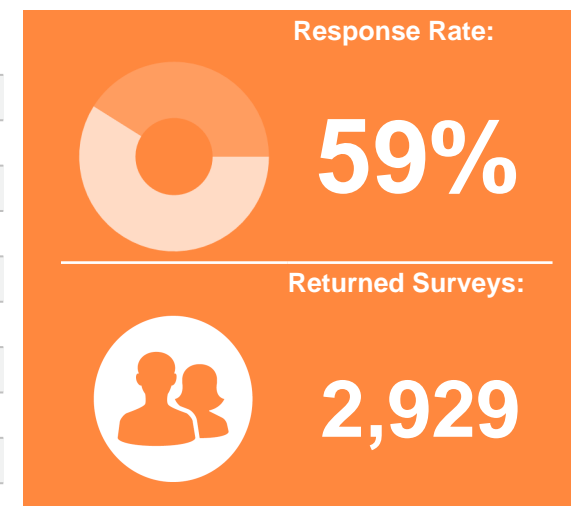


Queensland Fire and Emergency Services

Highlight Report

Report Content

Reporting Framework	
STRATEGIC PRIORITIES	01 Driver analysis scorecard
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Purpose

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

Note on the response rate

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

Reporting Framework

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

Strategic priorities: driver analysis

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

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



Workplace climate

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

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

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

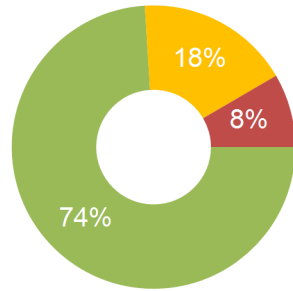


01 Driver analysis scorecard

Purpose

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

Agency engagement



% positive change since 2016

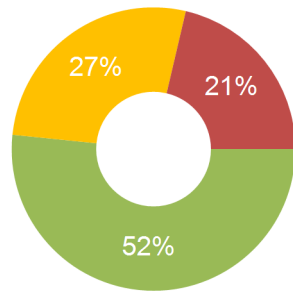
0

Top 3 drivers

% Positive

Driver	2016	2017
Organisational leadership	50%	52%
Learning and development	61%	64%
Job empowerment	73%	75%

Organisational Leadership



% positive change since 2016

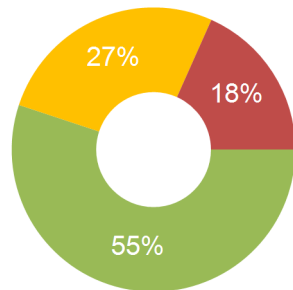
+1

Top 3 drivers

% Positive

Driver	2016	2017
Organisational fairness	45%	47%
Learning and development	61%	64%
Innovation	54%	55%

Innovation



% positive change since 2016

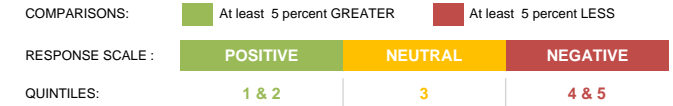
+1

Top 3 drivers

% Positive

Driver	2016	2017
Organisational leadership	50%	52%
Job empowerment	73%	75%
My manager	72%	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*	74	18	8	74%	0	+15	41 - 82	1
Job empowerment	75	15	10	75%	+2	+3	60 - 86	2
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	47	34	19	47%	+2	+7	29 - 68	2
Learning and development	64	20	16	64%	+2	+8	33 - 82	1
My workgroup	81	12	6	81%	+1	+5	58 - 92	2
My manager	74	16	10	74%	+2	+3	57 - 84	3
Organisational leadership*	52	27	21	52%	+1	+1	29 - 85	3
Organisational fairness	47	25	29	47%	+2	+4	26 - 67	2
Anti-discrimination	55	27	18	55%	-3	-11	48 - 96	5
Innovation*	55	27	18	55%	+1	-5	46 - 89	5

03 Factors by division

Purpose

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

	Queensland Fire and Emergency Services % positive	Commissioner (incl. Office of the Commissioner)	Emergency Management, Volunteerism and Community Resilience Division	Readiness and Response Services	Strategy and Corporate Services
<i>This section shows the % positive scores for divisions within the agency</i>					
Number of respondents	2,929	12	328	2098	291
Agency engagement*	74%	88%	69%	76%	70%
Job empowerment	75%	85%	73%	76%	76%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	47%	61%	38%	49%	44%
Learning and development	64%	74%	58%	66%	60%
My workgroup	81%	84%	75%	83%	85%
My manager	74%	80%	73%	74%	76%
Organisational leadership*	52%	64%	50%	52%	50%
Organisational fairness	47%	57%	43%	48%	46%
Anti-discrimination	55%	68%	55%	56%	58%
Innovation*	55%	75%	62%	53%	66%

04 Workplace climate

Purpose

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

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

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

	Response scale (%)			% positive	vs 2016	vs Qld public sector	Range of all agencies	Your agency quintile
● Safety, health and wellness*	60	26	14	60%	-4	+6	43 - 82	2
● Effectiveness and innovation*	59	23	18	59%	+1	+2	49 - 77	3
● People and relationships	82	12	6	82%	+1	+5	56 - 92	2
● Fairness and trust*	55	24	21	55%	+1	-3	46 - 78	4
● Performance and development	59	23	18	59%	+2	+3	41 - 74	2
● Leadership and engagement	68	19	13	68%	+1	+6	49 - 81	2
● My job	83	11	7	83%	+1	+5	58 - 89	1

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

05 Workplace climate by division

Purpose

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

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

	Queensland Fire and Emergency Services % positive	Commissioner (incl. Office of the Commissioner)	Emergency Management, Volunteerism and Community Resilience Division	Readiness and Response Services	Strategy and Corporate Services
<i>This section shows the % positive scores for divisions within the agency</i>					
Number of respondents	2,929	12	328	2098	291
● Safety, health and wellness*	60%	75%	57%	61%	61%
● Effectiveness and innovation*	59%	73%	59%	59%	62%
● People and relationships	82%	82%	76%	83%	85%
● Fairness and trust*	55%	67%	54%	56%	58%
● Performance and development	59%	72%	56%	61%	57%
● Leadership and engagement	68%	78%	66%	69%	68%
● My job	83%	90%	81%	84%	82%

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

06 Workplace climate by item

Purpose

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

New items were added to this index in 2017.

