

Queensland Public Service Workforce Characteristics 2012/13

Prepared by the Public Service Commission

QUEENSLAND PUBLIC SERVICE WORKFORCE

This report provides an overview and some key characteristics of the Queensland Public Service (QPS) workforce. It supports the principle of transparent and accountable government by openly publishing information about the QPS workforce.

Minimum Obligatory Human Resource Information (MOHRI)

Details about the QPS workforce are extracted from the Minimum Obligatory Human Resource Information (MOHRI) system. Agencies submit MOHRI data to the Public Service Commission (PSC) on a quarterly basis in line with Directive 3/2013.

Data is validated at the agency level via the Workforce Analysis and Collection Application (WACA). The WACA is a national database used by five state jurisdictions to validate and store information about each jurisdiction's workforce.

MOHRI was developed to ensure Government has access to human resource information which is required for strategic management of the QPS. The information is used to develop a profile and understanding of the QPS workforce, identify various trends and develop and evaluate service-wide human resource policies.

Data is collected at quarterly snapshot dates which encompasses the last full pay period in the quarter. Exceptions to this rule include the Department of Education, Training and Employment and the Department of Transport and Main Roads which take the snapshots outside of school holidays to enable a true reflection of the workforce to be undertaken.

Agencies are individually responsible for providing the PSC with accurate and quality MOHRI data.

The information contained in this report provides workforce trend data where possible over the past ten years.

The figures stated in this report are subject to revision and further validation by departments and agencies.

Employee numbers published by individual agencies may vary from those in this report due to differing dates of data capture and definitional issues relating to employee status.

Government Owned Corporations are not included in the collection of public service workforce data.

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Size of the Queensland Public Service (QPS)

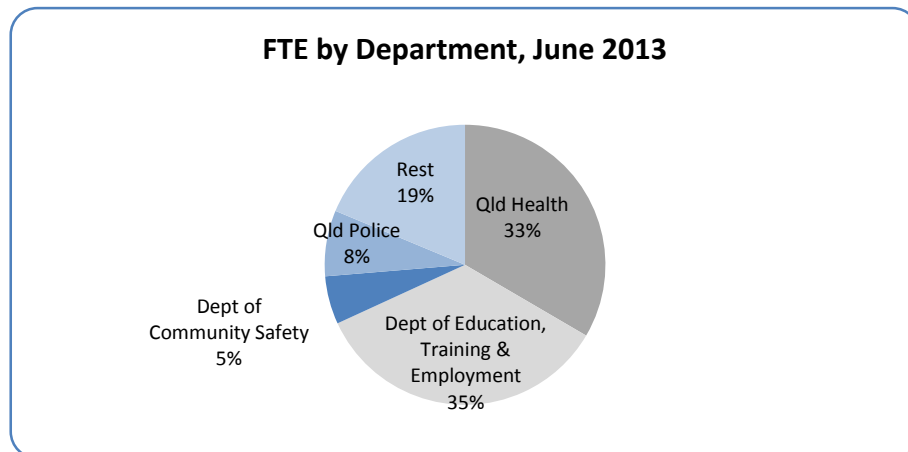
1. Below is a list of QPS agency headcounts and full-time equivalent (FTE) employees as at June 2013.

Figure 1

Agency	June 2013					
	Headcount (Actual)			FTE		
	Female	Male	Total	Female	Male	Total
Aboriginal & Torres Strait Islander & Multicultural Affairs	221	111	332	208.55	110.01	318.56
Agriculture Fisheries & Forestry	907	1,323	2,230	820.35	1,304.19	2,124.54
Anti-Discrimination Commission Qld	23	9	32	21	9	30
Comm for Children & Young People & Child Guardian	338	86	424	249	72.32	321.41
Communities Child Safety & Disability Services	4,842	1,439	6,281	4,455.92	1,382.60	5,838.52
Community Safety	3,901	9,057	12,958	3,471.89	7,183.19	10,655.08
Education Training & Employment	65,299	18,901	84,200	50,035	16,594.49	66,629.09
Electoral Commission Qld	27	23	50	24	21.90	46.22
Energy & Water Supply	129	120	249	123	119.26	242.02
Environment & Heritage Protection	633	433	1,066	600.22	429.17	1,029.39
Health	57,612	19,244	76,856	46,834.08	17,358.10	64,192.18
Health Quality Complaints Commission	46	18	64	43	18	61.03
Housing & Public Works	1,615	2,105	3,720	1,522	2,087.61	3,609.83
Justice and Attorney-General	2,761	1,867	4,628	2,449.45	1,778.98	4,228.43
Legal Aid	342	126	468	304	118.00	421.86
Local Government Community Recovery & Resilience	58	49	107	54	47.58	101.45
Museum	166	122	288	122.74	103.49	226.23
National Parks Recreation Sport & Racing	513	854	1,367	458.92	840.13	1,299.05
Natural Resources & Mines	1,220	1,239	2,459	1,135	1,227.47	2,362.30
Qld Police Service	5,373	9,593	14,966	5,034	9,561.67	14,595.84
Premier and Cabinet	282	138	420	259.2	131.93	391.13
Public Service Commission	59	32	91	55.8	31	86.8
Public Trust	391	186	577	368.64	182.57	551.21
Qld Art Gallery	217	140	357	160.7	116.45	277.15
Qld Audit Office	95	105	200	88.24	102.97	191.21
Qld Treasury & Trade	598	499	1,097	556.91	496.1	1,053.01
Science Information Technology Innovation & the Arts	1,927	1,373	3,300	1,756	1,341.21	3,097.03
State Development Infrastructure & Planning	478	314	792	447	312.6	759.94
State Library	238	91	329	194	78.41	272.27
Tourism Major Events Small Business & Commonwealth Games	74	37	111	66	37.00	103.37
Transport & Main Roads	4,271	4,307	8,578	2,895.32	3,991.48	6,886.80
Queensland Public Service	154,656	73,941	228,597	124,814.07	67,188.88	192,002.95

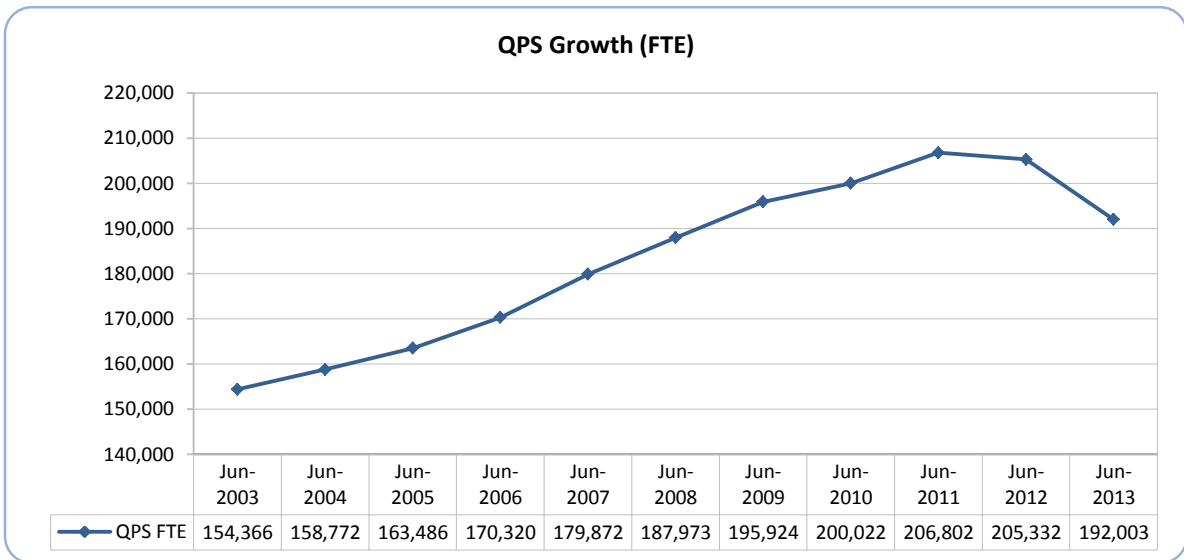
Four departments, namely Queensland Health, Department of Education, Training and Employment, Department of Community Safety, and Queensland Police Service make up over 81% of the QPS workforce. The remaining 19% of the workforce is spread across 16 departments and 11 public services offices.

Figure 2



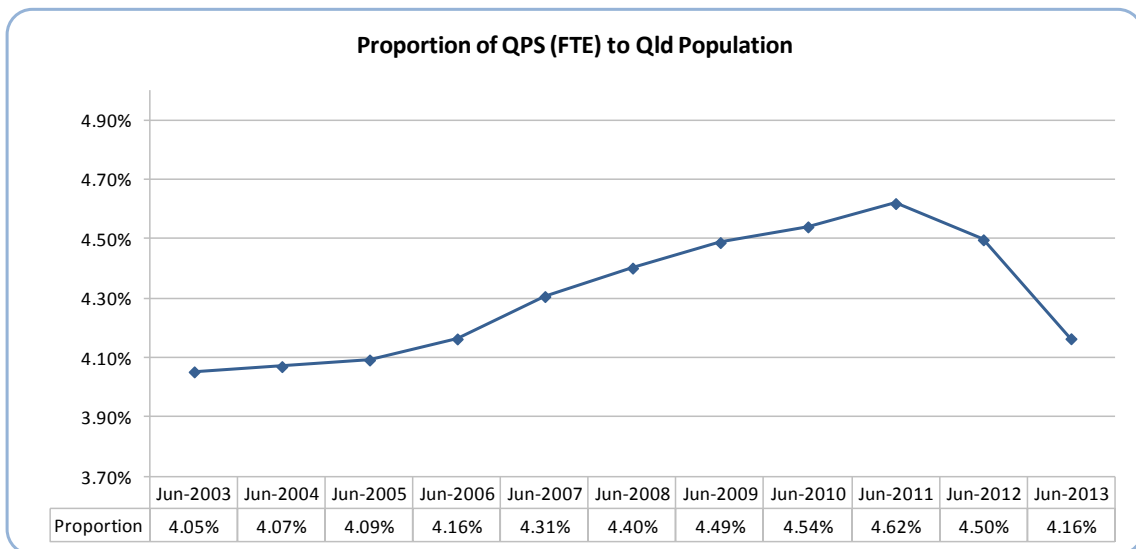
2. Since June 2003, the QPS has increased in size by 37,637 FTE or by nearly a quarter (ie 24.38%). However, over the last twelve months, there has been a decrease of 13,329 FTE (-6.29%). This is largely as a result of the government’s fiscal repair strategy, including the Establishment Management Program (EMP), as well as natural attrition. The effects of the EMP were also evident in the June 2012 FTE figures, as was the effect of the previous government’s Voluntary Separation Program which together generated a decrease in the size of the service for the first time in a decade.

Figure 3



3. The proportion of QPS employees to the Queensland Estimated Resident Population (ERP)¹ was increasing each year up until the 2011/12 financial year when it decreased slightly from 4.62% to 4.50%. The proportion has reduced down to 4.16% as at June 2013.

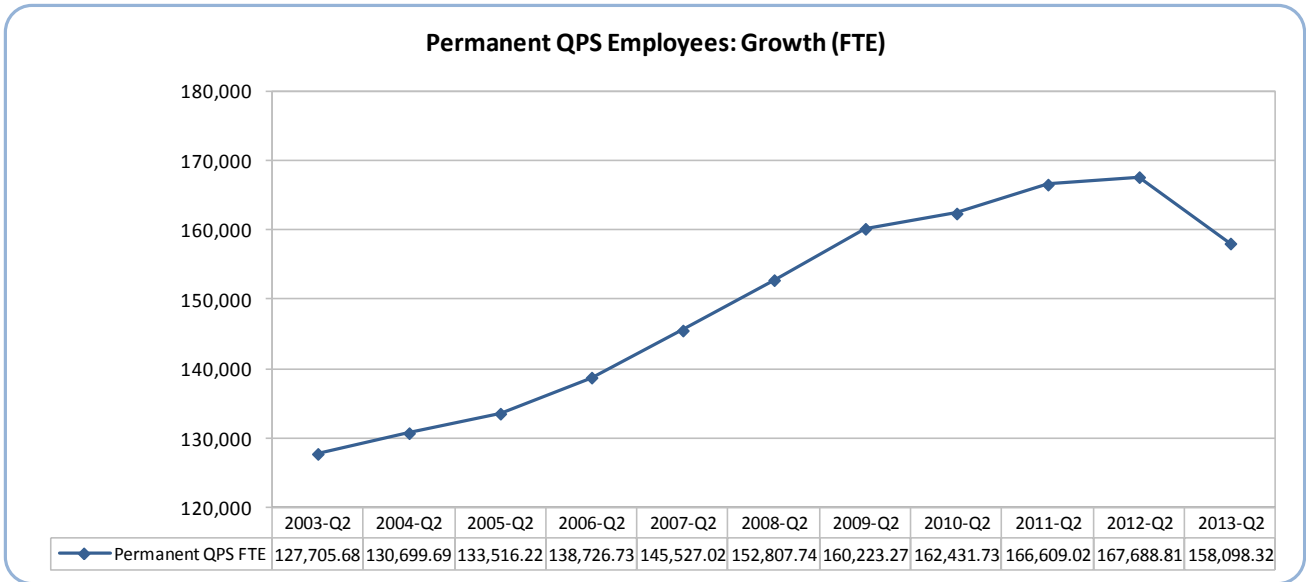
Figure 4



¹ The Queensland ERP is based on the December 2012 figures which were the latest figures released by the Australian Bureau of Statistics at the time of this publication (refer to ABS Cat 3101.0, Table 4 for Queensland ERP figures). The QPS figures are based on June 2013 MOHRI figures.

