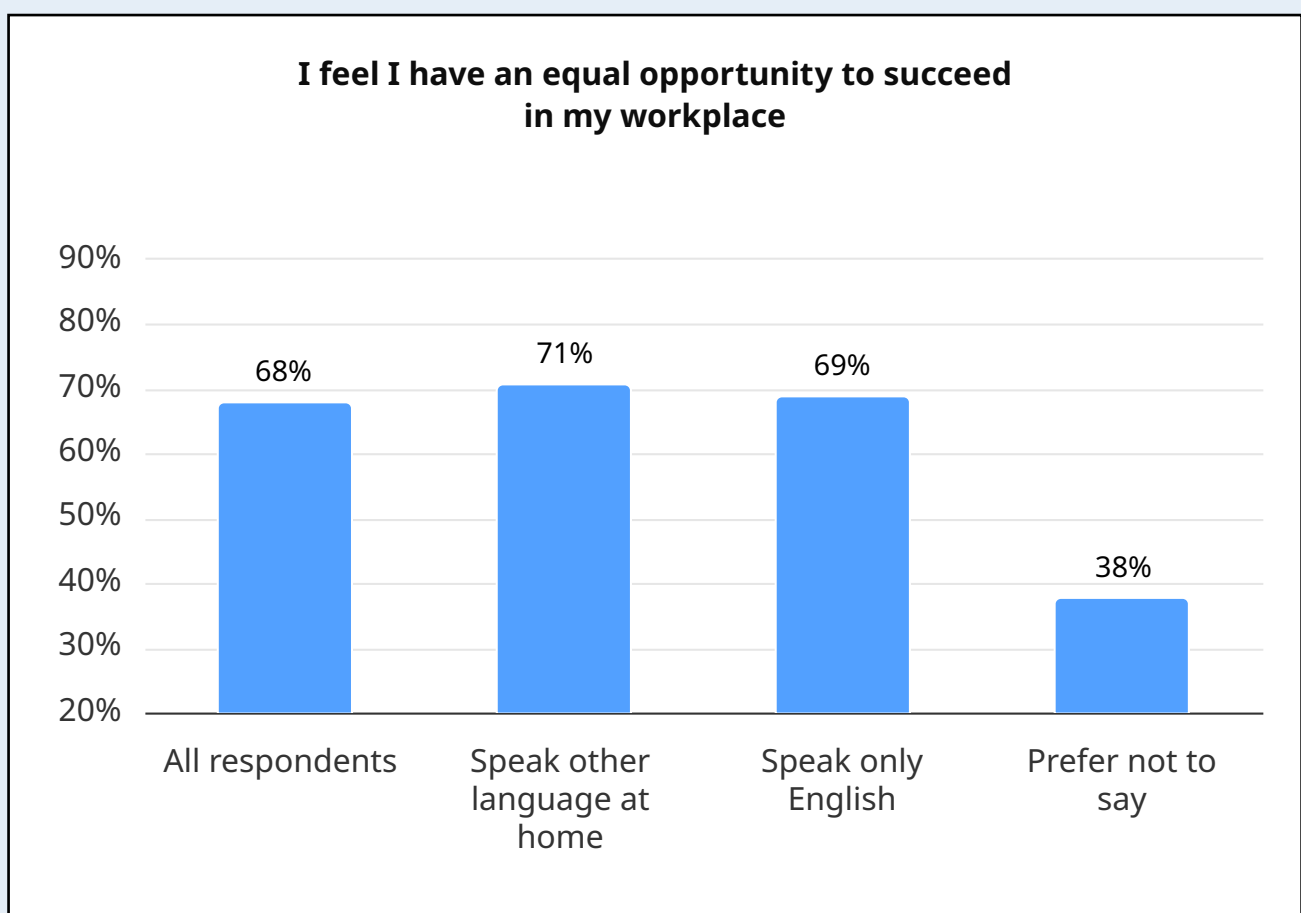
% of positive responses for employees that speak a language other than English at home

Question for employees	Speak a language other than English at home	Speak English at home
As an employee of this organisation, I feel safe at work	85%	82%
As an employee of this organisation, I feel respected at work	79%	74%
As an employee of this organisation, I feel included at work	77%	75%
Safe, respected, included	81%	77%

▲
Source: WfQ 2025.

CALD respondents who speak a language other than English at home are more positive than colleagues who speak

English at home about whether they have an equal opportunity to succeed in the workforce.



▲
Source: WfQ 2025.

Women in leadership

Over two-thirds of the Queensland public sector workforce identifies as woman or female (68.91%). This reflects the large and feminised workforces in both the health and education sectors.

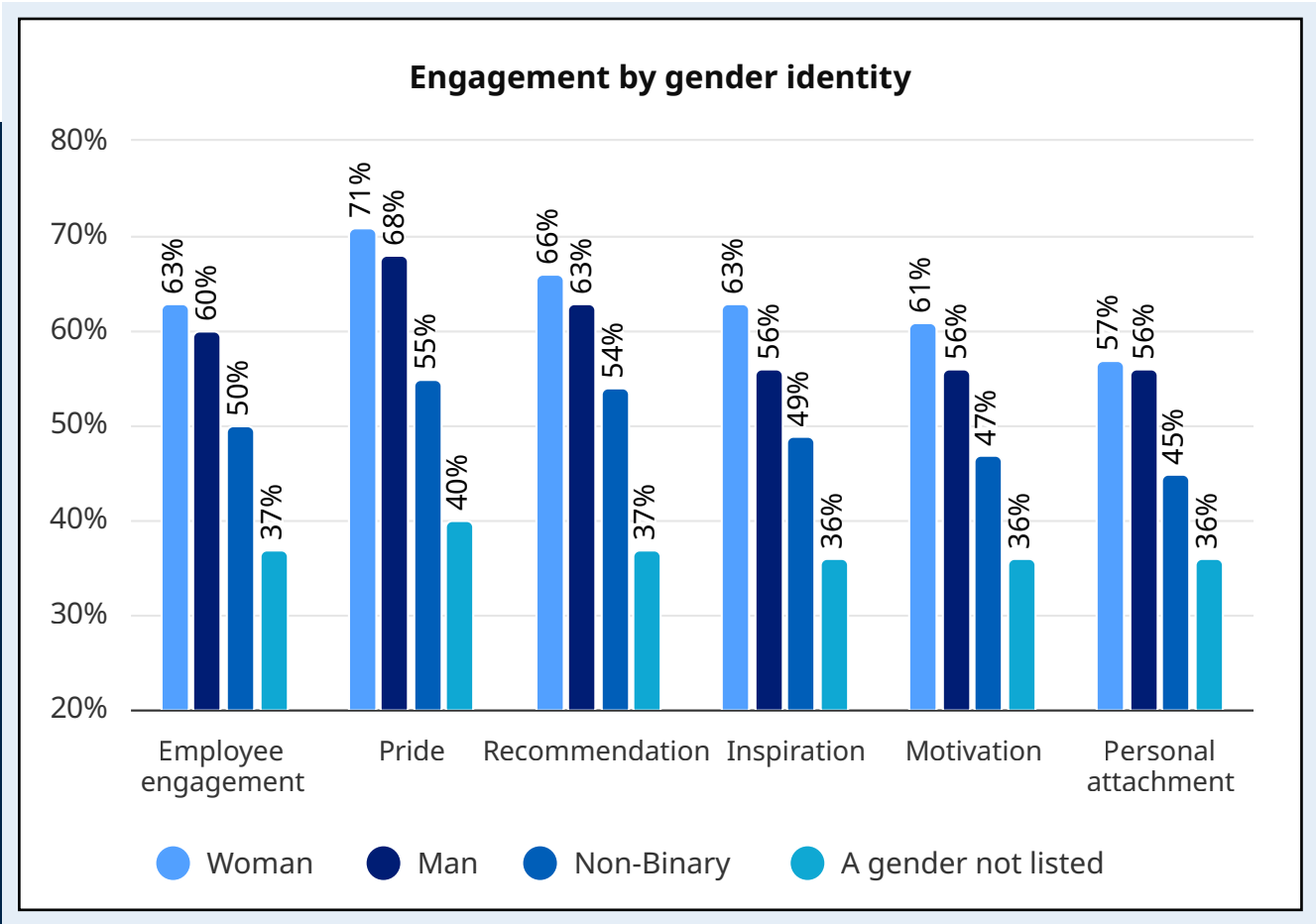
Employee gender identification from Minimum Obligatory Human Resource Information

Identity	%
Identifies as man or male	30.37%
Identifies as women of female	68.91%
Non-binary	0.22%
Another term	0.01%
Not disclosed	0.49%

The WfQ survey captures employee engagement data by gender identity.

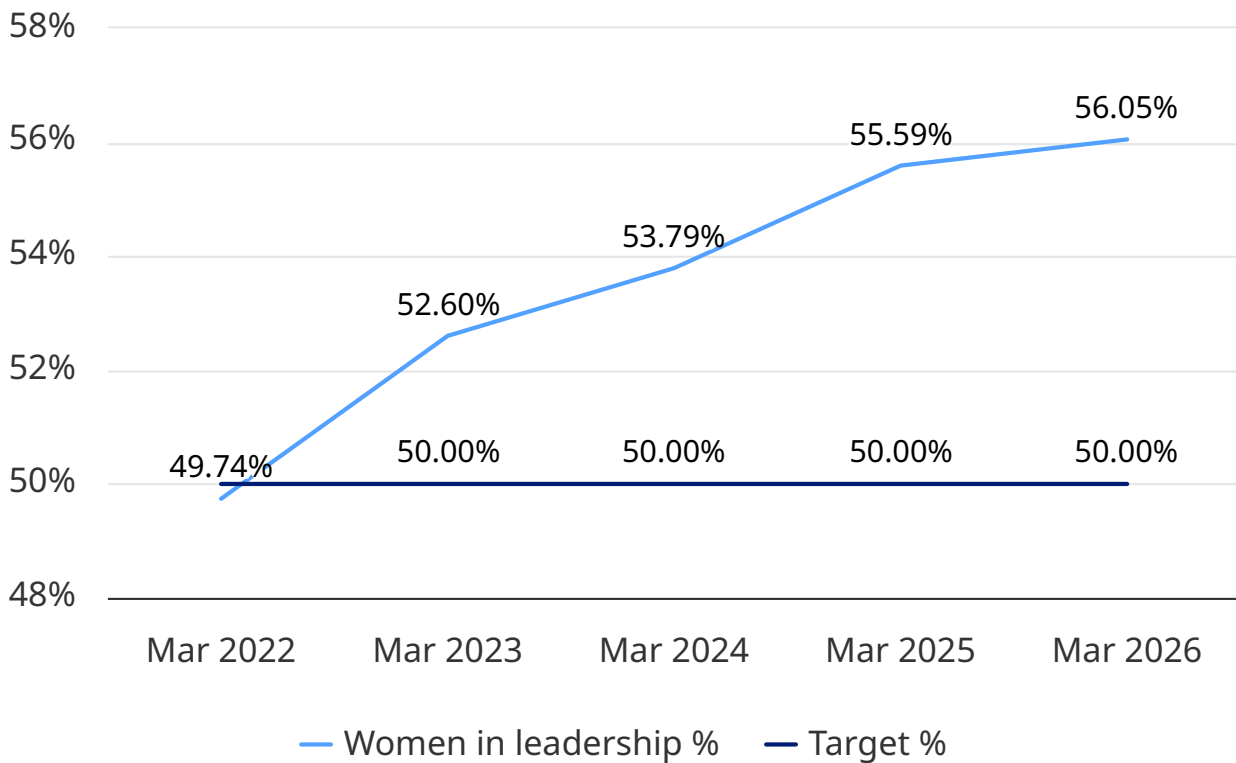
Employees who identify as women typically have higher engagement rates than men, and both women and men have much higher engagement levels than employees who identify as non-binary, or another gender identity not listed.

