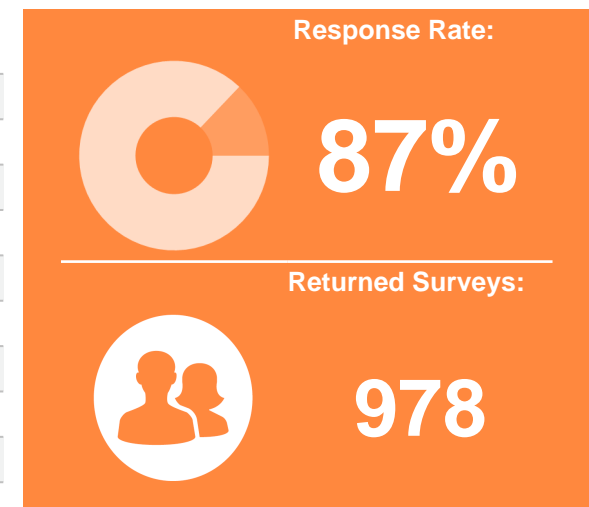


Public Safety Business Agency

Highlight Report

Report Content

Reporting Framework	
STRATEGIC PRIORITIES	01 Driver analysis scorecard
	02 Factors
	03 Factors by division
WORKPLACE CLIMATE	04 Workplace climate
	05 Workplace climate by division
	06 Workplace climate by item
	07 Most changed since 2016, by item
	08 Leadership behaviour in your agency
	09 Flexible work options
	10 Domestic and family violence
	11 Intention to leave your organisation
	12 Bullying and sexual harassment
	13 Your view
APPENDICES	14 Agency specific questions
	15 Appendix A – Strategic priorities by demographics
	16 Appendix B – Strategic priorities and factors by item
	17 Appendix C – How to interpret this report



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.

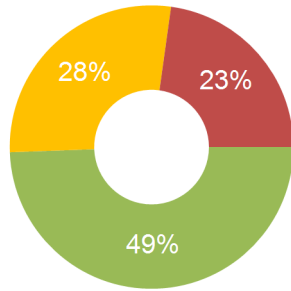


01 Driver analysis scorecard

Purpose

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

Agency engagement



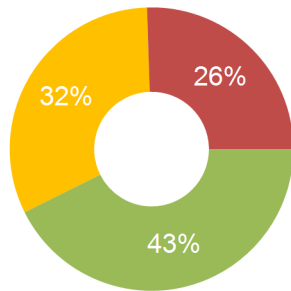
% positive change since 2016
+8

Top 3 drivers

% Positive

Organisational leadership	2016	<div style="width: 34%;"></div> 34%
	2017	<div style="width: 43%;"></div> 43%
Innovation	2016	<div style="width: 53%;"></div> 53%
	2017	<div style="width: 58%;"></div> 58%
Learning and development	2016	<div style="width: 42%;"></div> 42%
	2017	<div style="width: 44%;"></div> 44%

Organisational Leadership



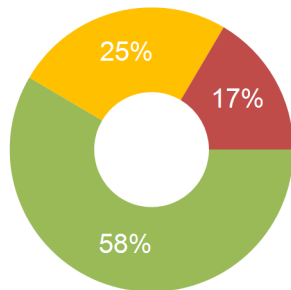
% positive change since 2016
+8

Top 3 drivers

% Positive

Organisational fairness	2016	<div style="width: 33%;"></div> 33%
	2017	<div style="width: 39%;"></div> 39%
Innovation	2016	<div style="width: 53%;"></div> 53%
	2017	<div style="width: 58%;"></div> 58%
Learning and development	2016	<div style="width: 42%;"></div> 42%
	2017	<div style="width: 44%;"></div> 44%

Innovation



% positive change since 2016
+6

Top 3 drivers

% Positive

Learning and development	2016	<div style="width: 42%;"></div> 42%
	2017	<div style="width: 44%;"></div> 44%
Job empowerment	2016	<div style="width: 64%;"></div> 64%
	2017	<div style="width: 68%;"></div> 68%
My manager	2016	<div style="width: 62%;"></div> 62%
	2017	<div style="width: 70%;"></div> 70%

02 Factors

COMPARISONS:	■ At least 5 percent GREATER	■ At least 5 percent LESS	
RESPONSE SCALE :	POSITIVE	NEUTRAL	NEGATIVE
QUINTILES:	1 & 2	3	4 & 5

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*	49	28	23	49%	+8	-9	41 - 82	5
Job empowerment	68	17	14	68%	+5	-3	60 - 86	5
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	35	34	32	35%	-3	-5	29 - 68	5
Learning and development	44	29	27	44%	+2	-12	33 - 82	5
My workgroup	76	16	8	76%	+4	0	58 - 92	3
My manager	70	17	12	70%	+8	0	57 - 84	4
Organisational leadership*	43	32	26	43%	+8	-8	29 - 85	4
Organisational fairness	39	30	31	39%	+6	-4	26 - 67	4
Anti-discrimination	64	28	8	64%	+6	-2	48 - 96	5
Innovation*	58	25	17	58%	+6	-1	46 - 89	4

03 Factors by division

Purpose

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

	Public Safety Business Agency % positive	Business Services	Chief Op Offcr (Off of COO, Comm Games B Supp, Gov & Perf, Audit & Risk, CCC)	Frontline & Digital Services	Human Resources	Queensland Government Air
<i>This section shows the % positive scores for divisions within the agency</i>						
Number of respondents	978	233	29	547	82	60
Agency engagement*	49%	46%	68%	52%	43%	49%
Job empowerment	68%	68%	85%	69%	71%	67%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	35%	34%	52%	34%	36%	41%
Learning and development	44%	42%	70%	46%	49%	36%
My workgroup	76%	74%	88%	77%	77%	75%
My manager	70%	67%	87%	72%	69%	63%
Organisational leadership*	43%	43%	66%	44%	42%	30%
Organisational fairness	39%	33%	63%	41%	40%	38%
Anti-discrimination	64%	60%	81%	67%	65%	53%
Innovation*	58%	54%	83%	61%	59%	45%

