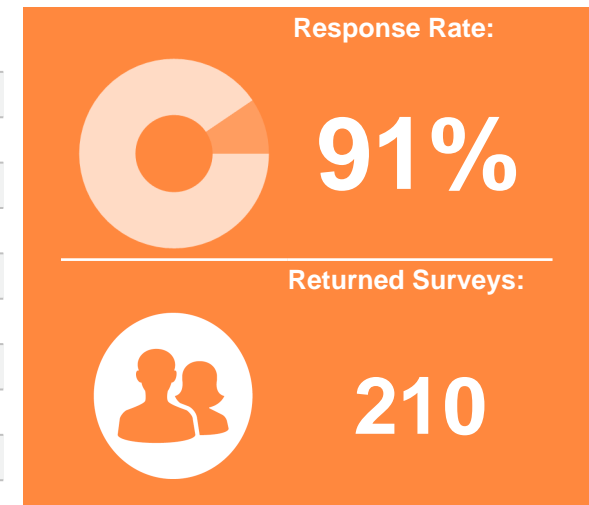


Department of Energy and Water Supply

Highlight Report

Report Content

Reporting Framework	
STRATEGIC PRIORITIES	01 Driver analysis scorecard
	02 Factors
	03 Factors by division
WORKPLACE CLIMATE	04 Workplace climate
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Purpose

The Highlight Report presents key results from the 2017 Working for Queensland survey, which was conducted from late July to late August 2017. Results reflect the respondents from your agency.

Note on the response rate

The displayed response rate was calculated using statistical workforce data (Minimum Obligatory Human Resource Information).

Reporting Framework

All highlight reports include two different types of analysis, each of which provides a different lens through which to understand organisational climate and workplace improvement in your agency.

Strategic priorities: driver analysis

The first type of analysis is driver analysis, which is focused on survey results at the agency level. Driver analysis is designed to provide an understanding of the key drivers of three strategic priorities for your agency – agency engagement, organisational leadership and innovation.

The purpose of this analysis is to inform strategy development and resource investment across your agency.



Workplace climate

The second type of analysis relates to the workplace climate indices, which is focused on the workgroup level. The workplace climate indices have been grouped by topic so they more closely align with the way work, roles and responsibilities are broken up across agencies.

The index scores are reported as a per cent positive, which is the percentage of people who responded positively to all items in that index.

The purpose of this information is to provide workgroups with insight into their strengths and weaknesses by topic, so that the information can be easily discussed and actioned at the workgroup level.

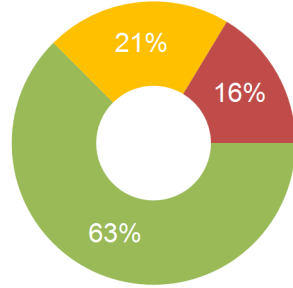


01 Driver analysis scorecard

Purpose

This section provides an overview of the drivers of the strategic priorities (agency engagement, organisational leadership and innovation) in your agency.

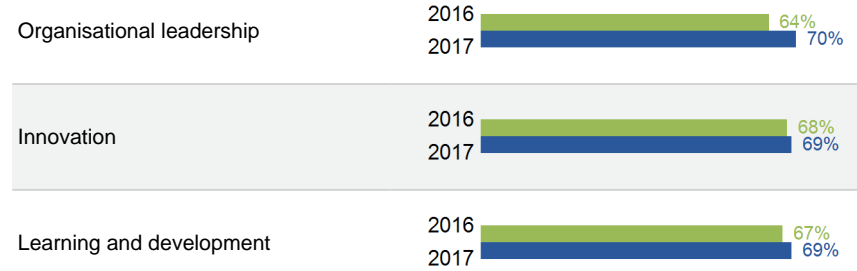
Agency engagement



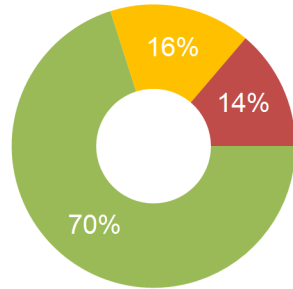
% positive change since 2016
+6

Top 3 drivers

% Positive



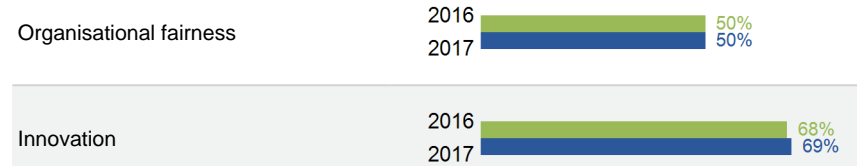
Organisational Leadership



% positive change since 2016
+6

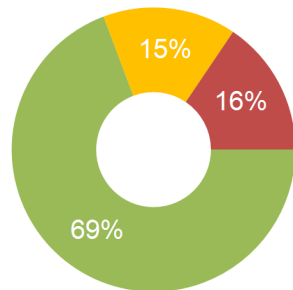
Top 3 drivers

% Positive



*only 2 statistically significant drivers were identified for this agency on this outcome

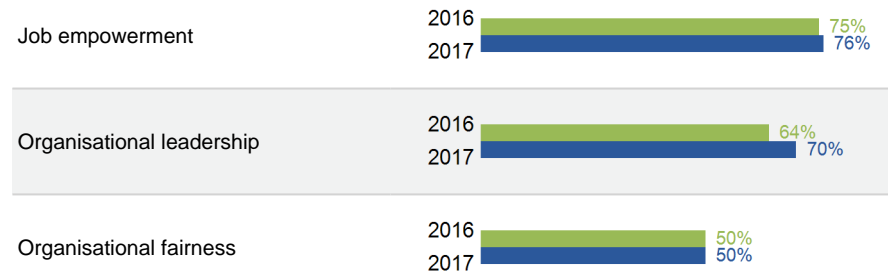
Innovation



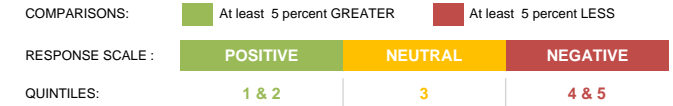
% positive change since 2016
+1

Top 3 drivers

% Positive



02 Factors



Purpose

This section provides an overview of your agency's 2017 strategic priorities* and factor results. This data is benchmarked against the Queensland public sector and other agency results, as well as being compared with the previous year's results.

Understanding your agency's data, across time and in relation to the Queensland public sector, will enable your agency to assess its progress in workplace improvement.

	Response scale (%)			% positive	vs 2016	vs Qld public sector	Range of all agencies	Your agency quintile
Agency engagement*	63	21	16	63%	+6	+4	41 - 82	2
Job empowerment	76	11	13	76%	+1	+5	60 - 86	1
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	54	23	24	54%	-1	+14	29 - 68	1
Learning and development	69	16	15	69%	+3	+13	33 - 82	1
My workgroup	80	9	11	80%	-3	+4	58 - 92	2
My manager	74	13	14	74%	-5	+3	57 - 84	3
Organisational leadership*	70	16	14	70%	+6	+19	29 - 85	1
Organisational fairness	50	23	27	50%	-1	+7	26 - 67	1
Anti-discrimination	69	20	11	69%	-2	+3	48 - 96	3
Innovation*	69	15	16	69%	+1	+10	46 - 89	1

03 Factors by division

Purpose

This section shows the breakdown of division and agency results for strategic priorities* and factors.

	Department of Energy and Water Supply % positive	All Others (ODG; Bus Plan&Achieve; Finance; Cab&Exec Services)	Energy Division	Water Supply Division
<i>This section shows the % positive scores for divisions within the agency</i>				
Number of respondents	210	29	80	94
Agency engagement*	63%	60%	65%	65%
Job empowerment	76%	74%	74%	79%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	54%	51%	50%	59%
Learning and development	69%	69%	71%	69%
My workgroup	80%	71%	84%	80%
My manager	74%	70%	75%	76%
Organisational leadership*	70%	63%	76%	72%
Organisational fairness	50%	47%	55%	49%
Anti-discrimination	69%	67%	66%	74%
Innovation*	69%	67%	73%	68%

04 Workplace climate

Purpose

This section provides an overview of your agency's workplace climate index results. This data is benchmarked against the Queensland public sector and other agency results, as well as being compared with the previous year's results.

Understanding your agency's data, across time and in relation to the Queensland public sector, will enable your agency to assess its progress in workplace improvement.