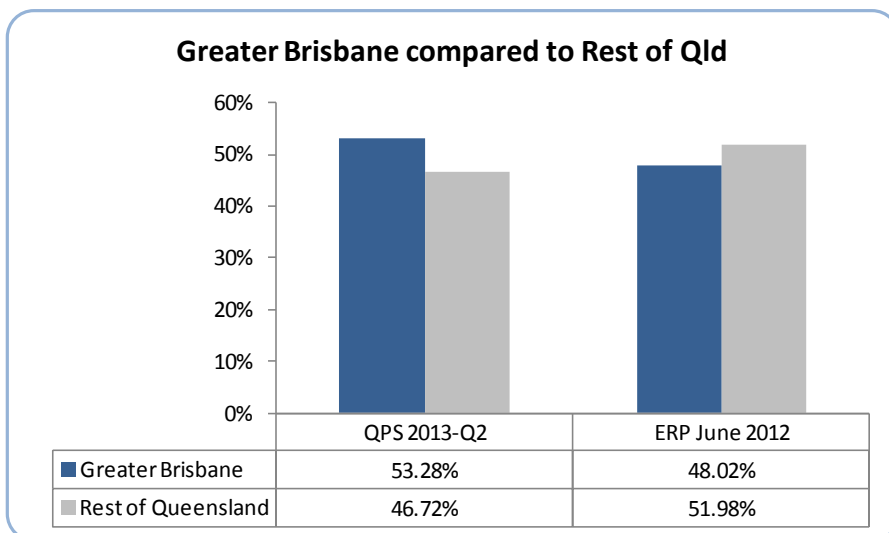
4. There has been an increase of 30,392.64 permanent FTEs over the ten year period, an increase of 23.80% which reflects the overall FTE increase. The proportion of permanent QPS employees is very similar in June 2013 to ten years ago in June 2003, about 82%. However, permanent FTEs dropped by only 5.72% over the last twelve months whereas overall FTEs dropped by slightly more (-6.49%). A more detailed look at the changes in distribution of the workforce over the last ten years in terms of permanent, temporary, casual and contract employees can be found towards the end of this report.

Figure 5



5. A higher proportion of the QPS workforce compared to the Estimated Resident Population² is located in the Greater Brisbane Statistical Area compared to the rest of Queensland.

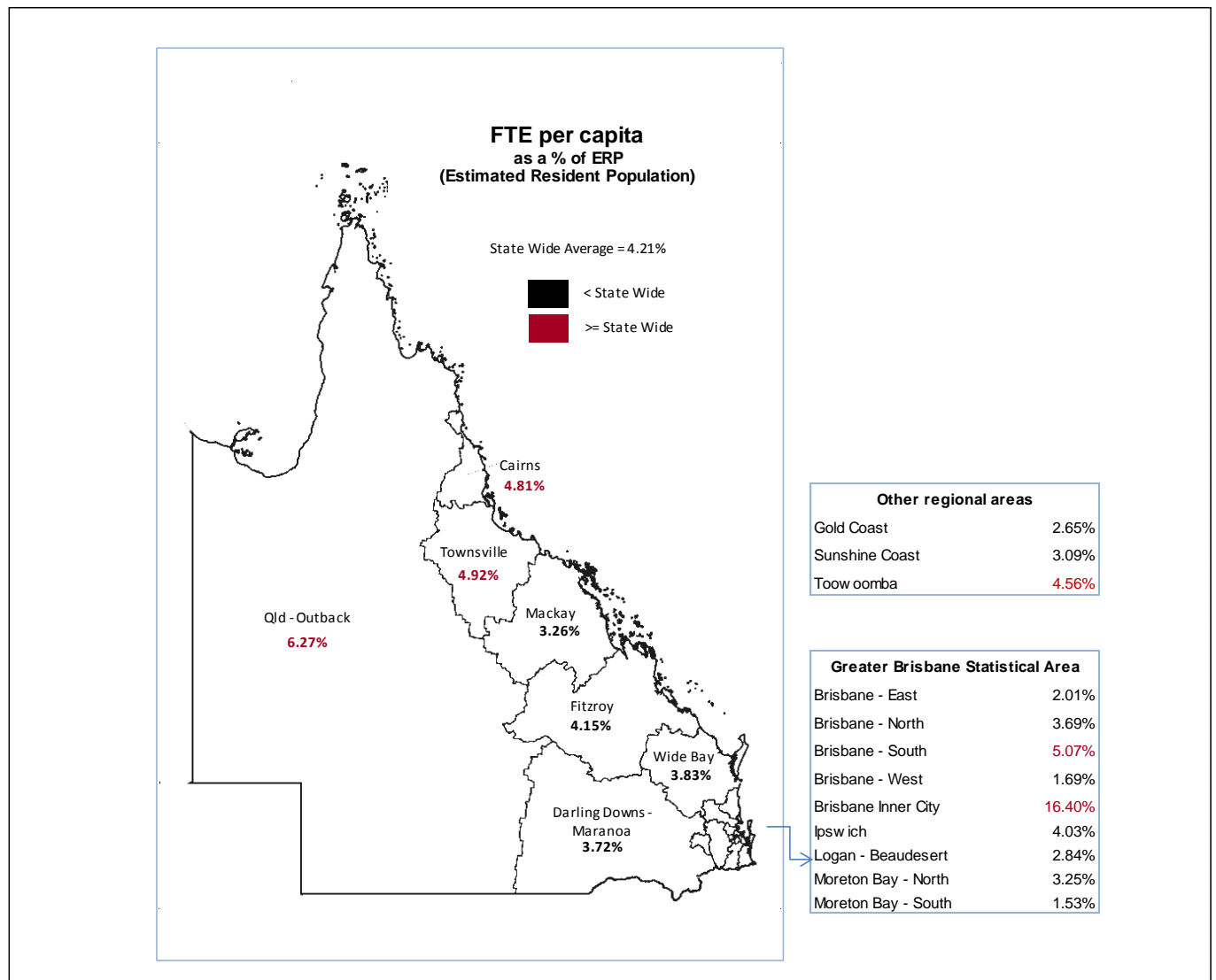
Figure 6



² The ERP figures are sourced from page 4 of the *Queensland Regional Profile for SA4 Region*, Government Statistician, Queensland Treasury and Trade, downloaded on 20 June 2013. Refer to *Definitions of Terms* at the back of this document for more detail about the Statistical Areas (under heading "Location").

6. Three statistical areas (Level 4) in the far north and west (Qld – Outback; Cairns; Townsville) as well as three in the south east corner (Toowoomba; Brisbane – South; Brisbane Inner City) have a higher proportion of public service employees to population³ than the state wide average of 4.21%. The remaining thirteen areas have a lower proportion of public service employees.

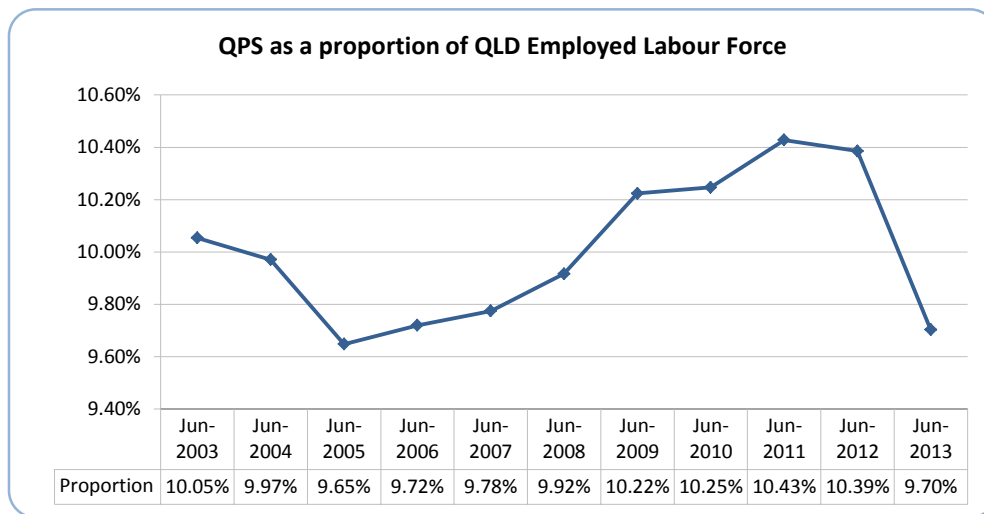
Figure 7



³ The population figures for each statistical area are sourced from page 4 of the *Queensland Regional Profile for SA4 Region*, Government Statistician, Queensland Treasury and Trade, downloaded 20 June 2013. The QPS figures (FTE) are based on June 2013 quarterly MOHRI figures.

7. The QPS as a proportion of the Queensland labour force⁴ grew from 9.65% to 10.43% in the six years to June 2011. It has declined in the last two years. In particular, there has been a steep decline down to 9.70% over the past twelve months. The current proportion is similar to that of seven years ago.

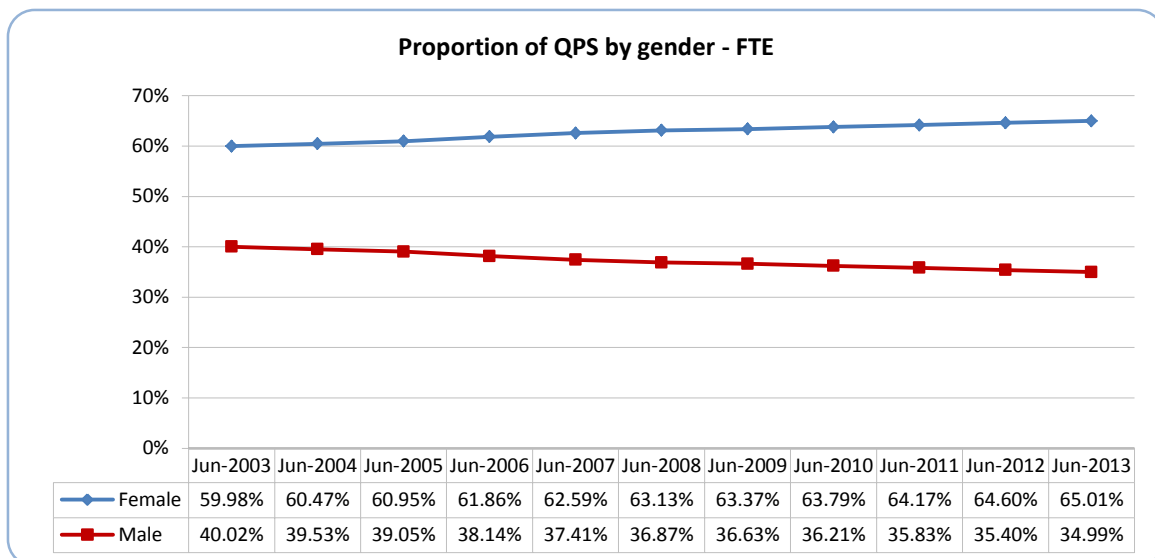
Figure 8



⁴Refer to ABS Cat.6202.0 Table 6 for Queensland employed labour force figures.

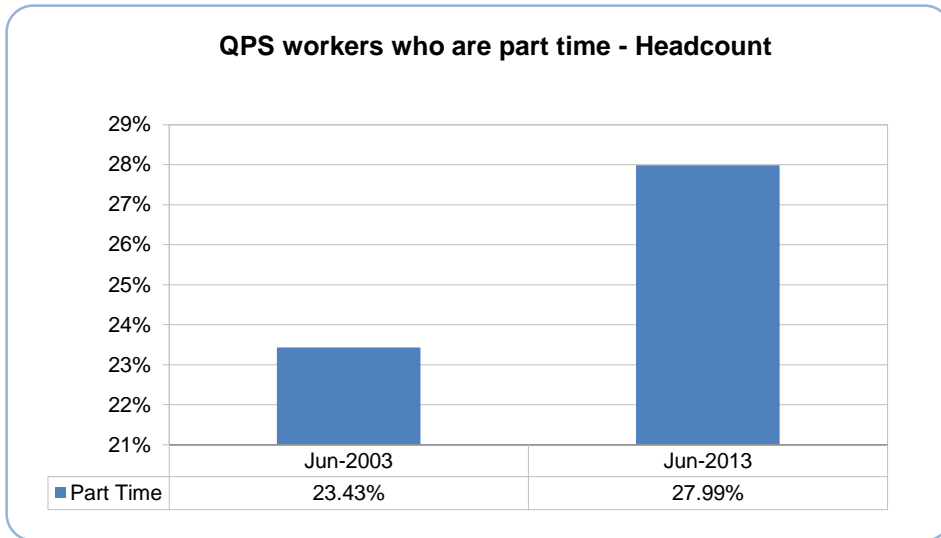
8. More women than men make up the QPS. Females have been an increasing proportion in the QPS workforce from 2003 (59.98%) to 2013 (65.01%).

Figure 9



9. The percentage of QPS part-time workers has increased since 2003, from 23.43% to 27.99%. 89.38% of part-time employees are female.