● Safety, health and wellness		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement	44	38	18	44%	+4	+12
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	53	32	15	53%	+2	+10
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	44	32	23	44%	0	-1
Q23f	My work contributes positively to my quality of life*	56	31	13	56%	-	+11
Q24h	People in my workgroup are committed to workplace safety	90	9	2	90%	0	+8
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	70	22	8	70%	-	+3
Q25b	My workplace culture supports people to achieve a good work/life balance	72	18	10	72%	+3	+10
Q25c	There is adequate focus on workplace safety at my workplace	87	9	4	87%	0	+9

* New in 2017, no trend

06 Workplace climate by item

Purpose

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

New items were added to this index in 2017.

● Safety, health and wellness (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29h	My manager proactively discusses flexible work arrangements*	50	29	21	50%	-	+1
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	53	25	22	53%	-	+2
Q31h	The wellbeing of employees is a priority for my organisation*	57	25	18	57%	-	+8
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>	38	39	23	38%	-	-3
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	75	17	8	75%	+3	+11
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	55	34	10	55%	-	0

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Effectiveness and innovation		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q22b	I have the tools I need to do my job effectively	75	13	12	75%	+2	+4
Q22c	I get the information I need to do my job well	71	17	12	71%	+4	+4
Q22d	I have the authority necessary to do my job effectively	77	15	8	77%	+1	+8
Q23c	I feel my job is secure	68	17	15	68%	+3	+10
Q23d	There is too much 'red tape' in my work (e.g. Regulatory or administrative processes) <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	16	33	51	16%	+3	-3
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	69	20	10	69%	-	+4
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	16	41	43	16%	+2	-3
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>	53	28	19	53%	0	+8
Q26a	My workplace has undergone significant change in the past 12 months	46	33	21	46%	-10	-6

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Effectiveness and innovation (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q27a	I get the opportunity to develop new and better ways of doing my job	52	28	19	52%	-1	-5
Q27b	I am encouraged to make suggestions about improving work processes and/or services	59	23	18	59%	0	-8
Q27c	Management is willing to act on suggestions to improve how things are done	46	29	26	46%	+2	-8
Q27d	My workgroup uses research and expertise to identify better practice	54	30	16	54%	+2	-2
Q27e	My workgroup always tries to improve its performance	73	19	8	73%	+2	+3
Q27f	My organisation is open to new ideas	47	31	23	47%	+1	-8
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	81	11	8	81%	+1	+12
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	81	12	7	81%	0	+3
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	84	12	4	84%	0	+20

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	80	11	9	80%	0	+6
Q24b	I receive help and support from other people in my workgroup	86	9	4	86%	+1	+3
Q24c	People in my workgroup are honest, open and transparent in their dealings	73	17	10	73%	+2	+5
Q24d	People in my workgroup use their time and resources efficiently	72	18	10	72%	+3	+7
Q24e	People in my workgroup treat customers with respect	89	8	2	89%	-1	+4
Q24f	People in my workgroup are committed to delivering excellent service to customers	88	10	2	88%	0	+5
Q24g	People in my workgroup do their jobs effectively	82	13	5	82%	+1	+7
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	85	11	5	85%	+1	+6

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	72	19	9	72%	+1	-1
Q25f	Performance is assessed and rewarded fairly in my workplace	39	33	29	39%	+4	+3
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	46	20	35	46%	+2	+7
Q25h	People are treated fairly and consistently in my workplace	58	20	23	58%	+1	+7
Q25i	People take responsibility for their decisions and actions in my workplace	56	24	20	56%	+1	+4
Q25j	I am able to speak up and share a different view to my colleagues and manager*	76	13	11	76%	-	+5
Q30a	My senior manager demonstrates honesty and integrity	69	20	11	69%	+4	-1
Q31e	Recruitment and promotion decisions in this organisation are fair	35	27	38	35%	+1	-2

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Fairness and trust (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31i	My responsibilities outside of work restrict my opportunities for promotion* % positive indicates those who "strongly disagree" or "disagree" with this statement	48	29	23	48%	-	-5
Q32a	Age is not a barrier to success in my organisation	58	24	18	58%	-4	-7
Q32b	Gender is not a barrier to success in my organisation	59	19	22	59%	-3	-11
Q32c	Disability is not a barrier to success in my organisation	31	40	29	31%	-4	-25
Q32d	Cultural background is not a barrier to success in my organisation	65	25	10	65%	-3	-4
Q32e	Sexual orientation is not a barrier to success in my organisation	64	26	10	64%	0	-6
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	53	22	25	53%	-3	-1
Q32g	Women and men have equal access to work experiences that support career progression*	56	20	24	56%	-	-11

