

State of the sector report 2025

Queensland public sector



State of the sector report

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Commissioner foreword

On behalf of the Queensland Public Sector Commission, I am pleased to share the 2025 State of the sector report.

The public sector is Queensland's largest workforce with over 270,000 full-time equivalent roles (FTE). The number of people is higher due to part-time working arrangements.

Our staff are located throughout Queensland with most staff being employed outside the Brisbane inner city and surrounding suburbs.

Our workforce consists of people who provide important and very visible services in key frontline roles: our doctors, nurses, allied health professionals, teachers, police officers, ambulance workers, child safety officers and correctional services staff.

Staff in frontline support roles and corporate roles, such as policy, project, human resources, finance and information technology, work behind the scenes and play a critical role in supporting our frontline workers to deliver the services the community and government expects and needs.

Importantly, while there have been increases in our public sector FTE over the last 12 months, these have largely been in frontline and frontline support roles. Nine out of ten roles continue to be frontline or frontline support roles.

The public sector plays a critical role in supporting Queenslanders and it is important that we understand the size, location and demographics of our public sector, as well as emerging workforce and community expectations and trends.

Our commitment to transparency allows you to see who makes up our public sector, their backgrounds and experiences. Their feedback matters. It shapes our future policies, influences practice and fosters a culture where everyone feels valued.

This report provides detailed information about our workforce, their experience of working in the sector, what diversity looks like in the sector, our work environment and our performance. This information is drawn from workforce data collected by the Public Sector Commission, the annual Working for Queensland survey data and other sources, such as the Australian Bureau of Statistics, to provide a comprehensive analysis.

Throughout the report, case studies have been included, highlighting the work the sector does. I hope that like me, you draw inspiration from these case studies that reflect the sector's 'spirit of service to the community' with a role in the Queensland public sector being more than 'just a job'.

I invite you to explore the report to learn more about our public sector workforce and the diverse and important work it does.



David Mackie PSM

Queensland Public Sector Commissioner

About this report

The State of the sector report provides a comprehensive overview of data, analysis and insights on Queensland's largest workforce—the Queensland public sector.

The report details the structure, size and composition of the workforce, the performance of the sector, and the experience of employees.

It provides an overview of the current operating environment as well as the Queensland public sector's response to the challenges in that operating environment.

The report provides insights about how the Public Sector Commission will work with agency stakeholders to guide the sector into the future as well as some of the work that is underway.

This report uses data from multiple sources:

- workforce data – [Minimum obligatory human resource information \(MOHRI\)](#)
- [Working for Queensland \(WfQ\)](#) survey data
- [conduct and performance data](#).

The annual State of the sector report provides access to data, detailed explanations and insights about the Queensland public sector workforce.

Queensland Government agencies provide MOHRI data to the Public Sector Commission on a quarterly basis. MOHRI data is collected and collated from payroll systems across the Queensland public sector and includes information on demographic attributes, classification or pay level as well as planned (e.g. recreation) and unplanned (e.g. sick) leave.

The WfQ survey is an anonymous annual employee survey. The survey captures information on the employment experience of Queensland's public servants and includes a range of questions on demographics, employee engagement, workgroup and supervisory relationships, innovation, leadership, ethics and integrity as well as work stressors such as workload and burnout. WfQ data in this report was captured in the 2024 WfQ survey. In 2024, 71,853 employees across 63 agencies in the Queensland public sector participated in the survey—2,763 more respondents than 2023.

Conduct and performance data comprises the number of employees assessed and managed for unsatisfactory conduct or performance. It identifies the severity of the matter (category), the timeframe taken to address the matter, and the outcome.

This State of the sector report includes case studies drawn from across the public sector which provide examples of the important work being done across the sector. These case studies highlight the impact of the public sector on the community as well as activities underway to create a world class, high performing, home grown public sector.

Our workforce in profile

This chapter provides analysis on the composition of the Queensland public sector workforce.

Highlights

- 270,883.71 full-time equivalent (FTE) positions as at March 2025.
- Nine out of ten roles are frontline or frontline support.
- The sector workforce grew by 12,871.58 FTE (March 2024 to March 2025).
 - 56% of this increase was in the health sector.
- Key frontline roles increased by 6,419.61 FTE (March 2024 to March 2025).
- Frontline and frontline support roles increased by 5,620.07 FTE (March 2024 to March 2025).
- Corporate roles increased by 831.90 FTE (March 2024 to March 2025).
- 20.91% of employees are located in the Brisbane Inner City statistical area.
- 63.55% work in the regions.
- 82.89% are employed permanently.
- 61.35% are full-time.



Our workforce in profile

Sector workforce profile

Overview

As at March 2025, the Queensland public sector consisted of 270,883.71 full-time equivalent (FTE) employees. This is an increase of 4.99% or 12,871.58 FTE since March 2024.



▲
The whole-of-sector grew by **12,871.58 FTE** — an annual increase of **4.99%**



▲
The health sector grew by **7,182.90 FTE** — an annual increase of **6.68%**



▲
The education sector grew by **1,037.63 FTE** — an annual increase of **1.29%**

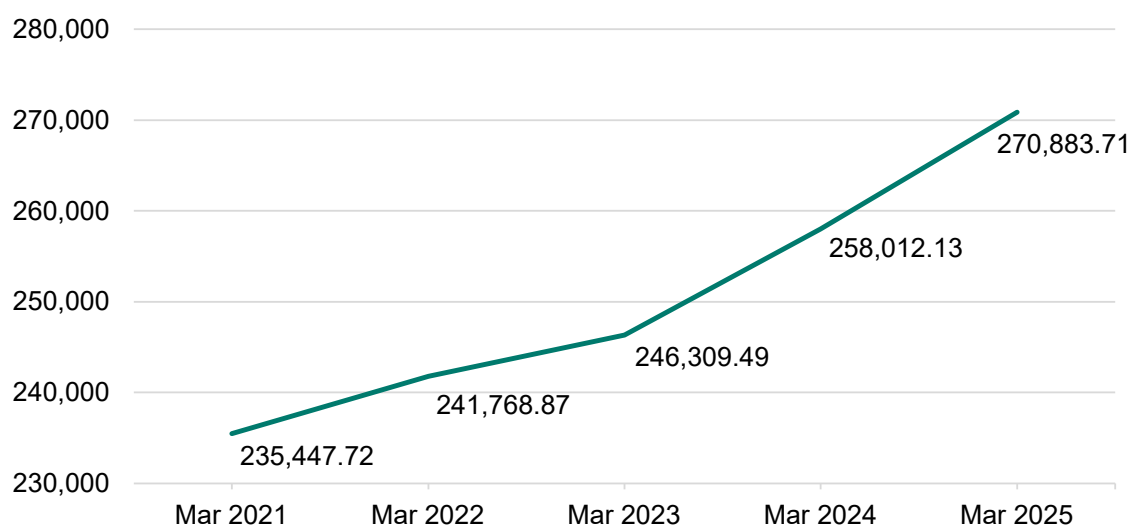


▲
The rest-of-sector grew by **4,651.05 FTE** — an annual increase of **6.67%**

Over the five years from March 2021 to March 2025 the sector increased by 35,435.99 FTE from 235,447.72 FTE to 270,883.71 FTE. This growth was largely driven by a 21.05% increase in health sector employees.

Of this growth, 36.13% was in frontline and frontline support roles and 13.86% in corporate roles. The remaining proportion, of slightly over 50%, was in key frontline roles with 21.29% of the total growth being nurses and midwives, followed by 8.69% health practitioners and 6.64% doctors.

Whole-of-sector FTE: March 2021–March 2025



Source: MOHRI 2021–2025.

In analysing the size and composition of the Queensland public sector, the labour force and the demographic profile of Queensland must be considered. These have changed over time and these changes will be reflected in changes in the public sector.

For example, the five-year trends included in this report capture the period immediately following the COVID-19 pandemic. The Australian labour market has changed in composition since the pandemic with growth in public sector employment exceeding that of the private sector.

The [Institute of Public Affairs](#), in its analysis of the Australian Bureau of Statistics (ABS) Labour Force data, identified the following trends:

- between August 2014 and August 2022, 76.5% of new people employed were in the private sector
- post-pandemic, between August 2022 and August 2024, 82.1% of new people employed were in the public sector.

The [Queensland Government Statistician's Office](#) reported that in 2023–24 the growth in the population of Queensland (2.3%) was only exceeded by Victoria (2.4%) and Western Australia (2.8%). Using the [ABS estimates for 2024](#), the growth in Queensland's population (~8.78%) between 2021 and 2024 was surpassed only by Western Australia (~12.10%) and Northern Territory (~9.89%).

In addition to this population growth, the [ABS reports](#) that:

- the population is aging
- the proportion of people born overseas living in Queensland has increased
- households are getting smaller.

As the demographic profile of the state changes, so too do the perspectives and attitudes of Queenslanders.

The profile of the Queensland public sector must evolve and the number of public servants must grow over time to reflect the changing needs and expectations of the community.

As the population of Queensland grows, more health care professionals including nurses, midwives and doctors will be needed. More educators across all ages will be needed. An aging population will require aged care, allied health and social support. The growing population will need infrastructure, community planning, transport, social support, a strong economy, safety and emergency services.

Workforce composition over time

Between March 2024 and March 2025, the composition of the workforce shifted.

While the health, education and rest of the sector have each increased in total size, the workforce composition of that total has changed:

- The health sector increased from 41.70% to 42.37% of the total sector and has grown by 6.68%.
- The rest of the sector increased from 27.04% to 27.47% of the total, with a growth of 6.67%.
- The education sector decreased from 31.27% to 30.16% of the total sector with the smallest growth at 1.29%.

While these are small increases in percentage terms, the size of these workforces means that the increases result in large numbers of FTE, particularly in the health context. The increases in the health sector makes up 55.80% of the increase in the Queensland public sector, while 36.13% of the growth can be attributed to the rest of the sector and education 8.06% of the growth.

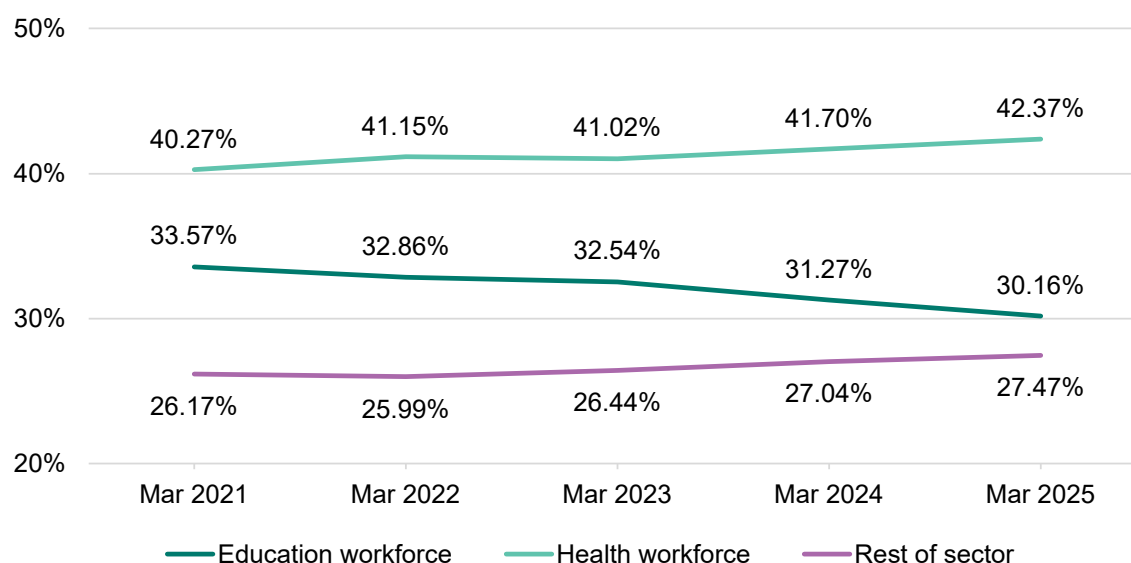
This continues a trend seen over the past five years.

Whole-of-sector, education and health workforces, and rest of sector annual FTE variation

Sector type	Mar 2024 and % of total sector		Mar 2025 and % of total sector		Variance	% variance
Education workforce	80,669.08	31.27%	81,706.71	30.16%	1,037.63	▲ 1.29%
Health workforce	107,583.58	41.70%	114,766.48	42.37%	7,182.90	▲ 6.68%
Rest of sector	69,759.47	27.04%	74,410.52	27.47%	4,651.05	▲ 6.67%
Whole-of-sector	258,012.13		270,883.71		12,871.58	▲ 4.99%

Source: MOHRI March 2024 and March 2025.

Education and health workforces, and rest of sector: Proportion of whole-of-sector over five years



Source: MOHRI 2021–2025.

Education and health workforces, and rest of sector: FTE over five years

Sector type	Mar 2021	Mar 2022	Mar 2023	Mar 2024	Mar 2025
Education workforce	79,032.47	79,444.35	80,155.42	80,669.08	81,706.71
Health workforce	94,806.68	99,482.68	101,037.28	107,583.58	114,766.48
Rest of sector	61,608.57	62,841.84	65,116.79	69,759.47	74,410.52

Source: MOHRI 2021–2025.

Workforce size by agency

Following the general election on 26 October 2024 and the subsequent formation of a new government, machinery of government changes have altered the structure of the Queensland public sector.

Some departments have been renamed, one department has been abolished, one new department has been created and some functions have been moved from one agency to another. Details are provided by the [Public Sector Commission](#).

These changes make it difficult to show agency workforce trend data.

Total FTE by agency: March 2021–March 2025

Agency ¹	Mar 2021	Mar 2022	Mar 2023	Mar 2024	Mar 2025
Department of Customer Services, Open Data and Small and Family Business					2,003.96
Department of Education	74,970.06	75,219.69	75,821.99	76,228.04	77,340.24
Department of Families, Seniors, Disability Services and Child Safety					5,509.51
Department of Housing and Public Works					4,104.02
Department of Justice					4,534.67
Department of Local Government, Water and Volunteers					948.98
Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development					1,513.89
Department of Primary Industries					2,462.43
Department of Sport, Racing and Olympic and Paralympic Games					439.18
Department of State Development, Infrastructure and Planning					1,804.72
Department of the Environment, Tourism, Science and Innovation					3,042.30
Department of the Premier and Cabinet	395.32	412.86	475.75	460.74	514.30
Department of Trade, Employment and Training					537.23
Department of Transport and Main Roads	7,338.20	7,414.92	7,672.64	9,668.72	8,101.85
Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism					388.92
Department of Youth Justice and Victim Support					2,379.10

¹Agencies shaded are those that are not currently in operation. Departments with blank cells prior to March 2024 are those that either have been established after MoG changes in May or December 2023, or were impacted by MoG changes in 2020.

Further, while an agency may not have changed name over a number of years, it may have still been impacted by MoG changes. For example, the Department of Transport and Main Roads has not changed names in recent years. However, in 2023 Digital Economy was added to the Department of Transport and Main Roads, which had a significant impact on the size of the department. Similarly, whilst Queensland Police Service has not changed its name, SES Queensland and Marine Rescue Queensland were added as part of the Disaster and Emergency Services Reform MoG changes.

Agency	Mar 2021	Mar 2022	Mar 2023	Mar 2024	Mar 2025
Electoral Commission Queensland	62.50	63.83	73.35	91.37	77.02
Office of the Inspector-General of Emergency Management	15.60	17.05	21.25	19.90	17.25
Public Sector Commission			64.36	82.73	92.98
Public Trustee	595.67	561.60	586.44	599.33	623.72
Queensland Corrective Services	5,919.83	6,467.65	6,608.94	7,129.74	8,104.23
Queensland Fire Department					4,150.87
Queensland Health	94,806.68	99,482.68	101,032.28	107,577.58	114,757.48
Queensland Police Service	15,490.82	16,506.39	16,619.92	17,535.98	18,583.95
Queensland Treasury	1,092.28	1,153.10	1,307.66	1,413.66	1,853.05
TAFE Queensland	4,062.41	4,219.66	4,329.83	4,439.24	4,362.52
Department of Agriculture and Fisheries	2,000.46	2,040.05	2,091.22	2,148.74	
Department of Child Safety, Seniors and Disability Services				5,342.36	
Department of Children, Youth Justice and Multicultural Affairs	4,809.85	5,094.49	5,298.20		
Department of Communities, Housing and Digital Economy	3,752.04	3,322.22	3,416.86		
Department of Employment, Small Business and Training	538.44	565.54	583.14	614.36	
Department of Energy and Climate				418.74	
Department of Energy and Public Works	1,558.93	2,069.98	2,190.34		
Department of Environment and Science	2,684.52	2,724.64	2,924.38		
Department of Environment, Science and Innovation				2,913.74	
Department of Housing, Local Government, Planning and Public Works				3,735.04	
Department of Justice and Attorney-General	3,364.76	3,467.23	3,681.86	4,071.62	
Department of Regional Development, Manufacturing and Water	550.54	555.97	635.65	709.86	
Department of Resources	1,480.24	1,358.65	1,380.14	1,466.43	
Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships	1,909.66	1,818.24	1,808.30		

Agency	Mar 2021	Mar 2022	Mar 2023	Mar 2024	Mar 2025
Department of State Development and Infrastructure				1,710.38	
Department of State Development, Infrastructure, Local Government and Planning	879.42	914.77	1,011.44		
Department of Tourism and Sport				440.37	
Department of Tourism, Innovation and Sport	411.58	426.49	472.54		
Department of Treaty, Aboriginal and Torres Strait Islander Partnerships Communities and the Arts				710.90	
Department of Youth Justice				1,951.03	
Public Safety Business Agency	1,089.71				
Public Service Commission	59.70	63.00			
Queensland Audit Office	187.58	192.08	185.22	197.86	
Queensland Fire and Emergency Services	3,374.83	3,607.42	3,766.69	3,954.82	
Sector sub-total: Budget paper 2 (BP2) agencies	233,401.63	239,740.20	244,060.39	255,633.28	268,248.37

Agency	Mar 2021	Mar 2022	Mar 2023	Mar 2024	Mar 2025
Economic Development Queensland					172.08
Legal Aid Queensland	563.62	565.65	615.50	691.81	760.71
Office of the Health Ombudsman	120.77	118.51	129.50	138.12	153.50
Office of the Queensland Integrity Commissioner					15.50
Queensland Art Gallery	290.74	266.17	316.33	320.80	277.11
Queensland Family and Child Commission	63.99	63.62	55.24	58.77	66.56
Queensland Human Rights Commission	42.28	44.10	60.34	60.46	57.44
Queensland Museum	250.37	266.83	278.16	274.24	278.65
Resources Safety and Health Queensland	308.06	315.84	341.43	355.78	359.83
State Library of Queensland	275.04	265.23	294.16	293.94	305.40
Trade and Investment Queensland	131.22	114.72	143.84	171.13	167.71
Sector sub-total: Other entities	2,046.09	2,020.67	2,234.50	2,365.05	2,614.49

Agency	Mar 2021	Mar 2022	Mar 2023	Mar 2024	Mar 2025
Norfolk Island Taskforce		8.00	14.60	13.80	20.85
Sub-total		8.00	14.60	13.80	20.85
Whole-of-sector total	235,447.72	241,768.87	246,309.49	258,012.13	270,883.71

Source: MOHRI 2021–2025.

Occupation type

In considering the composition of Queensland’s public sector, the number of FTE in key frontline, frontline and frontline support, and corporate roles is also relevant.

The ABS Australian and New Zealand Standard Classification of Occupations (ANZSCO) is an industry standard coding system that provides a uniform way for all organisations to categorise different types of roles.

Every Queensland public sector position is allocated a specific ANZSCO code when it is created. Each role is also categorised as either frontline and frontline support, or as a corporate role. In our data we also differentiate key frontline roles.

Key frontline, frontline and frontline support roles

Key frontline, frontline and frontline support roles deliver services, programs and outcomes directly to the community, or provide essential support enabling the development and delivery of frontline services, programs and outcomes.

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

Frontline and frontline support roles provide essential support enabling the development and delivery of frontline services, the development and delivery of government policy and programs as well as outcomes for the community.

Corporate roles provide organisation-wide support to enable agencies to deliver the Queensland Government’s objectives for the community and frontline services. These roles include employees working in human resource management, accounts and finance, information technology and communications.

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

Between March 2021 and March 2025:

- The number of key frontline FTE increased by 17,723.64.
- The number of frontline and frontline support FTE increased by 12,802.48.
- The number of corporate FTE increased by 4,909.87.

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

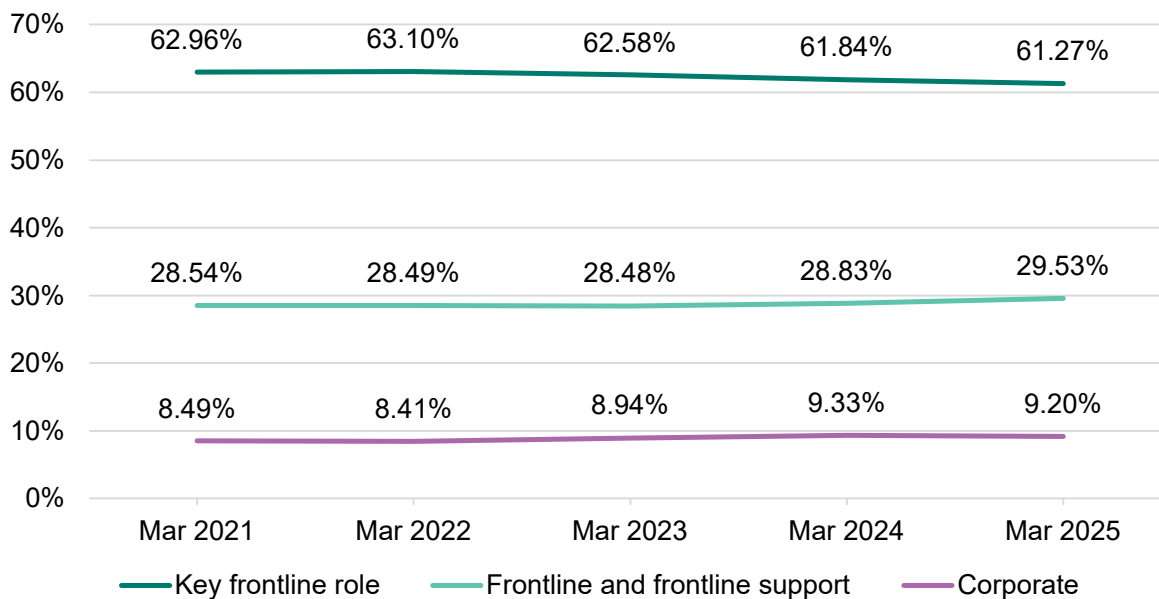
FTE numbers	Mar 2021	Mar 2022	Mar 2023	Mar 2024	Mar 2025
Key frontline roles	148,246.48	152,544.72	154,138.53	159,550.51	165,970.12
Frontline and frontline support	67,200.36	68,886.12	70,139.84	74,382.77	80,002.84
Corporate	20,000.88	20,338.03	22,031.12	24,078.85	24,910.75

Source: MOHRI 2021–2025.

As a proportion of the total workforce, between March 2021 and March 2025:

- Key frontline roles have decreased from 62.96% of the total to 61.27%.
- Frontline and frontline support roles have increased from 28.54% to 29.53%.
- Corporate FTE have increased from 8.49% to 9.20%.

Key frontline, frontline/frontline support and corporate proportion of total FTE: March 2021–March 2025



Source: MOHRI 2021–2025.

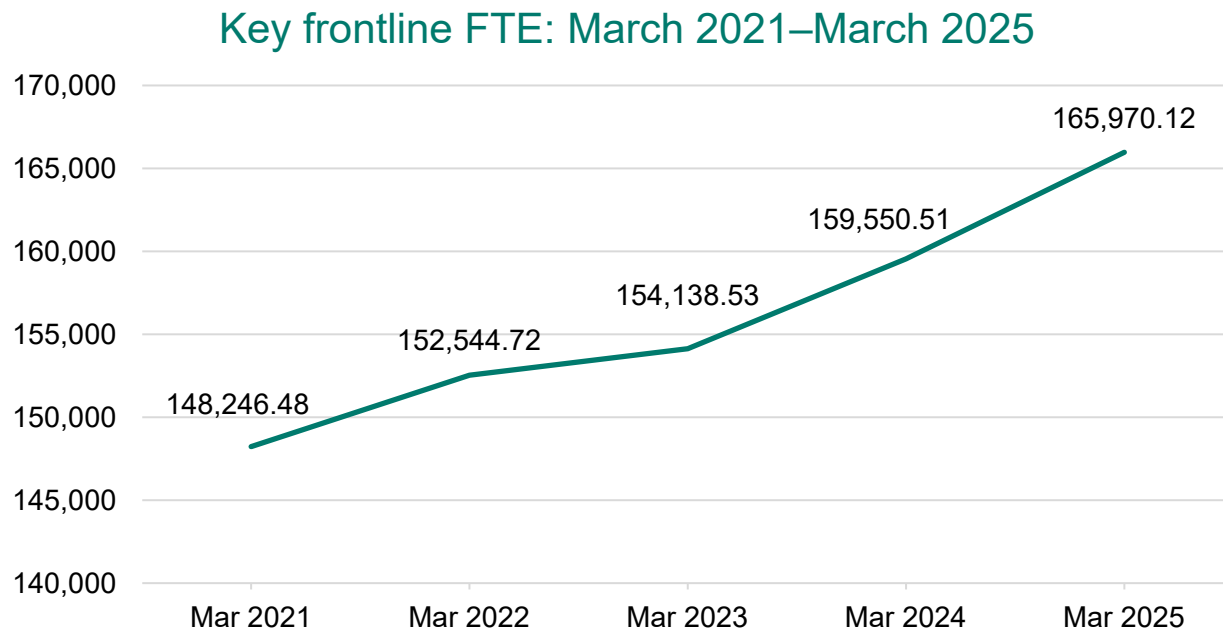
Key frontline, frontline/frontline support and corporate FTE 12-month variation: March 2024–March 2025

Occupation type FTE in past 12 months	Mar 2024	Mar 2025	Variance	% variance
Key frontline roles	159,550.51	165,970.12	6,419.61	▲ 4.02%
Frontline and frontline support	74,382.77	80,002.84	5,620.07	▲ 7.56%
Corporate	24,078.85	24,910.75	831.90	▲ 3.45%

Source: MOHRI March 2024 and March 2025.

Key frontline roles

There are 165,970.12 key frontline FTE in the Queensland public sector.



Source: MOHRI 2021–2025.

Key frontline FTE	Mar 2025
Disability support workers	919.87
Youth and case workers	1,177.9
Child safety case workers	1,953.27
TAFE teachers and tutors	2,095.61
Firefighters	2,977.68
Correction officers	5,273.01
Ambulance officers	5,503.24
Teacher aides	10,955.65
Police	12,278.72
Doctors	13,124.17
Health practitioners/professional/technical	17,251.27
Nurses and midwives	43,866.99
Teachers	48,592.74
Total	165,970.12

The number of key frontline FTE roles has increased steadily over the past five years and particularly in the past two years:

- Correctional officers have increased by 13.88% (642.87 FTE) over the past year in response to increased prisoner numbers and the 2025 opening of the Lockyer Valley Correctional Centre.
- Numbers of sworn police officers increased by 3.26% (388.03 FTE) over the past year as a result of a significant recruitment drive.
- The continuous cycle of forward recruitment activities conducted by the Queensland Ambulance Service increased the number of ambulance officers by 5.19% (271.36 FTE) over the past year.
- Ongoing local and international recruitment in Queensland Health as well as expansion of facilities to meet the needs of the community has meant that the number of nurses, midwives, doctors and other health practitioners each increased by over 6% (4,611.11 total FTE) over the past year.
- Youth and case workers increased by 13.66% (141.56 FTE) over the past year.

The continuing decrease in disability support workers -2.16% (-46.25 FTE) reflects a decline in National Disability Insurance Scheme (NDIS) participant numbers supported by the Department of Families, Seniors, Disability Services and Child Safety including the cessation of NDIS respite services.

Key frontline year-on-year variation: 2021–2025	Mar 2021	Mar 2022	Mar 2023	Mar 2024	Mar 2025
Correction officers	▲ 27.16%	▲ 13.95%	▲ 1.14%	▲ 6.52%	▲ 13.88%
TAFE teachers and tutors	▲ 1.73%	▲ 3.26%	▲ 2.62%	▲ 5.88%	▼ -2.16%
Disability support workers	▼ -3.88%	▼ -9.50%	▼ -4.51%	▼ -0.23%	▼ -2.47%
Teachers	▲ 0.71%	▲ 0.26%	▲ 0.33%	▲ 0.94%	▲ 0.23%
Child safety case workers	▲ 0.29%	▲ 5.79%	▲ 1.10%	▲ 5.20%	▲ 0.68%
Teacher aides	▼ -0.23%	▼ -0.49%	▲ 0.88%	▲ 0.15%	▲ 1.39%
Police	▲ 1.06%	▲ 0.04%	▼ -0.49%	▼ -0.14%	▲ 3.26%
Ambulance officers	▲ 2.26%	▲ 5.36%	▲ 2.90%	▲ 5.64%	▲ 5.19%
Firefighters	▲ 2.80%	▲ 1.24%	▲ 3.10%	▲ 4.74%	▲ 5.72%
Nurses and midwives	▲ 3.03%	▲ 6.14%	▲ 1.53%	▲ 5.69%	▲ 6.04%
Health practitioners/professional/technical	▲ 21.69%	▲ 5.54%	▲ 1.33%	▲ 6.59%	▲ 6.78%
Doctors	▲ 3.77%	▲ 2.45%	▲ 2.73%	▲ 6.77%	▲ 8.42%
Youth and case workers	▲ 4.93%	▲ 9.01%	▲ 1.63%	▲ 6.82%	▲ 13.66%
Total	▲ 3.81%	▲ 2.09%	▲ 1.04%	▲ 3.51%	▲ 4.02%

Source: MOHRI 2021–2025.



The number of teachers has steadily increased over the five years to 2025, while the number of teacher aides has grown notably following declines in 2021 and 2022.

That said, the current Queensland Government acknowledges the challenges associated with recruiting teachers and so has committed to the *More Teachers, Better Education* election commitment. The election commitment involves the delivery of 550 more school-based teachers and teacher aides over four years (March 2024 to March 2028).

At the first annual milestone (March 2025), 259.85 additional full-time equivalent (FTE) teachers and teacher-aides have been employed, delivering 47% of the total commitment in the first year. This includes an additional 109.58 teacher FTE and 150.27 teacher-aide FTE, with stable student enrolment growth.

The number of educators in Queensland TAFE colleges has decreased over the past year, following notable growth in 2024. Movement in FTE at TAFE Queensland is largely driven by demand for qualifications and skill sets in skill shortage areas that lead to employment outcomes or further study pathways. The workforce is strategically designed to expand and contract to meet demand.

Frontline and frontline support

Frontline and frontline support roles deliver services directly to the community or work in functions that are essential to the delivery of services directly to the community.

Examples of frontline and frontline support roles are:

- builders, electricians and other construction industry tradespersons
- clerical and administrative support employees in police, fire or ambulance stations and other centres accessible by the community for government services
- earth science, environmental and agricultural scientist/officers, laboratory technicians, marine biologists and geologists
- front counter and customer enquiry employees, call centre and online customer service employees in Queensland Government service centres
- grants management officers
- hospital and health service employees (non-corporate roles)
- mine inspectors, park rangers, fisheries officers, road engineers, surveyors, regulatory inspectors and quarantine officers
- prison and community corrections employees
- program or project planners, administrators, managers and strategy employees who formulate public policies for the provision of government services, programs and outcomes affecting communities (e.g. fisheries, forestry, waste management, public health, youth programs, tourism, environment, planning services and systems, economic strategy and industry development).
- public prosecutors, bailiffs, clerks of court and court registry officers
- radio dispatchers
- recreation facilitators and instructors
- school crossing supervisors, art gallery and museum curators and guides, archivists and librarians
- school employees
- social workers.

The number of frontline and frontline support FTE has increased by 7.56% over the 12 months between March 2024 and March 2025.

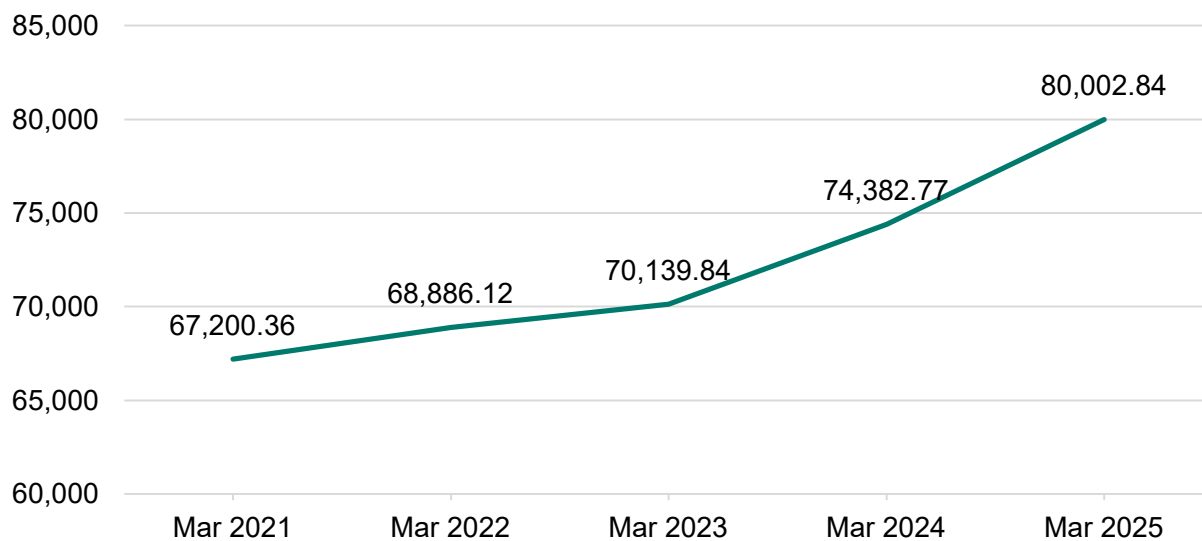
The number of frontline and frontline support FTE has increased from 67,200.36 to 80,002.84 FTE over the five years to 2025.

The largest percentage increases over the past 12 months have been in the role of program or project administrator, which increased by 14% (664.86 FTE) and policy analyst, which increased by 9.45% (117.53 FTE).

As per the ANZSCO code, a program or project administrator is defined as being involved in planning, organising and overseeing the administration of programs, special projects and support services within an organisation. They are responsible for advising senior management, implementing decisions, and overseeing contractors. Additionally, they prepare reports, collect data and analyse project outcomes.

A policy analyst develops and analyses policies that guide the design, implementation and modification of government operations and programs. They also collect and analyse data to create intelligence.

Frontline/frontline support FTE: March 2021–March 2025



Source: MOHRI 2021–2025.

Frontline/frontline support FTE	Mar 2025
Clerical and office support workers (nec)	1,068.72
Waiter	1,176.48
Security officer	1,190.07
Gardener (general)	1,221.91
Information officer	1,238.11
Policy analyst	1,360.64
Specialist managers (nec)	1,401.15
Policy and planning manager	1,764.70
Office manager	2,491.16
Labourers (nec)	3,817.15
Commercial cleaner	4,760.87
Program or project administrator	5,414.81
General clerk	15,965.93
Role category with less than 1000 FTE in role category	37,131.14
Total	80,002.84

nec – not elsewhere classified.

Frontline/frontline support year-on-year variation: 2021–2025 ²	Mar 2021	Mar 2022	Mar 2023	Mar 2024	Mar 2025
Commercial cleaner	▲ 10.01%	▼ -0.59%	▼ -5.49%	▲ 2.56%	▲ 0.64%
Office manager	▼ -2.89%	▲ 1.14%	▲ 3.31%	▲ 5.33%	▲ 0.97%
Information officer	▼ -4.52%	▼ -7.49%	▲ 5.34%	▼ -7.16%	▲ 1.22%
Gardener (general)	▼ -3.61%	▲ 0.78%	▼ -0.28%	▲ 1.34%	▲ 1.63%
Waiter	▼ -1.67%	▼ -0.54%	▲ 5.93%	▲ 1.12%	▲ 5.57%
Specialist managers (nec)			N/A	▲ 9.26%	▲ 5.58%
Labourers (nec)	▼ -2.62%	▲ 11.27%	▲ 2.44%	▲ 3.21%	▲ 5.59%
Clerical and office support workers (nec)				N/A	▲ 6.26%
General clerk	▼ -2.53%	▲ 4.96%	▼ -0.77%	▲ 3.59%	▲ 6.68%
Policy and planning manager	▲ 6.96%	▲ 3.37%	▲ 24.88%	▲ 11.36%	▲ 6.85%

²N/A represents the year that the new code was introduced. Blank cells mean there were either no employees in the relevant category in the prior years, or there were employees <1000 and these have been rolled up into the <1000 category.

Frontline/frontline support year-on-year variation: 2021–2025	Mar 2021	Mar 2022	Mar 2023	Mar 2024	Mar 2025
Security officer		N/A	▲ 0.25%	▲ 8.64%	▲ 8.76%
Policy analyst	▼ -13.76%	▲ 0.11%	▲ 11.12%	▲ 7.42%	▲ 9.45%
Program or project administrator	▼ -1.41%	▲ 3.89%	▲ 12.79%	▲ 8.85%	▲ 14.00%
Role category with less than 1000 FTE in role category	▼ -6.47%	▼ -1.30%	▼ -2.33%	▲ 4.90%	▲ 9.24%
Total	▼ -3.80%	▲ 2.51%	▲ 1.82%	▲ 6.05%	▲ 7.56%

Source: MOHRI 2021–2025.

Corporate roles



9 out of 10 public sector roles
work in frontline and frontline support roles (March 2025)

Nine out of ten public servants are in either key frontline, frontline or frontline support roles. Corporate functions provide critical support to the frontline and enable frontline employees to do the critical work of delivering services to the community.

The recruitment of corporate functions was constrained during and immediately following the pandemic. When recruitment constraints were lifted, corporate FTE numbers increased as agencies sought to replenish their corporate workforce and provide greater support to the key frontline, frontline and frontline support workforce.

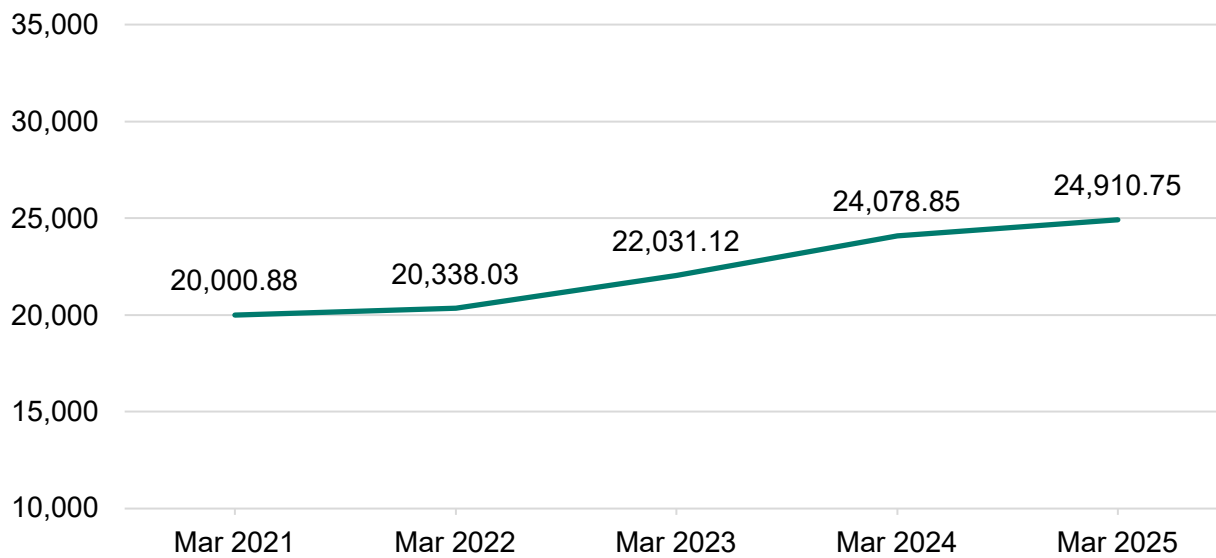
Between March 2022 and March 2023 corporate growth was 8.32%, and 9.29% between March 2023 and March 2024.

The growth in corporate services slowed to 3.45% between March 2024 and March 2025, and is now similar to pre-pandemic levels. In the 12 months between March 2018 and 2019 corporate services growth was 3.36%.

Notably, audit services roles reduced between March 2024 and March 2025—a decrease of 57.29% FTE. This is largely due to the removal of the Queensland Audit Office (QAO) from the MOHRI data collection reflecting the independence of that Office.

The removal of the QAO from the MOHRI collection has inflated the decrease in corporate services. However, the growth of corporate services has still slowed, even with the exclusion of the QAO. Excluding the QAO from the data set, over time, growth in corporate services between March 2024 and March 2025 had slowed to 4.31%.