Figure 10



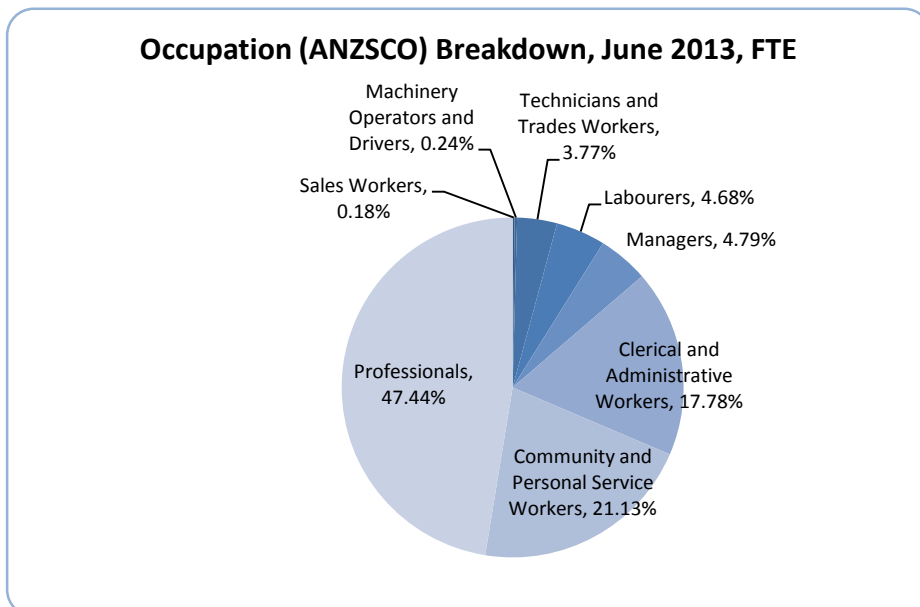
10. Nearly half of the QPS workforce (FTE) as at June 2013 was made up of professionals, more than a fifth by community and personal workers, and over 17% by clerical and administrative workers.

The professionals group includes teachers, higher level nurses, health practitioners, and doctors among others.

The community and personal workers group includes police, teacher aides, lower level nurses, operational ambulance officers and fire fighters among others.

Trend data is not available for this measure as this coding system was implemented in the past twelve months.

Figure 11

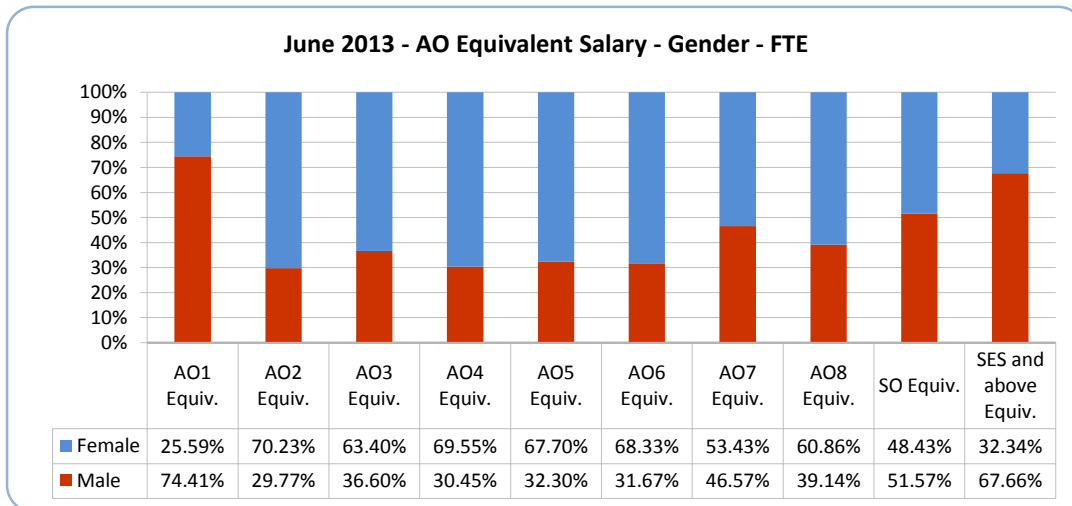


11. Employees whose salary is equivalent to an AO5 (\$77,644 p.a.) and below represent nearly two thirds (65.65%) of the QPS. Within this group, females are predominant (they comprise 67.44% of the group).

Women in very senior management (SES and above) are under-represented.

In summary, women are generally over-represented in the lower salary ranges (except AO1 equivalent) and under-represented in the highest salary range.

Figure 12



12. QPS separation rate is the percentage of QPS permanent employees who leave the service as a proportion of the permanent workforce.

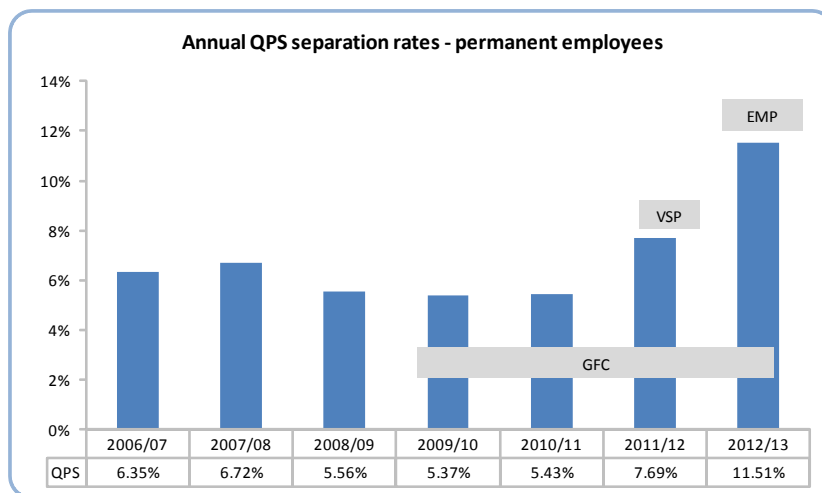
Between the 2007/08 financial year and the 2010/11 financial year, the proportion decreased from 6.72% to 5.43% which coincided with the start of the global financial crisis.

The separation rate for the 2011/12 financial year is significantly higher than the previous year mainly due to the Voluntary Separation Program and the start of the Establishment Management Program (EMP).

The separation rate for 2012/13 is higher largely due to the effects of the EMP.

In the last 12 months, 20,855 permanent employees exited the QPS. 13,646 were female (65.43%) and 7,209 were male (34.57%). Many of these employees were replaced in their roles. Whilst the overall number of permanent separations was particularly large and hence dissimilar to previous years, the proportion by gender of those leaving remained similar to previous years.

Figure 13

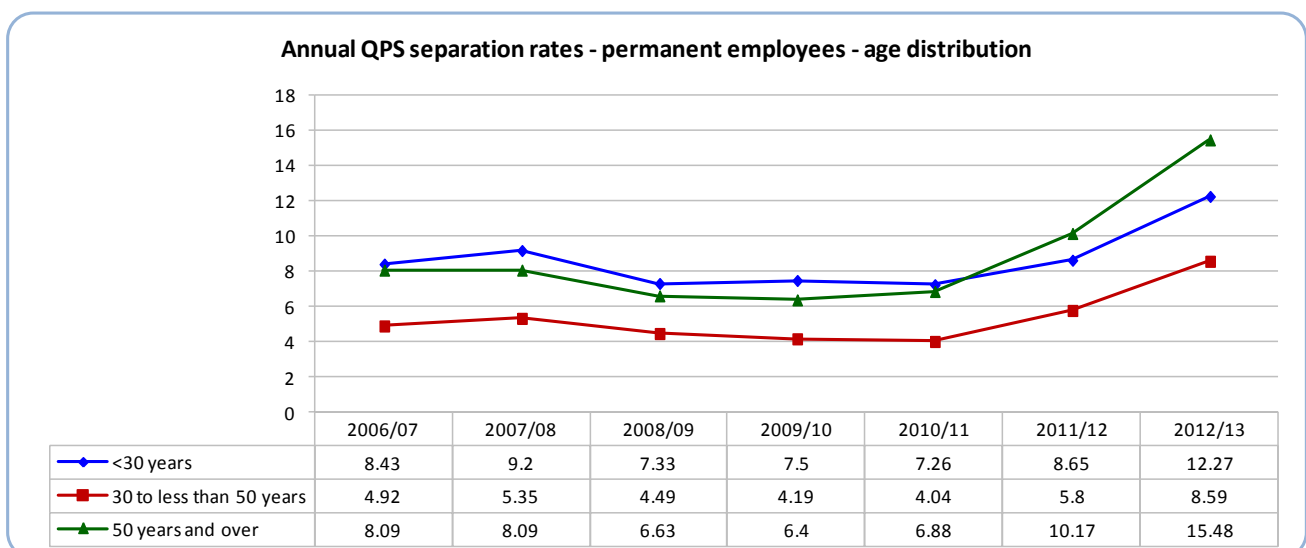


GFC = global financial crisis
 VSP = Voluntary Separation Program (previous government)
 EMP = Establishment Management Program

13. Separation rates can differ by age group. The figure below sets out the separation trends for 3 major age groups (under 30 years; 30 years to less than 50 years; 50 years and over) as a proportion of their demographic groups.

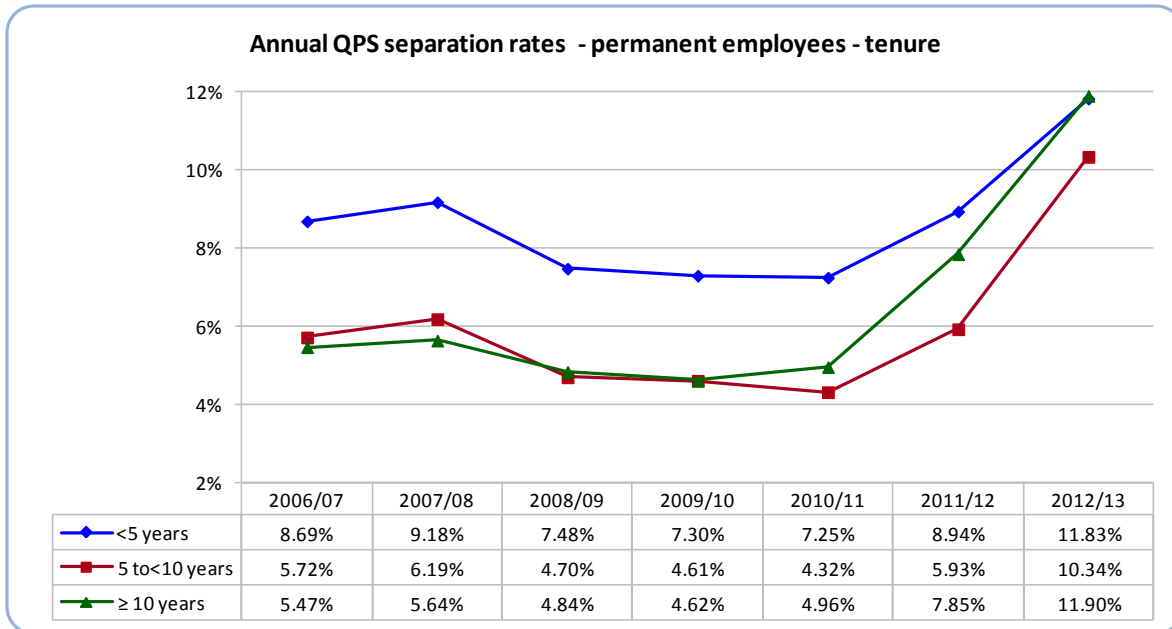
Up until 2010/11, the less than 30 years group were more likely to leave the QPS than other age groups. However, the 2011/12 financial year saw the 50 years and over group reverse this pattern. The participation of older workers in the Voluntary Separation Program contributed to this increase. In 2012/13 all three age groups experienced very high separation rates, with the 50 years and over group experiencing the highest rate of all. The Establishment Management Program and the offering of voluntary redundancy packages to permanent employees were the main contributors to this increase.

Figure 14



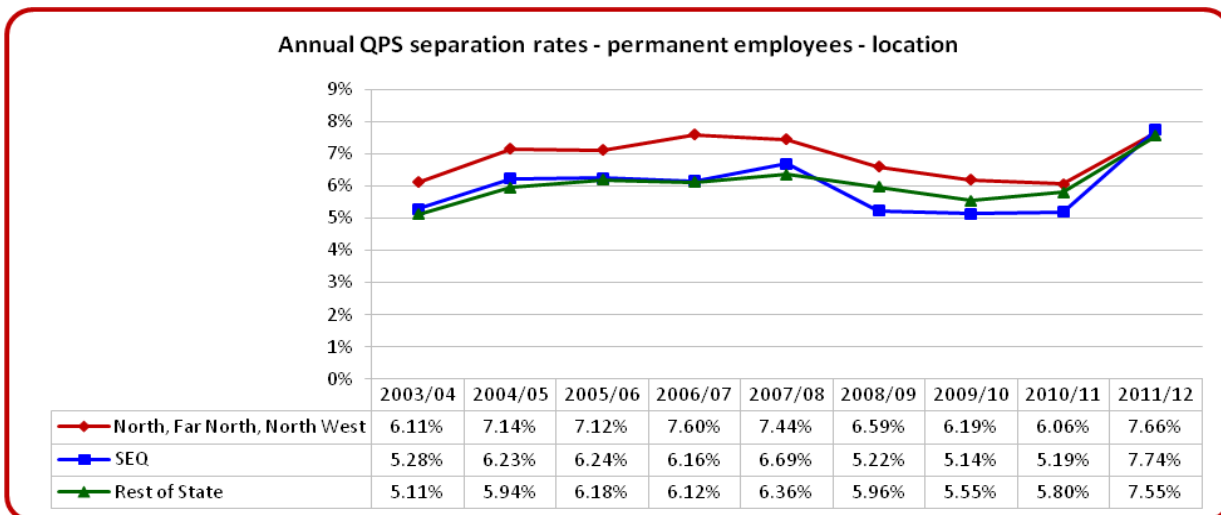
14. Permanent employees who have worked for less than five years in the QPS are usually more likely to leave than people with longer tenure. However, for the first time, in 2012/13, employees with greater than or equal to ten years QPS tenure exited at a similar rate to those with less than five years tenure.