Source: MOHRI March 2026.



Source: WfQ 2025.

Percentage of women in leadership by total headcount: March 2022–March 2026



Source: MOHRI March 2026.

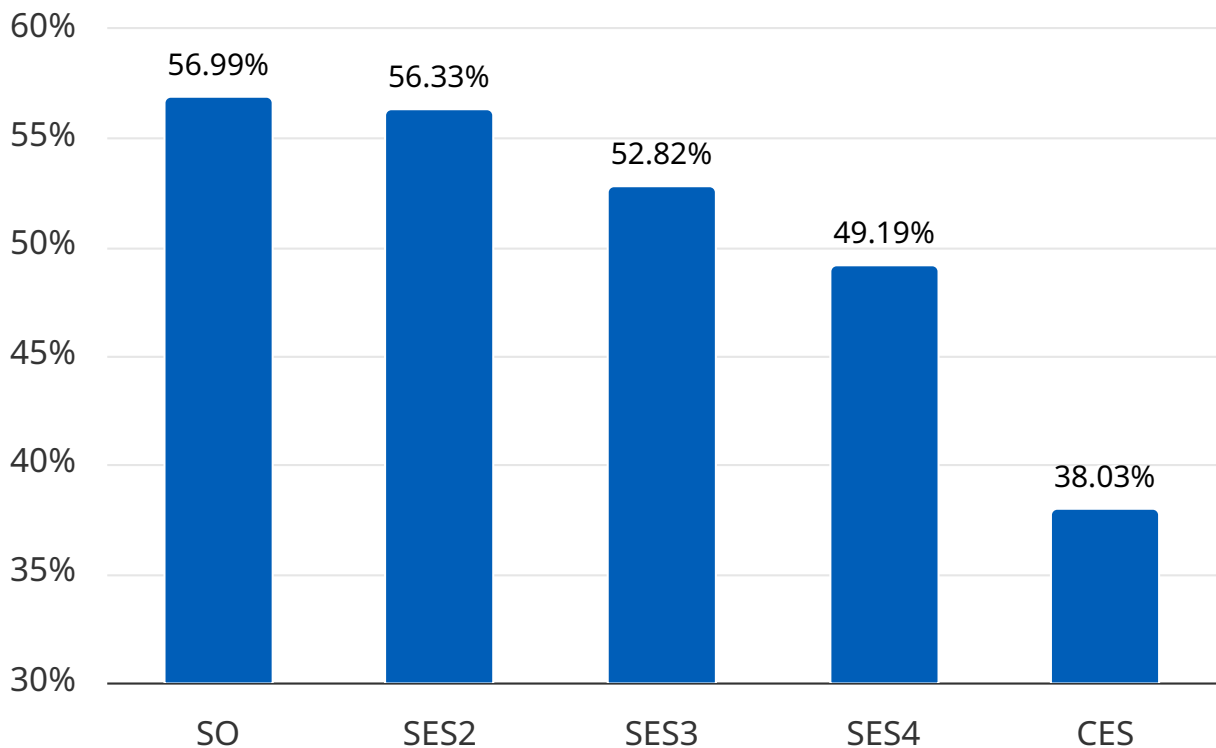
The proportion of women in leadership roles has increased steadily over the past five years and comfortably exceeds the target of 50%.

Analysing progress at the classification level provides a more granular view of performance against the target.

The representation of women at the Senior Officer (SO), and Senior Executive Service (SES) levels have largely exceeded the target and reflect the positive impact of gender equity strategies and leadership development initiatives.

However, women remain underrepresented at the Chief Executive Service (CES) and equivalent salary levels.

Classification level of women in leadership as at March 2026



Source: MOHRI March 2026.

Women report feeling safer, more respected and more included at work than men.

Reponses are significantly less positive for employees who identify as non-binary or another gender identity.

% of positive responses for employees by gender

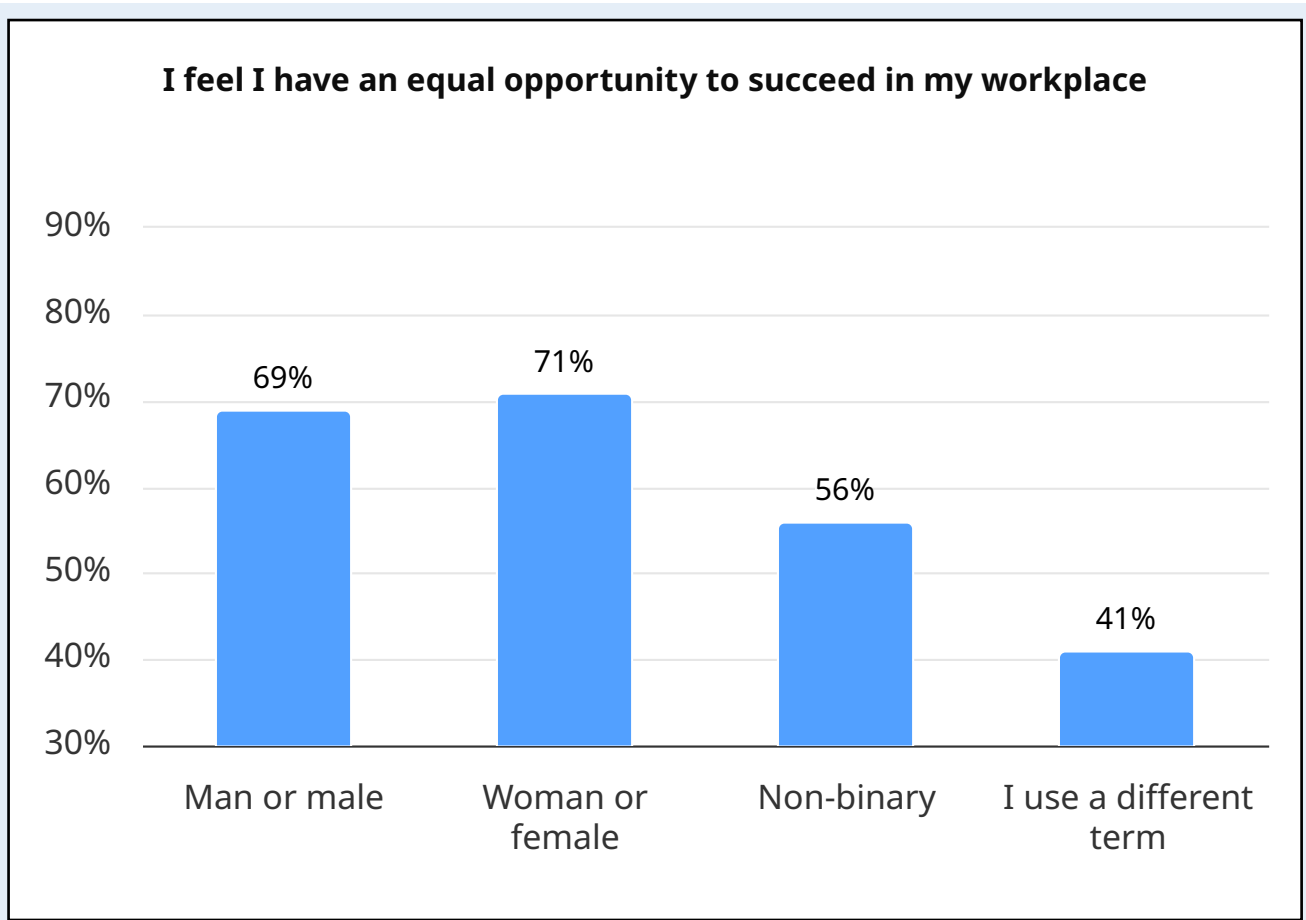
Question for employees	Identified as a women	Identified as a man	Identified as non-binary	Identified as a gender not listed
I am confident I could effectively intervene if I observed someone behaving in a discriminatory manner in the workplace.	79%	82%	71%	66%
I believe women have an equal opportunity to succeed in my workplace.	81%	87%	72%	63%
I believe men have an equal opportunity to succeed in my workplace.	85%	72%	70%	44%
I believe non-binary employees have an equal opportunity to succeed in my workplace.	73%	69%	52%	46%

Question for employees	Identified as a women	Identified as a man	Identified as non-binary	Identified as a gender not listed
As an employee of this organisation, I feel safe at work	83%	82%	73%	54%
As an employee of this organisation, I feel respected at work	76%	73%	67%	42%
As an employee of this organisation, I feel included at work	76%	74%	63%	46%
As an employee of this organisation, I feel I have an equal opportunity to succeed in my workplace.	71%	69%	56%	41%

▲
Source: WfQ 2025.

In 2025, 81% of female survey respondents felt that women have an equal opportunity to succeed in the workplace. This was a view held by 87% of male respondents.

This difference highlights how personal experience shapes perceptions of opportunity.



▲
Source: WfQ 2025.

LGBTQIA+ employees

In 2025, 7% of WfQ survey respondents identified as being LGBTQIA+, of which, 25% identify as gay, 19% as lesbian and 32% as bisexual.

Employees who identify as LGBTQIA+

Do you identify as LGBTQIA+?	2024 count	2024 percent	2025 count	2025 percent
Yes	4,649	7%	4,608	7%
No	60,589	86%	57,329	86%
Don't know	532	1%	451	1%
Prefer not to say	4,823	7%	4,568	7%

▲
Source: WfQ 2024–2025.

