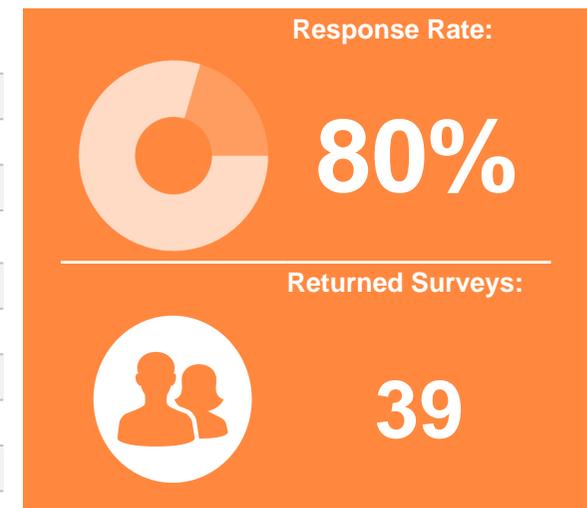


## Office of the Information Commissioner Report Content

## Highlight Report

Reporting Framework	
STRATEGIC PRIORITIES	01 Driver analysis scorecard
	02 Factors
WORKPLACE CLIMATE	03 Workplace climate
	04 Workplace climate by item
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	06 Leadership behaviour in your agency
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	13 Appendix B – Strategic priorities and factors by item
	14 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.