Please note index data will be impacted by the inclusion of new items to the 2017 survey. The indices impacted are marked with *. Please treat all 2016 to 2017 trend data indicatively.

	Response scale (%)			% positive	vs 2016	vs Qld public sector	Range of all agencies	Your agency quintile
● Safety, health and wellness*	69	16	15	69%	0	+15	43 - 82	1
● Effectiveness and innovation*	65	17	18	65%	+2	+7	49 - 77	1
● People and relationships	80	9	11	80%	-2	+3	56 - 92	2
● Fairness and trust*	64	19	17	64%	+1	+6	46 - 78	2
● Performance and development	64	18	18	64%	-1	+9	41 - 74	1
● Leadership and engagement	69	16	14	69%	+1	+7	49 - 81	2
● My job	77	10	12	77%	0	0	58 - 89	3

* Index impacted by the addition of new survey items in 2017

05 Workplace climate by division

Purpose

This section shows the breakdown of division and agency results for each workplace climate index.

Please note index data will be impacted by the inclusion of new items to the 2017 survey. The indices impacted are marked with *. Please treat all 2016 to 2017 trend data indicatively.

	Department of Energy and Water Supply % positive	All Others (ODG; Bus Plan&Achieve; Finance; Cab&Exec Services)	Energy Division	Water Supply Division
<i>This section shows the % positive scores for divisions within the agency</i>				
Number of respondents	210	29	80	94
● Safety, health and wellness*	69%	62%	70%	72%
● Effectiveness and innovation*	65%	64%	64%	66%
● People and relationships	80%	70%	84%	79%
● Fairness and trust*	64%	61%	65%	67%
● Performance and development	64%	64%	65%	65%
● Leadership and engagement	69%	65%	72%	71%
● My job	77%	79%	77%	77%

* Index impacted by the addition of new survey items in 2017

06 Workplace climate by item

Purpose

This section provides your agency's workplace climate index results by item. This data is benchmarked against the Queensland public sector and is compared with the previous year's results.

New items were added to this index in 2017.

● Safety, health and wellness		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement	45	26	30	45%	+1	+13
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	56	21	23	56%	-3	+13
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	61	20	19	61%	-2	+16
Q23f	My work contributes positively to my quality of life*	52	28	20	52%	-	+8
Q24h	People in my workgroup are committed to workplace safety	86	11	3	86%	+1	+4
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	80	10	11	80%	-	+13
Q25b	My workplace culture supports people to achieve a good work/life balance	79	11	11	79%	+3	+17
Q25c	There is adequate focus on workplace safety at my workplace	85	11	4	85%	+2	+6

* New in 2017, no trend

06 Workplace climate by item

Purpose

This section provides your agency's workplace climate index results by item. This data is benchmarked against the Queensland public sector and is compared with the previous year's results.

New items were added to this index in 2017.

● Safety, health and wellness (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29h	My manager proactively discusses flexible work arrangements*	61	17	22	61%	-	+12
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	72	14	14	72%	-	+21
Q31h	The wellbeing of employees is a priority for my organisation*	72	16	12	72%	-	+23
Q31j	My commitment to this organisation would be questioned if I chose to use flexible work options* % <small>positive indicates those who "strongly disagree" or "disagree" with this statement</small>	69	16	15	69%	-	+27
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	75	14	12	75%	0	+11
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	79	11	10	79%	-	+24

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

This section provides your agency's workplace climate index results by item. This data is benchmarked against the Queensland public sector and is compared with the previous year's results.

New items were added to this index in 2017.

● Effectiveness and innovation		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q22b	I have the tools I need to do my job effectively	82	8	10	82%	+4	+11
Q22c	I get the information I need to do my job well	70	11	19	70%	+1	+3
Q22d	I have the authority necessary to do my job effectively	74	11	15	74%	+6	+4
Q23c	I feel my job is secure	54	20	26	54%	-8	-4
Q23d	There is too much 'red tape' in my work (e.g. Regulatory or administrative processes) <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	34	31	35	34%	+3	+15
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	65	16	18	65%	-	0
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	39	31	30	39%	0	+20
Q25e	Disruptions and/or noise at my workplace make it hard to get things done <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	48	20	33	48%	-13	+2
Q26a	My workplace has undergone significant change in the past 12 months	58	22	20	58%	+2	+6

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

This section provides your agency's workplace climate index results by item. This data is benchmarked against the Queensland public sector and is compared with the previous year's results.

New items were added to this index in 2017.

● Effectiveness and innovation (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q27a	I get the opportunity to develop new and better ways of doing my job	68	13	19	68%	+3	+11
Q27b	I am encouraged to make suggestions about improving work processes and/or services	77	7	16	77%	+3	+10
Q27c	Management is willing to act on suggestions to improve how things are done	64	15	21	64%	+1	+10
Q27d	My workgroup uses research and expertise to identify better practice	62	23	16	62%	-2	+6
Q27e	My workgroup always tries to improve its performance	72	18	9	72%	-2	+3
Q27f	My organisation is open to new ideas	72	16	12	72%	+1	+18
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	86	8	6	86%	+34	+17
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	80	11	10	80%	+10	+2
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	59	29	12	59%	-2	-5

06 Workplace climate by item (cont.)

Purpose

This section provides your agency's workplace climate index results by item. This data is benchmarked against the Queensland public sector and is compared with the previous year's results.

● People and relationships		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q24a	People in my workgroup treat each other with respect	78	7	15	78%	-5	+4
Q24b	I receive help and support from other people in my workgroup	87	7	6	87%	-1	+4
Q24c	People in my workgroup are honest, open and transparent in their dealings	75	10	14	75%	0	+8
Q24d	People in my workgroup use their time and resources efficiently	70	13	17	70%	-2	+6
Q24e	People in my workgroup treat customers with respect	89	6	4	89%	-4	+4
Q24f	People in my workgroup are committed to delivering excellent service to customers	86	10	3	86%	-2	+4
Q24g	People in my workgroup do their jobs effectively	74	13	13	74%	-5	-1
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	76	9	14	76%	-1	-2

06 Workplace climate by item (cont.)

Purpose

This section provides your agency's workplace climate index results by item. This data is benchmarked against the Queensland public sector and is compared with the previous year's results.

New items were added to this index in 2017.

● Fairness and trust		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q25a	My workplace has an inclusive culture where diversity is valued and respected	79	11	10	79%	+2	+7
Q25f	Performance is assessed and rewarded fairly in my workplace	45	25	30	45%	+2	+9
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	42	25	34	42%	-1	+3
Q25h	People are treated fairly and consistently in my workplace	56	16	28	56%	0	+5
Q25i	People take responsibility for their decisions and actions in my workplace	57	20	23	57%	-4	+5
Q25j	I am able to speak up and share a different view to my colleagues and manager*	74	13	13	74%	-	+3
Q30a	My senior manager demonstrates honesty and integrity	81	12	8	81%	+3	+11
Q31e	Recruitment and promotion decisions in this organisation are fair	48	30	22	48%	-1	+12

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

This section provides your agency's workplace climate index results by item. This data is benchmarked against the Queensland public sector and is compared with the previous year's results.

New items were added to this index in 2017.

● Fairness and trust (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31i	My responsibilities outside of work restrict my opportunities for promotion* % positive indicates those who "strongly disagree" or "disagree" with this statement	63	18	20	63%	-	+10
Q32a	Age is not a barrier to success in my organisation	64	18	18	64%	-8	-1
Q32b	Gender is not a barrier to success in my organisation	75	12	13	75%	+1	+5
Q32c	Disability is not a barrier to success in my organisation	65	25	10	65%	0	+8
Q32d	Cultural background is not a barrier to success in my organisation	71	21	9	71%	-4	+1
Q32e	Sexual orientation is not a barrier to success in my organisation	72	23	5	72%	+2	+2
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	66	14	20	66%	-1	+12
Q32g	Women and men have equal access to work experiences that support career progression*	73	15	12	73%	-	+6

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

This section provides your agency's workplace climate index results by item. This data is benchmarked against the Queensland public sector and is compared with the previous year's results.