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*	53	28	19	53%	0	-1	43 - 82	4
● Effectiveness and innovation*	55	25	21	55%	+4	-3	49 - 77	5
● People and relationships	76	16	8	76%	+3	0	56 - 92	3
● Fairness and trust*	56	27	17	56%	+8	-2	46 - 78	4
● Performance and development	46	29	26	46%	+4	-10	41 - 74	5
● Leadership and engagement	57	24	19	57%	+8	-5	49 - 81	4
● My job	76	13	11	76%	+5	-2	58 - 89	4

* 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.

	Public Safety Business Agency % positive	Business Services	Chief Op Offcr (Ofc of COO, Comm Games B Supp, Gov & Perf, Audit & Risk, CCC)	Frontline & Digital Services	Human Resources	Queensland Government Air
<i>This section shows the % positive scores for divisions within the agency</i>						
Number of respondents	978	233	29	547	82	60
● Safety, health and wellness*	53%	52%	71%	53%	56%	52%
● Effectiveness and innovation*	55%	52%	73%	56%	56%	51%
● People and relationships	76%	74%	88%	77%	76%	75%
● Fairness and trust*	56%	52%	77%	59%	58%	50%
● Performance and development	46%	42%	70%	47%	48%	38%
● Leadership and engagement	57%	55%	76%	59%	54%	51%
● My job	76%	76%	82%	76%	77%	73%

* 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.

		Response scale (%)			% positive	vs 2016	vs Qld public sector
Safety, health and wellness							
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement	23	35	42	23%	-6	-8
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	36	34	30	36%	-4	-7
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	44	33	23	44%	+1	-1
Q23f	My work contributes positively to my quality of life*	41	38	21	41%	-	-4
Q24h	People in my workgroup are committed to workplace safety	76	19	5	76%	+3	-6
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	71	22	8	71%	-	+4
Q25b	My workplace culture supports people to achieve a good work/life balance	66	21	13	66%	+10	+4
Q25c	There is adequate focus on workplace safety at my workplace	70	21	9	70%	+5	-8

* 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*	47	29	24	47%	-	-2
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	50	28	22	50%	-	-1
Q31h	The wellbeing of employees is a priority for my organisation*	47	31	22	47%	-	-2
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>	44	35	20	44%	-	+3
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	68	20	13	68%	+5	+3
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	61	25	14	61%	-	+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		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q22b	I have the tools I need to do my job effectively	63	18	19	63%	+5	-8
Q22c	I get the information I need to do my job well	57	23	20	57%	+4	-11
Q22d	I have the authority necessary to do my job effectively	66	21	14	66%	+5	-4
Q23c	I feel my job is secure	46	29	24	46%	+1	-12
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>	16	33	50	16%	+1	-3
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	66	22	12	66%	-	+1
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	17	38	45	17%	-2	-2
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>	43	28	29	43%	-4	-2
Q26a	My workplace has undergone significant change in the past 12 months	56	27	17	56%	-5	+4

* 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	58	25	18	58%	+5	0
Q27b	I am encouraged to make suggestions about improving work processes and/or services	70	17	12	70%	+7	+3
Q27c	Management is willing to act on suggestions to improve how things are done	51	27	22	51%	+7	-2
Q27d	My workgroup uses research and expertise to identify better practice	51	30	19	51%	+3	-4
Q27e	My workgroup always tries to improve its performance	67	21	11	67%	+3	-2
Q27f	My organisation is open to new ideas	53	30	18	53%	+10	-2
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	64	17	19	64%	+1	-5
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	75	15	10	75%	+1	-3
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	64	25	11	64%	+11	0

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	13	9	78%	+4	+4
Q24b	I receive help and support from other people in my workgroup	84	12	5	84%	+3	+1
Q24c	People in my workgroup are honest, open and transparent in their dealings	72	18	10	72%	+7	+5
Q24d	People in my workgroup use their time and resources efficiently	62	23	15	62%	0	-3
Q24e	People in my workgroup treat customers with respect	86	10	4	86%	+6	0
Q24f	People in my workgroup are committed to delivering excellent service to customers	82	14	5	82%	+3	-1
Q24g	People in my workgroup do their jobs effectively	71	20	9	71%	+1	-4
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	74	17	9	74%	+3	-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.

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	70	22	7	70%	+8	-2
Q25f	Performance is assessed and rewarded fairly in my workplace	31	36	33	31%	+5	-5
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	33	26	41	33%	+4	-6
Q25h	People are treated fairly and consistently in my workplace	52	24	24	52%	+9	+1
Q25i	People take responsibility for their decisions and actions in my workplace	48	31	21	48%	+3	-4
Q25j	I am able to speak up and share a different view to my colleagues and manager*	76	14	10	76%	-	+5
Q30a	My senior manager demonstrates honesty and integrity	70	19	11	70%	+13	0
Q31e	Recruitment and promotion decisions in this organisation are fair	31	35	34	31%	+6	-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.