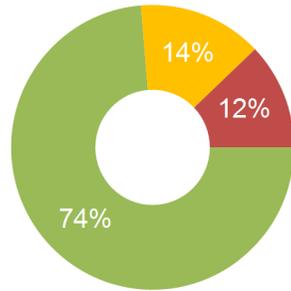


# 01 Driver analysis scorecard

## Purpose

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

### Agency Engagement

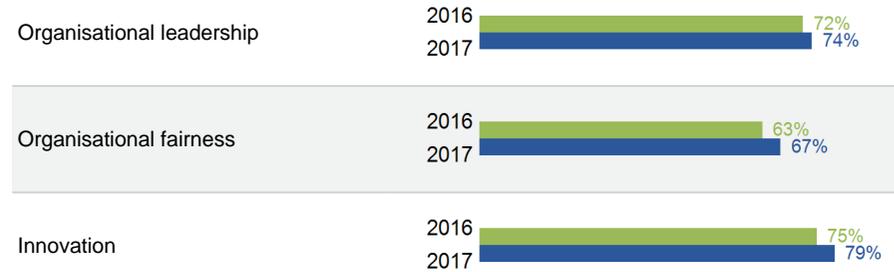


% positive change since 2016

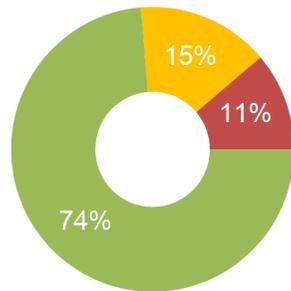
0

#### Top 3 drivers

#### % Positive



### Organisational leadership

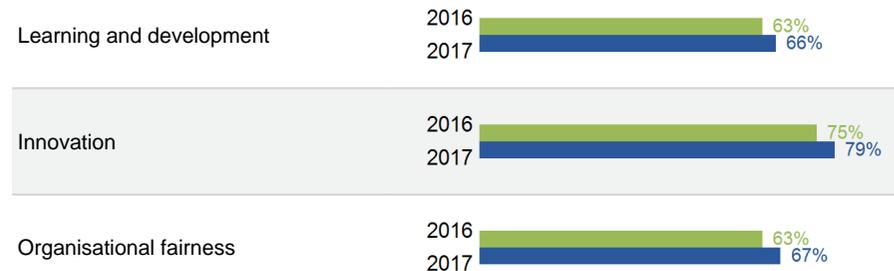


% positive change since 2016

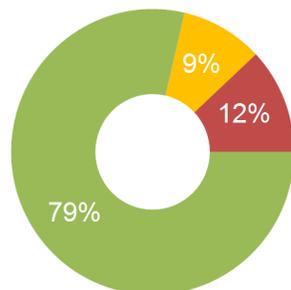
+1

#### Top 3 drivers

#### % Positive



### Innovation

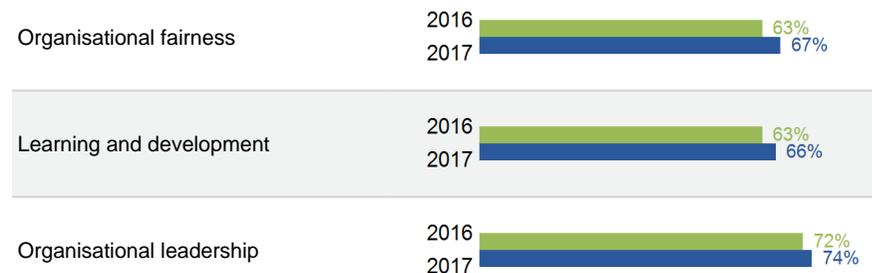


% positive change since 2016

+4

#### Top 3 drivers

#### % Positive



## 02 Factors

COMPARISONS:	<span style="color: green;">■</span> At least 5 percent GREATER	<span style="color: red;">■</span> At least 5 percent LESS	
RESPONSE SCALE :	<span style="background-color: #4CAF50; color: white; padding: 2px;">POSITIVE</span>	<span style="background-color: #FFC107; color: white; padding: 2px;">NEUTRAL</span>	<span style="background-color: #C0392B; color: white; padding: 2px;">NEGATIVE</span>
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*	74	14	12	74%	0	+15	41 - 82	1
Job empowerment	85	4	11	85%	+3	+13	60 - 86	1
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	68	21	11	68%	-11	+28	29 - 68	1
Learning and development	66	16	18	66%	+3	+10	33 - 82	1
My workgroup	92	6	3	92%	0	+16	58 - 92	1
My manager	82	9	9	82%	-4	+11	57 - 84	1
Organisational leadership*	74	15	11	74%	+1	+23	29 - 85	1
Organisational fairness	67	20	13	67%	+4	+24	26 - 67	1
Anti-discrimination	89	10	1	89%	+3	+23	48 - 96	1
Innovation*	79	9	12	79%	+4	+19	46 - 89	1

# 03 Workplace climate

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 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
<span style="color: red;">●</span> Safety, health and wellness*	79	15	6	<b>79%</b>	-4	<b>+24</b>	<b>43 - 82</b>	<b>1</b>
<span style="color: green;">●</span> Effectiveness and innovation*	72	15	13	<b>72%</b>	+3	<b>+15</b>	<b>49 - 77</b>	<b>1</b>
<span style="color: purple;">●</span> People and relationships	92	5	3	<b>92%</b>	0	<b>+16</b>	<b>56 - 92</b>	<b>1</b>
<span style="color: teal;">●</span> Fairness and trust*	78	14	8	<b>78%</b>	+1	<b>+20</b>	<b>46 - 78</b>	<b>1</b>
<span style="color: orange;">●</span> Performance and development	63	22	15	<b>63%</b>	-6	<b>+7</b>	<b>41 - 74</b>	<b>1</b>
<span style="color: blue;">●</span> Leadership and engagement	77	12	11	<b>77%</b>	-2	<b>+15</b>	<b>49 - 81</b>	<b>1</b>
<span style="color: lightblue;">●</span> My job	83	7	9	<b>83%</b>	-2	<b>+6</b>	<b>58 - 89</b>	<b>1</b>

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

## 04 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
<span style="color: red;">●</span> <b>Safety, health and wellness</b>							
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement	61	26	13	<b>61%</b>	-14	+29
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	74	18	8	<b>74%</b>	-4	+31
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	68	18	13	<b>68%</b>	-13	+23
Q23f	My work contributes positively to my quality of life*	74	13	13	<b>74%</b>	-	+29
Q24h	People in my workgroup are committed to workplace safety	95	5	0	<b>95%</b>	+7	+13
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	92	8	0	<b>92%</b>	-	+25
Q25b	My workplace culture supports people to achieve a good work/life balance	85	10	5	<b>85%</b>	-3	+23
Q25c	There is adequate focus on workplace safety at my workplace	79	18	3	<b>79%</b>	-9	+1

\* New in 2017, no trend

## 04 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.

<span style="color: red;">●</span> Safety, health and wellness (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29h	My manager proactively discusses flexible work arrangements*	68	24	8	68%	-	+19
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	79	13	8	79%	-	+28
Q31h	The wellbeing of employees is a priority for my organisation*	79	16	5	79%	-	+30
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>	82	13	5	82%	-	+40
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	87	11	3	87%	+4	+23
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	82	16	3	82%	-	+26

\* New in 2017, no trend

## 04 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.

<span style="color: green;">●</span> Effectiveness and innovation		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q22b	I have the tools I need to do my job effectively	85	5	10	85%	-3	+14
Q22c	I get the information I need to do my job well	82	8	10	82%	-5	+15
Q22d	I have the authority necessary to do my job effectively	85	0	15	85%	+13	+15
Q23c	I feel my job is secure	61	24	16	61%	+11	+3
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>	47	32	21	47%	-6	+28
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	89	5	5	89%	-	+24
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	54	18	28	54%	+7	+35
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>	67	15	18	67%	-8	+21
Q26a	My workplace has undergone significant change in the past 12 months	44	36	21	44%	+25	-8