Employee self-identification

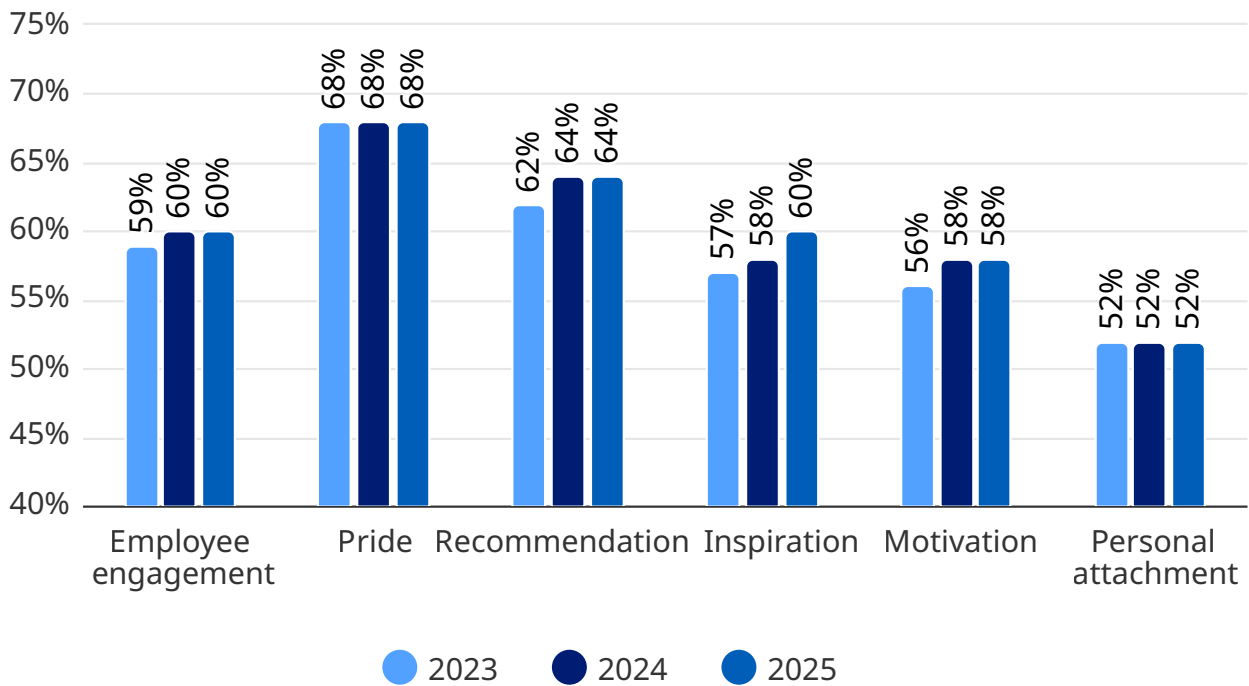
If you feel comfortable to do so, please select how you identify?	2024 count	2024 percent	2025 count	2025 percent
Aromantic	113	1%	65	1%
Asexual	157	3%	165	4%
Bisexual	1,451	31%	1,483	32%
Gay	1,203	26%	1,123	25%
Lesbian	904	20%	866	19%
Pansexual	410	9%	426	9%
Queer	524	11%	587	13%
Prefer not to respond	417	9%	477	10%

▲
Source: WfQ 2024–2025.

The survey responses indicate an increasing level of self-identification of LGBTQIA+ employees over time.

LGBTQIA+ employee engagement levels have stabilised in the past year. The most significant change is modest improvements in measures relating to inclusion and no significant declines across the engagement indicators.

Employee engagement LGBTQIA+ employees over time



Source: WfQ 2023–2025.

% of positive responses for employees who are LGBTQIA+

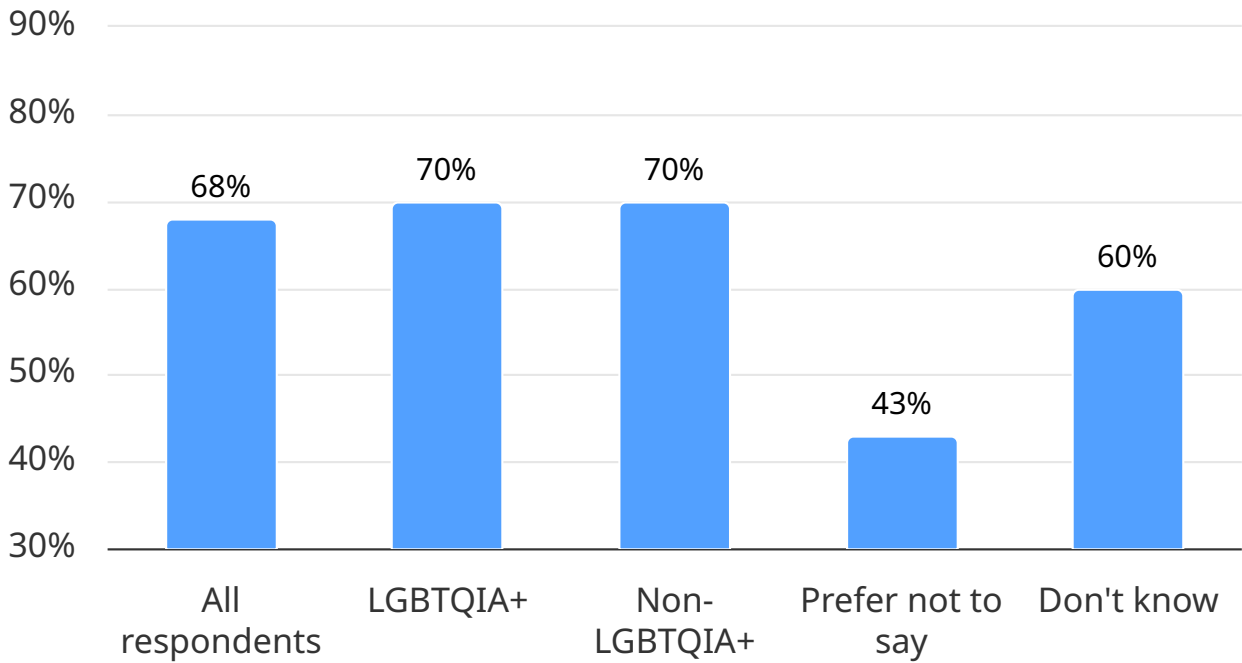
Do you identify as LGBTQIA+?	Positive LGBTQIA+	Positive non-LGBTQIA+
As an employee of this organisation, I feel safe at work	81%	83%
As an employee of this organisation, I feel respected at work	75%	75%
As an employee of this organisation, I feel included at work	75%	76%

Source: WfQ 2025.

Survey results indicate that 71% of LGBTQIA+ employees feel that they can achieve success in their organisation as their authentic self.

This proportion of respondents that feel this way has remained virtually unchanged for the past three years.

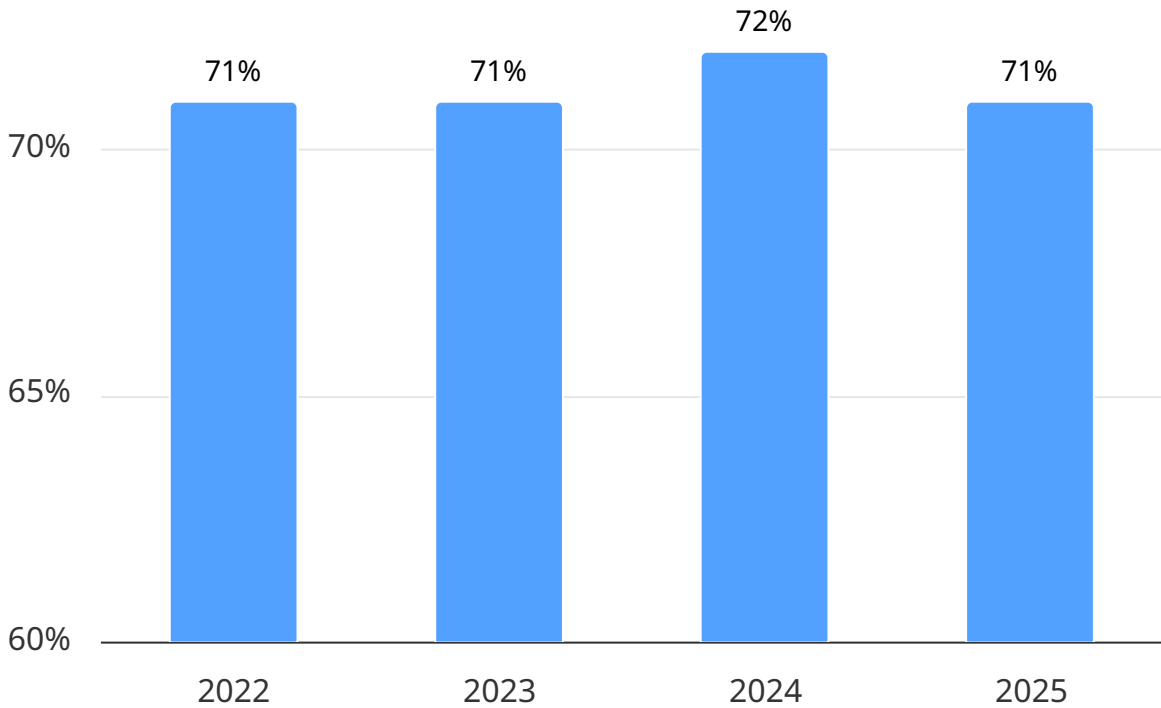
As an employee of this organisation, I feel I have an equal opportunity to succeed in my workplace



▲
Source: WfQ 2025.

Source: WfQ 2022–2025. ▼

I can achieve success in this organisation as my authentic self







Culture of performance

A culture of performance

Delivering high-quality, responsive and sustainable services to the community requires a strong performance culture. A performance culture is characterised by accountability, continuous improvement and the alignment of individual effort with organisational priorities.

In the Queensland public sector, a mature performance culture requires a focus on delivering community outcomes. It also recognises that employee engagement

and wellbeing are critical enablers of performance. Strengthening this culture of performance remains a priority for the sector.

This chapter draws on Minimum Obligatory Human Resource Information (MOHRI) data and the results of the 2025 Working for Queensland (WfQ) survey.



Department of State Development,
Infrastructure and Planning.

Highlights

- Employee engagement is key to achieving a high-performing workforce.
- The overall Queensland public sector employee engagement score is stable at **60%**.
 - ↳ **68%** are proud of the work they do for their organisation
 - ↳ **63%** recommend their organisation as a great place to work
 - ↳ **58%** find their organisation inspires them to do their best
- ↳ **57%** are motivated to achieve their organisation's objectives
- ↳ **55%** feel strong attachment to their organisation.
- From MOHRI data, **43.65%** of the workforce has been employed in the sector for over 10 years.

Employee engagement

Employee engagement is a key indicator of workforce performance and organisational health. It reflects the extent to which employees are committed to their work, motivated to contribute and feel connected to their organisation.

In 2025, overall engagement across the sector remained stable at 60%.

Drivers and outcomes of engagement

Many factors influence engagement, including the quality of leadership, a positive and inclusive work culture, manager support, accountability and flexible work. Analysis of results from the 2025 WfQ survey indicate the key drivers for engagement were:

Feeling respected and included at work

73%

Organisational focus on employee wellbeing

63%

Equal opportunity to succeed

68%

Meaningful work

71%

Leadership capability and trust

43%

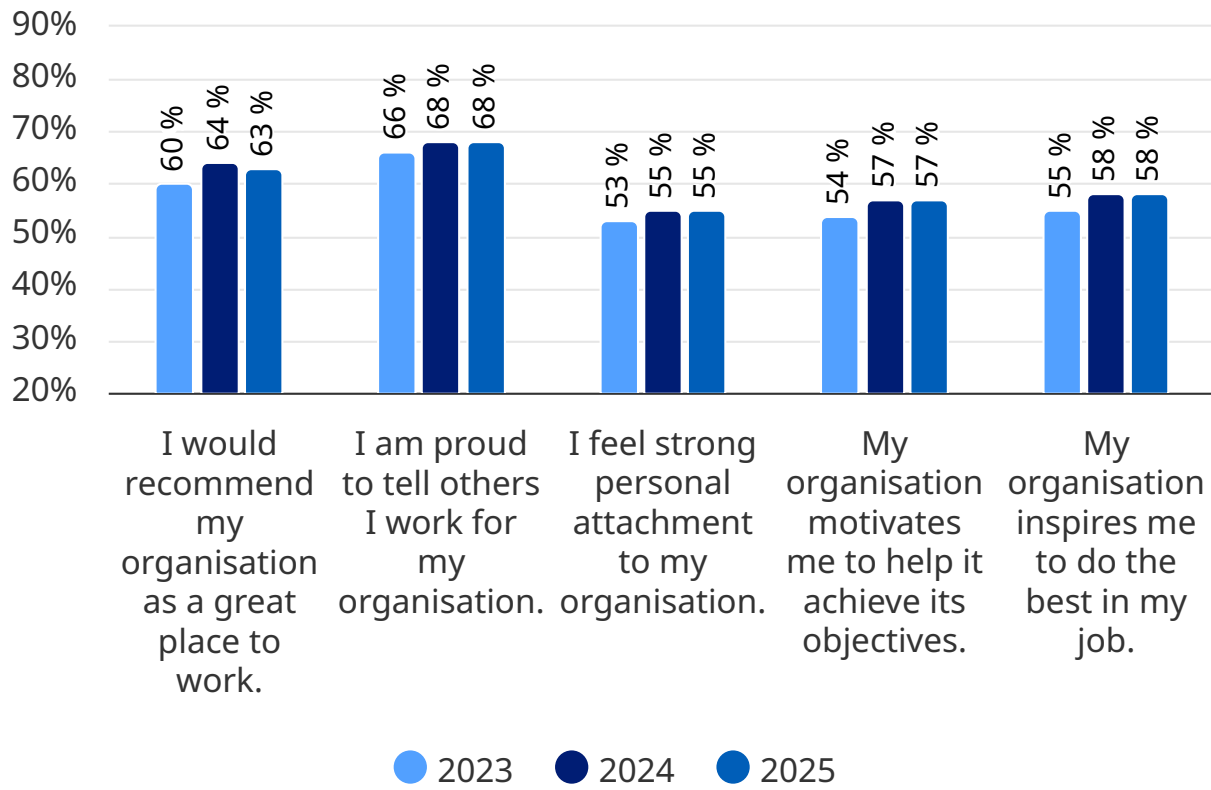
These results show that employees value workplaces where they feel respected, included and recognised for their contributions. They also place importance on having meaningful work, knowing their organisation prioritises their wellbeing, and having equal opportunities to succeed. Leadership behaviours, such as creating an environment where employees feel heard, play a significant role in fostering engagement.

Employees who report higher engagement are consistently more likely to also report positive wellbeing and lower intention to leave.

High levels of engagement are also associated with improved organisational outcomes, including employees contributing extra effort, innovation, continuous improvement and working together to manage workload.

Conversely, decreasing levels of engagement are associated with increased unplanned absenteeism, intention to leave and poor performance at the individual, team and organisational levels.

Employee engagement scores



Source: WfQ 2023–2025. ▲

Meaningful work

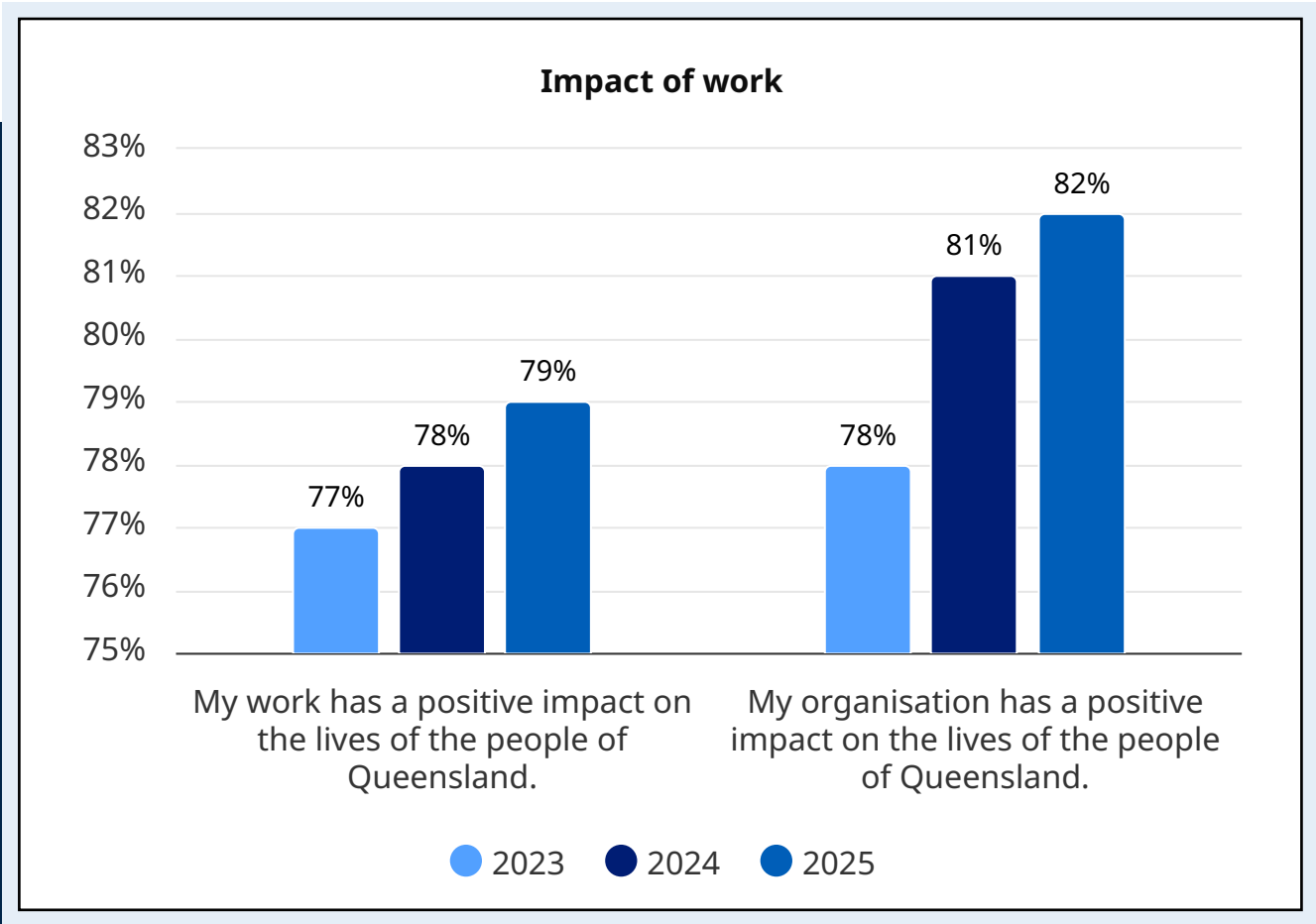
Meaningful work remains a defining feature of public sector employment. Employees who perceive their work as meaningful are more likely to be engaged, productive and committed.

In 2025, 79% of employees agreed that their work had a positive impact on the lives of the people of Queensland.

This highlights the strong connection between employees' sense of meaning in their work and their belief that their individual contributions make a positive difference.

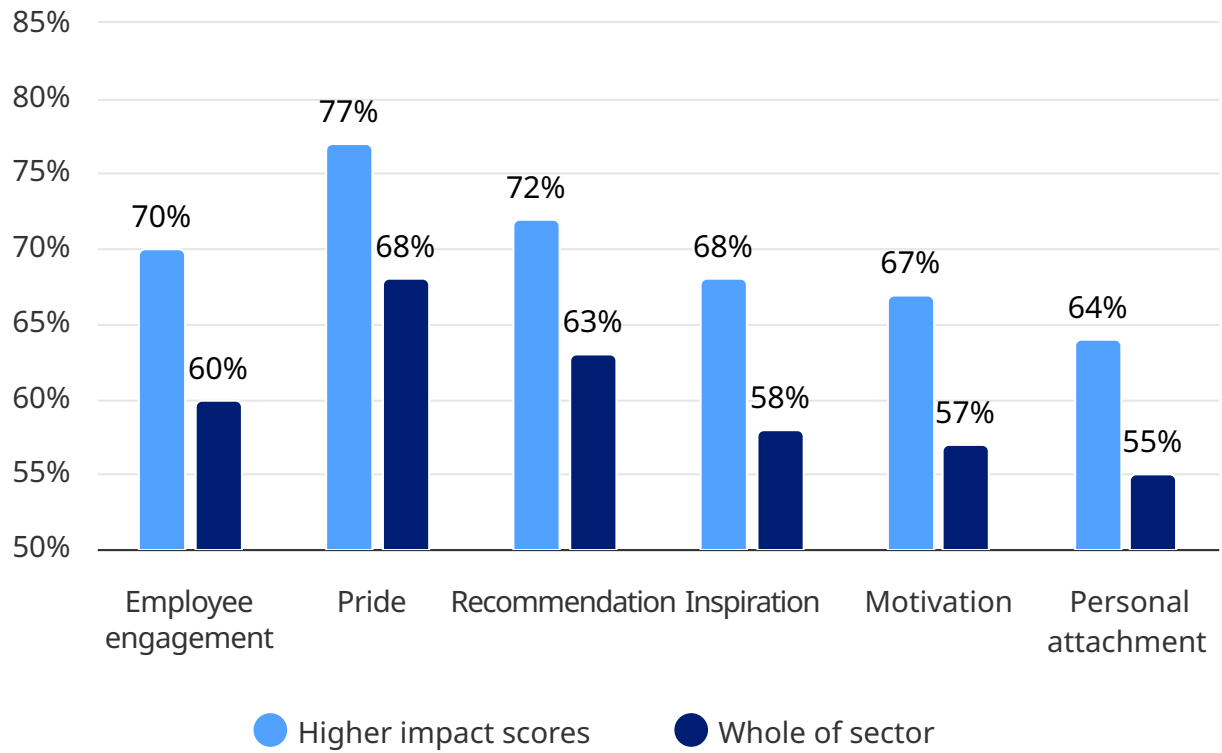
Analysis of the WfQ survey indicates employees who report high levels of meaningful work are more likely to:

- report higher levels of employee engagement
- report higher levels of pride
- recommend the sector as a great place to work.



▲
Source: WfQ 2023–2025.

Work with a perceived high impact on community and employee engagement in 2025



Source: WfQ 2025.

