Queensland public sector

State of the sector

2018

Queensland Government

State of the sector 2018

Interpreter service statement

The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding the State of the sector 2018 report, you can contact us on 13 QGOV (13 74 68) and we will arrange an interpreter to effectively communicate the report to you.

More information

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An electronic version of this document is available at psc.qld.gov.au

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Foreword

The Queensland public sector (the sector) aspires to be high-performing and future-focused to ensure that its work benefits the people and communities of Queensland.

Most Queenslanders interact with the sector every day and in many ways, through:

- essential services in schools and hospitals
- public infrastructure such as roads, trains, parks and waterways
- driver licenses and birth registrations
- grants for sporting clubs and small businesses
- living and working under the legal and regulatory frameworks of the state.

The sector is focused on ensuring that public services operate as efficiently and effectively as they possibly can, to serve the government of the day, and the people of Queensland.

In its role as a central agency of government, the Public Service Commission (the Commission), reports from time to time on the characteristics of the sector through a State of the sector report.

This report takes a point in time, whole-of-workforce view to inform our progress towards:

- a diverse, high-performing workforce
- inspiring leaders that deliver great outcomes
- modern workplaces that employees can be proud of
- a collaborative culture which celebrates performance and accountability.

The sector is continuously improving and strives for excellence.

Robert Setter
Commission Chief Executive
Public Service Commission

About this report

This report is a point in time snapshot of the profile, performance and behaviour of public sector agencies and employees.

This report is divided into five key areas of focus:

- workforce numbers and locations
- health and wellbeing
- diversity, culture and engagement
- executive leadership and capability
- performance and accountability.

The report documents system variations since the last report published in 2015.

For the purpose of this report, and the majority of other workforce reports published by the Commission, the public sector refers to all public service departments, health and hospital services and a number of other entities. The full list of included agencies is in Appendix 1.

Importantly, this report does not seek to reproduce already published workforce data sets, rather it draws on selected components of:

- quarterly Minimum Obligatory Human Resource Information (MOHRI) data
- annual Working for Queensland employee opinion survey data
- annual conduct and performance data.

Other data sets referenced include Australian Bureau of Statistics labour force and population data, and the *Queensland Health Adult Preventative Health Survey 2018*.

For readers interested in a more fulsome analysis, links to released data sets and reports are provided (see References).

Workforce numbers and locations

The Queensland public sector is the state's largest and most diverse employer.
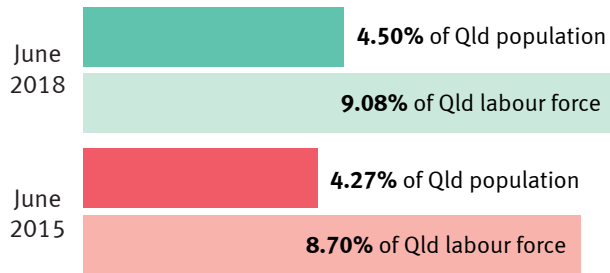
Sector employees provide a range of public services across the state, in schools, hospitals, police stations, prisons, fixed and mobile offices.

The total workforce has increased since 2015, largely due to growth in the health and education service workforces.

The overwhelming majority (73%) of employees in the sector deliver health and education services.

This growth has been driven by increased activity and demand, and is subject to industrially negotiated standards including nurse-to-patient ratios and teacher allocations to support maximum class size targets.

Queensland public sector workforce as a proportion of Queensland labour force and population

June 2018
- **4.50%** of Qld population
- **9.08%** of Qld labour force

June 2015
- **4.27%** of Qld population
- **8.70%** of Qld labour force

The sector accounts for approximately 9% of the Queensland labour force.

Over the past three years, the public sector workforce as a proportion of both the Queensland labour force and the total Queensland population has increased marginally.

Maintaining a fiscally responsible public sector in one of Australia's largest and most decentralised states — where approximately half the population lives outside the capital city — without compromising the quality and range of services Queenslanders expect and deserve, remains an ongoing challenge.

225,416 FTE
- 39% health services (87,819.20)
- 34% education services (76,319.29)
- 27% rest of sector (61,278.02)
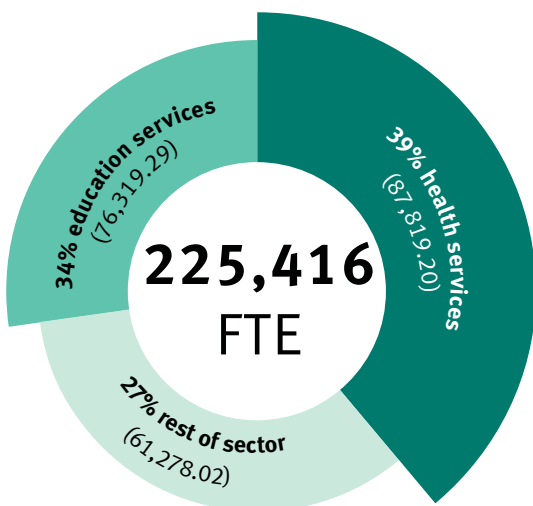
2018 full-time equivalent employees in the Queensland public sector

203,348 FTE
- 37% health services (75,172.22)
- 34% education services (69,731.47)
- 29% rest of sector (58,444.81)
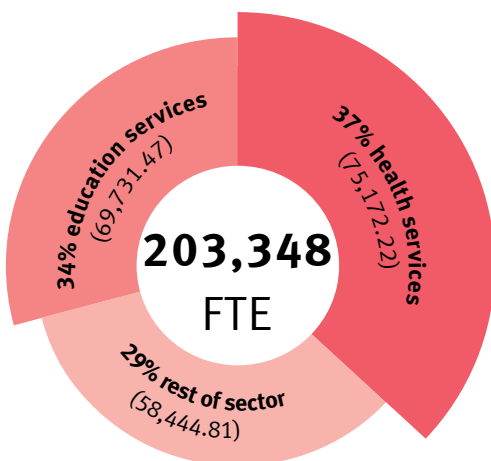
2015 full-time equivalent employees in the Queensland public sector

54% of employees are located outside of Brisbane.