\* New in 2017, no trend

## 04 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	67	21	13	67%	+1	+9	
Q27b	I am encouraged to make suggestions about improving work processes and/or services	79	8	13	79%	-2	+12	
Q27c	Management is willing to act on suggestions to improve how things are done	77	8	15	77%	+9	+24	
Q27d	My workgroup uses research and expertise to identify better practice	82	5	13	82%	+4	+27	
Q27e	My workgroup always tries to improve its performance	90	8	3	90%	+5	+20	
Q27f	My organisation is open to new ideas	77	8	15	77%	+5	+22	
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	63	29	8	63%	-14	-6	
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	79	18	3	79%	-1	+2	
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	74	18	8	74%	-6	+10	

## 04 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.

<span style="color: purple;">●</span> People and relationships		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q24a	People in my workgroup treat each other with respect	90	3	8	90%	-4	+16
Q24b	I receive help and support from other people in my workgroup	92	8	0	92%	+5	+9
Q24c	People in my workgroup are honest, open and transparent in their dealings	90	8	3	90%	-1	+22
Q24d	People in my workgroup use their time and resources efficiently	95	3	3	95%	+8	+30
Q24e	People in my workgroup treat customers with respect	95	0	5	95%	-5	+9
Q24f	People in my workgroup are committed to delivering excellent service to customers	92	8	0	92%	-5	+9
Q24g	People in my workgroup do their jobs effectively	89	11	0	89%	+2	+15
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	92	3	5	92%	+2	+14

## 04 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	82	10	8	82%	-12	+9
Q25f	Performance is assessed and rewarded fairly in my workplace	54	31	15	54%	-6	+18
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	54	33	13	54%	+1	+15
Q25h	People are treated fairly and consistently in my workplace	77	8	15	77%	+14	+26
Q25i	People take responsibility for their decisions and actions in my workplace	77	13	10	77%	+8	+25
Q25j	I am able to speak up and share a different view to my colleagues and manager*	82	10	8	82%	-	+11
Q30a	My senior manager demonstrates honesty and integrity	84	5	11	84%	+6	+14
Q31e	Recruitment and promotion decisions in this organisation are fair	74	13	13	74%	0	+37

\* New in 2017, no trend

## 04 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	61	24	16	61%	-	+7
Q32a	Age is not a barrier to success in my organisation	92	5	3	92%	+2	+27
Q32b	Gender is not a barrier to success in my organisation	92	5	3	92%	+2	+22
Q32c	Disability is not a barrier to success in my organisation	81	19	0	81%	+4	+25
Q32d	Cultural background is not a barrier to success in my organisation	89	11	0	89%	-1	+20
Q32e	Sexual orientation is not a barrier to success in my organisation	92	8	0	92%	+5	+22
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	73	14	14	73%	-7	+19
Q32g	Women and men have equal access to work experiences that support career progression*	89	8	3	89%	-	+22

\* New in 2017, no trend

## 04 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.

<span style="color: orange;">●</span> Performance and development		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q28a	I receive useful feedback on my performance	66	26	8	66%	-18	+9
Q28b	My performance is assessed against clear criteria	61	21	18	61%	-17	+10
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	71	11	18	71%	0	+8
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	39	45	16	39%	-6	-1
Q28e	I am able to access relevant learning and development opportunities	76	11	14	76%	-2	+14
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	71	16	13	71%	+10	+12
Q28g	I am satisfied with the opportunities available for career development	45	26	29	45%	+16	0
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	61	26	13	61%	-30	+5
Q28i	I develop new knowledge and skills through undertaking tasks at work	74	18	8	74%	-4	+2
Q31b	My organisation is committed to developing its employees	68	18	13	68%	-8	+16

## 04 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.

<span style="color: blue;">●</span> Leadership and engagement		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29a	My manager treats employees with dignity and respect	87	5	8	<b>87%</b>	-3	+9
Q29b	My manager listens to what I have to say	89	3	8	<b>89%</b>	+2	+13
Q29c	My manager keeps me informed about what's going on	87	5	8	<b>87%</b>	+6	+19
Q29d	My manager understands my work	76	8	16	<b>76%</b>	-11	+3
Q29e	My manager creates a shared sense of purpose	84	5	11	<b>84%</b>	-3	+17
Q29f	My manager demonstrates honesty and integrity	84	11	5	<b>84%</b>	-7	+7
Q29g	My manager draws the best out of me	68	24	8	<b>68%</b>	-15	+11
Q31a	In my organisation, the leadership is of high quality	71	18	11	<b>71%</b>	-2	+18