Corporate service roles FTE: March 2021–March 2025



Corporate service roles FTE	Mar 2025
Audit services	132.77
Legal services	410.60
Corporate services management	644.86
Information management	1,008.06
Communication, media and marketing	1,260.69
Executive services and support	1,366.16
Procurement and contract management	1,391.63
Governance and strategy	1,566.56
Property and facilities	1,800.02
Accounting and finance	3,342.42
Human resources	5,166.78
Information and communications technology	6,820.20
Total	24,910.75

Corporate year-on-year variation: 2021–2025	Mar 2021	Mar 2022	Mar 2023	Mar 2024	Mar 2025
Audit services	▼ -3.75%	▼ -0.90%	▲ 3.10%	▲ 2.46%	▼ -57.29%
Corporate services management	▼ -1.49%	▲ 62.16%	▲ 29.11%	▲ 53.14%	▼ -6.07%
Legal services	▼ -3.90%	▼ -2.34%	▲ 9.18%	▲ 3.12%	▼ -4.60%
Executive services and support	▲ 2.09%	▼ -0.22%	▲ 26.82%	▲ 9.16%	▼ -3.49%
Accounting and finance	▲ 1.03%	▼ -1.64%	▲ 4.56%	▲ 4.39%	▼ -1.51%
Information management	▲ 0.64%	▲ 1.62%	▲ 8.76%	▲ 8.47%	▼ -1.41%
Communication, media and marketing	▼ -2.20%	▲ 0.64%	▲ 11.52%	▲ 5.04%	▲ 0.84%
Human resources	▼ -0.34%	▲ 4.04%	▲ 0.19%	▲ 10.25%	▲ 6.00%
Information and communications technology	▲ 1.94%	▼ -1.72%	▲ 17.61%	▲ 10.29%	▲ 7.70%
Procurement and contract management	▲ 3.21%	▲ 0.02%	▼ -6.07%	▲ 0.66%	▲ 8.05%
Governance and strategy	▲ 3.15%	▲ 6.48%	▲ 19.82%	▲ 13.02%	▲ 8.86%
Property and facilities	▼ -3.06%	▲ 6.87%	▼ -4.12%	▲ 11.57%	▲ 10.06%
Total	▲ 0.56%	▲ 1.69%	▲ 8.32%	▲ 9.29%	▲ 3.45%

Source: MOHRI 2021–2025.

Case study

Diversity of public sector roles: Keeping Queenslanders safe

The public sector is made up of many different roles and functions. While the community sees and directly experiences the work of many public servants, there are many public servants that we don't necessarily know about, working each day to make a difference.

Unlicensed electrical work can lead to unsafe and non-compliant installations, significantly increasing the risk of injuries, fatalities and property damage caused by unsafe electrical practices.

Investigations conducted into unlicensed persons performing electrical work have resulted in the detection of many unsafe electrical installations by untrained or inadequately skilled tradespeople.

The increasing use of online platforms to source services has increased the ease of advertising but also increased the challenge of regulation.

The Electrical Safety Office's Compliance Unit (ESOCU) is responsible for enforcing electrical safety laws and standards. This includes conducting audits and investigations to ensure businesses and individuals are operating in a safe manner and meeting their electrical safety duties.

The ESOCU's implementation of the *Managing Identified and Potential Electrical Safety Risks in Domestic Properties* procedure has helped reduce potential risks by notifying homeowners of suspected unlicensed or unsafe electrical work. To date 1,791 notifications have been sent to homeowners and occupiers.

The ESOCU has:

- achieved nine successful prosecutions for unlicensed electrical work within the Queensland court system, resulting in \$395,000 in fines issued by the courts
- successfully obtained and executed two search warrants against repeat unlicensed operators
- reviewed 5,217 online profiles for compliance
- completed 352 assessments
- issued 231 notices
- facilitated the removal of 1,048 non-compliant advertisements, significantly reducing the amount of unlicensed electrical services online.

Location³

An analysis of the 2021 Census by the Queensland Government Statistician's Office shows that one in five usual residents of Australia live in Queensland. Forty-nine percent of the Queensland population live in Brisbane.

From 2021–2024, the population growth of Queensland saw the Greater Brisbane area increase by 213,300 people (8.3%), while the rest of the state increased by 158,500 people (6.0%).

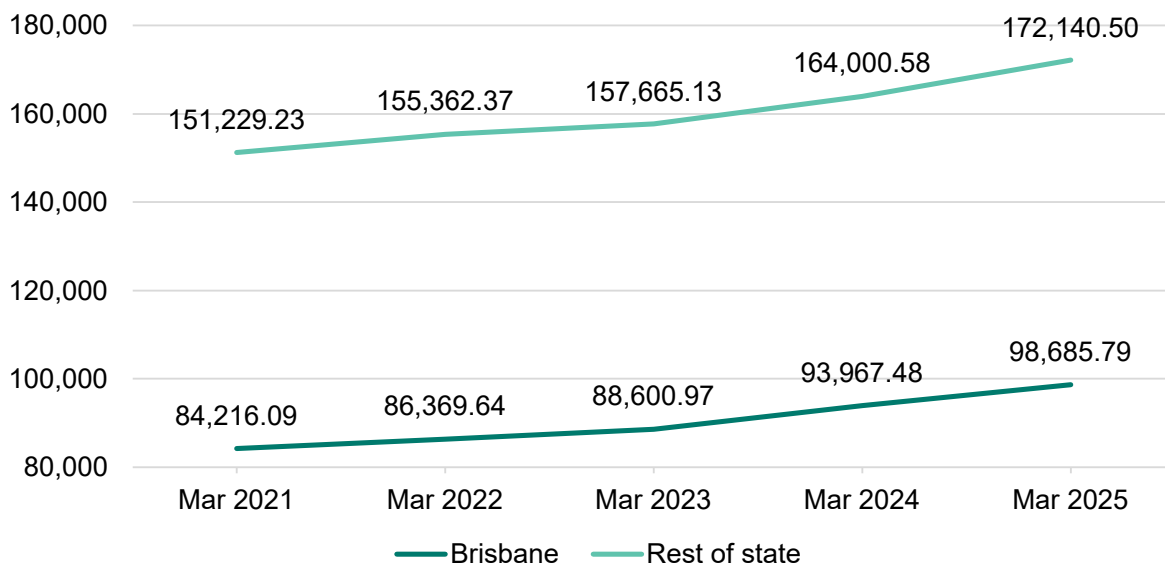
The number of FTE based in both Brisbane Inner City and surrounding suburbs⁴ as well as regional locations across the state, has steadily increased in the past five years.

FTE numbers across the state have increased notably between 2024 and 2025. While this upward trend is the case for total FTE, it is also the trend for both corporate roles and frontline (including key frontline) and frontline support roles.

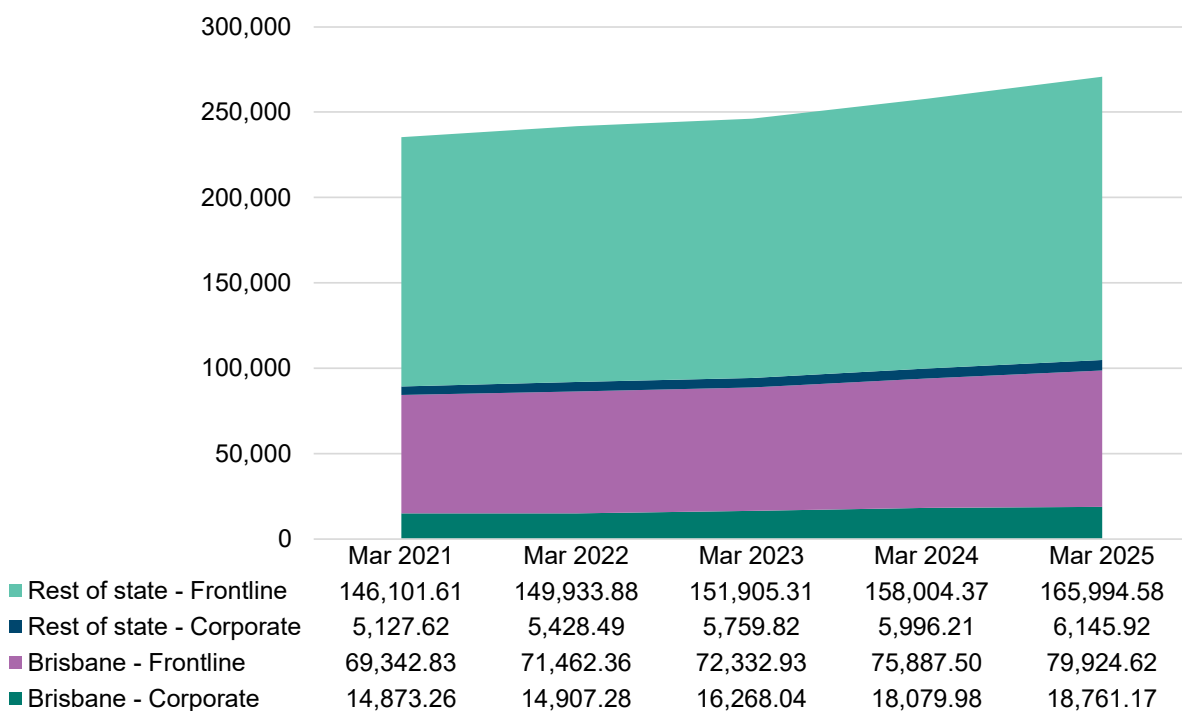
³Statistical areas are in accordance with the Australian Bureau of Statistics (ABS) Australian Statistical Geography Standard (ASGS) SA4 boundaries. Note: interstate and overseas employees are excluded.

⁴ABS Statistical Area regions of Brisbane Inner City, Brisbane North, South, East and West.

Total FTE by location: 2021–2025



Total FTE by role by location: March 2021–March 2025

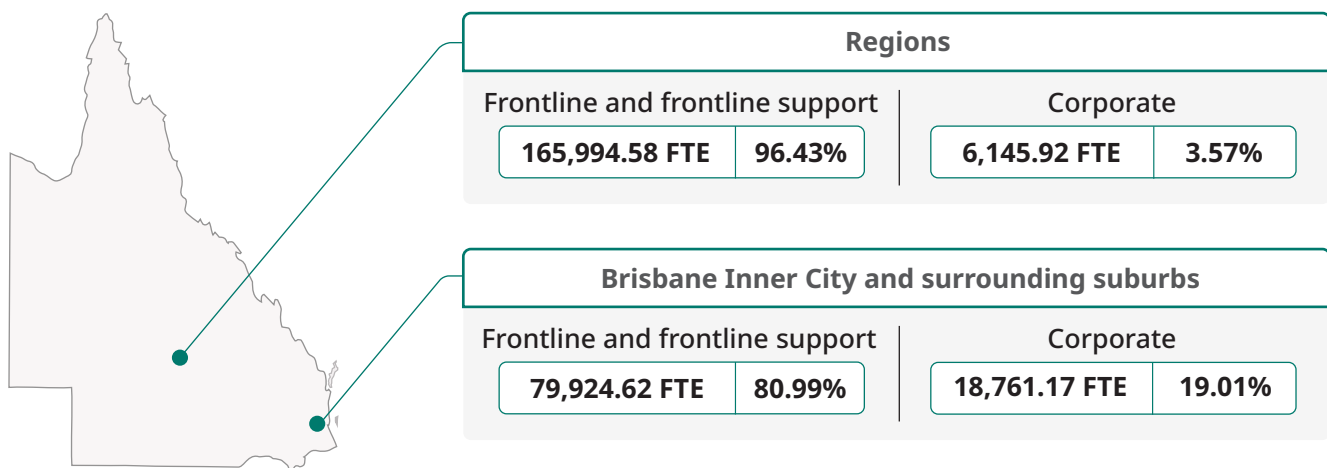


Source: MOHRI 2021–2025.

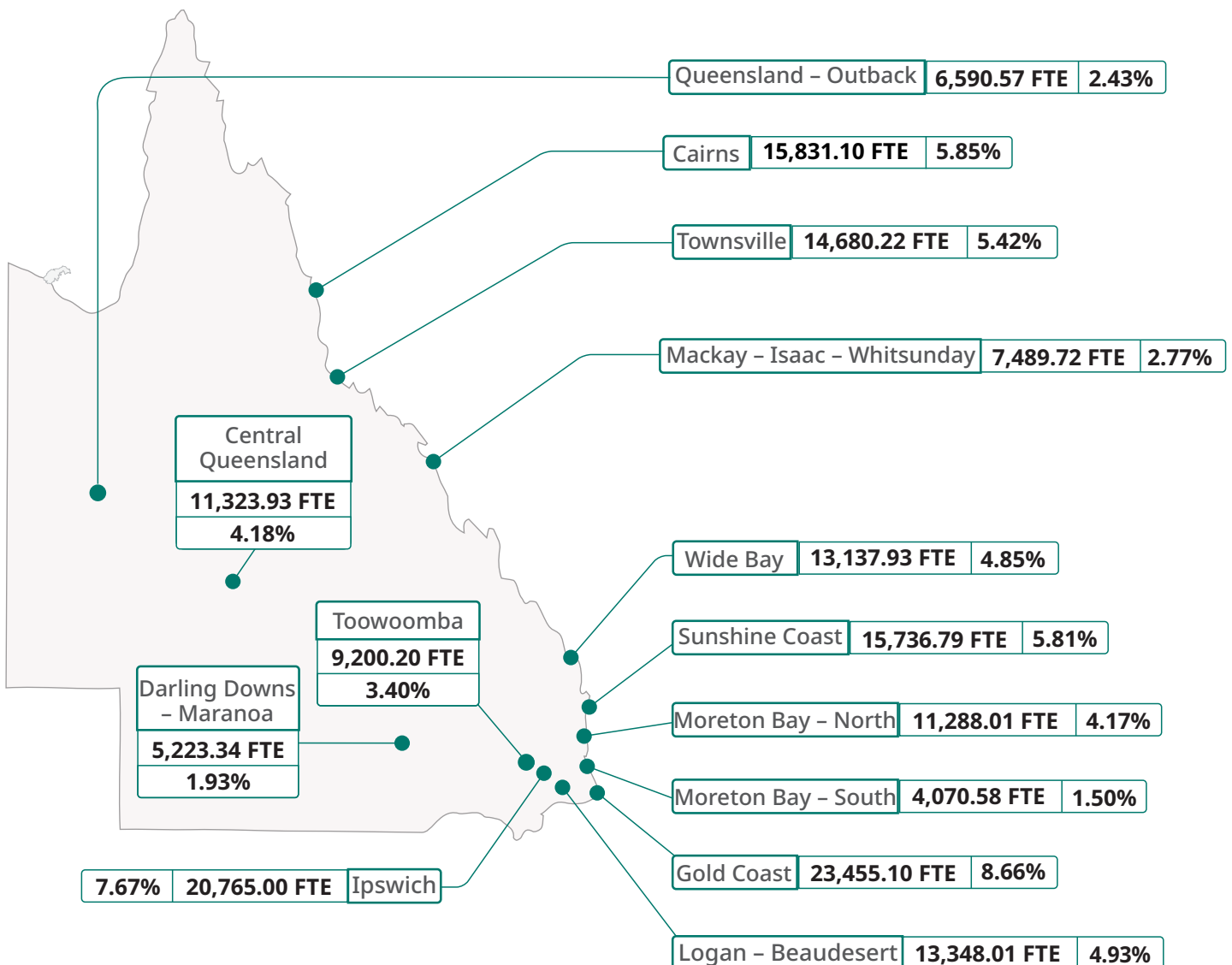
Close to 20.91% of FTE are located in the Brisbane Inner City statistical area, with 15.53% of FTE working in Brisbane North, East, South, West. There are 63.56% FTE working in the regions.

Source: MOHRI March 2025.

Regionally-based FTE as % of total sector workforce



Outside of the Brisbane Inner City and surrounding suburbs statistical area, sector workers are concentrated in several key regional centres.



Source: MOHRI March 2025.

**Location of key frontline, frontline, frontline support and corporate FTE plus total workforce:
FTE and proportion—March 2025**

	Key frontline, frontline and frontline support		Corporate roles		Total FTE	% of total public sector workforce
	FTE	Proportion frontline FTE %	FTE	Proportion corporate FTE %		
Brisbane – East	6,026.62	99.14%	52.43	0.86%	6,079.05	2.24%
Brisbane – North	10,263.62	92.44%	839.15	7.56%	11,102.77	4.10%
Brisbane – South	19,793.31	94.23%	1,212.25	5.77%	21,005.56	7.76%
Brisbane – West	3,815.10	98.80%	46.50	1.20%	3,861.60	1.43%
Brisbane Inner City	40,025.97	70.67%	16,610.84	29.33%	56,636.81	20.91%
Cairns	15,107.21	95.43%	723.89	4.57%	15,831.10	5.85%
Central Queensland	10,824.26	95.59%	499.67	4.41%	11,323.93	4.18%
Darling Downs – Maranoa	5,115.26	97.93%	108.08	2.07%	5,223.34	1.93%
Gold Coast	22,553.74	96.16%	901.36	3.84%	23,455.10	8.66%
Ipswich	20,225.46	97.40%	539.54	2.60%	20,765.00	7.67%
Logan – Beaudesert	13,040.01	97.69%	308.00	2.31%	13,348.01	4.93%
Mackay – Isaac – Whitsunday	7,224.13	96.45%	265.59	3.55%	7,489.72	2.77%
Moreton Bay – North	11,093.94	98.28%	194.07	1.72%	11,288.01	4.17%
Moreton Bay – South	4,035.02	99.13%	35.56	0.87%	4,070.58	1.50%
Queensland – Outback	6,382.54	96.84%	208.03	3.16%	6,590.57	2.43%
Sunshine Coast	15,059.32	95.69%	677.47	4.31%	15,736.79	5.81%
Toowoomba	8,672.81	94.27%	527.39	5.73%	9,200.20	3.40%
Townsville	13,929.22	94.88%	751.00	5.12%	14,680.22	5.42%
Wide Bay	12,731.66	96.91%	406.27	3.09%	13,137.93	4.85%

Source: MOHRI March 2025.

Case study

Connecting across Queensland

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

The establishment of the Regional Collaborative Governance Model (the Model) provides a structure to support place-based regional planning and coordination of work across agencies. The model includes six Regional Leadership Networks providing coverage of Queensland regional areas:

1. Far North Queensland
2. North and North West Queensland
3. Mackay Isaac Whitsunday
4. Central Queensland
5. Wide Bay Burnett
6. Darling Downs South West.

In total, there are 205 senior government officers from across 20 agencies that participate in Regional Leadership Networks.

The Model is led and delivered by the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development with support from the Public Sector Commission.

The Model is supporting government to understand the priorities, challenges and opportunities experienced in Queensland's regions and provides a mechanism to elevate and address these matters through cross-agency collaboration.

Appointment type

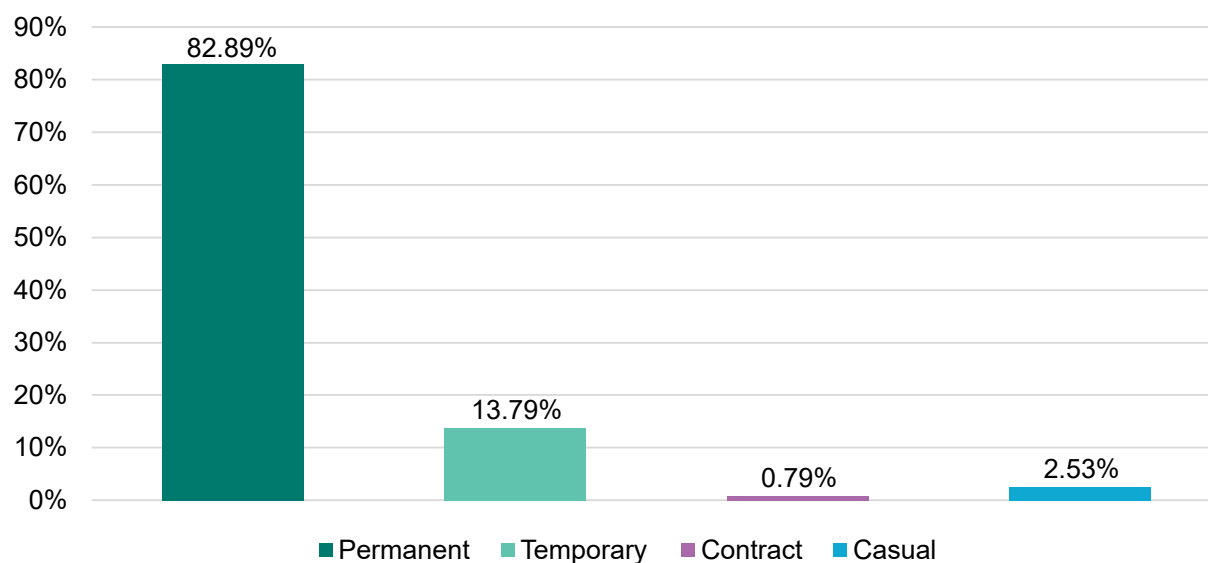
Close to 83% of the Queensland public sector are employed on a permanent basis. This data has been stable over the past five years.

Appointment type FTE: March 2025

Appointment type	FTE
Permanent	224,548.37
Temporary	37,346.05
Contract	2,127.68
Casual	6,861.61
Total	270,883.71

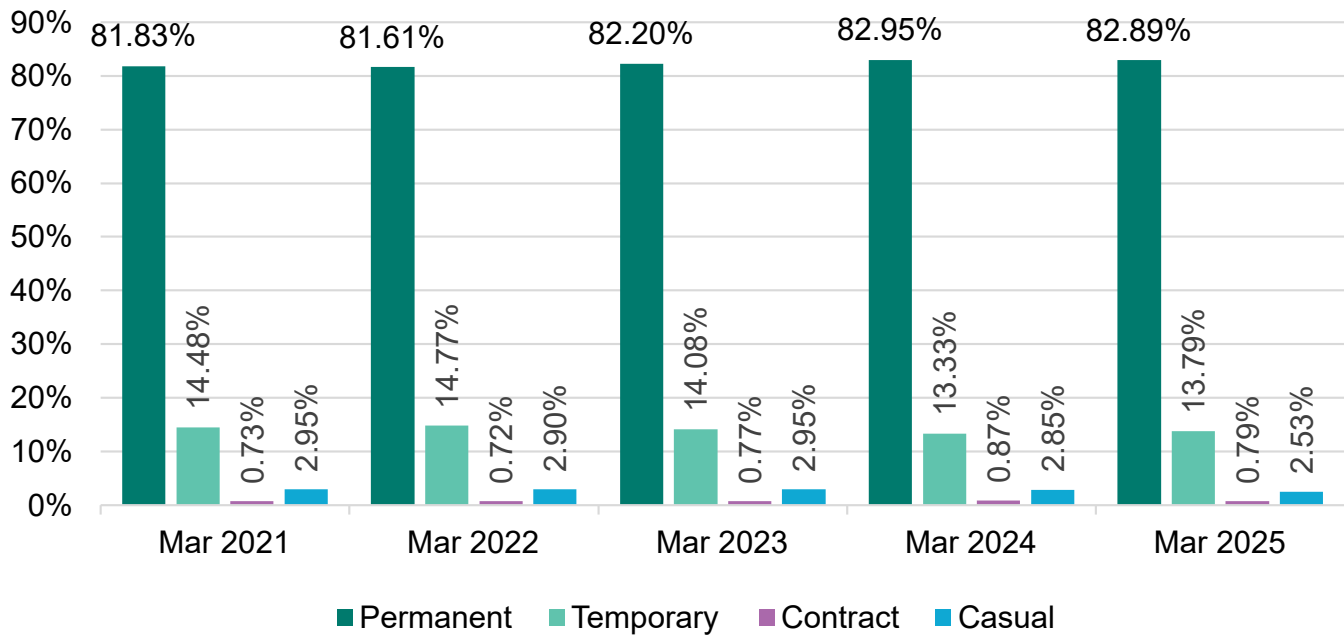
Source: MOHRI March 2025.

Proportion of appointment type in total FTE: March 2025



Source: MOHRI 2021–2025.

Proportion of appointment type in total FTE: March 2021–March 2025



Source: MOHRI 2021–2025.

Employment status

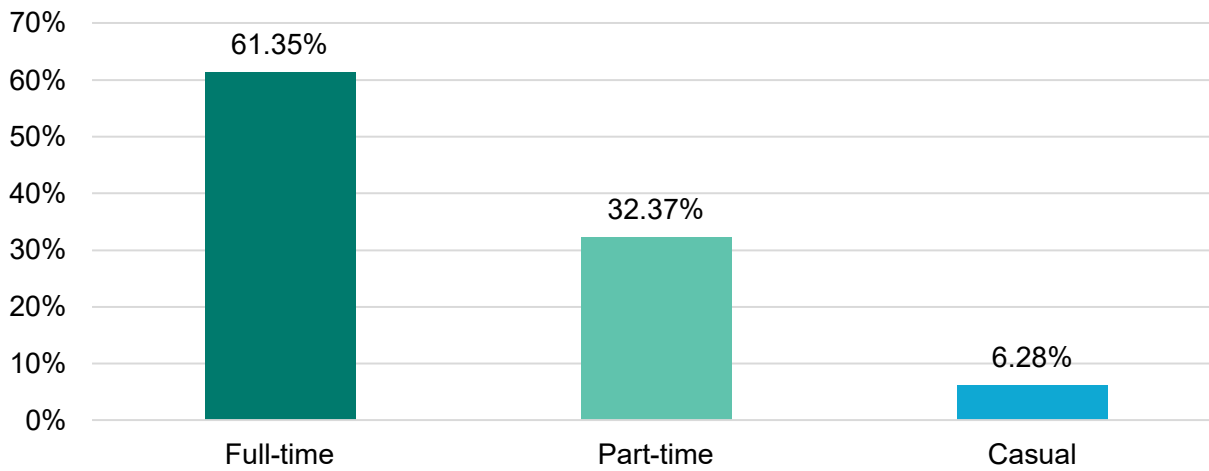
Whole-of-sector figures on employment status have been stable over the past five years with 61.35% employed full-time, 32.37% and 6.28% employed on a part-time and casual basis respectively.

Employment status headcount: March 2025

Employment status	Headcount: Mar 2025
Full-time	197,906
Part-time	104,439
Casual	20,255
Total	322,600

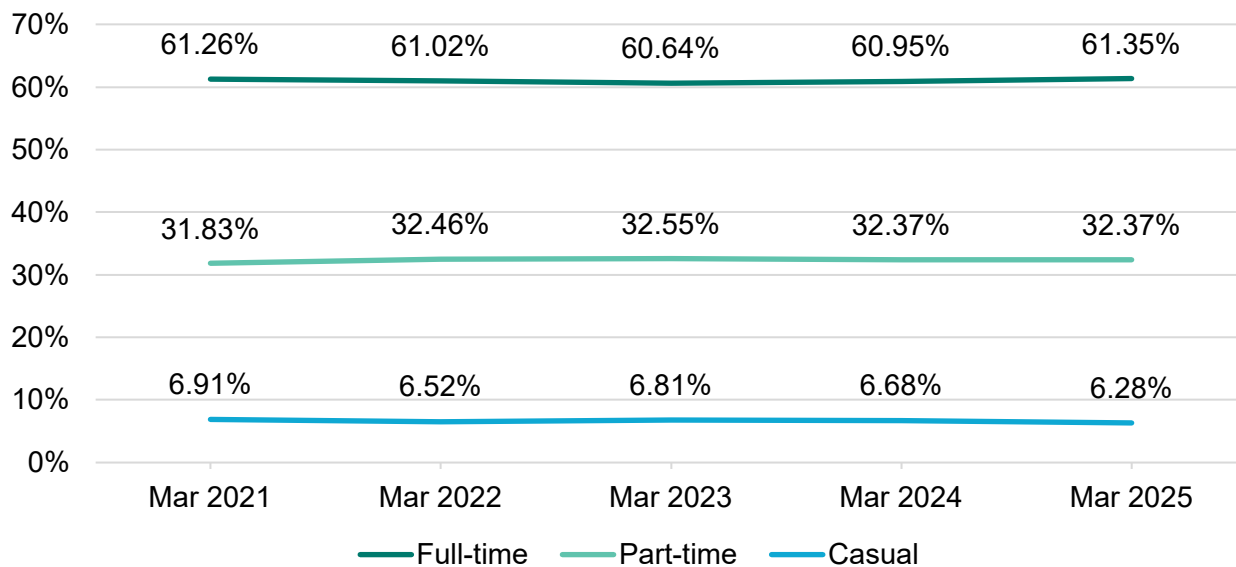
Source: MOHRI March 2025.

Proportion of employment status in total headcount: March 2025



Source: MOHRI March 2025.

Proportion of employment status in total headcount: March 2021–March 2025



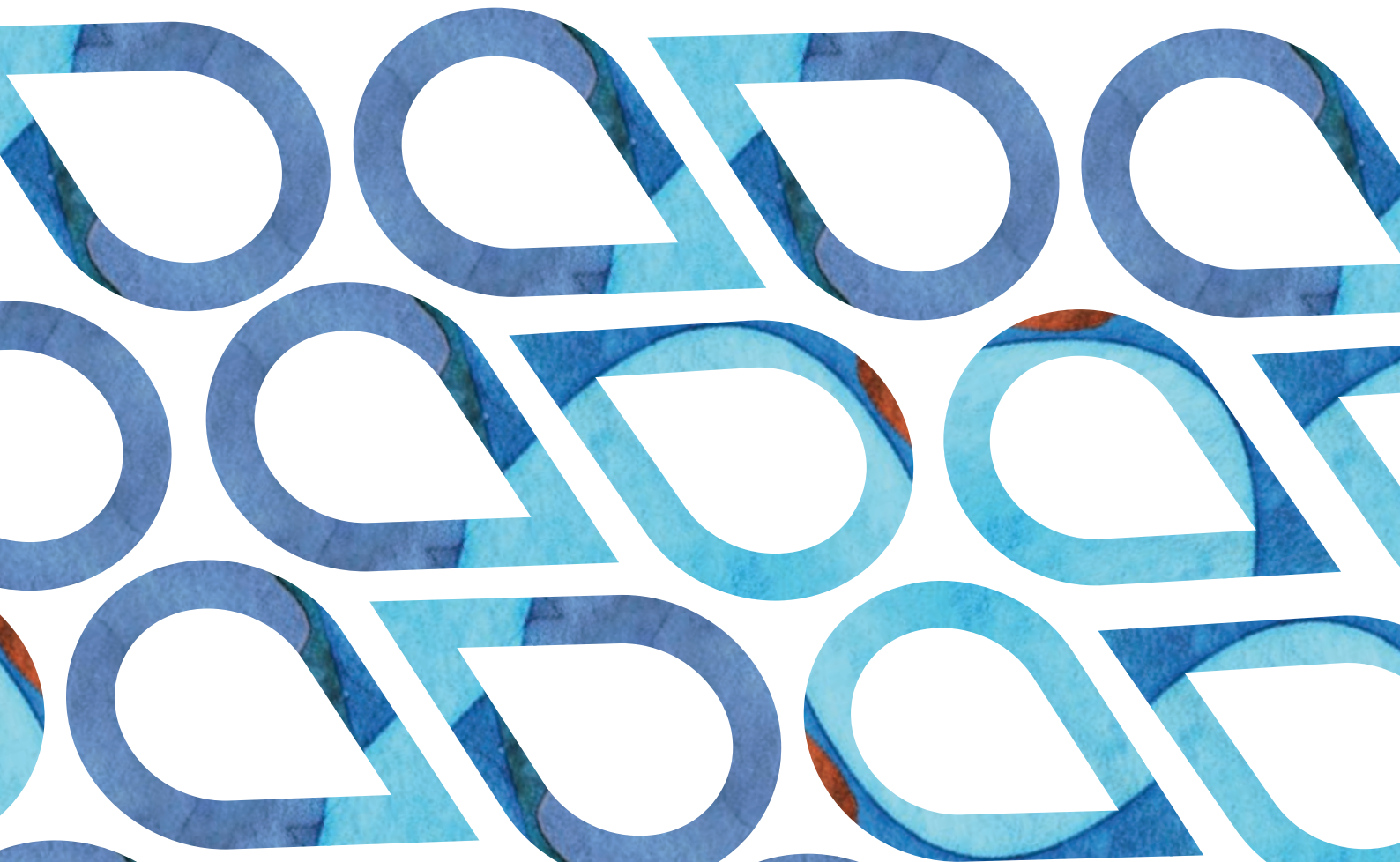
Source: MOHRI 2021–2025.

Our operating environment

This chapter provides insight into the strategies and challenges that guide the way we work as well, as our commitment to building a world class, high-performing public sector.

Highlights

- Employee engagement is key in achieving a high-performing workforce.
- In the 2024 Working for Queensland survey, the overall employee engagement score for the Queensland public sector is 60% positive:
 - 68% are proud of the work they do for their organisation
 - 64% recommend their organisation as a great place to work
 - 58% find their organisation inspires them to do their best
 - 57% are motivated to achieve their organisation's objectives
 - 55% feel strong attachment to their organisation.



Our operating environment

A new government

Following the election of a new government in October 2024, there are a number of new government commitments related to building a stronger public sector:

- strengthening the public sector by establishing an independent Public Sector Commission
- building a home-grown public sector through an expanded graduate program
- rebuilding the capacity of the public sector by providing professional training and development
- no forced redundancies in the public sector.

The government amended the *Public Sector Act 2022* within its first 100 days of office to remove the ability to terminate the Public Sector Commissioner without grounds. These amendments support the Commissioner to act independently by increasing the employment security of the Commissioner. This in turn strengthens the ability of the Commissioner to provide independent advice to the Premier of the day, without fear of reprisal or termination without reason at the will of the Premier.

This legislative reform is part of an increased focus on accountability, transparency, capability building, job security and an apolitical public sector that can provide frank and fearless advice.

Our challenge

The government released its [Mid-Year Fiscal and Economic Review](#) on 14 March 2025, which indicated that the 2025–26 deficit is \$6.9 billion, with deficits of \$9.2 billion projected each year in 2026–27 and 2027–28.

The challenge of delivering world-class services to the people of Queensland in a fiscally constrained environment will require the ongoing commitment to ever stronger performance, productivity and innovation of the public sector.

This report focuses on the most important asset the public sector has to deliver on this challenge—our people.

A homegrown public sector—building capacity and capability

The 2024 State of the sector report provided an overview of several workforce capacity and capability building initiatives that were being developed. These initiatives focused primarily on how the public sector can be strengthened and continuously improved.

These initiatives included:

- improving the way we collaborate to address and resolve longer term challenges
- bringing in the next generation of public servants through improved graduate pathways
- mobility and capability
- uplifting our leadership practice across the sector
- promoting the diverse opportunities that exist across the sector and positioning the sector as an employer of choice
- developing an induction and onboarding program on the craft of public service.

These initiatives speak directly to the elements that support any professional and apolitical public sector and were identified and prioritised through a process of collaboration between the Public Sector Commission and public sector organisations.

Progress on these initiatives and programs of work is set out in relevant sections of this report.

In addition to these sector-wide initiatives, this report also focuses on the individual behaviours and local level initiatives that organisations can engage in to create a high performing, more effective and efficient organisation.

Case study

A homegrown public sector Department of the Premier and Cabinet

The Policy Futures Graduate Program, led by the Department of the Premier and Cabinet, is one example of how the Queensland Government is creating structured, supported pathways into public policy roles and has grown into a flagship early career initiative.

The program is designed to not only strengthen government policy advice and public administration capability but also to reflect the diversity of the community representation within our workforce.

Inclusive practices are embedded throughout the program. The program drives workforce diversity, actively engaging candidates from diverse groups and attracting candidates from Queensland, Australia and internationally. Through this active engagement, the program attracts large volumes of applicants (approximately 1000–1400) each year.

In 2025, the program welcomed its largest cohort to date, with 80 graduates commencing.

In 2025, 6.25% of graduates identified as a person with disability, 3.75% as First Nations peoples, 22.5% as having a culturally and linguistically diverse background and 72.5% as women—demonstrating the program’s success in attracting a broad cross-section of Queensland’s population.

Department of Primary Industries

Department of Primary Industries developed a graduate program in 2022 to attract and retain a diverse, technical and regional workforce.

The Department of Primary Industries Graduate program has a focus on attracting skills and talent relevant to the technical nature of the workforce.

In 2023 and 2024, the graduate program attracted over 400 applications per intake. For the 2025 intake, just over 500 applications were received, many based on word-of-mouth referrals.

Graduates have been placed in regional roles across Queensland. In 2024, 55% of the graduate cohort was based outside of Brisbane. The retention rate for the 2023 cohort is 83% and a 94% retention rate for the 2024 cohort.

Across the 2023 and 2024 graduate program, 14 graduates were placed in specialised primary industries roles which are unique to the Department of Primary Industries.

Queensland Health



There is an identified critical workforce shortage in certain allied health professions across Australia with regional and rural areas most affected. Based on population demographic changes and current university model requirements, the demand for allied health professionals across Australia is expected to continue to significantly outstrip supply.

On 22 November 2023, the Office of the Chief Allied Health Officer, Clinical Excellence Queensland, hosted the Nuclear Medicine Scientist Workforce Summit. The summit resulted in 12 key actions with one of these key actions being student placements which were seen as a critical workforce enabler given there is no nuclear medicine university course offered in Queensland.

A collaboration was established with the Royal Melbourne Institute of Technology (RMIT) which resulted in the development of an Australian first remote nuclear medicine program and embedded student model.

In March 2025, Queensland Health in collaboration with RMIT and three private radiology service providers launched a Nuclear Medicine Scientist Embedded Student Program. This program enables students to study remotely whilst also being able to undertake clinical placements two days per week.

The first cohort of 19 students in 2025 is expected to be emulated in subsequent years with over 80 students expected to be in the pipeline over the next four years in time to support the significant expansion of existing and new medical imaging services across Queensland.

Employee engagement

An engaged workforce is critical in the creation of a high performing, efficient and effective workforce.

Employee engagement is a global measure of employee experience and can be broadly defined as being the individual employee's emotional, cognitive and behavioural commitment to the achievement of organisational outcomes⁵.

In Australia many public sector and private sector organisations focus on engagement, using employee surveys, like WfQ, to better understand the engagement of their employees.

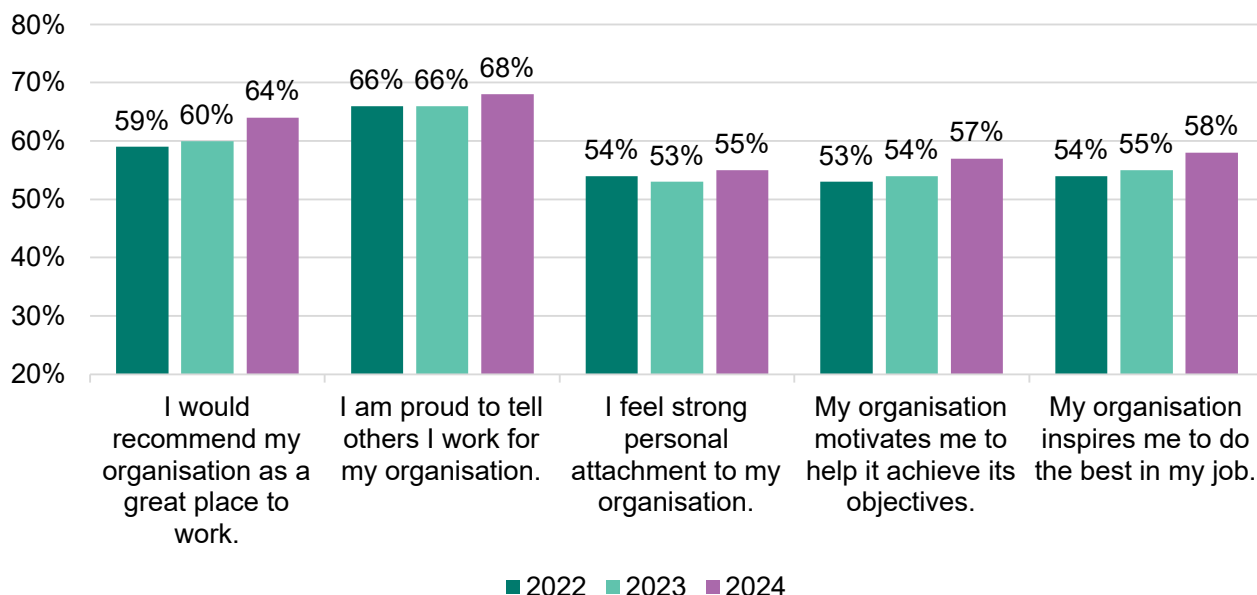
- The overall employee engagement score for the Queensland public sector is 60% positive—which has been steadily increasing since 2022.

The overall employee engagement score is composed of questions relating to pride and the likelihood of recommending the organisation as a great place to work, feeling of inspiration and motivation as well as personal attachment to the organisation.

Positivity associated with each theme has increased upon previous years:

- pride: 68% are proud of the work they do for their organisation
- recommendation: 64% recommend their organisation as a great place to work
- inspiration: 58% find their organisation inspires them to do their best
- motivation: 57% are motivated to achieve their organisation's objectives
- attachment: 55% feel strong attachment to their organisation.

Employee engagement scores



Source: WfQ 2022–2024.

⁵Shuck, B., & Wollard, K. (2010). Employee engagement and HRD: A seminal review of the foundations. *Human Resource Development Review*, 9(1), 89–110.

The drivers of engagement

Engagement is created when the employee feels physically, emotionally and psychologically safe. Physical, emotional and psychological safety relates to the individual's perceived physical safety as well as the feeling that they can be their authentic self in the workplace without fear of their reputation or career being adversely impacted.

Having access to meaningful work makes employees feel more engaged. This means personally feeling the importance and understanding the impact of work in the achievement of organisational objectives. Meaningful work speaks to the individual's need to contribute significantly to their work, their team and their organisation while also receiving feedback about their performance, their value and their contribution.

Engaged employees also have access to the physical, emotional and psychological resources necessary for the completion of work⁶. Resources are understood as being the availability of basic tangible resources (e.g. tools, equipment) as well as learning and skills development, leadership, workgroup support and contemporary workplace practices, for example flexible work arrangements.

Subsequent sections of this report and specifically [Our diversity](#) and [Our work environment](#) will focus on the elements of the Queensland public sector that contribute to engagement.

The outcomes of engagement

While the organisational elements that lead to engagement are well known and validated, so too are the outcomes—both positive and negative.

Positive outcomes that may stem from employee engagement include discretionary effort, continuous improvement, innovation, sharing learnings and working together to manage workload.

Negative outcomes include but are not limited to intention to leave, unplanned absenteeism and disruptive behaviour as well as poor individual, team and organisational performance.

These outcomes and performance matters will be discussed in the [Our performance](#) chapter.

⁶Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724.