		Performance and development			Response scale (%)	% positive	vs 2016	vs Qld public sector
Q28a	I receive useful feedback on my performance	64	18	18	64%	-5	+8	
Q28b	My performance is assessed against clear criteria	54	24	22	54%	-1	+4	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	73	10	18	73%	+2	+10	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	43	31	26	43%	-3	+2	
Q28e	I am able to access relevant learning and development opportunities	71	19	10	71%	-3	+9	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	68	21	10	68%	+4	+9	
Q28g	I am satisfied with the opportunities available for career development	54	17	28	54%	+8	+10	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	62	15	23	62%	-7	+7	
Q28i	I develop new knowledge and skills through undertaking tasks at work	75	10	15	75%	-5	+3	
Q31b	My organisation is committed to developing its employees	80	11	9	80%	+2	+27	

06 Workplace climate by item (cont.)

Purpose

This section provides your agency's workplace climate index results by item. This data is benchmarked against the Queensland public sector and is compared with the previous year's results.

● Leadership and engagement		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29a	My manager treats employees with dignity and respect	77	12	11	77%	-10	-1
Q29b	My manager listens to what I have to say	80	10	10	80%	-6	+3
Q29c	My manager keeps me informed about what's going on	70	14	16	70%	-7	+2
Q29d	My manager understands my work	79	9	12	79%	-2	+6
Q29e	My manager creates a shared sense of purpose	71	14	15	71%	-2	+4
Q29f	My manager demonstrates honesty and integrity	81	7	11	81%	-5	+5
Q29g	My manager draws the best out of me	57	23	20	57%	-3	0
Q31a	In my organisation, the leadership is of high quality	72	15	13	72%	+8	+19

06 Workplace climate by item (cont.)

Purpose

This section provides your agency's workplace climate index results by item. This data is benchmarked against the Queensland public sector and is compared with the previous year's results.

● Leadership and engagement (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31c	Management model the behaviours expected of all employees	66	18	17	66%	+3	+16
Q31d	In my organisation, the leadership operates with a high level of integrity	74	16	10	74%	+7	+19
Q31f	My organisation is well managed	69	16	15	69%	+5	+21
Q33a	I would recommend my organisation as a great place to work	68	17	15	68%	+11	+8
Q33b	I am proud to tell others I work for my organisation	67	20	13	67%	+5	0
Q33c	I feel strong personal attachment to my organisation	57	22	22	57%	+2	-2
Q33d	My organisation motivates me to help it achieve its objectives	60	24	16	60%	+1	+7
Q33e	My organisation inspires me to do the best in my job	60	23	16	60%	+7	+7

06 Workplace climate by item (cont.)

Purpose

This section provides your agency's workplace climate index results by item. This data is benchmarked against the Queensland public sector and is compared with the previous year's results.

● My job		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q21a	I understand what is expected of me to do well in my job	89	4	7	89%	0	-1
Q21b	I understand how my work contributes to my organisation's objectives	92	3	5	92%	+2	+1
Q22a	I have a choice in deciding how I do my work	82	8	10	82%	+3	+15
Q22e	My job gives me opportunities to utilise my skills	70	13	16	70%	-4	-5
Q22f	I enjoy the work in my current job	71	14	15	71%	0	-4
Q22g	My job gives me a feeling of personal accomplishment	65	18	17	65%	-1	-4
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	72	11	18	72%	+2	-4
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	78	13	9	78%	-5	-2
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	75	11	14	75%	+5	+2

07 Most changed since 2016, by item

Purpose

This section identifies your agency's areas of improvement and highlights good news stories, while also identifying areas that may need attention.

NOTE:

Survey items in scope for this section were single response non-demographic questions that were asked of all respondents in 2017 as well as in 2016 and that excluded a 'na' option. 'My workplace has undergone significant change in the past 12 months' has not been included in the analysis.

The survey items with the most positive change	Index	% positive 2017	vs 2016
Your physical working environment % positive indicates those who responded with "very satisfied" or "satisfied"	Effectiveness and innovation	86%	+34
I would recommend my organisation as a great place to work	Leadership and engagement	68%	+11
The location of your work % positive indicates those who responded with "very satisfied" or "satisfied"	Effectiveness and innovation	80%	+10
In my organisation, the leadership is of high quality	Leadership and engagement	72%	+8
I intend to leave my organisation within the next 12 months	Non factorial item	57%	+8

The survey items with the most negative change	Index	% positive 2017	vs 2016
Disruptions and/or noise at my workplace make it hard to get things done % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with disruptions and/or noise	Effectiveness and innovation	48%	-13
My manager treats employees with dignity and respect	Leadership and engagement	77%	-10
Age is not a barrier to success in my organisation	Fairness and trust	64%	-8
I feel my job is secure	Effectiveness and innovation	54%	-8
I have had productive conversations with my manager on my performance in the past 12 months	Performance and development	62%	-7

08 Leadership behaviour in your agency: Team Leader

Purpose

This section focuses on leadership behaviours as outlined in the Queensland Public Service Workforce Capability Success Profile.

The leadership behaviours change depending on the leadership level of the respondent's manager or direct supervisor.

Leadership levels are defined as follows:

- **Team leader:** manages individuals
- **Program manager:** manages multiple teams/projects
- **Senior officer:** manages program managers
- **Executive:** salary over \$150,000

POSITIVE IMPACT

Please indicate the three leadership behaviours, displayed by your direct manager, that have the greatest positive impact on engaging you in your work

SUCCESSION

Which three of the following leadership behaviours do you think are MOST important for YOU to demonstrate your readiness for promotion?

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Responds confidently when faced with uncertainty	40%	+15
Builds effective working relationships with others	34%	+5
Upholds ethical standards and principles	33%	+2
Demonstrates sound judgment	32%	+5
Delegates work effectively and monitors performance	31%	+7
Empowers their team to perform at their best	24%	-7
Encourages a strong customer and stakeholder focus	24%	-2
Describes how their team's work aligns to organisational objectives	19%	+2
Supports their team to adapt to change	16%	-12
Takes responsibility for team development	16%	0
Implements improved ways of doing things	15%	-5
Applies sound business management skills	8%	-6
Actively seeks feedback for personal development	5%	-3
Builds effective working relationships with others	48%	+9
Demonstrates sound judgment	40%	+10
Responds confidently when faced with uncertainty	38%	+12
Implements improved ways of doing things	33%	+7
Empowers their team to perform at their best	29%	-6
Delegates work effectively and monitors performance	20%	+1
Actively seeks feedback for personal development	19%	-2
Upholds ethical standards and principles	15%	-12
Applies sound business management skills	14%	0
Supports their team to adapt to change	14%	-5
Takes responsibility for team development	13%	-6
Encourages a strong customer and stakeholder focus	10%	-8
Describes how their team's work aligns to organisational objectives	8%	0

08 Leadership behaviour in your agency: Team Leader (cont.)

Purpose

This section focuses on leadership behaviours as outlined in the Queensland Public Service Workforce Capability Success Profile.

The leadership behaviours change depending on the leadership level of the respondent's manager or direct supervisor.

Leadership levels are defined as follows:

- **Team leader:** manages individuals
- **Program manager:** manages multiple teams/projects
- **Senior officer:** manages program managers
- **Executive:** salary over \$150,000

Proportion vs Qld public sector

DEMONSTRATED

Please indicate the three leadership behaviours that you see most frequently demonstrated by your direct manager

	Proportion	vs Qld public sector
Demonstrates sound judgment	40%	+10
Responds confidently when faced with uncertainty	35%	+10
Builds effective working relationships with others	33%	+4
Upholds ethical standards and principles	31%	0
Delegates work effectively and monitors performance	29%	+6
Describes how their team's work aligns to organisational objectives	24%	+6
Empowers their team to perform at their best	23%	-3
Encourages a strong customer and stakeholder focus	23%	-4
Supports their team to adapt to change	16%	-10
Implements improved ways of doing things	15%	-5
Takes responsibility for team development	10%	-7
Applies sound business management skills	9%	-8
Actively seeks feedback for personal development	6%	-1

NOT DEMONSTRATED

Please indicate the three leadership behaviours that you would like to see demonstrated more frequently by your direct manager

	Proportion	vs Qld public sector
Empowers their team to perform at their best	40%	+5
Actively seeks feedback for personal development	39%	+9
Delegates work effectively and monitors performance	36%	+6
Takes responsibility for team development	32%	+2
Supports their team to adapt to change	26%	0
Describes how their team's work aligns to organisational objectives	23%	+2
Builds effective working relationships with others	21%	-2
Implements improved ways of doing things	21%	-10
Encourages a strong customer and stakeholder focus	18%	+6
Responds confidently when faced with uncertainty	15%	-3
Applies sound business management skills	11%	-3
Demonstrates sound judgment	7%	-6
Upholds ethical standards and principles	7%	-6

08 Leadership behaviour in your agency: Program Manager

Purpose

This section focuses on leadership behaviours as outlined in the Queensland Public Service Workforce Capability Success Profile.