## 04 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	68	16	16	68%	-5	+19
Q31d	In my organisation, the leadership operates with a high level of integrity	82	11	8	82%	+5	+27
Q31f	My organisation is well managed	74	16	11	74%	+7	+26
Q33a	I would recommend my organisation as a great place to work	79	8	13	79%	-1	+18
Q33b	I am proud to tell others I work for my organisation	76	16	8	76%	-4	+9
Q33c	I feel strong personal attachment to my organisation	68	18	13	68%	-2	+9
Q33d	My organisation motivates me to help it achieve its objectives	71	16	13	71%	+4	+18
Q33e	My organisation inspires me to do the best in my job	74	13	13	74%	0	+20

## 04 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.

<span style="color: blue;">●</span> 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	3	10	87%	-7	-3
Q21b	I understand how my work contributes to my organisation's objectives	90	5	5	90%	-4	-1
Q22a	I have a choice in deciding how I do my work	85	3	13	85%	+13	+17
Q22e	My job gives me opportunities to utilise my skills	85	8	8	85%	-3	+10
Q22f	I enjoy the work in my current job	82	15	3	82%	+4	+6
Q22g	My job gives me a feeling of personal accomplishment	77	13	10	77%	-4	+8
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	79	8	13	79%	-11	+3
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	89	3	8	89%	+3	+10
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	76	11	13	76%	-6	+3

## 05 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
I am satisfied with the opportunities available for career development	Performance and development	45%	+16
People are treated fairly and consistently in my workplace	Fairness and trust	77%	+14
I have a choice in deciding how I do my work	My job	85%	+13
I have the authority necessary to do my job effectively	Effectiveness and innovation	85%	+13
I feel my job is secure	Effectiveness and innovation	61%	+11

### The survey items with the most negative change

	Index	% positive 2017	vs 2016
I have had productive conversations with my manager on my performance in the past 12 months	Performance and development	61%	-30
I receive useful feedback on my performance	Performance and development	66%	-18
My performance is assessed against clear criteria	Performance and development	61%	-17
My manager draws the best out of me	Leadership and engagement	68%	-15
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	61%	-14

## 06 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
Empowers their team to perform at their best	47%	+16
Upholds ethical standards and principles	42%	+11
Builds effective working relationships with others	37%	+8
Demonstrates sound judgment	37%	+10
Encourages a strong customer and stakeholder focus	32%	+6
Delegates work effectively and monitors performance	26%	+3
Responds confidently when faced with uncertainty	21%	-4
Supports their team to adapt to change	16%	-12
Takes responsibility for team development	16%	0
Applies sound business management skills	11%	-4
Implements improved ways of doing things	11%	-9
Describes how their team's work aligns to organisational objectives	5%	-12
Actively seeks feedback for personal development	0%	-8
Demonstrates sound judgment	53%	+23
Actively seeks feedback for personal development	47%	+27
Builds effective working relationships with others	37%	-2
Responds confidently when faced with uncertainty	32%	+5
Empowers their team to perform at their best	26%	-9
Upholds ethical standards and principles	26%	-1
Encourages a strong customer and stakeholder focus	21%	+3
Delegates work effectively and monitors performance	16%	-2
Describes how their team's work aligns to organisational objectives	11%	+2
Implements improved ways of doing things	11%	-15
Supports their team to adapt to change	11%	-8
Applies sound business management skills	5%	-9
Takes responsibility for team development	5%	-13

## 06 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
Empowers their team to perform at their best	50%	+23
Upholds ethical standards and principles	44%	+13
Delegates work effectively and monitors performance	39%	+16
Demonstrates sound judgment	33%	+4
Encourages a strong customer and stakeholder focus	28%	0
Implements improved ways of doing things	22%	+2
Responds confidently when faced with uncertainty	22%	-3
Builds effective working relationships with others	17%	-12
Supports their team to adapt to change	17%	-9
Describes how their team's work aligns to organisational objectives	11%	-8
Takes responsibility for team development	11%	-6
Applies sound business management skills	6%	-12
Actively seeks feedback for personal development	0%	-7
Actively seeks feedback for personal development	42%	+12
Supports their team to adapt to change	42%	+16
Implements improved ways of doing things	37%	+6
Takes responsibility for team development	37%	+6
Describes how their team's work aligns to organisational objectives	32%	+11
Delegates work effectively and monitors performance	26%	-3
Applies sound business management skills	21%	+8
Builds effective working relationships with others	16%	-8
Empowers their team to perform at their best	16%	-19
Responds confidently when faced with uncertainty	16%	-3
Encourages a strong customer and stakeholder focus	11%	-1
Upholds ethical standards and principles	5%	-7
Demonstrates sound judgment	0%	-13

