# Department of Transport & Main Roads

Highlight Report

Report Content

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Response Rate:

78%

Returned Surveys:

5,739
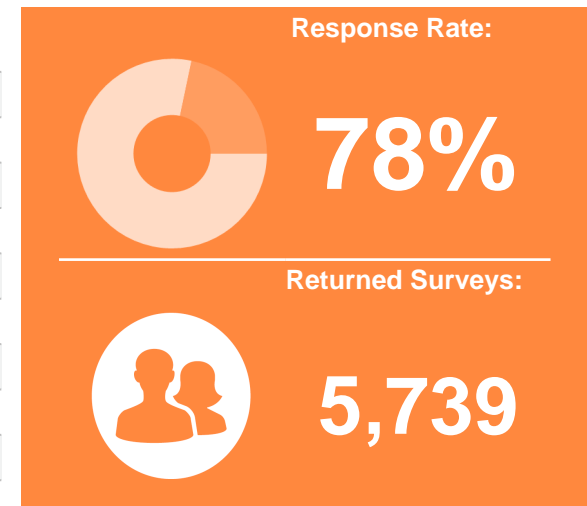
Purpose

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.

Job empowerment

Workload and health

Learning and development

My workgroup

My manager

Organisational fairness

Anti-discrimination

Agency engagement

Organisational leadership

Innovation

Safety, health and wellness

My job

Effectiveness and innovation

Leadership and engagement

Workplace climate

People and relationships

Performance and development

Fairness and trust

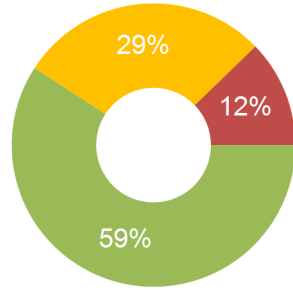RESPONSE SCALE : POSITIVE NEUTRAL NEGATIVE

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.
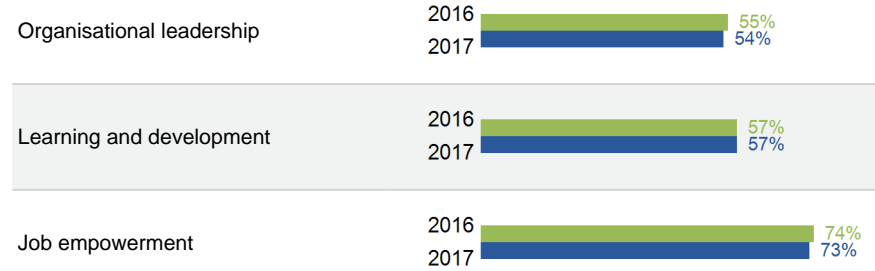
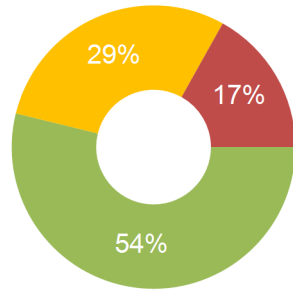### Agency engagement

29%

12%

59%

% positive change since 2016

-1

Top 3 drivers	% Positive		
Organisational leadership	2016		55%
	2017		54%
Learning and development	2016		57%
	2017		57%
Job empowerment	2016		74%
	2017		73%

Organisational Leadership

29%

17%

54%

% positive change since 2016

-1

Top 3 drivers	% Positive		
Organisational fairness	2016		45%
	2017		44%
Learning and development	2016		57%
	2017		57%
Anti-discrimination	2016		69%
	2017		65%

Innovation

23%

12%

65%

% positive change since 2016

+1

Top 3 drivers	% Positive		
Job empowerment	2016		74%
	2017		73%
Learning and development	2016		57%
	2017		57%
My manager	2016		75%
	2017		74%
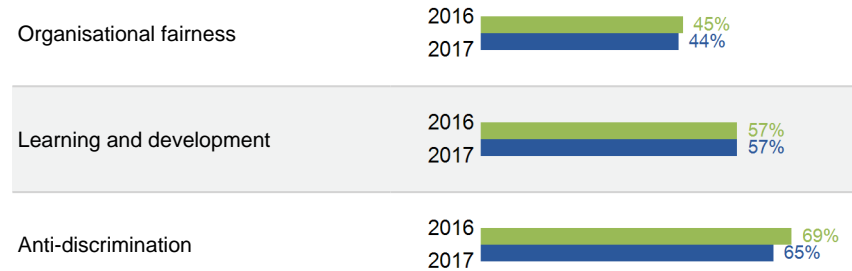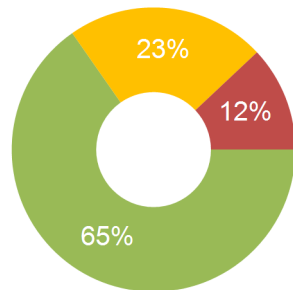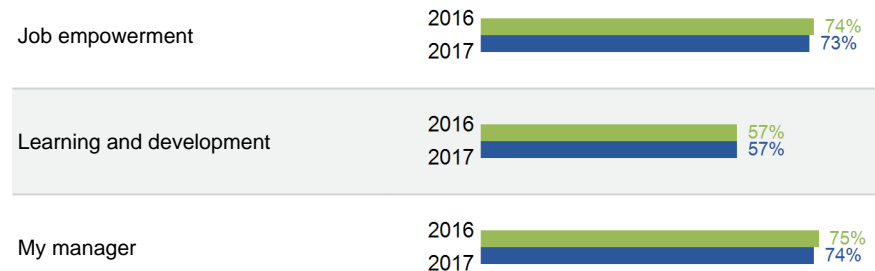
02 Factors

Purpose

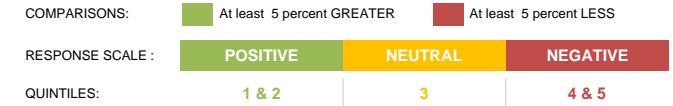**This section provides an overview of your agency's 2017 strategic priorities* and factor results. This data is benchmarked against the Queensland public sector and other agency results, as well as being compared with the previous year's results.**

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

	Response scale (%)			% positive	vs 2016	vs Qld public sector	Range of all agencies	Your agency quintile
Agency engagement*	59	29	12	59%	-1	0	41 - 82	3
Job empowerment	73	16	11	73%	-1	+1	60 - 86	3
Workload and health *% positive indicates those who have limited to no issues with workload and health*	43	34	23	43%	+1	+4	29 - 68	2
Learning and development	57	25	17	57%	0	+1	33 - 82	2
My workgroup	78	14	8	78%	-2	+2	58 - 92	3
My manager	74	16	10	74%	-1	+3	57 - 84	3
Organisational leadership*	54	29	17	54%	-1	+3	29 - 85	3
Organisational fairness	44	30	26	44%	-1	+1	26 - 67	3
Anti-discrimination	65	26	8	65%	-4	-1	48 - 96	4
Innovation*	65	23	12	65%	+1	+6	46 - 89	2

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COMPARISONS: | At least 5 percent GREATER | At least 5 percent LESS