The sector workforce is spread across the state, and delivers locally-based services to the people of Queensland.

The majority of employees are clustered along the east coast, in major regional centres and the south-east corner, reflecting the general population distribution.

When considered against the proportion of sector employees in the total state population (4.5%), a number of regions have more than average representation of sector employees, including Queensland Outback, Cairns, Townsville and Toowoomba (see Appendix 2).

FTE as % of total public sector workforce, by region

5.74%
Sunshine Coast

4.03%
Moreton Bay - North

1.58%
Moreton Bay - South

36.43%
Brisbane

6.49%
Ipswich

8.59%
Gold Coast

5.96%
Cairns

4.65%
Logan - Beaudesert

5.69%
Townsville

2.89%
Mackay - Isaac - Whitsunday

2.72%
Queensland - Outback

4.38%
Central Queensland

5.23%
Wide bay

2.22%
Darling Downs - Maranoa

3.39%
Toowoomba

4
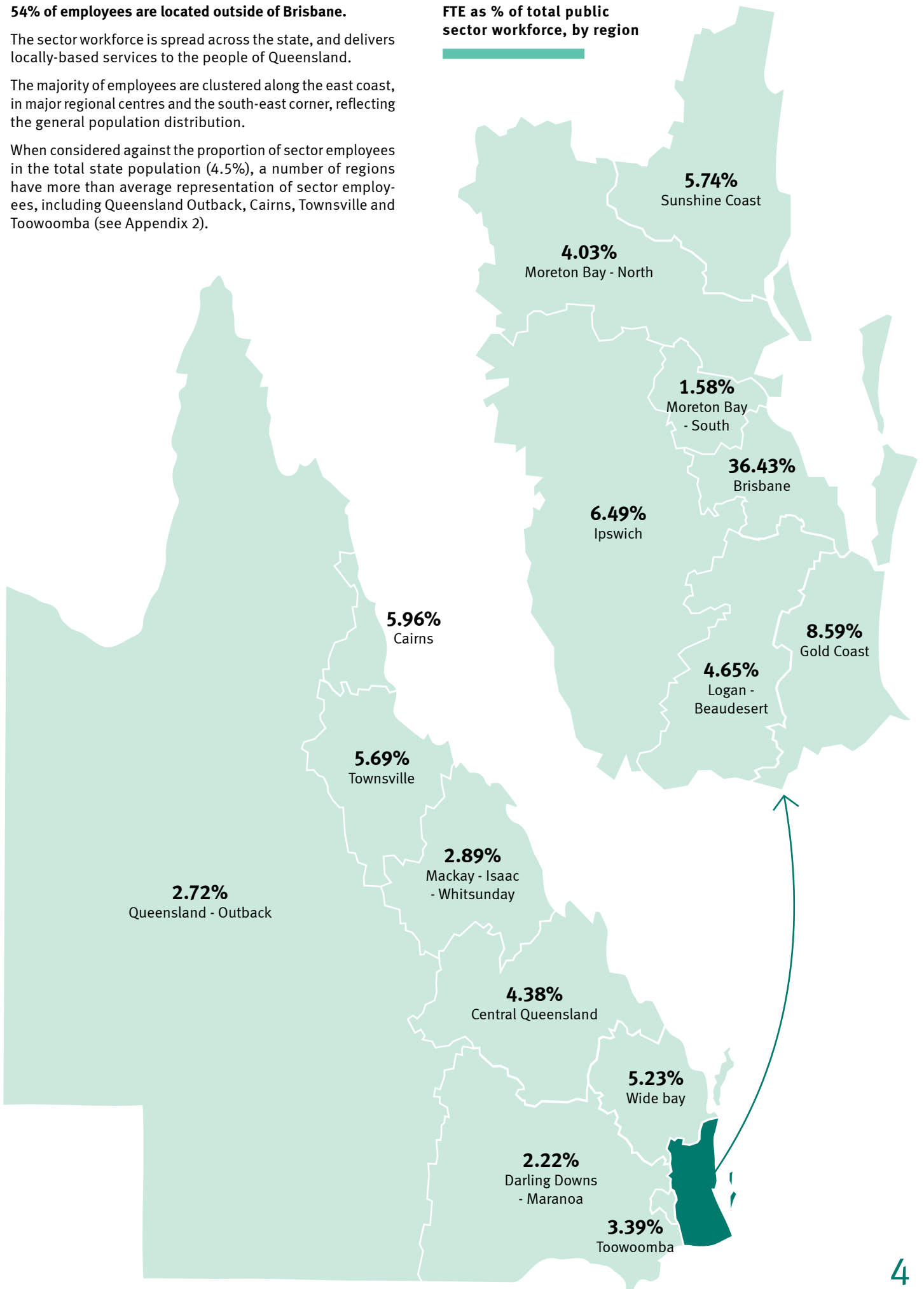
Health and wellbeing

On average, sector employees accessed 7.14 days of annual sick leave.

The sector average for number of days of sick leave taken by employees has remained largely constant over the past five years.

Factors affecting a slight increase in the last two years may include the record-breaking 2017 Queensland influenza epidemic, where the number of confirmed cases of influenza recorded across the state was more than three times the previous five year average.

To minimise the costs and the impacts of illness and disease on the workforce, the sector is committed to an increased focus on employee wellness and better individual health.