Our diversity

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

Highlights

- The sector continues to make progress towards diversity targets. In March 2025:
 - 2.73% of employees identify as Aboriginal peoples and/or Torres Strait Islander peoples – 4% target
 - 8.96% identify as being people from culturally and linguistically diverse backgrounds – 12% target
 - 3.63% identify as people with disability – 12% target
 - 55.59% of leaderships roles are occupied by women – 50% target.
- While there is no target for Australia South Sea Islanders or LGBTQIA+ people, according to the 2024 Working for Queensland survey:
 - 0.63% of respondents were Australian South Sea Islanders
 - 6.59% of respondents were LGBTQIA+.
- In the 2024 Working for Queensland survey:
 - 76% of employees felt their agency's executive group was committed to gender equity
 - Most Working for Queensland respondents in diversity groups felt safe, respected and included in the workplace:
 - 69% for Aboriginal peoples and Torres Strait Islander peoples
 - 66% for people with disability
 - 80% for culturally and linguistically diverse backgrounds
 - 96% for women in leadership
 - 76% for LGBTQIA+.



Our diversity

Government commitment to equity and diversity

The idea that the public sector needs to reflect the community it serves is enshrined in Chapter 2 of the *Public Sector Act 2022*. The Act requires prescribed public sector entities to develop a diverse workforce that represents and reflects the diverse views, experiences and backgrounds of the people of Queensland.

The Act also requires entities to:

- actively progress equity and diversity in employment matters for diversity target groups, including conducting annual diversity audits
- actively progress gender pay equity
- demonstrate equal conditions of employment and equality in access to employment opportunities and leadership roles
- foster respectful and inclusive workplace cultures in which all employees feel safe, valued, accepted and supported at work and can participate equally
- create workplaces free from discrimination.

Several data sources are used to measure performance and progress against the intent of the *Public Sector Act 2022* including the WfQ survey, MOHRI and equity and diversity audits.

Equity and diversity progress

A range of Queensland public sector initiatives exemplify the commitment of the sector to fostering diverse workforces and safe, respectful and inclusive workplaces. These initiatives vary from modernising workforce policy and directives to improving auditing approaches and building capability and collaboration.

Diversity in action: Inclusive recruitment and selection

The [Recruitment and selection \(Directive 07/23\)](#) is a relatively new directive. Under the directive and echoing the Act, principles like equity, diversity, respect, inclusion and cultural safety need to be promoted in recruitment and selection processes.

Primarily, applicants must be eligible to apply—they must have the required licences or permission to work in Australia. An applicant's 'suitability' for a role is based on an assessment of ability and attributes relevant to the position and organisation. There are attributes panels *must* consider, such as someone's ability to perform the requirements of the role (for example, their aptitude, skills, qualifications, knowledge, experience and personal qualities).

There are also additional attributes panels *may* consider, such as how someone may contribute to the organisation's equity and diversity goals. While the directive includes some attributes that a panel *may* consider, it is best practice for these to be considered in every process. This is so the sector attracts and secures the best talent, who also reflects the Queensland community.

Diversity in action: Reproductive leave

In reviewing Queensland public sector employment conditions with an inclusion lens, the Public Sector Commission worked with the Office of Industrial Relations, Queensland Treasury, the Department of the Premier and Cabinet and the Office for Women to develop a new Reproductive Health Leave policy.

In May 2024, Government announced the new [directive](#) with a new entitlement for Queensland public servants to access 10 days non-cumulative reproductive health leave per year.

The leave can be accessed for a range of reasons:

- IVF and fertility-related treatments
- managing chronic conditions, such as those relating to endometriosis, dysmenorrhea, adenomyosis, polycystic ovary syndrome, and menopause
- reproductive health treatments and procedures such as a hysterectomy or vasectomy
- early prevention screening for reproductive health related issues such as prostate, cervical and breast cancer screening.

Available from 30 September 2024, the leave aims to improve the lives and working conditions of the sector's predominantly female workforce and affirm the Queensland Government as an employer of choice.

Between 30 September and 31 December 2024:

- 8,542 public sector employees have accessed reproductive health leave.
- 19,590 days have been taken as reproductive health leave.

This workplace entitlement positioned Queensland's public sector as a global leader in addressing workforce gender-based disparities and reducing the stigma associated with managing the impacts of reproductive health issues in the workplace.

Diversity in action: Equity and diversity audits

The *Public Sector Act 2022* requires all Queensland Government departments, and public sector entities with more than 100 employees (including government owned corporations), to complete an equity and diversity audit. The audit allows organisations to interrogate their data to identify issues and progress relating to equity, diversity, respect and inclusion, enabling a process of annual monitoring and year-on-year comparison.

An organisation's audit reports provide evidence to develop local equity and diversity action plans. These action plans are then published or incorporated within their strategic workforce plans.

The findings and actions also inform workforce planning processes. Selection panels are encouraged to review and refer to local workforce plans during recruitment and selection processes to make data-driven selection decisions that actively improve diversity outcomes in their workplaces.

Diversity in action: Inclusion and diversity community of practice

The Queensland public sector inclusion and diversity community of practice is led from the Public Sector Commission. This community of practice has over 350 members, an active Teams channel and growing online resource hub.

This community of practice connects public sector employees with universities, peak bodies and consultancies to foster constructive and practical discussion on topics related to building safe, respectful and inclusive sector workplaces. From time to time, members collaborate to address cross-sector issues.

Membership includes sector workforce inclusion and diversity practitioners, other human resources practitioners, safety personnel, and social policy, communications and change professionals interested in or working on issues related to workforce diversity, equity, respect and inclusion.

Case study

Diversity in action

Queensland Fire Department

The Queensland Fire Department (QFD) developed the Everyday Respect Framework: Driving respect and inclusion across the entire QFD, to create a safe, capable and inclusive workforce *every day*.

The Framework is supported by two main components: the Everyday Respect Council, which provides strategic direction to QFD on inclusion policies and programs and is supported by four initial Communities of Inclusion groups: Gender; First Nations peoples; People with a Disability; and Regional and Remote. Other Communities of Inclusion may follow once these four communities are well established.

The Communities of Inclusion are comprised of employees with shared lived experiences, who support the Council to promote and deliver respect and inclusion across the QFD.

The second key component of the Framework is the Courageous Respect Everyday leadership program, which emphasises the importance of leadership in fostering an inclusive culture and aims to embed a mindset that supports behaviour and culture change in leadership at all levels.

While it can be a challenge to coordinate the voices and efforts of the workforce into actionable initiatives that meaningfully impact workplace culture, the Framework has been designed to support, monitor, and empower inclusion efforts, providing the opportunity for cultural reform that is not simply symbolic, but that will deliver systemic and sustainable change for the entire QFD.

Focus on diversity target groups

Diversity targets

The Queensland public sector is committed to achieving the following diversity targets by 2026:

- 4% who are Aboriginal peoples and Torres Strait Islander peoples
- 12% people from culturally and linguistically diverse backgrounds
- 12% people with disability
- 50% women in leadership.

While progress toward the diversity targets is measured using the MOHRI workforce data collection, the WfQ survey is also an important source of insights.

MOHRI workforce data is primarily collected during onboarding and can be updated through the sector's various payroll systems. WfQ is anonymous and collected once a year. For some diversity cohorts, there are much higher response rates and sharing about diversity in WfQ than in the MOHRI collection.

This may be due to the sector's investment in WfQ including messaging about sharing individual's diversity in tandem with a commitment to analyse the employment experience. Employees may also have different perceptions about the confidentiality of each collection and a higher confidence in sharing this information through the WfQ anonymous survey.

Workplace inclusion strategies

The Queensland public sector [Inclusion and diversity strategy 2021–2025](#) provides guidance and an encouragement to agencies to develop their own, agency specific strategies. Local plans remove or address barriers and improve conditions. This strategy ends in 2025. The Public Sector Commission has commenced engagement with stakeholders across the sector in the development of a new inclusion and diversity strategy.

Experiences of diverse employees.

Employee engagement is an important predictor of work performance and commitment. When segmented across cohorts, it is also an indicator of the employment experience of different groups of people. Understanding this is an important metric to understand the extent to which the work environment is respectful and inclusive.

The WfQ employee survey captures engagement data and includes five different concepts:

- pride: I am proud to tell others I work for my organisation
- recommendation: I would recommend my organisation as a great place to work
- inspiration: my organisation inspires me to do the best in my job
- motivation: my organisation motivates me to help it achieve its objectives
- personal attachment: I feel strong personal attachment to my organisation.

The 2024 WfQ survey also included an additional set of questions about the extent to which people from diversity cohorts feel safe, respected and included in their workplace.

Feeling safe, respected and included are important determinants of employee engagement and are basic hygiene factors in the employment experience. If people don't feel safe, respected and included they will not feel engaged, and their performance and commitment will be negatively impacted.

The questions included in the 2024 survey were as follows:

- safe: as an employee of [insert agency name here] organisation, I feel safe at work
- respected: as an employee of [insert agency name here] organisation, I feel respected at work
- included: as an employee of [insert agency name here] organisation, I feel included at work.

Diversity dashboard

Metric	Aboriginal and/or Torres Strait Islander	Australian South Sea Islander	Person with disability	Neuro-divergent	Culturally and linguistically diverse	Women in leadership	Identify as woman	Identify as man	Gender diverse	LGBTQIA+
Progress toward target										
Target	4%	No target	12%	No target	12%	50%	No target			No target
% (MOHRI)	2.73%	0.30%	3.63%	N/A	8.96%	55.59%	68.91%	30.38%	0.22%	N/A
No. of employees vs target	8,809 12,904	No target	11,725 38,712	No target	28,889 38,712	2,435 2,190	No target			No target
% (WfQ)	3.95%	0.63%	11.74%	9.90%	11.75%	N/A*	57.70%	35.81%	0.96%	6.59%
Employee engagement										
Overall engagement	60%	63%	55%	56%	71%	94%	64%	60%	39%	60%
Pride	64%	64%	61%	64%	78%	96%	71%	68%	44%	68%
Recommendation	61%	62%	57%	59%	75%	96%	67%	63%	43%	64%
Inspiration	60%	66%	52%	53%	69%	96%	63%	56%	38%	58%
Motivation	60%	63%	51%	52%	69%	96%	61%	56%	35%	58%
Personal attachment	56%	58%	51%	51%	63%	87%	57%	56%	35%	52%
Safe, respected and included										
Safe, respected and included	69%	71%	66%	70%	80%	96%	79%	76%	54%	76%
Safe	72%	73%	73%	75%	84%	96%	83%	81%	59%	79%
Respected	67%	71%	64%	68%	79%	96%	77%	74%	51%	74%
Included	67%	68%	63%	68%	78%	96%	76%	74%	51%	75%

Source: WfQ 2024 and MOHRI March 2025.

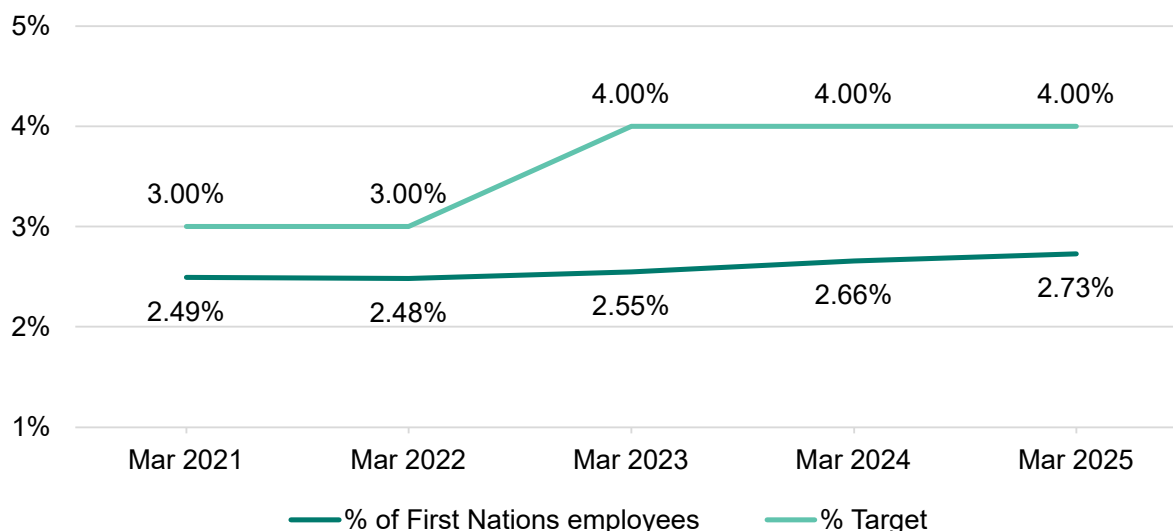
*Leadership classification is not captured in the WfQ survey.

Aboriginal peoples and Torres Strait Islander peoples

Attracting and retaining Aboriginal peoples and Torres Strait Islander peoples to the Queensland public sector is critical to delivering improved health, housing and education services for Aboriginal and Torres Strait Islander Queenslanders.

Progress toward target

Percentage of Aboriginal peoples and Torres Strait Islander peoples by total headcount: March 2021–March 2025



Source: MOHRI March 2025.

Data completeness and quality is of the utmost importance. When asked, only 74% of First Nations respondents in the 2024 WfQ survey had shared they were Aboriginal and/or Torres Strait Islander in their organisation's payroll system.

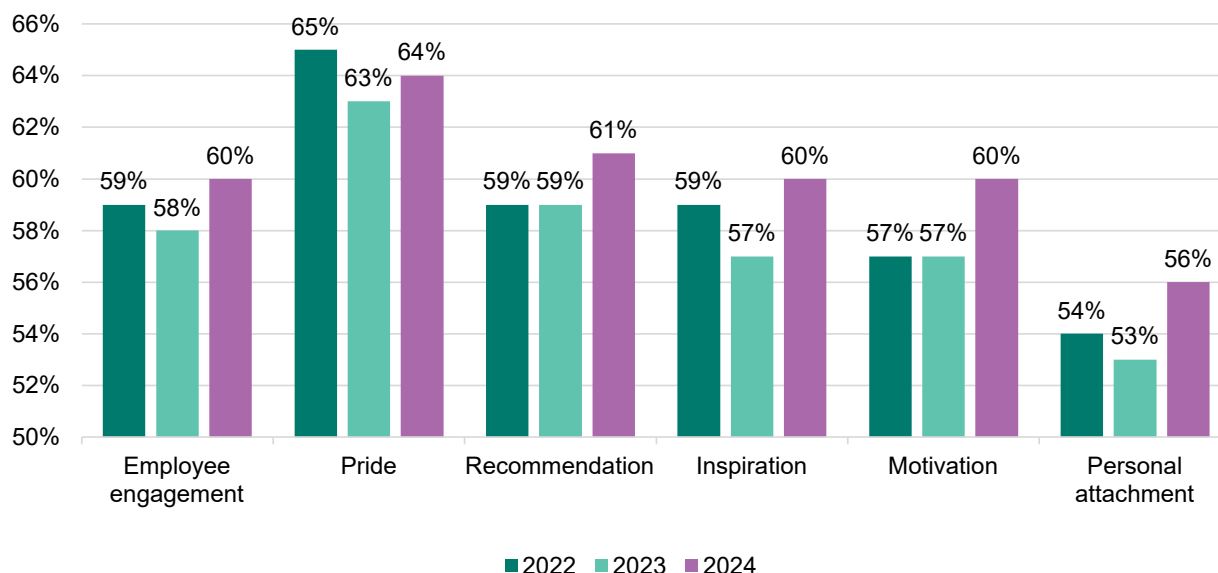
The primary reason given was they did not see any reasons or benefit in sharing this information and that it is not relevant to their employment.

The proportion of people who responded to the 2024 WfQ survey who identified as being Aboriginal and/or Torres Strait Islander is 3.95%, while 6.73% of respondents preferred not to say. The higher proportion of respondents selecting *Prefer not to say*, indicates there is further work to do to build First Nations employees' trust in their organisation, the survey and the sector more broadly.

Employee engagement

Employee engagement for Aboriginal and/or Torres Strait Islander employees in the WfQ survey was 60%, which is equal to the whole-of-sector engagement score. This is an improvement of two percentage points from the previous year.

Employee engagement for First Nations employees over time

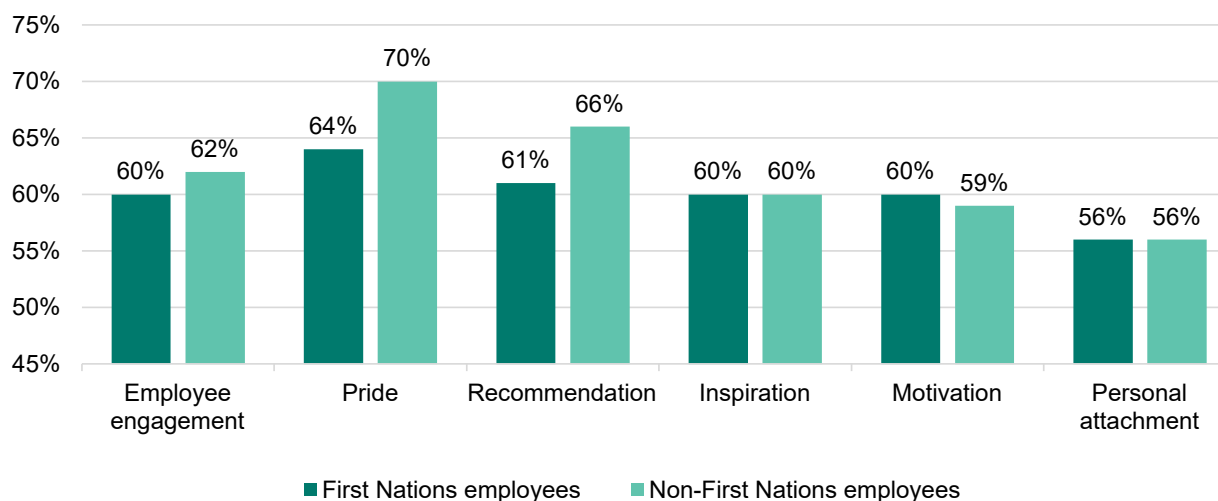


Source: WfQ 2022–2024.

In the 2024 WfQ survey, employee engagement for First Nations employees is similar to that of non-First Nations employees.

- Overall engagement is 60% for First Nations employees compared with 62% for non-First Nations employees.
- First Nations employee sense of pride is 64%, compared with 70% for non-First Nations employees.
- First Nations employee positivity to recommend is 61%, compared with 66% for non-First Nations employees.

Employee engagement for First Nations and non-First Nations employees in 2024



Source: WfQ 2024.

In the 2024 WfQ survey, 31,896 respondents indicated that they deliver services to or work directly with Aboriginal peoples and/or Torres Strait Islander peoples and communities. Of those 31,896 employees, 1,616 are Aboriginal peoples and/or Torres Strait Islander peoples.

Where the Aboriginal or Torres Strait Islander person works to deliver services to Aboriginal or Torres Strait Islander people or communities, their employee engagement increases to 63%.

Safe, respected and included

Feeling safe, respected and included as an Aboriginal and/or Torres Strait Islander person in any workplace is critical to being able to thrive at work.

The safe, respected and included index score for First Nations employees is 69%, compared with the score of 78% for non-First Nations employees.

	% positive First Nations	% positive non-First Nations
As an employee of this organisation, I feel safe at work	72%	83%
As an employee of this organisation, I feel respected at work	67%	76%
As an employee of this organisation, I feel included at work	67%	76%
Safe, respected and included	69%	78%

Source: WfQ 2024.

The impact of feeling safe, respected and included for First Nations employees

When First Nations employees agree or strongly agree that they feel safe, respected and included at work, employee engagement increases from 60% to 79%.

- recommendation: increases from 61% to 83%
- pride: increases from 64% to 83%
- personal attachment: increases from 56% to 71%
- motivation: increases from 60% to 79%
- inspiration: increases from 60% to 81%.

Source: WfQ 2024.

Cultural safety is highly correlated to feeling safe, respected and included.

Cultural safety

Perceptions of cultural safety have remained relatively stable for Aboriginal employees.

After an increase in perceptions of cultural safety for Torres Strait Islander people between 2022 and 2023, it has decreased between 2023 and 2024.

The sense of cultural safety for employees who are both Aboriginal and Torres Strait Islander employees increased from 58% to 70% between 2022 and 2023, then decreased to 68% in 2024.

In considering these shifts in data it should be noted that the number of Torres Strait Islander employees and those who identify as both Aboriginal and Torres Strait Islander employees that responded to the 2024 WfQ was small with 201 and 289 respondents respectively. These small numbers make the data more volatile.

In its simplest form, a culturally safe environment is one in which people feel spiritually, socially, emotionally and physically safe. It is important that all members of an organisation take responsibility for creating a culturally safe workplace. For this reason, results from First Nations respondents on questions about how team members, leaders and managers care and create safety form important insight on this issue.

Perceptions of all elements of cultural safety, for the First Nations employee population, have improved over the past three years.

Perceptions of cultural safety over time



Source: WfQ 2022–2024.

There is a notable difference in the 2024 perceptions of cultural safety when comparisons are made between perceptions of First Nations employees and non-First Nations employees. Non-First Nations employees are generally more positive, except for the item relating to managers or supervisors taking responsibility for the cultural safety of Aboriginal and Torres Strait Islander employees where the scores are equal.

First Nations employees and non-First Nations employees perceptions of cultural safety

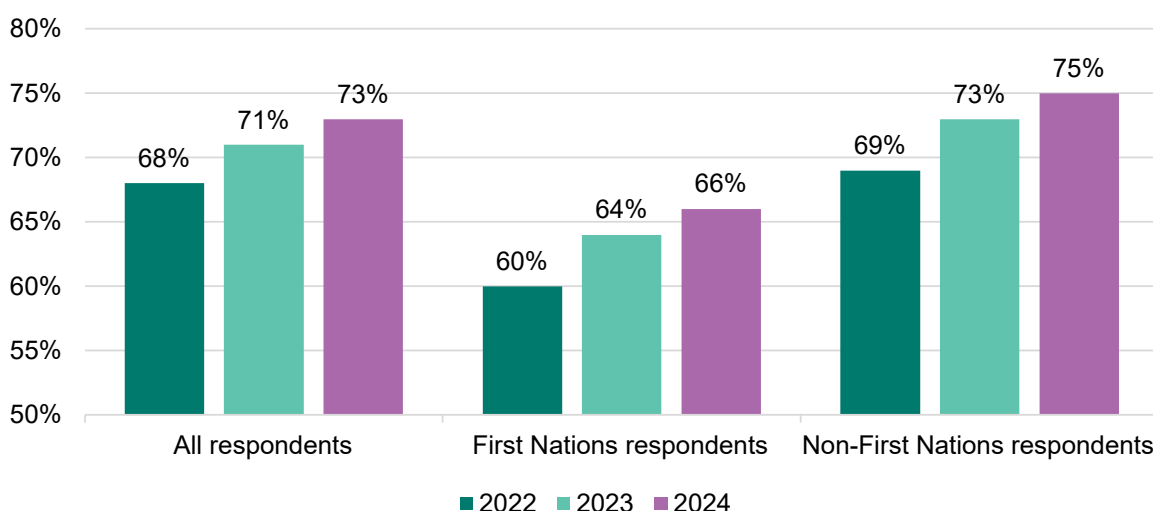


Source: WfQ 2022-2024.

Diversity as a barrier to success

As per the trend in cultural safety data, whether being Aboriginal or Torres Strait Islander is perceived as a barrier to success is more positive for non-First Nations people than First Nations people.

Being an Aboriginal and/or Torres Strait Islander person is not a barrier to success in my organisation over time



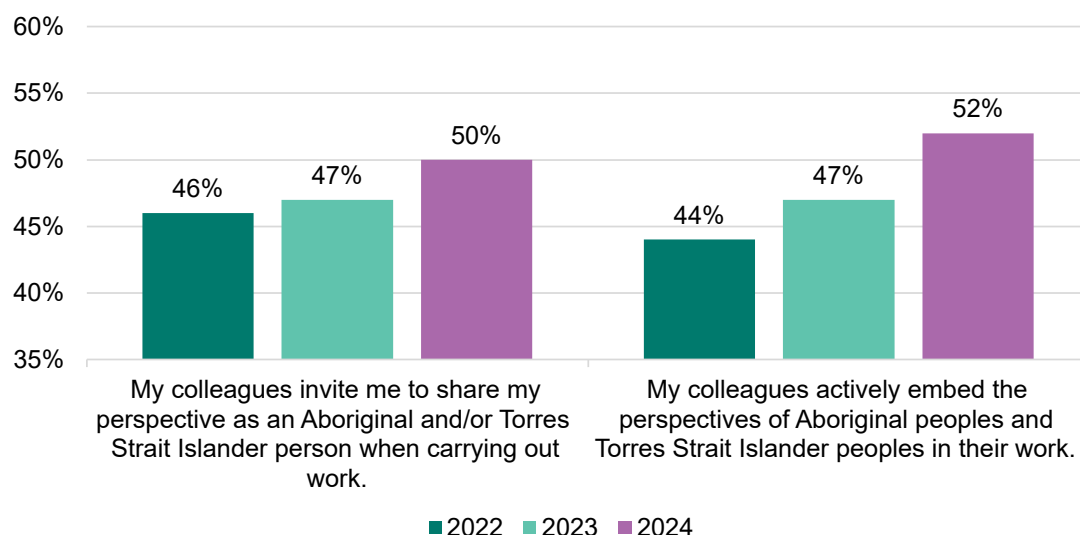
Source: WfQ 2022-2024.

While formal training builds cultural capability, work-based discussion and First Nations people sharing their unique perspectives and experiences (where they feel safe and comfortable to do so) is known to be an extremely effective way of building cultural capability and in ensuring First Nations employees feel culturally safe.

Perceptions of these themes have increased in positivity since 2022. First Nations employees have indicated that they are increasingly invited to share their unique perspectives with an increase from 46% to 50% between 2022 and 2024.

Perceptions that colleagues actively embed the perspectives of Aboriginal people and Torres Strait Islander people in their work has increased from 44% in 2022 to 52% in 2024.

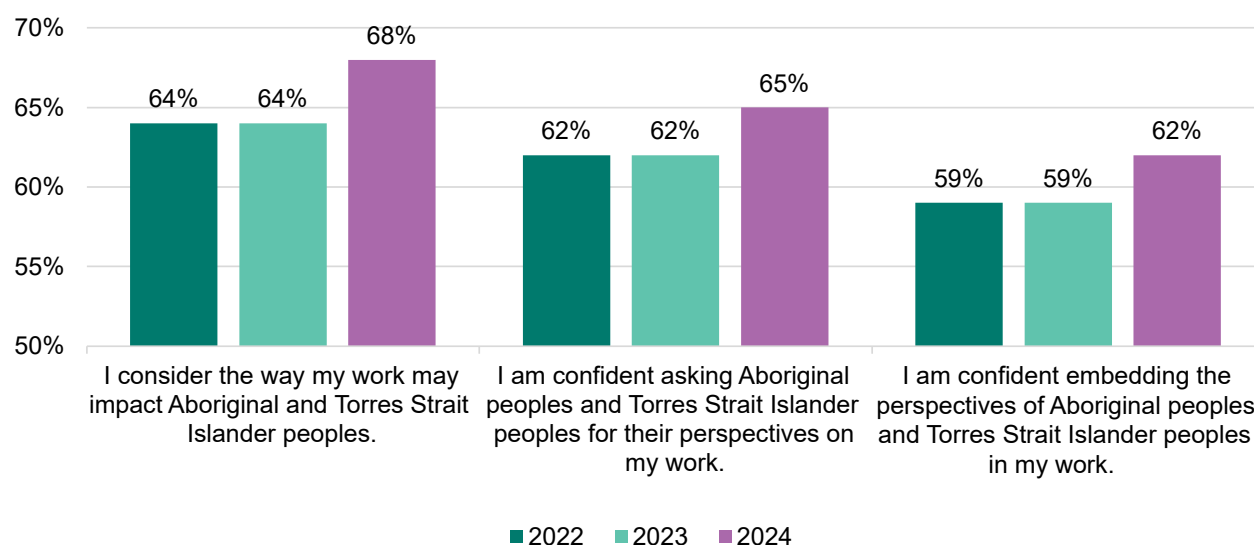
Engaging with First Nations employees over time



Source: WfQ 2022–2024.

For non-First Nations people, asking questions is a critical way of understanding the experience and perspectives of First Nations people. Consideration of the impact of work on First Nations peoples and confidence in asking First Nations people for their perspectives have each increased.

Non-First Nations employees engaging with First Nations employees over time



Source: WfQ 2022–2024.

A range of programs across the sector are not only focused on attracting First Nations employees to the Queensland public sector but to also help them thrive in their careers.

Diversity initiatives in action: Career pathways service

The Aboriginal and Torres Strait Islander career pathways service (the service) commenced in 2019. The service has been designed to increase the representation of Aboriginal and Torres Strait Islander employees in leadership and decision-making roles.

The service is delivered as a partnership between the Public Sector Commission and the Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism.

In 2025, the service:

- collaborated with 24 agencies across the sector
- had a total of 290 service users including 153 participants, 88 supervisors and 49 agency representatives.

Since commencement the service has achieved the following:

- 222 mobility opportunities secured by participants including 31 opportunities obtained through the service job and mobility pool and 47 permanent appointments obtained
- an increase of confidence of Aboriginal and Torres Strait Islander employees to apply for higher level leadership and decision-making roles
- greater access to networks across the sector, through monthly yarning circles for participants, bi-monthly knowledge circles for agency representatives and an annual in-person event for participants
- engagement with in-house designed resources and communication materials to support self-directed development
- 179 cross-agency learning and development opportunities accessed by services users
- informal mentoring to service users through the 34 career guides and/or cultural advisors available through the service advisor pool.

Case study

Diversity in action

Department of Primary Industries

The Department of Primary Industries has created a dedicated First Nations Futures team tasked with increasing the department's cultural capability uplift. The First Nations Futures team works with internal business groups and industry stakeholders.

Foundational matters included improving cultural capability and safety and increasing recruitment and retention of Aboriginal and/ or Torres Strait Islander staff. Improvements were also needed to build consistent engagement with First Nations communities across Queensland.

The team is working across all business groups to support engagement with the primary industry sector, with a specific focus on First Nations engagement and has identified Aboriginal and/or Torres Strait Islander stakeholders across Queensland.

The team has commenced development of a departmental Indigenous Cultural and Intellectual Property Policy which will guide the department to gain consent from appropriate traditional parties and to embed Aboriginal and Torres Strait Islander perspectives into our work.

Queensland Health

Queensland Health is supporting First Nations peoples in kick starting or transitioning to a career in the digital industry by providing a pathway to employment through the whole of government First Nations Digital Careers Program (FNDCCP).

The aim is to reduce barriers to entry to employment and provide the right support to both employers and participants. It is an 'earn while you learn' model, called a traineeship, where individuals both work and learn at the same time.

The program provides meaningful employment opportunities and celebrates First Nations cultures while equipping participants with valuable digital skills and qualifications. Upon completion of the program, participants will earn a Certificate III in Information and Communication Technology (ICT).

Since the program's inception in 2023, eHealth Queensland (eHQ) have championed the FNDCCP, rolling the program out across the division to various eHQ teams across the state and more recently partnering with several Health and Hospital Services (HHSs) to place trainees within HHSs. The team, a collaboration between members from Queensland Government, Queensland Health, eHealth Queensland, Microsoft, TAFE Queensland and [MEGT](#), is responsible for program development, training delivery, mentorship, and on-the-job support. This diverse team ensures comprehensive support for participants enabling prospects for long term placements.

The traineeship provides a 12-month paid full-time position, including a 4-week pre-skilling pathway.

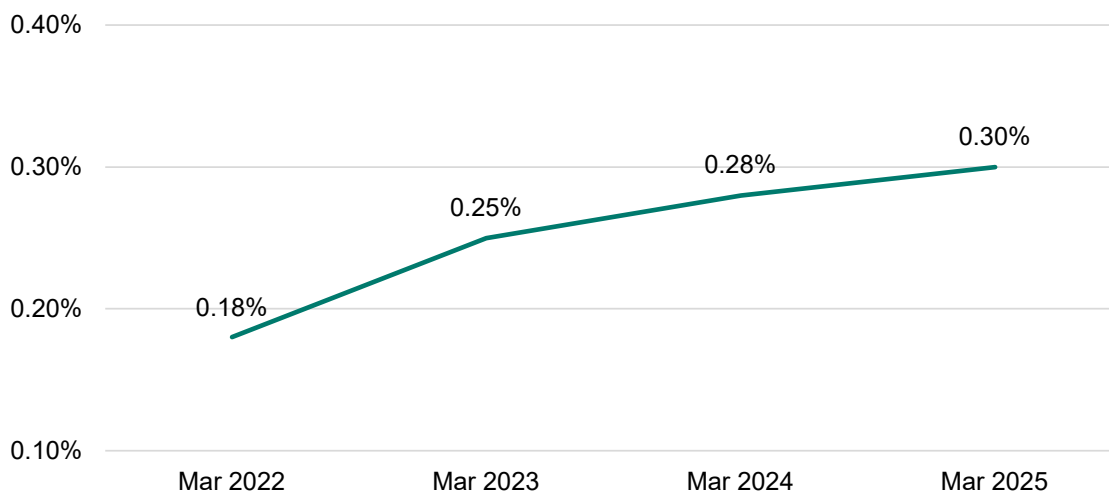
A total of 15 participants have either successfully completed or are advancing through the traineeship:

- cohort 1 saw six participants successfully complete the program, all of whom have secured permanent roles within Queensland Health and the private sector
- cohort 2 is progressing well with two participants and is on track to complete their traineeship by January 2026
- cohort 3 commenced in January 2025 and has seven trainees. This latest cohort is particularly special as it's extended to the HHSs for the first time, including regional placements in Mackay, Rockhampton, Longreach, and Hervey Bay, offering participants valuable opportunities to gain experience in diverse settings within their local community.

Australian South Sea Islanders

Australian South Sea Islanders are the Australian-born direct descendants of people who were brought (in the main) to Australia between 1863 and 1904 to work as indentured labourers in the primary industries. There are no diversity targets for Australian South Sea Islanders, however, the capture of information on the experiences of Australian South Sea Islanders through WfQ is a key element of [Queensland's Multicultural Action Plan 2024-25 to 2026-27](#) (Focus Areas 2: Actions for 2024-25 to 2026-27).

Percentage of Australian South Sea Islander peoples by total headcount: March 2022–March 2025



Source: MOHRI March 2025.

Only 0.63% or 441 of 2024 WfQ respondents were Australian South Sea Islanders, while 6.5% indicated that they prefer not to say. The main reason respondents gave for not providing this information to their organisation's payroll system was that they had never been asked for the information.

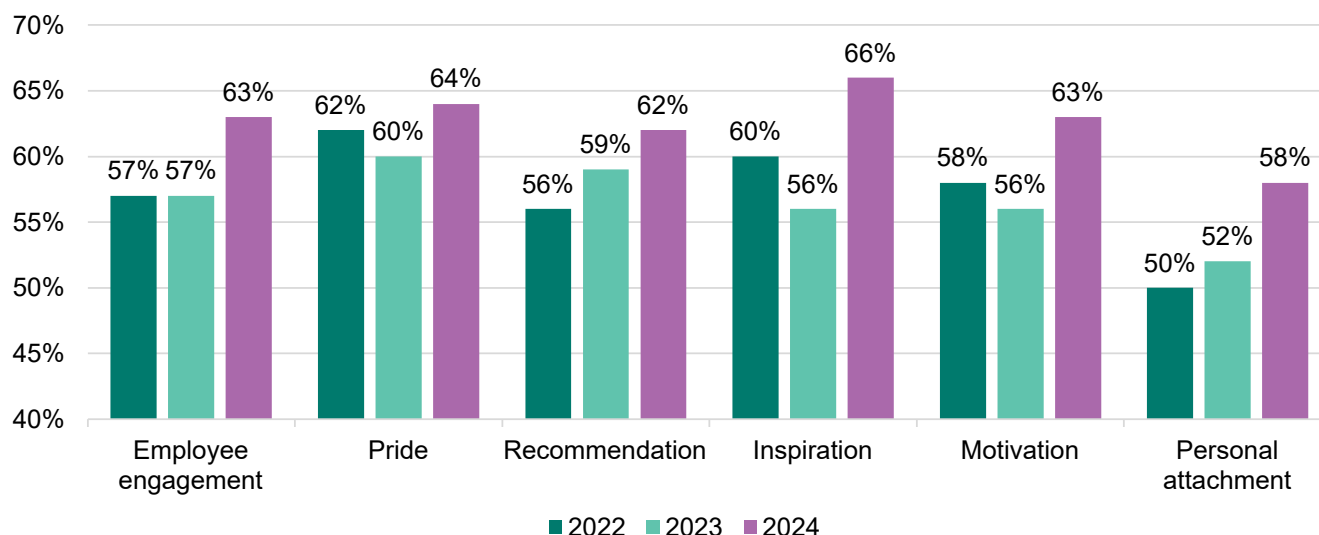
The inclusion of a question on being Australian South Sea Islanders was only introduced in Queensland payroll systems in 2021, and if people had already commenced employment or missed the associated communications, they may not be aware it is an option.

Employee engagement

The number of Australian South Sea Islanders in the WfQ data set is small, which means the associated data can be quite volatile.

That said, employee engagement for Australian South Sea Islanders in 2024 is the highest it has been for several years.

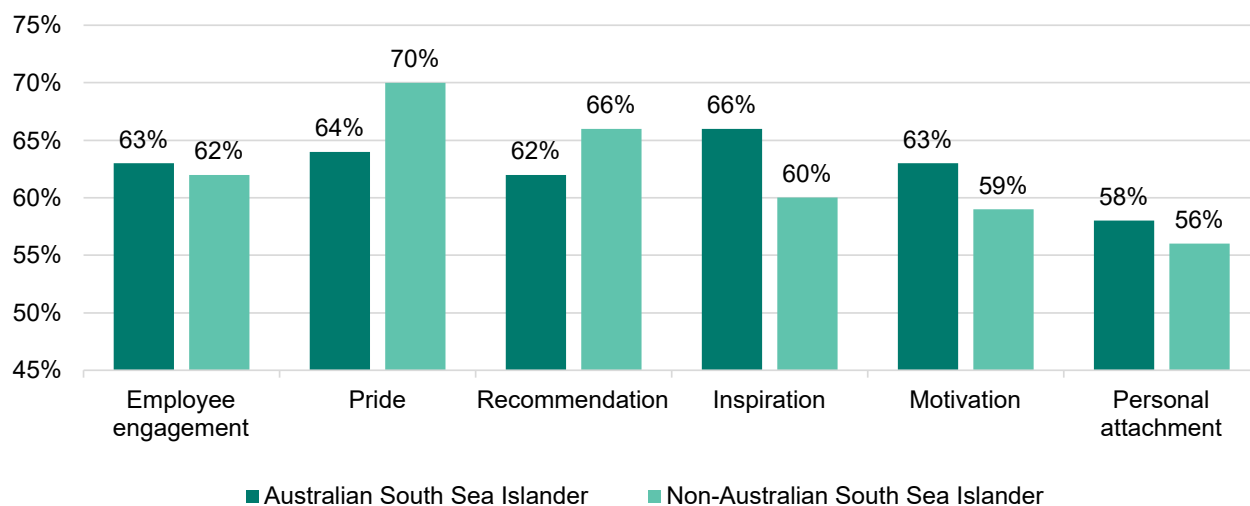
Employee engagement for Australian South Sea Islander employees over time



Source: WfQ 2022–2024.

Overall employee engagement is slightly higher for Australian South Sea Islanders than for non-Australian South Sea Islanders. Inspiration, motivation and personal attachment are also higher for Australian South Sea Islanders than for non-Australian South Sea Islanders.

Employee engagement for Australian South Sea Islander employees in 2024



Source: WfQ 2024.

Safe, respected and included

Australian South Sea Islanders do not feel as safe, as respected or as included as non-Australian South Sea Islanders in their workplaces. The difference in terms of feeling included is particularly notable with 68% of Australian South Sea Islanders responding positively compared to 76% for non-Australian South Sea Islanders.

	% positive Australian South Sea Islanders	% positive non-Australian South Sea Islanders
As an employee of this organisation, I feel safe at work	73%	82%
As an employee of this organisation, I feel respected at work	71%	75%
As an employee of this organisation, I feel included at work	68%	76%
Safe, respected and included	71%	78%

Source: WfQ 2024.

The impact of feeling safe, respected and included for Australian South Sea Islander employees

When Australian South Sea Islander employees agree or strongly agree that they feel safe, respected and included at work, employee engagement increases from 63% to 82%.

- recommendation: increases from 62% to 82%
- pride: increases from 64% to 82%
- personal attachment: increases from 58% to 73%
- motivation: increases from 63% to 85%
- inspiration: increases from 66% to 86%.

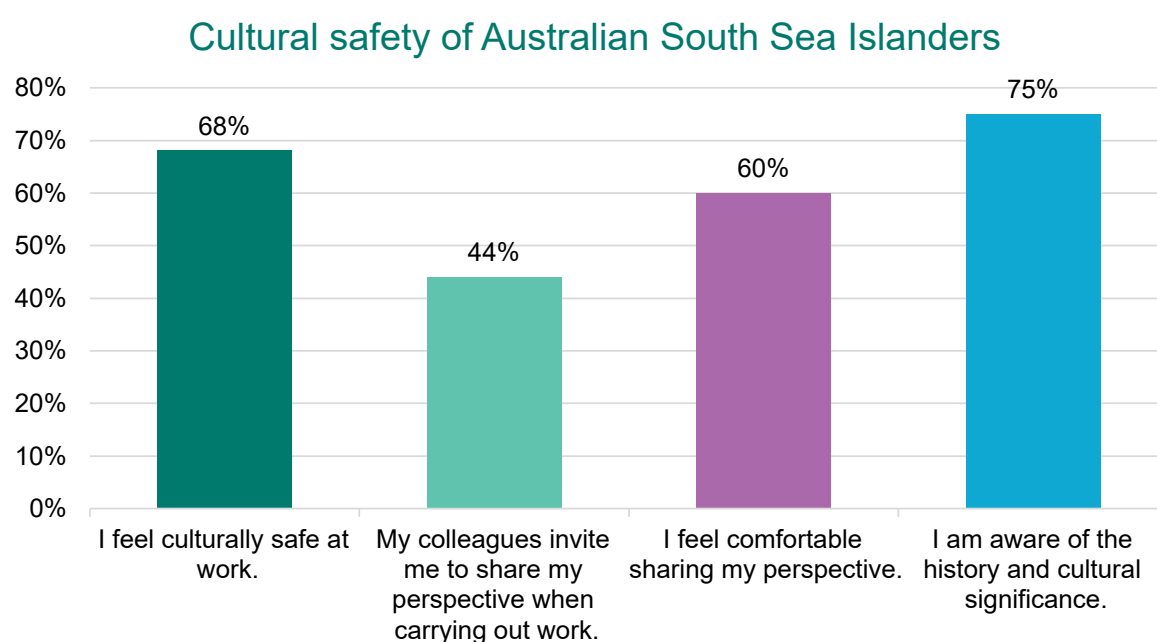
Source: WfQ 2024.