## 06 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
Models high levels of ethical and professional behaviour	62%	+23
Stands behind their decisions in the face of adversity	46%	+18
Builds strong relationships that influence organisational and sector outcomes	38%	+11
Nurtures a learning and development culture	31%	+15
Directs and prioritises resources to achieve the best outcomes	23%	-6
Navigates complex issues, politics and ambiguous situations effectively	23%	-13
Demonstrates commercial acumen in managing corporate risk	15%	+2
Leads change with agility	15%	+2
Seeks feedback to strengthen leadership approach	15%	+2
Adopts a system-wide view of issues to inform action	8%	-13
Creates a culture of continuous improvement	8%	-15
Inspires others to perform at their best	8%	-14
Is compelling when communicating the organisational strategy	8%	-7
Inspires others to perform at their best	46%	+4
Builds strong relationships that influence organisational and sector outcomes	38%	+3
Models high levels of ethical and professional behaviour	38%	0
Leads change with agility	31%	+10
Navigates complex issues, politics and ambiguous situations effectively	31%	+1
Creates a culture of continuous improvement	23%	-2
Seeks feedback to strengthen leadership approach	23%	+3
Demonstrates commercial acumen in managing corporate risk	15%	+8
Is compelling when communicating the organisational strategy	15%	+2
Nurtures a learning and development culture	15%	+2
Adopts a system-wide view of issues to inform action	8%	-5
Directs and prioritises resources to achieve the best outcomes	8%	-18
Stands behind their decisions in the face of adversity	8%	-7

## 06 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
Models high levels of ethical and professional behaviour	69%	+34
Navigates complex issues, politics and ambiguous situations effectively	38%	+3
Builds strong relationships that influence organisational and sector outcomes	31%	+3
Stands behind their decisions in the face of adversity	31%	+3
Demonstrates commercial acumen in managing corporate risk	23%	+8
Directs and prioritises resources to achieve the best outcomes	23%	-7
Adopts a system-wide view of issues to inform action	15%	-7
Creates a culture of continuous improvement	15%	-7
Inspires others to perform at their best	15%	-5
Leads change with agility	15%	+1
Nurtures a learning and development culture	15%	0
Is compelling when communicating the organisational strategy	8%	-9
Seeks feedback to strengthen leadership approach	0%	-14
Seeks feedback to strengthen leadership approach	46%	+11
Creates a culture of continuous improvement	38%	+12
Is compelling when communicating the organisational strategy	38%	+18
Inspires others to perform at their best	31%	-6
Leads change with agility	23%	+2
Models high levels of ethical and professional behaviour	23%	+5
Stands behind their decisions in the face of adversity	23%	+4
Adopts a system-wide view of issues to inform action	15%	-2
Builds strong relationships that influence organisational and sector outcomes	15%	-7
Navigates complex issues, politics and ambiguous situations effectively	15%	-1
Nurtures a learning and development culture	15%	-11
Demonstrates commercial acumen in managing corporate risk	8%	-2
Directs and prioritises resources to achieve the best outcomes	8%	-19

## 07 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	18%	-7	-25
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	82%	+7	+25
Flexible work hours for example accumulated hours as 'flexitime'*	55%	-	+26
Part time work	42%	0	+25
Flexible work hours for example start late or early to meet responsibilities external to work*	34%	-	+22
None of the above	18%	-7	-25
Job sharing	16%	0	+14
Telecommuting	16%	+3	+12
Casual/on call	0%	0	-3
Compressed work hours	0%	0	-2
Hot desks	0%	-3	-3
Leave at half pay	0%	0	-4
Other, please specify	0%	-3	-2
Part-year work/annualised hours	0%	0	0
Purchased leave/extended leave/deferred salary schemes	0%	0	-1
Term-time working	0%	0	0

\* New in 2017, no trend

## 07 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	39%	+9	+20
No, I have not made a request but I am content with my current arrangements	53%	-7	-16
No, I have not made a request but I am not content with my current arrangements	8%	-2	-4

### 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	87%	+20
Partially granted	7%	-8
Declined – no reason given	0%	-7
Declined – reason provided	0%	-8
I have not received a reply as yet	7%	+2

\* 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
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*Due to insufficient responses, the remaining data within this section has been restricted.*

\* New in 2017, no trend

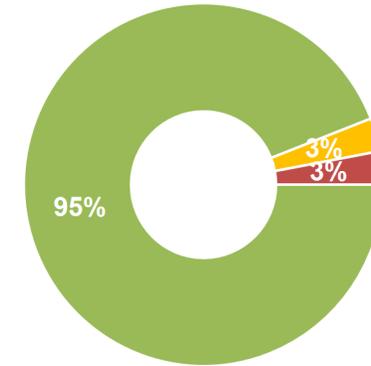
## 08 Domestic and family violence

### 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
<b>Yes</b>	95%	-5	+19
<b>No</b>	3%	+3	-9
<b>Don't know</b>	3%	+3	-10