Average full-time sick leave days taken per employee

2012–13	2013–14	2014–15	2015–16	2016–17	2017–18
7.44	7.03	6.94	6.91	7.08	7.14
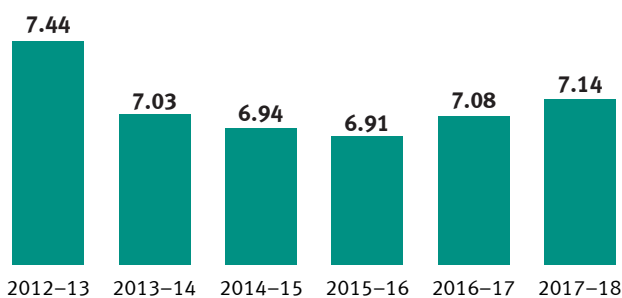
Sick leave cost as a proportion of total salary costs

2012–13	2013–14	2014–15	2015–16	2016–17	2017–18
3.07%	2.90%	2.88%	2.86%	2.93%	2.97%
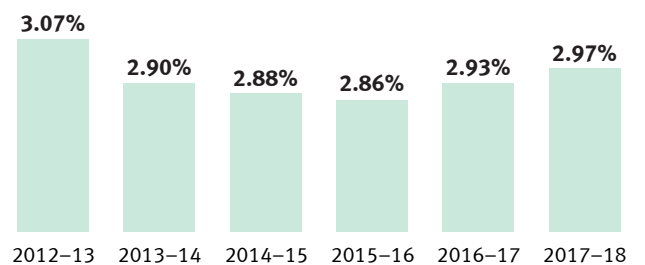
Our employees' lifestyle habits:

8.4%
currently smoke, **compared to 11.7% of other working Queenslanders**

35.7%
in a healthy weight range, **compared to 38.2% of others**

64.7%
sufficient physical activity **compared to 63.6% of others**
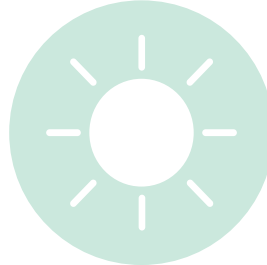
65.1%
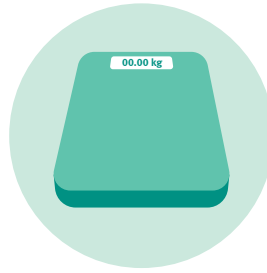sunburnt in past 12 months **compared to 63% of others**

Sector employees have healthy lifestyle habits, but could be even better to drive improved health and wellbeing.

In 2018, the annual Queensland Health *Adult preventative health survey* reported data on public sector respondents for the first time. The results provide a snapshot of lifestyle factors, and among other things, compare public sector respondents to other working Queenslanders.

Public sector respondents indicated on average, positive behaviours relating to smoking, alcohol consumption and levels of physical activity. At the same time, respondents were less likely to be of a healthy weight and more likely to have experienced sun damage to their skin.

Reducing risk in these key lifestyle areas is an important step towards limiting the impact of chronic disease and illness on the public sector workforce.

49%
consider employee wellbeing is a priority for their organisation **(new measure)**

62%
recognise their workplace culture supports people to achieve a good work/life balance **(61% in 2015)**

50%
believe their senior leaders clearly considered employee wellbeing to be important **(new measure)**

58%
are using flexible work options **(41% in 2015)**

40%
have positive perceptions of workload and health **(38% in 2015)**

Over the past three years, the sector has been purposeful in focusing on employee wellbeing, as critical to sustaining healthy, high-performing employees and organisations.

Employee perceptions indicate that a solid foundation has now been laid, with opportunity for further improvement.

Numerous sector-wide strategies have been developed to maintain focus and build further strength.

This includes the *Be healthy, be safe, be well* and *Flexible by design* frameworks, which work hand in hand to empower employees to find their best ways of working, to reflect their individual needs.

Maintaining focus on improving employee health, safety and wellbeing will continue to be important as the public sector workforce reflects challenges facing the broader community. This includes an ageing workforce with longer working lives, multiple caring responsibilities of children and parents, increasing prevalence of chronic illness, and different approaches to supporting an increasingly diverse workforce.

Promoting health, safety and wellbeing

The *Be healthy, be safe, be well* framework was developed in 2017 by the Commission in partnership with chief human resource officers from across the sector.

The framework outlines an integrated and proactive approach to creating healthy, safe workplaces where people can thrive and achieve their best. It focuses on preventative programs for all aspects of wellbeing — physical, psychological, financial, work and social.

Public sector agencies are already delivering on the framework, and promoting better health and wellbeing by:

- offering preventative health services to staff including flu shots and skin checks
- promoting a culture where focus on wellbeing is frequently highlighted, e.g. supporting public health campaigns on Safe Work Month, Mental Health Week, and RUOK? Day
- providing access to services and paid leave to support victims of domestic and family violence
- providing flexible work arrangements and adjustments to support employees at different stages of life, including those with caring responsibilities, those managing serious illness and older employees transitioning to retirement
- offering professional assistance and support to employees affected by on-the-job trauma, including police, fire and ambulance workers.

Finding flexible ways of working

In March 2017, amendments to the *Industrial Relations Act 2016 (Queensland)* came into effect, providing any employee the right to request flexible work.

To support the implementation of the Act, the the Commission developed the *Flexible by design* framework. The framework aims to 'find the flexibility within flexibility' and transform traditional approaches to flexible work. Its premise is that providing choice in work arrangements maximises individual and organisational outcomes.

The sector is committed to ensuring workplaces are agile and flexible to support contemporary employee needs. Empowering employees to find their best ways of working also supports sector commitments to employee wellbeing and supporting increased workforce diversity and inclusion.

Diversity, culture and engagement

The sector employs people of different abilities, cultural backgrounds, experiences and expertise. It is committed to building a diverse workforce that more accurately reflects the diversity of the Queensland population.

The sector is actively working towards increasing its diversity and realising the many true benefits of difference, including:

- the importance of diversity of thought and experience in solving complex contemporary challenges
- the role of representation and visibility of difference in changing established norms.