● 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	55	31	14	55%	-	+2
Q32a	Age is not a barrier to success in my organisation	63	24	13	63%	+3	-2
Q32b	Gender is not a barrier to success in my organisation	67	23	10	67%	+6	-3
Q32c	Disability is not a barrier to success in my organisation	56	35	9	56%	+6	-1
Q32d	Cultural background is not a barrier to success in my organisation	67	26	6	67%	+7	-2
Q32e	Sexual orientation is not a barrier to success in my organisation	66	30	4	66%	+6	-4
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	51	27	22	51%	+4	-4
Q32g	Women and men have equal access to work experiences that support career progression*	66	24	10	66%	-	-1

* 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	50	26	24	50%	+8	-6
Q28b	My performance is assessed against clear criteria	42	32	26	42%	+13	-9
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	53	22	25	53%	+4	-10
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	29	36	36	29%	-2	-12
Q28e	I am able to access relevant learning and development opportunities	51	27	22	51%	+1	-11
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	42	34	24	42%	-7	-17
Q28g	I am satisfied with the opportunities available for career development	34	31	34	34%	+4	-10
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	46	29	26	46%	+7	-10
Q28i	I develop new knowledge and skills through undertaking tasks at work	66	20	14	66%	+4	-6
Q31b	My organisation is committed to developing its employees	41	31	28	41%	+7	-11

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	80	11	8	80%	+9	+2
Q29b	My manager listens to what I have to say	78	13	9	78%	+8	+1
Q29c	My manager keeps me informed about what's going on	67	17	16	67%	+9	0
Q29d	My manager understands my work	71	15	14	71%	+7	-2
Q29e	My manager creates a shared sense of purpose	65	20	15	65%	+8	-2
Q29f	My manager demonstrates honesty and integrity	79	13	8	79%	+9	+2
Q29g	My manager draws the best out of me	52	31	17	52%	+5	-5
Q31a	In my organisation, the leadership is of high quality	42	30	28	42%	+8	-11

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	43	32	24	43%	+8	-6
Q31d	In my organisation, the leadership operates with a high level of integrity	49	31	20	49%	+10	-5
Q31f	My organisation is well managed	37	33	30	37%	+8	-11
Q33a	I would recommend my organisation as a great place to work	50	28	22	50%	+9	-11
Q33b	I am proud to tell others I work for my organisation	57	24	19	57%	+9	-11
Q33c	I feel strong personal attachment to my organisation	47	28	24	47%	+4	-12
Q33d	My organisation motivates me to help it achieve its objectives	47	29	24	47%	+11	-6
Q33e	My organisation inspires me to do the best in my job	46	29	25	46%	+10	-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	87	6	7	87%	+4	-3
Q21b	I understand how my work contributes to my organisation's objectives	90	5	5	90%	+5	-1
Q22a	I have a choice in deciding how I do my work	75	16	9	75%	+5	+7
Q22e	My job gives me opportunities to utilise my skills	72	13	14	72%	+6	-3
Q22f	I enjoy the work in my current job	72	17	11	72%	+4	-4
Q22g	My job gives me a feeling of personal accomplishment	67	18	15	67%	+6	-2
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	71	15	14	71%	+3	-5
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	78	13	8	78%	+3	-1
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	68	18	15	68%	+5	-5

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
My senior manager demonstrates honesty and integrity	Fairness and trust	70%	+13
My performance is assessed against clear criteria	Performance and development	42%	+13
Your ability to 'make a difference' to the community % positive indicates those who responded with "very satisfied" or "satisfied"	Effectiveness and innovation	64%	+11
My organisation motivates me to help it achieve its objectives	Leadership and engagement	47%	+11
My organisation inspires me to do the best in my job	Leadership and engagement	46%	+10

The survey items with the most negative change	Index	% positive 2017	vs 2016
Learning and development activities I have completed in the past 12 months have helped to improve my performance	Performance and development	42%	-7
I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with overload	Safety, health and wellness	23%	-6
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	Safety, health and wellness	36%	-4
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	43%	-4
Approval processes at my workplace are excessive % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with approval processes	Effectiveness and innovation	17%	-2

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
Encourages a strong customer and stakeholder focus	35%	+9
Upholds ethical standards and principles	28%	-3
Demonstrates sound judgment	28%	+1
Empowers their team to perform at their best	28%	-4
Supports their team to adapt to change	27%	-1
Builds effective working relationships with others	27%	-2
Responds confidently when faced with uncertainty	27%	+2
Delegates work effectively and monitors performance	25%	+2
Implements improved ways of doing things	21%	+1
Describes how their team's work aligns to organisational objectives	17%	-1
Applies sound business management skills	16%	+2
Takes responsibility for team development	15%	-2
Actively seeks feedback for personal development	5%	-2
Builds effective working relationships with others	33%	-6
Empowers their team to perform at their best	31%	-4
Implements improved ways of doing things	29%	+4
Encourages a strong customer and stakeholder focus	29%	+10
Demonstrates sound judgment	27%	-3
Responds confidently when faced with uncertainty	26%	-1
Upholds ethical standards and principles	24%	-3
Delegates work effectively and monitors performance	20%	+2
Takes responsibility for team development	19%	+1
Supports their team to adapt to change	19%	+1
Applies sound business management skills	18%	+4
Actively seeks feedback for personal development	16%	-5
Describes how their team's work aligns to organisational objectives	11%	+2