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

		Performance and development			Response scale (%)	% positive	vs 2016	vs Qld public sector
Q28a	I receive useful feedback on my performance	54	25	21	54%	+4	-3	
Q28b	My performance is assessed against clear criteria	48	29	22	48%	+5	-2	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	73	15	12	73%	+2	+10	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	44	31	25	44%	+3	+3	
Q28e	I am able to access relevant learning and development opportunities	67	20	13	67%	+3	+5	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	65	23	11	65%	+1	+6	
Q28g	I am satisfied with the opportunities available for career development	55	21	24	55%	+4	+11	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	50	26	24	50%	+1	-5	
Q28i	I develop new knowledge and skills through undertaking tasks at work	76	17	8	76%	0	+4	
Q31b	My organisation is committed to developing its employees	58	23	18	58%	+2	+6	

06 Workplace climate by item (cont.)

Purpose

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

● Leadership and engagement		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29a	My manager treats employees with dignity and respect	80	11	9	80%	+2	+2
Q29b	My manager listens to what I have to say	78	13	9	78%	+1	+2
Q29c	My manager keeps me informed about what's going on	70	16	13	70%	+2	+3
Q29d	My manager understands my work	79	12	9	79%	+3	+6
Q29e	My manager creates a shared sense of purpose	71	18	11	71%	+2	+3
Q29f	My manager demonstrates honesty and integrity	79	12	9	79%	+2	+3
Q29g	My manager draws the best out of me	60	26	14	60%	0	+3
Q31a	In my organisation, the leadership is of high quality	54	25	21	54%	+2	+1

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	51	26	22	51%	-2	+2
Q31d	In my organisation, the leadership operates with a high level of integrity	54	27	18	54%	+1	0
Q31f	My organisation is well managed	46	29	24	46%	+4	-1
Q33a	I would recommend my organisation as a great place to work	77	16	7	77%	+1	+16
Q33b	I am proud to tell others I work for my organisation	87	9	4	87%	0	+20
Q33c	I feel strong personal attachment to my organisation	78	16	6	78%	-1	+19
Q33d	My organisation motivates me to help it achieve its objectives	63	25	12	63%	+1	+10
Q33e	My organisation inspires me to do the best in my job	65	22	13	65%	+2	+11

06 Workplace climate by item (cont.)

Purpose

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

● 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	92	4	3	92%	+1	+2
Q21b	I understand how my work contributes to my organisation's objectives	91	5	3	91%	0	+1
Q22a	I have a choice in deciding how I do my work	61	23	16	61%	+2	-6
Q22e	My job gives me opportunities to utilise my skills	84	9	7	84%	+2	+9
Q22f	I enjoy the work in my current job	86	9	5	86%	+2	+10
Q22g	My job gives me a feeling of personal accomplishment	82	11	7	82%	+2	+13
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	85	10	5	85%	-1	+9
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	81	14	6	81%	0	+1
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	83	11	6	83%	+1	+10

07 Most changed since 2016, by item

Purpose

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

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

The survey items with the most positive change	Index	% positive 2017	vs 2016
My performance is assessed against clear criteria	Performance and development	48%	+5
My organisation is well managed	Leadership and engagement	46%	+4
My senior manager demonstrates honesty and integrity	Fairness and trust	69%	+4
I get the information I need to do my job well	Effectiveness and innovation	71%	+4
I am satisfied with the opportunities available for career development	Performance and development	55%	+4

The survey items with the most negative change	Index	% positive 2017	vs 2016
Age is not a barrier to success in my organisation	Fairness and trust	58%	-4
Disability is not a barrier to success in my organisation	Fairness and trust	31%	-4
Cultural background is not a barrier to success in my organisation	Fairness and trust	65%	-3
Gender is not a barrier to success in my organisation	Fairness and trust	59%	-3
If I raised a complaint, I feel confident that it would be taken seriously	Fairness and trust	53%	-3

08 Leadership behaviour in your agency: Team Leader

Purpose

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

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

Leadership levels are defined as follows:

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

POSITIVE IMPACT

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

SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Demonstrates sound judgment	37%	+10
Upholds ethical standards and principles	34%	+2
Responds confidently when faced with uncertainty	32%	+7
Empowers their team to perform at their best	30%	-1
Delegates work effectively and monitors performance	28%	+4
Builds effective working relationships with others	24%	-5
Supports their team to adapt to change	21%	-7
Takes responsibility for team development	19%	+3
Encourages a strong customer and stakeholder focus	16%	-10
Implements improved ways of doing things	16%	-4
Applies sound business management skills	16%	+2
Describes how their team's work aligns to organisational objectives	15%	-2
Actively seeks feedback for personal development	8%	+1

Upholds ethical standards and principles	39%	+12
Demonstrates sound judgment	38%	+8
Empowers their team to perform at their best	35%	-1
Responds confidently when faced with uncertainty	33%	+7
Builds effective working relationships with others	31%	-9
Takes responsibility for team development	22%	+4
Actively seeks feedback for personal development	18%	-3
Implements improved ways of doing things	18%	-7
Supports their team to adapt to change	16%	-3
Delegates work effectively and monitors performance	15%	-4
Applies sound business management skills	14%	0
Encourages a strong customer and stakeholder focus	12%	-6
Describes how their team's work aligns to organisational objectives	10%	+2

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

Purpose

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

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

Leadership levels are defined as follows:

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

Proportion vs Qld public sector

DEMONSTRATED

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

	Proportion	vs Qld public sector
Demonstrates sound judgment	38%	+9
Upholds ethical standards and principles	34%	+2
Responds confidently when faced with uncertainty	32%	+7
Delegates work effectively and monitors performance	28%	+5
Empowers their team to perform at their best	27%	0
Builds effective working relationships with others	23%	-5
Takes responsibility for team development	20%	+3
Supports their team to adapt to change	20%	-6
Encourages a strong customer and stakeholder focus	18%	-9
Applies sound business management skills	18%	0
Implements improved ways of doing things	17%	-3
Describes how their team's work aligns to organisational objectives	16%	-3
Actively seeks feedback for personal development	8%	+1