Recognising the capacity of the public sector to lead and drive community change, the sector has committed to diversity targets to drive improvement by 2022.

Good progress is being made in three of the four focus areas, and targets have almost been achieved in people from non-English speaking backgrounds and women in senior leadership positions (see 'Executive leadership and capability' p. 15).

Significant focus will be required to increase the representation of people who identify as having a disability in the sector. An ongoing focus to attract, retain and support the career development of Aboriginal and Torres Strait Islander employees is also essential.

Progress against diversity targets

	2015	2018	2022 target
People from non-English speaking backgrounds	9.23%	9.76%	10%
People with disability	3.21%	2.58%	8%
Aboriginal and Torres Strait Islander peoples	2.02%	2.13%	3%

Legend:
- Aboriginal and Torres Strait Islander peoples
- People with disability
- People from non-English speaking backgrounds
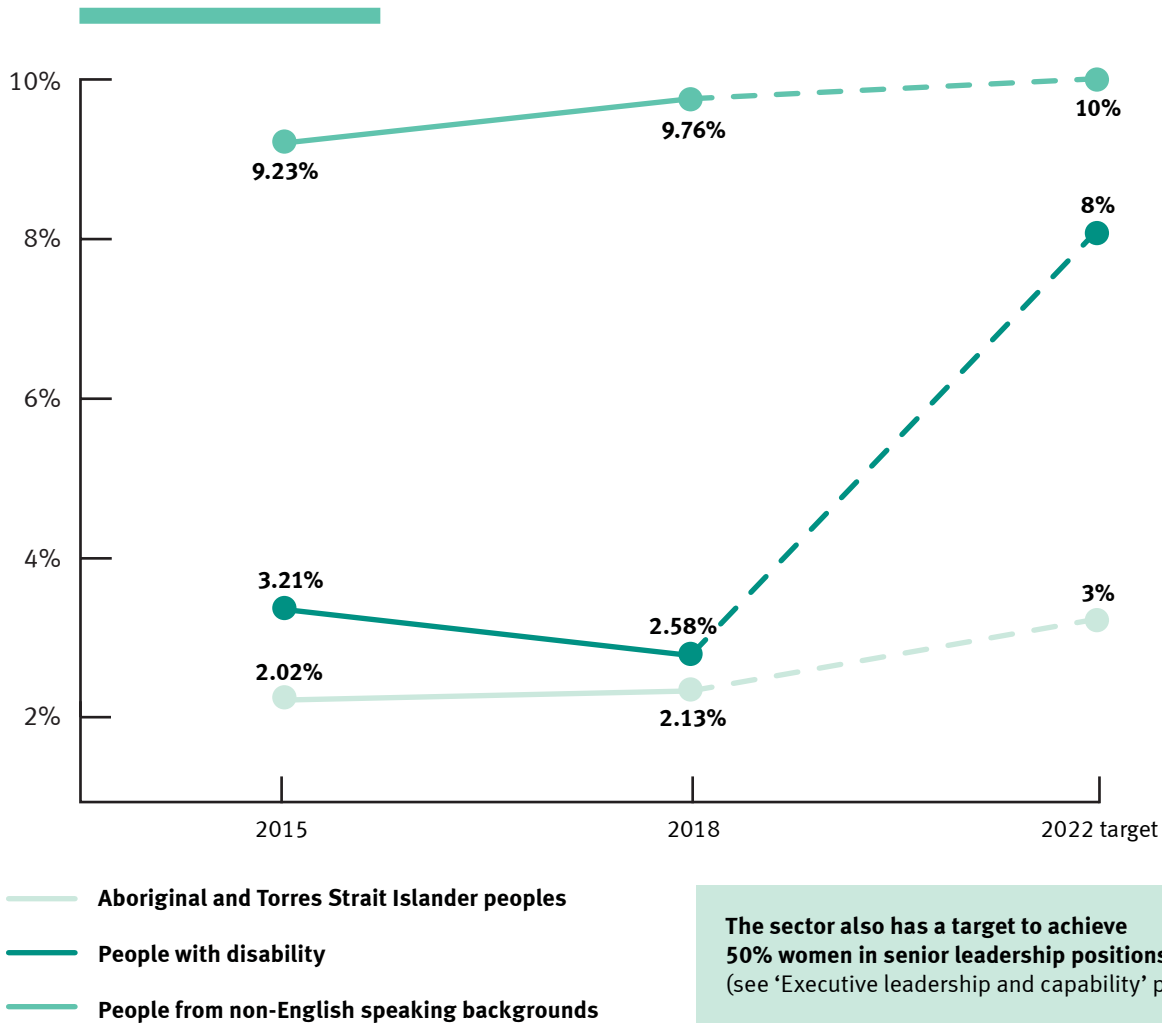
The sector also has a target to achieve 50% women in senior leadership positions (see 'Executive leadership and capability' p. 15).

Our employees' perceptions:

72%
say their workplace has an inclusive culture where diversity is valued and respected **(72% in 2015)**

69%
say cultural background is not a barrier to success **(72% in 2015)**

56%
believe disability is not a barrier to success **(62% in 2015)**

65%
have a positive perception of anti-discrimination in the workplace **(70% in 2015)**

68%
say gender is not a barrier to success **(73% in 2015)**

The public sector is committed to a more diverse workforce, and also ensuring workplaces are inclusive and supportive of diversity.

Employees indicate that their workplaces value and respect diversity. However, many acknowledge that belonging to a diversity group may also be a barrier to success.

Initial analysis suggests that focusing a greater spotlight on the challenges faced by employees and members of the community who ascribe to diversity groups has led to shifts in community expectations of workplace inclusion.

There remains an ongoing need to continually strive for greater equity and equality for all employees in the workplace.

Data also indicates a reluctance for public sector employees to identify themselves as members of priority diversity groups.