03   Factors by division

Purpose

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

This section shows the % positive scores for divisions within the agency

	Department of Transport & Main Roads % positive	Corporate Division	Customer Services, Safety and Regulation Division	Infrastructure Management and Delivery Division	Policy, Planning and Investment Division	Translink Division
Number of respondents	5,739	605	1674	2380	480	468
Agency engagement*	**59%**	54%	59%	60%	67%	57%
Job empowerment	**73%**	73%	70%	75%	78%	72%
Workload and health *% positive indicates those who have limited to no issues with workload and health*	**43%**	46%	44%	41%	50%	46%
Learning and development	**57%**	56%	55%	58%	70%	58%
My workgroup	**78%**	83%	75%	79%	83%	77%
My manager	**74%**	76%	73%	74%	81%	73%
Organisational leadership*	**54%**	47%	56%	54%	63%	51%
Organisational fairness	**44%**	44%	47%	42%	50%	41%
Anti-discrimination	**65%**	63%	67%	65%	66%	68%
Innovation*	**65%**	68%	65%	65%	70%	64%

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

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 indicies 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*	60	26	15	60%	-4	+5	43 - 82	2
Effectiveness and innovation*	59	24	18	59%	0	+1	49 - 77	3
People and relationships	78	14	7	78%	-2	+2	56 - 92	3
Fairness and trust*	59	25	16	59%	-1	+1	46 - 78	3
Performance and development	59	24	17	59%	+1	+3	41 - 74	2
Leadership and engagement	64	23	13	64%	-1	+2	49 - 81	3
My job	77	14	9	77%	0	0	58 - 89	3

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

COMPARISONS: ▮ At least 5 percent GREATER ▮ At least 5 percent LESS

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 indicies impacted are marked with *. Please treat all 2016 to 2017 trend data indicatively.

This section shows the % positive scores for divisions within the agency	Department of Transport & Main Roads % positive	Corporate Division	Customer Services, Safety and Regulation Division	Infrastructure Management and Delivery Division	Policy, Planning and Investment Division	Translink Division
Number of respondents	5,739	605	1674	2380	480	468
● Safety, health and wellness*	**60%**	63%	58%	59%	69%	61%
● Effectiveness and innovation*	**59%**	57%	59%	59%	60%	59%
● People and relationships	**78%**	82%	76%	79%	83%	77%
● Fairness and trust*	**59%**	58%	60%	59%	63%	59%
● Performance and development	**59%**	57%	59%	58%	67%	57%
● Leadership and engagement	**64%**	62%	64%	65%	72%	63%
● My job	**77%**	78%	74%	79%	81%	76%

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

COMPARISONS: ▊ At least 5 percent GREATER ▊ At least 5 percent LESS

RESPONSE SCALE : ▊ POSITIVE ▊ NEUTRAL ▊ NEGATIVE

06   Workplace climate by item

Purpose

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

New items were added to this index in 2017.

🔴 **Safety, health and wellness**

		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q23a	I am overloaded with work *% positive indicates those who "strongly disagree" or "disagree" with this statement*	35	38	27	**35%**	+2	+3
Q23b	I feel burned out by my work *% positive indicates those who "strongly disagree" or "disagree" with this statement*	46	32	22	**46%**	+1	+3
Q23e	My work has a negative impact on my health *% positive indicates those who "strongly disagree" or "disagree" with this statement*	49	31	19	**49%**	-1	+4
Q23f	My work contributes positively to my quality of life*	44	39	17	**44%**	-	-1
Q24h	People in my workgroup are committed to workplace safety	86	12	2	**86%**	-1	+4
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	72	20	8	**72%**	-	+5
Q25b	My workplace culture supports people to achieve a good work/life balance	70	19	11	**70%**	-1	+8
Q25c	There is adequate focus on workplace safety at my workplace	86	10	4	**86%**	-2	+8

* New in 2017, no trend

COMPARISONS: ▇ At least 5 percent GREATER ▇ At least 5 percent LESS

RESPONSE SCALE : | POSITIVE | NEUTRAL | NEGATIVE |

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*	57	27	17	**57%**	-	+7
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	57	26	16	**57%**	-	+7
Q31h	The wellbeing of employees is a priority for my organisation*	58	26	15	**58%**	-	+9
Q31j	My commitment to this organisation would be questioned if I chose to use flexible work options* *% positive indicates those who "strongly disagree" or "disagree" with this statement*	45	34	22	**45%**	-	+3
Q34e	Your work-life balance *% positive indicates those who responded with "very satisfied" or "satisfied"*	69	19	12	**69%**	-1	+5
Q34g	Your ability to access and use flexible work arrangements* *% positive indicates those who responded with "very satisfied" or "satisfied"*	64	25	11	**64%**	-	+9

* New in 2017, no trend

COMPARISONS:	At least 5 percent GREATER	At least 5 percent LESS
RESPONSE SCALE :	POSITIVE	NEUTRAL	NEGATIVE

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	73	15	12	**73%**	-2	+3
Q22c	I get the information I need to do my job well	69	19	12	**69%**	-2	+2
Q22d	I have the authority necessary to do my job effectively	70	18	12	**70%**	-1	0
Q23c	I feel my job is secure	55	25	21	**55%**	+1	-3
Q23d	There is too much 'red tape' in my work (e.g. Regulatory or administrative processes) *% positive indicates those who "strongly disagree" or "disagree" with this statement*	17	34	50	**17%**	0	-2
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	70	21	9	**70%**	-	+5
Q25d	Approval processes at my workplace are excessive *% positive indicates those who "strongly disagree" or "disagree" with this statement*	17	36	47	**17%**	+1	-3
Q25e	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*	43	28	29	**43%**	-4	-2
Q26a	My workplace has undergone significant change in the past 12 months	47	31	22	**47%**	+3	-5

* New in 2017, no trend

COMPARISONS: ⬛ At least 5 percent GREATER   ⬛ At least 5 percent LESS

RESPONSE SCALE : | POSITIVE | NEUTRAL | NEGATIVE |

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	63	23	14	**63%**	+2	+6
Q27b	I am encouraged to make suggestions about improving work processes and/or services	74	16	10	**74%**	0	+6
Q27c	Management is willing to act on suggestions to improve how things are done	60	25	16	**60%**	+1	+7
Q27d	My workgroup uses research and expertise to identify better practice	59	28	13	**59%**	0	+4
Q27e	My workgroup always tries to improve its performance	74	19	7	**74%**	0	+4
Q27f	My organisation is open to new ideas	62	26	13	**62%**	+1	+7
Q34c	Your physical working environment *% positive indicates those who responded with "very satisfied" or "satisfied"*	70	17	14	**70%**	-3	+1
Q34d	The location of your work *% positive indicates those who responded with "very satisfied" or "satisfied"*	75	15	11	**75%**	-5	-3
Q34f	Your ability to 'make a difference' to the community *% positive indicates those who responded with "very satisfied" or "satisfied"*	59	32	10	**59%**	-2	-5

COMPARISONS: ▮ At least 5 percent GREATER   ▮ At least 5 percent LESS

RESPONSE SCALE : | POSITIVE | NEUTRAL | NEGATIVE |

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	77	13	10	**77%**	-3	+3
Q24b	I receive help and support from other people in my workgroup	86	10	5	**86%**	-1	+3
Q24c	People in my workgroup are honest, open and transparent in their dealings	71	18	11	**71%**	-2	+3
Q24d	People in my workgroup use their time and resources efficiently	66	21	13	**66%**	-1	+2
Q24e	People in my workgroup treat customers with respect	87	10	3	**87%**	-1	+1
Q24f	People in my workgroup are committed to delivering excellent service to customers	84	12	4	**84%**	-1	+2
Q24g	People in my workgroup do their jobs effectively	75	17	8	**75%**	-1	0
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	81	14	5	**81%**	-1	+2

