

# Better value for the people of Queensland

Being the most respected and responsive public service in Australia is an ambitious goal that will not be achieved by accident. As noted in the foreword to this report, being the best public service will require innovation, courage and persistence.

Our achievements to date suggest that we have a strong foundation on which to work from. Equally, we also have significant amounts of work to do to achieve our goal. Some of our performance milestones will be achieved quickly, while others may take five years before the benefits are clear and measurable.

Key priorities for the future will include driving improvements that link directly to the QPS measures for success. This will include:



- increasing the level of agency engagement across the QPS
- increasing the level of job engagement and satisfaction across the QPS
- improving employee perceptions of organisational leadership and workload and health.



- lowering the costs of service delivery
- implementing contestability processes to achieve better value for money
- building the state's financial strength.



- reporting public sector productivity data, and developing measures which demonstrate, over time, an improvement in public sector productivity
- improved employee perceptions of the level of innovation in the QPS, and a reduction in red tape
- rates of absenteeism trending downwards.



- improved satisfaction with services delivered by or on behalf of the Queensland Government
- improved employee perceptions of customer focus
- building the workforce capability required to support contestability.

The role of the QPS is to provide the best possible services to the people and communities of Queensland. We do this by providing high quality and cost-effective services that meet the needs of individuals and the community.

The foundations are there for a truly great public service that represents better value for the people of Queensland.

# Appendix 1: Factors and workplace outcomes in Working for Queensland Employee Opinion Survey

The *Working for Queensland Employee Opinion Survey 2013* identified 16 factors, which are grouped in four categories: 1. job factors; 2. workgroup factors; 3. supervision and leadership factors; and 4. workplace and organisational factors. Each factor, and the survey questions it comprises, is set out below.

Survey questions comprising the workplace outcomes of 1. agency engagement and 2. job engagement and satisfaction are also listed.

Job factors	Questions
<b>Role clarity and goal alignment</b>	q21a I am clear what my duties and responsibilities are
	q21b I understand what is expected of me to do well in my job
	q21c I understand how my work contributes to my organisation's objectives
	q21d I am committed to my organisation's goals
	q21f I feel I make a contribution to achieving the organisation's objectives
<b>Job empowerment</b>	q22a I have a choice in deciding how I do my work
	q22b I have the tools I need to do my job effectively
	q22c I get the information I need to do my job well
	q22d I have the authority necessary to do my job effectively
	q22e My job gives me opportunities to utilise my skills
	q36b Satisfaction with ability to work on own initiative
<b>Workload and health</b>	q23a I am overloaded with work
	q23b I feel burned out by my work
	q23h My work has a negative impact on my health
<b>Learning and development</b>	q28d In my organisation, there are opportunities for me to develop my skills and knowledge
	q28e I am able to access relevant learning and development opportunities
	q28f Learning and development activities I have completed in the past 12 months have helped to improve my performance
	q28g I am satisfied with the opportunities available for career development
	q33c My organisation is committed to developing its employees
<b>Performance assessment</b>	q28a I receive useful feedback on my performance
	q28b My performance is assessed against clear criteria
	q28c I have performance objectives that are within my control
	q28h I have had productive conversations with my manager on my performance in the past 12 months

<b>Workgroup factors</b>	<b>Questions</b>
<b>My workgroup</b>	q24a People in my workgroup treat each other with respect
	q24b I receive help and support from other people in my workgroup
	q24c People in my workgroup are honest, open and transparent in their dealings
	q24d People in my workgroup use their time and resources efficiently
	q24e People in my workgroup treat customers with respect
	q24f People in my workgroup are committed to delivering excellent service to customers
	q24g People in my workgroup do their jobs effectively
<b>Collaboration</b>	q24j People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers
	q24k People in my workgroup work effectively with other Queensland Government organisations to deliver services to our customers
	q24l People in my workgroup work effectively with other organisations outside the Queensland Government to deliver services to our customers
<b>Supervision and leadership factors</b>	<b>Questions</b>
<b>My manager</b>	q31a My manager treats employees with dignity and respect
	q31b My manager listens to what I have to say
	q31c My manager keeps me informed about what's going on
	q31d My manager understands my work
	q31e My manager creates a shared sense of purpose
	q31f My manager demonstrates honesty and integrity
	q31g My manager draws the best out of me
<b>Senior manager</b>	q32a My senior manager communicates timely information that is relevant for my work
	q32b My senior manager genuinely listens and is responsive to issues raised by staff
	q32c My senior manager demonstrates honesty and integrity
<b>Organisational Leadership</b>	q33a In my organisation, the leadership is of high quality
	q33b In my organisation, the leadership operates with a high level of integrity
	q33e Management model the behaviours expected of all employees
	q33g My organisation is well managed