Educating employees on the benefits of identifying their diversity, and at the same time creating environments where employees feel confident to identify their diversity, will therefore continue.

Benefits of identification include access to available support, adjustment and targeted programs. Accurate data also enables the organisation to track progress and ensure ongoing focus on improvement.

In recent years a number of landmark programs to support diverse members of the public sector workforce have been created. These include *Working differently: Empowering disability confidence*, the first sector-wide *LGBTIQ+ inclusion strategy 2017–2022* and the Aboriginal and Torres Strait Islander career pathways service.

While many of these programs are in still in their infancy, they are designed to lead to tangible benefits for employees, workplaces and organisations as they mature.

Our employees' perceptions:

61%
would recommend their
organisation as a great place
to work **(58% in 2015)**

59%
are positively engaged with their
organisation **(57% in 2015)**

58%
feel a strong personal
attachment to their
organisation **(58% in 2015)**

80%
are aware of workplace policies
to support employees affected by
domestic violence **(75% in 2015)**

67%
are proud to tell others they
work for their organisation
(65% in 2015)

Public sector employees express a growing sense of engagement with their agencies and the work they perform.

This may reflect a purposeful sector-wide focus on:

- building workplaces that employees
  thrive in, so that the community receives
  the best possible public services
- tailoring the employee experience to meet the
  varied needs and expectations of a diverse
  and multi-generational workforce
- championing the value and importance of
  those involved in public purpose work, and
  a strong, professional public service in a
  Westminster system of government.

Employees appear to respond well to strong leadership on
social issues that affect the workforce and the community at
large, such as domestic and family violence (DFV).

There has been a significant focus by individual agencies on
taking a stand on domestic and family violence by becoming
White Ribbon Australia Accredited workplaces. All departments have now achieved accreditation, in line with stated
commitments.

While maintaining this effort, similar commitment and leadership will now focus on increasing and promoting diversity
and inclusion.

Empowering disability confidence

The sector is committed to increasing the representation of employees with disability in the workforce.

To better understand the current state of disability across the sector and the lived experience of employees who identify as a 'person with disability', the *Working differently: empowering disability confidence* project was instigated in 2017–18.

The project aims to shift existing workplace norms and identify workplace principles to ensure inclusion for people who see, hear, move, process information and perform differently.

Disabling disability is critical to driving enhanced employment and workforce participation outcomes for this representative group.

Supporting LGBTIQ+ employees

The sector strives to create workplaces that are actively and genuinely inclusive of all sexual orientations, gender identities and intersex variations.

To support this goal, the sector developed its first *LGBTIQ+ inclusion strategy 2017–22*, in consultation with LGBTIQ+ employees, agencies and LGBTIQ+ organisations.

It aims to build workplaces where LGBTIQ+ employees feel safe, valued and supported to bring their whole selves to work.

Implementation of the strategy is supported by the establishment of an LGBTIQ+ employee network, and the Rainbow Liaison Officer program providing employees with a contact point to discuss LGBTIQ+ issues and concerns.

Building career pathways for Aboriginal and Torres Strait Islander employees

An Aboriginal and Torres Strait Islander career pathways service has been developed to address the under-representation of Aboriginal and Torres Strait Islander employees in leadership and decision-making position in the public sector.

The service is focused at the individual and system level, supporting the learning and development of Aboriginal and Torres Strait Islander employees and creating working environments that are empowering, enabling and culturally safe.

It was designed in partnership with employees from a number of agencies, and informed by insights from past and present Aboriginal and Torres Strait Islander employees.

Workplace responses to domestic and family violence

DFV can impact a person's safety, wellbeing, attendance and performance at work.

As Queensland's largest employer, the public sector can make a significant difference to how domestic and family violence is addressed within the workplace, and in turn influence social change within the broader community.

The sector is delivering a comprehensive workplace response to prevent domestic and family violence, support affected employees, and promote a safe, respectful workplace culture.

Our response includes:

- a directive that provides for paid DFV leave for affected employees
- ensuring all agencies have a workforce support policy in place
- providing access to e-learning programs through Australia's CEO Challenge to increase employee understanding of DFV and enable them to support affected employees
- developing a range of supporting tools
- templates and resources for agencies to use when developing their own programs and strategies.

Reinvigorating public purpose work through IPAA Queensland

In 2017, the sector partnered with the Institute of Public Administration Australia (IPAA) National to re-establish IPAA Queensland.

As the professional association for public servants and others engaged in public purpose work across all levels of government and sectors, IPAA Queensland provides thought leadership and activities to promote and enhance the professionalism, capability and integrity of public administration.

The re-establishment of IPAA Queensland will provide the opportunity for public service employees to take charge of their own professional development and interact with a growing community of professionals interested in developing and delivering better public services for the community.
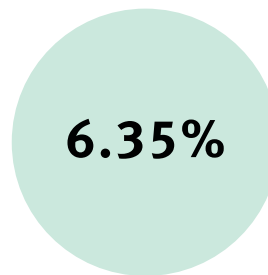
Executive leadership and capability

The public sector, like all large, high performing organisations, employs a cohort of employees to provide leadership and management to the sector and its people.

This cohort is identified by employees earning salaries of more than $129,000 per annum, and includes both executives and technical experts.