COMPARISONS: | At least 5 percent GREATER | At least 5 percent LESS

RESPONSE SCALE : | POSITIVE | NEUTRAL | NEGATIVE

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	75	19	7	**75%**	-2	+2
Q25f	Performance is assessed and rewarded fairly in my workplace	38	34	28	**38%**	+1	+2
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	39	27	34	**39%**	-2	0
Q25h	People are treated fairly and consistently in my workplace	52	25	22	**52%**	-2	+1
Q25i	People take responsibility for their decisions and actions in my workplace	53	28	19	**53%**	-2	+2
Q25j	I am able to speak up and share a different view to my colleagues and manager*	75	14	10	**75%**	-	+4
Q30a	My senior manager demonstrates honesty and integrity	73	18	9	**73%**	+1	+2
Q31e	Recruitment and promotion decisions in this organisation are fair	38	35	28	**38%**	-2	+1

* New in 2017, no trend

COMPARISONS: At least 5 percent GREATER   At least 5 percent LESS

RESPONSE SCALE: **POSITIVE**   NEUTRAL   NEGATIVE

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*	53	29	18	**53%**	-	0
Q32a	Age is not a barrier to success in my organisation	65	22	13	**65%**	-4	0
Q32b	Gender is not a barrier to success in my organisation	68	21	12	**68%**	-4	-2
Q32c	Disability is not a barrier to success in my organisation	60	33	6	**60%**	-5	+4
Q32d	Cultural background is not a barrier to success in my organisation	68	25	7	**68%**	-4	-1
Q32e	Sexual orientation is not a barrier to success in my organisation	66	30	4	**66%**	-4	-4
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	56	25	20	**56%**	-6	+1
Q32g	Women and men have equal access to work experiences that support career progression*	66	23	11	**66%**	-	-1

* New in 2017, no trend

COMPARISONS:		At least 5 percent GREATER		At least 5 percent LESS
RESPONSE SCALE :	**POSITIVE**	**NEUTRAL**	**NEGATIVE**	

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	63	21	16	**63%**	+1	+7
Q28b	My performance is assessed against clear criteria	57	26	17	**57%**	+1	+6
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	65	20	15	**65%**	+2	+3
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	45	32	24	**45%**	+3	+4
Q28e	I am able to access relevant learning and development opportunities	63	23	14	**63%**	+1	+2
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	55	29	15	**55%**	-1	-4
Q28g	I am satisfied with the opportunities available for career development	46	28	27	**46%**	+1	+1
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	62	21	17	**62%**	+1	+7
Q28i	I develop new knowledge and skills through undertaking tasks at work	73	18	9	**73%**	0	+1
Q31b	My organisation is committed to developing its employees	57	27	16	**57%**	-1	+5

COMPARISONS: ▇ At least 5 percent GREATER   ▇ At least 5 percent LESS

RESPONSE SCALE : | POSITIVE | NEUTRAL | NEGATIVE |

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	81	11	8	**81%**	-2	+3
Q29b	My manager listens to what I have to say	80	12	8	**80%**	-1	+3
Q29c	My manager keeps me informed about what's going on	72	16	13	**72%**	+1	+4
Q29d	My manager understands my work	75	15	11	**75%**	0	+2
Q29e	My manager creates a shared sense of purpose	70	18	11	**70%**	-1	+3
Q29f	My manager demonstrates honesty and integrity	80	13	8	**80%**	-1	+3
Q29g	My manager draws the best out of me	60	26	14	**60%**	-1	+3
Q31a	In my organisation, the leadership is of high quality	56	28	16	**56%**	+1	+3

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COMPARISONS: ☐ At least 5 percent GREATER   ☐ At least 5 percent LESS

RESPONSE SCALE : | POSITIVE | NEUTRAL | NEGATIVE |

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	53	29	19	**53%**	-2	+3
Q31d	In my organisation, the leadership operates with a high level of integrity	56	30	15	**56%**	-1	+2
Q31f	My organisation is well managed	51	31	18	**51%**	0	+4
Q33a	I would recommend my organisation as a great place to work	65	25	10	**65%**	-1	+4
Q33b	I am proud to tell others I work for my organisation	64	27	9	**64%**	-2	-3
Q33c	I feel strong personal attachment to my organisation	57	30	14	**57%**	-2	-2
Q33d	My organisation motivates me to help it achieve its objectives	55	31	14	**55%**	-1	+2
Q33e	My organisation inspires me to do the best in my job	54	31	14	**54%**	-1	+1

06 Workplace climate by item *(cont.)*

		COMPARISONS:	At least 5 percent GREATER	At least 5 percent LESS
		RESPONSE SCALE :	POSITIVE NEUTRAL	NEGATIVE

Purpose

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

	🔵 My job	Response scale (%)			% positive	vs 2016	vs Qld public sector
Q21a	I understand what is expected of me to do well in my job	89	6	5	**89%**	0	-1
Q21b	I understand how my work contributes to my organisation's objectives	91	6	4	**91%**	0	0
Q22a	I have a choice in deciding how I do my work	71	17	13	**71%**	0	+3
Q22e	My job gives me opportunities to utilise my skills	74	15	11	**74%**	0	-1
Q22f	I enjoy the work in my current job	75	16	9	**75%**	-1	-1
Q22g	My job gives me a feeling of personal accomplishment	67	20	13	**67%**	-1	-2
Q34a	The degree to which your work is interesting/challenging *% positive indicates those who responded with "very satisfied" or "satisfied"*	73	17	11	**73%**	0	-3
Q34b	Your ability to work on your own initiative *% positive indicates those who responded with "very satisfied" or "satisfied"*	80	13	7	**80%**	-2	0
Q35	All things considered, how satisfied are you with your current job? *% positive indicates those who responded with "very satisfied" or "satisfied"*	74	15	11	**74%**	0	+1

	COMPARISONS:	At least 5 percent GREATER	At least 5 percent LESS

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
I am encouraged to pursue developmental opportunities in other workplaces	Performance and development	45%	+3
I get the opportunity to develop new and better ways of doing my job	Effectiveness and innovation	63%	+2
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	35%	+2
In my organisation, there are opportunities for me to develop my skills and knowledge	Performance and development	65%	+2
I feel my job is secure	Effectiveness and innovation	55%	+1

The survey items with the most negative change	Index	% positive 2017	vs 2016
If I raised a complaint, I feel confident that it would be taken seriously	Fairness and trust	56%	-6
Disability is not a barrier to success in my organisation	Fairness and trust	60%	-5
The location of your work *% positive indicates those who responded with "very satisfied" or "satisfied"*	Effectiveness and innovation	75%	-5
Sexual orientation is not a barrier to success in my organisation	Fairness and trust	66%	-4
Cultural background is not a barrier to success in my organisation	Fairness and trust	68%	-4