<b>Workplace and organisational factors</b>	<b>Questions</b>
<b>Decision making</b>	q25a Important decisions at my workplace are based on a sound understanding of issues
	q25b Important decisions at my workplace are made by the people best placed to understand the issues
<b>Workplace change</b>	q26a I have received timely and relevant communication about workplace change in the past 12 months
	q26b Changes that have been implemented in my workplace have been done for a good reason in the past 12 months
	q26c Changes implemented in my workplace have been managed well in the past 12 months
	q26d I feel my workplace is functioning more efficiently as a result of change implemented in the past 12 months
<b>Workplace fairness</b>	q25i Performance is assessed and rewarded fairly in my workplace
	q25j I am confident that poor performance will be appropriately addressed in my workplace
	q25k People are treated fairly and consistently in my workplace
	q25l People take responsibility for their decisions and actions in my workplace
	q25m Bullying is not tolerated in my workplace
<b>Anti-discrimination</b>	q34d Gender is not a barrier to success in my organisation
	q34e Age is not a barrier to success in my organisation
	q34f Cultural background is not a barrier to success in my organisation
	q34g Sexual orientation is not a barrier to success in my organisation
	q34h Disability is not a barrier to success in my organisation
<b>Organisational trust</b>	q33f Recruitment and promotion decisions in this organisation are fair
	q34a I would feel comfortable raising complaints in my organisation
	q34b If I raised a complaint, I feel confident that it would be taken seriously
<b>Innovation</b>	q27a I get the opportunity to develop new and better ways of doing my job
	q27b I am encouraged to make suggestions about improving work processes and/or services
	q27c Management is willing to act on suggestions to improve how things are done
	q27d My workgroup uses research and expertise to identify better practice
	q27e My workgroup always tries to improve its performance
	q27f My organisation is open to new ideas

<b>Workplace outcomes</b>	<b>Questions</b>
<b>Agency engagement</b>	q35a I would recommend my organisation as a great place to work
	q35b I am proud to tell others I work for my organisation
	q35c I feel a strong personal attachment to my organisation
	q35d My organisation motivates me to help it achieve its objectives
	q35e My organisation inspires me to do the best in my job
<b>Job engagement and satisfaction</b>	q22f I enjoy the work in my current job
	q22g My job gives me a feeling of personal accomplishment
	q22h When needed, I am willing to put in the extra effort to get a job done
	q37 All things considered, how satisfied are you with your current job
<b>Intention to leave</b>	q38 I intend to leave my organisation within the next 12 months

## Appendix 2: Definitions

Concept	Definition
<b>Absenteeism</b>	<p>Includes sick leave, miscellaneous special leave, and leave to claim workers' compensation, carers' leave and time absent due to industrial disputes.</p> <p>Excludes casual employees.</p> <p>Average absent full-time days taken per employee is derived from the total number of hours absent divided by the prescribed award hours per day for each employee. This is shown as an annual figure for agencies.</p> <p>There is a three month time lag in the collection period to allow the data to settle (e.g. data reported for the financial year 2011–12 represents leave taken in 12 month period to 31 March 2012).</p>
<b>Establishment Management Program (EMP)</b>	<p>Since late March 2012, the PSC has coordinated an <a href="#">Establishment Management Program</a> (EMP). This program supports the government's commitment to introduce better control of establishment numbers and realise savings through greater scrutiny over recruitment decisions.</p>
<b>Estimated resident population (ERP)</b>	<p>Refer to Australian Bureau of Statistics (ABS) publication, <a href="#">Cat. No. 3101.0, Table 4</a>.</p> <p>QPS calculations based on FTE.</p>
<b>Full time equivalent (FTE) employees</b>	<p>The hours worked by several part-time or casual employees, added together, may be required to make one full-time equivalent employee.</p>
<b>Minimum Obligatory Human Resource Information (MOHRI)</b>	<p>MOHRI data is provided by agencies from their individual human resource information systems to the PSC on a quarterly basis.</p> <p>This approach was adopted to facilitate strategic management of human resources across the QPS.</p> <p>Workforce details of agencies are reported to government and included in other statistical reports. Public Service Commission Directive 03/2013 specifies the data set which agencies are required to submit to the PSC. Headcounts and FTE's of employees whose employment status is A (active) or P (paid leave for a period greater than eight weeks) are included in the figures.</p> <p>It is important to note that the MOHRI collection is only concerned with employees of agencies and not private sector contractors and/or consultants who may be engaged to undertake specific work and who are not employees.</p>