Cultural safety

In the 2024 WfQ survey, new questions were introduced on the cultural safety of Australian South Sea Islanders. These questions were introduced to support [Queensland's Multicultural Action Plan](#) and were developed through consultation between the Public Sector Commission and the Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism.

The following questions were asked only of Australian South Sea Islander employees.

The data indicates that more support is required to ensure the unique perspectives of Australian South Sea Islander employees is appropriately considered in workplaces and work programs.



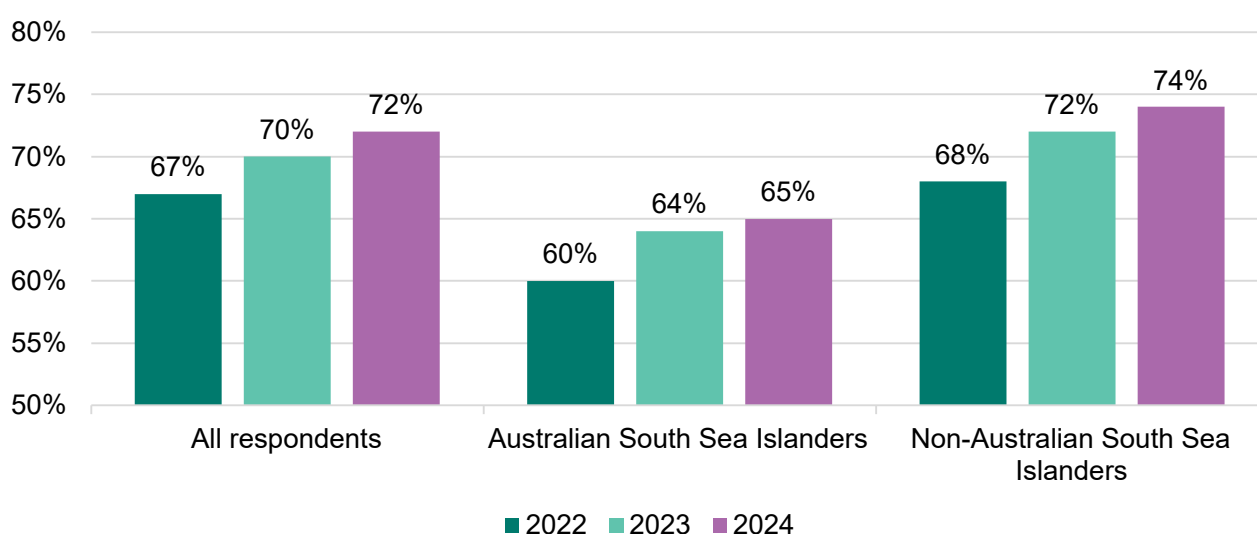
Source: WfQ 2024.

Awareness of the significance of Australian South Sea Islander people's history and culture was also asked of non-Australian South Sea Islanders. Sixty-five percent of non-Australian South Sea Islanders agreed that they understood the significance of Australian South Sea Islander history and culture, while 25% were uncertain.

Diversity as a barrier to success

Australian South Sea Islander employees clearly perceive their cultural identity to be a far greater barrier to success than their non-Australian South Sea Islander colleagues.

Being an Australian South Sea Islander person is not a barrier to success in my organisation over time



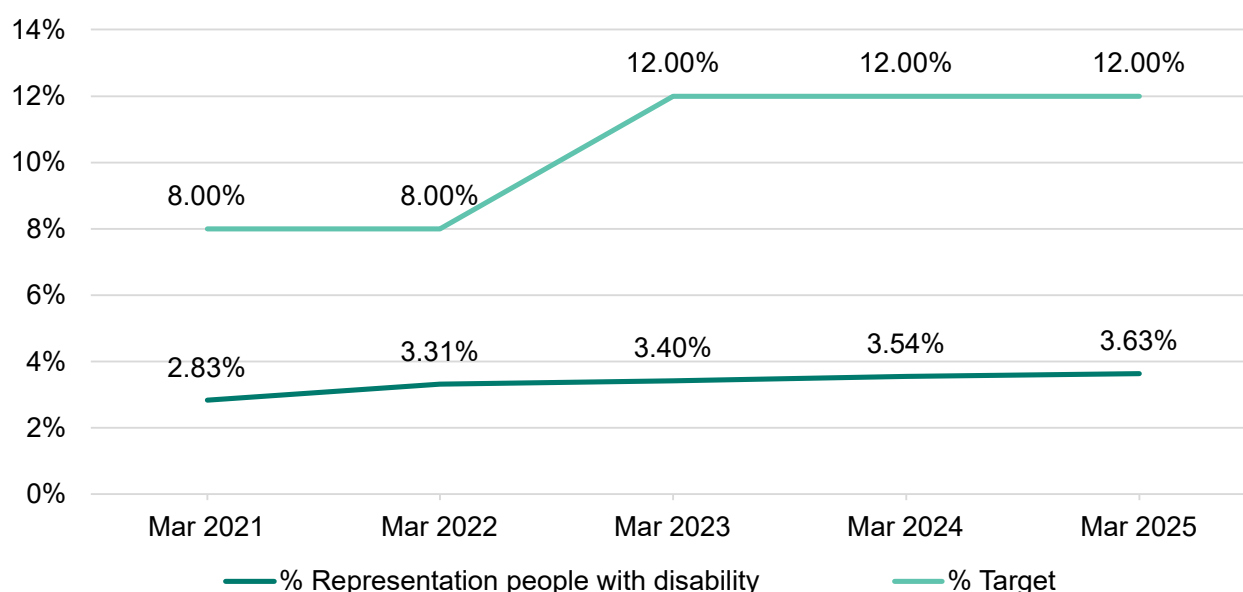
Source: WfQ 2022–2024.

People with disability

Progress toward target

Definitions of disability include a broad range of conditions. Encouraging employees to share they have a disability in payroll systems has been challenging for the Queensland public sector.

Percentage of people with disability by total headcount: March 2021–March 2025



Source: MOHRI March 2025.

While 3.63% of the workforce have a disability in the MOHRI data set, 11.74% of 2024 WfQ survey respondents have shared they have a disability.

Only 33% of WfQ respondents indicated that they reported they have a disability in their organisation's payroll system.

To understand this further, a set of questions was asked only of respondents with disability about whether they have shared their information in payroll, and why if they had not.

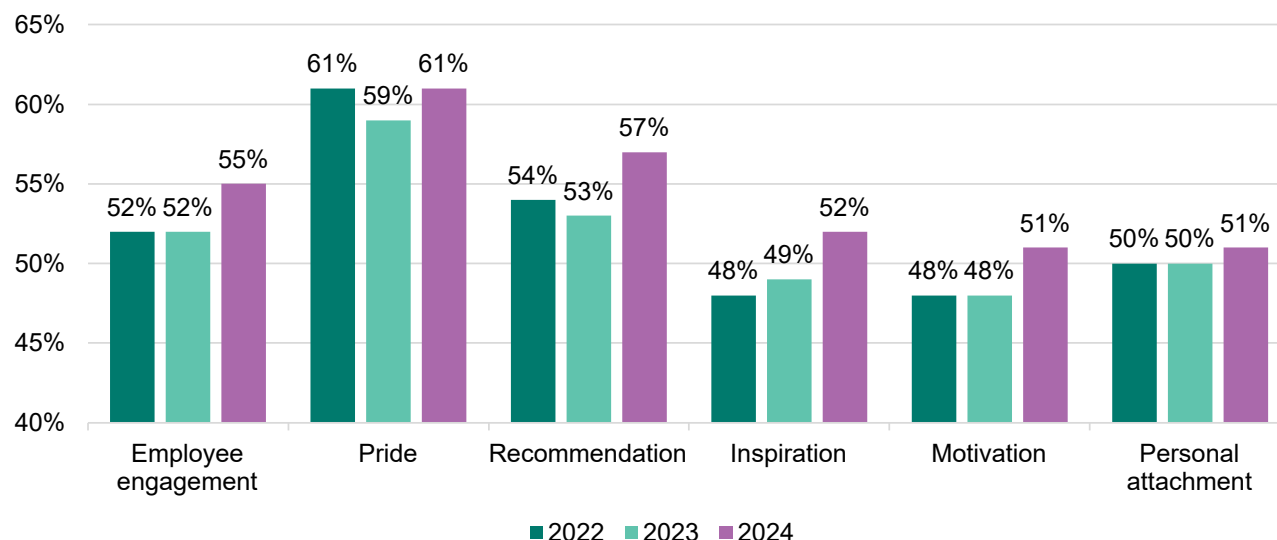
The main reasons given for not sharing through payroll, were they didn't see any reason or benefit in doing so, they didn't feel their disability was significant enough and they were concerned sharing may impact their career. Focusing on employee engagement, trust in the organisation and experiences of respect, safety and inclusion may encourage sharing in data collections.

Employee engagement

Compared with the total workforce employee engagement score of 60%, the score of 55% for people with disability indicates there is work to be done to engage this cohort.

The 2024 engagement data for people with disability is generally higher than the 2023 and 2022 data.

Employee engagement for employees with disability over time



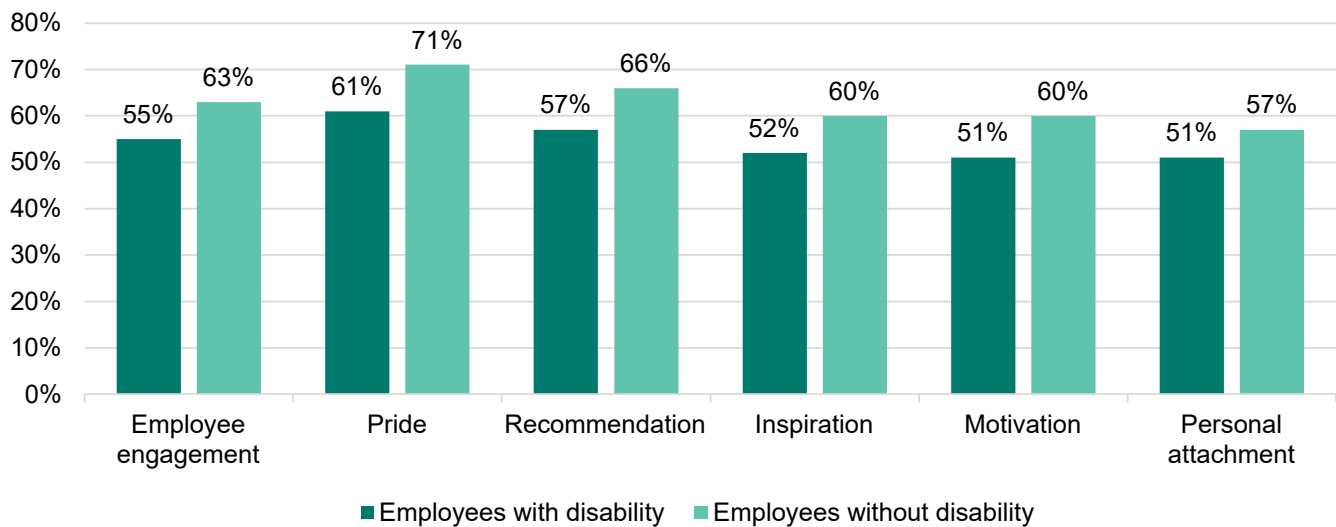
Source: WfQ 2022–2024.

While employee engagement has improved over time for this group, there remains a clear difference in employment experience between those people with disability and those without.

In the 2024 WfQ survey:

- perceptions of pride for people with disability are 61%, compared with 71% for those who do not have disability
- likelihood of recommending the organisation as a great place to work for people with disability is 57% compared to 66% for those that do not
- inspiration is 52% for people with disability compared to 60% for those that do not
- motivation is 51% for people with disability compared to 60% for those that do not
- personal attachment is 51% for people with disability compared to 57% for those that do not.

Employee engagement for employees with and without disability in 2024



Source: WfQ 2024.

Safe, respected and included

Compared with people without a disability, people with disability feel less safe and particularly less respected and less included.

	% positive employees with disability	% positive employees without disability
As an employee of this organisation, I feel safe at work	73%	83%
As an employee of this organisation, I feel respected at work	64%	77%
As an employee of this organisation, I feel included at work	63%	76%
Safe, respected and included	66%	79%

Source: WfQ 2024.

The impact of feeling safe, respected and included for people with disability

When employees with disability agree or strongly agree that they feel safe, respected and included at work, employee engagement increases from 55% to 75%.

- recommendation: increases from 57% to 80%
- pride: increases from 61% to 81%
- personal attachment: increases from 51% to 67%
- motivation: increases from 51% to 73%
- inspiration: increases from 52% to 74%.

Source: WfQ 2024.

Workplace adjustments

Workplace adjustments (also known as reasonable adjustments) are of particular importance to diversity and inclusion. Workplace adjustments are practical measures to address public sector workplaces, processes and role designs that present barriers for some groups to access and fully participate in the workforce. Adjustments are varied and depend on individual needs but may include ramps, ergonomic chairs, assistive technologies like screen readers or speech-to-text software, flexible work arrangements, quiet spaces, noise minimisation headphones or job redesign.

Data trends relating to adjustments have changed little in past years, particularly with respect to use of formal adjustments. However, the number of people with flexible workplace agreements has increased notably, while informal workplace adjustments have increased marginally.

Workplace adjustment in place	2024	2023	2022
Yes, I have a reasonable adjustment agreement: a formal agreement (with for example a manager, human resources or an occupational health and safety representative) stating changes to the work environment that allows me to work safely and productively	5%	5%	4%
Yes, I have a flexible workplace agreement: can include, but is not limited to, compressed work hours, telecommuting, flexible working hours	19%	17%	15%
Yes, I have an informal adjustment agreement: normally a conversation between myself and my supervisor agreeing to adjustments	12%	11%	10%
No, I did not realise I could request workplace adjustment to accommodate my disability	9%	9%	10%
No, I have not requested a workplace adjustment	29%	30%	28%
No, I have not disclosed my disability in my workplace	17%	18%	23%
I requested an adjustment, but it was not available/supported	3%	4%	3%
Other	6%	6%	6%

Source: WfQ 2022–2024.

Career progression

The consistent and wide-spread use of adjustments is a key enabler to career progression—both within organisations and across the sector.

Where people with disability have been applicants in a recruitment process in the Queensland public sector in the last 12 months, 81% have said the process was accessible and inclusive.

The proportion of people with disability applying for jobs across the sector being asked by panels if they require an adjustment at first communication has increased over the past three years, from 10% to 16%.

The proportion of people that have not been asked at all has also decreased.

Asked about accessibility, adjustments and support requirements during the recruitment process	2024	2023	2022
Yes, at first communication e.g. invitation for interview	16%	13%	10%
Yes, prior to the interview/assessment	9%	10%	6%
Yes, at the interview/assessment	5%	7%	5%
No, I had chosen not to disclose my disability	30%	30%	35%
No, not at all	27%	32%	31%
No, I had to ask about reasonable adjustments	2%	2%	2%
I don't recall	18%	17%	20%

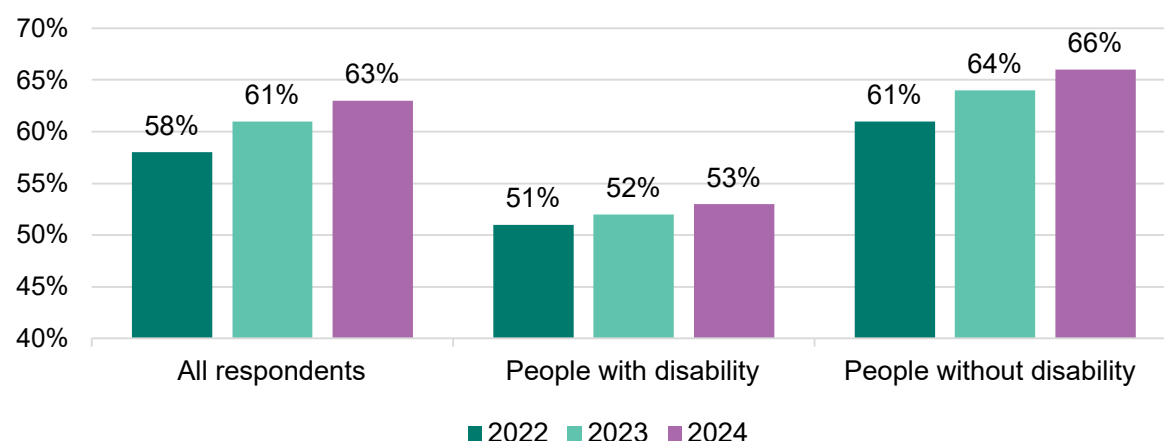
Source: WfQ 2022–2024.

Disability as a barrier to success

In 2024, 53% of respondents with disability felt that having a disability was not a barrier to their success. However, 66% of their colleagues without disability felt having a disability was not a barrier to success.

The data suggests that there is work to be done for people without disability to better understand the experience and barriers presenting their colleagues with disability.

Having a disability is not a barrier to success in my organisation over time



Source: WfQ 2022–2024.

Diversity in action: Workplace adjustments

Having a consistent and transparent process and a culture that normalises access to workplace adjustments (also known as reasonable adjustments) is critical in supporting cross-sector career mobility for people with disability.

Workplace adjustments are practical changes managers and employees can take to ensure our workplaces, processes and role designs don't present barriers, and allow all employees to fully participate in the workforce.

To support the implementation of workplace adjustments, the Public Sector Commission [published resources](#) to guide HR practitioners, employees and managers.

Importantly, the resources promote a consistent process and greater understanding, which underpins the portability of adjustments. Portability of adjustments is a significant factor for many people with disability when considering career mobility. Having to renegotiate adjustments with each career move can be a barrier and burden on employees.

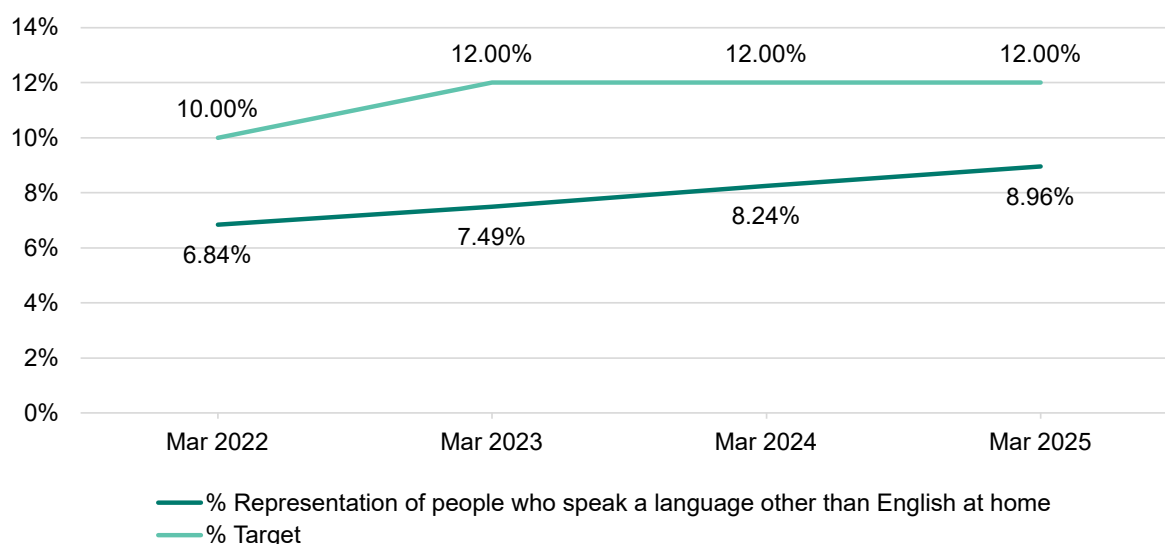
People from culturally and linguistically diverse backgrounds

The diversity target for cultural and linguistic diversity refers specifically to speaking a language other than English at home.

The Public Sector Commission has worked with the Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism to ensure the WfQ survey captures a broader definition of cultural and linguistic diversity including language spoken with friends and/or community as well as self-described ethnicity or cultural background. These changes support the implementation of the [Queensland's Multicultural Action Plan](#).

Progress towards target

Percentage of people who speak a language other than English at home by total headcount:
March 2022–March 2025



Source: MOHRI March 2025.

In the 2024 WfQ survey, 11.75% of respondents speak a language other than English at home while 13.89% speak a language other than English with their family and/or community.

The most commonly spoken languages at home and with family and/or community other than English are Mandarin and Hindi.

Four percent of respondents speak Aboriginal languages at home.

Four percent of respondents speak Aboriginal languages with family and/or community.

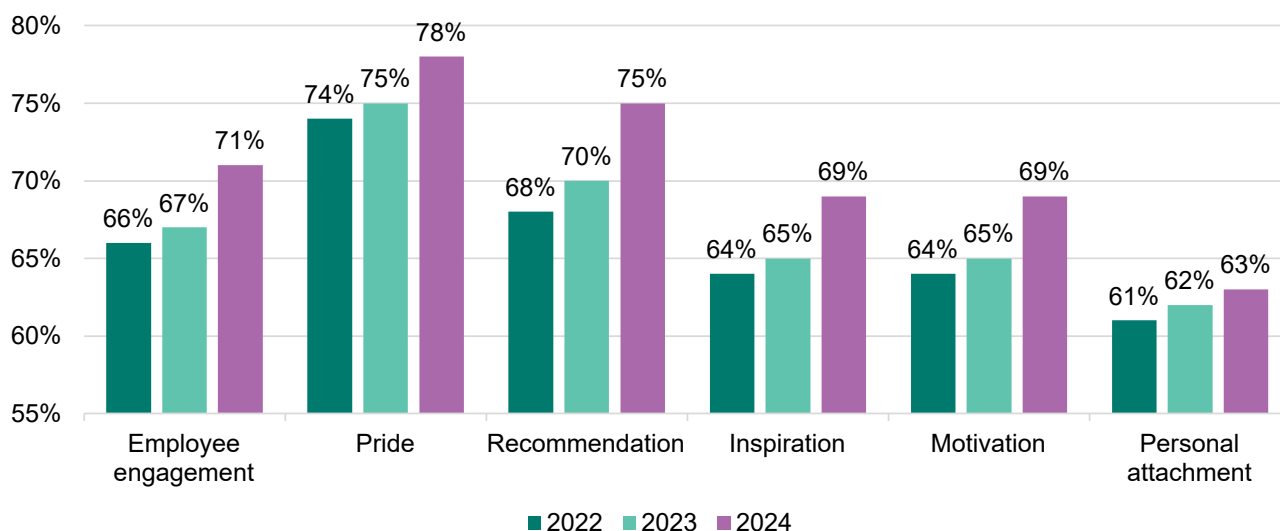
Language you use at home	2024	Language used with family and/or community	2024
Mandarin	8.20%	Hindi	8.21%
Hindi	7.55%	Mandarin	8.11%
Spanish	5.39%	Spanish	5.91%
Cantonese	4.69%	Cantonese	4.74%
Filipino	4.26%	Filipino	4.11%
Aboriginal language(s)	3.63%	Italian	4.11%
Malayalam	3.10%	Aboriginal language(s)	3.54%
Italian	2.86%	French	3.30%
French	2.71%	Vietnamese	2.66%
Vietnamese	2.71%	Maori	2.65%
Punjabi	2.41%	Malayalam	2.54%
Maori	2.38%	Punjabi	2.40%
Tamil	2.33%	Tamil	2.36%
Torres Strait language(s)	2.19%	Torres Strait language(s)	2.16%
Sinhalese	2.15%	Tagalog	2.15%
Telugu	2.04%	Gujarati	1.87%
Tagalog	1.99%	Greek	1.87%
Gujarati	1.84%	Sinhalese	1.77%
Arabic	1.66%	Telugu	1.76%
Greek	1.45%	Arabic	1.69%
Urdu	1.41%	Urdu	1.37%
Persian	1.24%	Auslan	1.19%
Auslan	1.18%	Persian	1.11%
Turkish	0.36%	Turkish	0.34%
Macedonian	0.33%	Macedonian	0.34%
Other	35.64%	Other	36.21%
Prefer not to say	7.01%	Prefer not to say	7.31%

Source: WfQ 2024.

Employee engagement

Employee engagement for culturally and linguistically diverse employees⁷ has increased from 66% in 2022 to 71% in 2024. The extent to which people are likely to recommend their organisation as a great place to work has improved notably with an increase from 68% in 2022 to 75% in 2024.

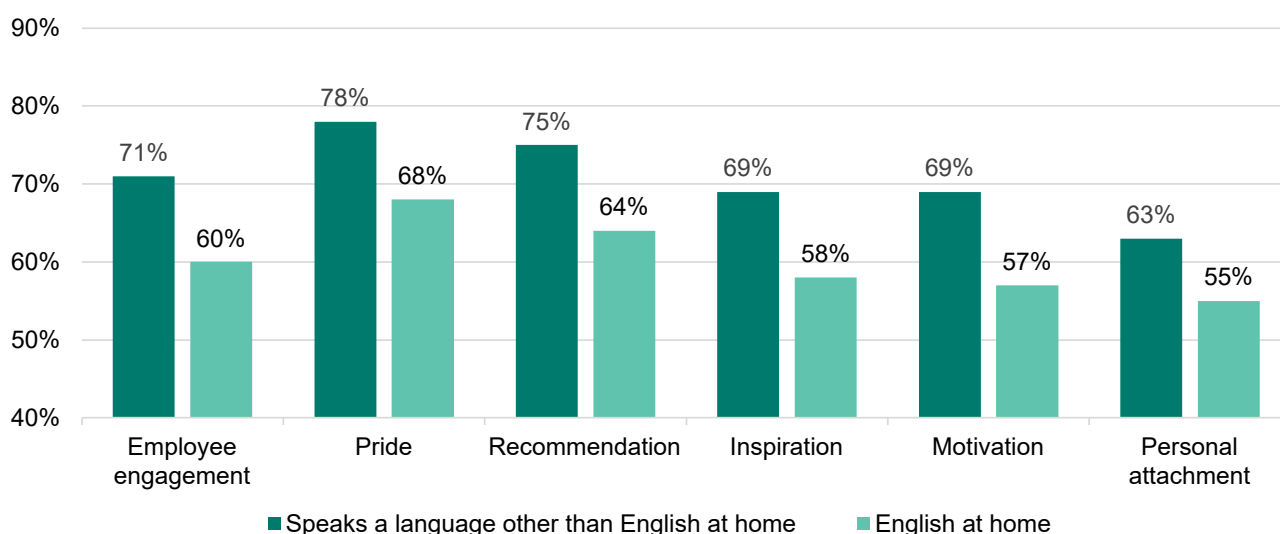
Employee engagement for employees who speak a language other than English at home over time



Source: WfQ 2022–2024.

Employees who speak a language other than English at home are more engaged (71%) than their English-speaking colleagues (60%).

Employee engagement for employees who speak English at home and those who speak a language other than English at home in 2024



Source: WfQ 2024.

⁷Defined as not speaking English at home.

Safe, respected and included

Like engagement, employees who speak a language other than English at home feel safer, more respected and more included than those that speak English at home.

	% positive employees that	
	speak a language other than English at home	speak English at home
As an employee of this organisation, I feel safe at work	84%	81%
As an employee of this organisation, I feel respected at work	79%	74%
As an employee of this organisation, I feel included at work	78%	75%
Safe, respected and included	80%	77%

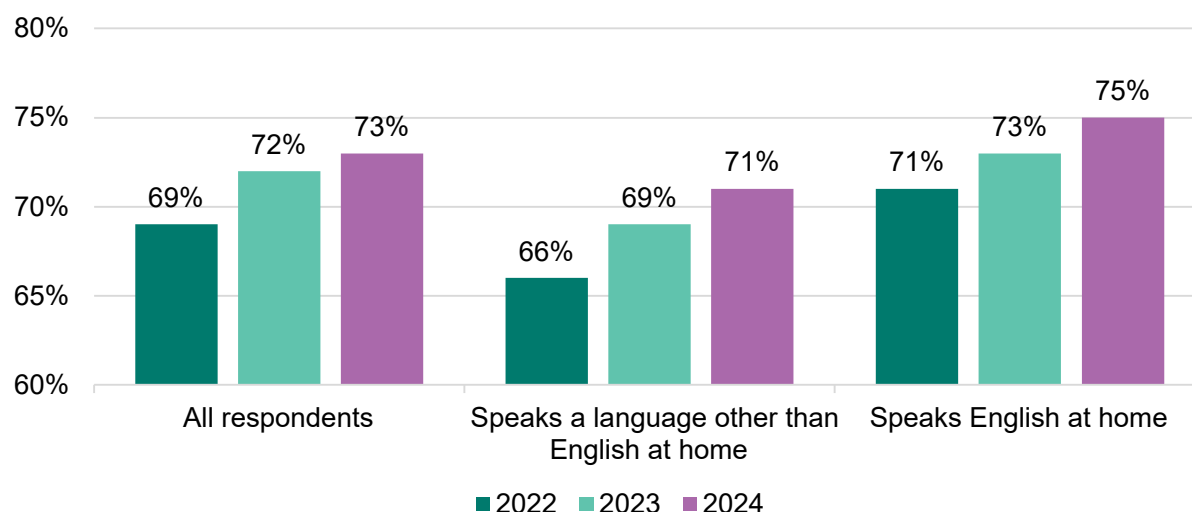
Source: WfQ 2024.

Diversity as a barrier to success

People who speak a language other than English at home were less likely to state that cultural background is not a barrier to success. In 2024, 71% of employees who speak a language other than English at home felt that cultural background is a barrier to success, compared with 75% for those who speak English.

The proportion of people who speak a language other than English at home, who feel cultural background is not a barrier to success, has increased from 66% in 2022 to 71% in 2024.

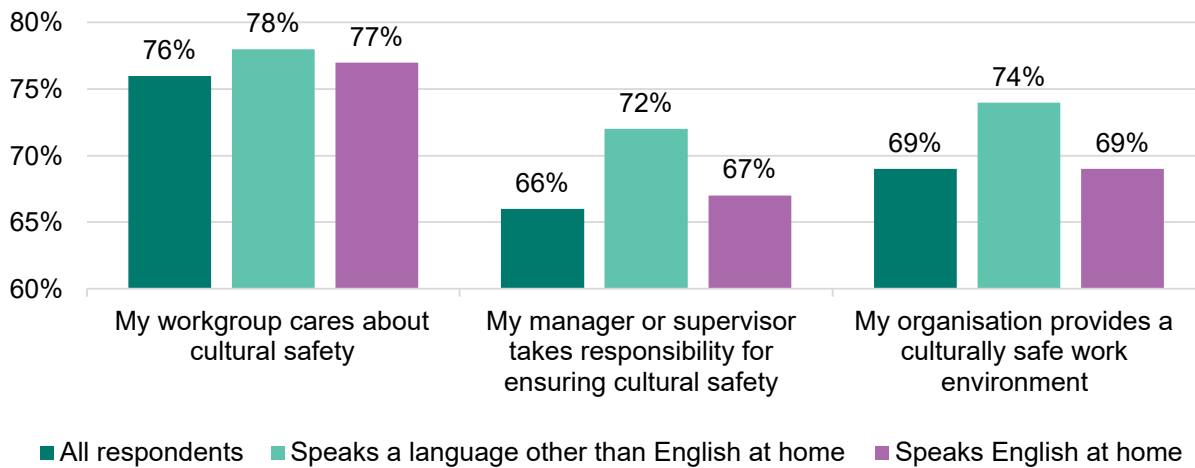
Cultural background is not a barrier to success in my organisation over time



Source: WfQ 2024.

Employees who speak a language other than English at home feel more positive about the efforts of their organisation, colleagues and managers in creating a culturally safe environment than employees who speak English at home.

Cultural safety for culturally and linguistically diverse employees



Source: WfQ 2024.

The questions below were asked of all employees who identified as culturally and linguistically diverse and included:

- people who speak a language other than English at home
- people who speak a language other than English with family and/or community
- people who were born outside of Australia
- people who identify with an ethnicity or cultural background other than Australia.

Only 38% of respondents agreed that colleagues invite them to share their perspective as a culturally and linguistically diverse person when carrying out work.

Over 50% of respondents agreed that they feel comfortable sharing their perspective and that their perspective is respected.

Close to two thirds feel culturally safe at work.

Asked of culturally and linguistically diverse	2024
As a culturally and linguistically diverse person, I feel culturally safe at work.	62%
I feel that my experiences and perspectives as a culturally and linguistically diverse person are respected.	54%
I feel comfortable sharing my perspective as a culturally and linguistically diverse person.	57%
My colleagues invite me to share my perspective as a culturally and linguistically diverse person when carrying out work.	38%

Source: WfQ 2024.

Case study

Diversity in action

Queensland Police Service

The establishment of the Queensland Police Service (QPS) Culturally and Linguistically Diverse Consultative Group (CALD CG) in 2021 addresses the challenge of ensuring that the diverse needs of the multicultural workforce are met in a health and safety context. Many employees from CALD backgrounds experience barriers to accessing resources or support, leading to feelings of exclusion and decreased job satisfaction. This gap not only hampers workplace morale but also impacts overall productivity and retention rates.

By leveraging the unique insights of the CALD employees advocating for the organisation within the CALD CG, the Communications, Culture and Engagement Division identified opportunities to enhance QPS as a culturally safe, inclusive, and capable organisation. Implementing culturally sensitive training, resources, and establishing a multicultural inclusion network has empowered QPS employees, fostering an inclusive environment where every individual feels valued and understood.

Addressing these challenges not only enhances workplace culture but also positions the organisation as a leader in promoting diversity and inclusion. This proactive approach ensures that all employees, regardless of their cultural or linguistic background, have equal access to support and resources, ultimately leading to a more cohesive and productive workforce.

The QPS CALD CG has significantly impacted both the community and the government workforce by fostering a more inclusive and representative environment. The initiatives launched, such as the Multicultural Network, the Calendar of Significant Events and the “Get to Know Your Cultures” program have not only increased awareness of cultural diversity but also resulted in a workforce that better reflects the communities it serves.

Feedback from the Working for Queensland survey indicates higher levels of engagement and satisfaction among employees from CALD backgrounds, highlighting their commitment to making a positive impact.

Employees have expressed that these initiatives have made them feel more valued and understood, which has translated into higher morale and productivity.

“Learning through cartooning (Art in action)”

With Youth Crime and a focus on early intervention in the political spotlight, an Iranian-born Police Liaison Officer crafted an early intervention program for primary school-aged children called “Learning through cartooning (Art in action)”. The program is aimed at Culturally and Linguistically Diverse (CALD) communities with the aim of supporting community safety and crime prevention. This innovative way of engagement and conversation allows students to take the information home and impart this on their family members who may not speak English.

The founding Police Liaison Officer combined their cartooning skills with their passion to nurture and empower the youth of today to create the “Learning through cartooning (Art in action)” program. The program is currently run once a week for 45 minutes with six children from Grades 4 to 6 at a local primary school in the Logan District. All six students are from Middle Eastern backgrounds, however, inclusion across all cultures is encouraged. Through cartooning, the students talk about topics such as road safety, personal safety, home security, anger management and bullying. At the end of each term, the students pick a topic and produce a work of art that consolidates their learnings.

The art created in the “Learning through cartooning (Art in action)” program and relevant crime prevention messages have been communicated across the school community and the greater Logan community via social media. It has drawn interest from other schools within the Logan District. The partnership between the QPS and the affiliated primary school has fostered a positive relationship between students, their families and the wider community. The founding Police Liaison Officer self-initiated this art program as they recognised the need to educate and influence the youth in their community in a positive way in the hope these learnings will be taken home to parents and grandparents.

Pacific Island Roots Program

A primary school within the Logan District approached QPS in relation to concerns pertaining to students’ negative attitudes and behaviours towards members of the QPS, particularly male students with Pacific Islander heritage.

Discussions amongst Police Liaison Officers of both Tongan and Samoan heritage concluded students would benefit from guidance in relation to connecting to their cultural identity and the need to bring students back to their heritage (roots), resulting in the Pacific Island Roots Program.

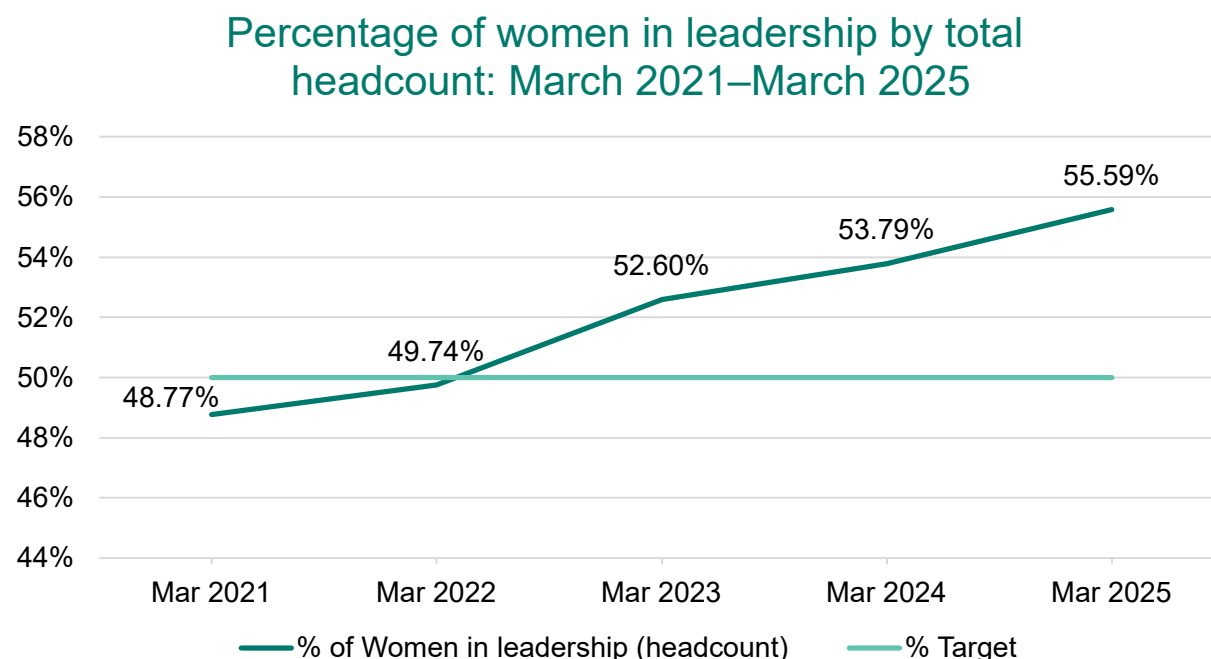
Commencing in 2022, the focus of the Pacific Island Roots Program was teaching the students about belonging, building a relationship and respect with the children. The program provided the children with teachings of traditional Haka (ceremonial dance) of their homeland, National Anthem and Australian National Anthem in both English and their home language.

At the end of the year, the children displayed their learnings at a school award ceremony with their parents and families in attendance.

The program has had a positive impact on the affiliated school and wider Pacific Islander community, with supporting feedback received from the school and families involved. Feedback indicated program participants had progressed to school leadership roles within their class and cohorts. The founding Police Liaison Officer was nominated by the affiliated school for the Safe City Logan Council Award for their Pacific Island Roots Program in 2023. This initiative is a testament to the value Police Liaison Officers add to their respective communities.

Women in leadership

Progress toward target



Source: MOHRI March 2025.

Gender pay equity dashboard

In the [gender pay equity dashboard](#) published by the Public Sector Commission in June 2024, it is clear that the gender pay gap continues to close for the Queensland public sector. This gap continues to narrow due to concerted efforts in Queensland to address the drivers of gender equality.

The gap in earnings of 5.94% in the Queensland public sector is substantially lower than the national gender pay gap of 11.5%.

There has also been a reduction in the gender pay gap on base salary from 7.35% in 2021 to 5.1% in 2024.

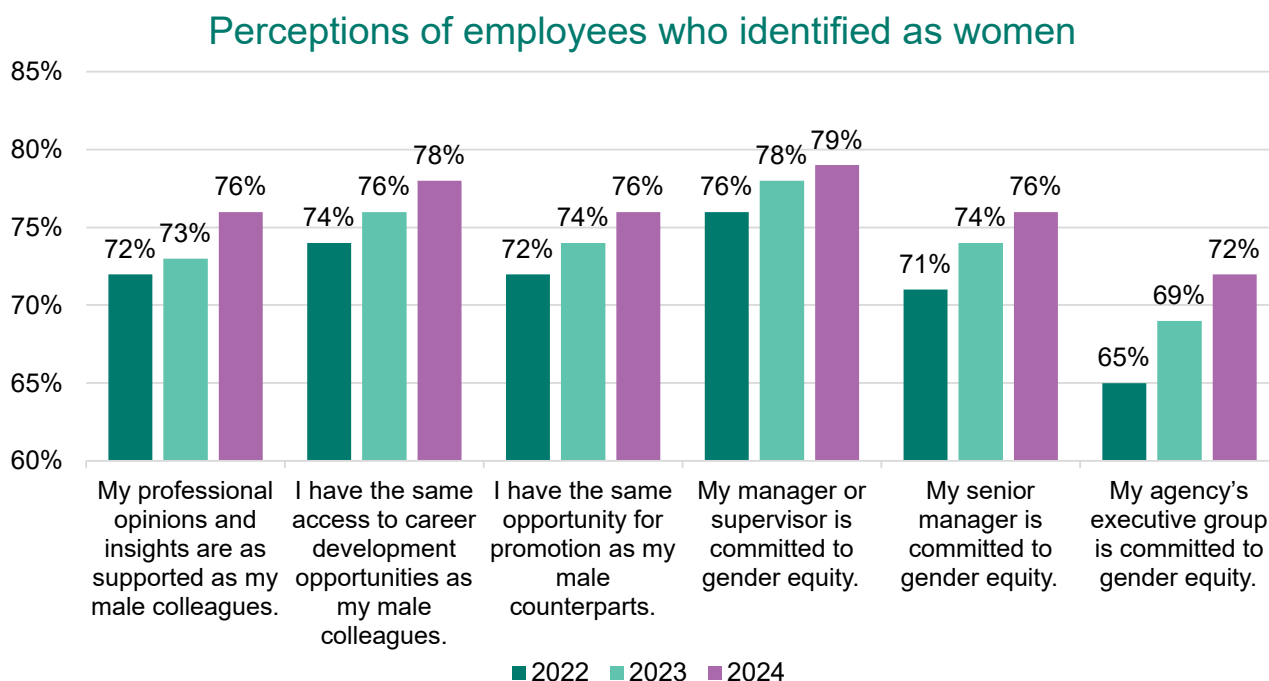
This base salary calculation removes additional factors such as allowances and focuses on the core value or base salary of the job, which gives a clearer indication of where women are placed in the classification levels and career structures.