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

	Proportion	vs Qld public sector
Empowers their team to perform at their best	34%	+3
Encourages a strong customer and stakeholder focus	31%	+5
Upholds ethical standards and principles	31%	-1
Builds effective working relationships with others	29%	+1
Supports their team to adapt to change	28%	0
Demonstrates sound judgment	27%	0
Responds confidently when faced with uncertainty	24%	-1
Delegates work effectively and monitors performance	22%	-2
Implements improved ways of doing things	18%	-1
Describes how their team's work aligns to organisational objectives	16%	-2
Takes responsibility for team development	15%	-1
Applies sound business management skills	15%	+1
Actively seeks feedback for personal development	7%	-1

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
Builds effective working relationships with others	41%	+2
Empowers their team to perform at their best	35%	-1
Demonstrates sound judgment	29%	0
Responds confidently when faced with uncertainty	27%	+1
Upholds ethical standards and principles	26%	-1
Implements improved ways of doing things	23%	-2
Encourages a strong customer and stakeholder focus	22%	+4
Actively seeks feedback for personal development	20%	-1
Applies sound business management skills	18%	+3
Delegates work effectively and monitors performance	17%	-1
Supports their team to adapt to change	17%	-1
Takes responsibility for team development	16%	-3
Describes how their team's work aligns to organisational objectives	8%	-1

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

Purpose

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

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

Leadership levels are defined as follows:

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

		Proportion	vs Qld public sector
DEMONSTRATED Please indicate the three leadership behaviours that you see most frequently demonstrated by your direct manager	Encourages a strong customer and stakeholder focus	**33%**	+5
	Builds effective working relationships with others	**31%**	+2
	Upholds ethical standards and principles	**30%**	-1
	Demonstrates sound judgment	**29%**	0
	Empowers their team to perform at their best	**28%**	+2
	Supports their team to adapt to change	**25%**	-1
	Responds confidently when faced with uncertainty	**24%**	0
	Delegates work effectively and monitors performance	**21%**	-2
	Implements improved ways of doing things	**19%**	-1
	Applies sound business management skills	**18%**	+1
	Describes how their team's work aligns to organisational objectives	**17%**	-2
	Takes responsibility for team development	**15%**	-2
	Actively seeks feedback for personal development	**7%**	0
NOT DEMONSTRATED Please indicate the three leadership behaviours that you would like to see demonstrated more frequently by your direct manager	Empowers their team to perform at their best	**34%**	-1
	Takes responsibility for team development	**32%**	+2
	Delegates work effectively and monitors performance	**30%**	+1
	Implements improved ways of doing things	**30%**	-2
	Actively seeks feedback for personal development	**29%**	-1
	Supports their team to adapt to change	**23%**	-3
	Builds effective working relationships with others	**23%**	-1
	Responds confidently when faced with uncertainty	**21%**	+2
	Describes how their team's work aligns to organisational objectives	**21%**	0
	Applies sound business management skills	**15%**	+2
	Demonstrates sound judgment	**14%**	+1
	Upholds ethical standards and principles	**12%**	0
	Encourages a strong customer and stakeholder focus	**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

	Proportion	vs Qld public sector
Takes a 'big picture' view of issues or problems	36%	+1
Empowers individuals and teams to build capability	32%	+5
Manages and prioritises resources to achieve the best outcomes	29%	-3
Demonstrates sound judgment	29%	0
Encourages collaboration and inclusion across workgroups	28%	-1
Takes responsibility for upholding ethical standards and principles	25%	+1
Encourages innovative ideas and solutions	24%	-2
Builds effective networks across the organisation and sector	21%	+1
Motivates others to perform at their best	20%	+1
Demonstrates sound business acumen	18%	+2
Manages ambiguity and politics effectively	17%	0
Leads change and culture initiatives	13%	-2
Actively seeks feedback for personal development	6%	-1

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
Manages and prioritises resources to achieve the best outcomes	38%	+2
Motivates others to perform at their best	34%	-2
Empowers individuals and teams to build capability	33%	+1
Takes a 'big picture' view of issues or problems	30%	+4
Demonstrates sound judgment	28%	+1
Takes responsibility for upholding ethical standards and principles	21%	+1
Builds effective networks across the organisation and sector	21%	0
Leads change and culture initiatives	19%	-3
Manages ambiguity and politics effectively	17%	+3
Actively seeks feedback for personal development	17%	-1
Encourages innovative ideas and solutions	16%	-4
Encourages collaboration and inclusion across workgroups	14%	-2
Demonstrates sound business acumen	11%	+2

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

	Proportion	vs Qld public sector
Takes a 'big picture' view of issues or problems	34%	-1
Demonstrates sound judgment	32%	+2
Manages and prioritises resources to achieve the best outcomes	30%	-3
Encourages collaboration and inclusion across workgroups	28%	+1
Builds effective networks across the organisation and sector	26%	+2
Empowers individuals and teams to build capability	25%	+2
Takes responsibility for upholding ethical standards and principles	24%	+1
Encourages innovative ideas and solutions	22%	-1
Demonstrates sound business acumen	21%	+3
Motivates others to perform at their best	20%	0
Manages ambiguity and politics effectively	17%	-1
Leads change and culture initiatives	12%	-3
Actively seeks feedback for personal development	6%	-1

NOT DEMONSTRATED

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

	Proportion	vs Qld public sector
Empowers individuals and teams to build capability	33%	-1
Motivates others to perform at their best	33%	-1
Manages and prioritises resources to achieve the best outcomes	30%	+4
Actively seeks feedback for personal development	27%	-2
Leads change and culture initiatives	25%	0
Encourages innovative ideas and solutions	25%	-1
Manages ambiguity and politics effectively	24%	-2
Encourages collaboration and inclusion across workgroups	23%	-1
Takes a 'big picture' view of issues or problems	20%	+1
Builds effective networks across the organisation and sector	17%	0
Takes responsibility for upholding ethical standards and principles	15%	+1
Demonstrates sound judgment	14%	+1
Demonstrates sound business acumen	9%	0

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	Proportion	vs Qld public sector
Please indicate the three leadership behaviours, displayed by your direct manager, that have the greatest positive impact on engaging you in your work		
Models high levels of ethical and professional behaviour	40%	+1
Navigates complex issues, politics and ambiguous situations effectively	39%	+3
Builds strong relationships that influence organisational and sector outcomes	30%	+3
Stands behind their decisions in the face of adversity	28%	0
Directs and prioritises resources to achieve the best outcomes	26%	-3
Inspires others to perform at their best	25%	+3
Creates a culture of continuous improvement	22%	-1
Nurtures a learning and development culture	18%	+2
Adopts a system-wide view of issues to inform action	16%	-4
Demonstrates commercial acumen in managing corporate risk	16%	+2
Seeks feedback to strengthen leadership approach	13%	-1
Is compelling when communicating the organisational strategy	12%	-2
Leads change with agility	11%	-2