FTE employees earning senior executive salaries by sector — June 2018
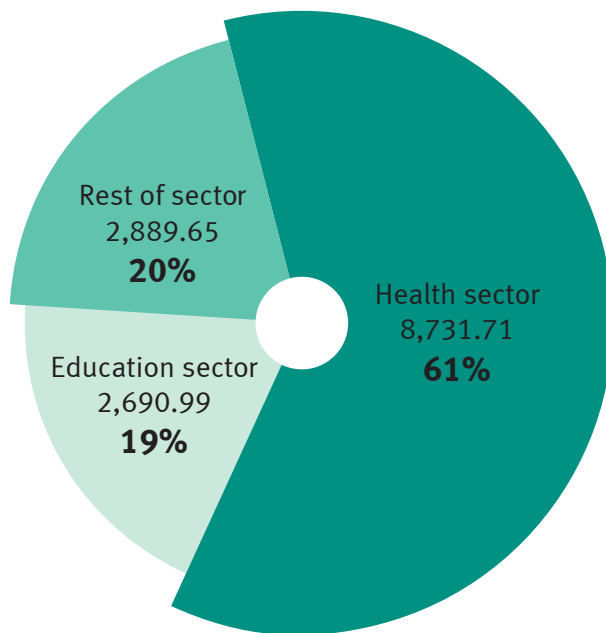
Rest of sector
2,889.65
20%

Education sector
2,690.99
19%

Health sector
8,731.71
61%

% of total sector workforce who earn senior executive salaries:

6.35%

FTE employees earning senior executive salaries by sector — June 2015

Rest of sector
2,597.12
24%

Education sector
2,473.22
22%

Health sector
5,866.76
54%

% of total sector workforce who earn senior executive salaries:

5.38%
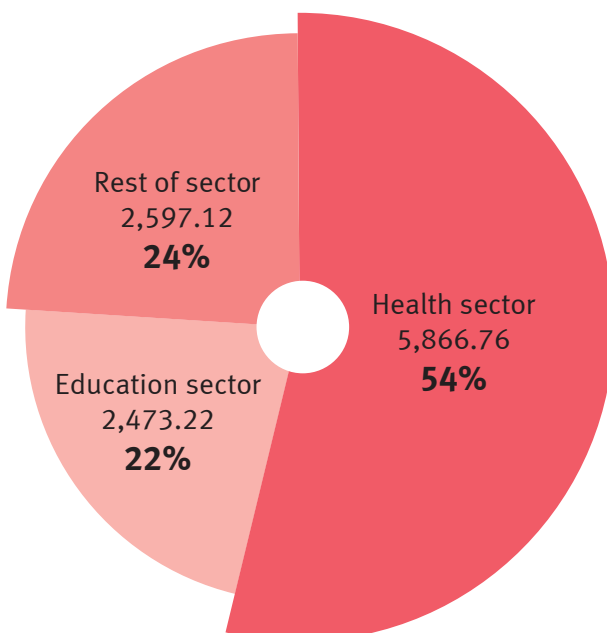
0.89%

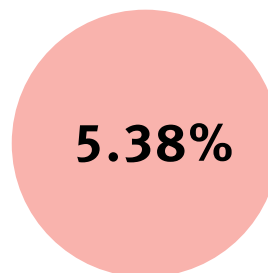identify as Aboriginal and Torres Strait Islander peoples **(0.93% in 2015)**

2.25%

identify as people with a disability **(2.97% in 2015)**

13.72%

identify as being from a non-English speaking background **(13.09% in 2015)**

46.56%

are women **(41.06% in 2015)**

The majority of employees earning senior executive salaries are employed in health services, with the remaining proportion split almost evenly between education services and all other agencies.

The increase in the total cohort since 2015 is largely due to significant growth of employees earning senior executive salaries in health services.

Due to the technical and professional nature of this service area, this figure includes positions such as senior medical officer, senior dentist and nurse practitioner, through to leadership roles including heads of department and hospital chief executives.

The public sector has an ongoing focus on strengthening and driving high quality leadership, and ensuring diversity across the leadership cohort.

While the senior executive cohort is a reasonably diverse workforce, there is under representation of employees earning senior executive salaries identifying as Aboriginal and Torres Strait Island peoples, and those with disability.

The sector has committed to ensuring women make up 50% of employees earning senior executive salaries by 2022, recognising that equal gender representation in leadership is required to:

- tackle increasingly challenging and complex problems through increased diversity of thought
- reduce the gap of gender inequality over the employee life-cycle
- encourage an ongoing pipeline of female leadership talent through visible representation.

The sector is on track to meet or exceed its goal of 50% representation by continued focused on:

- supporting women at middle management levels to aspire to leadership positions
- making workplaces as flexible and supportive of flexibility as possible, to ensure executive positions are more desirable for women.

The sector's aim is that increased focus on inclusion and diversity across the workforce will drive increased representation at all levels. While diversity exists across the senior executive cohort, continued focus on ensuring leaders reflect the make-up of the broader workforce and community is required.

Our employees' perceptions:

50%
say the leadership in their organisation is of high quality **(50% in 2015)**
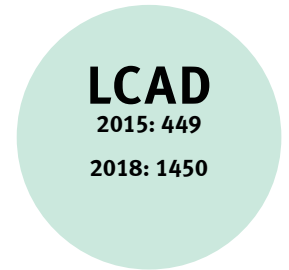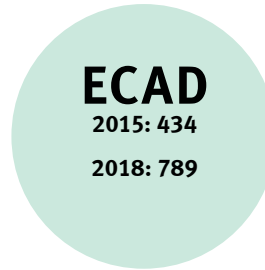
49%
say the management in their organisation models the behaviour expected of all employees **(51% in 2015)**
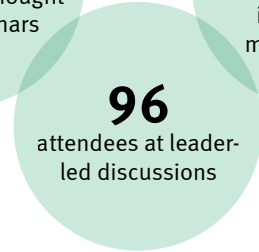
52%
say the leadership in their organisation operates with a high level of integrity **(53% in 2015)**

Participation in leadership capability and development assessments have increased since 2015, with Leaders capability assessment development (LCAD) participants tripling and Executive capability assessment development (ECAD) participants doubling over time.

ECAD
2015: 434
2018: 789

LCAD
2015: 449
2018: 1450

Of 1180 attendees at 27 events:

618
attendees at thought leader seminars

466
participants in executive masterclasses

96
attendees at leader-led discussions

Effective leadership is an important driver of workplace commitment, success and engagement, and is critical to a high performing public sector.

