

### *Investing in staff capability*

The QPS will continue to invest in its employees' performance and development:

- more than 60% of staff had spent three or more days in formal learning and development activities in the past year
- 47% of employees have a performance development agreement in place
- of those who had received performance feedback, over 75% indicated it provided a fair assessment of their performance
- QPS agencies provide a broad range of learning and development opportunities to staff.

The report identified the need to improve managerial skills in having robust conversations about performance improvement and development.

### *Embedding ethics and integrity*

Right to information legislation and reforms have been implemented to support and promote integrity and accountability:

- almost 76% of respondents agreed their organisation actively encourages ethical behaviour by all its employees
- just over half of respondents agreed that their senior managers led by example in ethical behaviour
- future priorities will focus on implementing reforms and improving practices to embed a culture of openness and accountability.

### *Managing change*

Employees have demonstrated confidence and resilience in a changing environment:

- employees have confidence in their ability to manage change, with over 90% indicating they are able to adapt quickly to new challenges
- managing major change is a challenge, with one third of employees agreeing that major organisational and workforce change is managed well in their agency.

## Frequently Asked Questions

### *Why was the State of the Service Report prepared?*

Many jurisdictions prepare State of the Service reports. The reports are viewed as an important accountability measure as well as a source of information for continuous improvement in workforce and public sector management.

In Queensland, the survey results and other information included in the report will be used to develop strategies to improve the capability and performance of the QPS, and to monitor our progress over time.

### *What will PSC do with the report findings?*

The PSC will identify sector-wide issues and work in partnership with agencies to develop practical responses to improve QPS capability and performance.

Larger agencies will be provided with employee survey results for their agency. It is up to agencies how they use this information, noting that many agencies undertake their own surveys which result in improvement strategies.

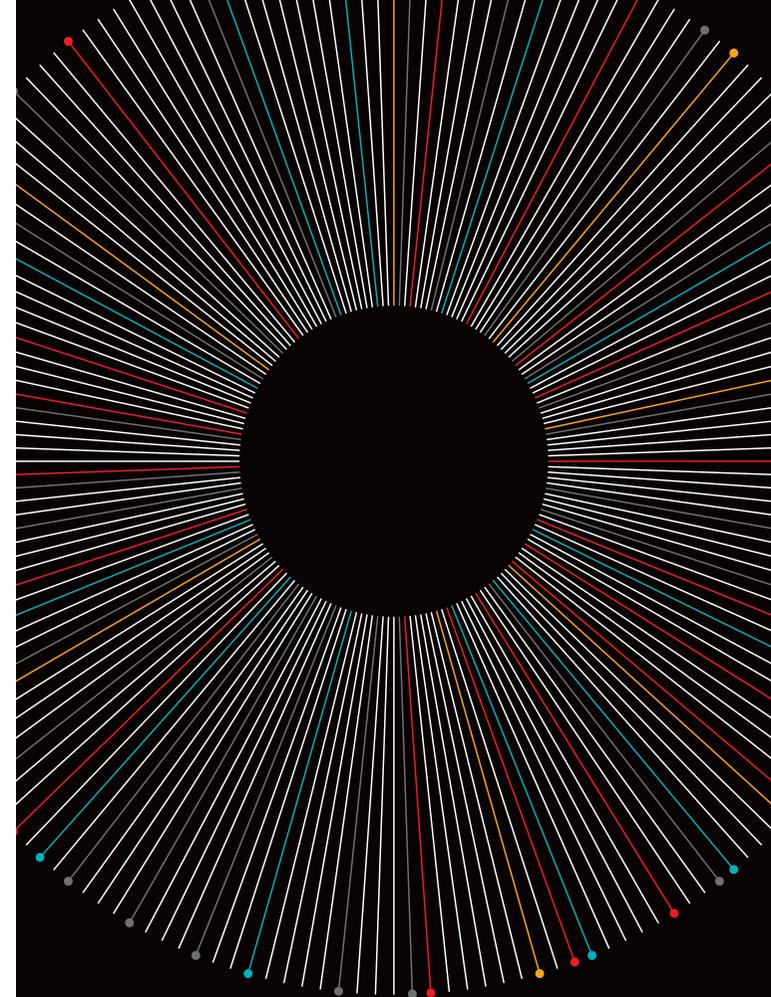
### *What can I do to get involved?*

Employees are invited to complete the next employee survey, which is scheduled for April – May 2012 and will be repeated every two years. The 2012 survey will be broadened to include all QPS staff, including those in frontline service delivery roles in health, policing and emergency services.