The leadership behaviours change depending on the leadership level of the respondent's manager or direct supervisor.

Leadership levels are defined as follows:

- **Team leader:** manages individuals
- **Program manager:** manages multiple teams/projects
- **Senior officer:** manages program managers
- **Executive:** salary over \$150,000

POSITIVE IMPACT

Please indicate the three leadership behaviours, displayed by your direct manager, that have the greatest positive impact on engaging you in your work

SUCCESSION

Which three of the following leadership behaviours do you think are MOST important for YOU to demonstrate your readiness for promotion?

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Takes a 'big picture' view of issues or problems	42%	+7
Demonstrates sound judgment	40%	+12
Empowers individuals and teams to build capability	31%	+4
Encourages collaboration and inclusion across workgroups	31%	+3
Encourages innovative ideas and solutions	27%	+2
Builds effective networks across the organisation and sector	25%	+4
Manages ambiguity and politics effectively	21%	+4
Manages and prioritises resources to achieve the best outcomes	21%	-11
Takes responsibility for upholding ethical standards and principles	19%	-5
Demonstrates sound business acumen	17%	+1
Leads change and culture initiatives	13%	-1
Motivates others to perform at their best	8%	-12
Actively seeks feedback for personal development	4%	-3

	Proportion	vs Qld public sector
Takes a 'big picture' view of issues or problems	43%	+17
Demonstrates sound judgment	38%	+10
Manages and prioritises resources to achieve the best outcomes	38%	+2
Motivates others to perform at their best	34%	-2
Builds effective networks across the organisation and sector	30%	+10
Empowers individuals and teams to build capability	30%	-2
Manages ambiguity and politics effectively	21%	+7
Encourages collaboration and inclusion across workgroups	17%	0
Takes responsibility for upholding ethical standards and principles	15%	-5
Encourages innovative ideas and solutions	13%	-7
Leads change and culture initiatives	9%	-13
Actively seeks feedback for personal development	6%	-12
Demonstrates sound business acumen	6%	-4

08 Leadership behaviour in your agency: Program Manager (cont.)

Purpose

This section focuses on leadership behaviours as outlined in the Queensland Public Service Workforce Capability Success Profile.

The leadership behaviours change depending on the leadership level of the respondent's manager or direct supervisor.

Leadership levels are defined as follows:

- **Team leader:** manages individuals
- **Program manager:** manages multiple teams/projects
- **Senior officer:** manages program managers
- **Executive:** salary over \$150,000

DEMONSTRATED

Please indicate the three leadership behaviours that you see most frequently demonstrated by your direct manager

NOT DEMONSTRATED

Please indicate the three leadership behaviours that you would like to see demonstrated more frequently by your direct manager

	Proportion	vs Qld public sector
Takes a 'big picture' view of issues or problems	43%	+9
Demonstrates sound judgment	38%	+7
Manages and prioritises resources to achieve the best outcomes	28%	-5
Builds effective networks across the organisation and sector	26%	+2
Demonstrates sound business acumen	26%	+9
Encourages collaboration and inclusion across workgroups	26%	0
Empowers individuals and teams to build capability	21%	-2
Takes responsibility for upholding ethical standards and principles	21%	-2
Encourages innovative ideas and solutions	19%	-4
Manages ambiguity and politics effectively	17%	-1
Motivates others to perform at their best	17%	-3
Leads change and culture initiatives	13%	-2
Actively seeks feedback for personal development	4%	-3
Leads change and culture initiatives	33%	+8
Manages and prioritises resources to achieve the best outcomes	33%	+7
Takes a 'big picture' view of issues or problems	33%	+14
Empowers individuals and teams to build capability	31%	-4
Encourages innovative ideas and solutions	31%	+5
Motivates others to perform at their best	31%	-3
Manages ambiguity and politics effectively	27%	0
Actively seeks feedback for personal development	23%	-6
Encourages collaboration and inclusion across workgroups	19%	-4
Builds effective networks across the organisation and sector	15%	-1
Takes responsibility for upholding ethical standards and principles	13%	0
Demonstrates sound business acumen	6%	-3
Demonstrates sound judgment	6%	-8

08 Leadership behaviour in your agency: Senior Officer

Purpose

This section focuses on leadership behaviours as outlined in the Queensland Public Service Workforce Capability Success Profile.

The leadership behaviours change depending on the leadership level of the respondent's manager or direct supervisor.

Leadership levels are defined as follows:

- **Team leader:** manages individuals
- **Program manager:** manages multiple teams/projects
- **Senior officer:** manages program managers
- **Executive:** salary over \$150,000

POSITIVE IMPACT

Please indicate the three leadership behaviours, displayed by your direct manager, that have the greatest positive impact on engaging you in your work

SUCCESSION

Which three of the following leadership behaviours do you think are MOST important for YOU to demonstrate your readiness for promotion?

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Navigates complex issues, politics and ambiguous situations effectively	58%	+21
Models high levels of ethical and professional behaviour	49%	+10
Builds strong relationships that influence organisational and sector outcomes	27%	-1
Stands behind their decisions in the face of adversity	27%	-2
Seeks feedback to strengthen leadership approach	20%	+7
Adopts a system-wide view of issues to inform action	18%	-3
Directs and prioritises resources to achieve the best outcomes	18%	-12
Inspires others to perform at their best	18%	-4
Creates a culture of continuous improvement	16%	-7
Demonstrates commercial acumen in managing corporate risk	16%	+2
Is compelling when communicating the organisational strategy	16%	+1
Leads change with agility	16%	+3
Nurtures a learning and development culture	2%	-13
Inspires others to perform at their best	54%	+12
Models high levels of ethical and professional behaviour	37%	-1
Builds strong relationships that influence organisational and sector outcomes	33%	-3
Directs and prioritises resources to achieve the best outcomes	26%	+1
Navigates complex issues, politics and ambiguous situations effectively	26%	-4
Seeks feedback to strengthen leadership approach	26%	+6
Creates a culture of continuous improvement	24%	-1
Adopts a system-wide view of issues to inform action	17%	+5
Leads change with agility	15%	-6
Nurtures a learning and development culture	13%	-1
Stands behind their decisions in the face of adversity	13%	-2
Is compelling when communicating the organisational strategy	11%	-2
Demonstrates commercial acumen in managing corporate risk	4%	-3

08 Leadership behaviour in your agency: Senior Officer (cont.)

Purpose

This section focuses on leadership behaviours as outlined in the Queensland Public Service Workforce Capability Success Profile.

The leadership behaviours change depending on the leadership level of the respondent's manager or direct supervisor.

Leadership levels are defined as follows:

- **Team leader:** manages individuals
- **Program manager:** manages multiple teams/projects
- **Senior officer:** manages program managers
- **Executive:** salary over \$150,000

DEMONSTRATED

Please indicate the three leadership behaviours that you see most frequently demonstrated by your direct manager

NOT DEMONSTRATED

Please indicate the three leadership behaviours that you would like to see demonstrated more frequently by your direct manager

Proportion vs Qld public sector

Navigates complex issues, politics and ambiguous situations effectively	65%	+30
Builds strong relationships that influence organisational and sector outcomes	33%	+5
Stands behind their decisions in the face of adversity	33%	+5
Adopts a system-wide view of issues to inform action	28%	+6
Models high levels of ethical and professional behaviour	28%	-7
Seeks feedback to strengthen leadership approach	22%	+8
Demonstrates commercial acumen in managing corporate risk	20%	+4
Directs and prioritises resources to achieve the best outcomes	20%	-11
Nurtures a learning and development culture	17%	+2
Inspires others to perform at their best	11%	-10
Creates a culture of continuous improvement	9%	-13
Leads change with agility	7%	-8
Is compelling when communicating the organisational strategy	4%	-12
Inspires others to perform at their best	41%	+5
Seeks feedback to strengthen leadership approach	35%	-1
Creates a culture of continuous improvement	33%	+6
Builds strong relationships that influence organisational and sector outcomes	26%	+4
Directs and prioritises resources to achieve the best outcomes	24%	-3
Is compelling when communicating the organisational strategy	24%	+4
Adopts a system-wide view of issues to inform action	22%	+4
Leads change with agility	22%	0
Nurtures a learning and development culture	22%	-4
Navigates complex issues, politics and ambiguous situations effectively	15%	-2
Models high levels of ethical and professional behaviour	13%	-5
Stands behind their decisions in the face of adversity	9%	-10
Demonstrates commercial acumen in managing corporate risk	7%	-3

08 Leadership behaviour in your agency: Exec. Perceptions of Senior Leaders

Purpose

This section focuses on leadership behaviours as outlined in the Queensland Public Service Workforce Capability Success Profile.