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

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

	Proportion	vs Qld public sector
Encourages a strong customer and stakeholder focus	34%	+6
Demonstrates sound judgment	31%	+1
Builds effective working relationships with others	30%	+1
Upholds ethical standards and principles	28%	-4
Supports their team to adapt to change	28%	+2
Responds confidently when faced with uncertainty	26%	+2
Empowers their team to perform at their best	24%	-3
Delegates work effectively and monitors performance	23%	0
Applies sound business management skills	20%	+3
Describes how their team's work aligns to organisational objectives	20%	+1
Implements improved ways of doing things	18%	-2
Takes responsibility for team development	14%	-3
Actively seeks feedback for personal development	5%	-2
Implements improved ways of doing things	38%	+7
Takes responsibility for team development	36%	+6
Empowers their team to perform at their best	34%	-1
Delegates work effectively and monitors performance	33%	+3
Actively seeks feedback for personal development	28%	-3
Builds effective working relationships with others	22%	-2
Supports their team to adapt to change	21%	-5
Describes how their team's work aligns to organisational objectives	19%	-1
Responds confidently when faced with uncertainty	16%	-3
Applies sound business management skills	14%	+1
Demonstrates sound judgment	14%	0
Encourages a strong customer and stakeholder focus	13%	+1
Upholds ethical standards and principles	12%	0

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
Takes a 'big picture' view of issues or problems	35%	0
Manages and prioritises resources to achieve the best outcomes	34%	+2
Encourages collaboration and inclusion across workgroups	30%	+2
Demonstrates sound judgment	29%	+1
Empowers individuals and teams to build capability	27%	0
Takes responsibility for upholding ethical standards and principles	22%	-2
Encourages innovative ideas and solutions	21%	-4
Demonstrates sound business acumen	21%	+5
Manages ambiguity and politics effectively	18%	+1
Builds effective networks across the organisation and sector	17%	-3
Motivates others to perform at their best	16%	-4
Leads change and culture initiatives	14%	0
Actively seeks feedback for personal development	8%	+1
Manages and prioritises resources to achieve the best outcomes	43%	+8
Motivates others to perform at their best	34%	-2
Empowers individuals and teams to build capability	31%	-1
Takes a 'big picture' view of issues or problems	25%	-2
Encourages collaboration and inclusion across workgroups	22%	+6
Demonstrates sound judgment	22%	-5
Builds effective networks across the organisation and sector	21%	+1
Encourages innovative ideas and solutions	21%	0
Leads change and culture initiatives	20%	-3
Actively seeks feedback for personal development	18%	0
Takes responsibility for upholding ethical standards and principles	17%	-3
Demonstrates sound business acumen	15%	+5
Manages ambiguity and politics effectively	10%	-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

	Proportion	vs Qld public sector
Takes a 'big picture' view of issues or problems	38%	+4
Manages and prioritises resources to achieve the best outcomes	31%	-2
Encourages collaboration and inclusion across workgroups	29%	+2
Demonstrates sound judgment	26%	-5
Encourages innovative ideas and solutions	25%	+2
Demonstrates sound business acumen	24%	+6
Motivates others to perform at their best	23%	+4
Takes responsibility for upholding ethical standards and principles	22%	-1
Empowers individuals and teams to build capability	21%	-2
Manages ambiguity and politics effectively	18%	-1
Builds effective networks across the organisation and sector	15%	-9
Leads change and culture initiatives	15%	0
Actively seeks feedback for personal development	7%	+1
Motivates others to perform at their best	38%	+4
Empowers individuals and teams to build capability	35%	+1
Actively seeks feedback for personal development	31%	+3
Manages and prioritises resources to achieve the best outcomes	28%	+2
Leads change and culture initiatives	24%	-1
Encourages innovative ideas and solutions	23%	-3
Manages ambiguity and politics effectively	23%	-4
Takes a 'big picture' view of issues or problems	23%	+4
Builds effective networks across the organisation and sector	21%	+4
Encourages collaboration and inclusion across workgroups	21%	-3
Takes responsibility for upholding ethical standards and principles	12%	-2
Demonstrates sound judgment	11%	-2
Demonstrates sound business acumen	8%	-1

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	40%	+4
Models high levels of ethical and professional behaviour	34%	-5
Builds strong relationships that influence organisational and sector outcomes	30%	+3
Directs and prioritises resources to achieve the best outcomes	29%	0
Stands behind their decisions in the face of adversity	28%	-1
Creates a culture of continuous improvement	24%	+1
Demonstrates commercial acumen in managing corporate risk	20%	+7
Adopts a system-wide view of issues to inform action	20%	-1
Leads change with agility	17%	+4
Inspires others to perform at their best	16%	-5
Is compelling when communicating the organisational strategy	15%	+1
Nurtures a learning and development culture	10%	-6
Seeks feedback to strengthen leadership approach	10%	-3
Builds strong relationships that influence organisational and sector outcomes	44%	+8
Inspires others to perform at their best	40%	-2
Navigates complex issues, politics and ambiguous situations effectively	34%	+4
Models high levels of ethical and professional behaviour	31%	-7
Creates a culture of continuous improvement	28%	+3
Directs and prioritises resources to achieve the best outcomes	26%	+1
Leads change with agility	19%	-3
Stands behind their decisions in the face of adversity	17%	+2
Is compelling when communicating the organisational strategy	16%	+3
Seeks feedback to strengthen leadership approach	15%	-5
Adopts a system-wide view of issues to inform action	15%	+2
Demonstrates commercial acumen in managing corporate risk	11%	+3
Nurtures a learning and development culture	5%	-8