SUCCESSION	Proportion	vs Qld public sector
Which three of the following leadership behaviours do you think are MOST important for YOU to demonstrate your readiness for promotion?		
Inspires others to perform at their best	39%	-3
Builds strong relationships that influence organisational and sector outcomes	38%	+3
Models high levels of ethical and professional behaviour	36%	-2
Navigates complex issues, politics and ambiguous situations effectively	33%	+3
Directs and prioritises resources to achieve the best outcomes	25%	-1
Creates a culture of continuous improvement	23%	-2
Seeks feedback to strengthen leadership approach	21%	+1
Leads change with agility	19%	-2
Stands behind their decisions in the face of adversity	15%	0
Is compelling when communicating the organisational strategy	14%	+1
Adopts a system-wide view of issues to inform action	14%	+1
Demonstrates commercial acumen in managing corporate risk	11%	+4
Nurtures a learning and development culture	11%	-3

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

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED

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

	Proportion	vs Qld public sector
Navigates complex issues, politics and ambiguous situations effectively	37%	+2
Models high levels of ethical and professional behaviour	36%	0
Builds strong relationships that influence organisational and sector outcomes	31%	+3
Directs and prioritises resources to achieve the best outcomes	28%	-2
Stands behind their decisions in the face of adversity	27%	-1
Inspires others to perform at their best	23%	+2
Creates a culture of continuous improvement	22%	0
Adopts a system-wide view of issues to inform action	18%	-4
Demonstrates commercial acumen in managing corporate risk	18%	+3
Nurtures a learning and development culture	17%	+2
Leads change with agility	15%	0
Is compelling when communicating the organisational strategy	15%	-2
Seeks feedback to strengthen leadership approach	12%	-2

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
Inspires others to perform at their best	33%	-4
Seeks feedback to strengthen leadership approach	32%	-3
Directs and prioritises resources to achieve the best outcomes	28%	+2
Creates a culture of continuous improvement	24%	-2
Leads change with agility	24%	+2
Stands behind their decisions in the face of adversity	22%	+3
Is compelling when communicating the organisational strategy	22%	+1
Nurtures a learning and development culture	22%	-5
Builds strong relationships that influence organisational and sector outcomes	21%	-1
Adopts a system-wide view of issues to inform action	21%	+4
Models high levels of ethical and professional behaviour	19%	+1
Navigates complex issues, politics and ambiguous situations effectively	17%	0
Demonstrates commercial acumen in managing corporate risk	10%	+1

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

	Proportion	vs Qld public sector
POSITIVE IMPACT — In your experience, which three leadership behaviours have the greatest positive impact on engaging people in their work?		
Inspires others to perform at their best	54%	+4
Models high levels of ethical and professional behaviour	49%	0
Builds strong relationships that influence organisational and sector outcomes	32%	0
Creates a culture of continuous improvement	29%	-2
Stands behind their decisions in the face of adversity	29%	+11
Navigates complex issues, politics and ambiguous situations effectively	22%	-5
Directs and prioritises resources to achieve the best outcomes	18%	-1
Is compelling when communicating the organisational strategy	15%	+2
Nurtures a learning and development culture	15%	-7
Leads change with agility	14%	+1
Seeks feedback to strengthen leadership approach	12%	-3
Adopts a system-wide view of issues to inform action	6%	-1
Demonstrates commercial acumen in managing corporate risk	4%	+2
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)		
Builds strong relationships that influence organisational and sector outcomes	39%	+6
Models high levels of ethical and professional behaviour	39%	+1
Navigates complex issues, politics and ambiguous situations effectively	37%	+1
Inspires others to perform at their best	36%	-3
Seeks feedback to strengthen leadership approach	24%	+4
Leads change with agility	22%	+1
Directs and prioritises resources to achieve the best outcomes	21%	-3
Adopts a system-wide view of issues to inform action	19%	+1
Creates a culture of continuous improvement	17%	-8
Stands behind their decisions in the face of adversity	15%	+2
Demonstrates commercial acumen in managing corporate risk	11%	+4
Nurtures a learning and development culture	11%	-4
Is compelling when communicating the organisational strategy	10%	-2

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

	Proportion	vs Qld public sector
DEMONSTRATED Please indicate the three leadership behaviours that you see most frequently demonstrated by your organisation's senior the Executive team		
Navigates complex issues, politics and ambiguous situations effectively	**42%**	+8
Models high levels of ethical and professional behaviour	**36%**	+5
Builds strong relationships that influence organisational and sector outcomes	**35%**	+8
Adopts a system-wide view of issues to inform action	**28%**	-3
Nurtures a learning and development culture	**27%**	+10
Is compelling when communicating the organisational strategy	**23%**	+3
Creates a culture of continuous improvement	**20%**	-4
Directs and prioritises resources to achieve the best outcomes	**20%**	-10
Stands behind their decisions in the face of adversity	**19%**	-3
Inspires others to perform at their best	**17%**	+2
Seeks feedback to strengthen leadership approach	**12%**	-2
Demonstrates commercial acumen in managing corporate risk	**11%**	-8
Leads change with agility	**7%**	-4
NOT DEMONSTRATED Please indicate the three leadership behaviours that you would like to see demonstrated more frequently by your organisation's Executive team.		
Directs and prioritises resources to achieve the best outcomes	**35%**	+6
Seeks feedback to strengthen leadership approach	**30%**	-2
Inspires others to perform at their best	**29%**	-4
Is compelling when communicating the organisational strategy	**26%**	+5
Creates a culture of continuous improvement	**25%**	-4
Leads change with agility	**25%**	+3
Stands behind their decisions in the face of adversity	**25%**	+8
Builds strong relationships that influence organisational and sector outcomes	**21%**	-1
Models high levels of ethical and professional behaviour	**21%**	-4
Adopts a system-wide view of issues to inform action	**21%**	+2
Nurtures a learning and development culture	**18%**	-5
Navigates complex issues, politics and ambiguous situations effectively	**15%**	-4
Demonstrates commercial acumen in managing corporate risk	**9%**	+1

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%	-12	-6
Used flexible workplace option *% proportion indicates those that used at least one of the 13 work place options*	62%	+12	+6
Flexible work hours for example accumulated hours as 'flexitime'*	41%	-	+11
None of the above	38%	-12	-6
Flexible work hours for example start late or early to meet responsibilities external to work*	17%	-	+5
Part time work	11%	0	-6
Telecommuting	10%	+4	+6
Leave at half pay	5%	0	+1
Casual/on call	3%	0	0
Hot desks	3%	+1	0
Compressed work hours	3%	0	+1
Other, please specify	2%	0	0
Job sharing	1%	+1	0
Purchased leave/extended leave/deferred salary schemes	1%	0	0
Term-time working	0%	0	0
Part-year work/annualised hours	0%	0	0

* New in 2017, no trend

09   Flexible work options *(cont.)*

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	21%	+2	+2
No, I have not made a request but I am content with my current arrangements	68%	-3	-1
No, I have not made a request but I am not content with my current arrangements	10%	+1	-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	74%	+8
Partially granted	12%	-2
Declined – no reason given	4%	-3
Declined – reason provided	5%	-3
I have not received a reply as yet	4%	0

* 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
None of the Above*	30%	-	+7
I feel flexibility is not possible in my current job	26%	-12	-4
I didn't feel confident presenting my case or negotiating arrangements with my manager	19%	-2	-3
I was concerned that it may negatively impact my team	18%	-4	-1
Flexible working is frowned upon/not supported by my workplace culture	17%	-8	-12
I felt it would limit my career	16%	-4	-3
I didn't feel I had the right to	15%	-7	-2
I don't feel confident in my manager's ability to manage staff working flexibly	9%	-3	-3
I feel the technology I currently have access to does not support flexible working	7%	+1	+1
I felt it would limit my access to training and development	6%	-1	-1