The Public Sector Commission has supported agencies to undertake their annual equity and diversity audit, allowing them to use evidence to tailor an approach to address inequities. This has helped to reduce the gender pay gap through proactive actions and strategies.

Attitudes towards gender equity are critical to understand if changes in gender pay equity are to be achieved. These attitudes reflect the systemic barriers to gender pay equity.

All metrics associated with attitudes towards the success, career progression and commitment to gender pay equity have improved between 2022 and 2024.

The perceived senior management commitment to gender equity has improved by five percentage points, while perceptions of executive group commitment has improved by seven percentage points.



Source: WfQ 2022–2024.

Diversity in action: Women in leadership

An Executive Women's Network was established in 2022. The EWN focused on creating opportunities for the most senior women across the public sector to network and hear from sector leaders. Between June and December 2024, three EWN events were hosted for SES4 and SES3 women, and all First Nations' SES women, with each event tailored in approach and agenda. Further opportunities to connect women in leadership across the sector are being explored.

Gender

Both the WfQ survey and MOHRI data set request information on gender identity. [Pride in Diversity](#) define gender identity as a person's internal sense of their own gender, which may or may not align with the sex assigned at birth. Gender identity is about social and cultural differences in identity, expression and experience as a man, woman or non-binary person.

As is the case with MOHRI data, the bulk of respondents to the WfQ survey identify as a woman or female.

Working for Queensland		Minimum obligatory human resource information	
Identifies as man or male	35.81%	Identifies as man or male	30.38%
Identifies as woman or female	57.70%	Identifies as woman or female	68.91%
Non-binary	0.51%	Non-binary	0.21%
Agender	0.12%	Another term	0.01%
A gender not listed above	0.33%	Not disclosed	0.49%
Prefer not to respond	5.67%		

Source: WfQ 2024 and MOHRI March 2025.

The WfQ survey is reviewed each year to maintain a contemporary set of questions on gender identity that reflect the evolution in gender identity in the community. Where people state a gender not listed above, we ask people to provide comment. Each year we review those comments to understand how the option list should be updated.

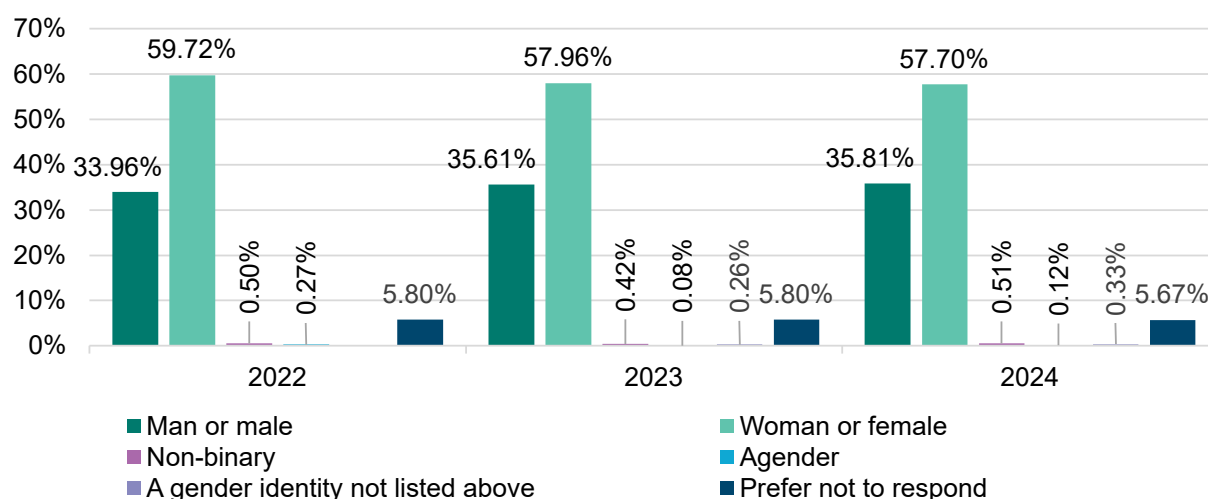
The proportion of people identifying as being gender diverse has increased over time.

To capture information on transgender people in the WfQ survey, the question structure has been designed based on recommendations by [Pride in Diversity](#). Sex at birth is asked in the first instance followed by gender identity.

This enables comparisons in the data between the two questions to understand that while 25,786 respondents were male at birth, 43 now identify as women, 80 as non-binary and 19 as agender.

Similarly, while 41,291 respondents were female at birth, 83 now identify as men, 168 as non-binary and 17 as agender.

Gender over time



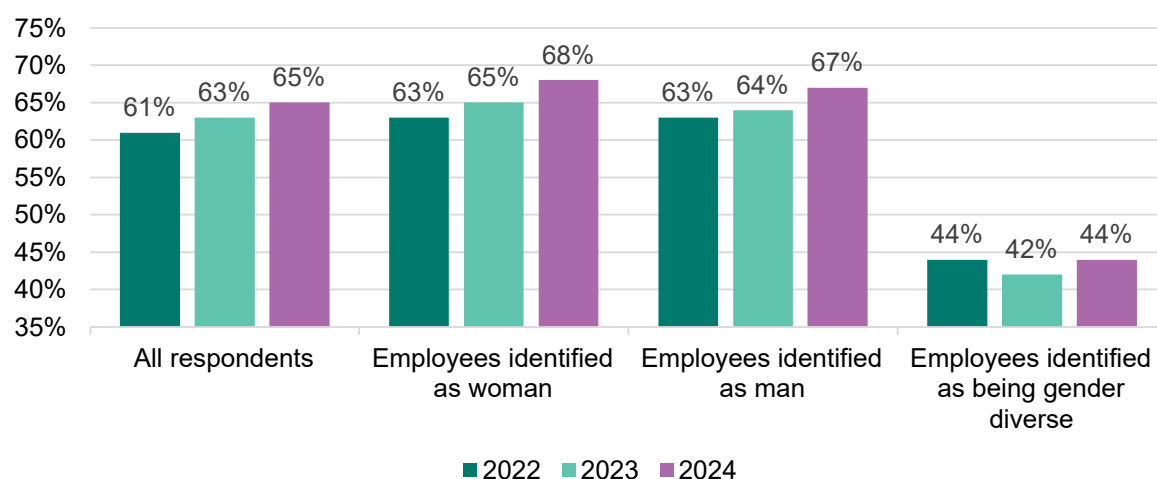
Source: WfQ 2022–2024.

The extent to which WfQ respondents believe that all genders have equitable access to work experiences that support career progression has improved steadily since 2022.

There is little difference in perception that all genders have equitable access to work experiences that support career progression between respondents who identify as men and those who identify as women.

For respondents who are gender diverse, however, there is clear evidence that gender is identified as a limitation to opportunity and career progression. Only 44% of gender diverse employees felt that all genders have equitable access to work experiences that support career progression. This data has also not improved as consistently as it has for respondents who identify as men or women.

Perception that all employees, regardless of gender, have equitable access to work experiences that support career progression overtime



Source: WfQ 2022–2024.

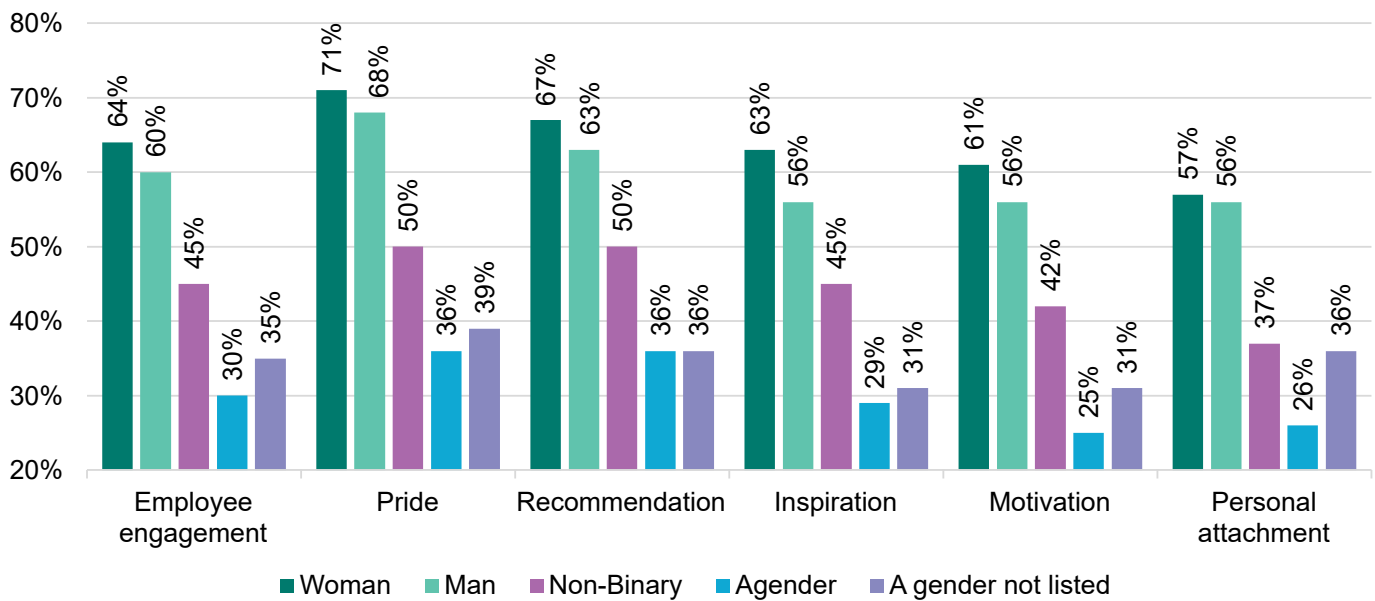
Engagement scores

WfQ respondents who identify as women are more engaged than those who identify as men. Respondents who identify as women are notably more likely to recommend their organisation, are more inspired and motivated.

Scores between respondents who identify as men and women are relatively even in terms of pride and personal attachment.

Respondents who identify as being gender diverse are less engaged across all metrics, with non-binary employees experiencing higher levels of engagement than agender employees and those who identify as a gender not listed.

Engagement by gender identity



Source: WfQ 2024.

Safe, respected and included

WfQ respondents who identify as women feel safer, more included and respected at work than their male colleagues.

Gender diverse employees do not feel as safe, respected or included as those who identify as women or men.

	% positive				
	Identified as woman	Identified as man	Identified as non-binary	Identified as agender	Identified as a gender not listed
As an employee of this organisation, I feel safe at work	83%	81%	62%	55%	56%
As an employee of this organisation, I feel respected at work	77%	74%	54%	43%	49%
As an employee of this organisation, I feel included at work	76%	74%	55%	47%	47%
Safe, respected and included	79%	76%	57%	48%	51%

Source: WfQ 2024.

The impact of feeling safe, respected and included for gender diverse people

When gender diverse employees agree or strongly agree that they feel safe, respected and included at work, employee engagement increases from 39% to 68%.

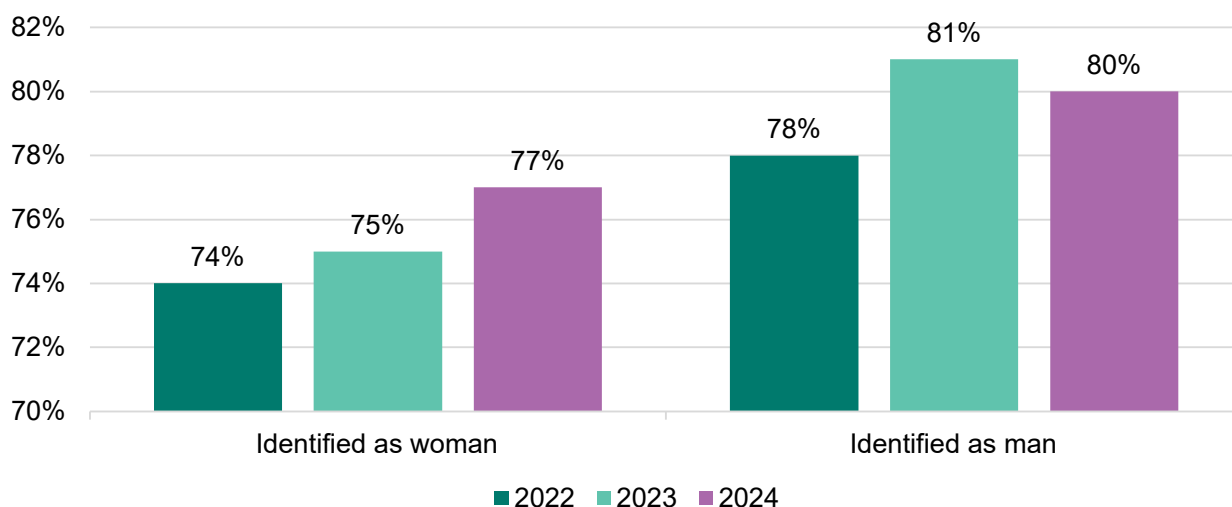
- recommendation: increases from 43% to 76%
- pride: increases from 44% to 73%
- personal attachment: increases from 35% to 56%
- motivation: increases from 35% to 66%
- inspiration: increases from 38% to 69%.

Source: WfQ 2024.

Gender as a barrier to success

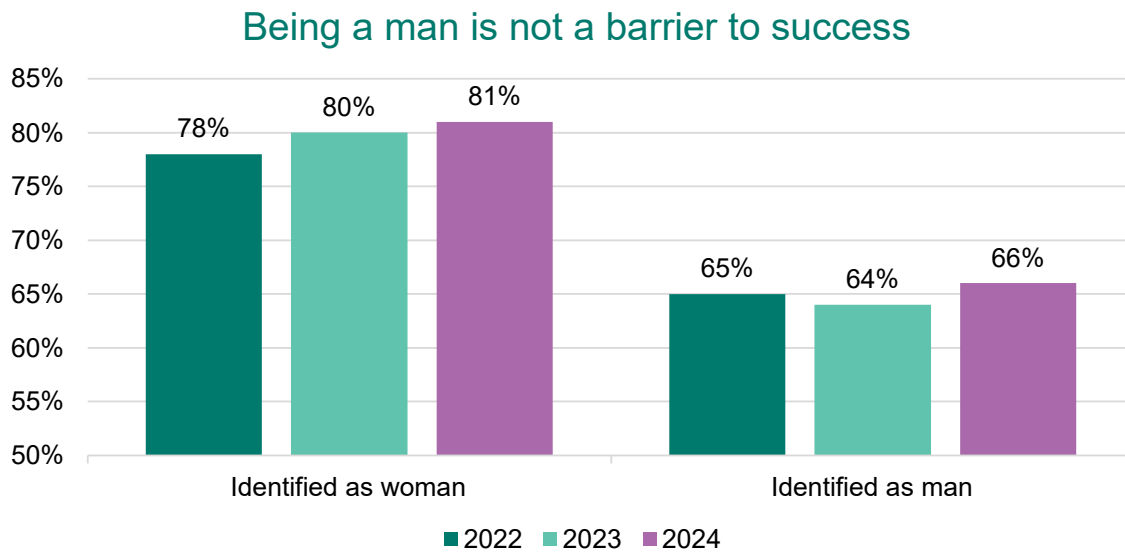
Respondents who identify as men, are more likely to feel that being a woman is not a barrier to success.

Being a woman is not a barrier to success



Source: WfQ 2022–2024.

Conversely, respondents who identify as women, are more likely to feel that being a man is not a barrier to success.

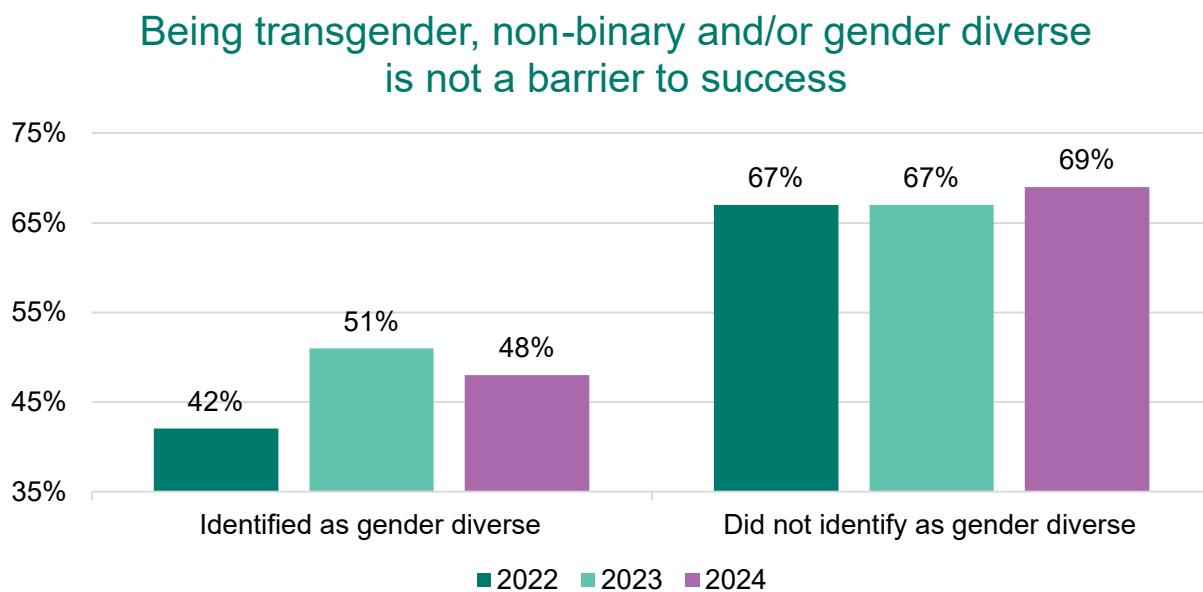


Source: WfQ 2022–2024.

The perception of gender diverse employees regarding whether gender diversity is a barrier to success is notably lower than those who are not gender diverse.

In 2024, 69% of non-gender diverse respondents did not believe that gender diversity was a barrier to success.

In 2024, 48% of gender diverse employees felt that gender diversity was a barrier to success.



Source: WfQ 2022–2024.

Case study

Diversity in action: Women in surveying

The surveying industry plays a critical role in Queensland's economic development, underpinning major infrastructure and land development. However, the sector is facing a significant workforce shortage of qualified surveyors. Compounding the issue is the professions gender imbalance—women represent less than 5 per cent of the surveying workforce.

In response to this issue, the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development launched the Women in Surveying program in 2023. The initiative aims to increase the number of women in the surveying profession creating a more inclusive and diverse workforce through a range of initiatives including education and engagement, gender parity on the Surveyors Board of Queensland and partnership between industry and government to design solutions.

Last year, the Surveyors Board of Queensland achieved a significant milestone—gender parity on their Board. This was a major achievement to ensure diversity of thought and perspective for the industry ongoing. The Queensland Women in Surveying Forum has also been established. The forum has met five times, has 42 members and is rapidly growing.

Following the implementation of the program, 70% of female members from the private and public sectors reported feeling more connected within surveying industry, 82% now feel motivated and inspired, and have the necessary support to reach their professional goals, and 40% believe that the culture within surveying has improved in terms of inclusion and diversity.

LGBTQIA+

6.59% of WfQ respondents identified as being LGBTQIA+, with 26% gay, 20% lesbian and 31% bisexual.

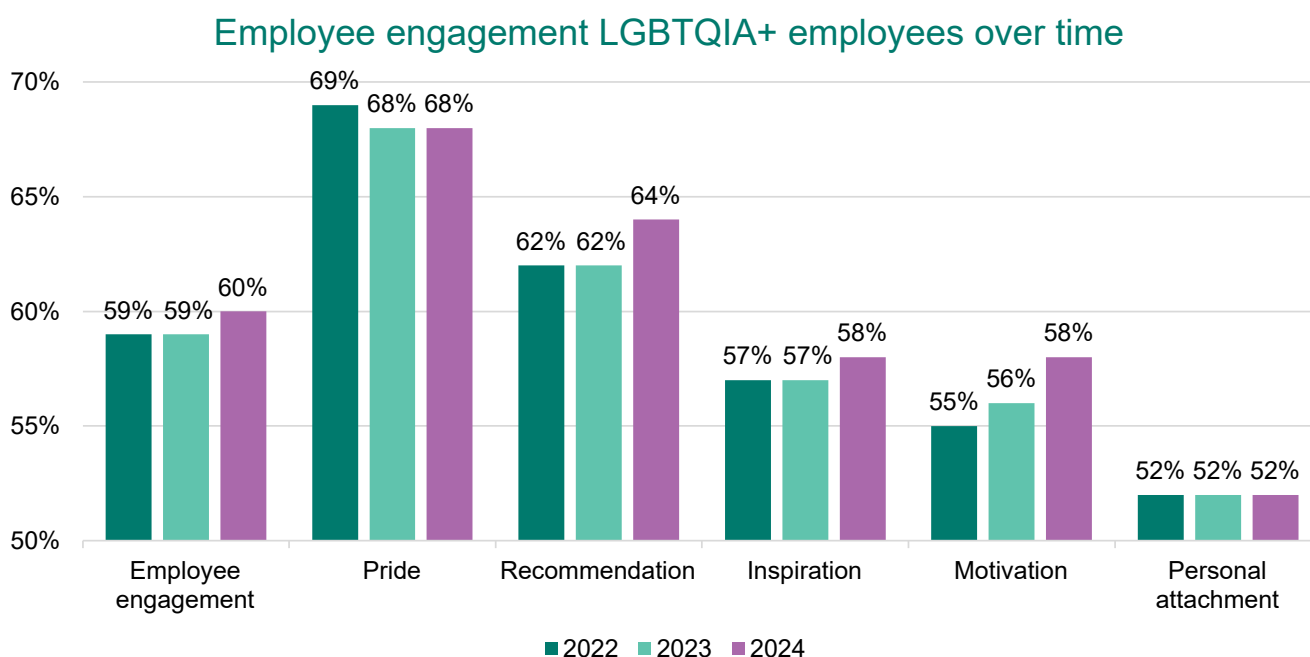
Do you identify as LGBTQIA+?	2024 count	2024 percent
Yes	4,649	6.59%
No	60,589	85.83%
Don't know	532	0.75%
Prefer not to say	4,823	6.83%

If you feel comfortable to do so, please select how you identify?	2024 count	2024 percent
Gay	1,203	26%
Lesbian	904	20%
Bisexual	1,451	31%
Pansexual	410	9%
Queer	524	11%
Asexual	157	3%
Aromantic	113	2%
Prefer not to respond	417	9%

Source: WfQ 2024.

Employee engagement

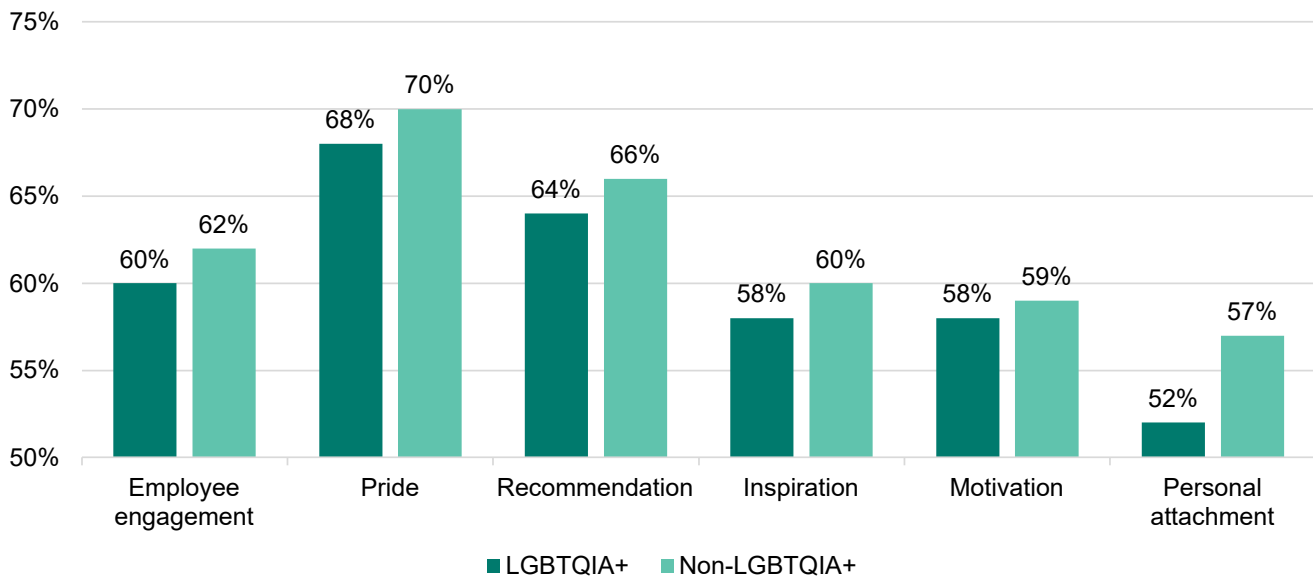
There has been minimal change in employee engagement for LGBTQIA+ employees over time with a one percentage point increase in engagement between 2022 and 2024.



Source: WfQ 2022–2024.

Non-LGBTQIA+ employees are slightly more engaged than LGBTQIA+ employees, with the most notable difference being in sense of personal attachment where the positive response for non-LGBTQIA+ employees is five percentage points higher than LGBTQIA+ employees.

Employee engagement for LGBTQIA+ and non-LGBTQIA+ employees in 2024



Source: WfQ 2022–2024.

Safe, respected and included

There is two percentage points difference between LGBTQIA+ WfQ respondents and non-LGBTQIA+ respondents in the overall score for feeling safe, respected and included.

For LGBTQIA+ WfQ respondents, the most notable difference in experience relates to safety.

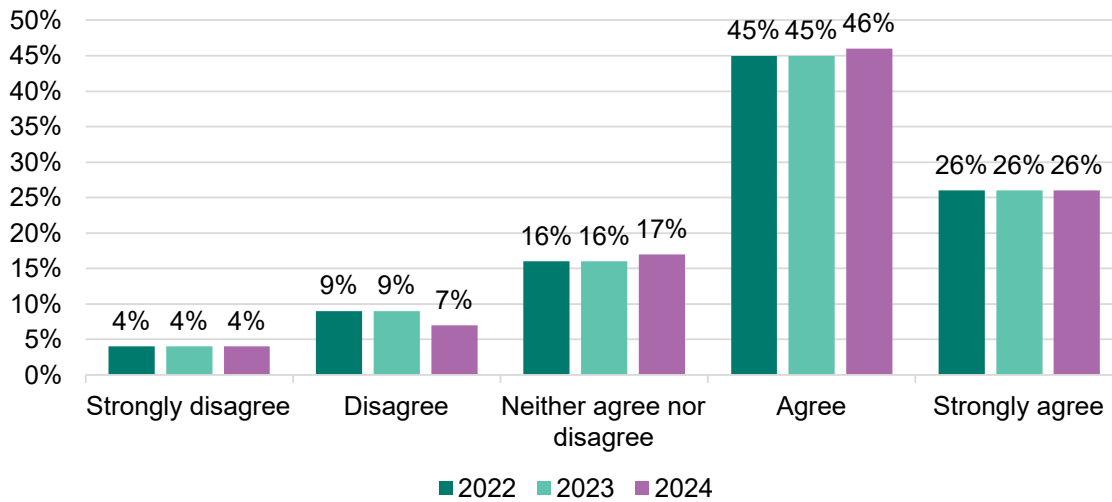
	% positive LGBTQIA+	% positive non-LGBTQIA+
As an employee of this organisation, I feel safe at work	79%	82%
As an employee of this organisation, I feel respected at work	74%	75%
As an employee of this organisation, I feel included at work	75%	76%
Safe, respected and included	76%	78%

Source: WfQ 2024.

Perceptions that LGBTQIA+ employees can achieve success as their authentic self have remained relatively stable over the past three years with 72% of WfQ respondents agreeing or strongly agreeing.

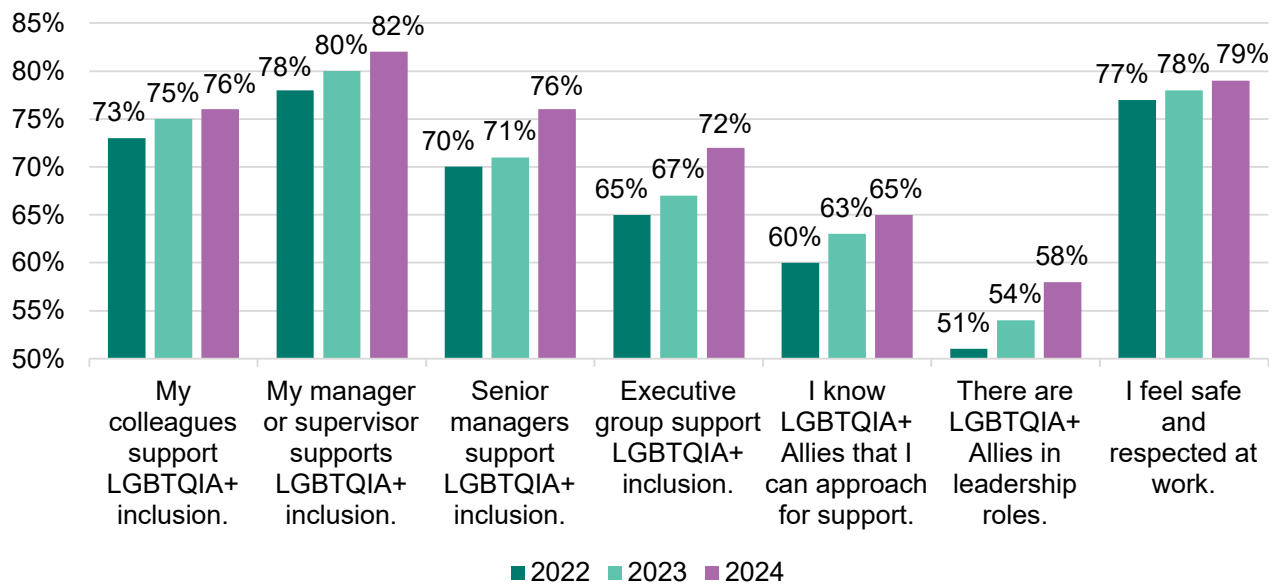
This is supported with generally very positive scores regarding LGBTQIA+ support and inclusion amongst colleagues, managers and organisational leaders. Allyships remain an area for improvement.

As an LGBTQIA+ employee, I can achieve success in this organisation as my authentic self



Source: WfQ 2022–2024.

LGBTQIA+ inclusion and allyship



Source: WfQ 2022–2024.

Our work environment

This chapter provides analyses on the various elements of the Queensland public sector work environment that influence engagement and performance.

Highlights

- Of the 71,853 respondents of the 2024 Working for Queensland survey:
 - 78% say their work has had a positive impact on the lives of Queenslanders
 - 81% felt their organisation had a positive impact on the lives of Queenslanders
 - 61% agree that people are treated fairly and equitably in their workplace
 - 84% agree their workgroup treat each other respectfully, and 84% agree their manager or supervisor treats people in the work environment respectfully
 - 82% collaborate in their workgroup and share learnings
 - 80% use some form of flexible work arrangement.



Our work environment

A range of work environment elements contribute to the creation of an engaged workforce.

Having meaningful work as well as access to the physical, emotional and psychological resources necessary for the completion of work are vital in employee engagement.

Meaningful work

Meaningful work occurs when the employee perceives the importance of their work, understands the impact of work in the achievement of organisational objectives and, in the case of public servants, understands their contribution to the community.

Impact of work

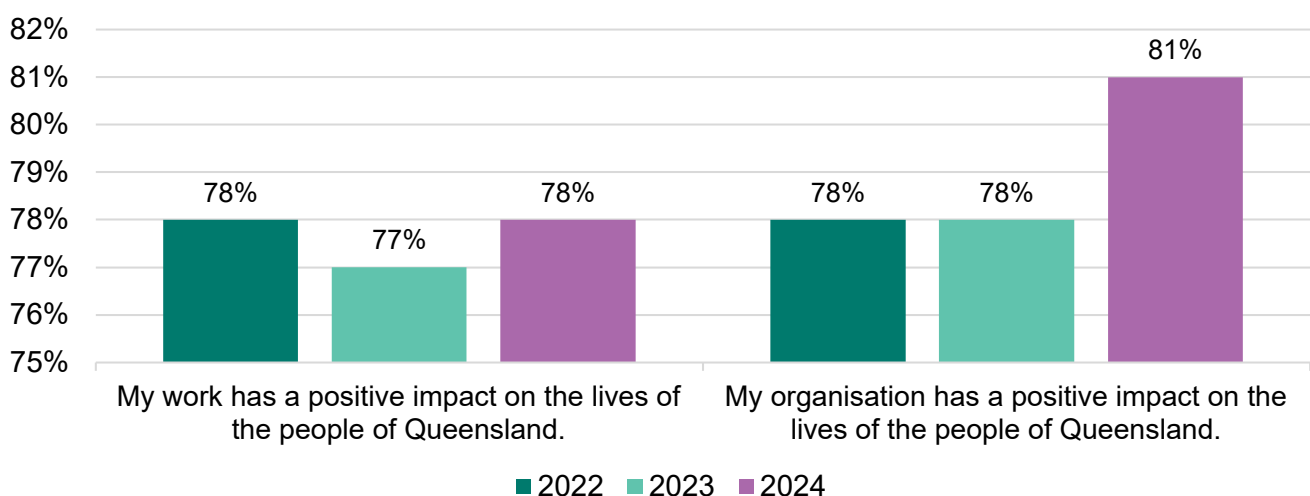
Queensland public sector employees, regardless of their occupation or organisation, share a commitment to serving the people of Queensland and making a difference to our communities.

How employees see the impact of their work is an important determinant of perceived meaningfulness and therefore, engagement.

- 78% of WfQ survey respondents agree or strongly agree that their work has had a positive impact on the lives of Queenslanders.
- Employees in frontline and frontline support roles feel this more strongly, with 80% saying their work has a positive impact on the lives of Queenslanders.
- 81% of all respondents say their organisation has had a positive impact on the lives of the people of Queensland.

Source: WfQ 2024.

Impact of work



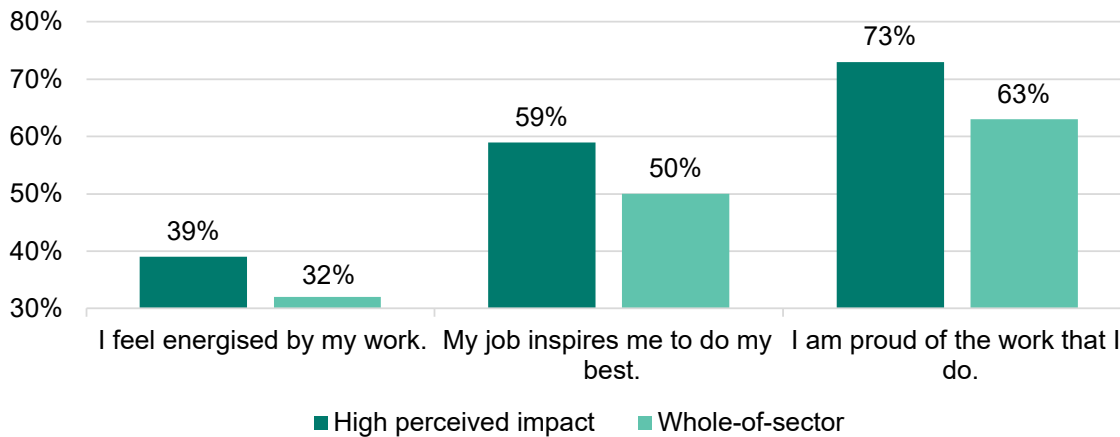
Source: WfQ 2022–2024.

Further analysis of the WfQ survey data shows when employees believe their work has a higher impact on the community, they also feel more connected with their work and more engaged.

When 2024 WfQ data is filtered to include only the responses of employees who feel their work has a high impact on the community reported perceptions of feeling energised, inspired and proud of the work are between nine and ten percentage points higher than the scores for the total sector.

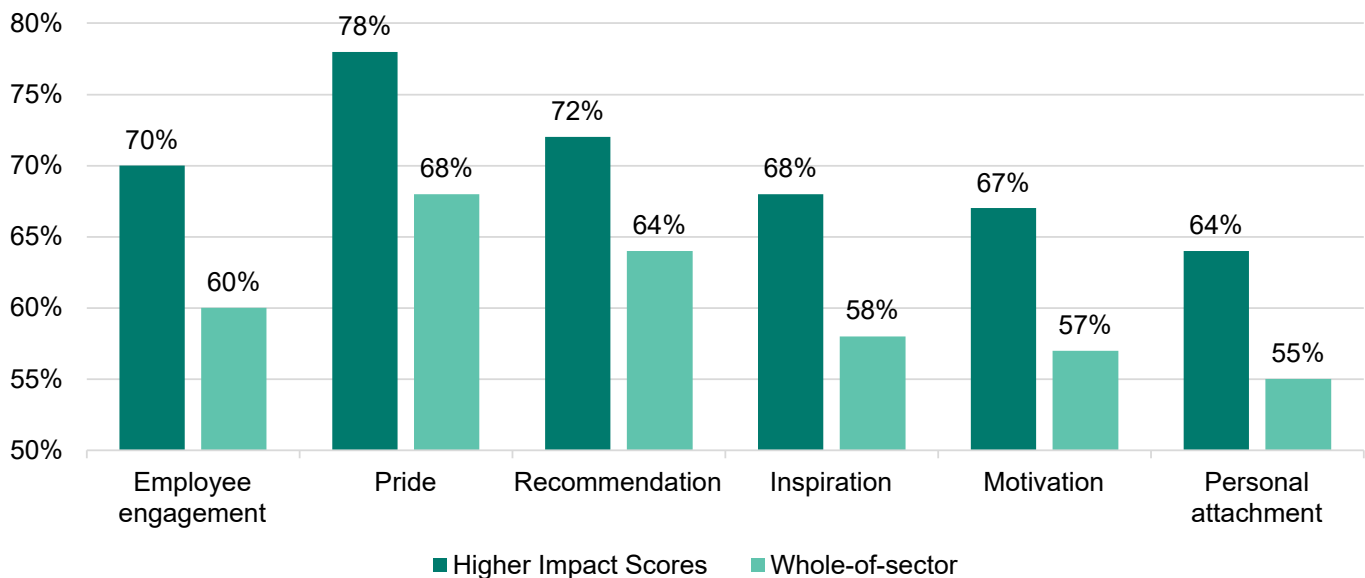
Similarly, where levels of perceived impact on the community are high, so too is engagement.

Work with a perceived high impact on community and connection with work in 2024



Source: WfQ 2024.

Work with a perceived high impact on community and employee engagement in 2024



Source: WfQ 2024.

Meaningful work not only speaks to the individual's need to contribute significantly to their work, their team and their organisation but also to the importance of receiving feedback about their performance, their value and their contribution.

Case study

Impact in action: Supporting the Queensland community through disaster

Between January and March 2025, there were three major adverse weather events that impacted Queensland communities—flooding in North and Far North Queensland, Tropical Cyclone Alfred and flooding in Western Queensland.

The Queensland public sector mobilised to help communities respond and recover.



Department of Families, Seniors, Disability Services and Child Safety

Community recovery

Across the three major events, Community Recovery, with their partners, have:

- activated 28 Local Government Areas for the Personal Hardship Assistance Scheme
- received 541,409 applications with over 375,281 applications processed to date (April 2025)
- paid \$122M+ grants supporting over 614,932 Queenslanders
- established over 157 Community Recovery Hubs, Support Services and other services delivering in person support to 46,738 visitors
- responded to 87,967 calls to the Community Recovery Hotline
- taken 2,759 calls to the Lifeline Disaster Counselling Hotline with:
 - 2,285 instances of psychological aid delivered
 - 5,152 referrals made to support services
- 36,564 instances of psychological first aid have been provided by recovery partners including Lifeline Disaster Counselling Hotline, Australian Red Cross, Queensland Disaster Chaplaincy Network, UnitingCare Lifeline QLD and Lifeline Darling Downs.
- provided access to additional tailored emotional support to impacted Queensland farmers through partnerships with Farmer to Farmer, RuralAid, Farm Angels and other local service providers.

This impact is delivered through the commitment of the core team within the Community Recovery Branch, and more than 1900 additional resources including Queensland Government Ready Reserves who come from organisations across the Queensland public sector.

In the first three months of 2025 the level of demand was greater than the last four disaster seasons combined (and last year's disaster season was greater than double the previous three seasons combined—the Community Recovery response has been exponentially bigger and faster).

Department of Sport, Racing, Olympic and Paralympic Games

Townsville Sports Precinct

In its day-to-day operations, the Townsville Sports Precinct provides multi-purpose indoor courts, a gym, and track and fields for various sports. It also has a fully tenanted sports house offering office accommodation for several of the regions sporting organisations.