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

	Proportion	vs Qld public sector
Navigates complex issues, politics and ambiguous situations effectively	41%	+6
Builds strong relationships that influence organisational and sector outcomes	34%	+6
Models high levels of ethical and professional behaviour	34%	-1
Directs and prioritises resources to achieve the best outcomes	30%	-1
Stands behind their decisions in the face of adversity	28%	+1
Creates a culture of continuous improvement	24%	+2
Adopts a system-wide view of issues to inform action	20%	-3
Inspires others to perform at their best	18%	-2
Is compelling when communicating the organisational strategy	17%	0
Leads change with agility	15%	+1
Demonstrates commercial acumen in managing corporate risk	14%	-1
Nurtures a learning and development culture	11%	-4
Seeks feedback to strengthen leadership approach	9%	-5
Directs and prioritises resources to achieve the best outcomes	34%	+7
Creates a culture of continuous improvement	31%	+5
Inspires others to perform at their best	31%	-6
Nurtures a learning and development culture	27%	+1
Leads change with agility	26%	+5
Seeks feedback to strengthen leadership approach	26%	-9
Navigates complex issues, politics and ambiguous situations effectively	25%	+8
Builds strong relationships that influence organisational and sector outcomes	21%	-1
Stands behind their decisions in the face of adversity	19%	0
Adopts a system-wide view of issues to inform action	16%	-1
Is compelling when communicating the organisational strategy	15%	-6
Demonstrates commercial acumen in managing corporate risk	14%	+4
Models high levels of ethical and professional behaviour	11%	-7

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
Models high levels of ethical and professional behaviour	50%	+1
Inspires others to perform at their best	47%	-3
Creates a culture of continuous improvement	32%	+1
Stands behind their decisions in the face of adversity	29%	+12
Builds strong relationships that influence organisational and sector outcomes	26%	-6
Navigates complex issues, politics and ambiguous situations effectively	26%	-1
Nurtures a learning and development culture	26%	+4
Directs and prioritises resources to achieve the best outcomes	21%	+1
Is compelling when communicating the organisational strategy	11%	-3
Seeks feedback to strengthen leadership approach	11%	-5
Demonstrates commercial acumen in managing corporate risk	8%	+6
Leads change with agility	8%	-5
Adopts a system-wide view of issues to inform action	5%	-2
Creates a culture of continuous improvement	39%	+14
Models high levels of ethical and professional behaviour	39%	+2
Inspires others to perform at their best	32%	-8
Navigates complex issues, politics and ambiguous situations effectively	32%	-4
Builds strong relationships that influence organisational and sector outcomes	29%	-4
Directs and prioritises resources to achieve the best outcomes	29%	+5
Stands behind their decisions in the face of adversity	26%	+14
Leads change with agility	21%	+1
Nurtures a learning and development culture	21%	+7
Adopts a system-wide view of issues to inform action	11%	-7
Is compelling when communicating the organisational strategy	11%	-2
Demonstrates commercial acumen in managing corporate risk	5%	-2
Seeks feedback to strengthen leadership approach	5%	-15

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
Stands behind their decisions in the face of adversity	40%	+18
Creates a culture of continuous improvement	31%	+7
Builds strong relationships that influence organisational and sector outcomes	29%	+2
Directs and prioritises resources to achieve the best outcomes	29%	-1
Leads change with agility	26%	+15
Models high levels of ethical and professional behaviour	26%	-5
Adopts a system-wide view of issues to inform action	23%	-7
Navigates complex issues, politics and ambiguous situations effectively	23%	-12
Inspires others to perform at their best	17%	+2
Is compelling when communicating the organisational strategy	17%	-3
Demonstrates commercial acumen in managing corporate risk	11%	-8
Nurtures a learning and development culture	11%	-5
Seeks feedback to strengthen leadership approach	11%	-3
Creates a culture of continuous improvement	45%	+16
Nurtures a learning and development culture	34%	+11
Inspires others to perform at their best	32%	-2
Models high levels of ethical and professional behaviour	32%	+6
Builds strong relationships that influence organisational and sector outcomes	26%	+4
Seeks feedback to strengthen leadership approach	26%	-5
Demonstrates commercial acumen in managing corporate risk	24%	+16
Leads change with agility	24%	+2
Directs and prioritises resources to achieve the best outcomes	21%	-8
Is compelling when communicating the organisational strategy	13%	-8
Navigates complex issues, politics and ambiguous situations effectively	11%	-9
Stands behind their decisions in the face of adversity	8%	-9
Adopts a system-wide view of issues to inform action	5%	-14

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	38%	-17	-6
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	62%	+17	+6
Flexible work hours for example accumulated hours as 'flexitime'*	47%	-	+17
None of the above	38%	-17	-6
Flexible work hours for example start late or early to meet responsibilities external to work*	22%	-	+10
Telecommuting	8%	+6	+4
Leave at half pay	6%	-2	+1
Part time work	4%	-3	-13
Hot desks	3%	+1	0
Other, please specify	3%	+2	+1
Casual/on call	2%	+2	-1
Compressed work hours	2%	0	0
Purchased leave/extended leave/deferred salary schemes	1%	+1	0
Job sharing	1%	0	-1
Term-time working	0%	0	0
Part-year work/annualised hours	0%	0	0

* 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	17%	0	-3
No, I have not made a request but I am content with my current arrangements	70%	+1	+1
No, I have not made a request but I am not content with my current arrangements	13%	-2	+1

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

	Proportion	vs Qld public sector
Fully granted	66%	0
Partially granted	15%	0
Declined – no reason given	6%	-2
Declined – reason provided	8%	0
I have not received a reply as yet	6%	+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 feel flexibility is not possible in my current job	31%	-7	+1
Flexible working is frowned upon/not supported by my workplace culture	30%	-6	0
I felt it would limit my career	29%	+7	+9
I didn't feel confident presenting my case or negotiating arrangements with my manager	23%	+1	+1
I was concerned that it may negatively impact my team	21%	-2	+2
I didn't feel I had the right to	19%	+3	+3
None of the Above*	19%	-	-4
I feel the technology I currently have access to does not support flexible working	19%	+3	+13
I don't feel confident in my manager's ability to manage staff working flexibly	15%	-5	+3
I felt it would limit my access to training and development	7%	-2	0