Figure 15



15. Historically, using Statistical Divisions, employees in the north and western parts of the state were more likely to leave the QPS. However, in 2011/12 the separation rate in all areas of the state was similar. This was during the period of the previous government’s Voluntary Separation Program and the start of the current government’s Establishment Management Program.

Figure 16



In 2012/13 the annual separation rate cannot be done as part of this series as the PSC have implemented the new ABS standard geography which has different boundaries. As an interim measure, the new graph series (**currently contains nine months of data only**) has been included below. It is based on Statistical Area 4 (SA4) and the also Greater Capital City Statistical Area.

The new geography breakdown shows the highest separation rate was in the Greater Brisbane area (particularly in Brisbane Inner City and Brisbane – East areas) and the Queensland – Outback areas. Outside of the Greater Brisbane areas, the Sunshine and Gold Coasts had the lowest 9 month separation rates.

Figure 17

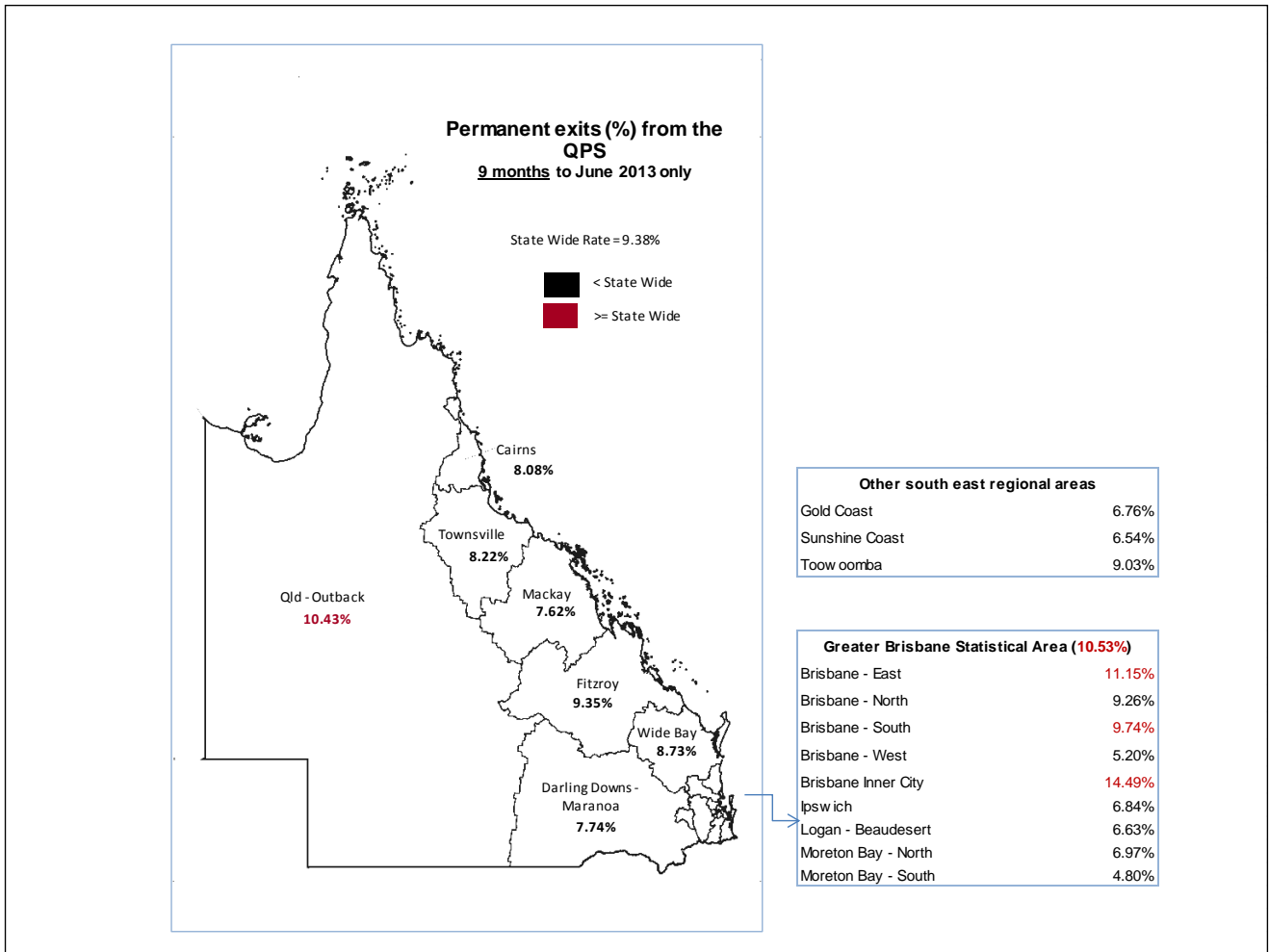
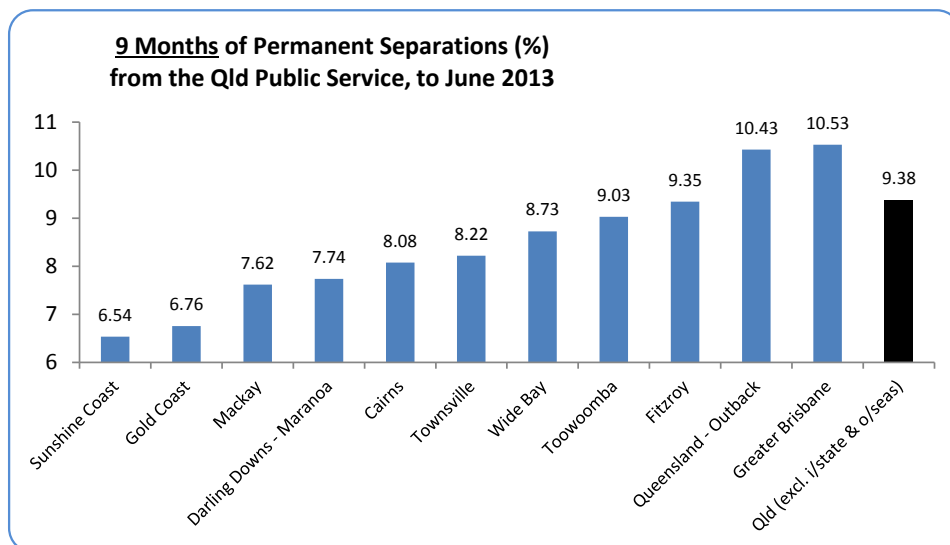
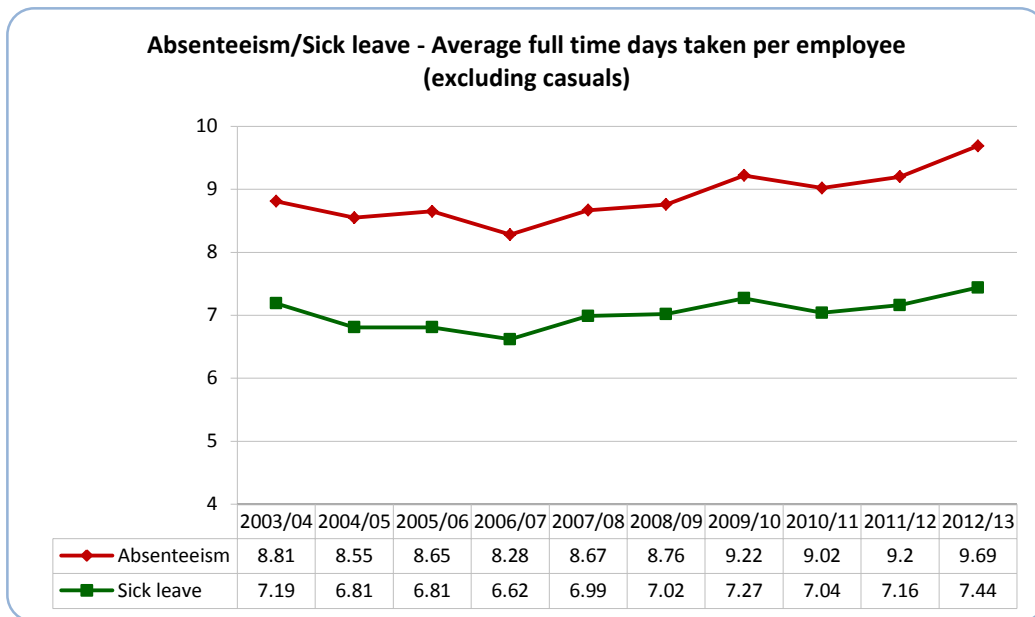


Figure 18



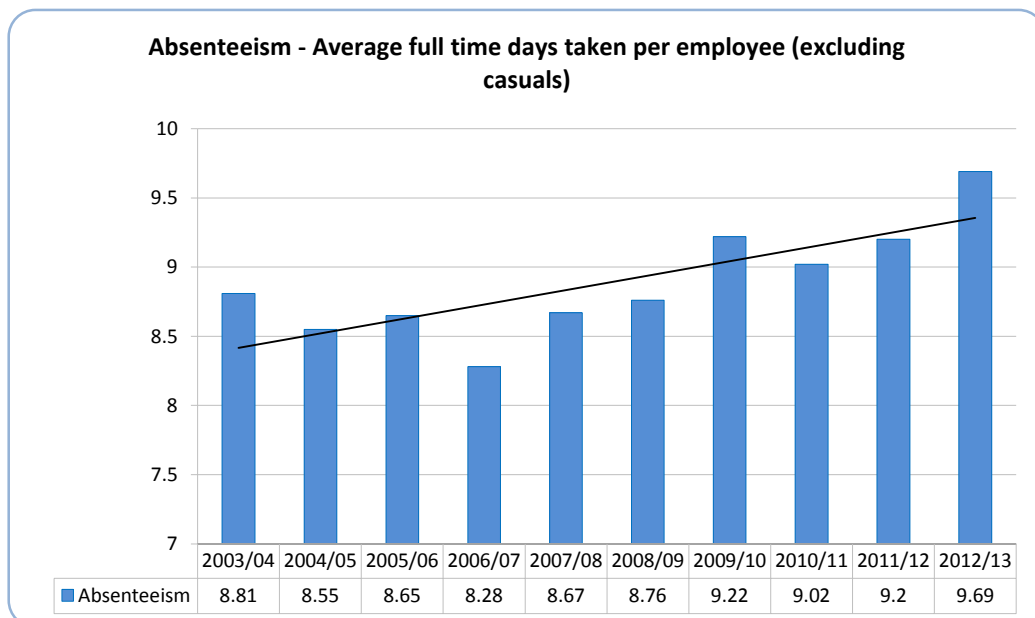
16. The average full time days taken per employee (excluding casuals) in terms of absenteeism and sick leave since 2003 has increased. Sick leave currently comprises approximately 77% of total unplanned absenteeism, slightly less than has historically been the case.

Figure 19



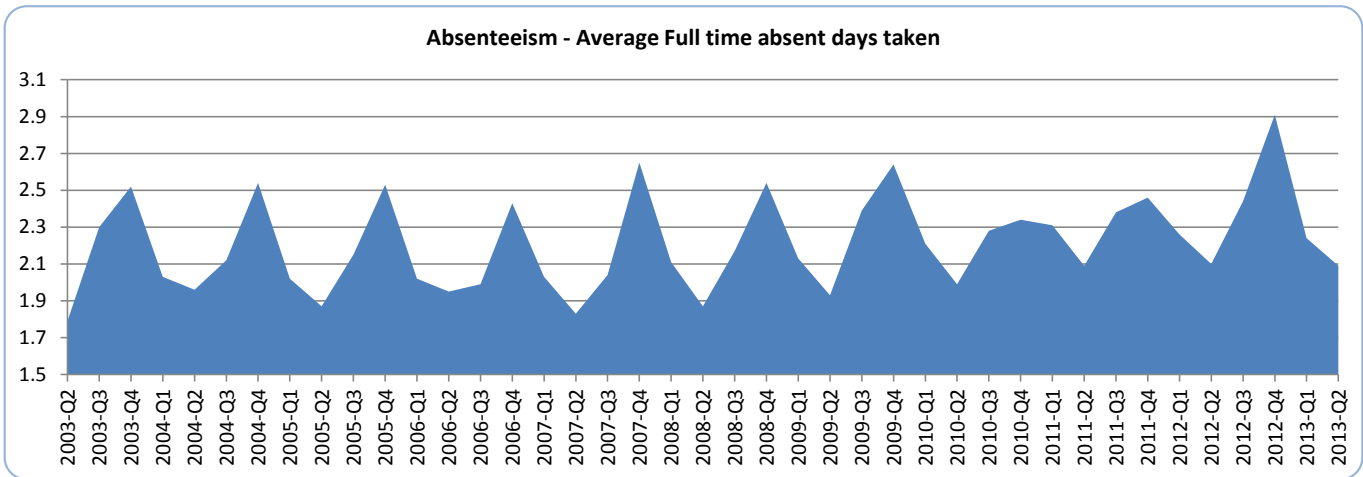
Over the past year, the average days taken per employee has increased from 9.2 to 9.69 days. Over the last ten years there has been an upward trend with the latest year, 2012/13, showing the highest figure of the last decade.