During the week commencing 27 January 2025 the Townsville Sports Precinct was in the process of preparing to advise the public of its closure due to the predicted weather forecast.

Within days the decision was made by the Townsville City Council and Local Disaster Management Group that the Townsville Sports Precinct Leisure Centre would be required to operate as an Emergency Evacuation Centre for the public, with the expectation that it be open for residents on the evening on 1 February 2025.

On Saturday 1 February, an inspection/handover was completed in conjunction with the Townsville City Council with pallets of water, supplies and other essentials (bedding, key items for the arrival of pets to the venue such as food, crates, bowls etc) delivered.

The Townsville Sports Precinct was open to the public from 8pm that evening.

Staff of the Townsville Sports Precinct showed agility, innovation and commitment meeting the needs of the community at very short notice and in extremely challenging times.

Almost 200 members of the North Queensland Community, 50 cats, 37 dogs and a bird sought refuge at Townsville Sports Precinct after being evacuated from their homes.

The volunteers and staff from the Red Cross, Salvation Army, St John Ambulance, St Vincent de Paul, State Emergency Services, Townsville City Council and the Queensland Police Service successfully came together and provided their services through the Townsville Sports Precinct.

Queensland Health

In the lead-up to Tropical Cyclone Alfred, Queensland Health's Queensland Virtual Hospital (QVH) and its Virtual Emergency Care Service identified that extreme weather conditions would significantly impact Queenslanders' ability to access timely and safe emergency healthcare, with the potential for some healthcare facilities to become inoperable.

The team recognised an urgent need to maintain continuity of care and avoid unnecessary emergency department presentations through virtual alternatives.

In collaboration with Queensland Health partners, a decision was made to rapidly scale Virtual Emergency Care Service into a 24-hour service to support the community throughout the cyclone and its aftermath.

This required detailed planning for surge staffing, as well as significant Information & Communication Technology (ICT) coordination to ensure the platform could operate reliably around the clock. Support from eHealth Queensland, Digital Metro North, and Health Direct Australia enabled full virtual service availability, while Queensland Health's Strategic Communications Branch ensured the public knew how and when to access the Virtual Emergency Care Service during the emergency.

During the Cyclone response, the Virtual Emergency Care Service Team worked extended hours, double shifts and worked from other hospitals in SEQ (as far away as Toowoomba). Some Virtual Emergency Care Service team members relocated from their homes to ensure service provision and continuity was maintained.

The Virtual Emergency Care Service Team saw 951 patients during TC Alfred. Typically, Virtual Emergency Care Service Team would see around half the volume of patients during that period.

88% of all patients seen by Virtual Emergency Care Service Team were discharged without the need for a physical Emergency Department presentation. Only 7% of all patients who accessed the Virtual Emergency Care Service Team service during this period were assessed as requiring ongoing face-to-face care in a physical Emergency Department.

Department of Housing and Public Works



QBuild and Housing teams were mobilised and redeployed from around the state, working alongside partner agencies to deliver comprehensive support and to help communities recover and rebuild.

During the North Queensland flood event, the Housing and Homelessness team helped to secure temporary housing for 236 adults and 133 children across several communities.

QBuild worked to overcome complex on-the-ground challenges, including accommodation and transport logistics, road closures, local availability of skilled labour, building materials, personal protective equipment, fit-for-purpose disaster response vehicles and equipment, including generators for power reliability.

QBuild's incident control centres and maintenance response centres worked at strengthening and sustaining supply chains, receiving damage reports, and urgent maintenance requests to ensure on-the-ground efforts could be concentrated where and when they were needed most.

Emergency accommodation and housing support were another significant focus, with QBuild working to ensure social housing tenants could continue to be accommodated in structurally safe and functional homes that meet high standards. Housing and Homelessness teams worked to deliver safe, secure housing solutions to those displaced by the disasters.

Support was provided in such a way that households, families, and individuals were always aware of their active role in the journey to recovery, and the approach emphasised ongoing, informed involvement for those affected, ultimately facilitating a smoother progression to normality.

As of 6 May 2025, across the three declared disaster events:

- 588 people assisted by Housing staff
- 587 Emergency Housing Assistance Requests
- 3,015 government-owned assets were impacted, including 819 schools and 1,641 social and First Nations homes, including individual units
- 15,495 recovery tasks were identified, 12,657 were completed
- 308 QBuild staff mobilised, including 289 QBuild field staff
- 203 business as usual and disaster response QFleet vehicles were used in the response
- 529 contractor businesses were engaged, supporting local jobs and businesses.

Positive performance management

Employee performance in the Queensland public sector is managed using a positive performance management approach. As outlined in section 85 of the [Queensland Public Sector Act 2022](#) and directive 02/24, this approach has a clear focus on understanding and building on the strengths and successes of our employees.

The foundations of positive performance management relate to the employee's understanding of what good performance looks like and having the basic tools and information to contribute to strategic objectives, in addition to regular, constructive and specific two-way feedback.

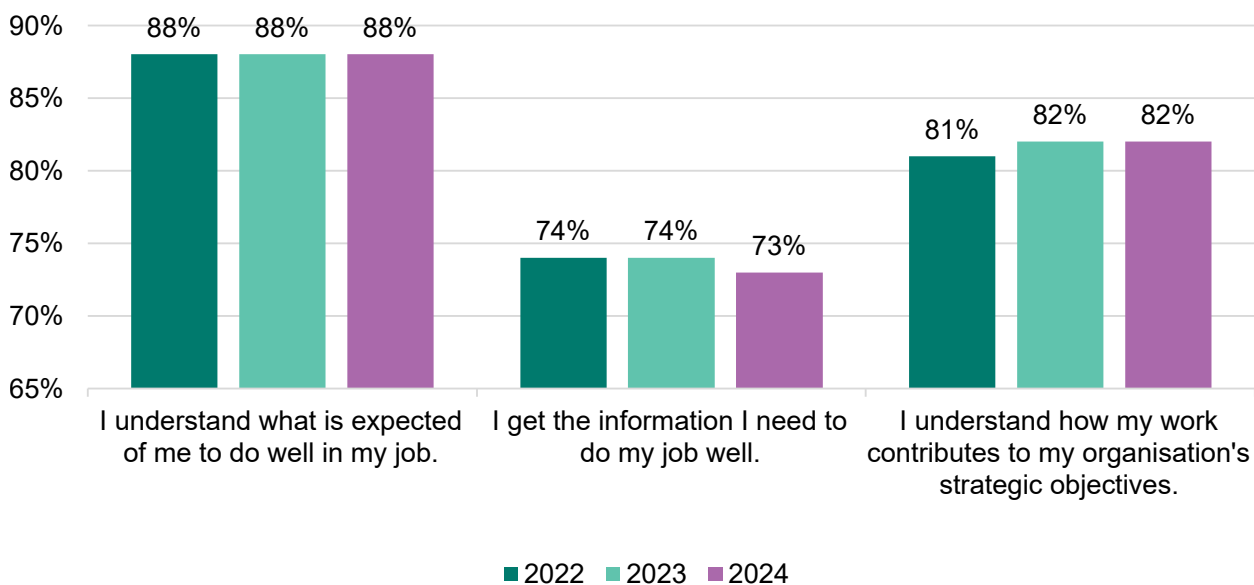
From these foundations employees are better able to identify their development needs and achieve their performance goals. It establishes role expectations, provides goal clarity, gives purpose and meaning, and aligns employee efforts to organisational requirements.

The foundations for successful positive performance management are strong across the sector:

- 88% believe they understand what is expected of them to do well in their jobs
- 73% agreed they get the information to do their job well
- 82% understand how their job contributes to their organisation's strategic objectives.

Source: WfQ 2024.

Performance expectations



Source: WfQ 2022–2024.

The quality of communication between employees and their manager or supervisor is the basis for positive performance management and the creation of meaningful work.

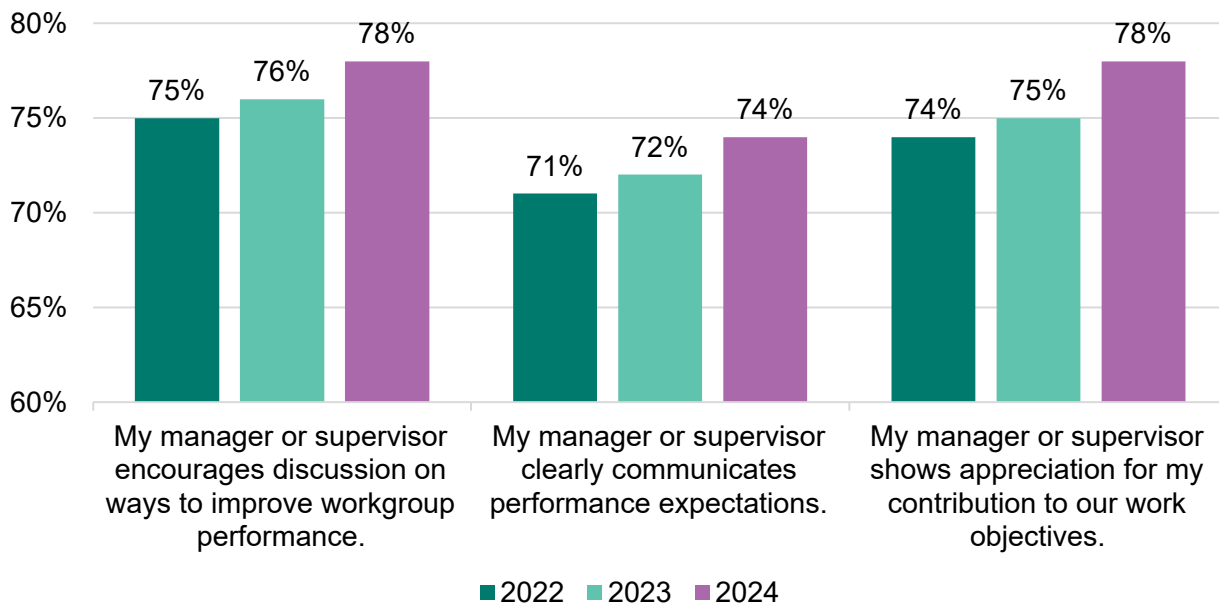
Meaningful work is as much about the feedback managers and supervisors provide as it is about the employee's independent perception of their contribution.

Again, these are critical performance foundations and positivity is strong.

- 78% say their managers/supervisors encourage discussion on ways to improve workgroup performance.
- 74% agree that performance expectations are communicated clearly by managers/supervisors.
- 78% say their managers/supervisors show appreciation for their contribution to work objectives.

Source: WfQ 2024.

Manager/supervisor and workgroup performance



Source: WfQ 2022–2024.

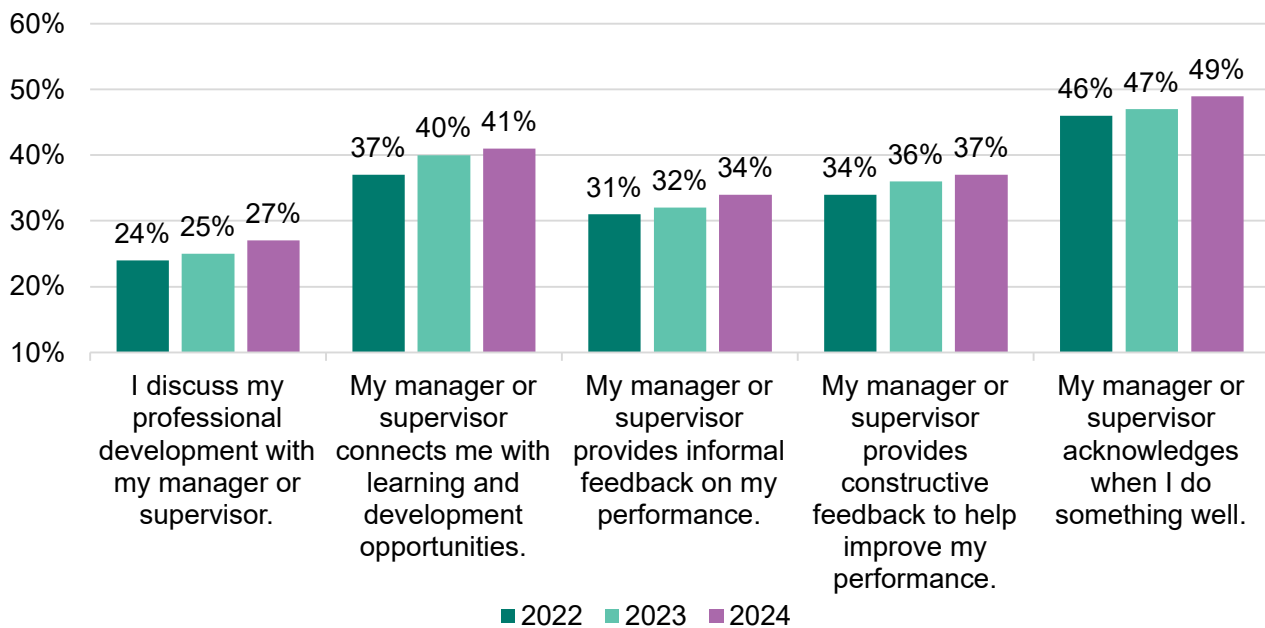
Another aspect of positive performance management is how employees are assisted with their professional and personal development.

Discussions of professional development give employees a sense of meaning through the establishment of professional goals.

These items are asked on a frequency scale with the % positive being the proportion of people that respond often and always.

- 27% discuss their professional development with their manager or supervisor often and always
- 41% of employees feel their manager or supervisor supports their professional develop by connecting them with learning and development opportunities often and always
- 34% feel their manager or supervisor takes the time to provide informal feedback on their performance often and always
- 37% agree their manager or supervisor provides them with constructive feedback to help improve their performance often and always
- 49% agree their manager or supervisor often and always acknowledges when they do something well.

Professional and personal development



Source: WfQ 2022–2024.

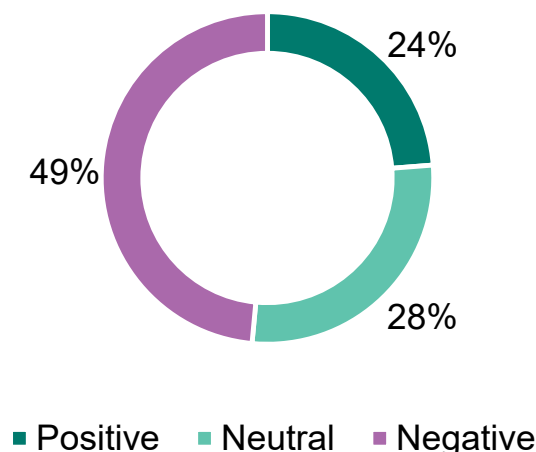
While the positive response figures have increased, these results tell us that there is an ongoing need to strengthen how feedback is given to employees.

Previous sections of this report refer to the challenges of delivering world-class services and building a highly capable and effective public sector in an extremely challenging fiscal environment.

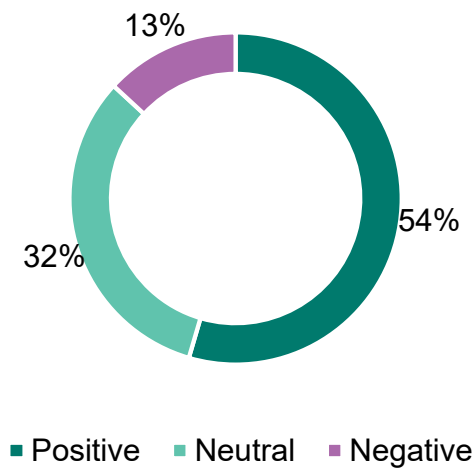
Positive performance management is a clear opportunity to deliver on this challenge. Positive performance management mechanisms including the provision of informal feedback, the provision of constructive feedback to improve performance and the acknowledgement of good performance.

The impact of positive performance management

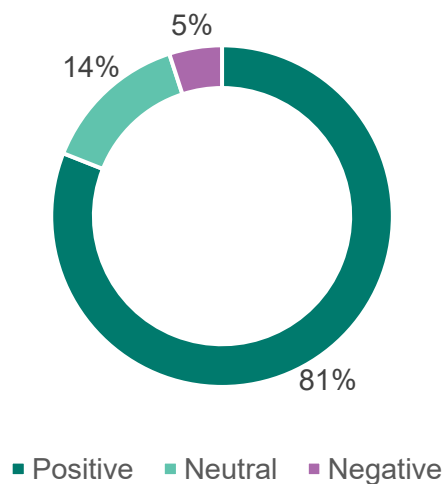
When an employee states that their manager never or rarely provides informal or constructive feedback or acknowledges good performance, employee engagement drops to 24%, while disengagement increases to 49%.



When an employee states that their manager once in a while, sometimes or fairly often provides informal or constructive feedback or acknowledges good performance, employee engagement increases to 54%, the proportion of disengaged employees decreases to 13% while neutral levels of engagement increased to 32%.



When an employee states that their manager often and always provides informal or constructive feedback or acknowledges good performance, employee engagement increases to 81%, the proportion of disengaged employees decreases to 5% while neutral levels of engagement dropped to 14%.



Source: WfQ 2024.

Keeping our people well

Statistical analysis of WfQ data has shown that, the extent to which the individual employee feels that the organisation values their wellbeing, is the number one driver of employee engagement.

The more positive perceptions are of the extent to which the organisation values their wellbeing, the more engaged the workforce.

This item has increased by eight percentage points between 2022 and 2024.

Most metrics associated with health, safety and wellbeing have improved between 2022 and 2024. Strengths in this space include:

- employees understanding their health and safety obligations
- managers or supervisor relationships with employees
- confidence discussing issues of wellbeing and mental health with manager or supervisor workgroup respect.

Further analysis of the WfQ data has shown that a key driver or theme that influences the extent to which people believe their organisation values their wellbeing is that senior management acts quickly to correct problems or issues that affect employees' health, safety and wellbeing.

Only 58% of employees feel that senior management acts quickly to correct problems or issues that affect employees' health, safety and wellbeing.

	2024	2023	2022
My organisation values my wellbeing			
I feel that my organisation considers the wellbeing of employees to be important	66%	60%	58%
My obligations			
I am confident in my understanding of my health and safety obligations	89%	88%	88%
Confidence discussing wellbeing with my manager			
I am confident discussing my wellbeing with my manager or supervisor	72%	69%	68%
I am confident discussing my mental health with my manager or supervisor	63%	62%	59%
In my workgroup			
In my workgroup, we proactively discuss workplace safety	38%	37%	37%
In my workgroup, we discuss ways to promote wellbeing	40%	39%	37%
In my workgroup, we discuss ways to promote mental health	37%	36%	33%

Leadership			
My manager or supervisor proactively encourages people to speak up if they feel something could be a risk to their health, safety or wellbeing	71%	70%	69%
In my workplace senior management acts quickly to correct problems or issues that affect employees' health, safety and wellbeing	58%	55%	54%
My manager and respectful relationship			
My manager or supervisor treats people in our work environment respectfully	84%	84%	82%
My manager or supervisor listens to what I have to say	81%	79%	78%
I feel comfortable discussing my work challenges with my manager or supervisor	78%	76%	75%
I can rely on my manager or supervisor to help me work through work challenges	76%	74%	72%
Workgroup respect			
In my workgroup, we treat each other respectfully	84%	83%	82%

Source: WfQ 2022–2024.

Psychological safety index

New questions were included in the 2024 WfQ survey to better capture insight on the psychological safety of different work environments.

The WfQ survey applied the [Amy Edmonson scale of psychological safety](#).

Five of the questions are new and do not have historical data.

Relative to other data in the WfQ survey, the overall Psychological Safety Index is relatively positive at 76%. All items are above 70% with the exception of the extent to which it is perceived to be safe to take calculated risks, which was 65%.

Psychological safety	2024	2023
Psychological safety index	76%	
In my workgroup, we work together to manage workload	79%	78%
In my workgroup, we share lessons learned	82%	82%
If I make a mistake, I don't feel my workgroup will hold it against me	75%	
In my workgroup, we can raise and discuss problems and tough issues	79%	
My workgroup accepts others for being different	81%	
In my workgroup, it is safe to take calculated or managed risks	65%	
I don't feel anyone in this workgroup would deliberately act in a way that would undermine another member's efforts	71%	
Members of my workgroup value and use my unique skills and talent	73%	

Source: WfQ 2022–2024.

Collaboration and workgroup relationships

Collaboration and workgroup relationship are essential in the creation of the psychological and emotional safety and resources needed to increase engagement.

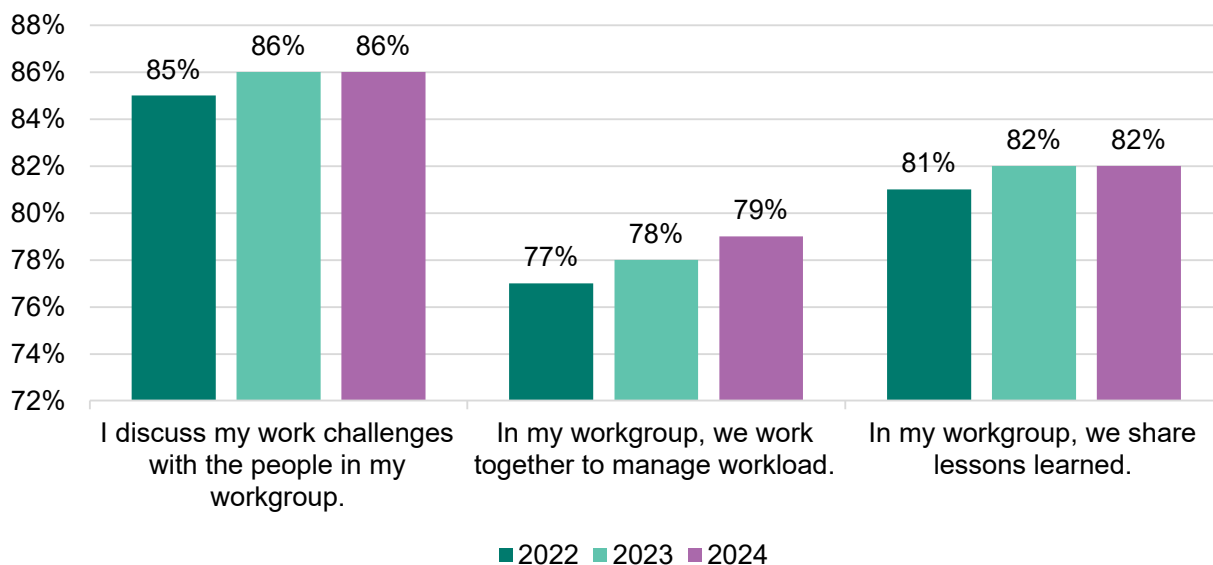
These relationships lead to more effective communication, trust, camaraderie and can positively impact overall performance.

Collaboration practices at the team level can significantly impact work group performance. Collaboration indicators are quite strong across the sector as outlined below in the metrics associated with discussing work challenges, managing workload together and sharing learnings.

- 86% discuss their work challenges with the people in their workgroup
- 79% work together to manage workload
- 82% share their learnings.

Source: WfQ 2024.

Social support: My workgroup effectiveness



Source: WfQ 2022-2024.

Employee perceptions of their leaders

Employee perceptions of leaders are key drivers of employee engagement.

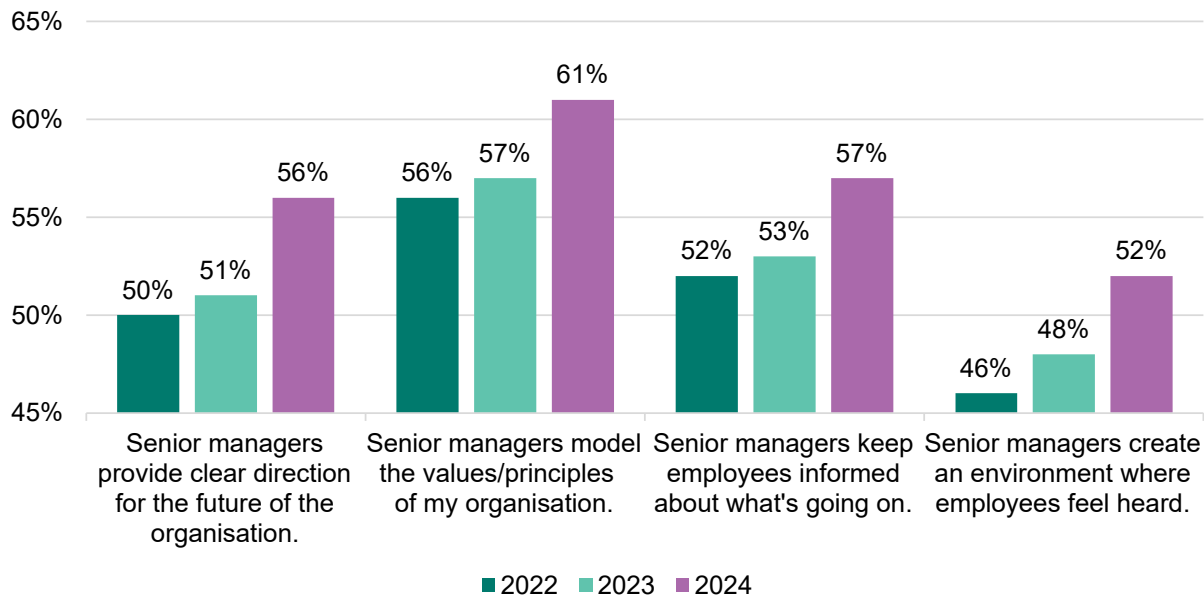
Perceptions associated with senior managers and the executive group have all improved.

For senior managers, positivity of sentiment has improved by between four and five percentage points.

For the executive group, between 2022 and 2024, the positive sentiment has improved:

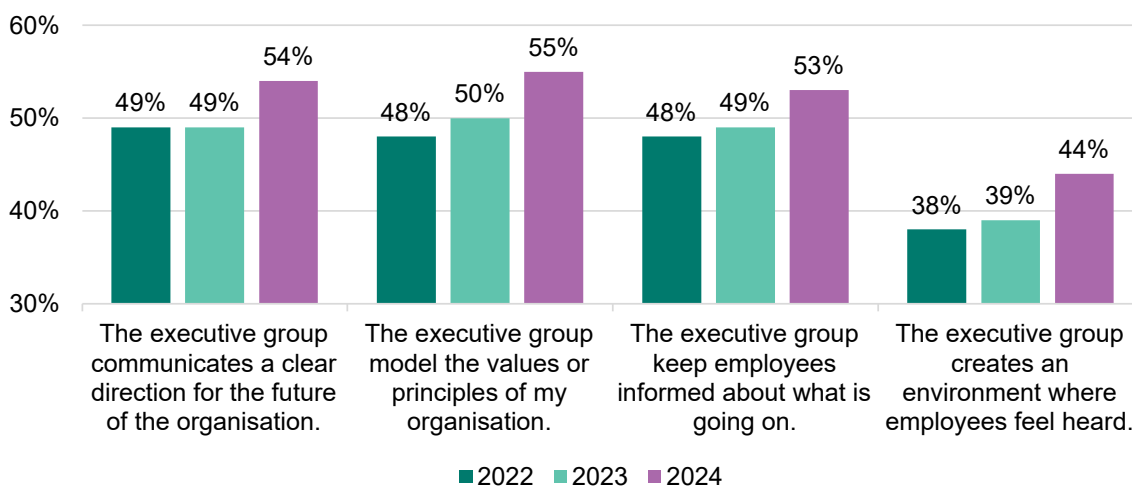
- communicates a clear direction for the future: 49% to 54%
- models the values and principles of the organisation: 48% to 55%
- keep employees informed: 48% to 53%
- makes employees feel heard: 38% to 44%.

Perceptions of senior managers over time



Source: WfQ 2022-2024.

Perceptions of the executive group over time

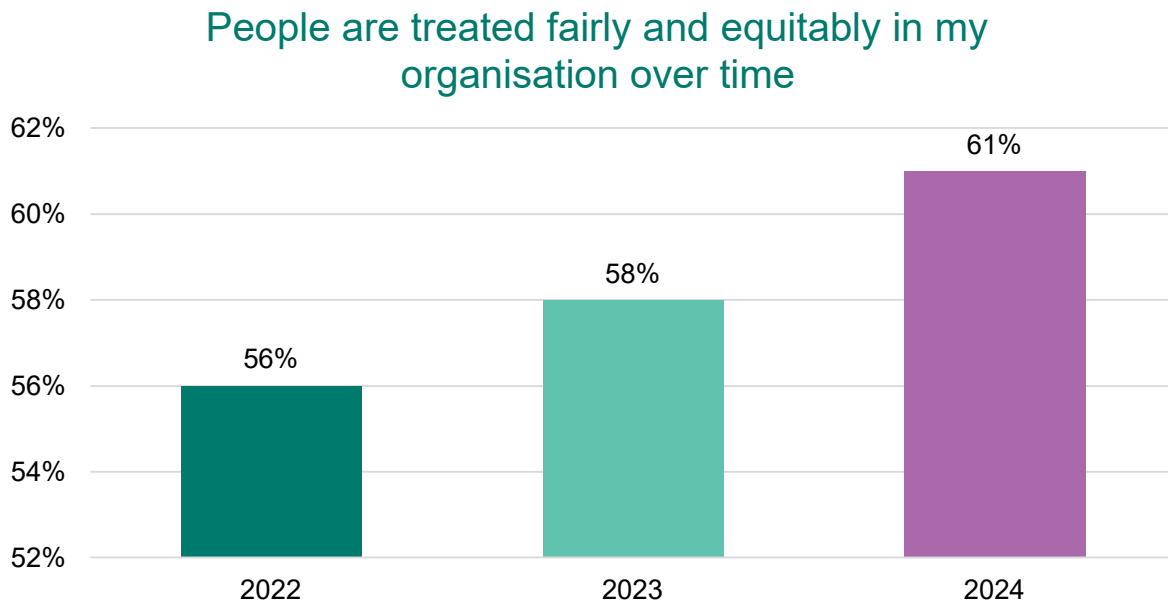


Source: WfQ 2022-2024.

Fairness and equitable treatment

The extent to which people feel they are treated fairly and equitably is associated with a range of aspects of the organisation and is a significant driver of employee engagement.

In the Queensland public sector, perceptions of fairness and equity have consistently improved since 2022.



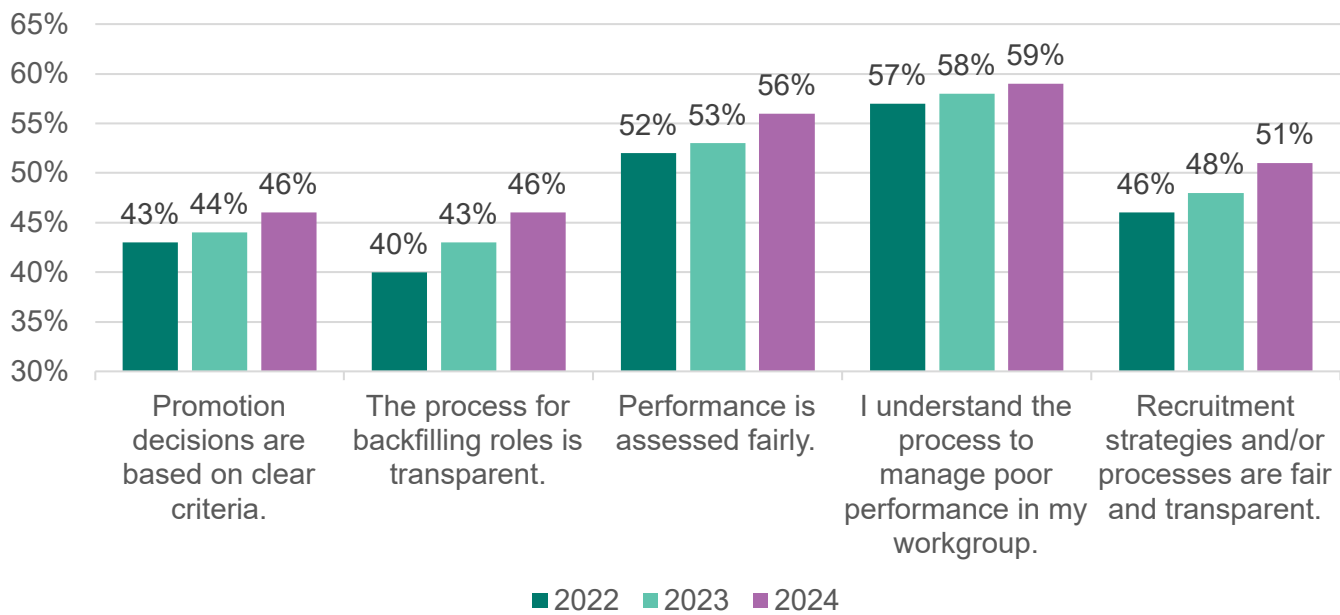
Source: WfQ 2022–2024.

The concepts of diversity, inclusion and respect discussed in the [Our diversity](#) chapter strongly influence perceptions of fair and equitable treatment.

The transparency of fundamental governance processes is also strongly correlated with perceptions of fairness and equity. Procedural fairness is defined as being the fairness of administrative processes and decision-making and in an organisational context includes recruitment, selection, promotion and performance management.

All elements of procedural fairness in the WfQ survey have improved between 2022 and 2024.

Procedural fairness over time



Source: WfQ 2022–2024.

Flexible work

Flexible work facilitates work/life balance, contributes to individual employee wellbeing and supports employee diversity and equity.

Flexible work includes not only working from home or other locations but also flexible start and finish times, the accrual and work hours or flexi-time, compressed work weeks, job sharing or part-time work.

The Queensland public sector is committed to workplace flexibility as a key element of the employee value proposition, as a contributor to individual productivity and a contributor to commitment and engagement. In the Queensland public sector flexibility is negotiated between individual employees and their managers. WfQ data is indicative of the use of such arrangements, but the sector does not capture exhaustive data on all such arrangements.

Under the *Public Sector Act 2022*, the employment of public sector employees should be guided by a set of principles which include equitable and flexible working environments. The [Flex-connect framework](#) supports the implementation of flexible working in the Queensland public sector through six guiding principles:

- equity: flexible work supports equity and inclusion
- teamwork: teams design approaches that suit all
- happy medium: approaches are considered in the context of individual circumstances, such as obligations to culture, community and family, along with the needs of the team, customers and leaders, and organisational priorities
- wellbeing: integrated, proactive approaches to health, safety and wellbeing
- performance: employees work together to build a future-focused, high-performance public sector that delivers
- leadership by example: senior leaders role model flexible work and embed access across the organisation.

The proportion of WfQ respondents who do not use any form of flexible work arrangement has decreased over the past three years.

The proportion of people working remotely from home increased from 49% to 54% between 2022 and 2024.

The proportion of people using hot desks has increased from 5% to 11% between 2022 and 2024.

Usage of the flexible work options	2024	2023	2022
Part-time work	10%	11%	11%
Remote working: a location other than your official place of work and other than your home e.g. distributed work centre, on-site	9%	9%	8%
Remote working: from home	54%	51%	49%
Flexible work hours (e.g., accumulated hours as 'flexitime')	43%	42%	42%
Flexible work hours for example start late or early to meet responsibilities external to work	30%	30%	29%
Self-selecting schedules	6%	6%	6%
Flexible shifts/scheduling	6%	6%	6%
Shift swapping	6%	6%	7%
Designing own rosters	2%	3%	3%
Job sharing	1%	1%	1%
Compressed work hours	4%	4%	3%
Part-year work/annualised hours	0%	0%	0%
Term-time working	0%	0%	0%
Casual/on call	2%	2%	2%
Hot desks	11%	8%	5%
Purchased leave/extended leave/deferred salary schemes	1%	1%	1%
Leave at half pay	7%	7%	6%
Other	1%	1%	1%
None of the above	20%	23%	23%

In the past year, there has been a one percentage point increase in the number of WfQ respondents who have requested flexible work arrangements.

The reasons given by respondents for not requesting a change to their work arrangements has also shifted. Of those who have not requested a flexible work arrangement but wish to, the proportion that stated flexible work was frowned upon, that it would limit career progression or that the employee didn't feel confident asking have each decreased.

Requested flexible work arrangements in the last 12 months	2024	2023	2022
Yes, I requested one or more flexible work arrangements	47%	46%	46%
No, I have not requested a flexible work arrangement but I am content with my current arrangements	43%	44%	44%
No, I have not requested a flexible work arrangement and I would like to adjust my current arrangements	9%	10%	10%

Reasons for not requesting a change to work arrangements	2024	2023	2022
I didn't feel I was entitled to make a request	25%	25%	25%
I felt it would limit my career progression	20%	23%	22%
I felt it would limit my access to training and development	9%	11%	11%
Flexible working is frowned upon/not supported in my workplace	26%	28%	28%
I was concerned that it may negatively impact my team	23%	25%	26%
I didn't feel confident presenting my case or negotiating arrangements with my manager	22%	26%	25%
I feel the technology I currently have access to does not support flexible working	4%	5%	5%
I don't feel confident in my manager's ability to manage staff working flexibly	9%	11%	11%
None of the above	33%	33%	33%

Source: WfQ 2022–2024.

The proportion of employees for whom flexible work arrangements are the norm and who are able to adapt work arrangements to suit personal and work needs has increased seven percentage points between 2022 and 2024. This is an indicator that the principles of [Flex-connect framework](#) are now better understood and that capability in their implementation is increasing.

Describe your access to workplace flexibility	2024	2023	2022
A range of flexible work options are available to me in my job. Flexible work is the norm. I am able to adapt my flexible work arrangement to suit my work and personal needs	49%	44%	42%
A range of flexible options are available to me in my job. I am able to agree formal flexible arrangements with my manager/supervisor. I feel OK about asking for ad hoc flexibility, although changing arrangements (e.g. work patterns) is discouraged	17%	19%	18%
Flexibility is closely managed and only through formal agreements. Ad hoc arrangements are by exception, and I don't like to ask. I feel flexibility is seen as an inconvenience in my workplace	9%	10%	11%
Flexibility is available but options are limited to the exception. Flexibility is possible under certain circumstances e.g. If I need to care for a sick child or family member or if I have an appointment that must be scheduled during work hours. I would only ask if I had no other option	8%	9%	10%
There is some flexibility e.g. I can request specific shifts or swap shifts, there is some flexibility in start and finish times	9%	9%	9%
The only flexible work options are limited to full-time vs part-time	2%	3%	3%
No, given the nature of my work, flexible arrangements are not possible	7%	7%	8%

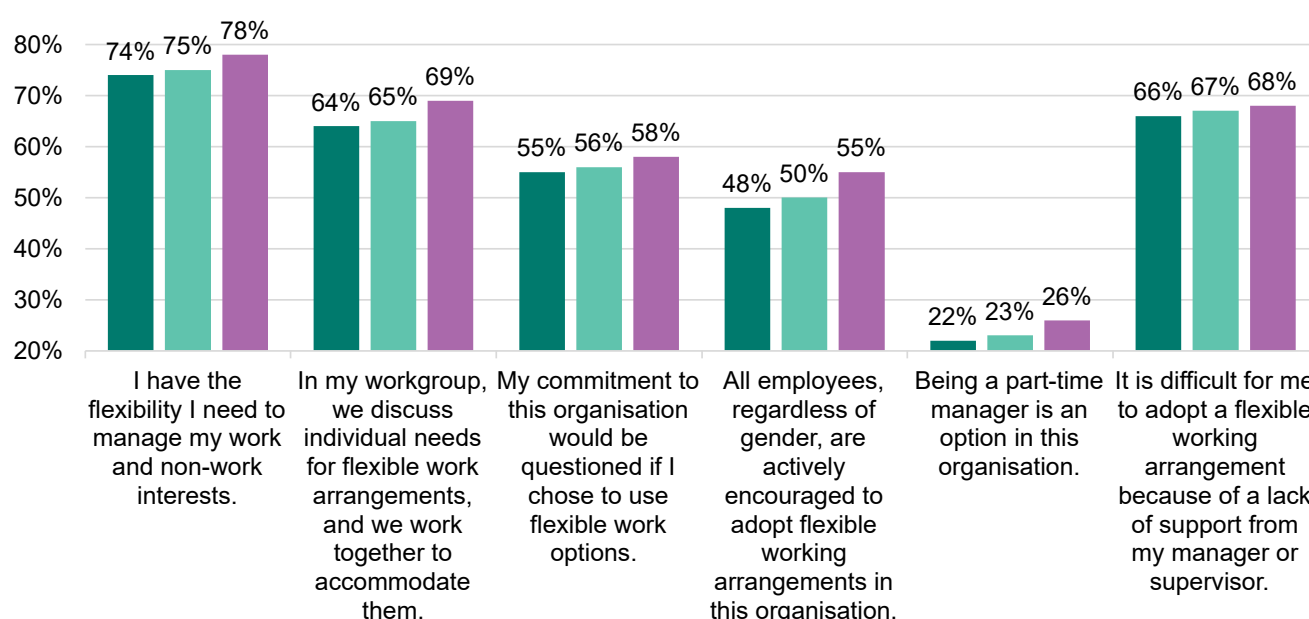
Source: WfQ 2022–2024.

There remains opportunity for improvement in the implementation of flexible work arrangements.

Only 58% of respondents did not feel that their commitment to the organisation would be questioned if they requested flexible work; while 55% felt that all employees, regardless of gender are actively encouraged to adopt flexible work arrangements.

Only a quarter of respondents felt that being a part-time manager is an option in their organisation.

Attitudes towards flexible work arrangements over time



Source: WfQ 2022–2024.

■ 2022 ■ 2023 ■ 2024

Flexible work arrangements and caring responsibilities

Flexible work supports equity, particularly for people with caring responsibilities.

People with caring responsibilities are more likely to use some form of flexible work arrangement. Carers are more likely than non-carers to work part-time; use flexible work hours; and use flexible work start and finish times.