* New in 2017, no trend

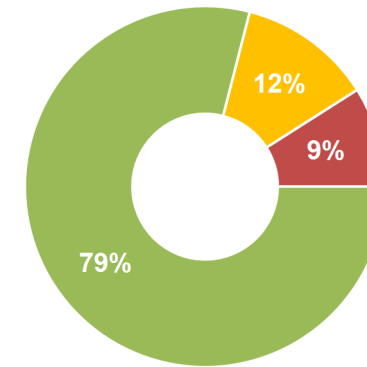
10 Domestic and family violence

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	79%	+11	+3
No	9%	-7	-3
Don't know	12%	-4	-1



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	89%	+16	+3
No	7%	-9	0
Don't Know	3%	-7	-3

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	74%	+8	+2
No	10%	-6	-3
Don't Know	15%	-2	+1

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	80%	+3	-3
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	79%	+5	-3
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	78%	+2	-4

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%	+3	-5
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	67%	+1	-5

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	11%	-4	Yes	7%	0
No	85%	+4	No	89%	+1
Don't Know	2%	0	Don't Know	2%	0
Prefer not to say	3%	0	Prefer not to say	2%	-1

* New in 2017, no trend

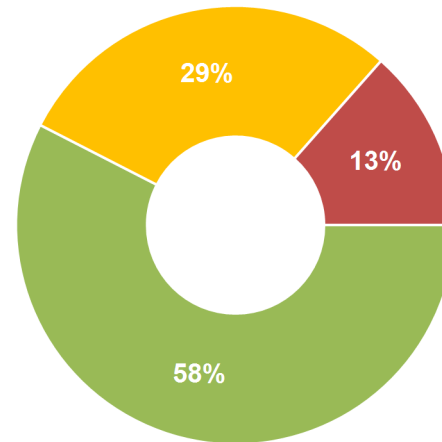
* New in 2017, no trend

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.



58% % positive change since 2016
+4 vs Qld public sector
-9

of employees agreed with the statement:

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

Reasons for leaving	Proportion	vs Qld public sector
Career or job opportunities	59%	+7
Professional/personal development	41%	+5
The workplace culture	38%	-1
Pay and conditions	35%	+7
Stress/Health	30%	-3
Job security	22%	+4
Your relationship with your manager	21%	-2
The location of your workplace or the time spent commuting	19%	+1
Balancing work and life commitments	18%	-4
Contract expiring	15%	+3
Fit between work and your interests	12%	+1
Other (please specify)	11%	+1
Your relationship with your colleagues	11%	0
Family/carer responsibilities	9%	-4
Retirement	8%	0
Work hours	8%	-7
Travel plans	4%	-2

12 Bullying and sexual harassment

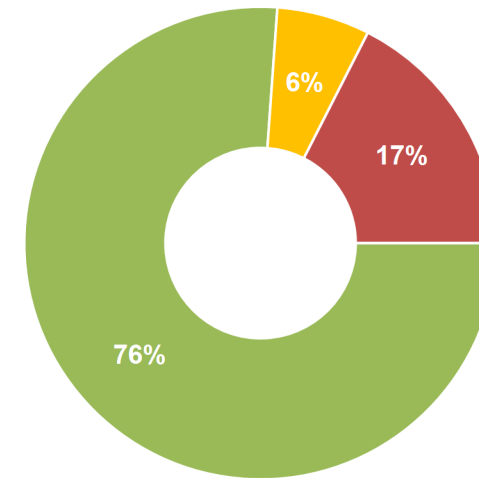
Purpose

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.

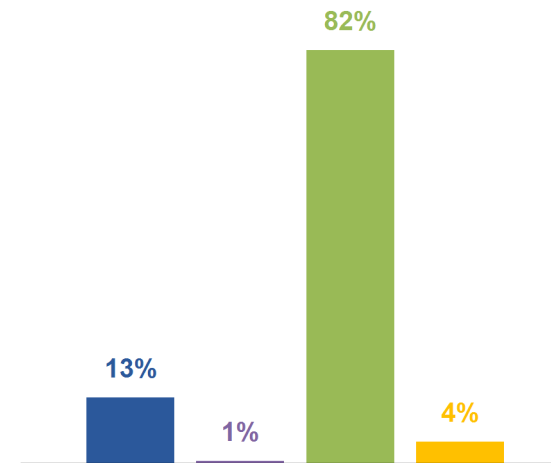
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
Yes	17%	-9	-10
No	76%	+9	+9
Don't know	6%	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	82%	+5	+4
Don't Know	4%	0	0



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.

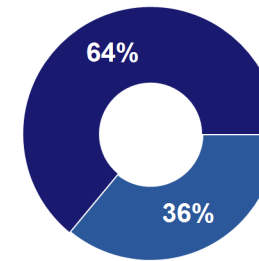
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A senior manager	39%	+2	+8
A fellow worker	33%	-3	-11
Your immediate manager/supervisor	30%	-15	-3
A group of fellow workers	15%	-1	+1
A client/customer	10%	+4	+3
Prefer not to specify	10%	+4	+2
A worker that reports to you	5%	-1	0
A representative of another agency	3%	-1	+1
A consultant/service provider	2%	+2	0
A member of the public	0%	-4	-5
Other	0%	-1	-2

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	58%	-2	0
Inappropriate and unfair application of work policies or rules	39%	-9	-2
Other	29%	+6	+2
Interference with your personal property or work equipment	9%	-2	+1
Physical behaviour (e.g. assault or aggressive body language)	8%	-5	-3
Cyber bullying	7%	-1	+1
'Initiations' or pranks	7%	-4	-1

Did you report the BULLYING?