Figure 20



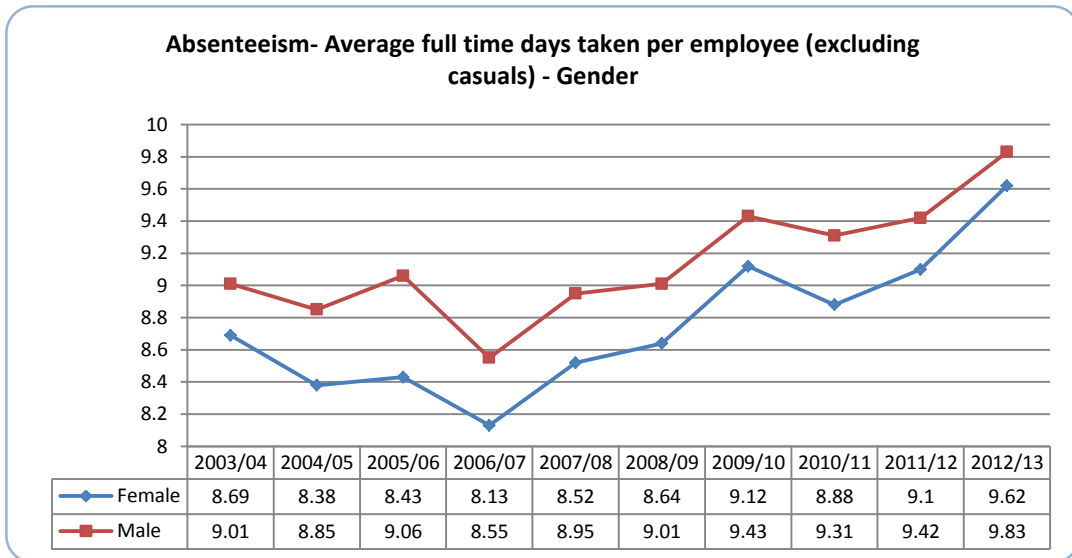
It is important to reflect on the seasonal nature of absenteeism. Given sick leave comprises up to about 80% of absenteeism (77% in the past year), the seasonal nature of sick leave (eg due to cold and flu season) impacts heavily on absenteeism. When viewed with this in mind, in the last year absenteeism levels have risen above 'usual' seasonal levels of previous years. The rate of absence was particularly high in the second half of the 2012 calendar year, but has reduced to slightly lower levels than recent years in the first half of the 2013 calendar year.

Figure 21



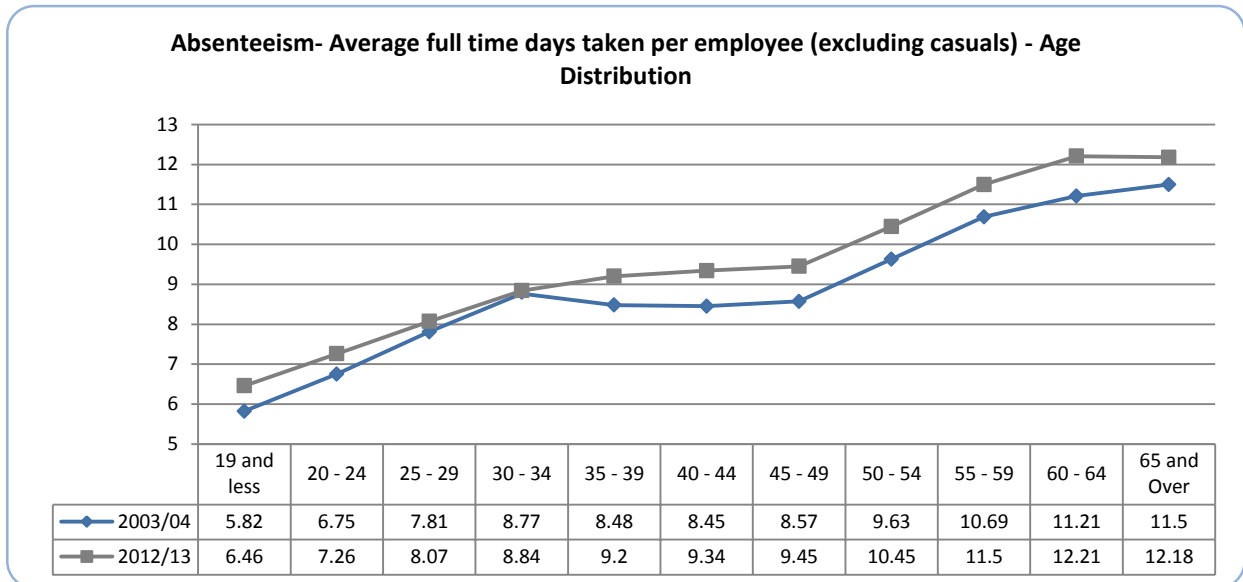
17. Every year for the past ten years to 2012/13, male employees have been absent on more occasions than females.

Figure 22



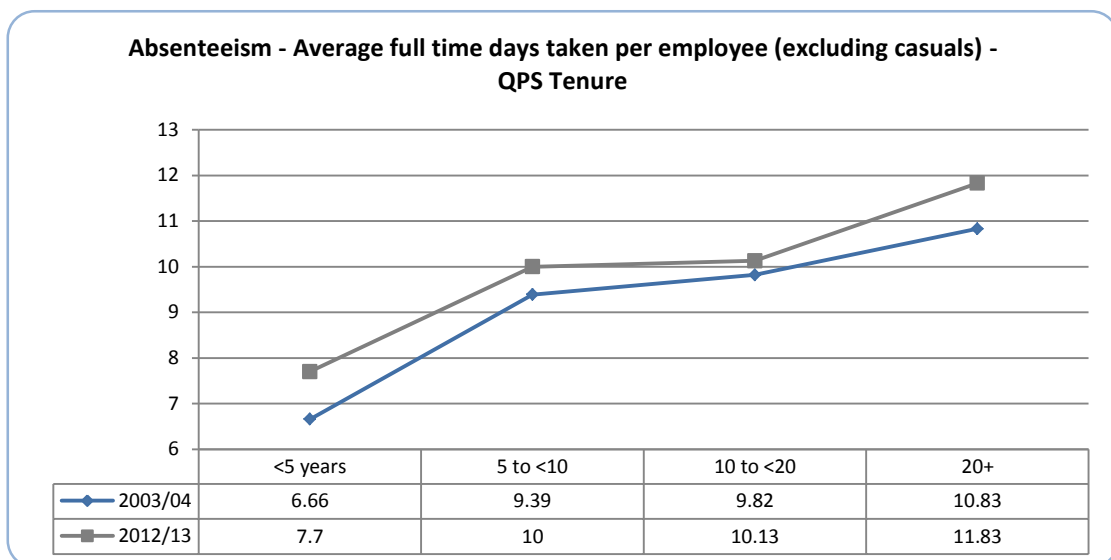
18. When absenteeism is looked at in terms of five year age cohorts, levels increase with age until about 34 years. There is a plateauing effect between 35 to 49 years. From 50 to 64 years the trend rises again with every five year age cohort. These patterns were evident in 2003/04 and ten years later in 2012/13. This is a particularly relevant trend given the ageing QPS workforce covered later in this report.

Figure 23



19. Absenteeism levels are the lowest for employees with less than five years QPS tenure. Employees with QPS tenure between 5 and 10 years and between 10 and 20 years have similar absenteeism levels. Employees with greater than 20 years tenure have the highest absenteeism levels of all the tenure groups. These patterns were evident in 2003/04 and ten years later in 2012/13.

Figure 24



20. Generally speaking, lower paid employees are absent more often than higher paid employees. Employees at AO2 to AO6 equivalent levels take more absent days than employees at AO7 and above equivalent salary levels.

Figure 25

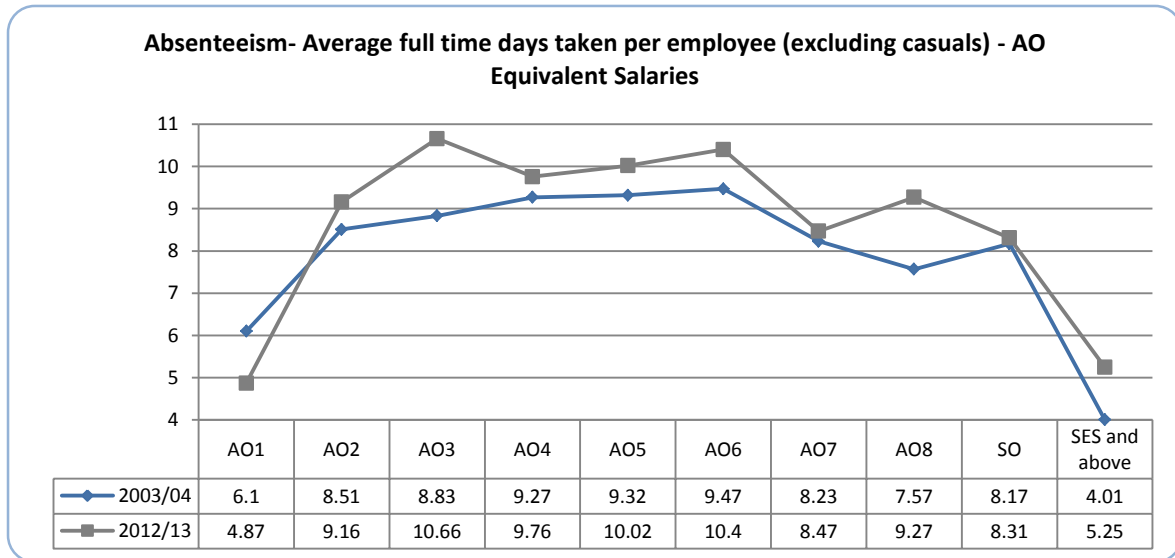
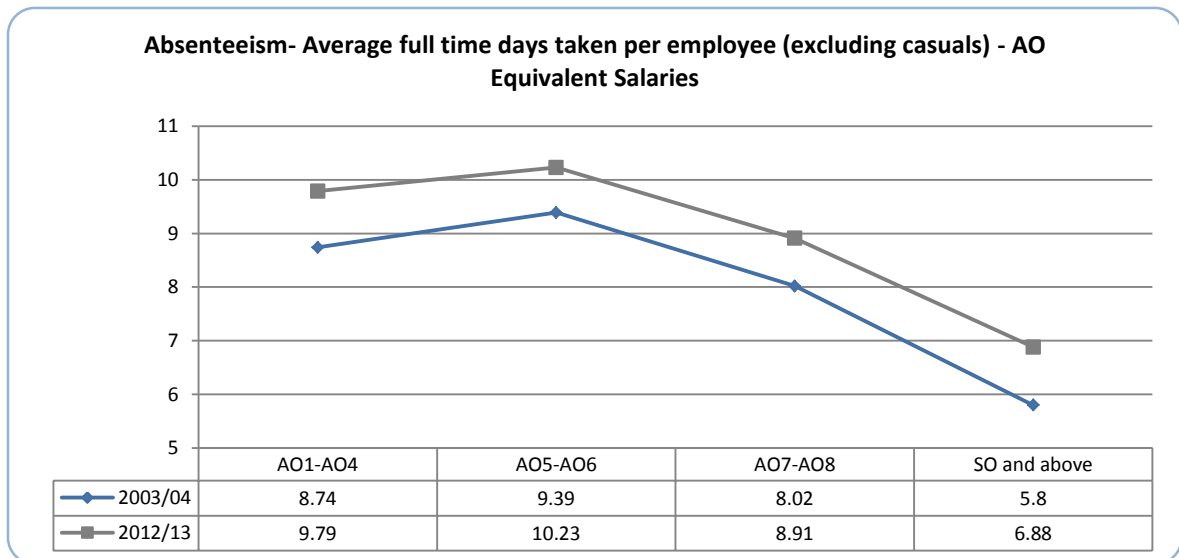
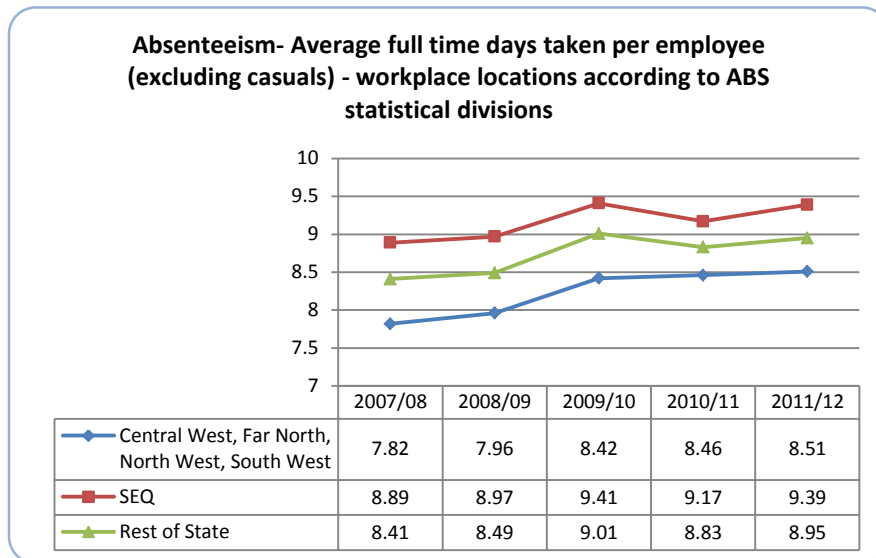


Figure 26



21. Historically, employees in the north and western parts of the state were absent less often than employees in the south east corner of the state.