The leadership behaviours change depending on the leadership level of the respondent's manager or direct supervisor.

Leadership levels are defined as follows:

- **Team leader:** manages individuals
- **Program manager:** manages multiple teams/projects
- **Senior officer:** manages program managers
- **Executive:** salary over \$150,000

POSITIVE IMPACT

In your experience, which three leadership behaviours have the greatest positive impact on engaging people in their work?

SUCCESSION

Which of the following leadership behaviours do you think are MOST important for your direct reports to demonstrate their readiness for promotion to the Executive level or a more complex leadership role (if they're already executive)?

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Inspires others to perform at their best	55%	+4
Navigates complex issues, politics and ambiguous situations effectively	45%	+18
Builds strong relationships that influence organisational and sector outcomes	27%	-5
Creates a culture of continuous improvement	27%	-3
Is compelling when communicating the organisational strategy	27%	+14
Nurtures a learning and development culture	27%	+5
Directs and prioritises resources to achieve the best outcomes	18%	-1
Leads change with agility	18%	+5
Models high levels of ethical and professional behaviour	18%	-31
Seeks feedback to strengthen leadership approach	18%	+3
Adopts a system-wide view of issues to inform action	9%	+1
Stands behind their decisions in the face of adversity	9%	-8
Demonstrates commercial acumen in managing corporate risk	0%	-2
Navigates complex issues, politics and ambiguous situations effectively	45%	+10
Directs and prioritises resources to achieve the best outcomes	36%	+13
Inspires others to perform at their best	36%	-3
Leads change with agility	36%	+16
Builds strong relationships that influence organisational and sector outcomes	27%	-6
Creates a culture of continuous improvement	27%	+2
Demonstrates commercial acumen in managing corporate risk	27%	+20
Stands behind their decisions in the face of adversity	27%	+15
Adopts a system-wide view of issues to inform action	9%	-9
Is compelling when communicating the organisational strategy	9%	-3
Models high levels of ethical and professional behaviour	9%	-29
Seeks feedback to strengthen leadership approach	9%	-11
Nurtures a learning and development culture	0%	-14

08 Leadership behaviour in your agency: Exec. Perceptions of Senior Leaders (cont.)

Purpose

This section focuses on leadership behaviours as outlined in the Queensland Public Service Workforce Capability Success Profile.

The leadership behaviours change depending on the leadership level of the respondent's manager or direct supervisor.

Leadership levels are defined as follows:

- **Team leader:** manages individuals
- **Program manager:** manages multiple teams/projects
- **Senior officer:** manages program managers
- **Executive:** salary over \$150,000

DEMONSTRATED

Please indicate the three leadership behaviours that you see most frequently demonstrated by your organisation's senior the Executive team

NOT DEMONSTRATED

Please indicate the three leadership behaviours that you would like to see demonstrated more frequently by your organisation's Executive team.

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Navigates complex issues, politics and ambiguous situations effectively	64%	+29
Is compelling when communicating the organisational strategy	45%	+26
Creates a culture of continuous improvement	36%	+12
Nurtures a learning and development culture	36%	+20
Inspires others to perform at their best	27%	+12
Models high levels of ethical and professional behaviour	27%	-3
Builds strong relationships that influence organisational and sector outcomes	18%	-9
Directs and prioritises resources to achieve the best outcomes	18%	-12
Leads change with agility	9%	-2
Seeks feedback to strengthen leadership approach	9%	-5
Stands behind their decisions in the face of adversity	9%	-13
Adopts a system-wide view of issues to inform action	0%	-30
Demonstrates commercial acumen in managing corporate risk	0%	-19
Adopts a system-wide view of issues to inform action	45%	+26
Directs and prioritises resources to achieve the best outcomes	45%	+16
Creates a culture of continuous improvement	27%	-1
Is compelling when communicating the organisational strategy	27%	+6
Seeks feedback to strengthen leadership approach	27%	-4
Stands behind their decisions in the face of adversity	27%	+11
Builds strong relationships that influence organisational and sector outcomes	18%	-4
Navigates complex issues, politics and ambiguous situations effectively	18%	-1
Nurtures a learning and development culture	18%	-5
Demonstrates commercial acumen in managing corporate risk	9%	+1
Inspires others to perform at their best	9%	-24
Leads change with agility	9%	-12
Models high levels of ethical and professional behaviour	0%	-25

09 Flexible work options

Purpose

Flexible work arrangements are a very important element of contemporary workplaces. Well executed and managed flexible work arrangements improve employee engagement, retention and attraction. This section outlines the types of flexible work arrangements being used and highlights some potential barriers to their take-up.

NOTE: Multi-select questions may not add up to 100 per cent.

Do you currently use any of the following flexible work options?	Proportion	vs 2016	vs Qld public sector
Used no flexible work option	20%	-15	-24
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	80%	+15	+24
Flexible work hours for example accumulated hours as 'flexitime'*	56%	-	+26
Telecommuting	30%	+15	+26
Flexible work hours for example start late or early to meet responsibilities external to work*	26%	-	+14
None of the above	20%	-15	-24
Part time work	12%	-2	-5
Leave at half pay	12%	+3	+7
Compressed work hours	4%	-1	+2
Other, please specify	4%	+1	+2
Hot desks	3%	+2	0
Purchased leave/extended leave/deferred salary schemes	2%	+1	+1
Job sharing	1%	-1	0
Part-year work/annualised hours	0%	0	0
Term-time working	0%	0	0
Casual/on call	0%	0	-3

* New in 2017, no trend

09 Flexible work options (cont.)

Purpose

Flexible work arrangements are a very important element of contemporary workplaces. Well executed and managed flexible work arrangements improve employee engagement, retention and attraction. This section outlines the types of flexible work arrangements being used and highlights some potential barriers to their take-up.

NOTE: Multi-select questions may not add up to 100 per cent.

Have you made a request regarding flexible work arrangements in the last 12 months?

	Proportion	vs 2016	vs Qld public sector
Yes, I requested flexibility	41%	+4	+22
No, I have not made a request but I am content with my current arrangements	53%	-2	-16
No, I have not made a request but I am not content with my current arrangements	6%	-3	-6

If yes to having made a request regarding flexible work arrangements, was your request for flexible work arrangements*:

	Proportion	vs 2016	vs Qld public sector
Fully granted	81%		+15
Partially granted	9%		-5
Declined – no reason given	3%		-4
Declined – reason provided	2%		-5
I have not received a reply as yet	3%		-1

* New in 2017, no trend

If no to having made a request and not content with your current arrangements, why haven't you made a request to change your work arrangements*?

	Proportion	vs 2016	vs Qld public sector
I didn't feel confident presenting my case or negotiating arrangements with my manager	33%	-7	+11
I don't feel confident in my manager's ability to manage staff working flexibly	33%	0	+21
I didn't feel I had the right to	25%	+5	+8
I feel flexibility is not possible in my current job	25%	-22	-5
I felt it would limit my career	25%	-15	+5
Flexible working is frowned upon/not supported by my workplace culture	17%	-10	-13
I was concerned that it may negatively impact my team	17%	+3	-2
None of the Above*	17%	-	-7
I feel the technology I currently have access to does not support flexible working	8%	-18	+2
I felt it would limit my access to training and development	0%	-7	-7

* New in 2017, no trend

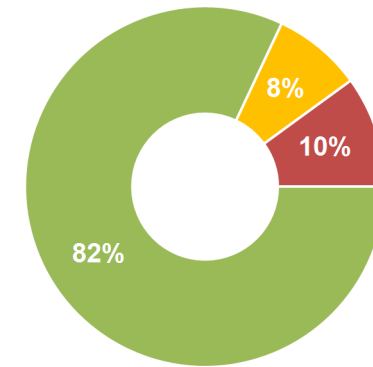
10 Domestic and family violence

Purpose

The Government has committed to a 15 year reform agenda with respect to domestic and family violence. This section is focused on understanding the confidence levels of Queensland public sector employees in dealing with domestic and family violence in the workplace.

Are you aware of any policies, in your workplace, designed to support employees affected by domestic and family violence in the workplace or the community?