* New in 2017, no trend

RESPONSE SCALE :   POSITIVE   NEUTRAL   NEGATIVE

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	87%	-2	+11
No	6%	+1	-6
Don't know	7%	0	-5

7%

6%

87%
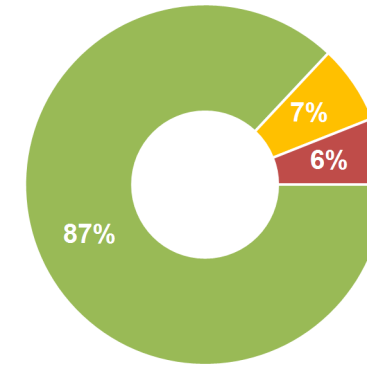
Managers *Manage one or more employees*	% proportion	vs 2016	vs Qld public sector
Yes	93%	-1	+7
No	3%	0	-4
Don't Know	4%	+1	-2

Non-managers *Manage no employees*	% proportion	vs 2016	vs Qld public sector
Yes	85%	-2	+13
No	7%	+2	-7
Don't Know	9%	0	-6

10 Domestic and family violence *(cont.)*

Purpose

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

Managers *Manage one or more employees*	% positive	vs 2016	vs Qld public sector
I am confident that I could sensitively communicate with employees affected by domestic and family violence	**76%**	-1	-6
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%**	-1	-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	**77%**	-1	-4

Non-managers *Manage no employees*	% positive	vs 2016	vs Qld public sector
I am confident that I could sensitively communicate with colleagues affected by domestic and family violence	**68%**	0	-3
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	**73%**	0	+2

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 *Manage one or more employees*	% proportion	vs Qld public sector
Yes	**9%**	-6
No	**87%**	+7
Don't Know	**1%**	0
Prefer not to say	**3%**	0

* New in 2017, no trend

Non-managers *Manage no employees*	% proportion	vs Qld public sector
Yes	**5%**	-2
No	**90%**	+2
Don't Know	**3%**	0
Prefer not to say	**3%**	0

* New in 2017, no trend

RESPONSE SCALE : | POSITIVE | NEUTRAL | NEGATIVE |
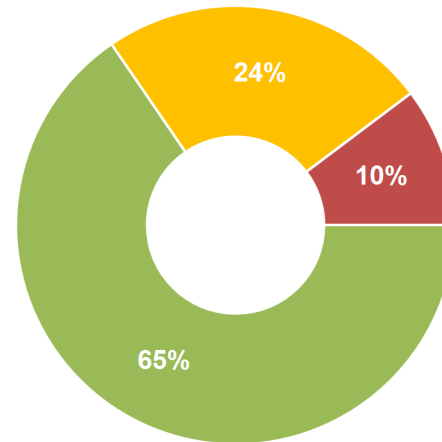
11 Intention to leave your organisation

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.

24%

10%

65%

% positive change since 2016

vs Qld public sector

+1

-1

65%

of employees <u>agreed</u> with the statement:

I intend to <u>stay</u> in my organisation within the next 12 months.

Reasons for leaving	Proportion	vs Qld public sector
Career or job opportunities	57%	+4
The workplace culture	35%	-4
Professional/personal development	34%	-1
Pay and conditions	32%	+5
Stress/Health	27%	-6
The location of your workplace or the time spent commuting	21%	+3
Your relationship with your manager	20%	-2
Balancing work and life commitments	19%	-3
Job security	16%	-2
Fit between work and your interests	11%	0
Family/carer responsibilities	11%	-2
Contract expiring	11%	-1
Your relationship with your colleagues	11%	0
Work hours	11%	-4
Other (please specify)	9%	-1
Retirement	9%	+1
Travel plans	7%	0

RESPONSE SCALE : | POSITIVE | NEUTRAL | NEGATIVE |

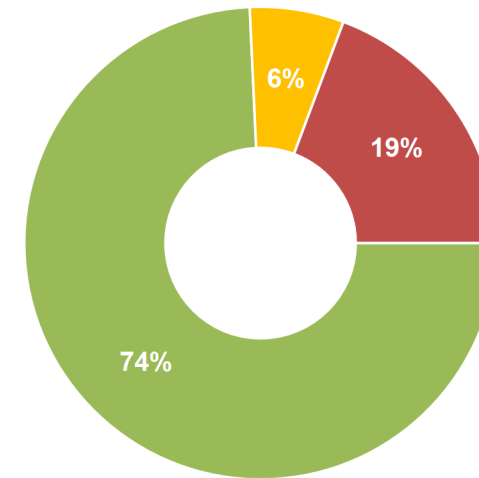# 12   Bullying and sexual harassment

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	19%	+2	-9
No	74%	-2	+7
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	11%	+1	-6
Sexual Harassment	0%	0	-1
No	83%	-3	+5
Don't Know	6%	+1	+1
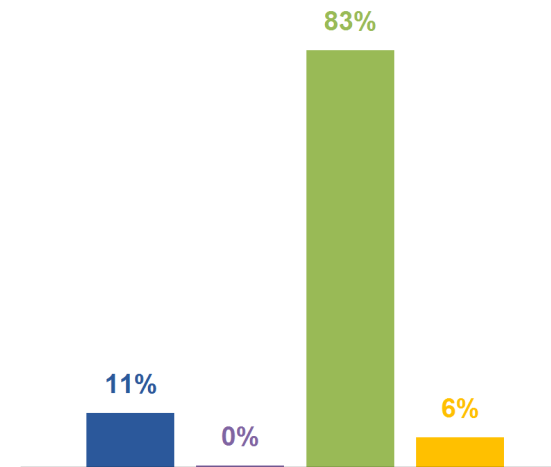
12 Bullying and sexual harassment *(cont.)*

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 fellow worker	**39%**	-1	-4
Your immediate manager/supervisor	**35%**	0	+1
A senior manager	**29%**	+4	-2
A group of fellow workers	**12%**	0	-1
Prefer not to specify	**9%**	-3	+1
A member of the public	**6%**	+2	0
A client/customer	**5%**	0	-3
A worker that reports to you	**3%**	0	-2
Other	**2%**	0	0
A consultant/service provider	**1%**	0	-1
A representative of another agency	**1%**	-1	-1

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	**54%**	-1	-4
Inappropriate and unfair application of work policies or rules	**39%**	-3	-3
Other	**28%**	-2	+2
Physical behaviour (e.g. assault or aggressive body language)	**11%**	-1	0
Interference with your personal property or work equipment	**8%**	+1	+1
'Initiations' or pranks	**8%**	+3	+1
Cyber bullying	**5%**	0	-1

Did you report the BULLYING?