Figure 27



In 2012/13 the absent full-time days cannot be done as part of this series as the PSC have implemented the new ABS standard geography which has different boundaries. As an interim measure, the new graph series (**currently contains nine months of data only**) has been included below. It is based on Statistical Area 4 (SA4) and the also Greater Capital City Statistical Area.

The new geography breakdown shows the number of absent full-time days was highest in the Wide Bay statistical area (7.45 days) and Greater Brisbane (7.41 days) and lowest in the Maranoa statistical area (5.98 days). This is for the nine month period to June 2013 collection quarter only. The western and very far northern Queensland areas continued to have the lower absence levels as per the historic series.

Figure 28

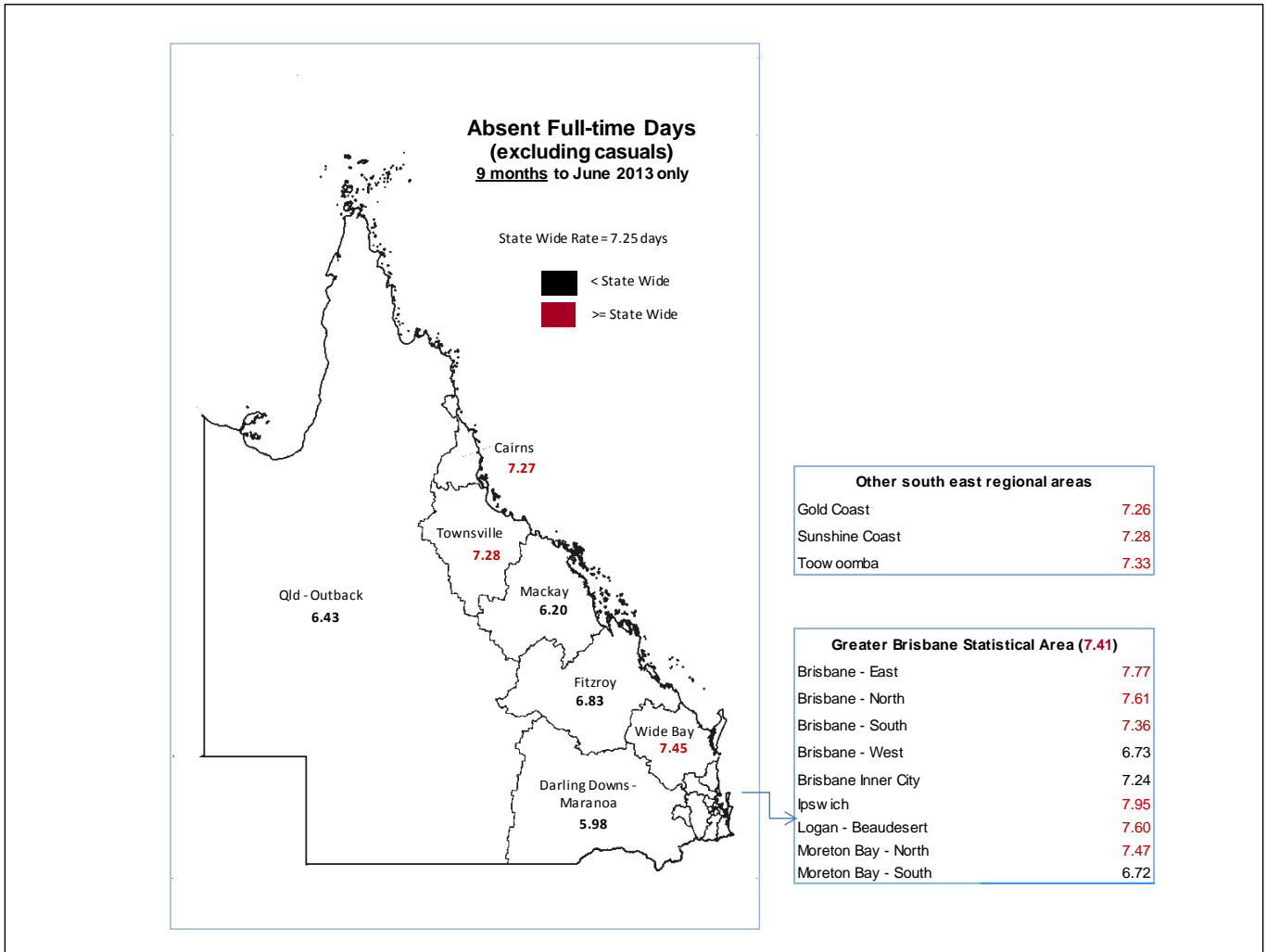
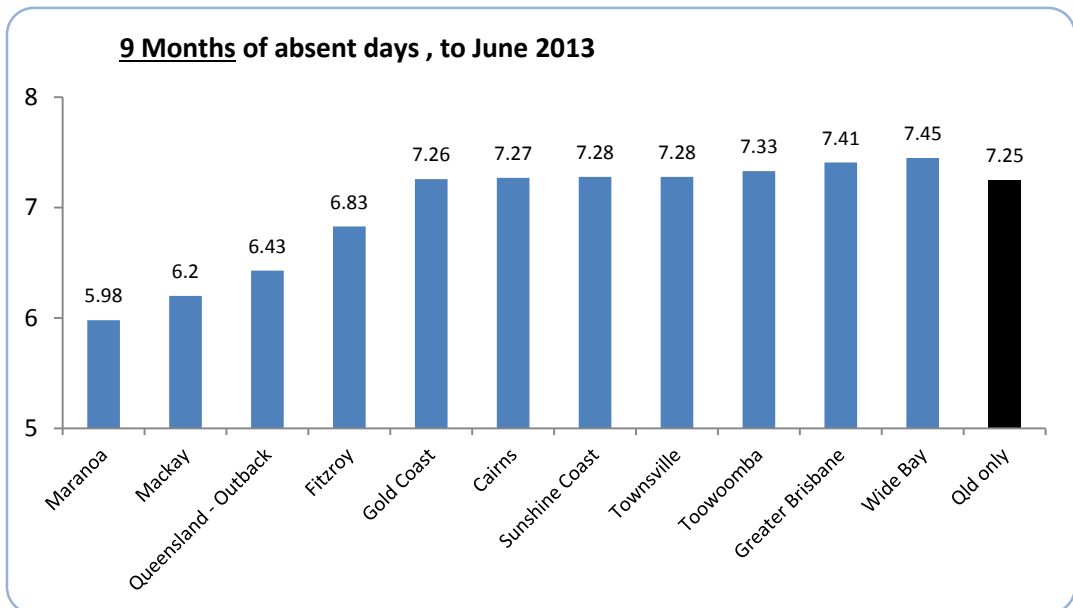


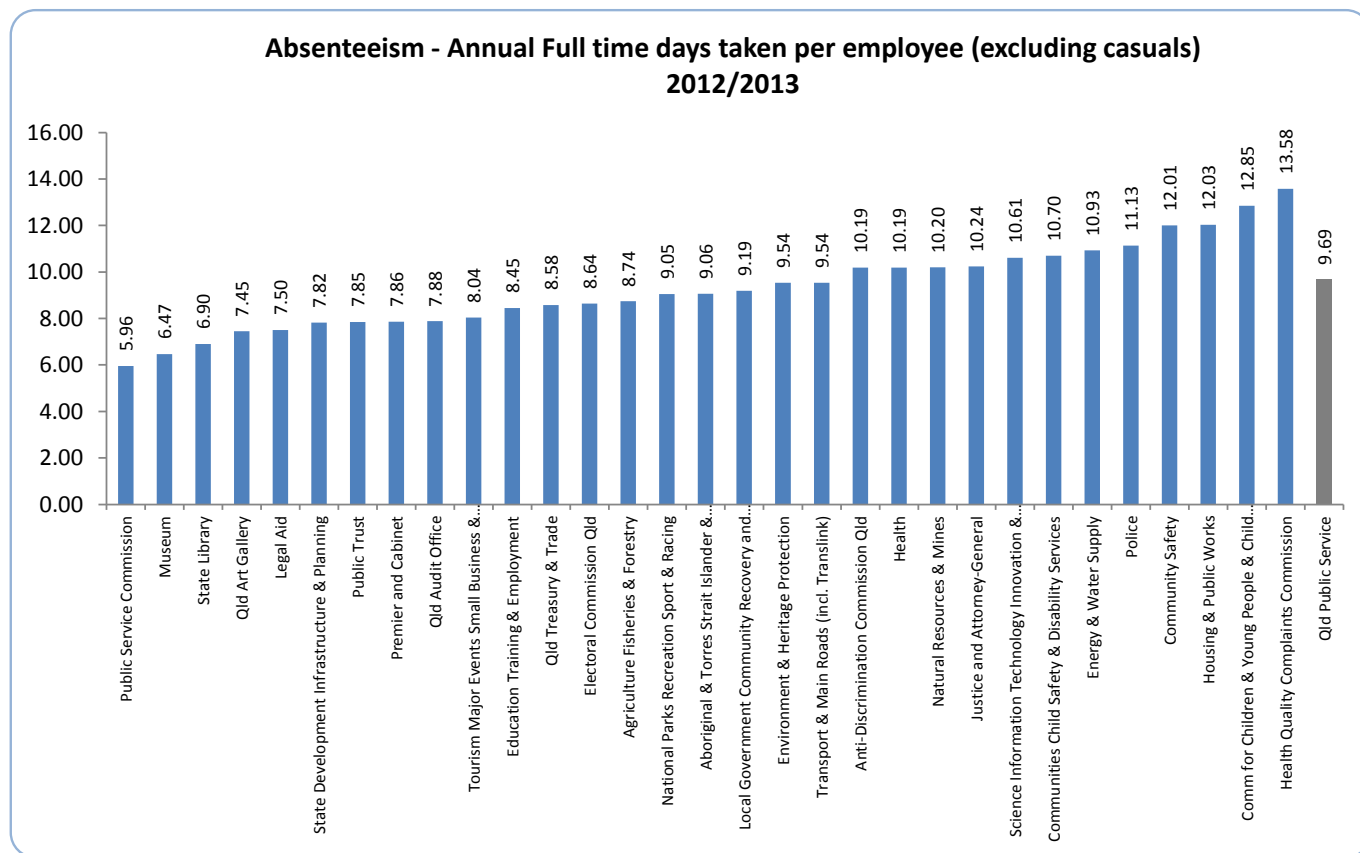
Figure 29



22. The absent full time days taken per employee, by department is shown below⁵. Non-departments (ie Public Service Offices) are also shown, given the scope of this *Workforce Characteristics* report is the Queensland Public Service. There is very wide variance in agency performance on this measure.

The direct and estimated indirect absenteeism costing information and jurisdictional information, where available and approved for release by other jurisdictions, is planned to be made available in the Public Service Commission’s 2013 *State of the Service Report* due to be released in November 2013.

Figure 30



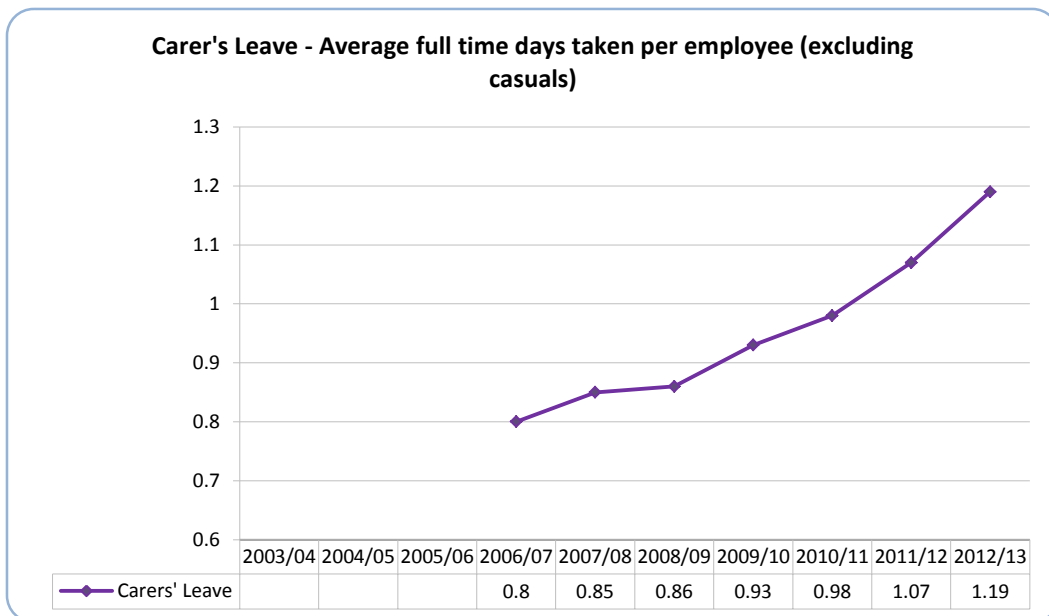
⁵ In June 2012 the Auditor-General of Queensland recommended in the report *Managing employee unplanned absence* (Report 4: 2012, page 4) -

“Public Service Commission include in its publicly available reports:

- the absenteeism rates and trends for all departments;
- the annual direct and estimated indirect costs of absenteeism in the Queensland Public Service; and
- appropriate comparative benchmarks of the Queensland Public Service absenteeism rates with other jurisdictions and sectors.”