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	100%	0	+14
<b>No</b>	0%	0	-8
<b>Don't Know</b>	0%	0	-6

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	92%	-8	+20
<b>No</b>	4%	+4	-9
<b>Don't Know</b>	4%	+4	-10

## 08 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.

<b>Managers</b> <i>Manage one or more employees</i>	<b>% positive</b>	<b>vs 2016</b>	<b>vs Qld public sector</b>
I am confident that I could sensitively communicate with employees affected by domestic and family violence	<b>83%</b>	-17	+1
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	<b>92%</b>	-8	+10
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	<b>83%</b>	-17	+2

<b>Non-managers</b> <i>Manage no employees</i>	<b>% positive</b>	<b>vs 2016</b>	<b>vs Qld public sector</b>
I am confident that I could sensitively communicate with colleagues affected by domestic and family violence	<b>84%</b>	0	+13
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	<b>84%</b>	-10	+13

### 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?\*

<b>Managers</b> <i>Manage one or more employees</i>	<b>% proportion</b>	<b>vs Qld public sector</b>	<b>Non-managers</b> <i>Manage no employees</i>	<b>% proportion</b>	<b>vs Qld public sector</b>
<b>Yes</b>	<b>0%</b>	-16	<b>Yes</b>	<b>0%</b>	-7
<b>No</b>	<b>83%</b>	+3	<b>No</b>	<b>92%</b>	+4
<b>Don't Know</b>	<b>0%</b>	-2	<b>Don't Know</b>	<b>4%</b>	+1
<b>Prefer not to say</b>	<b>17%</b>	+14	<b>Prefer not to say</b>	<b>4%</b>	+1

\* New in 2017, no trend

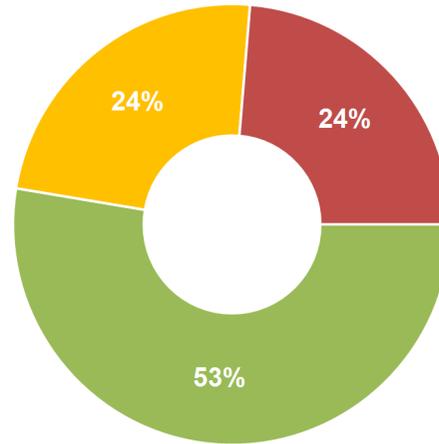
\* New in 2017, no trend

## 09 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.



### Reasons for leaving

Proportion vs Qld public sector

*Due to insufficient responses, the remaining data within this section has been restricted.*

# 53%

% positive change since 2016

-4

vs Qld public sector

-14

of employees agreed with the statement:

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

## 10 Bullying and sexual harassment

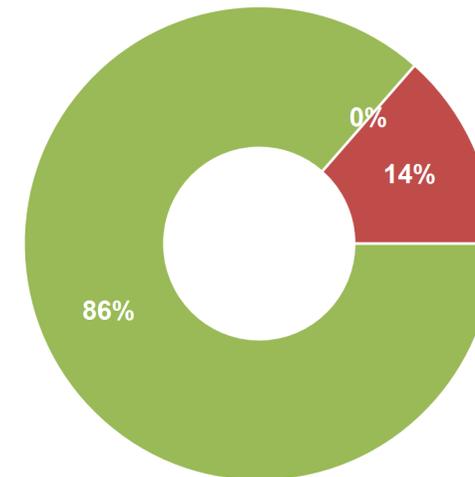
### Purpose

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.

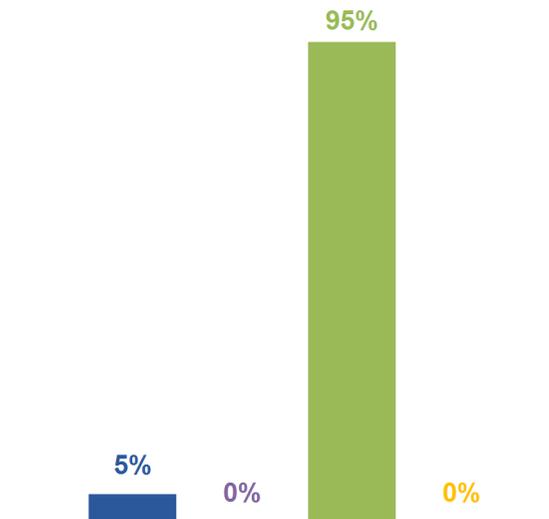
### During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
<b>Yes</b>	14%	+7	-14
<b>No</b>	86%	0	+20
<b>Don't know</b>	0%	-7	-5