Positive performance management

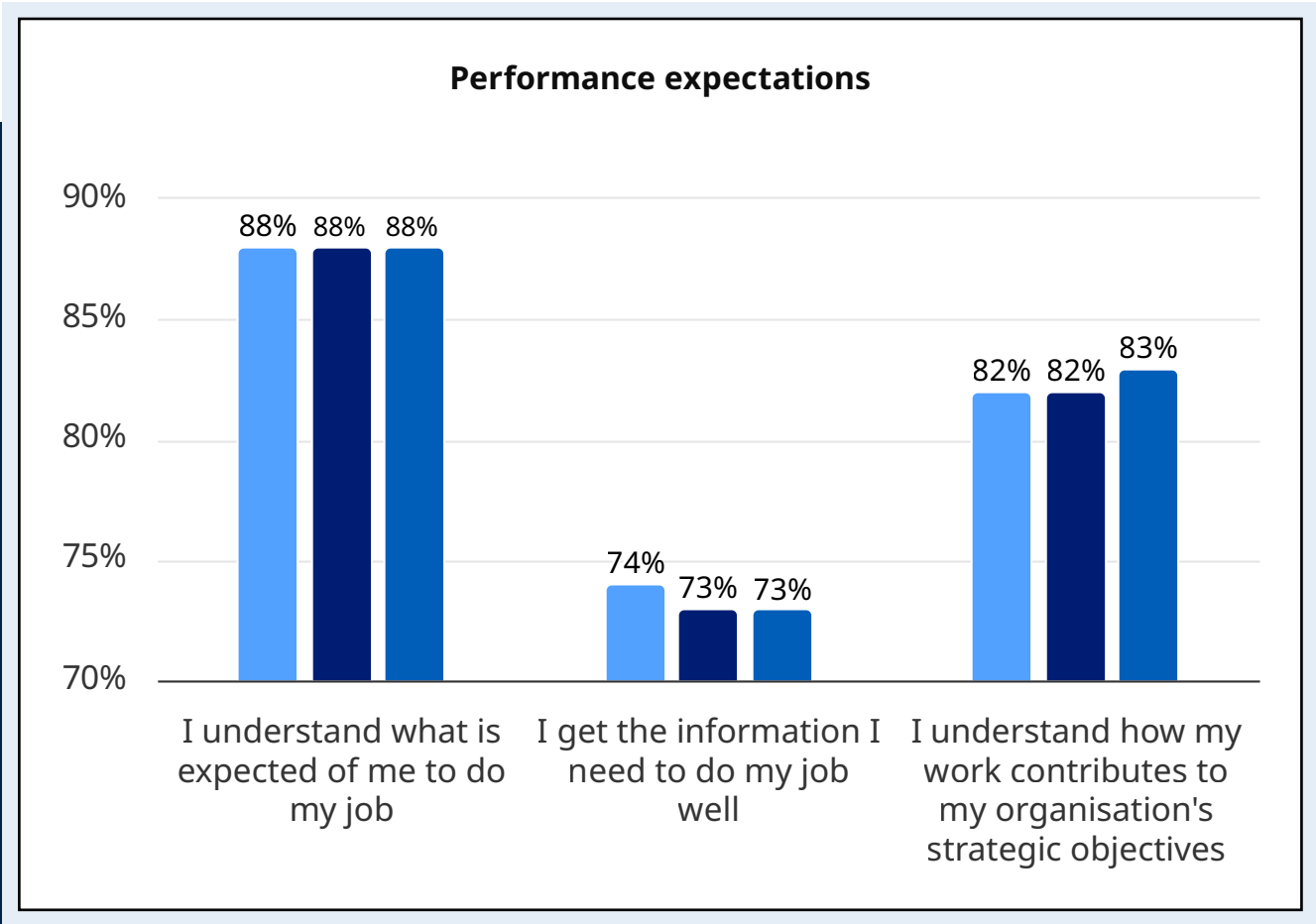
The Queensland public sector uses a positive performance management framework to help employees thrive. The *Public Sector Act 2022* (the Act) establishes the principles for this approach. The Positive Performance Directive 02/24 directs public sector managers on how to apply these positive performance principles when managing employee work performance.

Under the framework, managers must set clear expectations, so employees understand their role responsibilities and how their role contributes to their agency's strategic objectives.

Managers must also provide regular and constructive feedback, communicate any gaps between actual and expected work performance and identify training and development opportunities.

Performance expectations

WfQ survey results consistently show that employees clearly understand their role expectations and how their work drives organisational success.



▲
Source: WfQ 2023–2025.

Positive performance management is strengthened when employees receive regular feedback from their manager or supervisor and have access to learning and development opportunities.

Learning and development can occur through a range of formal and informal approaches, including job shadowing, on-the-job learning experiences, mentoring, coaching, secondments and training courses.

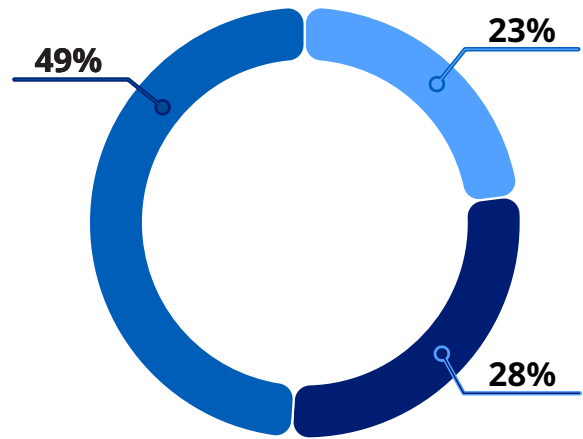
Survey responses suggest that stronger engagement between managers, supervisors and employees supports improved performance.

Results are reported on a frequency scale, with positive results representing the proportion of respondents who report these behaviours occur often or always.

Analysis of the WfQ survey results indicates that improved performance management practices by managers and supervisors will result in higher levels of employee engagement. For example, the frequency of informal and constructive conversations about performance can have a significant impact on engagement.

The impact of positive performance management:

When an employee states that their manager never or rarely provides informal or constructive feedback or acknowledges good performance, employee engagement is low (23%).

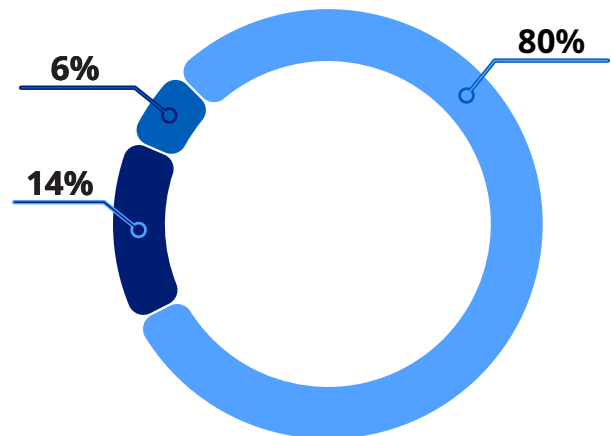


● Positive ● Neutral ● Negative



Source: WfQ 2025.

When an employee states their manager often and always provides informal or constructive feedback or acknowledges good performance, employee engagement increased to 80%.



● Positive ● Neutral ● Negative

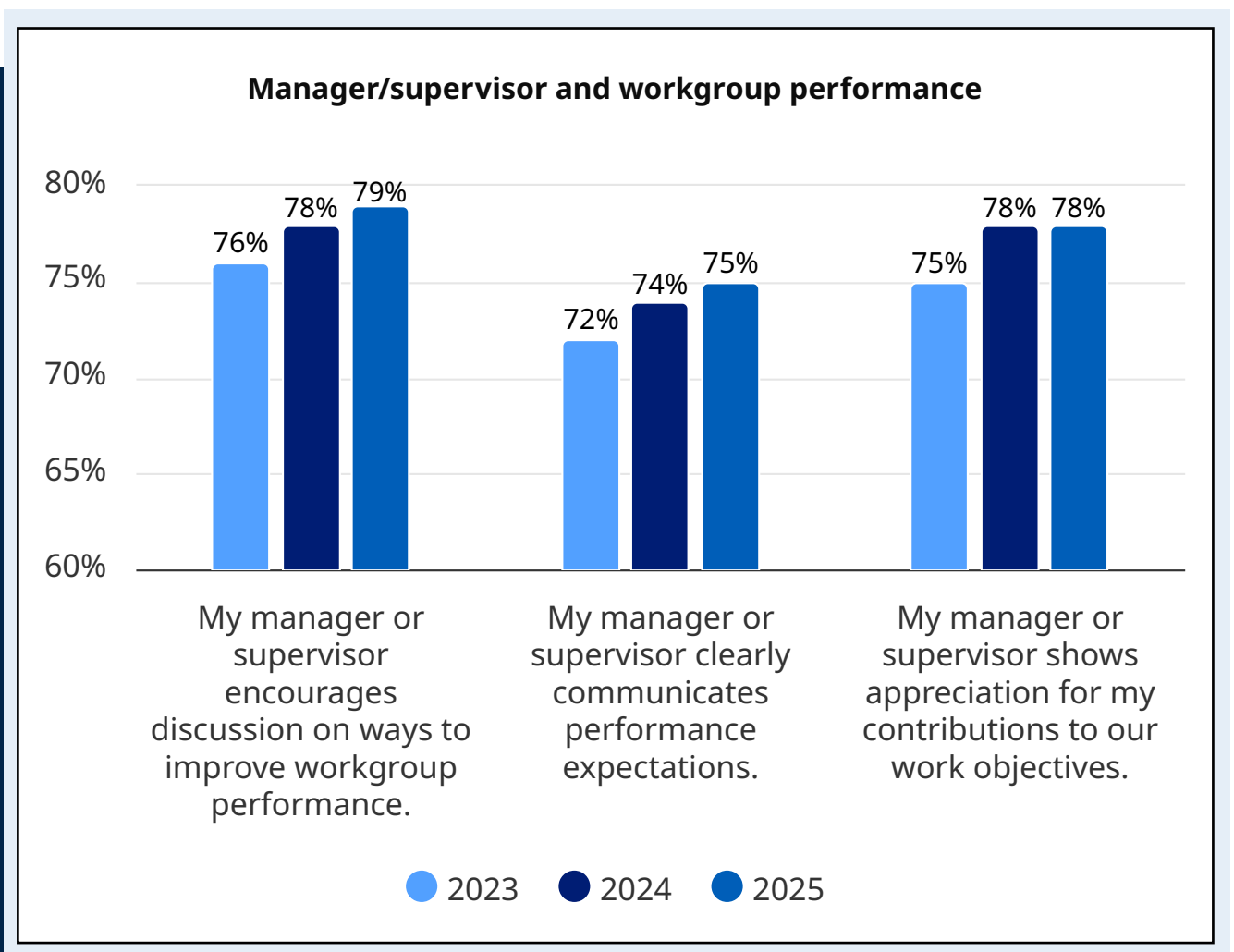


Source: WfQ 2025.

Manager/supervisor communication

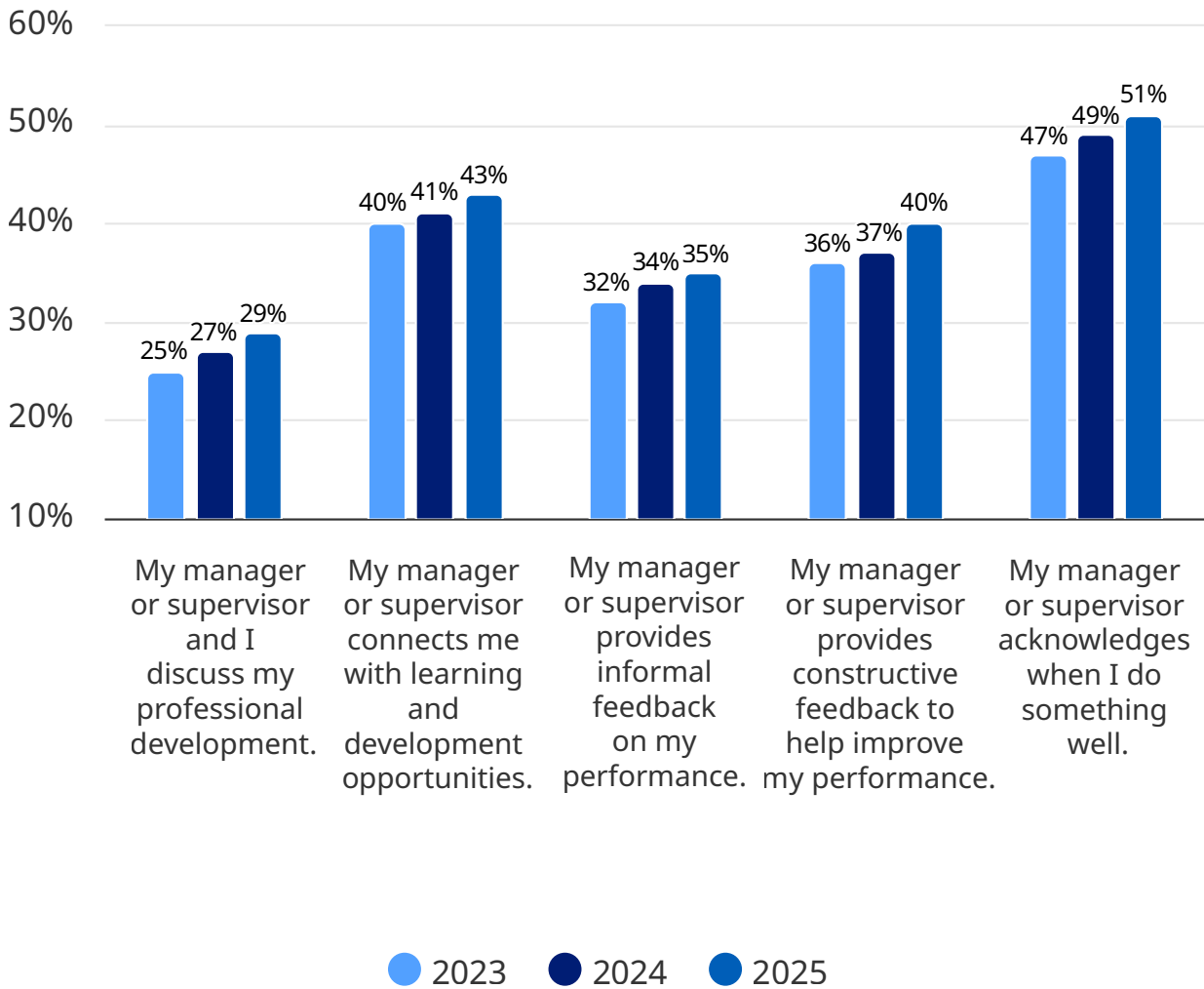
Effective communication is a key part of positive performance management.