NOT DEMONSTRATED

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

	Proportion	vs Qld public sector
Empowers their team to perform at their best	35%	0
Actively seeks feedback for personal development	33%	+2
Implements improved ways of doing things	30%	-1
Takes responsibility for team development	29%	-2
Supports their team to adapt to change	26%	0
Builds effective working relationships with others	25%	+1
Delegates work effectively and monitors performance	23%	-7
Describes how their team's work aligns to organisational objectives	20%	0
Responds confidently when faced with uncertainty	18%	0
Demonstrates sound judgment	18%	+5
Upholds ethical standards and principles	16%	+3
Applies sound business management skills	14%	+1
Encourages a strong customer and stakeholder focus	11%	0

08 Leadership behaviour in your agency: Program Manager

Purpose

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

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

Leadership levels are defined as follows:

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

POSITIVE IMPACT

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

SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Takes a 'big picture' view of issues or problems	36%	+1
Manages and prioritises resources to achieve the best outcomes	36%	+4
Demonstrates sound judgment	32%	+4
Takes responsibility for upholding ethical standards and principles	30%	+5
Encourages collaboration and inclusion across workgroups	24%	-5
Empowers individuals and teams to build capability	23%	-4
Motivates others to perform at their best	20%	+1
Encourages innovative ideas and solutions	20%	-6
Demonstrates sound business acumen	17%	+1
Builds effective networks across the organisation and sector	17%	-4
Manages ambiguity and politics effectively	17%	-1
Leads change and culture initiatives	12%	-3
Actively seeks feedback for personal development	10%	+3
Motivates others to perform at their best	42%	+6
Manages and prioritises resources to achieve the best outcomes	32%	-3
Demonstrates sound judgment	31%	+4
Empowers individuals and teams to build capability	29%	-3
Takes a 'big picture' view of issues or problems	29%	+2
Takes responsibility for upholding ethical standards and principles	28%	+7
Encourages innovative ideas and solutions	20%	0
Actively seeks feedback for personal development	17%	0
Builds effective networks across the organisation and sector	17%	-3
Leads change and culture initiatives	16%	-7
Encourages collaboration and inclusion across workgroups	14%	-2
Demonstrates sound business acumen	12%	+2
Manages ambiguity and politics effectively	11%	-3

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

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED

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

NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Manages and prioritises resources to achieve the best outcomes	37%	+4
Demonstrates sound judgment	34%	+4
Takes a 'big picture' view of issues or problems	34%	-1
Takes responsibility for upholding ethical standards and principles	27%	+4
Encourages collaboration and inclusion across workgroups	26%	-1
Builds effective networks across the organisation and sector	22%	-2
Encourages innovative ideas and solutions	21%	-2
Demonstrates sound business acumen	19%	+1
Empowers individuals and teams to build capability	19%	-4
Motivates others to perform at their best	19%	-1
Manages ambiguity and politics effectively	18%	0
Leads change and culture initiatives	11%	-4
Actively seeks feedback for personal development	11%	+4
Motivates others to perform at their best	36%	+3
Empowers individuals and teams to build capability	31%	-3
Actively seeks feedback for personal development	30%	+2
Encourages innovative ideas and solutions	30%	+4
Manages and prioritises resources to achieve the best outcomes	25%	-1
Manages ambiguity and politics effectively	24%	-3
Leads change and culture initiatives	20%	-5
Takes responsibility for upholding ethical standards and principles	20%	+6
Encourages collaboration and inclusion across workgroups	19%	-4
Demonstrates sound judgment	19%	+5
Takes a 'big picture' view of issues or problems	19%	0
Builds effective networks across the organisation and sector	15%	-2
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

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

SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Models high levels of ethical and professional behaviour	43%	+4
Directs and prioritises resources to achieve the best outcomes	35%	+6
Stands behind their decisions in the face of adversity	34%	+5
Builds strong relationships that influence organisational and sector outcomes	28%	+1
Navigates complex issues, politics and ambiguous situations effectively	24%	-13
Inspires others to perform at their best	21%	-1
Creates a culture of continuous improvement	18%	-5
Adopts a system-wide view of issues to inform action	17%	-4
Seeks feedback to strengthen leadership approach	16%	+3
Nurtures a learning and development culture	16%	0
Is compelling when communicating the organisational strategy	15%	+1
Demonstrates commercial acumen in managing corporate risk	15%	+1
Leads change with agility	11%	-2
Models high levels of ethical and professional behaviour	49%	+11
Inspires others to perform at their best	44%	+2
Builds strong relationships that influence organisational and sector outcomes	35%	-1
Creates a culture of continuous improvement	30%	+5
Navigates complex issues, politics and ambiguous situations effectively	22%	-8
Directs and prioritises resources to achieve the best outcomes	22%	-4
Stands behind their decisions in the face of adversity	20%	+5
Seeks feedback to strengthen leadership approach	19%	-1
Leads change with agility	18%	-3
Nurtures a learning and development culture	18%	+4
Is compelling when communicating the organisational strategy	11%	-2
Adopts a system-wide view of issues to inform action	8%	-5
Demonstrates commercial acumen in managing corporate risk	5%	-2