Overall	% proportion	vs 2016	vs Qld public sector
Yes	82%	-4	+7
No	10%	+1	-2
Don't know	8%	+4	-4



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	86%	-4	0
No	7%	+3	0
Don't Know	7%	+1	+1

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	80%	-5	+8
No	11%	0	-3
Don't Know	9%	+5	-6

10 Domestic and family violence (cont.)

Purpose

The Government has committed to a 15 year reform agenda with respect to domestic and family violence. This section is focused on understanding the confidence levels of Queensland public sector employees in dealing with domestic and family violence in the workplace.

Managers <i>Manage one or more employees</i>	% positive	vs 2016	vs Qld public sector
I am confident that I could sensitively communicate with employees affected by domestic and family violence	73%	+2	-9
If I was approached directly by an employee affected by domestic and family violence, I am confident in my ability to provide appropriate levels of support	69%	+2	-13
If I was made aware (e.g. by other colleagues) that domestic and family violence was affecting an employee, I am confident that I could respond appropriately	69%	-1	-13

Non-managers <i>Manage no employees</i>	% positive	vs 2016	vs Qld public sector
I am confident that I could sensitively communicate with colleagues affected by domestic and family violence	66%	-1	-5
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	64%	-6	-7

In the past 12 months, have you been in a situation where you have responded to an employee/colleague affected by domestic and family violence?*

Managers <i>Manage one or more employees</i>	% proportion	vs Qld public sector	Non-managers <i>Manage no employees</i>	% proportion	vs Qld public sector
Yes	7%	-9	Yes	2%	-5
No	91%	+11	No	93%	+5
Don't Know	0%	-2	Don't Know	2%	0
Prefer not to say	1%	-1	Prefer not to say	3%	0

* New in 2017, no trend

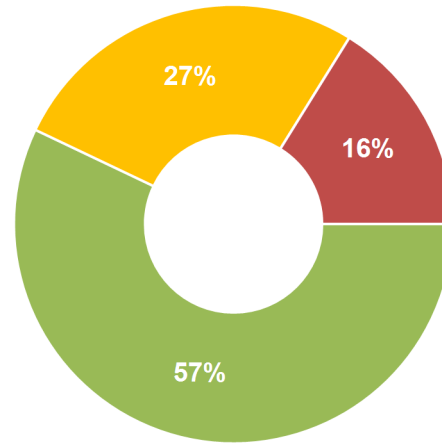
* New in 2017, no trend

11 Intention to leave your organisation

Purpose

The purpose of this section is to show the intention of employees to leave the organisation and their reasons for leaving.

NOTE: Multi-select questions may not add up to 100 per cent.



57%

of employees agreed with the statement:

I intend to stay in my organisation within the next 12 months.

% positive change since 2016

+8

vs Qld public sector

-10

Reasons for leaving	Proportion	vs Qld public sector
Career or job opportunities	56%	+4
Professional/personal development	40%	+5
The workplace culture	29%	-11
Pay and conditions	26%	-1
Your relationship with your manager	23%	0
Stress/Health	20%	-13
Job security	17%	-2
Contract expiring	15%	+3
The location of your workplace or the time spent commuting	13%	-5
Fit between work and your interests	11%	-1
Your relationship with your colleagues	11%	0
Family/carer responsibilities	10%	-3
Balancing work and life commitments	8%	-14
Retirement	8%	0
Other (please specify)	7%	-3
Work hours	5%	-10
Travel plans	4%	-3

12 Bullying and sexual harassment

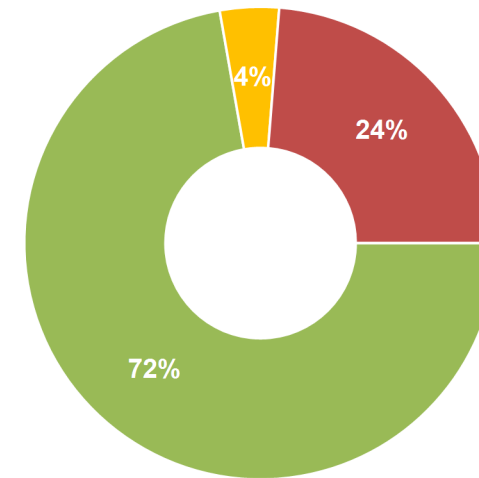
Purpose

This section is focused on understanding the prevalence and sources of bullying and sexual harassment as well as the rate of reporting and barriers to reporting such incidences.

NOTE: Multi-select questions may not add up to 100 per cent.

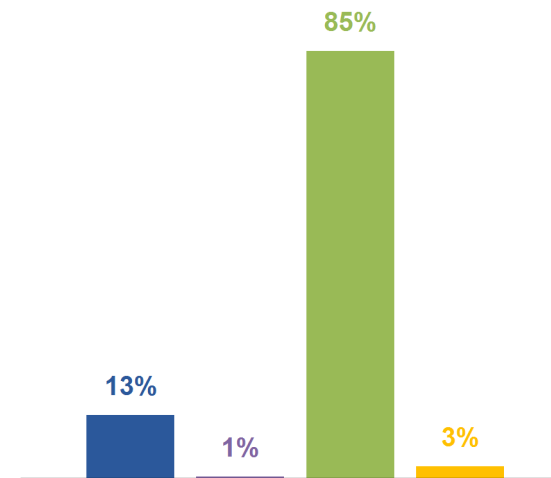
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
Yes	24%	+5	-4
No	72%	-5	+5
Don't know	4%	0	-1



During the last 12 months, have you been subjected to any of the following in your workplace?

	Proportion	vs 2016	vs Qld public sector
Bullying	13%	+5	-4
Sexual Harassment	1%	-1	0
No	85%	-3	+7
Don't Know	3%	-1	-2



12 Bullying and sexual harassment (cont.)

Purpose

This section is focused on understanding the prevalence and sources of bullying and sexual harassment as well as the rate of reporting and barriers to reporting such incidences.

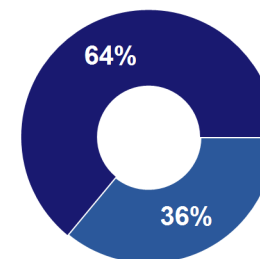
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A senior manager	44%	-6	+13
Your immediate manager/supervisor	40%	-24	+6
A fellow worker	24%	+17	-19
Prefer not to specify	8%	-6	0
A client/customer	0%	0	-7
A consultant/service provider	0%	0	-2
A group of fellow workers	0%	-14	-14
A member of the public	0%	0	-5
A representative of another agency	0%	0	-2
A worker that reports to you	0%	0	-5
Other	0%	0	-2

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	68%	+18	+10
Inappropriate and unfair application of work policies or rules	48%	-2	+6
Other	36%	-7	+9
Physical behaviour (e.g. assault or aggressive body language)	28%	+14	+17
Interference with your personal property or work equipment	12%	+5	+4
Cyber bullying	4%	+4	-2
'Initiations' or pranks	0%	0	-7

Did you report the BULLYING?

No



Yes

Why did you not report the BULLYING?

Why did you not report the BULLYING?	Proportion	vs 2016	vs Qld public sector
I did not think any action would be taken	75%	+25	+19
It could affect my career	63%	+43	+17
I did not want to upset relationships in the workplace	50%	+20	+10
I did not think it was worth the hassle of going through the report process	38%	-3	0
Managers accepted the behaviour	31%	-9	-2
I did not have enough evidence	25%	-5	+5
I did not think the bullying was serious enough	13%	+13	-4
Other	6%	-24	-4
I did not know how to report it	0%	-10	-5
The matter was resolved informally	0%	0	-7

13 Your view

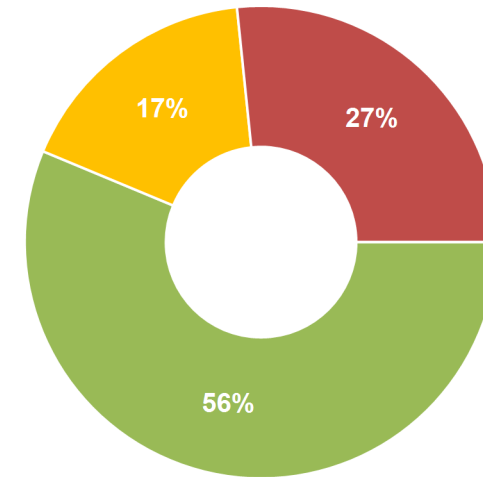
Purpose

This section is focused on understanding workplace improvement.

This section refers to the visibility of change attributable to past Working for Queensland surveys as well as satisfaction with the change implemented.