Managers and supervisors play an important role in setting clear expectations, providing feedback and supporting employee performance. WfQ survey results indicate that employee perceptions of manager and supervisor communication are positive and continue to improve over time.



▲
Source: WfQ 2023–2025.

Professional and personal development



Source: WfQ 2023–2025. ▲

Performance and wellbeing

A strong focus on employee health, safety and wellbeing drives a high-performance culture. To sustain this performance, organisations must help employees

understand their safety obligations, manage their wellbeing, and create psychologically safe environments.

Employee wellbeing

Question for employees	2024	2025
I feel that my organisation considers the wellbeing of employees to be important	66%	63%
I am confident in my understanding of my health and safety obligations	89%	90%
I am confident discussing my wellbeing with my manager or supervisor	72%	73%
In my workgroup, we proactively discuss workplace safety	38%	39%
In my workgroup, we discuss ways to promote well being	40%	41%
My manager or supervisor proactively encourages people to speak up if they feel something could be a risk to their health, safety or wellbeing	71%	73%



Source: WfQ 2024–2025.

Psychological safety

Question for employees	2024	2025
Psychological safety index	76%	76%
In my workgroup, we share lessons learned.	82%	82%
My workgroup accepts others for being different.	81%	81%
In my workgroup, we work together to manage workload.	79%	80%
In my workgroup, we can raise and discuss problems and tough issues.	79%	79%
If I make a mistake, I don't feel my workgroup will hold it against me.	75%	76%
Members of my workgroup value and use my unique skills and talent.	73%	74%
I don't feel anyone in this workgroup would deliberately act in a way that would undermine another member's efforts.	71%	71%
In my workgroup, it is safe to take calculated or managed risks.	65%	65%



Source: WfQ 2024–2025.

Flexible work

Flexible work supports both performance and wellbeing.

Over the last six years, public sectors everywhere have seen an enormous shift in attitudes and approaches to how we work.

This is still evolving.

Flexible work encompasses many different arrangements, including part-time employment, job sharing, flexible start and finish times, the accrual of flexi-time, compressed work weeks and working remotely. The Public Sector Commission's [Flex-connect framework](#) contains principles supporting implementation of flexible work approaches.

Usage of the flexible work options

Question for employees	2023	2024	2025
Part-time work	11%	10%	13%
Remote working: a location other than your official place of work and other than your home e.g. distributed work centre, on-site	9%	9%	11%
Remote working: from home	51%	54%	77%
Flexible work hours (e.g., accumulated hours as 'flexitime')	42%	43%	48%
Flexible work hours for example start late or early to meet responsibilities external to work	30%	30%	37%
Self-selecting schedules	6%	6%	6%
Flexible shifts/scheduling	6%	6%	6%
Shift swapping	6%	6%	2%
Designing own rosters	3%	2%	2%
Job sharing	1%	1%	1%
Compressed work hours	4%	4%	6%
Part-year work/annualised hours	0%	0%	0%
Term-time working	0%	0%	0%
Casual/on call	2%	2%	1%
Hot desks	8%	11%	9%
Purchased leave/extended leave/deferred salary schemes	1%	1%	1%
Leave at half pay	7%	7%	7%
Other	1%	1%	2%
None of the above	23%	20%	34%

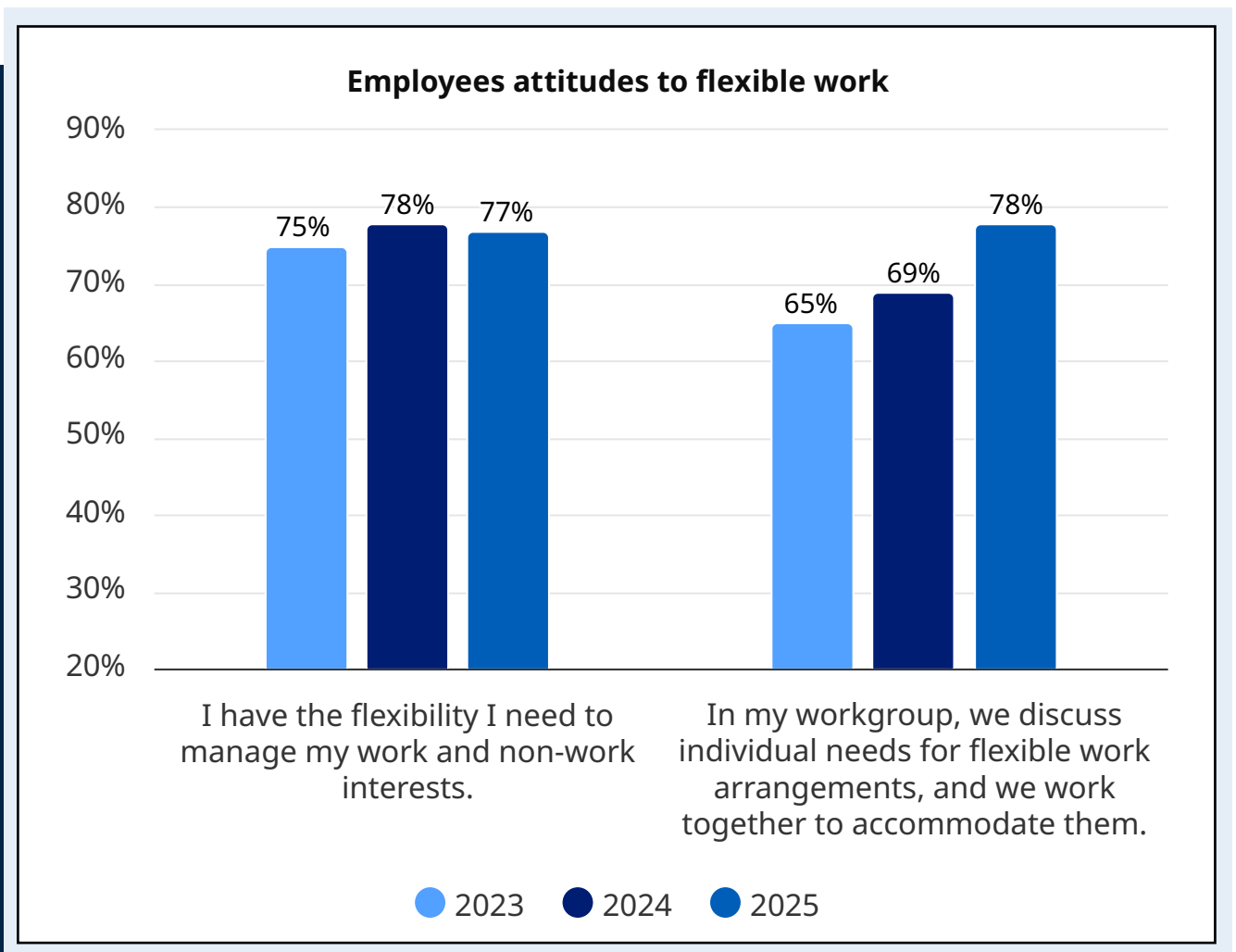
Table footnote: In 2025, the WfQ survey changed its structure by combining questions about flexible work and workplace adjustments. As a result, comparisons with previous years are indicative only.

Source: WfQ 2023–2025. ▲

WfQ survey data indicates that the uptake of many types of flexible work options across the public sector has increased over time.

77% of respondents indicated they have the flexibility they need to manage work and other interests. There has also been a nine percentage point increase in respondents indicating their workgroup discusses flexible work arrangements to accommodate individual needs.

One of the principles in the Flex-connect framework for the successful implementation of flexible work approaches is teamwork—where teams design approaches that suit all of the team and understand and balance their individual role and collective outcomes.



▲
Source: WfQ 2023–2025.

Work demands

Work demands continue to be a key influence on performance and wellbeing.

Research consistently shows that excessive work demands have an adverse effect on employee engagement and wellbeing.

Continued excessive work demands can ultimately affect the quality and sustainability of services.

While perceptions of work demands have remained relatively stable over the past three years, close monitoring of employee experience in this area is important.

Work demands for employees

Question for employees	Year	Never and rarely	Once in a while, some of the time, and fairly often	Often and always
I need to work long hours to meet performance expectations.	2025	35%	47%	18%
	2024	35%	47%	18%
	2023	34%	48%	18%
I am given unachievable deadlines.	2025	49%	38%	13%
	2024	50%	38%	12%
	2023	49%	39%	13%
My work is emotionally demanding.	2025	26%	48%	27%
	2024	26%	48%	25%
	2023	24%	49%	28%
My work is physically demanding.	2025	59%	31%	10%
	2024	58%	32%	10%
	2023	55%	34%	11%
I am overloaded with work.	2025	29%	52%	19%
	2024	29%	52%	19%
	2023	28%	52%	20%
I feel burned out by my work.	2025	36%	45%	19%
	2024	35%	46%	18%
	2023	35%	45%	20%
My work leaves me feeling emotionally exhausted.	2025	34%	45%	21%
	2024	34%	47%	20%
	2023	33%	46%	22%
My work leaves me feeling physically exhausted.	2025	52%	36%	12%
	2024	51%	37%	12%
	2023	49%	38%	13%



Source: WfQ 2023–2025.