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

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED

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

NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Models high levels of ethical and professional behaviour	39%	+3
Directs and prioritises resources to achieve the best outcomes	35%	+5
Stands behind their decisions in the face of adversity	31%	+3
Builds strong relationships that influence organisational and sector outcomes	24%	-3
Navigates complex issues, politics and ambiguous situations effectively	24%	-11
Inspires others to perform at their best	23%	+2
Adopts a system-wide view of issues to inform action	21%	-2
Creates a culture of continuous improvement	20%	-2
Seeks feedback to strengthen leadership approach	18%	+5
Demonstrates commercial acumen in managing corporate risk	17%	+1
Is compelling when communicating the organisational strategy	16%	0
Nurtures a learning and development culture	14%	-1
Leads change with agility	12%	-3
Inspires others to perform at their best	38%	+1
Seeks feedback to strengthen leadership approach	31%	-4
Creates a culture of continuous improvement	28%	+1
Builds strong relationships that influence organisational and sector outcomes	25%	+3
Models high levels of ethical and professional behaviour	25%	+7
Stands behind their decisions in the face of adversity	25%	+6
Nurtures a learning and development culture	22%	-4
Directs and prioritises resources to achieve the best outcomes	21%	-5
Leads change with agility	21%	0
Navigates complex issues, politics and ambiguous situations effectively	20%	+3
Adopts a system-wide view of issues to inform action	16%	-1
Is compelling when communicating the organisational strategy	15%	-5
Demonstrates commercial acumen in managing corporate risk	9%	-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

POSITIVE IMPACT

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

SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Models high levels of ethical and professional behaviour	57%	+8
Inspires others to perform at their best	48%	-3
Builds strong relationships that influence organisational and sector outcomes	33%	+1
Creates a culture of continuous improvement	33%	+3
Is compelling when communicating the organisational strategy	29%	+15
Leads change with agility	24%	+11
Directs and prioritises resources to achieve the best outcomes	19%	-1
Navigates complex issues, politics and ambiguous situations effectively	19%	-8
Seeks feedback to strengthen leadership approach	14%	-1
Stands behind their decisions in the face of adversity	14%	-3
Adopts a system-wide view of issues to inform action	5%	-3
Demonstrates commercial acumen in managing corporate risk	5%	+3
Nurtures a learning and development culture	0%	-22
Builds strong relationships that influence organisational and sector outcomes	57%	+24
Navigates complex issues, politics and ambiguous situations effectively	57%	+22
Inspires others to perform at their best	52%	+13
Models high levels of ethical and professional behaviour	43%	+5
Is compelling when communicating the organisational strategy	29%	+16
Directs and prioritises resources to achieve the best outcomes	19%	-5
Creates a culture of continuous improvement	14%	-11
Stands behind their decisions in the face of adversity	14%	+2
Seeks feedback to strengthen leadership approach	10%	-11
Leads change with agility	5%	-15
Adopts a system-wide view of issues to inform action	0%	-18
Demonstrates commercial acumen in managing corporate risk	0%	-7
Nurtures a learning and development culture	0%	-14

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

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED

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

NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Models high levels of ethical and professional behaviour	52%	+22
Is compelling when communicating the organisational strategy	33%	+14
Leads change with agility	33%	+22
Adopts a system-wide view of issues to inform action	29%	-2
Inspires others to perform at their best	29%	+13
Builds strong relationships that influence organisational and sector outcomes	24%	-3
Creates a culture of continuous improvement	24%	-1
Seeks feedback to strengthen leadership approach	24%	+10
Directs and prioritises resources to achieve the best outcomes	14%	-16
Nurtures a learning and development culture	14%	-2
Navigates complex issues, politics and ambiguous situations effectively	10%	-25
Stands behind their decisions in the face of adversity	10%	-13
Demonstrates commercial acumen in managing corporate risk	5%	-14
Models high levels of ethical and professional behaviour	38%	+13
Seeks feedback to strengthen leadership approach	33%	+2
Stands behind their decisions in the face of adversity	33%	+17
Builds strong relationships that influence organisational and sector outcomes	29%	+6
Inspires others to perform at their best	29%	-5
Demonstrates commercial acumen in managing corporate risk	24%	+16
Is compelling when communicating the organisational strategy	24%	+3
Directs and prioritises resources to achieve the best outcomes	19%	-10
Adopts a system-wide view of issues to inform action	14%	-5
Creates a culture of continuous improvement	14%	-14
Leads change with agility	14%	-7
Navigates complex issues, politics and ambiguous situations effectively	14%	-5
Nurtures a learning and development culture	14%	-9

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	50%	-4	+6
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	50%	+4	-6
None of the above	50%	-4	+6
Casual/on call	19%	0	+16
Flexible work hours for example accumulated hours as 'flexitime'*	18%	-	-11
Flexible work hours for example start late or early to meet responsibilities external to work*	11%	-	-1
Part time work	10%	-1	-7
Leave at half pay	2%	-1	-3
Other, please specify	1%	0	-1
Telecommuting	1%	0	-3
Job sharing	1%	0	-1
Hot desks	1%	0	-2
Compressed work hours	1%	0	-1
Part-year work/annualised hours	0%	0	0
Purchased leave/extended leave/deferred salary schemes	0%	0	0
Term-time working	0%	0	0

* New in 2017, no trend

09 Flexible work options (cont.)

Purpose

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

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

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

	Proportion	vs 2016	vs Qld public sector
Yes, I requested flexibility	10%	0	-10
No, I have not made a request but I am content with my current arrangements	82%	+2	+13
No, I have not made a request but I am not content with my current arrangements	9%	-1	-3

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	62%	-4
Partially granted	13%	-1
Declined – no reason given	12%	+5
Declined – reason provided	8%	+1
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*	37%	-	+13
I feel flexibility is not possible in my current job	27%	-12	-3
I felt it would limit my career	16%	-2	-4
Flexible working is frowned upon/not supported by my workplace culture	16%	-2	-14
I didn't feel confident presenting my case or negotiating arrangements with my manager	12%	-6	-10
I didn't feel I had the right to	10%	-16	-7
I don't feel confident in my manager's ability to manage staff working flexibly	9%	-6	-3
I was concerned that it may negatively impact my team	9%	-5	-10
I felt it would limit my access to training and development	7%	-3	0
I feel the technology I currently have access to does not support flexible working	4%	-3	-2