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

	Proportion	vs 2016	vs Qld public sector
<b>Bullying</b>	5%	+2	-11
<b>Sexual Harassment</b>	0%	0	-1
<b>No</b>	95%	-2	+16
<b>Don't Know</b>	0%	0	-5



# 11 Your view

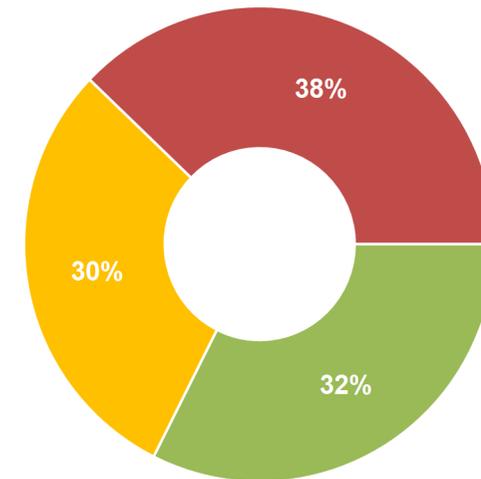
## Purpose

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.

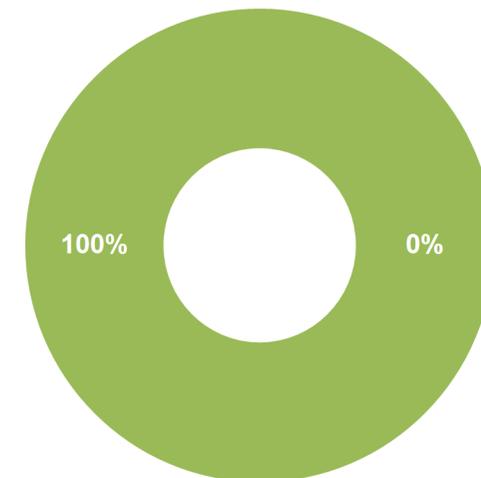
## Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
<b>Yes</b>	32%	-11	+2
<b>No</b>	38%	+1	-18
<b>No, but I have not worked long in my organisation</b>	30%	+10	+16



## 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
<b>Positive</b>	100%	+38	+38
<b>Neutral</b>	0%	-31	-32
<b>Negative</b>	0%	-8	-6



## 12 Appendix A – Strategic priorities by demographics

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### 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).

*Due to insufficient responses, this section has been restricted.*

## 13 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
<b>Agency engagement</b>							
Q33a	I would recommend my organisation as a great place to work	79%	-1	8%	-5	13%	+6
Q33b	I am proud to tell others I work for my organisation	76%	-4	16%	-1	8%	+5
Q33c	I feel strong personal attachment to my organisation	68%	-2	18%	-2	13%	+3
Q33d	My organisation motivates me to help it achieve its objectives	71%	+4	16%	-14	13%	+10
Q33e	My organisation inspires me to do the best in my job	74%	0	13%	-10	13%	+10
<b>Organisational leadership</b>							
Q31a	In my organisation, the leadership is of high quality	71%	-2	18%	-2	11%	+4
Q31c	Management model the behaviours expected of all employees	68%	-5	16%	+2	16%	+2
Q31d	In my organisation, the leadership operates with a high level of integrity	82%	+5	11%	-6	8%	+1
Q31f	My organisation is well managed	74%	+7	16%	-8	11%	+1
<b>Innovation</b>							
Q27a	I get the opportunity to develop new and better ways of doing my job	67%	+1	21%	+2	13%	-3
Q27b	I am encouraged to make suggestions about improving work processes and/or services	79%	-2	8%	+1	13%	0
Q27c	Management is willing to act on suggestions to improve how things are done	77%	+9	8%	-8	15%	-1
Q27d	My workgroup uses research and expertise to identify better practice	82%	+4	5%	-17	13%	+13
Q27e	My workgroup always tries to improve its performance	90%	+5	8%	-8	3%	+3
Q27f	My organisation is open to new ideas	77%	+5	8%	-5	15%	0