Absenteeism

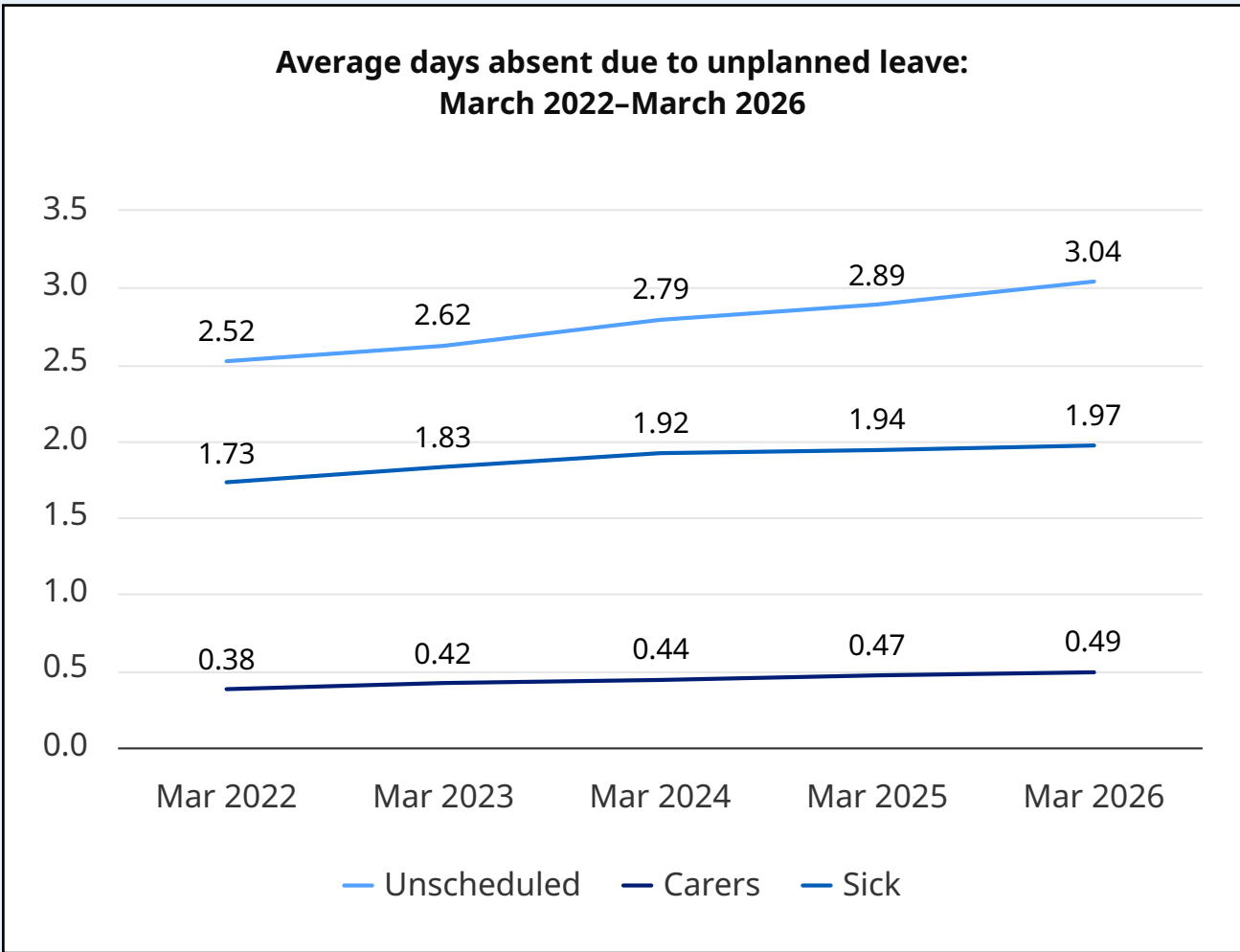
Absenteeism is another indicator of performance and wellbeing.

Low job satisfaction, low employee engagement and sustained high work demands strongly drive high rates of unplanned leave.

The use of unplanned leave, such as sick leave, carers leave and unscheduled leave, are normal and expected and do not by themselves point to issues of performance or culture. To properly understand the underlying drivers of absenteeism,

we need a more holistic analysis of leave patterns and other workforce metrics, such as the intention to leave.

In the five years to March 2026, there has been a small increase in the different forms of unplanned leave.



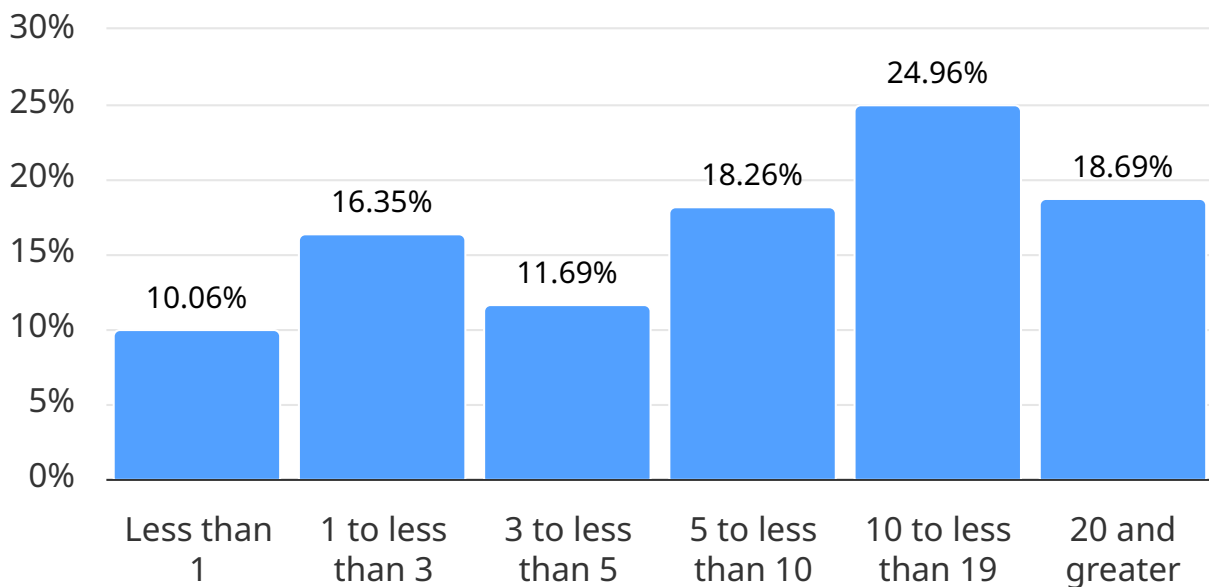
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Source: MOHRI 2022–2026.

Tenure

Tenure is a key metric for organisational stability and retention effectiveness. The length of tenure in the public sector is typically higher than other sectors, with the greatest proportion of employees (24.96%) having worked in the sector for between 10 and 20 years.

A balanced tenure profile that combines corporate knowledge gained through length of tenure with the fresh perspectives of new employees is necessary for both continuity and innovation.

**Tenure in years by headcount:
March 2026**



Source: MOHRI March 2026.

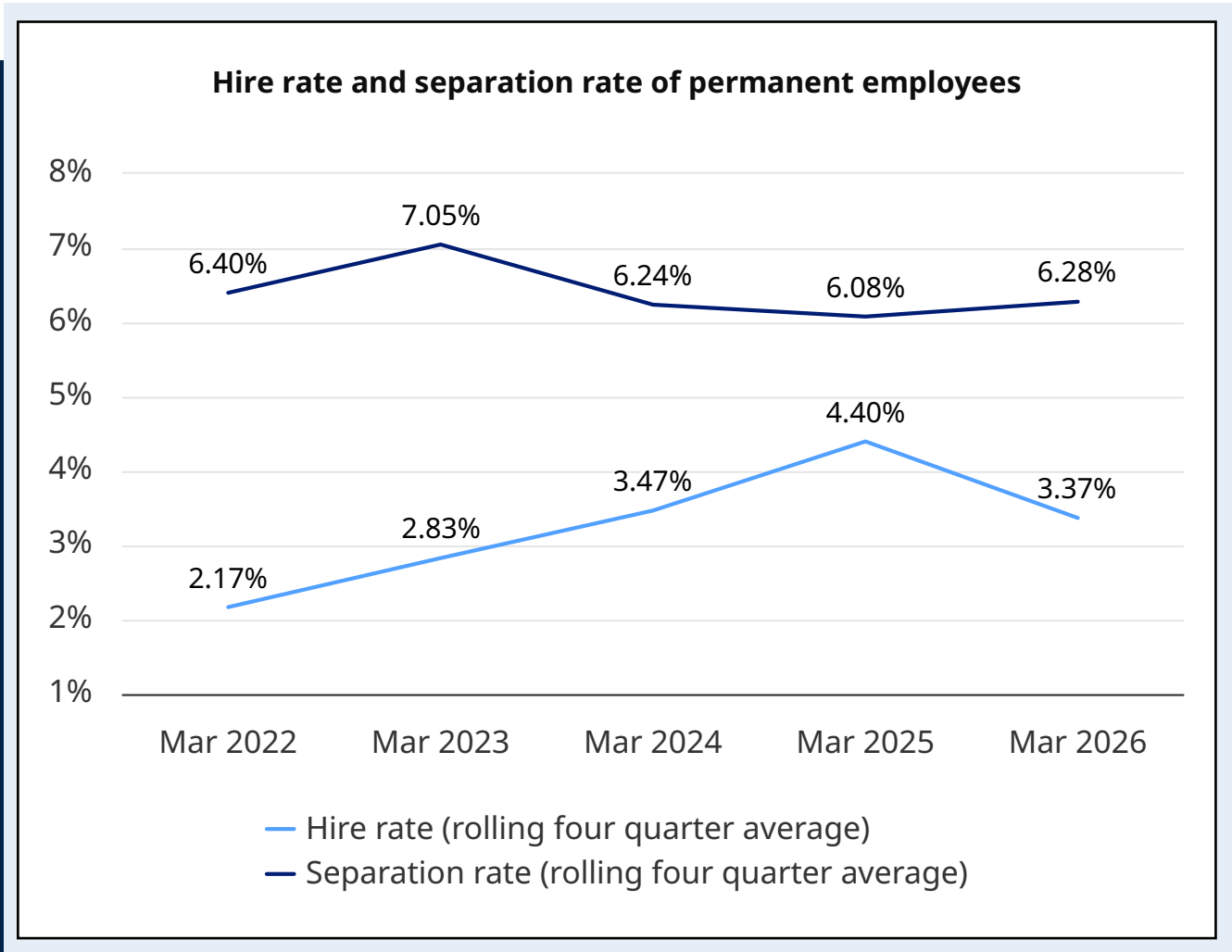
Hires and separations

Workforce hires and separations are important measures for understanding organisational performance. Respectively they represent the attractiveness of an organisation as an employer and the ability of an organisation to retain its staff.

The hire rate is the proportion of permanent employees newly hired into the Queensland public sector relative to the total permanent workforce.

The separation rate is the proportion of permanent employees who exit the Queensland public sector relative to the total permanent workforce.

In the year March 2025 to March 2026, permanent separation rates continued a recent stable trend. In the same period, permanent hiring rates have declined, reversing an upward trend over the previous four years.