No

63%

37%

Yes
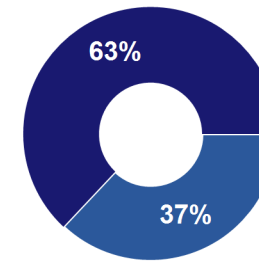
Why did you not report the BULLYING?	Proportion	vs 2016	vs Qld public sector
I did not think any action would be taken	**55%**	+5	-1
It could affect my career	**46%**	0	+1
I did not want to upset relationships in the workplace	**38%**	0	-2
I did not think it was worth the hassle of going through the report process	**33%**	+2	-4
Managers accepted the behaviour	**33%**	-2	0
I did not have enough evidence	**21%**	+7	+1
I did not think the bullying was serious enough	**16%**	-1	0
Other	**12%**	+2	+1
The matter was resolved informally	**7%**	-1	0
I did not know how to report it	**6%**	+1	+1

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 SEXUALLY HARASSED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	58%	+14	+6
Your immediate manager/supervisor	25%	+7	+11
A senior manager	21%	0	+6
Prefer not to specify	13%	-2	+1
A client/customer	8%	+2	-5
A group of fellow workers	8%	+5	0
A member of the public	8%	0	0
A worker that reports to you	8%	+8	+5
A representative of another agency	4%	+4	+2
Other	4%	+1	+2
A consultant/service provider	0%	-3	-2

What type of SEXUAL HARASSMENT did you experience?	Proportion	vs 2016	vs Qld public sector
Remarks of a sexual nature	67%	-	-6
Any other unwelcome conduct of a sexual nature in relation to you	46%	-	+19
Unwanted physical intimacy	29%	-	-7
Unwelcome demand or request, either directly or implied, for sexual favours	13%	-	-4

Did you report the SEXUAL HARASSMENT?

No

58%

42%

Yes
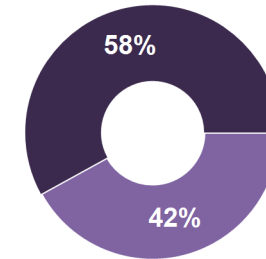
| Why did you not report the SEXUAL HARASSMENT?	Proportion	vs 2016	vs Qld public sector
It could affect my career	50%	+5	+15
I did not want to upset relationships in the workplace	43%	-3	+5
I did not think any action would be taken	36%	-1	-6
I did not think the sexual harassment was serious enough	36%	+4	+5
I did not have enough evidence	29%	+1	+7
I did not think it was worth the hassle of going through the report process	29%	+1	-9
Managers accepted the behaviour	21%	-10	0
I did not know how to report it	14%	+14	+6
Other	7%	-6	-4
The matter was resolved informally	7%	-6	-6

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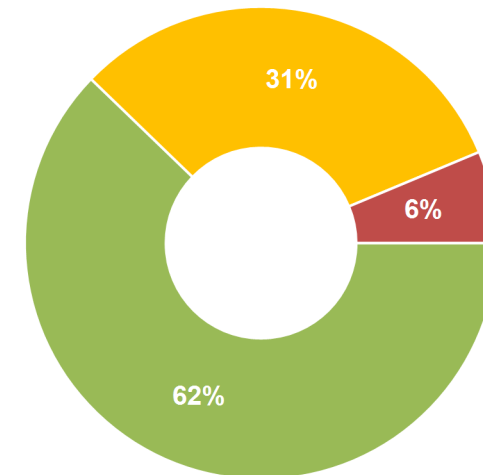
Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Yes	**42%**	-6	+11
No	**47%**	+6	-9
No, but I have not worked long in my organisation	**11%**	+1	-3
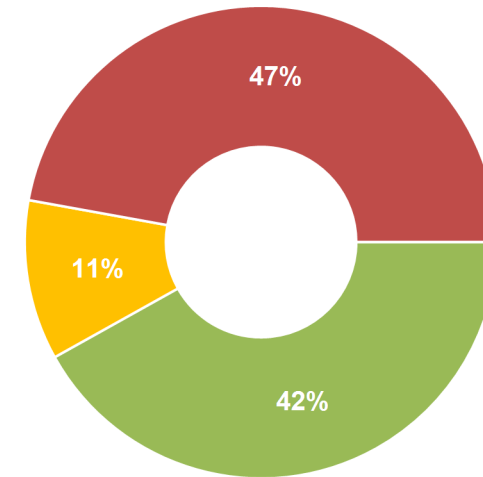
How satisfied are you with your organisation's action in response to last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Positive	**62%**	+2	0
Neutral	**31%**	-1	-1
Negative	**6%**	-2	+1

COMPARISONS: ☐ At least 5 percent GREATER ☐ At least 5 percent LESS

RESPONSE SCALE: POSITIVE | NEUTRAL | NEGATIVE

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
In my organisation, we put customers first	83	13	4	83%	0
In my organisation, we put ideas into action	64	26	10	64%	+1
In my organisation, we are encouraged to unleash our potential	58	28	14	58%	0
In my organisation, we are encouraged to be courageous	54	29	17	54%	0
In my organisation, we empower people	52	31	17	52%	+1
In my organisation, we operate as OneTMR	41	29	30	41%	-4
I understand how my role contributes to the achievement of TMR's strategic priorities	75	19	7	75%	+1
TMR's success stories are regularly shared across employee news channels	72	22	6	72%	+4
My manager shares customer feedback relevant to my role	65	23	11	65%	+1
My manager is willing to take risks	50	33	16	50%	-3
My manager not only says they support innovation, but they also follow through in their behaviour	58	30	13	58%	-1
People in my workgroup work effectively with other workgroups in my organisation to meet the needs of customers	76	18	6	76%	-
People in my workgroup work effectively with other organisations to meet the needs of customers	76	19	5	76%	-

15 Appendix A – Strategic priorities by demographics

COMPARISONS (relative to agency score): ■ At least 5 percent GREATER   ■ At least 5 percent LESS

Purpose

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

"Restricted" indicates a group with less than 10 respondents		Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
Department of Transport & Main Roads		5,739	59%	54%	65%
Managerial status	Yes	1,452	65%	58%	74%
	No	4,259	57%	52%	63%
Employment status	Permanent	4,811	58%	52%	65%
	Non-permanent	911	66%	65%	69%
Full-time status	Full-time basis	5,042	59%	53%	65%
	Part-time basis	664	60%	58%	69%
FTE Salary	Under $50,000	491	64%	61%	63%
	$50,000 - $69,999	1,556	58%	55%	62%
	$70,000 - $89,999	1,523	56%	51%	63%
	$90,000 or over	2,082	62%	54%	70%
Time in agency	Less than 2 years	984	68%	66%	70%
	2 to less than 6 years	1,118	57%	53%	63%
	6 to less than 10 years	1,207	55%	49%	62%
	10 to less than 14 years	932	59%	52%	66%
	14 to less than 16 years	183	61%	52%	68%
	16 to less than 20 years	403	54%	48%	66%
	20 years or more	866	60%	53%	67%

COMPARISONS
(relative to agency
score): ▇ At least 5 percent GREATER ▇ At least 5 percent LESS

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

Purpose

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

"Restricted" indicates a group with less than 10 respondents		Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
Department of Transport & Main Roads		5,739	59%	54%	65%
Age	34 years or younger	1,356	60%	58%	67%
	35 to 44 years	1,628	59%	53%	67%
	45 to 54 years	1,614	58%	52%	65%
	55 years or older	1,107	60%	53%	63%
Gender*	Female	2,848	61%	55%	68%
	Male	2,820	58%	53%	63%
	X	44	33%	37%	47%
Type of work	Direct service delivery	1,153	57%	53%	62%
	Corporate services and administrative support/clerical	1,621	61%	55%	68%
	Other	2,926	59%	54%	65%
Shiftwork	Yes	382	53%	46%	52%
	No	5,322	60%	54%	66%