Employee perceptions of the quality of leadership in the sector are generally consistent year on year.

There remains an opportunity to continue to build on this strong foundation, as organisations with a focus on leadership and leadership development are synonymous with cultures of accountability and performance.

The sector will continue to measure employees' perceptions of leadership and hold leaders to account for their performance. At the same time, leaders will be supported to continue building their capability and leadership skills to address new and emerging challenges.

Participation in leadership development is increasing across the sector.

While it is important that the public sector attracts and recruits the right leaders, it is equally important to ensure the continuous improvement of sector leaders. This will ensure they are able to adapt to contemporary challenges and ever-changing environments.

Over the past few years there has been an increasing number of leaders participating in leadership capability assessment, which supports targeted development opportunities.

Maintaining this commitment, through the central delivery of leadership assessment, development and capability building is critical to building the leadership talent pipeline.

In order to deliver services in increasingly complex environments, and meet the varied needs of Queenslanders, public sector leaders must work together across traditional departmental boundaries. Increasingly, building leadership capability in collaborative ways of working will be the sector's focus.

Central delivery of leadership assessment, development and capability building

Building and supporting leaders and ensuring there is a depth of leadership talent to meet current and future workforce challenges is vital for the sector.

To deliver on this, the _Leadership competencies for Queensland_ has been developed to describe what highly effective, everyday leadership looks like, and provide a common understanding of the foundations for success.

The framework is applicable to all employees, and is based on building leaders at all levels.

To complement the competencies framework, the Commission coordinates central investment in executive capability assessment through the LEAD4QLD leadership, excellence, assessment and development tool. This tool provides the sector with longitudinal evidence to track executive development and capability building.

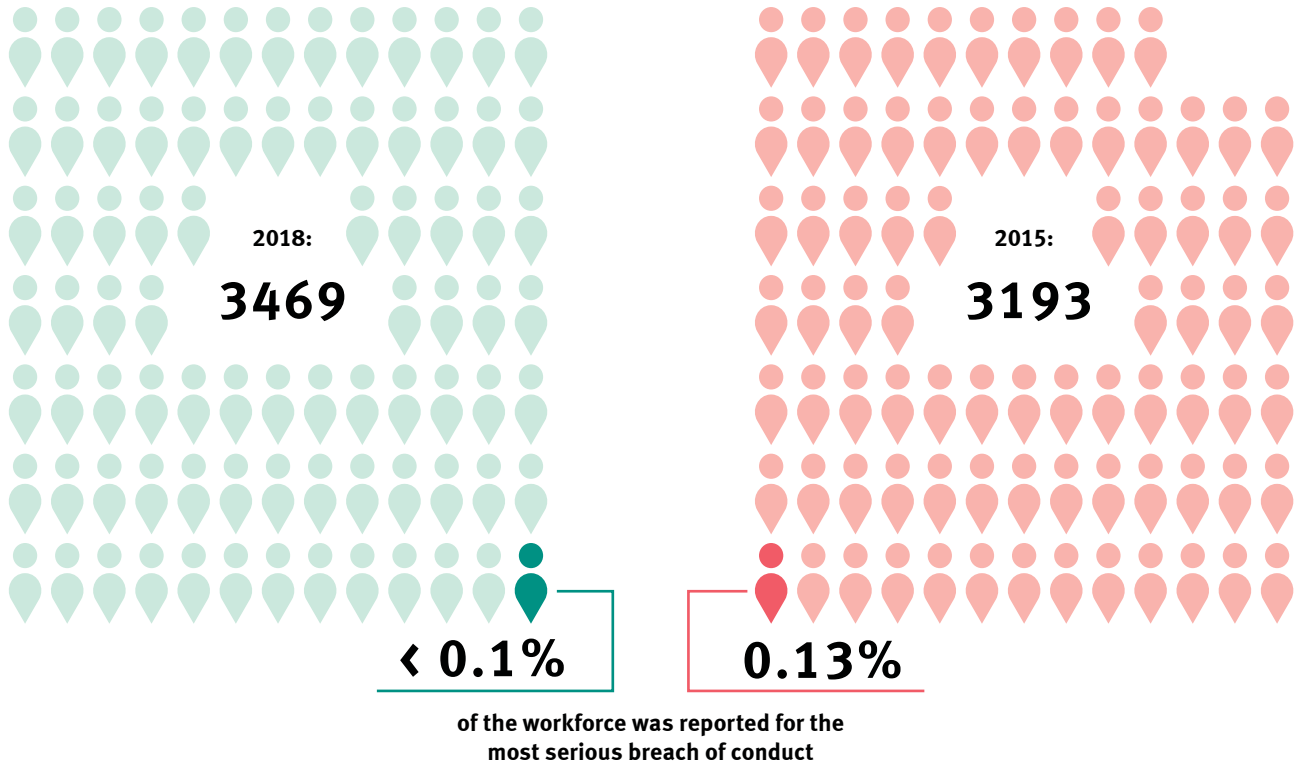## Leading together through collaborative governance

Delivering on key government priorities requires leaders to work together across departmental boundaries.

In addition to maximising existing relationships and networks to ensure joined-up policy development and service delivery, the sector is developing new approaches to collaborative governance to support the realisation of cross-government objectives.

To deliver on Queensland Government's _Our Future State: Advancing Queensland's Priorities,_ cluster groups of senior executives have been created to embody new ways of working and lead responses to complex challenges. Similarly, there is an increased focus on shaping integrated, place-based responses to achieve better outcomes in the context of unique communities.

As a result, building leadership capability in collaboration and providing targeted support to enable effective relationships and realisation of targets is an ongoing focus for the sector.