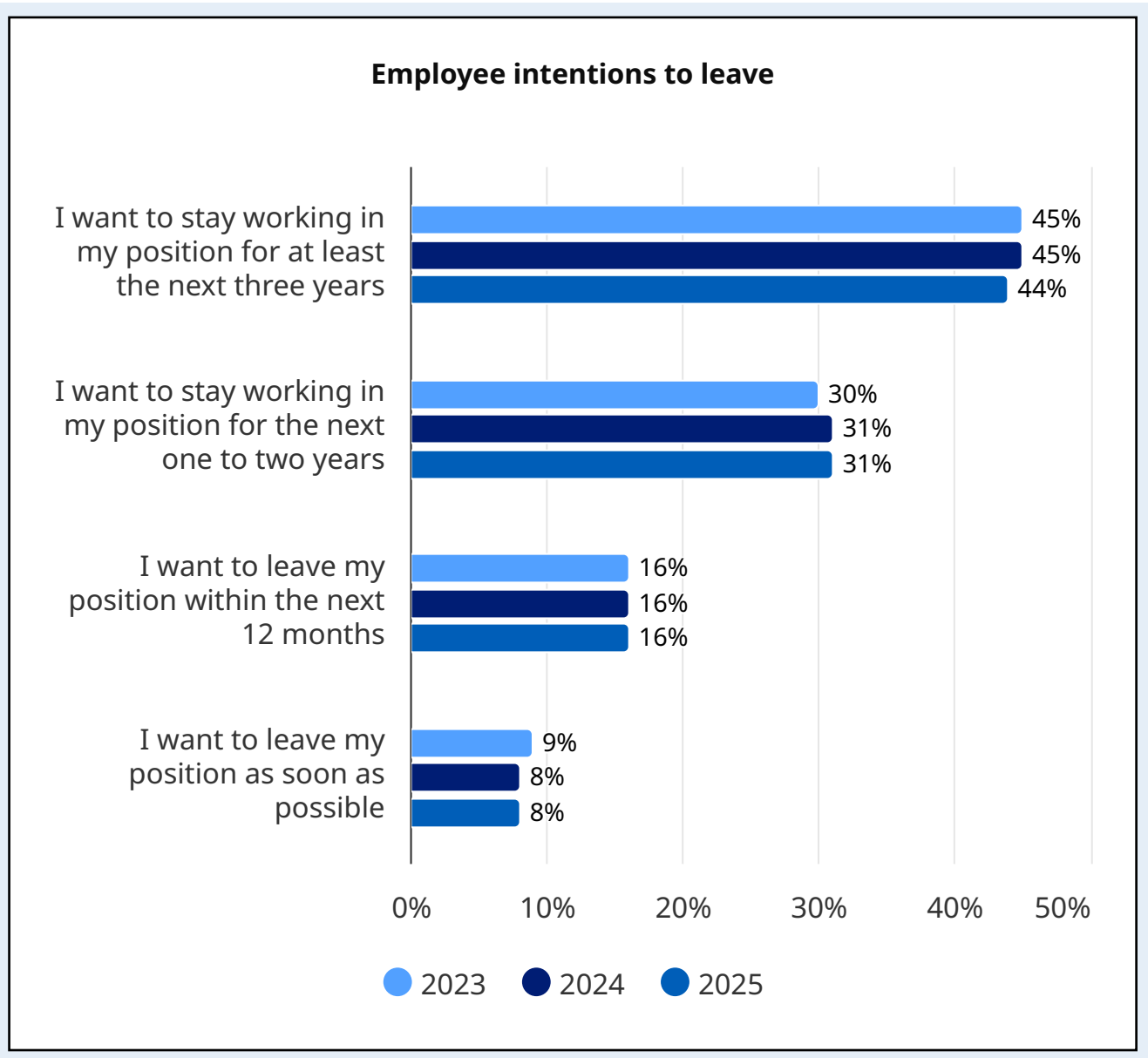
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Source: MOHRI 2022-2026.

Intention to leave

WfQ survey data shows that almost half of respondents want to stay in their current position for at least the next three years.

A much smaller group (8%) want to leave their position as soon as possible.

The top 10 reasons respondents identified for wanting to leave include the quality of senior leadership, a lack of career opportunities, a desire to further skills in a different area, emotional exhaustion, trying a different type of work, pursuing promotion opportunities or making a career change.



Source: WfQ 2023–2025.

Top 10 reasons for employees leaving their positions: 2024–2025

Question for employees	2024	2025
Senior leadership is of a poor quality	22.57%	23.84%
There are a lack of future career opportunities in my agency	20.29%	22.73%
I am looking to further my skills in another area	17.71%	18.67%
I am emotionally exhausted	15.45%	16.61%
I am not satisfied with the work	14.87%	15.92%
My immediate supervisor's leadership is of a poor quality	14.50%	15.43%
I want to try a different type of work or I'm seeking a career change	15.05%	14.50%
I wish to pursue a promotion opportunity	13.07%	12.97%
I have achieved all I can in my current position	11.87%	12.30%
I am expected to do more work than I reasonably can	11.84%	11.84%
I have experienced unacceptable behaviours (such as bullying or harassment)	9.46%	9.90%



Source: WfQ 2024–2025.

Continuous improvement

The Queensland public sector remains committed to fostering a culture of continuous improvement across agencies, functions and service delivery. This commitment reflects an ongoing focus on strengthening capability, enhancing performance and ensuring that services meet the evolving needs of Queenslanders.

Data on continuous improvement has remained relatively stable over the past three years:

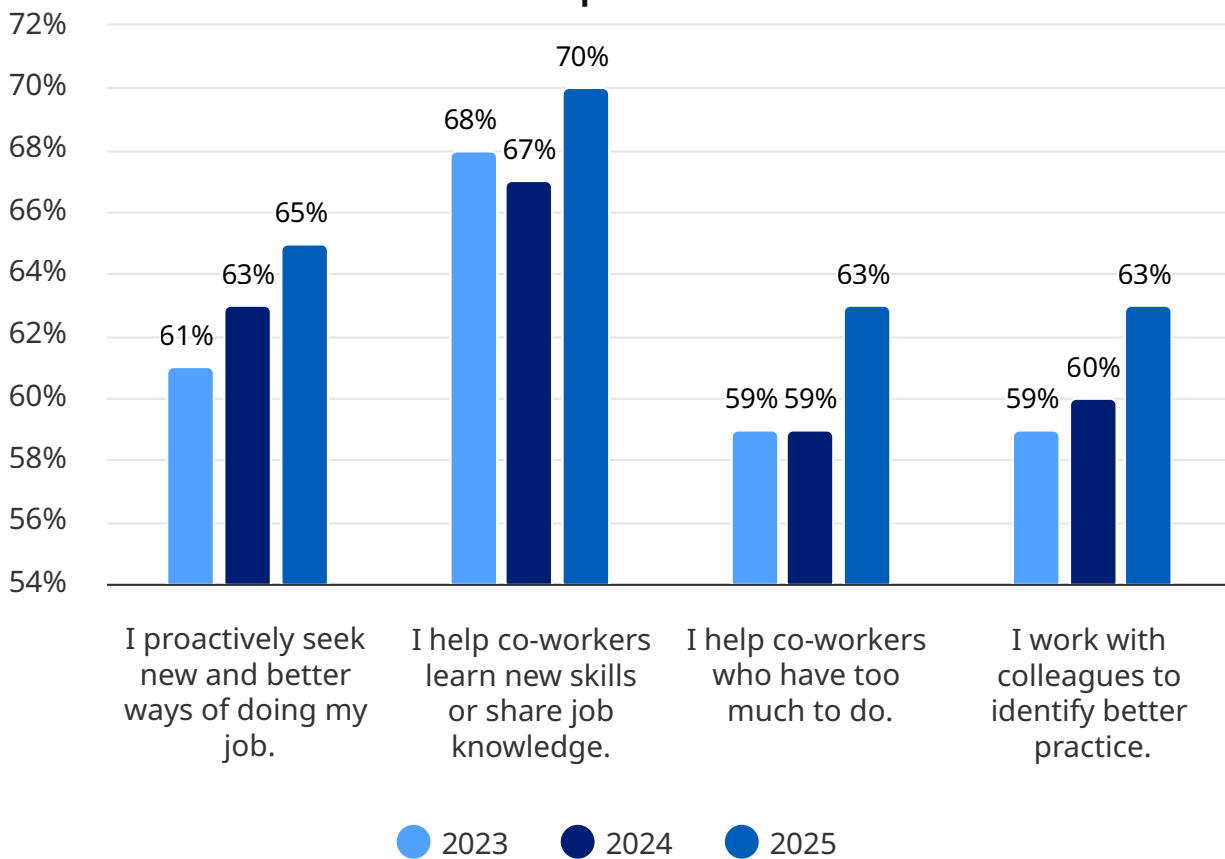
- 65% proactively seek new and better ways of doing their job often and always
- 70% help co-workers learn new skills or share job knowledge often and always

- 63% help co-workers that have too much work to do often and always
- 63% work with colleagues to identify better practice often and always.

These measures of continuous improvement point to the importance of collaboration to support learning and improvement.

The State of the sector report and the WfQ survey continue to serve as a key mechanism for continuous improvement for our workplaces and workforces.

Continuous improvement at work



Source: WfQ 2023–2025.

While changes in workforce metrics have been incremental over the past year, the consistency of results provides an important indication of system stability and sustained effort across the sector.

To ensure timely insights, the Public Sector Commission will complement the State of the sector report with a new mid-year workforce update releasing every December. This update will provide an opportunity to track emerging workforce trends, respond to early signals and maintain momentum between annual reporting cycles.

Together, these reports support a more dynamic and responsive approach to workforce management and sector-wide improvement.

Looking ahead, the State of the sector report will continue to evolve to ensure it remains relevant, accessible and impactful. From 2027, the report will analyse how agencies apply the public sector principles and embed them in practice. By progressively enhancing the scope, quality and usefulness of reporting, the sector strengthens its ability to drive performance, support accountability and deliver better outcomes for the community.

Definitions

Term	Definition
Annual earnings (FTE)	Annual earnings are calculated on the salary plus regular allowances paid to employees at their actual full-time equivalent. 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 and surrounding suburbs	Australian Bureau of Statistics (ABS) Australian Statistical Geography Standard (ASGS) Area 4 (SA4) of Brisbane Inner City, Brisbane North, Brisbane South, Brisbane East and Brisbane 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 <i>Public Sector Act 2022</i> 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 <i>Public Sector Act 2022</i> or similar provisions in other relevant Acts. Also, includes employees on common law contracts. Such contracts established under the <i>Public Service Act 2008</i> , are referred to as s122 contracts. Contracts established under the <i>Public Sector Act 2022</i> , 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 in the public sector is 12%.
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).

Term	Definition
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	Roles which 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 include 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.

Term	Definition
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 2026 includes data from July 2025, September 2025, December 2025 and March 2026.
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.
Public sector	The public sector consists of public sector entities and public sector employees who are employed in public sector entities.
Public service	The public service consists of persons employed under chapter 4 or 5 of the <i>Public Sector Act 2022</i> , who are employed in departments or other public service entities.
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 2026 includes data from July 2025, September 2025, December 2025 and March 2026.

Term	Definition
Sexual harassment	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	<p>For diversity data (MOHRI): Employees identify as female/woman in leadership positions classified as SO, SES2, SES3, SES4 and CEO/CES levels (s122 and s155 SO, SES, HLSE and CEO roles).</p> <p>For WfQ data: WfQ survey respondents who identify as female/woman who selected their leadership level as executive or chief executive.</p>
Working for Queensland (WfQ)	An annual survey which enables employees from a wide range of Queensland public sector agencies 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 2025, 68,142 Queensland public sector employees, from 59 organisations, participated in the 2025 survey. Throughout this report, WfQ 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, behaviour occurs more than once and that the behaviour creates a risk to health and safety.



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