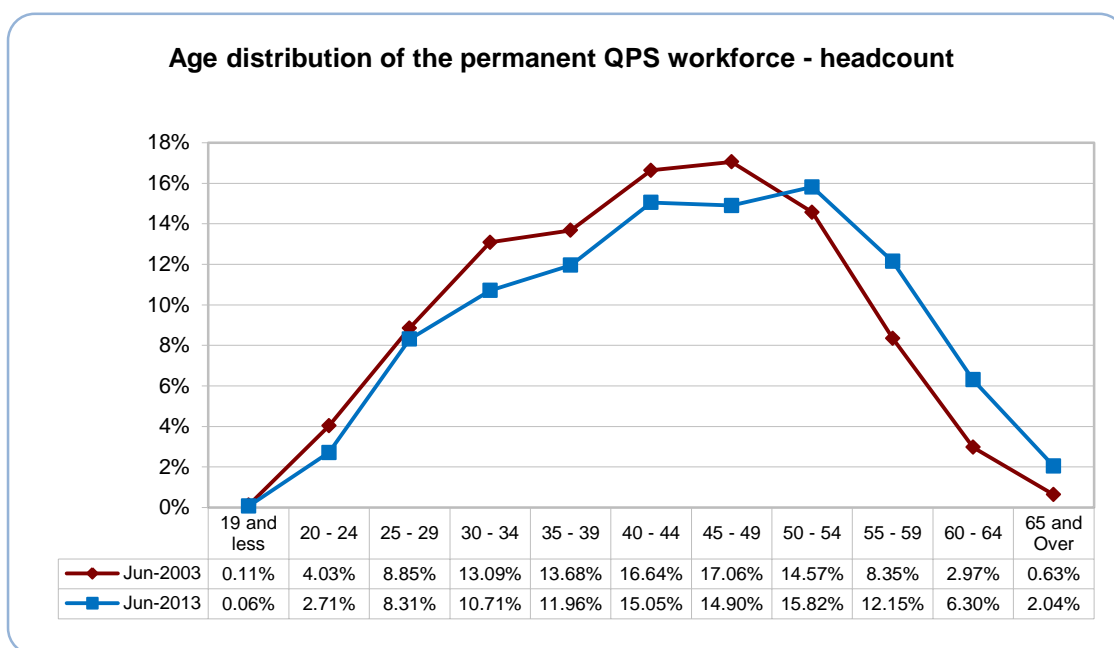
23. Since 2006/07 carers' leave has increased by 48.75% from 0.8 days to 1.19 full time days per employee. It should be noted that carers' leave was not reported separately in MOHRI data prior to 2006/07.

Figure 31



24. The permanent QPS workforce is ageing. In 2003, 26.52% of the permanent workforce were aged 50 years and over. In 2013, over a third (36.31%) of the permanent workforce were aged 50 years and over.

Figure 32



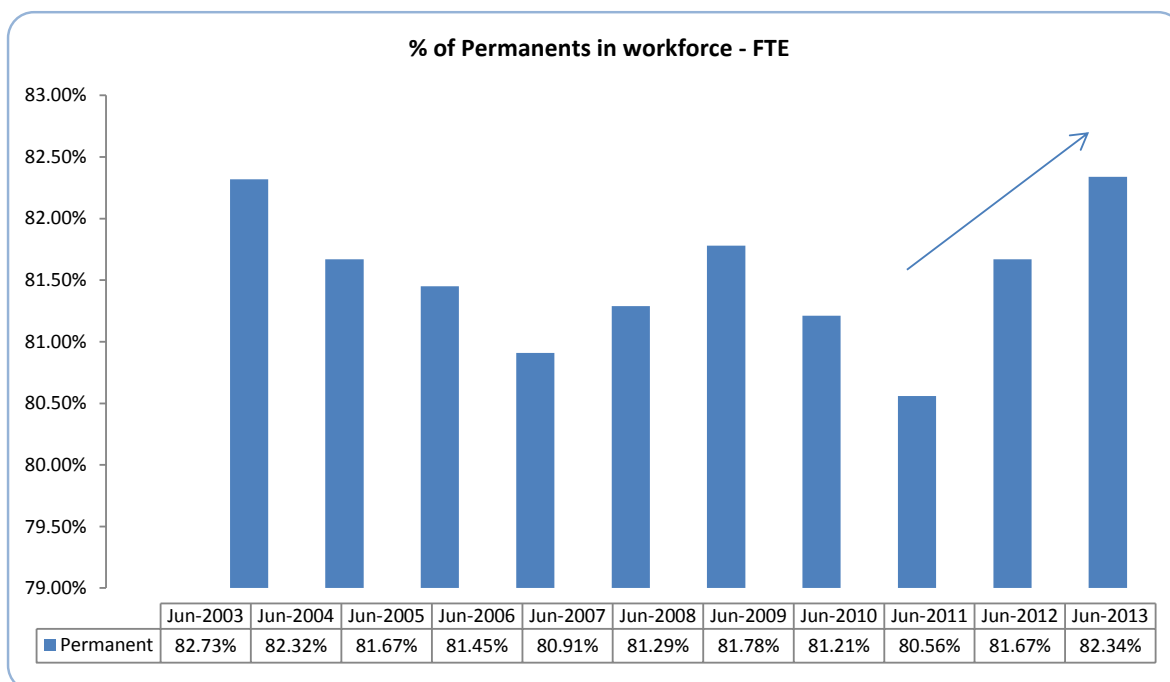
25. The average age of permanent QPS employees retiring was slowly increasing over 6 years from 59.97 years in 2005/06 to 61.33 years in 2011/12. In the last year it dropped slightly to 61.30 years.

Figure 33



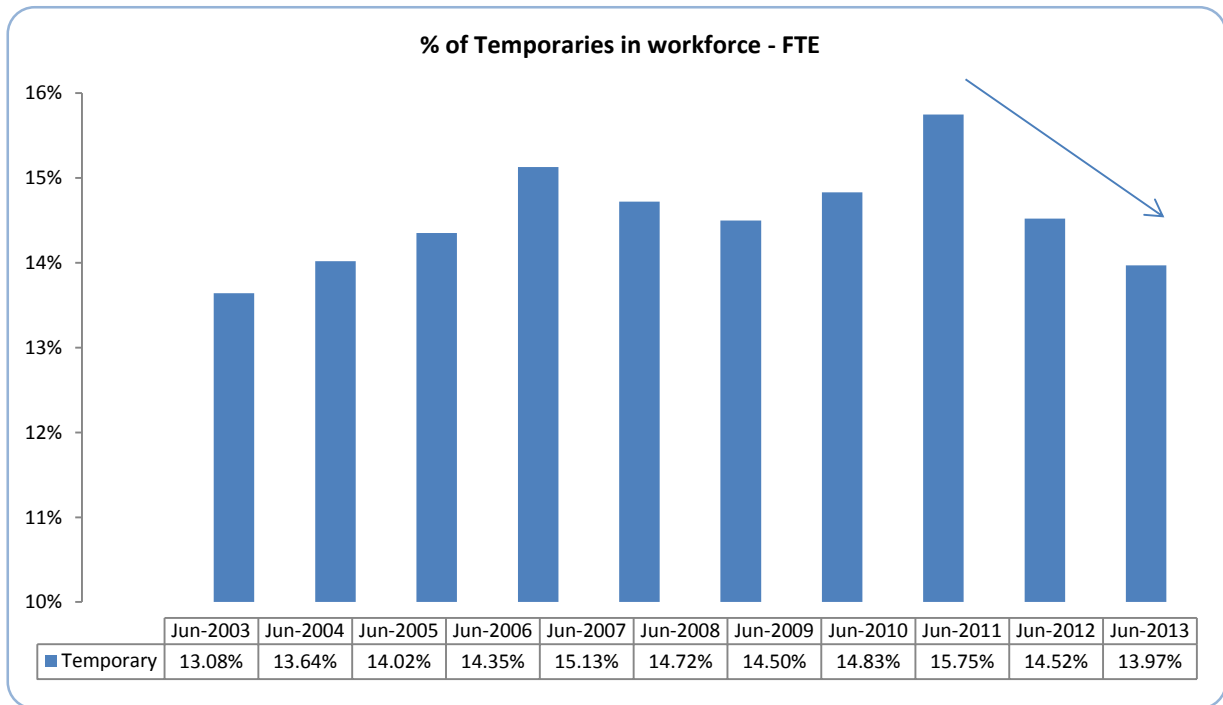
26. Permanent employment in the QPS remains high at around 82% of the workforce (FTE). It has increased slightly over the last two years, from 80.56% to 82.34% (permanent FTEs have decreased by 8,510.70 over the two years, however, permanents have increased as a proportion of the workforce because of bigger drops in temporary employees). Permanency in the QPS is at its highest level since 2003.

Figure 34



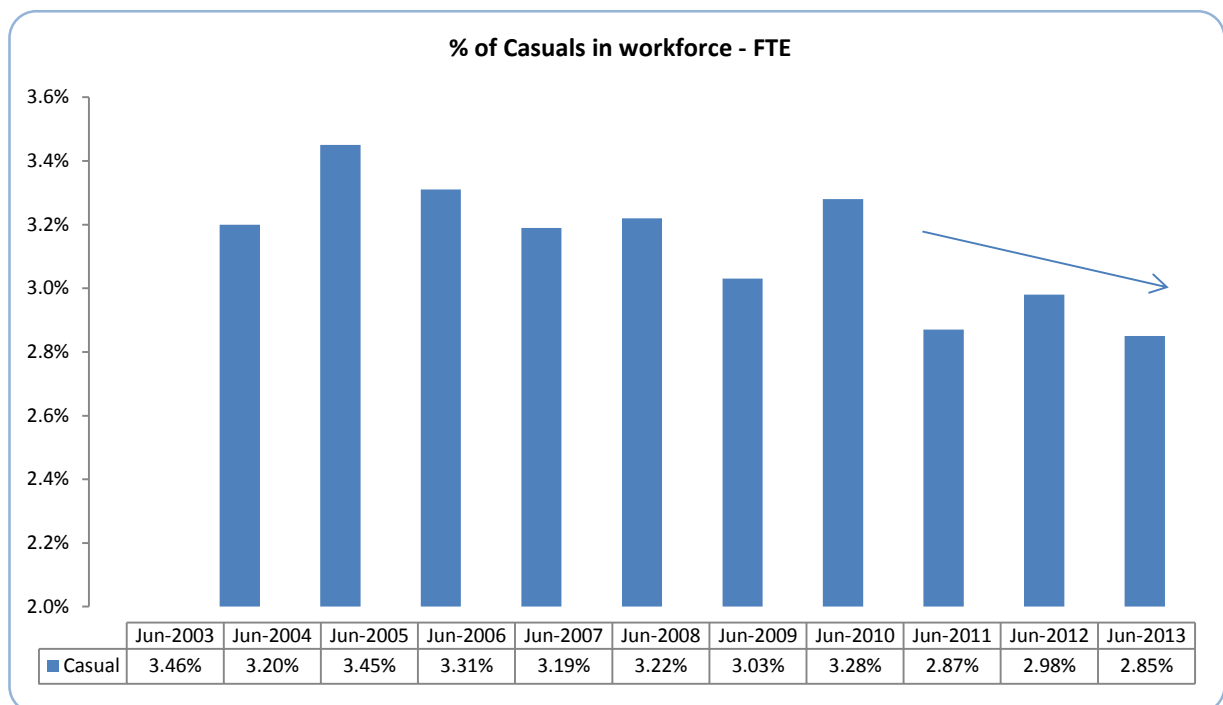
27. Temporary employment in the QPS has decreased over the last two years (-5,746.45 FTE).
 Temporaries make up nearly 14% of the workforce as at June 2013, a falling proportion over the last two years and similar to the levels of eight years ago.

Figure 35



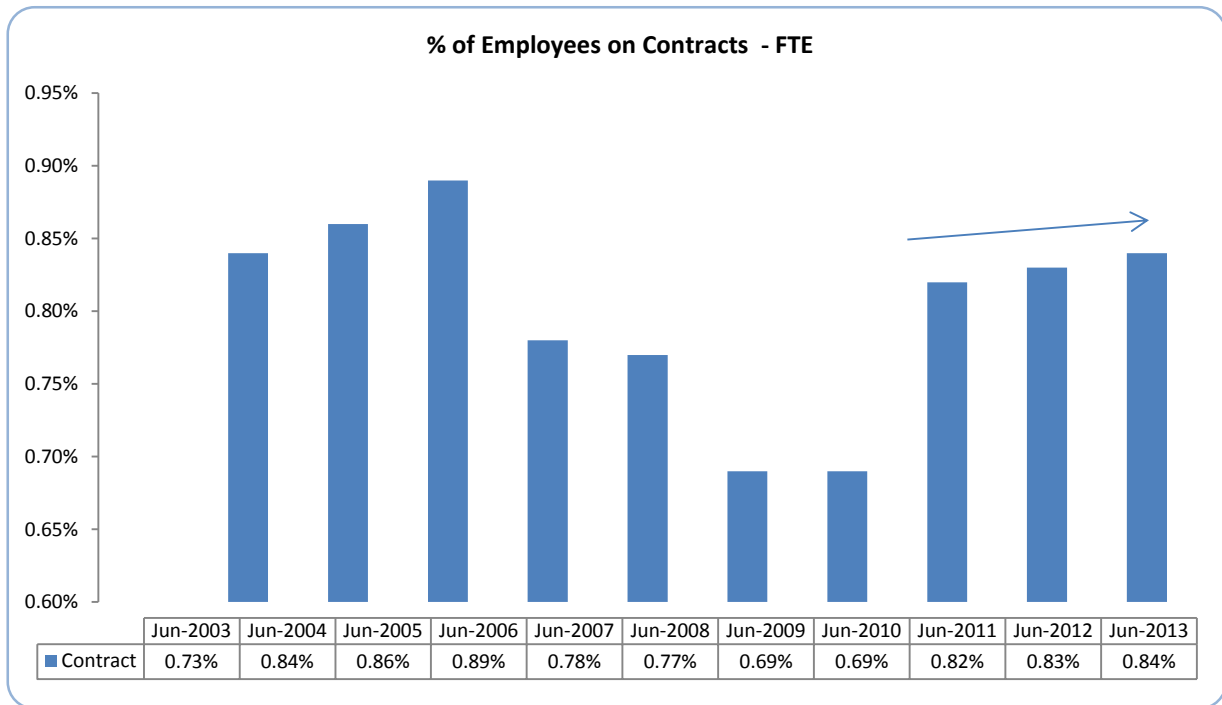
28. Casual employment in the QPS has remained just under 3% of the workforce over the last three years. These last three years have seen the lowest proportions of casuals in a decade.