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

COMPARISONS: █ At least 5 percent GREATER █ At least 5 percent LESS

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	**65%**	-1	**25%**	0	**10%**	+1
	Q33b	I am proud to tell others I work for my organisation	**64%**	-2	**27%**	+2	**9%**	0
	Q33c	I feel strong personal attachment to my organisation	**57%**	-2	**30%**	+1	**14%**	+1
	Q33d	My organisation motivates me to help it achieve its objectives	**55%**	-1	**31%**	+1	**14%**	+1
	Q33e	My organisation inspires me to do the best in my job	**54%**	-1	**31%**	0	**14%**	+1
Organisational leadership								
	Q31a	In my organisation, the leadership is of high quality	**56%**	+1	**28%**	-1	**16%**	0
	Q31c	Management model the behaviours expected of all employees	**53%**	-2	**29%**	0	**19%**	+2
	Q31d	In my organisation, the leadership operates with a high level of integrity	**56%**	-1	**30%**	-1	**15%**	+2
	Q31f	My organisation is well managed	**51%**	0	**31%**	-1	**18%**	+2
Innovation								
	Q27a	I get the opportunity to develop new and better ways of doing my job	**63%**	+2	**23%**	-2	**14%**	0
	Q27b	I am encouraged to make suggestions about improving work processes and/or services	**74%**	0	**16%**	0	**10%**	0
	Q27c	Management is willing to act on suggestions to improve how things are done	**60%**	+1	**25%**	-1	**16%**	+1
	Q27d	My workgroup uses research and expertise to identify better practice	**59%**	0	**28%**	-1	**13%**	+1
	Q27e	My workgroup always tries to improve its performance	**74%**	0	**19%**	0	**7%**	+1
	Q27f	My organisation is open to new ideas	**62%**	+1	**26%**	-1	**13%**	0

COMPARISONS: [ ] At least 5 percent GREATER   [ ] At least 5 percent LESS

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
Job empowerment							
Q22a	I have a choice in deciding how I do my work	71%	0	17%	0	13%	0
Q22b	I have the tools I need to do my job effectively	73%	-2	15%	+1	12%	+1
Q22c	I get the information I need to do my job well	69%	-2	19%	+1	12%	+1
Q22d	I have the authority necessary to do my job effectively	70%	-1	18%	0	12%	+1
Q22e	My job gives me opportunities to utilise my skills	74%	0	15%	0	11%	0
Q34b	Your ability to work on your own initiative	80%	-2	13%	+1	7%	+1
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*	35%	+2	38%	-1	27%	-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*	46%	+1	32%	-3	22%	+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*	49%	-1	31%	0	19%	+1
Learning and development							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	65%	+2	20%	-1	15%	-1
Q28e	I am able to access relevant learning and development opportunities	63%	+1	23%	-1	14%	0
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	55%	-1	29%	+1	15%	0
Q28g	I am satisfied with the opportunities available for career development	46%	+1	28%	0	27%	-1
Q31b	My organisation is committed to developing its employees	57%	-1	27%	0	16%	+1

COMPARISONS: ☐ At least 5 percent GREATER ☐ At least 5 percent LESS

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	**77%**	-3	**13%**	+1	**10%**	+2
Q24b	I receive help and support from other people in my workgroup	**86%**	-1	**10%**	+1	**5%**	0
Q24c	People in my workgroup are honest, open and transparent in their dealings	**71%**	-2	**18%**	+1	**11%**	+1
Q24d	People in my workgroup use their time and resources efficiently	**66%**	-1	**21%**	0	**13%**	+1
Q24e	People in my workgroup treat customers with respect	**87%**	-1	**10%**	0	**3%**	+1
Q24f	People in my workgroup are committed to delivering excellent service to customers	**84%**	-1	**12%**	0	**4%**	+1
Q24g	People in my workgroup do their jobs effectively	**75%**	-1	**17%**	0	**8%**	+1
My manager							
Q29a	My manager treats employees with dignity and respect	**81%**	-2	**11%**	0	**8%**	+2
Q29b	My manager listens to what I have to say	**80%**	-1	**12%**	0	**8%**	+1
Q29c	My manager keeps me informed about what's going on	**72%**	+1	**16%**	-1	**13%**	+1
Q29d	My manager understands my work	**75%**	0	**15%**	0	**11%**	0
Q29e	My manager creates a shared sense of purpose	**70%**	-1	**18%**	0	**11%**	+1
Q29f	My manager demonstrates honesty and integrity	**80%**	-1	**13%**	-1	**8%**	+1
Q29g	My manager draws the best out of me	**60%**	-1	**26%**	+1	**14%**	+1

COMPARISONS: ■ At least 5 percent GREATER   ■ At least 5 percent LESS

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	38%	+1	34%	0	28%	-1
	Q25g	I am confident that poor performance will be appropriately addressed in my workplace	39%	-2	27%	+1	34%	+1
	Q25h	People are treated fairly and consistently in my workplace	52%	-2	25%	+1	22%	+1
	Q25i	People take responsibility for their decisions and actions in my workplace	53%	-2	28%	0	19%	+1
	Q31e	Recruitment and promotion decisions in this organisation are fair	38%	-2	35%	0	28%	+1
Anti-discrimination								
	Q32a	Age is not a barrier to success in my organisation	65%	-4	22%	0	13%	+3
	Q32b	Gender is not a barrier to success in my organisation	68%	-4	21%	+1	12%	+3
	Q32c	Disability is not a barrier to success in my organisation	60%	-5	33%	+3	6%	+2
	Q32d	Cultural background is not a barrier to success in my organisation	68%	-4	25%	+1	7%	+2
	Q32e	Sexual orientation is not a barrier to success in my organisation	66%	-4	30%	+3	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.
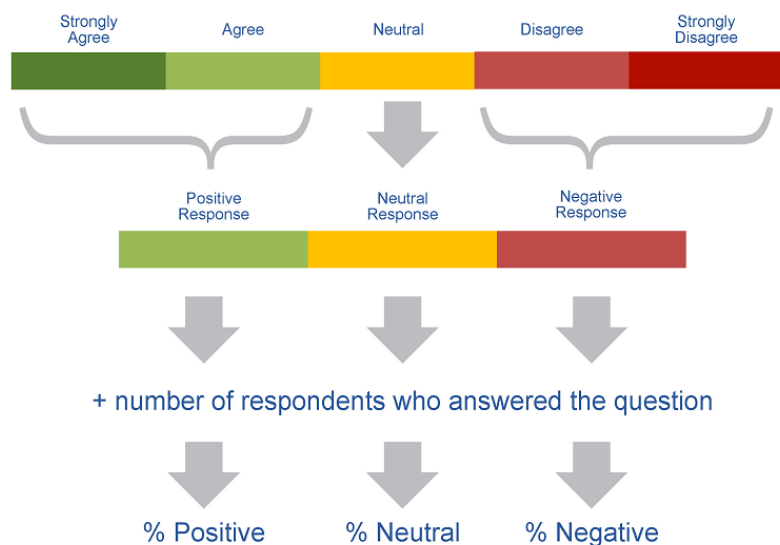
Negatively Worded Questions: An example

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.