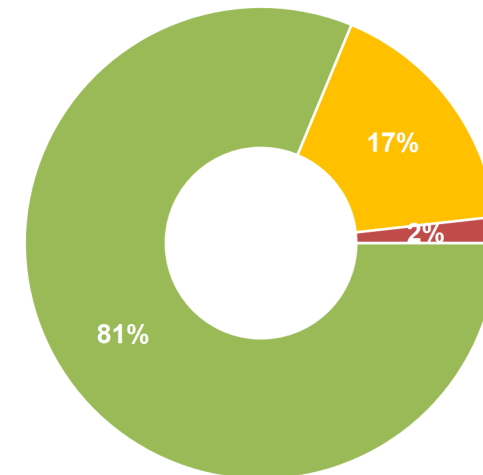
Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Yes	56%	-21	+26
No	27%	+12	-29
No, but I have not worked long in my organisation	17%	+9	+3



How satisfied are you with your organisation's action in response to last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Positive	81%	0	+19
Neutral	17%	+3	-15
Negative	2%	-4	-4



14 Agency specific questions

Purpose

The purpose of agency specific questions is to provide agencies with an opportunity to explore issues that are of interest in their unique context.

	Response scale (%)			% positive 2017	vs 2016
I feel there have been more opportunities in this past year for me to engage with DEWS leaders (ie Directors, General Managers, Deputy Directors-General and Director-General)	54	22	24	54%	-6
The Queensland Public Service values are actively encouraged and modelled by DEWS' leaders (ie Directors, General Managers, Deputy Directors-General and Director-General)	63	25	12	63%	-5
I feel empowered as a public servant to do all that I can to champion government priorities (e.g. addressing domestic and family violence).	67	23	10	67%	-
I feel empowered to be involved and participate in departmental wide initiatives and activities	74	15	11	74%	+11
Flexible work is managed well in my team.	71	14	15	71%	-
My team communicates well with staff that work flexibly.	72	16	12	72%	-
My performance is measured against clear deliverables I know I am responsible for.	65	19	16	65%	-
My performance and development discussions helped me to perform better.	48	31	20	48%	-15
I feel I am provided with the opportunity to utilise my skills outside my current role/s or current project group/s	47	24	29	47%	-5
I feel that there is currently greater opportunity for non-paid development opportunities than in previous years (for example: mentoring, shadowing, project groups)	42	35	22	42%	-10

15 Appendix A – Strategic priorities by demographics

Purpose

This section enables you to understand the perceptions of the varying demographic groups of your workforce for each of the strategic priorities (agency engagement, organisational leadership and innovation).

"Restricted" indicates a group with less than 10 respondents

	Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
Department of Energy and Water Supply	210	63%	70%	69%
Managerial status				
Yes	72	81%	86%	86%
No	137	53%	62%	61%
Employment status				
Permanent	171	62%	69%	69%
Non-permanent	38	63%	74%	73%
Full-time status				
Full-time basis	189	63%	71%	70%
Part-time basis	20	62%	69%	61%
FTE Salary				
Under \$50,000	0	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
\$50,000 - \$69,999	19	28%	49%	57%
\$70,000 - \$89,999	62	55%	60%	57%
\$90,000 or over	127	71%	78%	78%
Time in agency				
Less than 2 years	59	65%	75%	75%
2 to less than 6 years	47	69%	80%	75%
6 to less than 10 years	40	44%	50%	56%
10 to less than 14 years	36	69%	73%	73%
14 to less than 16 years	0	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
16 to less than 20 years	6	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
20 years or more	19	63%	69%	64%

15 Appendix A – Strategic priorities by demographics (cont.)

Purpose

This section enables you to understand the perceptions of the varying demographic groups of your workforce for each of the strategic priorities (agency engagement, organisational leadership and innovation).

"Restricted" indicates a group with less than 10 respondents

		Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
Department of Energy and Water Supply		210	63%	70%	69%
Age	34 years or younger	44	53%	68%	60%
	35 to 44 years	67	71%	77%	72%
	45 to 54 years	61	63%	69%	77%
	55 years or older	38	59%	63%	64%
Gender*	Female	113	59%	63%	64%
	Male	97	67%	78%	75%
	X	0	Restricted	Restricted	Restricted
Type of work	Direct service delivery	0	Restricted	Restricted	Restricted
	Corporate services and administrative support/clerical	49	47%	53%	68%
	Other	161	67%	75%	70%
Shiftwork	Yes	1	Restricted	Restricted	Restricted
	No	207	63%	71%	69%

**Please note that from 2017 gender is a multi-tick question and, as such may not add up to 100%*

16 Appendix B – Strategic priorities and factors by item

Purpose

This section provides detailed information for each strategic priority and factor to enable in-depth discussions, action planning and workshoping.

Strategic priorities		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Agency engagement							
Q33a	I would recommend my organisation as a great place to work	68%	+11	17%	-3	15%	-9
Q33b	I am proud to tell others I work for my organisation	67%	+5	20%	-5	13%	0
Q33c	I feel strong personal attachment to my organisation	57%	+2	22%	-1	22%	-1
Q33d	My organisation motivates me to help it achieve its objectives	60%	+1	24%	+5	16%	-6
Q33e	My organisation inspires me to do the best in my job	60%	+7	23%	+2	16%	-9
Organisational leadership							
Q31a	In my organisation, the leadership is of high quality	72%	+8	15%	-4	13%	-4
Q31c	Management model the behaviours expected of all employees	66%	+3	18%	-1	17%	-3
Q31d	In my organisation, the leadership operates with a high level of integrity	74%	+7	16%	-4	10%	-3
Q31f	My organisation is well managed	69%	+5	16%	-2	15%	-3
Innovation							
Q27a	I get the opportunity to develop new and better ways of doing my job	68%	+3	13%	-3	19%	0
Q27b	I am encouraged to make suggestions about improving work processes and/or services	77%	+3	7%	-4	16%	+1
Q27c	Management is willing to act on suggestions to improve how things are done	64%	+1	15%	-1	21%	0
Q27d	My workgroup uses research and expertise to identify better practice	62%	-2	23%	+1	16%	+1
Q27e	My workgroup always tries to improve its performance	72%	-2	18%	+4	9%	-2
Q27f	My organisation is open to new ideas	72%	+1	16%	0	12%	-1

16 Appendix B – Strategic priorities and factors by item (cont.)

Purpose

This section provides detailed information for each strategic priority and factor to enable in-depth discussions, action planning and workshoping.

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Job empowerment							
Q22a	I have a choice in deciding how I do my work	82%	+3	8%	-2	10%	-1
Q22b	I have the tools I need to do my job effectively	82%	+4	8%	0	10%	-4
Q22c	I get the information I need to do my job well	70%	+1	11%	-3	19%	+2
Q22d	I have the authority necessary to do my job effectively	74%	+6	11%	-4	15%	-3
Q22e	My job gives me opportunities to utilise my skills	70%	-4	13%	+4	16%	0
Q34b	Your ability to work on your own initiative	78%	-5	13%	+5	9%	0
Workload and health							
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with overload	45%	+1	26%	0	30%	-1
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with burn out	56%	-3	21%	+1	23%	+2
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with negative health impacts	61%	-2	20%	-1	19%	+2
Learning and development							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	73%	+2	10%	-2	18%	0
Q28e	I am able to access relevant learning and development opportunities	71%	-3	19%	+4	10%	-1
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	68%	+4	21%	+3	10%	-8
Q28g	I am satisfied with the opportunities available for career development	54%	+8	17%	-2	28%	-5
Q31b	My organisation is committed to developing its employees	80%	+2	11%	0	9%	-2

16 Appendix B – Strategic priorities and factors by item (cont.)

Purpose

This section provides detailed information for each strategic priority and factor to enable in-depth discussions, action planning and workshoping.