* New in 2017, no trend

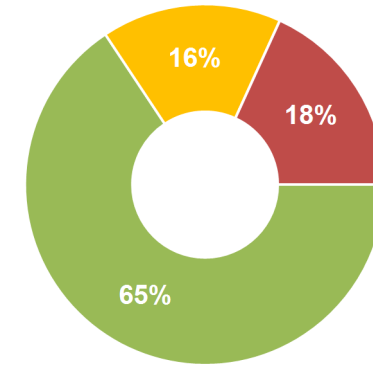
10 Domestic and family violence

Purpose

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

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

Overall	% proportion	vs 2016	vs Qld public sector
Yes	65%	+3	-10
No	18%	-2	+6
Don't know	16%	-1	+4



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	75%	+8	-11
No	14%	-8	+6
Don't Know	11%	-1	+5

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	60%	0	-12
No	21%	+1	+7
Don't Know	19%	-1	+5

10 Domestic and family violence (cont.)

Purpose

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

Managers <i>Manage one or more employees</i>	% positive	vs 2016	vs Qld public sector
I am confident that I could sensitively communicate with employees affected by domestic and family violence	73%	+2	-9
If I was approached directly by an employee affected by domestic and family violence, I am confident in my ability to provide appropriate levels of support	73%	+4	-8
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	74%	+4	-7

Non-managers <i>Manage no employees</i>	% positive	vs 2016	vs Qld public sector
I am confident that I could sensitively communicate with colleagues affected by domestic and family violence	73%	+4	+2
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	74%	+1	+3

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

Managers <i>Manage one or more employees</i>	% proportion	vs Qld public sector	Non-managers <i>Manage no employees</i>	% proportion	vs Qld public sector
Yes	8%	-8	Yes	5%	-2
No	86%	+6	No	90%	+2
Don't Know	3%	+1	Don't Know	2%	0
Prefer not to say	3%	0	Prefer not to say	3%	0

* New in 2017, no trend

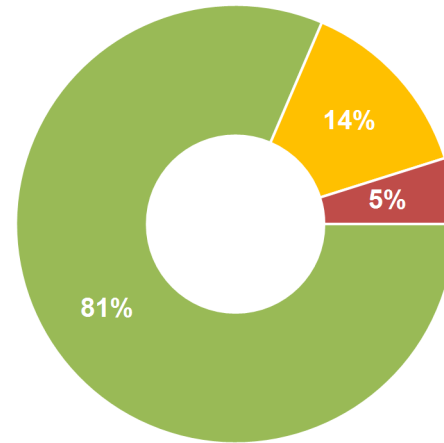
* New in 2017, no trend

11 Intention to leave your organisation

Purpose

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

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



81%

of employees agreed with the statement:

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

% positive change since 2016

+2

vs Qld public sector

+15

Reasons for leaving	Proportion	vs Qld public sector
Career or job opportunities	45%	-7
The workplace culture	32%	-7
Stress/Health	29%	-4
Pay and conditions	28%	+1
Professional/personal development	26%	-9
Job security	21%	+2
Balancing work and life commitments	20%	-2
Your relationship with your manager	20%	-3
The location of your workplace or the time spent commuting	20%	+2
Family/carer responsibilities	15%	+2
Retirement	15%	+6
Other (please specify)	13%	+3
Your relationship with your colleagues	13%	+2
Work hours	12%	-2
Contract expiring	9%	-3
Fit between work and your interests	8%	-3
Travel plans	7%	+1

12 Bullying and sexual harassment

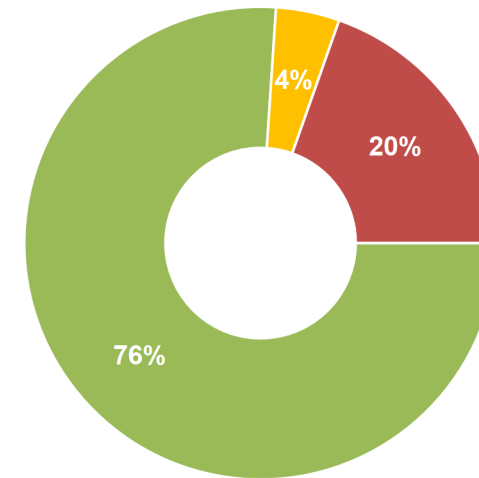
Purpose

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.

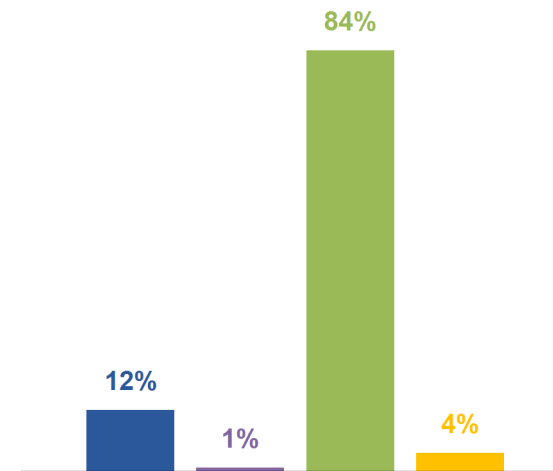
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
Yes	20%	-3	-8
No	76%	+3	+9
Don't know	4%	-1	-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	12%	-2	-5
Sexual Harassment	1%	0	0
No	84%	+3	+5
Don't Know	4%	-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.