## 13 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
<b>Job empowerment</b>							
Q22a	I have a choice in deciding how I do my work	85%	+13	3%	-10	13%	-3
Q22b	I have the tools I need to do my job effectively	85%	-3	5%	-1	10%	+4
Q22c	I get the information I need to do my job well	82%	-5	8%	+1	10%	+4
Q22d	I have the authority necessary to do my job effectively	85%	+13	0%	-13	15%	0
Q22e	My job gives me opportunities to utilise my skills	85%	-3	8%	+8	8%	-5
Q34b	Your ability to work on your own initiative	89%	+3	3%	-4	8%	+1
<b>Workload and health</b>							
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	61%	-14	26%	+14	13%	+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	74%	-4	18%	+3	8%	+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	68%	-13	18%	+6	13%	+7
<b>Learning and development</b>							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	71%	0	11%	-9	18%	+9
Q28e	I am able to access relevant learning and development opportunities	76%	-2	11%	-5	14%	+7
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	71%	+10	16%	-9	13%	-1
Q28g	I am satisfied with the opportunities available for career development	45%	+16	26%	-19	29%	+3
Q31b	My organisation is committed to developing its employees	68%	-8	18%	-2	13%	+10

## 13 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
<b>My workgroup</b>							
Q24a	People in my workgroup treat each other with respect	90%	-4	3%	-1	8%	+5
Q24b	I receive help and support from other people in my workgroup	92%	+5	8%	-5	0%	0
Q24c	People in my workgroup are honest, open and transparent in their dealings	90%	-1	8%	+1	3%	-1
Q24d	People in my workgroup use their time and resources efficiently	95%	+8	3%	-1	3%	-7
Q24e	People in my workgroup treat customers with respect	95%	-5	0%	0	5%	+5
Q24f	People in my workgroup are committed to delivering excellent service to customers	92%	-5	8%	+5	0%	0
Q24g	People in my workgroup do their jobs effectively	89%	+2	11%	+1	0%	-3
<b>My manager</b>							
Q29a	My manager treats employees with dignity and respect	87%	-3	5%	-1	8%	+5
Q29b	My manager listens to what I have to say	89%	+2	3%	-7	8%	+5
Q29c	My manager keeps me informed about what's going on	87%	+6	5%	-8	8%	+1
Q29d	My manager understands my work	76%	-11	8%	+1	16%	+9
Q29e	My manager creates a shared sense of purpose	84%	-3	5%	-1	11%	+4
Q29f	My manager demonstrates honesty and integrity	84%	-7	11%	+4	5%	+2
Q29g	My manager draws the best out of me	68%	-15	24%	+11	8%	+5

## 13 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.

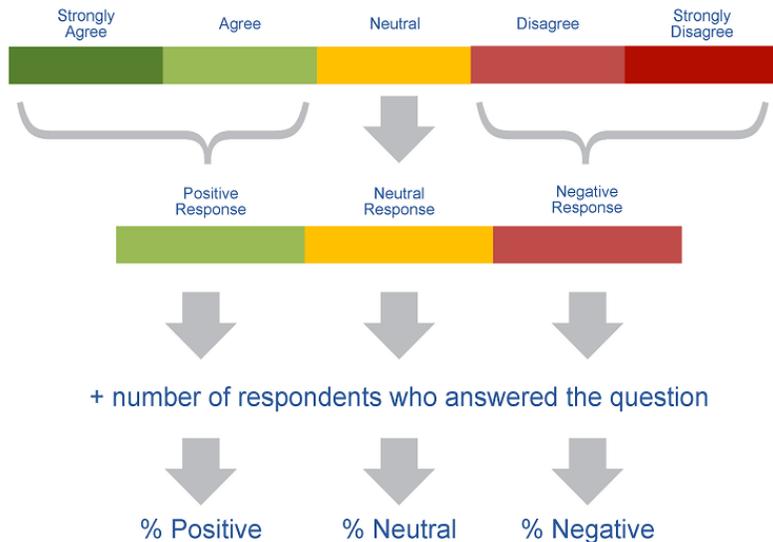
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>Organisational fairness</b>							
Q25f	Performance is assessed and rewarded fairly in my workplace	54%	-6	31%	0	15%	+6
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	54%	+1	33%	+21	13%	-22
Q25h	People are treated fairly and consistently in my workplace	77%	+14	8%	-11	15%	-3
Q25i	People take responsibility for their decisions and actions in my workplace	77%	+8	13%	-6	10%	-2
Q31e	Recruitment and promotion decisions in this organisation are fair	74%	0	13%	-10	13%	+10
<b>Anti-discrimination</b>							
Q32a	Age is not a barrier to success in my organisation	92%	+2	5%	-1	3%	-1
Q32b	Gender is not a barrier to success in my organisation	92%	+2	5%	-1	3%	-1
Q32c	Disability is not a barrier to success in my organisation	81%	+4	19%	-4	0%	0
Q32d	Cultural background is not a barrier to success in my organisation	89%	-1	11%	+1	0%	0
Q32e	Sexual orientation is not a barrier to success in my organisation	92%	+5	8%	-5	0%	0

# 14 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.

## 14 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.