No



Yes

Why did you not report the BULLYING?	Proportion	vs 2016	vs Qld public sector
I did not think any action would be taken	51%	-16	-5
I did not think it was worth the hassle of going through the report process	47%	+11	+10
I did not want to upset relationships in the workplace	42%	+3	+2
It could affect my career	39%	-5	-6
Managers accepted the behaviour	30%	-9	-3
I did not think the bullying was serious enough	22%	+15	+6
I did not have enough evidence	18%	+3	-2
Other	13%	+2	+3
The matter was resolved informally	9%	0	+2
I did not know how to report it	5%	-2	0

13 Your view

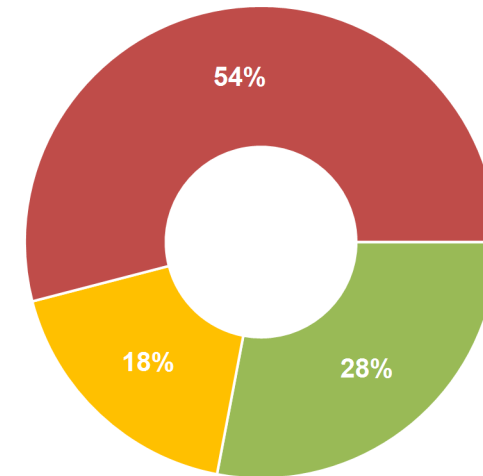
Purpose

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.

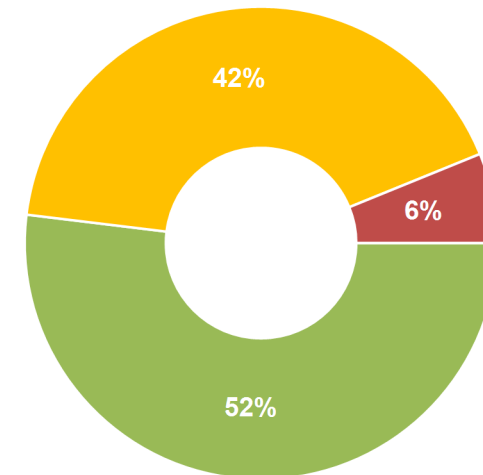
Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Yes	28%	+6	-2
No	54%	-15	-2
No, but I have not worked long in my organisation	18%	+8	+4



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	52%	-2	-10
Neutral	42%	+8	+10
Negative	6%	-7	0



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
The PSBA new corporate identity displays a contemporary and professional identity	57	31	12	57%	-
Changes that have been implemented in my workplace over the last 12 months have been managed well	31	43	26	31%	-
My workgroup could work more collaboratively with other teams in the PSBA to deliver quality services to clients	57	30	13	57%	-
My workgroup uses technology effectively to improve the delivery of services to clients	51	25	24	51%	-
The completion of a Performance and Development Agreement has provided a better understanding of my work performance objectives	26	40	34	26%	-
I am aware of health and safety initiatives available to support my wellbeing	58	26	16	58%	-
I am satisfied that the Executive Leadership Team and Senior Leadership Team provide the direction and leadership that allows me to perform my job effectively	42	31	27	42%	-
Initiatives focused on PSBA's culture of helpfulness have improved the way services are delivered to clients	34	44	23	34%	-

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)
Public Safety Business Agency	978	49%	43%	58%
Managerial status				
Yes	272	53%	48%	68%
No	705	48%	41%	55%
Employment status				
Permanent	789	46%	38%	57%
Non-permanent	186	66%	64%	66%
Full-time status				
Full-time basis	939	50%	43%	58%
Part-time basis	36	47%	46%	62%
FTE Salary				
Under \$50,000	39	48%	43%	50%
\$50,000 - \$69,999	163	42%	38%	48%
\$70,000 - \$89,999	295	49%	42%	55%
\$90,000 or over	470	53%	45%	66%
Time in agency				
Less than 2 years	258	65%	59%	66%
2 to less than 6 years	228	48%	41%	58%
6 to less than 10 years	185	40%	35%	54%
10 to less than 14 years	126	46%	42%	58%
14 to less than 16 years	35	35%	24%	49%
16 to less than 20 years	64	41%	30%	55%
20 years or more	75	46%	36%	57%

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).

		Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
		<i>"Restricted" indicates a group with less than 10 respondents</i>			
Public Safety Business Agency		978	49%	43%	58%
Age	34 years or younger	184	52%	47%	64%
	35 to 44 years	308	51%	43%	60%
	45 to 54 years	313	51%	45%	58%
	55 years or older	167	44%	35%	50%
Gender*	Female	360	49%	44%	61%
	Male	616	50%	42%	57%
	X	6	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
Type of work	Direct service delivery	59	53%	36%	51%
	Corporate services and administrative support/clerical	662	51%	45%	62%
	Other	256	45%	38%	51%
Shiftwork	Yes	72	49%	32%	47%
	No	904	49%	43%	59%

*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 workshopping.