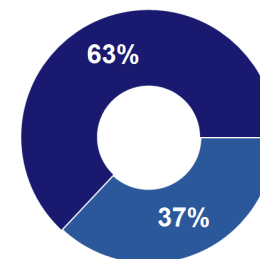
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A senior manager	37%	-2	+6
A fellow worker	34%	-2	-9
Your immediate manager/supervisor	31%	+1	-3
A group of fellow workers	16%	-2	+2
Prefer not to specify	9%	+1	+1
A worker that reports to you	7%	+3	+2
A member of the public	4%	+1	-1
A client/customer	3%	+1	-4
Other	3%	0	+1
A representative of another agency	2%	0	+1
A consultant/service provider	1%	0	-1

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	53%	-2	-6
Inappropriate and unfair application of work policies or rules	43%	-10	+1
Other	27%	0	+1
Interference with your personal property or work equipment	11%	+2	+4
Physical behaviour (e.g. assault or aggressive body language)	11%	-1	0
'Initiations' or pranks	8%	+2	+1
Cyber bullying	3%	-3	-3

Did you report the BULLYING?

No



Yes

Why did you not report the BULLYING?

Why did you not report the BULLYING?	Proportion	vs 2016	vs Qld public sector
I did not think any action would be taken	54%	-5	-2
It could affect my career	44%	-1	-1
I did not think it was worth the hassle of going through the report process	39%	-2	+1
I did not want to upset relationships in the workplace	37%	+1	-3
Managers accepted the behaviour	32%	+2	-2
I did not have enough evidence	19%	-2	-1
I did not think the bullying was serious enough	17%	+2	0
Other	11%	0	0
The matter was resolved informally	7%	-2	0
I did not know how to report it	4%	-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.

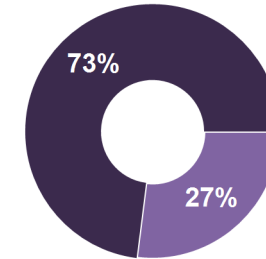
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you SEXUALLY HARASSED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	35%	-8	-17
A senior manager	26%	+12	+12
Prefer not to specify	26%	+5	+14
A group of fellow workers	17%	-4	+9
A member of the public	13%	+6	+5
Your immediate manager/supervisor	13%	-16	-1
A client/customer	4%	+4	-9
A worker that reports to you	4%	+4	+1
A consultant/service provider	0%	0	-2
A representative of another agency	0%	0	-3
Other	0%	-7	-2

What type of SEXUAL HARASSMENT did you experience?	Proportion	vs 2016	vs Qld public sector
Remarks of a sexual nature	71%	-	-1
Unwanted physical intimacy	24%	-	-12
Unwelcome demand or request, either directly or implied, for sexual favours	19%	-	+3
Any other unwelcome conduct of a sexual nature in relation to you	14%	-	-12

Did you report the **SEXUAL HARASSMENT**?

No



Yes

Why did you not report the **SEXUAL HARASSMENT**?

Why did you not report the SEXUAL HARASSMENT ?	Proportion	vs 2016	vs Qld public sector
I did not think any action would be taken	50%	+50	+8
I did not want to upset relationships in the workplace	44%	+44	+6
It could affect my career	44%	+44	+8
Other	38%	+38	+26
I did not think it was worth the hassle of going through the report process	31%	+31	-6
I did not think the sexual harassment was serious enough	31%	+31	+1
The matter was resolved informally	25%	+25	+11
I did not have enough evidence	19%	+19	-3
I did not know how to report it	13%	+13	+5
Managers accepted the behaviour	13%	+13	-9

13 Your view

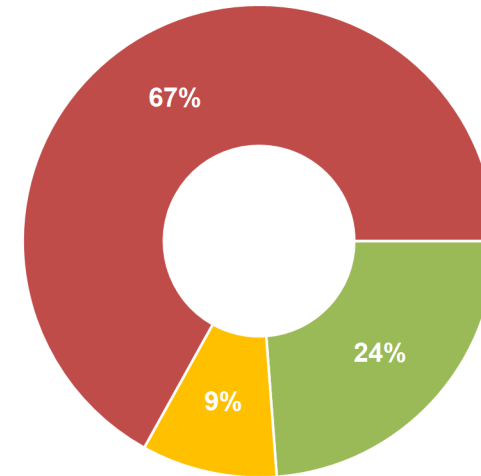
Purpose

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.

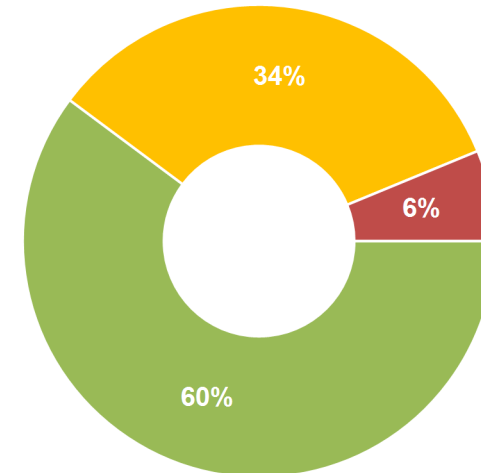
Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Yes	24%	0	-7
No	67%	-1	+11
No, but I have not worked long in my organisation	9%	+1	-4



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

	Proportion	vs 2016	vs Qld public sector
Positive	60%	+4	-2
Neutral	34%	-2	+2
Negative	6%	-2	0