Use of the flexible work options	Sector	Carer	Not a carer
Part-time work	10%	16%	6%
Remote working: a location other than your official place of work and other than your home e.g. distributed work centre, on-site	9%	9%	8%
Remote working: from home	54%	60%	51%
Flexible work hours (e.g., accumulated hours as 'flexitime')	43%	45%	41%
Flexible work hours for example start late or early to meet responsibilities external to work	30%	37%	26%
Self-selecting schedules	6%	7%	5%
Flexible shifts/scheduling	6%	6%	5%
Shift swapping	6%	5%	6%
Designing own rosters	2%	3%	2%
Job sharing	1%	1%	1%
Compressed work hours	4%	5%	4%
Part-year work/annualised hours	0%	0%	0%
Term-time working	0%	0%	0%
Casual/on call	2%	2%	2%
Hot desks	11%	11%	11%
Purchased leave/extended leave/deferred salary schemes	1%	1%	1%
Leave at half pay	7%	8%	7%
Other	1%	1%	1%
None of the above	20%	16%	23%

Source: WfQ 2022–2024.

Flexible work arrangements and gender identity

WfQ respondents who identify as female are more likely use some form of flexible work arrangement.

Gender diverse employees are the least likely to use some form of flexible work arrangement.

While many forms of flexible work type are commonly used, the use of flexible work diverges between respondents who identify as female and male on:

- remote working
- flexible work hours
- flexible work start and finish times.

Use of the flexible work options	Sector	Identify as female	Identify as male	Identify as gender diverse
Part-time work	10%	15%	4%	10%
Remote working: a location other than your official place of work and other than your home e.g. distributed work centre, on-site	9%	8%	9%	7%
Remote working: from home	54%	60%	47%	40%
Flexible work hours (e.g., accumulated hours as 'flexitime')	43%	47%	36%	33%
Flexible work hours for example start late or early to meet responsibilities external to work	30%	33%	26%	22%
Self-selecting schedules	6%	6%	6%	6%
Flexible shifts/scheduling	6%	5%	6%	7%
Shift swapping	6%	5%	7%	7%
Designing own rosters	2%	2%	3%	4%
Job sharing	1%	1%	1%	1%
Compressed work hours	4%	5%	3%	4%
Part-year work/annualised hours	0%	0%	0%	0%
Term-time working	0%	0%	0%	0%
Casual/on call	2%	1%	3%	2%
Hot desks	11%	11%	11%	8%
Purchased leave/extended leave/deferred salary schemes	1%	1%	1%	2%
Leave at half pay	7%	8%	5%	6%
Other	1%	1%	1%	2%
None of the above	20%	15%	27%	31%

Source: WfQ 2022–2024.

Change management

Change is frequent and ongoing for public servants, regardless of jurisdiction.

In Queensland, the introduction of four-year fixed election terms provided an element of predictability and a longer time-horizon for the achievement of program outcomes.

Machinery-of-government changes are not unusual during terms of government and are often implemented following elections.

Machinery-of-government changes occur when the government of the day changes the structure of their cabinet and associated ministerial portfolios. When portfolios change, the structure of departments and the public sector may also change.

In these situations, agency leaders have the responsibility for implementing the change and while there is limited control over the change they can control organisational elements of the change process.

Ideally employees will be consulted in change management processes, but this can be challenging depending on the circumstances of the change. Seniority, therefore, plays a significant role in consultation in the change process.

	Never and rarely	Once in a while, some of the time and fairly often	Often and always
Individual contributor			
Staff are consulted about significant change at work	24%	48%	28%
I have the opportunity to provide feedback on change processes that directly affect me	26%	45%	29%
Team leader			
Staff are consulted about significant change at work	21%	50%	30%
Have the opportunity to provide feedback on change processes that directly affect me	21%	47%	32%
Program leader			
Staff are consulted about significant change at work	13%	46%	41%
I have the opportunity to provide feedback on change processes that directly affect me	13%	44%	43%
Executive and Chief Executive			
Staff are consulted about significant change at work	6%	28%	66%
I have the opportunity to provide feedback on change processes that directly affect me	6%	27%	67%

Source: WfQ 2024.

Work demands

While there are many organisational elements or resources that contribute to engagement, none will have impact if work demands are excessive.

The experience of work demands has remained relatively stable since 2022.

		Never and rarely	Once in a while, some of the time and fairly often	Often and always
I need to work long hours to meet performance expectations	2024	35%	47%	18%
	2023	34%	48%	18%
	2022	31%	46%	24%
I am given unachievable deadlines	2024	50%	38%	12%
	2023	49%	39%	13%
	2022	48%	37%	15%
My work is emotionally demanding	2024	26%	48%	25%
	2023	24%	49%	28%
	2022	18%	52%	30%
My work is physically demanding	2024	58%	32%	10%
	2023	55%	34%	11%
	2022	48%	38%	13%
I am overloaded with work	2024	29%	52%	19%
	2023	28%	52%	20%
	2022	22%	56%	22%
I feel burned out by my work	2024	35%	46%	18%
	2023	35%	45%	20%
	2022	30%	48%	21%
My work leaves me feeling emotionally exhausted	2024	34%	47%	20%
	2023	33%	46%	22%
	2022	30%	48%	22%
My work leaves me feeling physically exhausted	2024	51%	37%	12%
	2023	49%	38%	13%
	2022	44%	42%	14%

Source: WfQ 2022–2024.

Our performance

This chapter provides data on a range of performance metrics.

Highlights

- Of the 71,853 respondents of the 2024 Working for Queensland survey:
 - 67% help coworkers learn new skills and share job knowledge often and always
 - 63% proactively seek new and better ways of working often and always
 - 63% are proud of the work they do often and always
 - 50% are inspired by their job to do their best often and always.
- Between the 2022 and 2024 Working for Queensland surveys, individual contributor perceptions of the honesty and integrity of their:
 - manager or supervisor increased from 79% to 82%
 - senior managers increased from 55% to 61%
 - executive group increased from 46% to 53%.
- Poor conduct, including bullying and harassment, continues to decline.
- From MOHRI data, 43.81% of the sector has been employed for over 10 years.



Our performance

Indicators of sector performance

The performance of the Queensland public sector is measured through multiple data sets—including MOHRI collected from payroll data and the annual WfQ employee opinion survey results.

These data sets provide powerful lead and lag indicators of workplace performance.

The WfQ survey captures information on performance relating to attitudes and sentiments that are common in the workplace with respect to misconduct and unethical behaviour. The survey also captures data on the experience of negative behaviours including workplace bullying, sexual harassment, racism and discrimination. Data on intention to leave the organisation is also collected.

While the attitudes and sentiment captured through the WfQ survey provide lead or predictive indicators of behaviour and performance, MOHRI data captures lag performance measures. Absenteeism and turnover can be examples of employee behaviour in response to low levels of, for example, engagement.



■ MOHRI

■ Working for Queensland survey

Continuous improvement

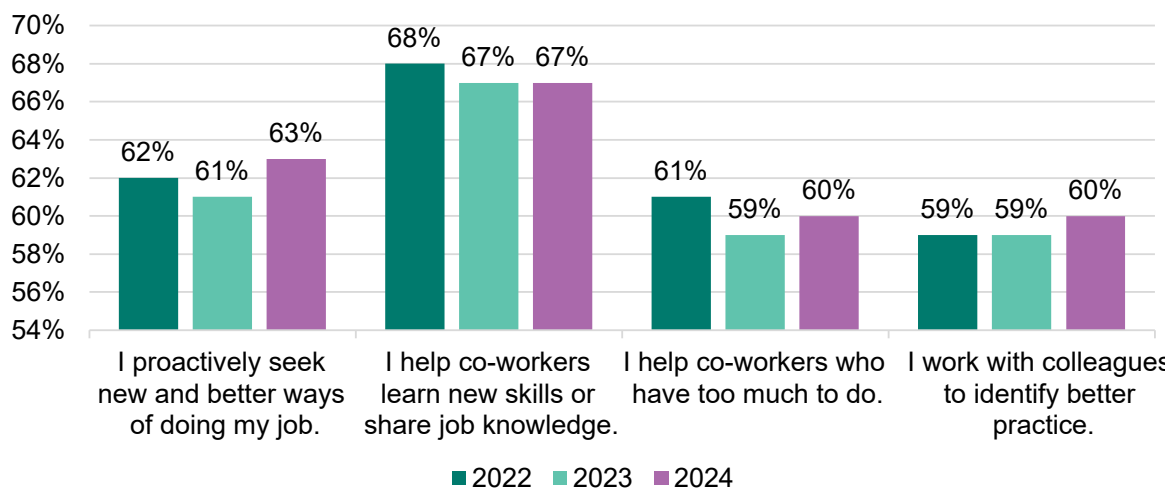
Continuous improvement is a critical performance measure and is directly related to the effectiveness and efficiency of the services delivered to the people of Queensland.

This data has remained stable between 2022 and 2024 and encompasses a range of themes.

- 63% proactively seek better and new ways to do their job often and always
- 67% help coworkers learn new skills and share job knowledge often and always
- 60% help coworkers that have too much work to do often and always
- 60% work with colleagues to identify better practice often and always.

Source: WfQ 2024.

Continuous improvement at work



Source: WfQ 2022–2024.

Leadership level has a significant impact on perceptions of continuous improvement.

	Never and rarely	Once in a while, some of the time and fairly often	Often and always
Individual contributor			
I proactively seek new and better ways of doing my job	3%	37%	60%
I help co-workers learn new skills or share job knowledge	2%	35%	62%
I help co-workers who have too much to do	3%	42%	55%
I work with colleagues to identify better practice	4%	42%	54%
Team leader			
I proactively seek new and better ways of doing my job	2%	33%	65%
I help co-workers learn new skills or share job knowledge	1%	24%	76%
I help co-workers who have too much to do	1%	33%	66%
I work with colleagues to identify better practice	1%	31%	67%
Program leader			
I proactively seek new and better ways of doing my job	1%	23%	76%
I help co-workers learn new skills or share job knowledge	1%	20%	80%
I help co-workers who have too much to do	1%	30%	69%
I work with colleagues to identify better practice	1%	24%	75%
Executive and Chief Executive			
I proactively seek new and better ways of doing my job	1%	12%	87%
I help co-workers learn new skills or share job knowledge	1%	11%	88%
I help co-workers who have too much to do	1%	21%	78%
I work with colleagues to identify better practice	1%	13%	87%

Source: WfQ 2024.

Case study

Continuous improvement in action

Department of Environment, Tourism, Science and Innovation



Field management of the Great Barrier Reef by the Queensland and Australian Governments through the Queensland Parks and Wildlife Service and the Great Barrier Reef Marine Park Authority has been quoted as a significant contributor to protecting the resilience of the Reef by [UNESCO \(UNESCO World Heritage Centre - State of Conservation \(SOC 2024\) Great Barrier Reef \(Australia\)\)](#). The most effective way for infield management to deliver tangible outcomes is to be able to reach the reef with an agile and fit-for-purpose fleet, staffed by a highly trained workforce.

The creation of this fleet is the result of a 46-year collaboration through the Great Barrier Reef Intergovernmental Agreement that provides for a partnership between the Queensland and Australian Governments that includes the Reef Joint Field Management Program (the Program).

The Program delivers infield conservation actions, monitoring, compliance, world class visitor experiences and incident response. With unwavering vision from the Programs Strategy Group (made up of State and Commonwealth executives), the Maritime Operations team have developed and delivered a highly capable vessel fleet operated by a dedicated workforce.

The ability to be present in remote locations across the Great Barrier Reef, means that the team is available regularly to respond to maritime emergencies and rescues, saving the reef and saving lives.

Recruitment, selection, training and maintaining skills is vital as they may be called upon at any time for community safety responses including natural disasters and rescues. Further, with the volume of work undertaken at sea, the Maritime Operations Team works across the Program to maintain the fleet and to maintain high capability standards to deal with the many variables that can occur when working in the marine environment.

The fleet of 21 vessels spent 1754 days at sea in 2024/25 delivering field management including extended remote operations across the entire World Heritage Area.

The committed team work tirelessly to deliver outcomes for the Great Barrier Reef and the community that relies on it for their livelihoods and their recreation.

They are highly trained, motivated and experienced mariners with a strong sense of community responsibility, undertaking sometimes complex rescues that have changed people's lives.

Crews have been recognised two years in a row at the Departmental Safety Awards with the crew of *Reef Resilience* recognised in 2024 for their efforts, exceptional skills and positive attitude during the rescue of two people from a life raft in dark and rough conditions after their yacht caught fire. Then, in late 2024, the crew of *Tamoya 2* took out the Director General's Choice Award for the rescue of two fishers offshore from Mackay.

Connection with work

Levels of connection with the work a person does can be determined by several factors—the extent to which the job inspires, energises or makes the person feel proud of the work they do.

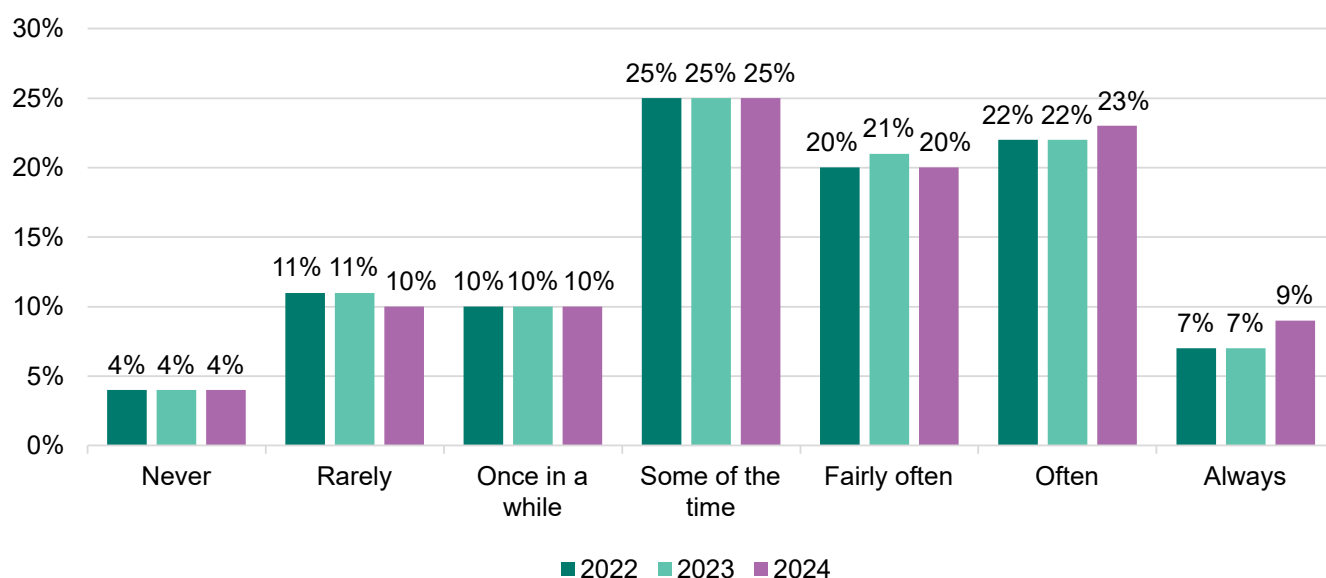
Measuring these factors is challenging, as they are influenced by organisational culture and to an extent depend on the types of tasks the individual must complete daily.

The connection with work data is asked on a seven-point frequency scale—from never and rarely to often and always. The WfQ items that measure connection with work include respondents feeling energised by their work, inspired to do their best and proud of their work.

- 32% feel energised by their work often and always, 20% fairly often and 25% some of the time
- 50% are inspired by their job to do their best often and always, 21% fairly often and 15% some of the time
- 63% are proud of the work they do often and always, 18% fairly often and 11% some of the time.

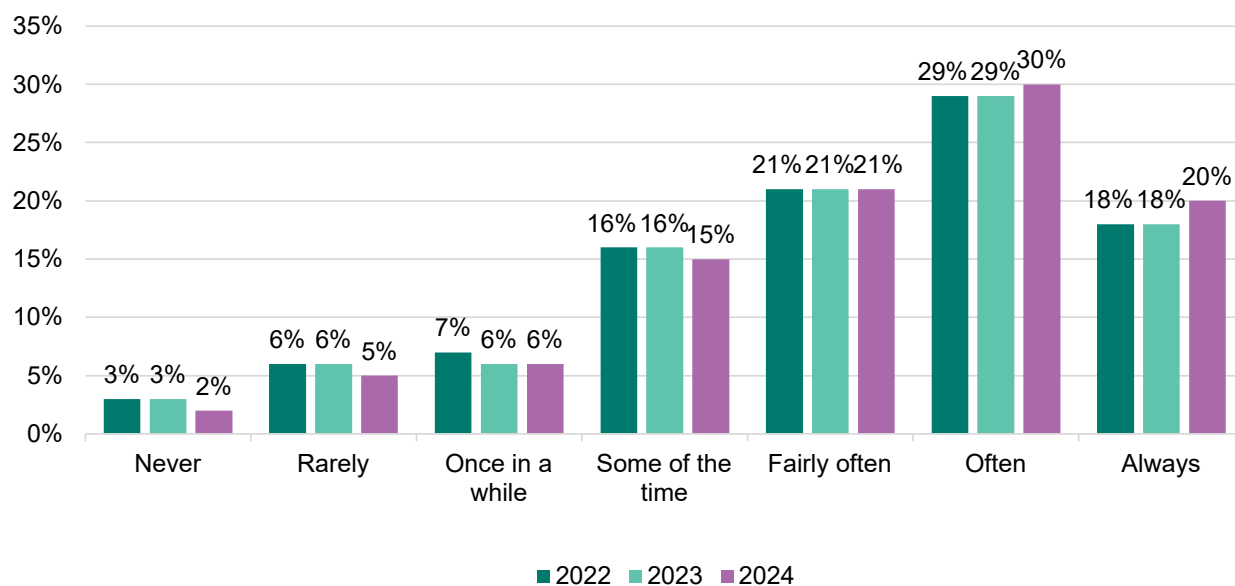
Source: WfQ 2024.

I feel energised by my work



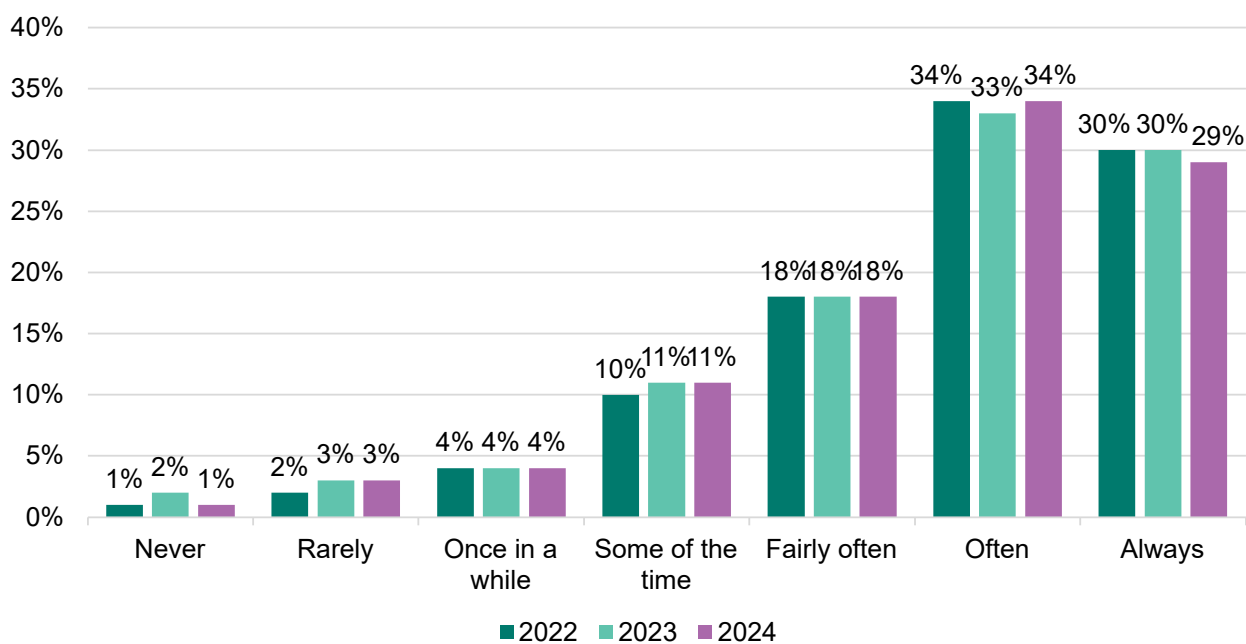
Source: WfQ 2022–2024.

My job inspires me to do my best



Source: WfQ 2022–2024.

I am proud of the work that I do



Source: WfQ 2022–2024.

Where people perform frontline work, the extent to which they feel energised by work decreases to 25% often and always.

Where people work in program design and program management the extent to which they feel energised by their work increases to 41% often and always.

The nature of the work itself significantly impacts the connection and, particularly, the feeling of being energised by work.

Seniority has a significant impact on connection.

	Never and rarely	Once in a while, some of the time and fairly often	Often and always
Individual contributor			
I feel energised by my work	15%	56%	29%
My job inspires me to do my best	8%	44%	47%
I am proud of the work that I do	4%	35%	60%
Team leader			
I feel energised by my work	12%	57%	31%
My job inspires me to do my best	7%	44%	49%
I am proud of the work that I do	3%	32%	65%
Program leader			
I feel energised by my work	7%	49%	44%
My job inspires me to do my best	4%	36%	60%
I am proud of the work that I do	2%	24%	74%
Executive and Chief Executive			
I feel energised by my work	3%	30%	67%
My job inspires me to do my best	2%	18%	79%
I am proud of the work that I do	1%	12%	87%

Source: WfQ 2024.

Case study

Connection in action: Youth Development Partnership Fund



The ongoing issue of youth crime in Queensland demonstrates the need for interventions to support at-risk children and young people.

The Youth Development Partnership Fund, established in 2023, emerged as a collaborative initiative between the Department of Sport, Racing and Olympic and Paralympic Games (the Department) and the Queensland Police Service, aiming to support projects that use sport and recreation as a tool for crime prevention and diversion among vulnerable young people.

Evidence suggests that engaging in physical activities can enhance both physical and mental health, which is particularly beneficial for youth prone to offending behaviours. Using sport as an intervention not only helps in the improvement of participants' health but also imparts vital life skills, contributing to the reduction of crime and anti-social tendencies.

To date, the Youth Development Partnership Fund has supported 29 projects in various stages of delivery to a total of \$3.857 million. Some example projects and outcomes include:

- R.E.A.P the Rewards program, a touch football program in Logan, engages young people who have been disengaged in education for a considerable period and are participating in offending behaviour.
 - In its first trial, the touch football program has demonstrated great success, with more than half the participants ceasing to offend during and for the four months following the program.
 - The positive outcomes extend beyond reduction in offending behaviour, with one participant securing employment, and another referred to the National Rugby League (NRL) RISE program.
 - Compared to the four months prior, all of the fifteen participants showed a decrease in their level of offending during the program and the subsequent four months.

- Eight participants ceased offending entirely, while the remaining six reduced both the severity and volume of their offences. This program has proven to be a cause for change and an effective tool in diverting young individuals away from the cycle of offending using sport.
- Police and Community Youth Clubs (PCYC) South Burnett delivered free, inclusive, non-competitive basketball events for at risk 12–17 year olds.
 - During the school holidays, participants competed in the South West Swish Basketball Competition, where they finished as runners-up. Participants were also invited to and attended the NRL HOGS event, where they played basketball against NRL players and shared breakfast with them.
 - One female participant has received two school scholarship offers and an invitation to join the NBL 1 Dolphins team, with ongoing discussions between families and relevant parties.
 - One female participant has been invited to represent in the under 16's Queensland competition, highlighting the growing competitive potential within the program.

Integrity, ethics and performance

Queensland's public servants are guided by the [Public Sector Ethics Act 1994](#) and the [Code of conduct for the Queensland public service](#).

The principles outlined in the *Public Sector Ethics Act 1994* are fundamental to good public administration and are at the core of the work of Queensland public servants. These principles include:

- integrity and impartiality
- promoting the public good
- commitment to the system of government
- accountability and transparency.

The *Code of conduct* for the Queensland public service codifies the *Public Sector Ethics Act 1994* by guiding employees in understanding how to put the principles and values of the *Public Sector Act 2022* into practice.

Misconduct as outlined in this legislation speaks to the preventative mechanisms needed to encourage ethical behaviour as well as the forms of misconduct that are not tolerated in the Queensland public sector.

Discussing misconduct, knowing how to report misconduct and understanding what misconduct is are critical to ensuring the performance of the sector aligns with the principles of the *Public Sector Ethics Act 1994*.

Legislation also highlights the zero tolerance the sector has towards behaviours such as workplace bullying, sexual harassment, racism and any form of discrimination.

Ethics and integrity

Questions associated with recognising ethical behaviour and knowing how to report unethical behaviour have remained relatively stable and high over time.

The questions associated with confidence in the management of unethical behaviour and discussions of appropriate and ethical behaviour in the workplace have improved between 2023 and 2024.



Source: WfQ 2022-2024.

The Queensland public sector is committed to the delivery of a world class public sector. A key element of this commitment is the delivery of excellence in public administration and exemplary delivery of the principles and behaviours outlined in the *Public Sector Ethics Act 1994* and the *Code of conduct for the Queensland public service*.

Leadership in ethics and integrity

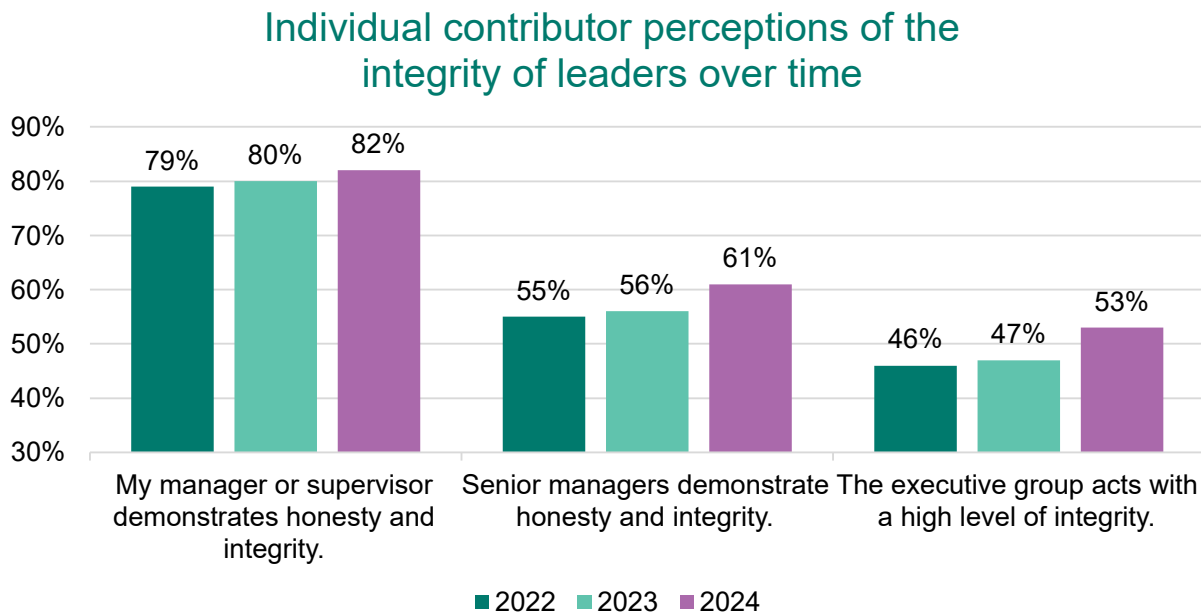
Ethics and integrity must be embedded in the culture of organisations. Leadership plays a critical role in bringing discussions of ethics and integrity to the forefront of organisational discourse as well as in modelling desired behaviours.

Individual contributor perceptions of honesty and integrity

In the public sector, an individual contributor is someone who reports to others but does not manage others. The perceptions of individual contributors regarding the honesty and integrity of their manager, senior manager and executive group have each improved over the past three years.

Between 2022 and 2024 individual contributor perceptions of the honesty and integrity of their:

- manager or supervisor increased from 79% to 82%
- senior managers increased from 55% to 61%
- executive group increased from 46% to 53%.



Source: WfQ 2022–2024.

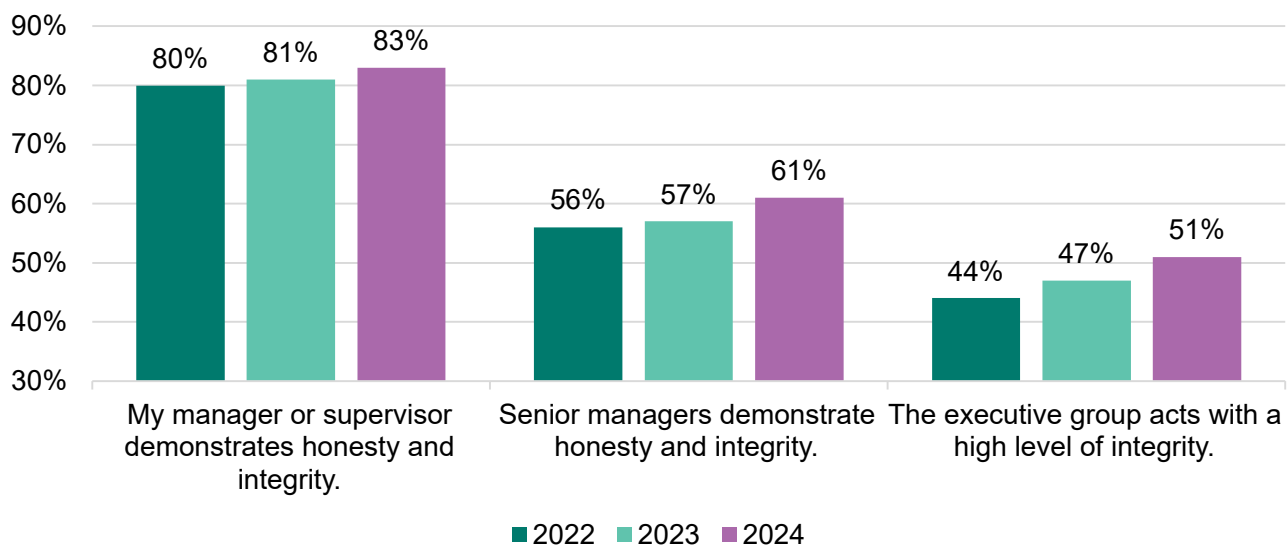
Team leader perceptions of honesty and integrity

Perceptions of team leaders relating to the honesty and integrity of organisational leaders have also improved.

Between 2022 and 2024 team leader perceptions of the honesty and integrity of their:

- manager or supervisor increased from 80% to 83%
- senior managers increased from 56% to 61%
- executive group increased from 44% to 51%.

Team leader perceptions of the integrity of leaders over time



Source: WfQ 2022–2024.

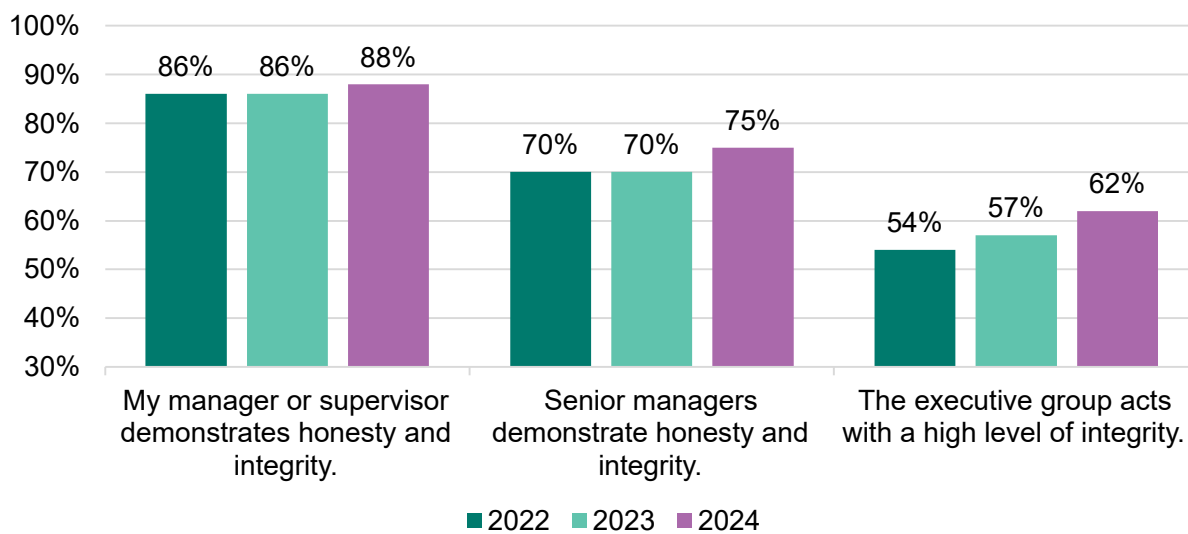
Program leader perceptions of honesty and integrity

As with individual contributors and team leaders, the positive perceptions of program leaders associated with the honesty and integrity of their leaders have also increased.

Between 2022 and 2024 program leader perceptions of the honesty and integrity of their:

- manager or supervisor increased from 86% to 88%
- senior manager increased from 70% to 75%
- executive group increased from 54% to 62%.

Program leader perceptions of the integrity of leaders over time



Source: WfQ 2022-2024.

Bullying

Information relating to the experience of bullying has remained relatively stable over the past two years.

For people who have experienced bullying, 13% submitted a formal complaint.

Of interest are the new questions in the WfQ survey about the extent to which the process of submitting a complaint is fair, transparent and respectful as well as knowing or understanding the outcomes.

The processes and communications around formal reporting are an opportunity for improvement:

- 23% of respondents felt that the process for formal reporting bullying was fair
- 22% of respondents felt that the process for formal reporting bullying was transparent
- 30% of respondents felt that the process for formal reporting bullying was respectful.

Thirty-four percent of respondents who had been bullied and formally reported were informed of the outcome or resolution of the process.

During the last 12 months, have you experienced workplace bullying?	2024 count	2024 %	2023 count	2023 %	2022 count	2022 %
Yes, and I am currently experiencing this behaviour	2,872	5%	3,430	6%	4,378	6%
Yes, but I am not experiencing it now	6,139	10%	6,513	11%	9,373	12%
No	47,832	80%	47,350	78%	58,798	78%
Don't know	3,047	5%	3,114	5%	2,794	4%

Who were you bullied by?	2024	2023	2022
A senior manager	28%	29%	29%
Your immediate manager/supervisor	32%	33%	33%
A colleague	37%	38%	40%
A group of colleagues	14%	15%	16%
A worker that reports to you	6%	6%	6%
A consultant/service provider	1%	1%	1%
A representative of another agency	2%	2%	1%
A person in a Ministerial Office	0%	0%	1%
Other	4%	4%	4%
Prefer not to specify	11%	10%	10%

What type of bullying did you experience?	2024	2023	2022
Physical behaviour (e.g. assault or aggressive body language)	8%	8%	8%
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)	45%	43%	44%
Intimidation and/or threats	35%	38%	40%
'Initiations' or pranks	4%	4%	5%
Interference with your personal property or work equipment	7%	7%	7%
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)	35%	38%	38%
Withholding essential information for me to do my job	34%	33%	31%
Being assigned meaningless tasks unrelated to my job	19%	18%	18%
Being given impossible assignment(s)	13%	12%	12%
Cyber bullying (e.g. by email)	5%	5%	5%
Other	28%	30%	28%

Did you report the bullying or tell someone about the bullying?	2024	2023	2022
Submitted a formal complaint	13%	11%	11%
Told a colleague	34%	36%	36%
Told a manager	46%	45%	42%
Told human resources	11%	11%	10%
Told a friend or family member	30%	33%	32%
Told someone else	13%	15%	14%
Told Employee Assistance Program or peer support	8%	8%	7%
Told the person the behaviour was not OK	15%	15%	15%
I did not tell anyone about bullying	14%	15%	18%

What is preventing you from formally reporting this experience?	2024	2023	2022
I did not want to upset relationships in the workplace	36%	36%	36%
I did not have enough evidence	17%	16%	16%
It could affect my career	38%	40%	38%
I did not think any action would be taken	53%	54%	54%
The matter was resolved informally	12%	11%	11%
I did not think the bullying was serious enough	13%	12%	12%
Managers accepted the behaviour	35%	38%	36%
I did not think it was worth the hassle of going through the report process	28%	30%	31%
I did not know how to report it	4%	4%	4%
Other	13%	13%	13%

To what extent do you agree that the process of formal reporting was	2024 responses	Unfavourable	Neutral	Favourable
Fair	1,104	58%	19%	23%
Transparent	1,098	59%	19%	22%
Respectful	1,098	48%	22%	30%

Were you informed that action had been taken or an outcome/ resolution had been achieved as a result of reporting your experience of bullying?	2024 responses	2024 %
Yes	374	34%
No	717	66%

Source: WfQ 2022–2024.

Sexual harassment

Instances of sexual harassment have decreased since 2022.

As in the case of bullying, and because of requirements of the sexual harassment directive, the reporting process is of particular interest.

The perceptions of people who had experienced sexual harassment and formally reported were more positive than those that had experienced bullying.

The processes and communications around formal reporting are an opportunity for improvement:

- 51% of respondents felt that the process for formal reporting sexual harassment was fair
- 47% of respondents felt that the process for formal reporting sexual harassment was transparent
- 53% of respondents felt that the process for formal reporting sexual harassment was respectful.

Fifty-three percent of respondents who had been sexually harassed and formally reported were informed of the outcome or resolution of the process.

During the last 12 months, have you experienced sexual harassment	2024	2023	2022
Yes, and I am currently experiencing this behaviour	0.35%	0.4%	0.4%
Yes, but I am not experiencing it now	2%	2%	2%
No	96%	96%	96%
Don't know	2%	2%	1%

Who were you sexually harassed by?	2024	2023	2022
A senior manager	13%	14%	14%
Your immediate manager/supervisor	12%	11%	12%
A colleague	45%	45%	43%
A group of colleagues	7%	9%	9%
A worker that reports to you	3%	3%	2%
A client/customer	24%	21%	26%
A member of the public	13%	12%	12%
A consultant/service provider	1%	1%	1%
A representative of another agency	3%	2%	2%
A person in a Ministerial Office	0%	0%	0%
Other	3%	4%	5%
Prefer not to specify	9%	11%	10%

What type of sexual harassment did you experience?	2024	2023	2022
Sexually suggestive comments or jokes that made me feel offended (in either a group or one-on-one situation)	71%	69%	73%
Intrusive questions about my private life or comments about my physical appearance	57%	53%	53%
Unwelcome touching, hugging, cornering or kissing	25%	27%	29%
Inappropriate physical contact (including momentary or brief physical contact)	30%	29%	29%
Repeated or inappropriate invitations to go out on dates	13%	11%	12%
Sexual gestures, indecent exposure or inappropriate display of the body	15%	15%	15%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	6%	7%	8%
Sexually explicit email or SMS message	5%	5%	5%
Request or pressure for sex or other sexual act	6%	5%	6%
Sexually explicit pictures, posters or gifts that made me feel offended	3%	3%	3%
Sexually explicit posts or messages on social media (including Facebook, Snapchat, Instagram etc.)	2%	3%	3%
Inappropriate staring or leering that made me feel intimidated	24%	23%	23%
The workplace is sexually hostile including discussions or jokes that are of a sexual nature or the display of obscene or pornographic materials	9%	11%	10%
Any other unwelcome conduct of a sexual nature	17%	18%	17%

Did you tell anyone about the sexual harassment?	2024	2023	2022
Submitted a formal complaint	16%	13%	11%
Told a colleague	36%	36%	38%
Told a manager	31%	29%	26%
Told human resources	7%	7%	5%
Told a friend or family member	27%	30%	27%
Told someone else	10%	11%	11%
Told Employee Assistance Program or peer support	4%	4%	3%
Told the person the behaviour was not OK	22%	17%	24%
I did not tell anyone about the sexual harassment	19%	24%	25%

You indicated that you have not formally reported your experience of sexual harassment. What is preventing you from reporting this experience?	2024	2023	2022
I did not want to upset relationships in the workplace	32%	31%	23%
I did not have enough evidence	18%	15%	15%
It could affect my career	26%	30%	27%
I did not think any action would be taken	44%	44%	44%
The matter was resolved informally	16%	14%	14%
I did not think the sexual harassment was serious enough	23%	22%	18%
Managers accepted the behaviour	21%	20%	19%
I did not think it was worth the hassle of going through the report process	31%	33%	32%
I did not know how to report it	4%	5%	5%
Other	13%	13%	13%

To what extent do you agree that the process of formal reporting was	2024 responses	Unfavourable	Neutral	Favourable
Fair	209	34%	15%	51%
Transparent	205	41%	12%	47%
Respectful	206	33%	14%	53%

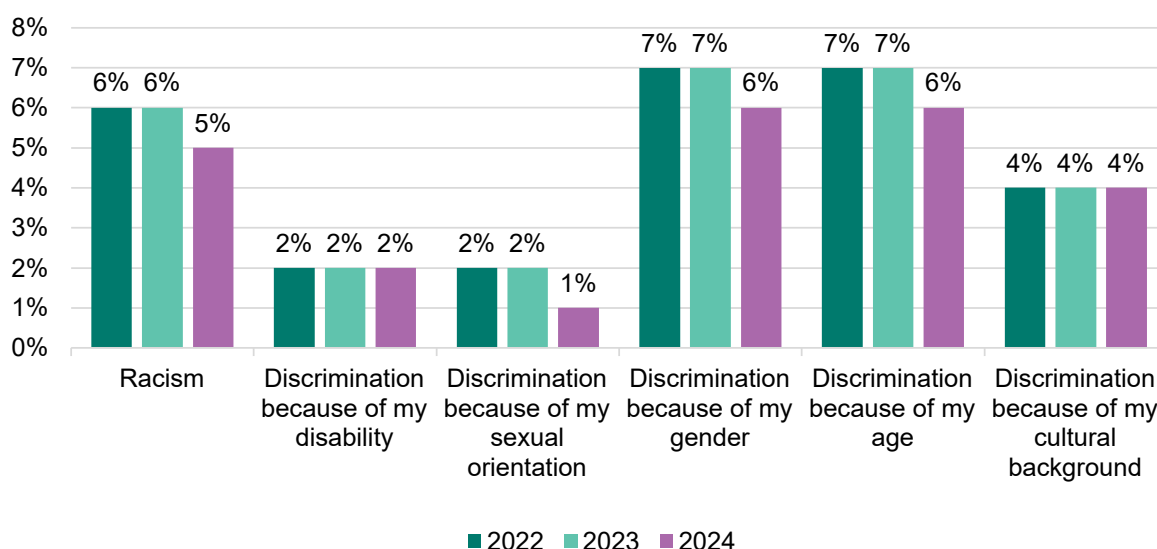
Were you informed that action had been taken or an outcome/ resolution had been achieved as a result of reporting your experience of sexual harassment?	2024 responses	2024 %
Yes	111	53%
No	98	47%

Source: WfQ 2022–2024.