Figure 36



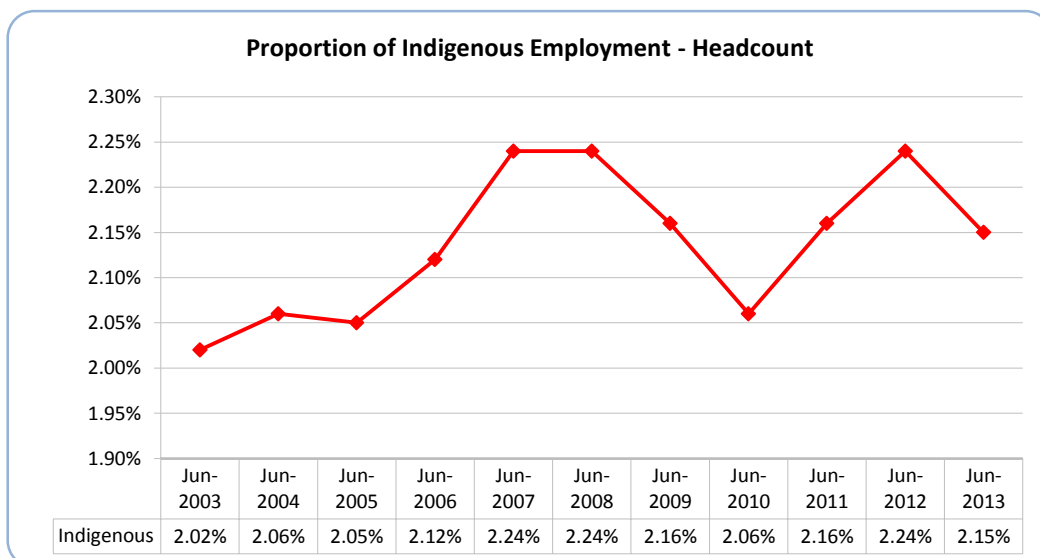
29. The proportion of the workforce employed on contracts (refer to definitions at the back of the report for the definition of contract) in the QPS has remained fairly stable at around 0.8% of the workforce over the last three years.

Figure 37



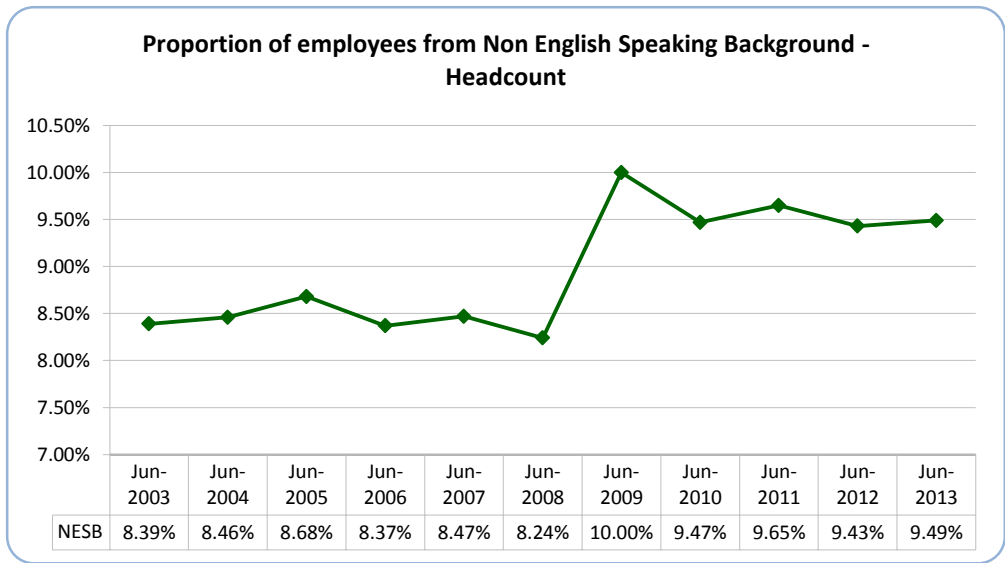
30. Indigenous employment has decreased in the QPS over the past year.

Figure 38



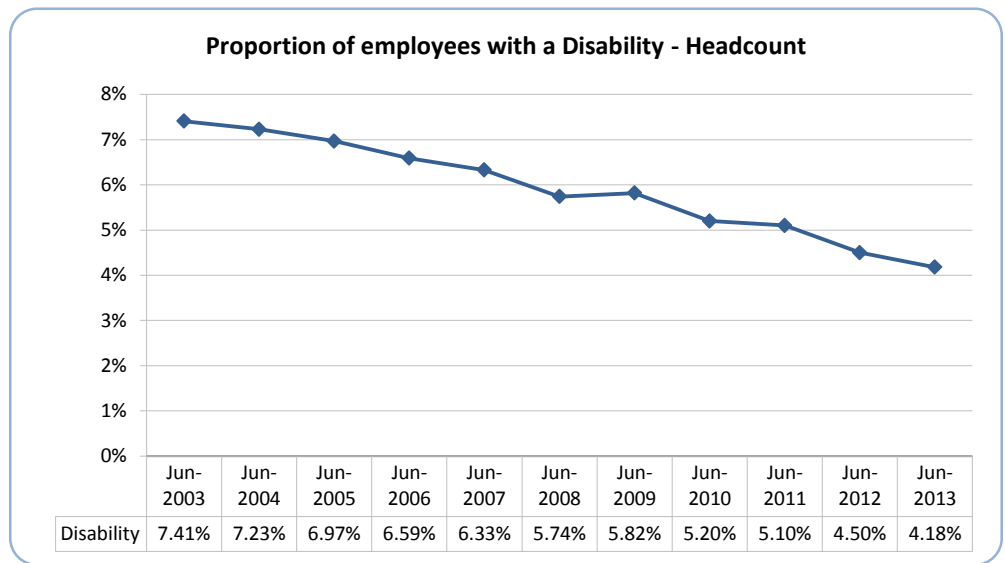
31. The proportion of employees identifying as being from non English speaking backgrounds has increased over the 10 year period. It has been at a fairly steady level of about 9.5% for the last four years.

Figure 39



32. The proportion of employees who have identified themselves as having a disability has decreased over the past 10 years.

Figure 40



Definitions of Terms

Term	Definition/Notes
Absenteeism	<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 (eg data reported for the financial year 2011-12 represents leave taken in 12 month period to 31 March 2012).</p>
Age Groups	<p>5 year age cohorts, namely:</p> <ul style="list-style-type: none"> • 19 and less • 20-24 years • 25-29 years • 30-34 years • 35-39 years • 40-44 years • 45-49 years • 50-54 years • 55-59 years • 60-64 years • 65 and Over <p>The cohorts may be rolled up to three wider groups, namely less than 30 years, 30-50 years and 50 years and over.</p>

Term	Definition/Notes
AO Equivalent Salary (FTE)	<p>AO Equivalent Salary (FTE) is based on 2 factors:</p> <p>(1) Full-time equivalent (FTE) salaries are based on all employees working their full-time hours and receiving their full-time salary in terms of the relevant award/enterprise bargaining agreement irrespective of the actual hours an employee works.</p> <p>(2) FTE salaries for all employees are grouped according to the salary ranges for each AO classification under the State Government Departments Certified Agreement 2009 (refer to Administrative Stream Salary Schedule on page 27, http://www.psc.qld.gov.au/publications/awards-and-agreements/assets/state-government-departments-certified-agreement-2009.pdf), the salary ranges prescribed for the SO classifications and the classifications equal to and above SES as prescribed by Directives 1/2013 and 2/2013 respectively (refer to http://www.psc.qld.gov.au/publications/directives/assets/2013-01-Senior-Officers-Employment-Conditions.pdf and http://www.psc.qld.gov.au/publications/directives/assets/2013-01-Senior-Executive-Service-Employment-Conditions.pdf).</p>
Annual Salary (FTE)	<p>Full-time equivalent (FTE) salaries are based on employees working their full-time hours and receiving their full-time salary in terms of the relevant award/enterprise bargaining agreement irrespective of the actual hours an employee works.</p> <p>Information on salary is collected as at the snapshot date and is extrapolated over a 12-month period.</p>
ANZSCO (Occupation coding)	<p>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. This report contains information at the highest summary level.</p>
Appointment Type	<p>Either permanent, temporary, casual or contract (refer to specific definitions for each term).</p>
Average Age	<p>Mean age of all employees.</p>
Average Age of Retirement	<p>Mean age of permanent employees aged 55 years or older who exited from the QPS. Excludes interagency changes such as Machinery of Government movements and mobility movements.</p>

Term	Definition/Notes
Casual Employment	<p>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.</p> <p>Casual employment is characterised by its ad hoc nature with each engagement standing alone. However, because of historical factors there are instances where employees have been employed as casuals on a regular and systematic basis over a long period of time. This is normally not within the strict definition of the term and many such employees should be properly classified as permanent employees.</p> <p>The difference between casual employment and temporary employment is that casual employment attracts the loading in lieu of sick and recreation leave whereas temporaries will generally receive the same entitlements as permanent employees.</p>
Contract employees	Includes employees of the Senior Executive Service and the Chief Executive Service and those employed under Section 122 of the <i>Public Service Act 2008</i> or similar legislation in other relevant Acts.
Disability	Those employees who have identified themselves as people with a physical, sensory, intellectual or psychiatric disability, whether the disability presently exists or previously existed but no longer exists.
Employment Status	Either full-time, part-time, casual (refer to specific definitions for each term).
Establishment Management Program (EMP)	Since late March 2012, the Public Service Commission has coordinated an Establishment Management Program (EMP). This program supports the government's commitment to introduce better control of establishment numbers and realise savings through greater scrutiny over recruitment decisions.
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 hours worked by several part-time or casual employees, added together, may be required to make one full-time equivalent employee.
Headcount	Headcount is based on each data record submitted by an agency representing an individual employee.
Indigenous	Those employees who have identified themselves as people of the Aboriginal race of Australia or people who are descendants of the Indigenous inhabitants of the Torres Strait Islands.

Term	Definition/Notes
Location	<p>Statistical Areas as defined by the Australian Bureau of Statistics. This is based on the location of an employee's work headquarters.</p> <p>Greater Brisbane (ie Greater Capital City Statistical Area) includes statistical areas of: Brisbane – East; Brisbane – North; Brisbane – South; Brisbane – West; Brisbane Inner City; Ipswich; Logan – Beaudesert; Moreton Bay – North; Moreton Bay - South.</p> <p>Rest of Qld includes Cairns; Darling Downs – Maranoa; Fitzroy; Mackay; Qld – Outback; Toowoomba; Townsville; Wide Bay; Gold Coast; Sunshine Coast.</p> <p>Interstate and overseas employees are excluded.</p>
Minimum Obligatory Human Resource Information (MOHRI)	<p>MOHRI data is provided by agencies from their individual human resource information systems to the Public Service Commission on a quarterly basis.</p> <p>This approach was adopted to facilitate strategic management of human resources across the Queensland Public Service.</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 Public Service Commission. 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>
NESB	<p>Employees who have identified themselves as people who have migrated to Australia and whose first language is a language other than English, and the children of those people.</p>
Part-time	<p>An employee who works less than full-time hours and performs those duties on a regular basis.</p>
Permanent Employment	<p>An employee who is employed on a continuing basis to perform ongoing functions.</p>
Queensland Public Service (QPS)	<p>Includes those agencies and departments who submit MOHRI to the Public Service Commission on a quarterly basis.</p>
Separation Rate (QPS)	<p>The number of permanent employees who separate (i.e. exit) from the QPS as a proportion of the total number of permanent employees in the QPS.</p>
Temporary Employment	<p>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.</p> <p>Temporary employees are generally employed on the same conditions as permanent employees as prescribed by the applicable industrial instrument.</p>

Term	Definition/Notes
Tenure	Length of QPS service in years.
Voluntary Separation Program (VSP)	The Public Service Commission managed the implementation of the former government's Voluntary Separation Program (VSP), introduced as part of the mid-year fiscal and economic review in January 2011. The program was one of a number of measures designed to deliver additional savings and reprioritise spending. It was a service reprioritisation strategy to ensure continued growth in essential service delivery areas. Approximately 4,200 employees across the QPS separated as a result of the program.