You can also participate in activities which support targets set out in *Toward Q2: Tomorrow's Queensland*, such as volunteering and obtaining tertiary qualifications. Future reports will assess the contribution of the QPS and public servants to the achievement of these targets.

## Accessing the report

A copy of the full report and this snapshot is available from [www.psc.qld.gov.au](http://www.psc.qld.gov.au) or by calling the Public Service Commission on (07) 3227 6379.



# STATE OF THE SERVICE REPORT 2010: A SNAPSHOT



## A note from the Commission Chief Executive

The State of the Service Report is about the Queensland Public Service (QPS), its people and its performance. I am pleased to present this 'snapshot' of key findings from the inaugural report.

As the QPS has undergone significant reform in the past few years, it is important that the QPS is adaptable to this changing environment and has the capability for responsive and professional service to government and the community.

The State of the Service Report is one way we can track our progress in this. The report sets out our approach to workforce and organisational management, and in doing so, identifies our key achievements, many of which the QPS can be justifiably proud. At the same time it highlights challenges and areas for improvement.

The report is informed by the views of 40,000 employees who completed a survey about their experiences of working in the QPS. In sharing their views, they have already made an investment in the future of the QPS and I am grateful for their contribution.

I will be working in partnership with agencies to address key issues highlighted in the report, such as improving QPS capability in managing people, performance and major change.

The *State of the Service Report 2010* is the first chapter in what I think is an important story about the QPS. I look forward to working with agencies and employees alike as we write the next chapter together.

**Margaret Allison**  
Commission Chief Executive

## About the State of the Service Report

The *State of the Service Report 2010* focuses on the QPS and those agencies that employ staff under the *Public Service Act 2008* (PS Act).

It was informed by a number of sources, including:

- a survey of 130,000 QPS employees, with a response rate of just over 30%
- a survey of workforce management practices in agencies that employ staff under the PS Act
- workforce statistical data, and
- government reports and other research.

The report attracted a positive regional response, with a number of regions achieving higher response rates in comparison to the greater Brisbane area (33%), with North Queensland achieving the highest response rate of 37% followed by the Sunshine Coast and surrounds with 36%.

The State of the Service Report will be published biennially, with this first report providing baseline data to allow trends and progress to be tracked over time.

## A snapshot of key findings

The report provides an overview of QPS workforce trends and covers key achievements and challenges relating to public sector reform, the QPS as an employer of choice, workforce leadership and capability, and integrity and accountability.

Key findings are summarised in this snapshot brochure.

### QPS workforce trends

The QPS employs over 230,000 people, with a strong focus on front line service delivery in health, policing, teaching and emergency services.

While a number of QPS staff are employed under other acts, some 140,000 staff are employed under the PS Act. These include a number of staff in service delivery roles including teachers, child safety officers, psychologists, engineers and road workers.

Key workforce statistics for those employed under the PS Act include:

- around 80 per cent of the QPS workforce is employed on a permanent basis

- the number of part-time workers is increasing, rising from 16% in 2000 to 24% in 2009
- the QPS workforce is ageing, with the average age of an employee rising from 42.1 in 2000 to 44.4 years in 2009
- almost 58% of employee survey respondents hold a bachelor degree or higher qualification.

QPS employees work in locations which reflect Queensland's decentralised population. In 2009, about two-thirds of QPS employees worked in the south-east corner of the state, which mirrors the proportion of residents that are located in South East Queensland.

### Working in the QPS

The QPS aims to be an employer of choice that attracts and retains a skilled and motivated workforce. The employee survey found that:

- job satisfaction is high, with 81% of employees indicating they enjoy the work in their current job
- willingness to 'go the extra mile' is high, with over 96% prepared to put in the extra effort to get a job done when required
- work-life balance is important but could be improved, with almost 55% satisfied with their work-life balance in their current job
- 69% of employees are proud to work in their current agency, and 65% are proud to work in the QPS.

### QPS leaders

There were 502 Senior Executive Service and 14 Chief Executive Service positions in the QPS, less than half of a per cent of total QPS staff. In relation to these senior leaders it was found that:

- senior leaders are highly qualified, with over 90% holding a bachelor degree or higher and 60% holding postgraduate qualifications
- a range of developmental opportunities are offered to senior leaders to build highly skilled, mobile senior officers, focused on performance and outcomes
- senior QPS leaders have a breadth of experience, being more likely to have worked in a number of agencies compared to other employees.