Racism and discrimination

The experience of racism and discrimination has declined slightly between 2022 and 2024, with a one percentage point decrease in WfQ respondents indicating they had been subjected to racism, discrimination because of sexual orientation, discrimination because of gender and discrimination because of age.

Racism and discrimination



Source: WfQ 2022–2024.

Conduct and performance data

Data on conduct and performance matters shows that only a small proportion of the workforce was reported for the most serious breach of conduct.

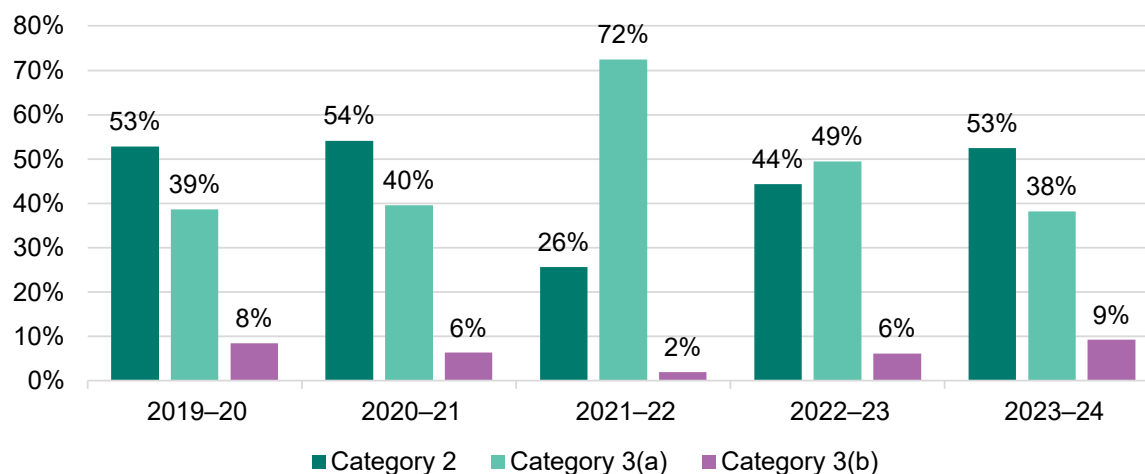
Between 2019 and 2024, this proportion only fluctuated between 0.09% to 0.15%.

Matters are assigned a category under the conduct and performance excellence (CaPE) categorisation [framework](#).⁸

⁸CaPE data is collected in the following categories:

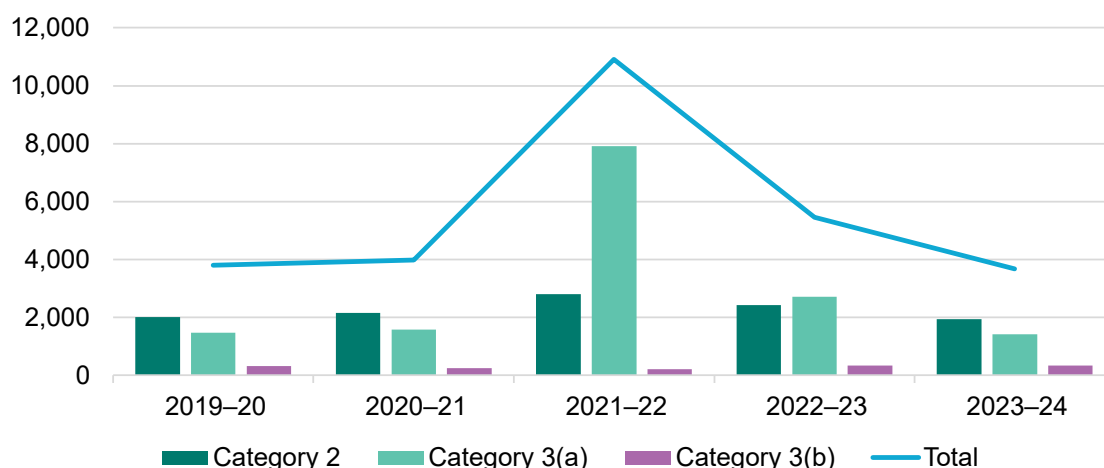
- **Category 2:** Ongoing or repeated conduct or performance that is not meeting expectations, or is inconsistent with employee standards described in the [Code of Conduct](#). It includes careless or negligent performance of duties. It does not include willful or malicious conduct.
- **Category 3(a):** Serious neglect of duties and performance or serious misconduct inconsistent with our employee standards described in the [Code of Conduct](#). It includes behavior that is willful, reckless or malicious that raises concerns about an employee's suitability for ongoing employment.
- **Category 3(b):** conduct that is in breach of criminal law but does not include corrupt conduct.

Reported conduct and performance matters by percentage



Source: Queensland public sector conduct and performance data 2019-2024.

Reported conduct and performance matters by total numbers



	2019-20	2020-21	2021-22	2022-23	2023-24
Category 2	2006	2150	2794	2424	1932
Category 3(a)	1469	1572	7909	2703	1407
Category 3(b)	321	251	212	337	340
Total	3796	3973	10,915*	5464^	3679#

Source: Queensland public sector conduct and performance data 2019-2024.

* Non-compliance with COVID-19 vaccination requirements accounts for 7,371 of the total 10,915 matters in 2021-22.

^ Non-compliance with COVID-19 vaccination requirements accounts for 1,491 of the total 5,464 matters in 2022-23.

Non-compliance with COVID-19 vaccination requirements accounts for 84 of the total 3,679 matters in 2023-24.

The most common outcomes of reported matters in:

- 2019–2020, 2020–2021 and 2023–24 was 'management action' followed by 'no further action'
- 2021–2022 was 'no further action' followed by 'discipline'
- 2022–2023 was 'discipline' followed by 'management action'.

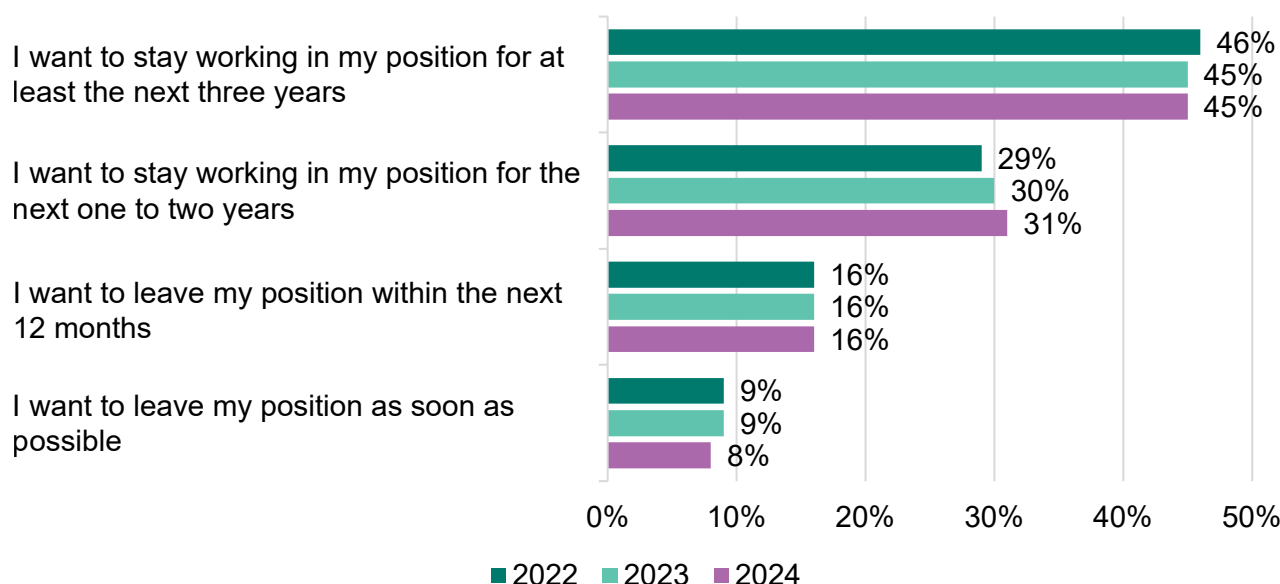
Intention to leave

An employee's intention to leave, and how engaged they feel in their work and workplace are linked and are indications of organisational performance. Questions on intention to leave are included in the WfQ survey.

- 45% intend to stay working in their position for at least the next three years
- 31% intend to stay working in their position for the next one to two years
- 16% intend to leave their position within the next 12 months
- 8% intend to leave their position as soon as possible.

Source: WfQ 2024.

Employee intentions to leave



Source: WfQ 2022–2024.

When asked to describe their intention to leave, most employees who indicated they intend to leave were doing so with the intention of applying for a new role within their agency or another agency in the sector.

The main reasons for employees leaving their positions remains consistent:

- senior leadership is not meeting the employee's expectations
- lack of career opportunities in their current agency
- seeking skill development in another area
- emotional exhaustion.

Source: WfQ 2024.

Top 10 reasons for employees leaving their positions: 2023–2024

2024	%	2023	%
Senior leadership is of a poor quality	22.57%	Senior leadership is of a poor quality	24.17%
There are a lack of future career opportunities in my agency	20.29%	There are a lack of future career opportunities in my agency	21.27%
I am looking to further my skills in another area	17.71%	I am looking to further my skills in another area	18.26%
I am emotionally exhausted	15.45%	I am emotionally exhausted	17.55%
I want to try a different type of work or I'm seeking a career change	15.05%	I am not satisfied with the work	16.36%
I am not satisfied with the work	14.87%	My immediate supervisor's leadership is of a poor quality	15.59%
My immediate supervisor's leadership is of a poor quality	14.50%	I want to try a different type of work or I'm seeking a career change	14.67%
I wish to pursue a promotion opportunity	13.07%	I am expected to do more work than I reasonably can	13.45%
I have achieved all I can in my current position	11.87%	I wish to pursue a promotion opportunity	12.65%
I am expected to do more work than I reasonably can	11.84%	I have achieved all I can in my current position	11.85%

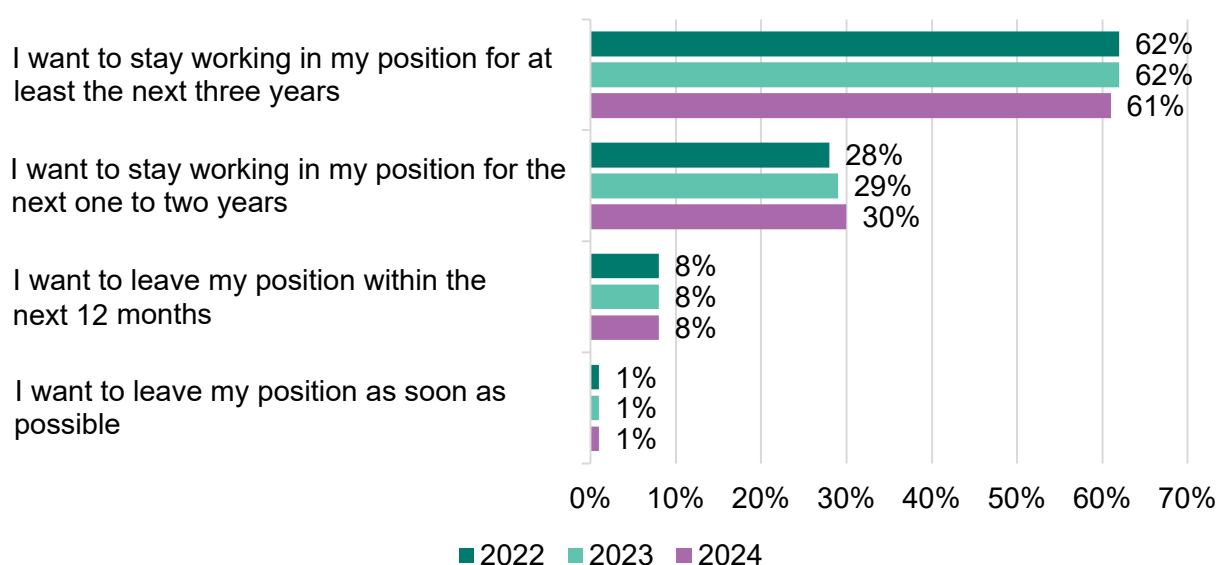
Source: WfQ 2023–2024.

Where employees are engaged, they intend to stay in their current role for longer:

- 61% intend to stay working in their position for at least the next three years
- 30% intend to stay working in their position for the next one to two years
- 8% want to leave their position within the next 12 months
- 1% want to leave their position as soon as possible.

Source: WfQ 2024.

Engaged employees: Intention to leave



Source: WfQ 2022–2024.

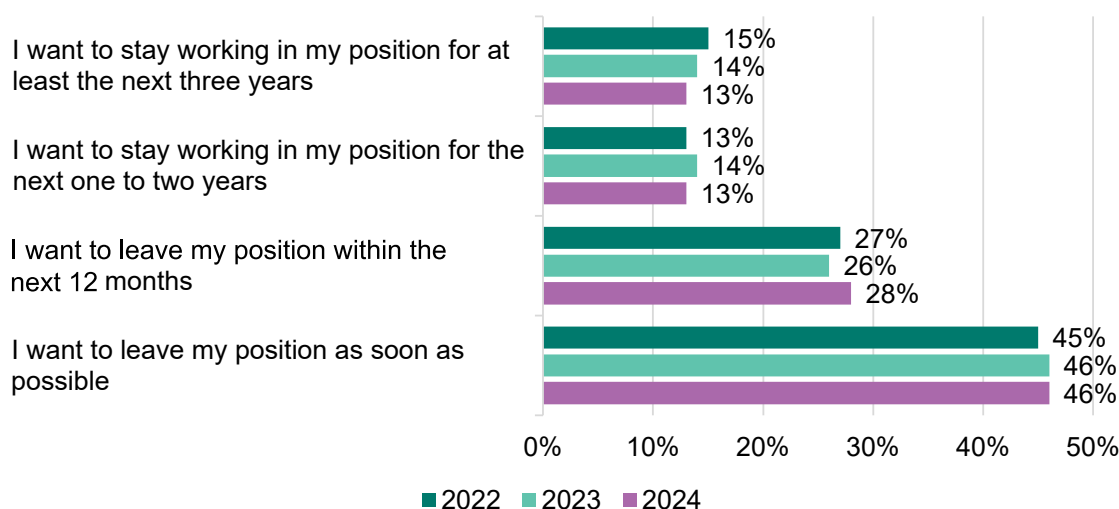
For this cohort of highly engaged employees, most (53%) intended to or already had applied for a new position within their agency. The most prominent reasons for leaving their position were related to a desire to acquire new skills (34%), seek a promotion (25%) or career change (23%).

Where employees are disengaged, they intend to leave their current role sooner:

- 13% intend to stay working in their position for at least the next three years
- 13% intend to stay working in their position for the next one to two years
- 28% want to leave their position within the next 12 months
- 46% want to leave their position as soon as possible.

Source: WfQ 2024.

Disengaged employees: Intention to leave



Source: WfQ 2022–2024.

For these disengaged employees, most (77%) were doing so because of poor senior leadership (51%) and supervisory quality (26%). However, most (40%) were seeking opportunities within the public sector as opposed to leaving the sector altogether.

Hires and separations

Hires and separations are important performance metrics in terms of the health and engagement of the workforce. They are also critical in terms of strategic workforce planning as the balance between separations and hires informs and enables the prediction of workforce growth.

Workforce planning amid increasing complexity

The Queensland public sector is navigating complex workforce challenges driven by evolving customer demographics and service needs, technological innovation, and data and digital transformation. Amid a fiercely competitive labour market for skilled professionals, there is also a paradigm shift in employee expectations, advocating for innovative and dynamic work and workforce models.

In a proactive response, the Strategic Workforce Council, consisting of Chief Human Resource Officers from all departments, established the Sector Workforce Planning Leadership Group in 2024. Driven by dedicated workforce planners, the group aims to advance the capability and maturity of workforce planning across the sector and to progress strategic workforce planning priorities across the Queensland public sector.

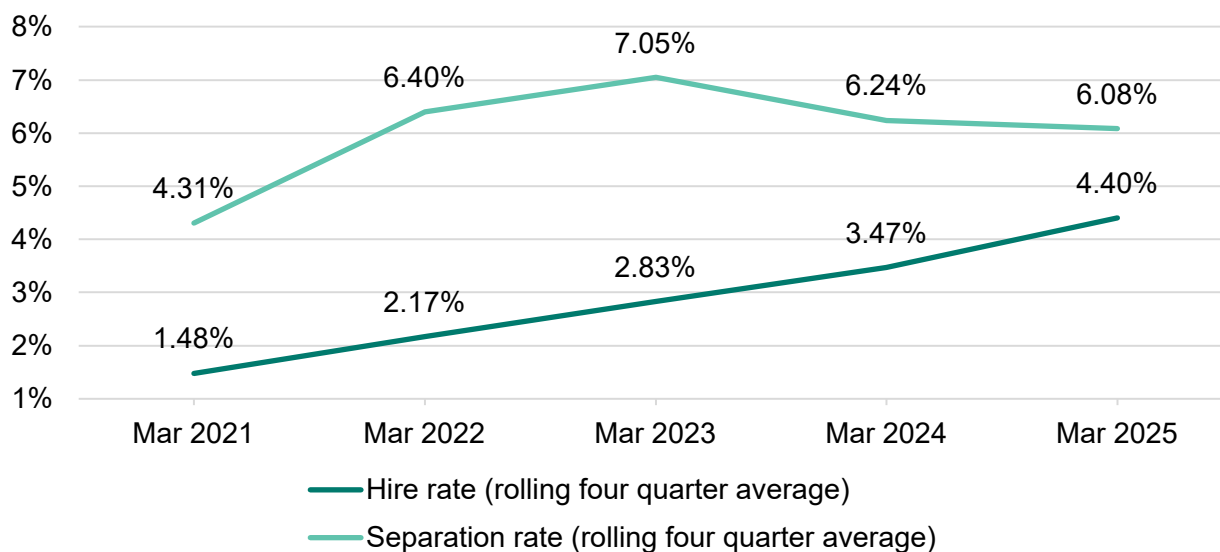
The Sector Workforce Planning Leadership Group's concerted efforts and collaborative spirit have not only met the challenges presented but set new standards in workforce planning that promise to sustain the Queensland public sector's workforce agility and responsiveness into the future.

Since its establishment the Sector Workforce Planning Leadership Group has conducted:

- extensive research and established a shared resource and research hub
- two strategic workforce planning capability maturity surveys with major government departments
- three capability building human-centred design challenge workshops
- a series of sessions to share good practice, including briefings from JobsQld and the New Zealand Public Sector Commission as well as data and developments in workforce planning around the sector and nationally.

A high performing and engaged workforce is one that is attractive to new employees and is able to minimise separations. As such, separation rates are monitored as a measure of retention. The separation rate is the proportion of permanent employees who separated from the Queensland public sector as a proportion of the total number of permanent employees.

Hire rate and separation rate of permanent employees



Source: MOHRI 2021–2025.

Absenteeism

Increases in unplanned leave, for example sick and carers leave, impact workforce performance. The propensity for individuals to take excessive amounts of unplanned leave is strongly connected to low job satisfaction and low employee engagement.

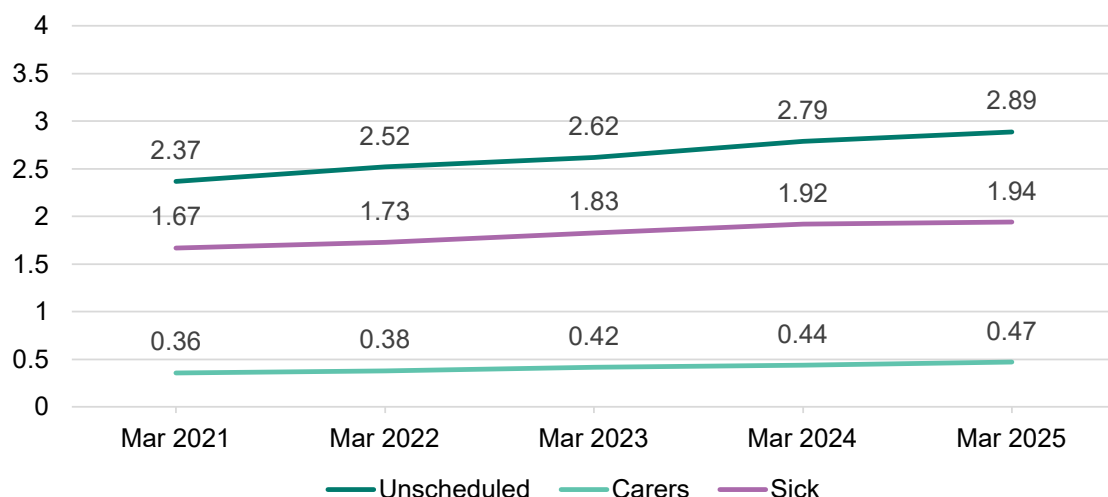
It is important to monitor unplanned leave to understand the ‘normal’ use of different types of leave, particularly sick leave and carers leave. Taking these forms of leave is expected and a normal part of workforce management. When these leave usages are monitored over time in conjunction with other metrics, such as engagement, it is possible to identify performance issues.

In the 12 months to March 2025 employees had an average of:

- 2.9 days unscheduled leave per quarter
- 1.9 days sick leave per quarter
- 0.5 days carer leave per quarter.

It is likely that the intensity of natural disasters in the first quarter of 2025 as well as the amount of change the sector has faced will have impacted many individual public servants, in different ways, necessitating unplanned leave. Additionally, respiratory viruses and various strains of COVID remain present in the community.

Average days absent due to unplanned leave March 2021–March 2025



Source: MOHRI 2021–2025.

Tenure

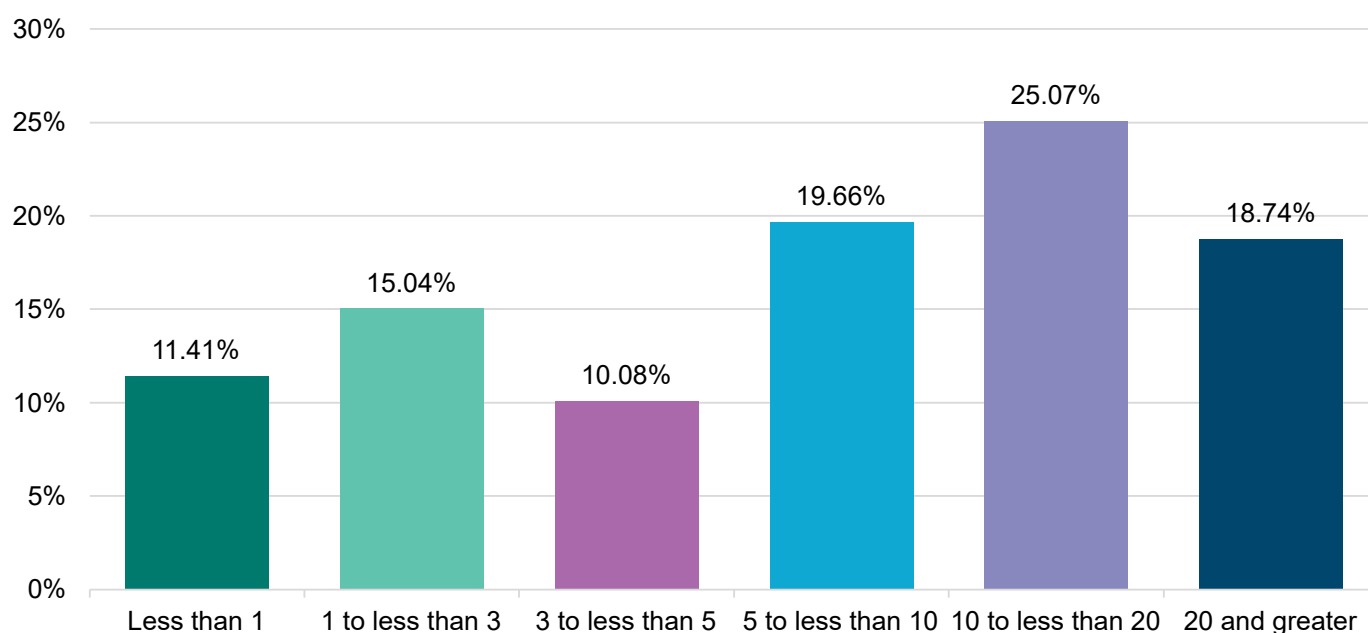
Turnover is a significant cost for any organisation.

With each departing employee, corporate knowledge and history is lost, training investment is lost, and new employees need to be trained impacting productivity. Tenure is an indicator of performance and is important to monitor over time, particularly to note if there are significant reductions in tenure.

One quarter of Queensland's public servants have been employed for between 10 and 20 years within the public sector.

19 percent of the service has been employed for over 20 years.

Tenure in years by headcount March 2025



Source: MOHRI March 2025.

Because of the size and scope of the public sector, employees can have an extremely varied career across the over 300 organisations that comprise the sector. Mobility is the key to tenure, capacity and capability. Government has made an election commitment to increase mobility across the Queensland public sector, at all levels, as a mechanism for increasing capacity and capability. The Public Sector Commission is engaging with agencies to design processes and guidelines to support mobility across the sector, including piloting mobility approaches for some professions and cohorts.

A career in the public sector

The Public Sector Commission has commenced developing a new employee value proposition (EVP) project to position the sector as an employer of choice. A robust and compelling employee value proposition campaign will support the Queensland Public Sector as an employer of choice, which is critical given the challenges of both attracting talent, now and for the future workforce as well as retaining existing employees.

The EVP will showcase the array of diverse and rewarding career opportunities available within our sector, whilst promoting the sector as a great workplace for career development.

The employee value proposition will highlight the core selling points of the Queensland public sector:

- **Meaningful work:** employees can make a significant impact through work that deeply resonates within our communities.
- **Inclusive workplace culture:** our commitment to diversity, equity, and inclusion fosters a sense of belonging and empowerment.
- **Career mobility:** as the largest employer in the state, the Queensland Government offers a breadth of career paths, supporting professional development and enabling career progression throughout our diverse sectors and roles.

The employee value proposition will target specific cohorts with the following key messaging:

- **Frontline employees:** the meaningful nature of frontline work provides the opportunity for purposeful impact in their day-to-day roles; frontline staff feel valued within supportive teams that rely on and celebrate their contributions.
- **First Nations employees:** workplaces respect and actively promote cultural diversity and the richness of First Nations cultures and perspectives; leadership growth for First Nations employees is a priority, as we strive to increase First Nations representation within our organisational leadership and promote the importance of diverse voices at all levels of decision-making and policy development.
- **Regional and remote workforce:** regional and remote workers make a substantial difference within their local communities; leaders are supportive ensuring workers in regional and remote areas receive the guidance and understanding they need to have a positive impact.
- **Graduates and early career:** the Queensland public sector provides an environment that is rich in career growth opportunities; career starters engage in projects that are both meaningful and invigorating, with professional development and mentoring provided to foster their growing careers.
- **Skilled technical workers:** the opportunity to work on innovative projects enables technical workers to apply their skills in a meaningful and progressive way; continuous learning as an ongoing commitment allows skilled technical workers to expand their expertise through a range of professional development opportunities that contribute to the advancement of Queensland's services and infrastructure.

Our future

This chapter highlights our optimism and confidence in continuing to build a resilient, adaptable and committed Queensland public sector.

Highlights

- This report demonstrates that public servants are committed to the community, feel overwhelmingly proud of the work that they do and are deeply aware of the impact and meaning their work brings to the community.
- Workforce mobility, improved graduate pathways, a new employee value proposition, capacity and capability, ethics and integrity, and diversity, inclusion and respect remain priorities for the Queensland public sector. These priority areas are at the core of the strategies to build a home grown, world class, high-performing public sector.



Our future

The annual State of the sector report not only provides insight and analysis on workforce trends but also shares how the sector is working to create a high-performing, home grown public sector.

In the 12 months between the publication of the 2024 and 2025 State of the sector reports, Queensland public servants have responded to bushfires, floods and cyclones—all of which were in different locations, across a huge geographical area and all which had different impacts on different communities.

Whilst some would argue that responding to these disasters is part of life in Queensland, the resilience, agility, empathy and capability of Queensland's public servants in meeting these challenges whilst continuing to deliver to the community should not be underestimated.

This report demonstrates that public servants are committed to the community, feel overwhelmingly proud of the work that they do and are deeply aware of the impact and meaning their work brings to the community.

From the agency case studies presented it is also clear that, whatever the challenge, Queensland's public servants will seek to find a solution. Whether that challenge is a disaster, getting kids at risk into sport and art, regulating electricity contractors, ensuring all public servants feel safe and respected or patrolling the Great Barrier Reef to protect it and the lives of those who use it, Queensland's public servants will be there doing their best for the people of Queensland.

Aside from the challenges of natural disasters come the challenges of fiscal constraints. The public sector's employee engagement, commitment to serving, high levels of capability and dedication to impact on and value to the community will be critical in ensuring continuous workplace improvement and capacity building.

The activities highlighted in the 2024 State of the sector report, including workforce mobility, improved graduate pathways, a new employee value proposition, capacity and capability, ethics and integrity, and diversity, inclusion and respect remain at the core of the sector's strategic workforce priorities.

The Queensland public sector remains committed to the publication of the annual State of the sector report. This report will continue to provide analysis on the size, scope and composition of the public sector as well as insights into the public sector employee experience and how we are delivering a world-class, high performing, home grown public sector.

Reading notes, relevant legislation, definitions and additional resources

Workforce data and analysis

Understanding the data

Minimum obligatory human resource information (MOHRI) is data collected from payroll systems across the Queensland public sector. It includes individual demographics, base salary, actual earnings, location and type of work.

The Public Sector Commission is responsible for the MOHRI collection, which is used across the sector for workforce planning and for budgetary purposes. MOHRI data is collected and collated every quarter for internal workforce monitoring purposes. The Public Sector Commission leads analysis of whole-of-sector MOHRI data and is responsible for the publication of this data.

Workforce data like MOHRI is highly subject to seasonal changes and is significantly influenced by the sector's two largest workforces—the health and education (including TAFE) workforces. For example, the number of full-time equivalent employees (FTE) is lower in December and January, because temporary teachers, teacher aides, and other education employees are on school holidays.

While in previous years MOHRI data has been published biannually in March and September, the Public Sector Commission has determined that it is more appropriate to publish this data annually, in a State of the sector report. This annual publication of March MOHRI data is accompanied by greater levels of insight, analysis and narrative. Annual analysis minimises the impact of seasonal fluctuations. In this State of the sector report, MOHRI data for March 2025 is analysed and compared with MOHRI data collected over the past five years.

Analytical notes

As outlined previously, the education and health workforces have a significant impact on the whole-of-sector because of the sheer sizes of the workforces. In order to provide more nuanced analysis, this State of the sector report provides whole-of-sector analysis, as well as separate analysis for the education and health workforces as well as for the rest of the sector combined.

Additionally, throughout this report MOHRI analysis refers to either FTE numbers or headcount.

MOHRI data is captured on a snapshot date each quarter and, for budgetary purposes, we are interested in understanding how many whole full-time positions are accounted for or are being actively paid on that day. FTE numbers are important because they account for part-time work arrangements or the payment of part-time salaries. For example, if two people are working part-time at five days per fortnight, or 0.5, together they equate to one FTE. That is, we are paying for one full-time position, which is comprised of two individual employees.

In other circumstances, for example for training or diversity planning, we need to understand headcounts. Headcounts tell us the number of individual employees working in an agency or in the sector which provides insights on the number of people we need to train or the number of people in a diversity cohort.

The Public Sector Act 2022

The [Public Sector Act 2022](#) commenced on 1 March 2023. The *Public Sector Act 2022* provides a modern, employee-focused legislative framework to ensure Queensland's public sector is fair, responsive, inclusive and a leader in public administration.

The *Public Sector Act 2022* has four priority areas:

- ensure the public sector is responsive to the community it serves
- create a public sector that supports the government's focus to reframe its relationship with Aboriginal peoples and Torres Strait Islander peoples
- create a public sector that ensures fairness in the employment relationship, and fair treatment of employees including through principles of equity, diversity, respect and inclusion
- establish a high-performing, apolitical public sector by effective stewardship.

The *Public Sector Act 2022* provides a framework to guide the way the Queensland public sector should operate. It seeks to ensure the sector is fair and integrated, is equitable and inclusive and best placed to deliver to the people of Queensland.

Other legislative materials/strategies and frameworks

In addition to the *Public Sector Act 2022*, several other legislative and strategic mechanisms are relevant to the Queensland public sector's operating environment and are related or referred to in this report:

[Public Sector Ethics Act 1994](#)

[Human Rights Act 2019](#)

[Information Privacy Act 2009](#)

[Queensland public sector inclusion and diversity strategy](#)

[Managing the risk of psychosocial hazards at work Code of Practice 2022](#)

Definitions

Annual earnings (FTE)	Annual earnings are calculated on the salary plus regular allowances paid to employees at their actual FTE. Information on earnings is collected as at the snapshot date and is extrapolated over a 12-month period.
ANZSCO (occupation code)	ANZSCO (Australian and New Zealand Standard Classification of Occupations) is an industry standard coding system that attributes a six-digit code to a position to describe the occupation being performed. Refer to abs.gov.au/ANZSCO .
Appointment type	Either permanent, temporary, contract or casual (refer to specific definitions for each term).
Average tenure	Average of count of years since first appointed to public sector divided by total headcount.
BP2 agency	Agencies listed in the Queensland Budget Paper 2.
Brisbane or Brisbane and surrounding	Australian Bureau of Statistics (ABS) Australian Statistical Geography Standard (ASGS) Area 4 (SA4) of Brisbane Inner City, Brisbane North, South, East and West.
Casual employment	Casual employees are not permanent employees and normally work less than full-time hours as prescribed by the applicable industrial instrument. Casual employment attracts the payment of a loading (as prescribed by the applicable industrial instrument) in lieu of sick and recreation leave. Casual employment is characterised by its ad hoc nature with each engagement standing alone.
Conduct and performance data	Section 128 of the <i>Public Sector Act 2022</i> sets the legislative requirement for the public reporting of the Queensland Government conduct and performance data.
Contract-s122 and s155	Includes senior executives and chief executives and equivalents contracted under the <i>Public Sector Act 2022</i> or similar provisions in other relevant Acts. Also, includes employees on common law contracts. Such contracts established under the <i>Public Sector Act 2008</i> , are referred to as s122 contracts. Contracts established under the <i>Public Sector Act 2022</i> , are referred to as s155 contracts.
Corporate services roles	Provide organisation-wide support enabling the public sector to deliver the Queensland Government's objectives for the community.
Culturally and linguistically diverse (CALD)	Employees who identify as culturally and linguistically diverse (CALD) are, for the purpose of Queensland public sector targets, defined as people who speak another language at home besides English including Aboriginal and Torres Strait Islander language/s. The current target of greater than 12% in the public sector applies.
Discrimination	Occurs when a person, or group of people, is treated less favourably than another person or group because of their background or certain personal characteristics.

Earnings (full-time)	Earnings are calculated on the salary and regular allowances paid to employees, typically including SES motor vehicle allowances, locality allowances and higher duties. Shift allowances and penalty rates can be regular allowances but not always. Average annual earnings do not include one-off or sporadic payments such as travelling allowances. Information on earnings is collected as at the quarterly snapshot date and is extrapolated over a 12-month period.
Employment status	Either full-time, part-time or casual (refer to specific definitions for each term).
Fixed term temporary	Temporary employees are employed for fixed term engagements of specific periods of time. The circumstances for engaging temporary employees are many and include specific budget allocation for particular projects, replacing permanent employees who are absent from their substantive position or assistance required to meet peak workloads. Temporary employees are generally employed on the same conditions as permanent employees as prescribed by the applicable industrial instrument. Where temporary appointment type is referred to in this report, it is to be read as fixed term temporary employment.
Key frontline/frontline roles and frontline support roles	Deliver services, programs and outcomes directly to the community, or provide essential support enabling the development and delivery of frontline services, programs and outcomes. Delivery can be via government centres, telephone, online or in-field. Key frontline roles are those that deliver key services and are immediately recognisable to the community, they are a subset of frontline and frontline support roles. These roles are critical or essential in a community and include nurses, doctors, teachers, police, child safety case workers, youth case workers and correctional officers. While people in key frontline and frontline roles engage directly with the community, frontline support roles provide essential support enabling the development and delivery of frontline services, programs and outcomes.
Full-time	An employee who works full-time hours as specified in the award or agreement under which the employee is engaged.
Full-time equivalent (FTE)	The ratio of an individual's working hours to the relevant award full-time standard hours for the work being performed.
Full-time equivalent days absent	<p>The average full-time days absent during a quarter, divided by the prescribed award hours. Excludes casual employees.</p> <p>Data reflects leave taken in the previous quarter, to account for retrospective payroll processing.</p> <p>For unscheduled days this includes sick leave, carers leave, industrial disputes, workers compensation and miscellaneous special leave (includes leave such as bereavement or emergent leave hours).</p> <p>Sick includes absence due to sick leave.</p> <p>Carers includes absence due to carers leave.</p>

Gender pay gap earning	The methodology for calculating gender pay gap in the Queensland public sector is the difference between the average annual earnings for male and female employees, as a proportion of male average annual earnings. Earnings include base salary and regular allowances. Earnings reflect employees' full-time earnings (regardless of whether the employee works part-time).
Gender pay gap (salary)	The methodology for calculating gender pay gap in the Queensland public sector is the difference between the average annual salary for male and female employees, as a proportion of male average annualised salary. This reflects employees' full-time salary (regardless of whether the employee works part-time).
Headcount	A count of people or the number of people who were employed and paid at the time of the snapshot.
Hire rate	Hire rate measures the percentage of employees who were hired into the workforce during the reporting period. This is a percentage, representing permanent employees who are hired into the Queensland public sector as a proportion of the total number of permanent employees in the Queensland public sector. This figure represents the underlying data for the preceding year (prior four quarters). For example, March 2024 includes data from July 2023, September 2023, December 2023 and March 2024.
Leadership Board	Consists of the chief executives of all government departments as well as the Public Sector Commissioner.
Location	This is based on the location of where an employee works—that is the locations of the primary Queensland Government provided workplace. Statistical Area Level 4 as defined in the Australian Statistical Geography Standard by the Australian Bureau of Statistics.
Machinery of Government changes (MoG)	Re-organisation of functions across public sector departments in response to portfolio changes or changes in government objectives initiated by the government of the day.
Minimum obligatory human resource information (MOHRI)	Queensland Government agencies provide MOHRI data to the Public Sector Commission on a quarterly basis. MOHRI was first introduced in 1995 to enhance employee data collection for human resource planning purposes. Data is collected and collated from payroll systems across the Queensland public sector. In previous years, the Queensland Government workforce statistics were published twice a year in March or September biannual workforce profile. This data was presented in a report format as well as raw figures available on the open data portal. Any dataset that was previously presented in the profile, but is not included in the State of the sector report can be accessed via the open data portal. There are processes in place to continually review and improve data quality for reporting. This is resulting in minor adjustments to some very few figures that are published in prior profile reports.
Part-time	An employee who works less than full-time hours and performs those duties on a regular basis.

Permanent employment	An employee who is employed on a continuing basis to perform ongoing functions.
Racism	Refers to prejudice, discrimination or hatred directed at someone because of their colour, ethnicity or national origin.
Regions or rest of state	Australian Bureau of Statistics (ABS) Australian Statistical Geography Standard (ASGS) Area 4 (SA4) of Cairns, Central Queensland, Darling Downs–Maranoa, Gold Coast, Ipswich, Logan–Beauresort, Mackay–Isaac–Whitsunday, Moreton Bay North and South, Queensland–Outback, Sunshine Coast, Toowoomba, Townsville and Wide Bay.
Separation rate	Separation rate measures the percentage of employees who left the workforce during the reporting period. This represents permanent employees who separate (i.e. exit) from the Queensland public sector as a proportion of the total number of permanent employees in the Queensland public sector. This figure represents the underlying data for the preceding year (prior four quarters). For example, March 2024 includes data from July 2023, September 2023, December 2023 and March 2024.
Sexual harassment	It refers to an unwelcome sexual advance, unwelcome request for sexual favours or other unwelcome conduct of a sexual nature which makes a person feel offended, humiliated or intimidated, and where that reaction is reasonable in the circumstances. Sexual harassment does not need to be deliberate or repeated to be illegal. It can be experienced in the course of employment (i.e. person-to-person conduct) or through the workplace context (i.e. sexualised workplace environment).
Wellbeing	Refers to a sense of wellness across physical, psychological, social, financial and work domains.
Women in leadership	Employees identify as female/woman in leadership positions classified as SO, SES2, SES3, SES4 and CEO levels (s122 and s155 SO, SES and CEO roles).
Working for Queensland (WfQ)	An annual survey which enables employees from a wide range of Queensland public sector to be heard, by providing insights into their employment experiences. Gaining these insights play a key role in creating a better workplace, delivering on the government's priorities, and informing future workforce planning across the sector. In 2024, 71,853 Queensland public sector employees, from 63 organisations, participated in the 2024 survey—2,763 more than the 2023 survey. Throughout this report, WfQ numbers are rounded to the nearest whole number. As a result, some figures may not add to 100%.
Workplace bullying	Repeated and unreasonable behaviour by a person or group of people directed towards a worker or group of workers, that this behaviour occurs more than once and that the behaviour creates a risk to health and safety.

This document was developed by
the Public Sector Commission in
collaboration with the sector.

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