Conduct and performance matters reported:

2018:

3469

2015:

3193

‹ **0.1%**

0.13%

of the workforce was reported for the most serious breach of conduct

Performance and accountability

3469 employee conduct and performance matters were reported.

The sector has an ongoing focus on ensuring the responsibilities of public sector employees are well understood by all, so that community expectations of the public sector can be met.

Data collected annually on conduct and performance matters indicates that the vast majority of employees are doing the right thing at work, and this has been consistent across previous years.

Setting clear expectations helps to minimise poor performance and conduct. Where required, the sector has processes in place to effectively manage any wrongdoing.

Our employees' perceptions:

37%
are confident that poor performance will be appropriately addressed in their workplace **(39% in 2015)**

75%
say that people in their work group treat each other with respect **(74% in 2015)**

35%
say that performance is assessed and rewarded fairly in their workplace **(34% in 2015)**

86%
say that people in their work group treat customers with respect **(86% in 2015)**

More than 1100
public sector leaders and HR practitioners attended workshops on bullying and reasonable management action

26%
have witnessed bullying or sexual harassment in their workplace **(33% in 2015)**

While some inroads have been made in recent years in the areas of addressing poor performance and assessing performance fairly, there is significant work to be done to lift the overall sector standard.

Employee perceptions reinforce the importance of continuing to improve organisational practices to manage performance.

Building capability and setting clear expectations of workplace culture and values is equally important. Above all, maintaining vigilance in this area is critical to ensuring the effective management of poor performance and conduct.

The sector continues to focus on building respectful and inclusive workplace cultures. Data indicates that this effort is being realised, given positive reports on workplace behaviour, and the decreasing prevalence of bullying and harassment.

The sector will remain focused on ensuring all employees feel safe at work.

Looking ahead

Readiness for changing nature of work

Like all industries, the sector is experiencing a period of rapid disruption as a result of advances in technology, demographic shifts and changes in consumer markets and expectations.

To prepare for the future, the sector developed a _10 year human capital outlook_ (HCO) and associated strategic roadmap in May 2017. The HCO provides a clear account of workforce priorities to prepare the sector for the future, and the strategic imperatives and key workforce programs required to shift the sector from current to future state.

The HCO is the strategic driver behind a range of individual programs, including:

- _Flexible by design_
- _Working differently: Empowering disability confidence_
- _Leadership competencies for Queensland_ and LEAD4QLD
- _Be safe, be healthy, be well_.

The sector is focused on keeping pace with new thinking and research into the impacts of the changing nature of work, to support increased readiness and responsiveness to change.

What's next?

In the coming years, the public sector is embarking on an exciting period of reform, reflecting our focus on continuous improvement to drive ongoing performance.

The sector will focus on responding to multiple reviews into the public sector workforce. These reviews seek to develop a greater understanding of the current public sector. They include workforce composition and statistics to enable increased ability to better plan and prepare for the likely future public sector workforce, which will be affected by automation, increased digitisation and a range of other factors.

Appendix 1 - Full list of included agencies

Queensland public sector agencies

Anti-Discrimination Commission Queensland

Cairns and Hinterland Hospital and Health Service

Central Queensland Hospital and Health Service

Central West Hospital and Health Service

Children's Health Queensland
Hospital and Health Service

Darling Downs Hospital and Health Service

Department of Aboriginal and Torres
Strait Islander Partnerships

Department of Agriculture and Fisheries

Department of Child Safety, Youth and Women

Department of Communities, Disability
Services and Seniors

Department of Education

Department of Employment, Small Business and Training

Department of Environment and Science

Department of Housing and Public Works

Department of Innovation, Tourism Industry
Development and the Commonwealth Games

Department of Justice and Attorney-General

Department of Local Government,
Racing and Multicultural Affairs

Department of Natural Resources, Mines and Energy

Department of the Premier and Cabinet

Department of State Development,
Manufacturing, Infrastructure and Planning

Department of Transport and Main Roads

Electoral Commission Queensland

Gold Coast Hospital and Health Service

Legal Aid Queensland

Mackay Hospital and Health Service

Metro North Hospital and Health Service

Metro South Hospital and Health Service

North West Hospital and Health Service

Office of Inspector-General of Emergency Management

Office of the Health Ombudsman

Public Safety Business Agency

Public Service Commission

Public Trust Office

Queensland Art Gallery

Queensland Audit Office

Queensland Corrective Services

Queensland Family and Child Commission

Queensland Fire and Emergency Services

Queensland Health

Queensland Museum

Queensland Police Service

Queensland Treasury

South West Hospital and Health Service

State Library of Queensland

Sunshine Coast Hospital and Health Service

TAFE Queensland

Torres and Cape Hospital and Health Service

Townsville Hospital and Health Service

Trade and Investment Queensland

West Moreton Hospital and Health Service

Wide Bay Hospital and Health Service

Appendix 2 - Sector employee numbers by region

Queensland regions based on statistical area 4	Region-based FTE as % of total public sector workforce	Region-based FTE as a % of the total state population [1]
Brisbane — East	2.22	2.14%
Brisbane — North	4.16	4.31%
Brisbane — South	8.29	5.15%
Brisbane — West	1.84	2.20%
Brisbane Inner City	19.92	16.43%
Cairns	5.96	5.36%
Central Queensland	4.38	4.37%
Darling Downs - Maranoa	2.22	3.88%
Gold Coast	8.59	3.19%
Ipswich	6.49	4.28%
Logan — Beaudesert	4.65	3.14%
Mackay — Isaac — Whitsunday	2.89	3.76%
Moreton Bay — North	4.03	3.68%
Moreton Bay — South	1.58	1.72%
Queensland — Outback	2.72	7.46%
Sunshine Coast	5.74	3.53%
Toowoomba	3.39	4.93%
Townsville	5.69	5.42%
Wide Bay	5.23	4.00%
	Total: 100.00	

[1] The total public sector workforce represents 4.5% of the total state population

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