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
My workgroup							
Q24a	People in my workgroup treat each other with respect	78%	-5	7%	0	15%	+6
Q24b	I receive help and support from other people in my workgroup	87%	-1	7%	+1	6%	0
Q24c	People in my workgroup are honest, open and transparent in their dealings	75%	0	10%	-3	14%	+3
Q24d	People in my workgroup use their time and resources efficiently	70%	-2	13%	0	17%	+2
Q24e	People in my workgroup treat customers with respect	89%	-4	6%	+1	4%	+3
Q24f	People in my workgroup are committed to delivering excellent service to customers	86%	-2	10%	+2	3%	0
Q24g	People in my workgroup do their jobs effectively	74%	-5	13%	+2	13%	+3
My manager							
Q29a	My manager treats employees with dignity and respect	77%	-10	12%	+7	11%	+2
Q29b	My manager listens to what I have to say	80%	-6	10%	+5	10%	+1
Q29c	My manager keeps me informed about what's going on	70%	-7	14%	+7	16%	0
Q29d	My manager understands my work	79%	-2	9%	0	12%	+2
Q29e	My manager creates a shared sense of purpose	71%	-2	14%	+1	15%	+1
Q29f	My manager demonstrates honesty and integrity	81%	-5	7%	+1	11%	+3
Q29g	My manager draws the best out of me	57%	-3	23%	+4	20%	0

16 Appendix B – Strategic priorities and factors by item (cont.)

Purpose

This section provides detailed information for each strategic priority and factor to enable in-depth discussions, action planning and workshoping.

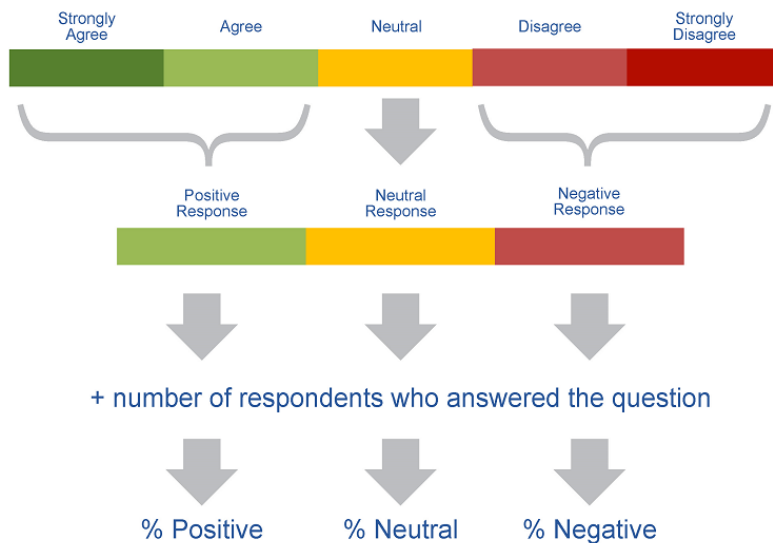
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Organisational fairness							
Q25f	Performance is assessed and rewarded fairly in my workplace	45%	+2	25%	-2	30%	0
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	42%	-1	25%	+6	34%	-5
Q25h	People are treated fairly and consistently in my workplace	56%	0	16%	+1	28%	0
Q25i	People take responsibility for their decisions and actions in my workplace	57%	-4	20%	+1	23%	+3
Q31e	Recruitment and promotion decisions in this organisation are fair	48%	-1	30%	+9	22%	-8
Anti-discrimination							
Q32a	Age is not a barrier to success in my organisation	64%	-8	18%	0	18%	+8
Q32b	Gender is not a barrier to success in my organisation	75%	+1	12%	-6	13%	+5
Q32c	Disability is not a barrier to success in my organisation	65%	0	25%	-5	10%	+6
Q32d	Cultural background is not a barrier to success in my organisation	71%	-4	21%	+3	9%	+1
Q32e	Sexual orientation is not a barrier to success in my organisation	72%	+2	23%	-3	5%	+1

17 Appendix C – How to interpret this report

% Positive, neutral and negative scores

Across Working for Queensland (WfQ) reporting, most data is expressed as % positive, % neutral or % negative.

- % positive presents the proportion of respondents who expressed a positive opinion or assessment i.e. combining 'Strongly agree' and 'Agree' responses.
- % neutral presents the proportion of respondents who expressed a neutral opinion or assessment.
- % negative presents the proportion of respondents who expressed a negative opinion or assessment i.e. combining 'Strongly disagree' and 'Disagree' responses.



Negatively Worded Questions: An example

What are negatively worded questions?

Negatively worded questions are items in the questionnaire that are phrased in a negative way e.g. "Approval processes at my work are excessive".

How are the negatively worded responses scored?

When responding to a negatively worded question, "Strongly disagree" and "Disagree" responses are classified as positive i.e. it is good that you disagree that approval processes at work are excessive (this means they are not excessive!). Therefore, the "Strongly disagree" and "Disagree" responses are combined to calculate the % positive score.

What does this mean for interpreting the % positive score for negatively worded questions?

The % positive score combines the negative responses as they are the "preferred" responses to this item.

EXAMPLE

In the table below the % positive score for "Approval processes at my work are excessive" is 82%. This result can be expressed by stating that:

82% disagreed that their "Approval processes at my work are excessive"

OR

82% felt that the approval processes at their work are not excessive.

Conversely, the % negative score means that 8% of the employees perceive that the approval processes at their work are excessive.

	% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Q25 d Approval processes at my work are excessive.	82%	+4	10%	-2	8%	-5

How will I know if I am interpreting this correctly?

To assist in the interpretation, all negatively worded questions are accompanied by an explanatory statement.

17 Appendix C – How to interpret this report (cont.)

Rounding

Results were rounded to whole numbers. Percentages may therefore not add up to 100%.

Factor scores

Factor measures combine information from multiple survey items that correlate highly with the overall factor. The factor scores are calculated as the sum of positive responses given to all questions within the factor, divided by the number of answers to all questions within the factor.

The report depicts three strategic priorities and makes use of seven factor measures.

Workplace climate index scores

Workplace climate indices have been created by grouping together survey items by theme. Like factor scores, the climate index scores are calculated as the sum of positive responses given to all questions within the index, divided by the number of answers to all questions within the index.

% Change and division comparisons

Throughout this report the % change figure and division comparisons are frequently reported. The % change score relates to differences between:

- the 2016 and 2017 % positive, negative and neutral scores, or
- the 2017 agency and Qld Public Sector % scores.

The % score is highlighted green when the 2017 work area result is five or more percentage points higher than the 2016 score. The % score is highlighted red where the 2017 work area result is five or more percentage points lower.

The division comparisons relate to the comparisons of the % positive scores between the agency and other divisions.

Quintile

Indicates the position of your agency when the 62 participating agencies are ranked against individual workplace factors and workplace outcomes.

Quintile	Interpretation
1	Among first 20% of agencies OR Among top eleven ranked agencies
2	Among second 20% of agencies OR Between 12th and 22nd ranked agencies
3	Among third 20% of agencies OR Between 23rd and 33rd ranked agencies
4	Among fourth 20% of agencies OR Between 34th and 44th ranked agencies
5	Among last 20% of agencies OR Between 45th and 58th ranked agencies

Quintile positions 1 and 2 are indicated in green font, the third quintile is indicated in yellow font, and quintile positions 4 and 5 are indicated in red font.

PLEASE NOTE: While the coloured highlighting of both the % scores and the quintiles helps differentiate results, it does not necessarily indicate a statistically significant difference.

Number of respondents

The number of respondents for sub populations (i.e. divisions, demographic groups) may not add up to the total number of respondents due to missing demographic or division information.

Base size for Working for Queensland 2017

The base size of Working for Queensland refers to the number of people included in the data collection phase of the survey.

Please note, that key elements of the 2017 Working for Queensland survey have been incorporated into the School Opinion Survey. As such, school-based employees are not included in the WfQ base size for 2017, but data for this group will be incorporated at a later date. This will lead to fluctuations in response rate and, possibly, to Queensland public sector benchmarks in 2017 Working for Queensland reporting.

Definitions

The following definitions were used in the survey:

Your workgroup - The group or team where you spend most of your time. If you are a manager your workgroup is the people you manage.

Your workplace - The place where you work, such as a school, hospital or office location as well as the places you visit as part of your work. Questions about your workplace concern the experiences you have in this environment.

Your organisation

For Health agencies - The Hospital and Health Service (HHS), in which you work, or the Queensland Ambulance Service or the Department of Health.

For non-Health agencies - The Government department or public service office you work for in your current job (e.g. Department of Transport and Main Roads for staff employed in RoadTek, The Public Trustee for staff working for the The Public Trustee).

Your manager - The person you usually report to.

Your senior manager - The person your manager usually reports to.

Your customer(s) - The person(s) you provide advice or service to, whether internal or external to the Queensland Public Sector (e.g. students, clients, customers, stakeholders, patients, members of the community).

Sexual harassment - 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.

Bullying - repeated and unreasonable behaviour directed towards a worker or group of workers that creates a risk to health and safety.