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	50%	+9	28%	0	22%	-8
Q33b	I am proud to tell others I work for my organisation	57%	+9	24%	-2	19%	-7
Q33c	I feel strong personal attachment to my organisation	47%	+4	28%	+3	24%	-7
Q33d	My organisation motivates me to help it achieve its objectives	47%	+11	29%	0	24%	-11
Q33e	My organisation inspires me to do the best in my job	46%	+10	29%	0	25%	-11
Organisational leadership							
Q31a	In my organisation, the leadership is of high quality	42%	+8	30%	+2	28%	-10
Q31c	Management model the behaviours expected of all employees	43%	+8	32%	+3	24%	-11
Q31d	In my organisation, the leadership operates with a high level of integrity	49%	+10	31%	0	20%	-10
Q31f	My organisation is well managed	37%	+8	33%	+4	30%	-12
Innovation							
Q27a	I get the opportunity to develop new and better ways of doing my job	58%	+5	25%	+3	18%	-8
Q27b	I am encouraged to make suggestions about improving work processes and/or services	70%	+7	17%	+1	12%	-8
Q27c	Management is willing to act on suggestions to improve how things are done	51%	+7	27%	+2	22%	-9
Q27d	My workgroup uses research and expertise to identify better practice	51%	+3	30%	+1	19%	-5
Q27e	My workgroup always tries to improve its performance	67%	+3	21%	+1	11%	-4
Q27f	My organisation is open to new ideas	53%	+10	30%	+2	18%	-12

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	75%	+5	16%	+2	9%	-7
Q22b	I have the tools I need to do my job effectively	63%	+5	18%	+2	19%	-7
Q22c	I get the information I need to do my job well	57%	+4	23%	+1	20%	-5
Q22d	I have the authority necessary to do my job effectively	66%	+5	21%	+2	14%	-7
Q22e	My job gives me opportunities to utilise my skills	72%	+6	13%	-1	14%	-6
Q34b	Your ability to work on your own initiative	78%	+3	13%	0	8%	-3
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	23%	-6	35%	+3	42%	+3
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	36%	-4	34%	+7	30%	-3
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	44%	+1	33%	+4	23%	-5
Learning and development							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	53%	+4	22%	+2	25%	-6
Q28e	I am able to access relevant learning and development opportunities	51%	+1	27%	+3	22%	-5
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	42%	-7	34%	+10	24%	-3
Q28g	I am satisfied with the opportunities available for career development	34%	+4	31%	+4	34%	-8
Q31b	My organisation is committed to developing its employees	41%	+7	31%	+2	28%	-9

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 workshopping.

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
My workgroup							
Q24a	People in my workgroup treat each other with respect	78%	+4	13%	0	9%	-4
Q24b	I receive help and support from other people in my workgroup	84%	+3	12%	0	5%	-4
Q24c	People in my workgroup are honest, open and transparent in their dealings	72%	+7	18%	-1	10%	-6
Q24d	People in my workgroup use their time and resources efficiently	62%	0	23%	+2	15%	-2
Q24e	People in my workgroup treat customers with respect	86%	+6	10%	-4	4%	-2
Q24f	People in my workgroup are committed to delivering excellent service to customers	82%	+3	14%	0	5%	-3
Q24g	People in my workgroup do their jobs effectively	71%	+1	20%	+2	9%	-3
My manager							
Q29a	My manager treats employees with dignity and respect	80%	+9	11%	-2	8%	-7
Q29b	My manager listens to what I have to say	78%	+8	13%	0	9%	-8
Q29c	My manager keeps me informed about what's going on	67%	+9	17%	-1	16%	-8
Q29d	My manager understands my work	71%	+7	15%	-1	14%	-6
Q29e	My manager creates a shared sense of purpose	65%	+8	20%	0	15%	-8
Q29f	My manager demonstrates honesty and integrity	79%	+9	13%	-3	8%	-6
Q29g	My manager draws the best out of me	52%	+5	31%	+4	17%	-9

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 workshopping.

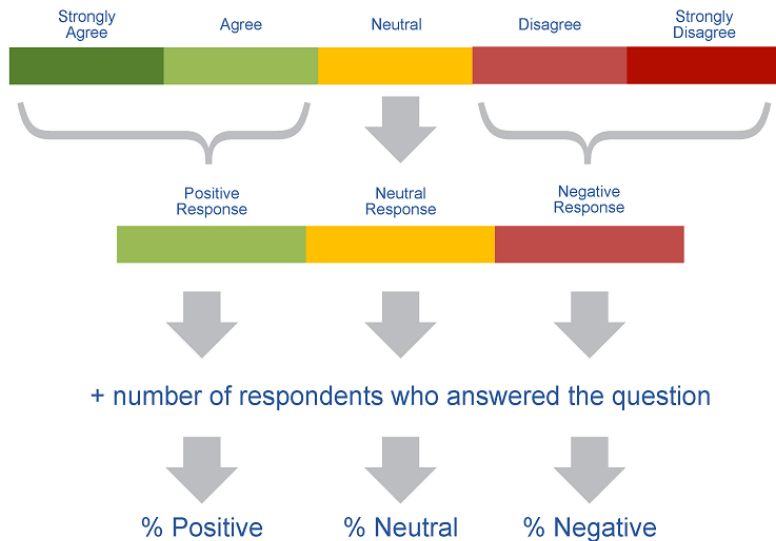
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Organisational fairness							
Q25f	Performance is assessed and rewarded fairly in my workplace	31%	+5	36%	+5	33%	-11
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	33%	+4	26%	+4	41%	-8
Q25h	People are treated fairly and consistently in my workplace	52%	+9	24%	+1	24%	-11
Q25i	People take responsibility for their decisions and actions in my workplace	48%	+3	31%	+5	21%	-8
Q31e	Recruitment and promotion decisions in this organisation are fair	31%	+6	35%	+4	34%	-10
Anti-discrimination							
Q32a	Age is not a barrier to success in my organisation	63%	+3	24%	-1	13%	-2
Q32b	Gender is not a barrier to success in my organisation	67%	+6	23%	-2	10%	-5
Q32c	Disability is not a barrier to success in my organisation	56%	+6	35%	-2	9%	-3
Q32d	Cultural background is not a barrier to success in my organisation	67%	+7	26%	-5	6%	-2
Q32e	Sexual orientation is not a barrier to success in my organisation	66%	+6	30%	-5	4%	-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.