14 Agency specific questions

Purpose

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

	Response scale (%)			% positive 2017	vs 2016
I am well informed about what is happening in QFES	61	26	13	61%	+1
If I have a problem or concern, I feel comfortable discussing it with my supervisor/manager	74	13	12	74%	+1
Consultation and collaboration with external partners is promoted and encouraged	54	36	10	54%	-6
I am adequately equipped to perform my role safely	85	9	6	85%	+3
Meeting community and customer needs is the primary driver for QFES	80	14	6	80%	+4
QFES is actively engaged with the community to prevent and mitigate the frequency and impact of incidents	84	12	4	84%	+5
QFES has a 'one QFES' approach to service delivery	57	26	17	57%	+10
I understand what is expected of me in terms of workplace behaviour as outlined in the Code of Conduct for the Queensland Public Service	95	5	1	95%	-
I have confidence in how to access employee support networks in QFES	83	13	4	83%	-
People within QFES are generally understanding and accepting of people affected by mental health challenges	63	27	11	63%	-

15 Appendix A – Strategic priorities by demographics

Purpose

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

"Restricted" indicates a group with less than 10 respondents

	Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
Queensland Fire and Emergency Services	2,929	74%	52%	55%
Managerial status				
Yes	995	74%	49%	56%
No	1,914	74%	53%	55%
Employment status				
Permanent	2,136	70%	44%	51%
Non-permanent	770	84%	72%	67%
Full-time status				
Full-time basis	2,070	70%	44%	51%
Part-time basis	837	84%	70%	65%
FTE Salary				
Under \$50,000	834	85%	72%	65%
\$50,000 - \$69,999	453	74%	55%	54%
\$70,000 - \$89,999	704	66%	37%	46%
\$90,000 or over	896	70%	42%	54%
Time in agency				
Less than 2 years	449	85%	73%	69%
2 to less than 6 years	572	77%	57%	57%
6 to less than 10 years	466	71%	46%	52%
10 to less than 14 years	361	71%	43%	51%
14 to less than 16 years	141	68%	44%	46%
16 to less than 20 years	239	73%	48%	56%
20 years or more	696	69%	44%	51%

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)
Queensland Fire and Emergency Services		2,929	74%	52%	55%
Age	34 years or younger	634	82%	64%	60%
	35 to 44 years	748	75%	52%	55%
	45 to 54 years	995	71%	46%	52%
	55 years or older	538	70%	47%	56%
Gender*	Female	698	69%	49%	58%
	Male	2,206	76%	53%	54%
	X	22	42%	26%	43%
Type of work	Direct service delivery	1,859	75%	50%	51%
	Corporate services and administrative support/clerical	395	70%	52%	62%
	Other	652	73%	56%	63%
Shiftwork	Yes	1,160	71%	40%	42%
	No	1,751	76%	59%	64%

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

16 Appendix B – Strategic priorities and factors by item

Purpose

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

Strategic priorities		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Agency engagement							
Q33a	I would recommend my organisation as a great place to work	77%	+1	16%	-1	7%	0
Q33b	I am proud to tell others I work for my organisation	87%	0	9%	0	4%	0
Q33c	I feel strong personal attachment to my organisation	78%	-1	16%	+1	6%	0
Q33d	My organisation motivates me to help it achieve its objectives	63%	+1	25%	-1	12%	-1
Q33e	My organisation inspires me to do the best in my job	65%	+2	22%	-1	13%	0
Organisational leadership							
Q31a	In my organisation, the leadership is of high quality	54%	+2	25%	-2	21%	0
Q31c	Management model the behaviours expected of all employees	51%	-2	26%	+2	22%	0
Q31d	In my organisation, the leadership operates with a high level of integrity	54%	+1	27%	0	18%	-1
Q31f	My organisation is well managed	46%	+4	29%	-3	24%	-2
Innovation							
Q27a	I get the opportunity to develop new and better ways of doing my job	52%	-1	28%	+1	19%	0
Q27b	I am encouraged to make suggestions about improving work processes and/or services	59%	0	23%	0	18%	0
Q27c	Management is willing to act on suggestions to improve how things are done	46%	+2	29%	-1	26%	-1
Q27d	My workgroup uses research and expertise to identify better practice	54%	+2	30%	+1	16%	-3
Q27e	My workgroup always tries to improve its performance	73%	+2	19%	-2	8%	0
Q27f	My organisation is open to new ideas	47%	+1	31%	-2	23%	+1

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

Purpose

This section provides detailed information for each strategic priority and factor to enable in-depth discussions, action planning and 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	61%	+2	23%	-1	16%	-1
Q22b	I have the tools I need to do my job effectively	75%	+2	13%	-1	12%	-1
Q22c	I get the information I need to do my job well	71%	+4	17%	-2	12%	-2
Q22d	I have the authority necessary to do my job effectively	77%	+1	15%	0	8%	-1
Q22e	My job gives me opportunities to utilise my skills	84%	+2	9%	-1	7%	-1
Q34b	Your ability to work on your own initiative	81%	0	14%	0	6%	0
Workload and health							
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with overload	44%	+4	38%	0	18%	-3
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with burn out	53%	+2	32%	0	15%	-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	44%	0	32%	+1	23%	-1
Learning and development							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	73%	+2	15%	-1	12%	-1
Q28e	I am able to access relevant learning and development opportunities	67%	+3	20%	-1	13%	-2
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	65%	+1	23%	-1	11%	0
Q28g	I am satisfied with the opportunities available for career development	55%	+4	21%	-1	24%	-3
Q31b	My organisation is committed to developing its employees	58%	+2	23%	-3	18%	+1

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

Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
My workgroup							
Q24a	People in my workgroup treat each other with respect	80%	0	11%	+1	9%	-1
Q24b	I receive help and support from other people in my workgroup	86%	+1	9%	-1	4%	0
Q24c	People in my workgroup are honest, open and transparent in their dealings	73%	+2	17%	0	10%	-2
Q24d	People in my workgroup use their time and resources efficiently	72%	+3	18%	-1	10%	-1
Q24e	People in my workgroup treat customers with respect	89%	-1	8%	0	2%	0
Q24f	People in my workgroup are committed to delivering excellent service to customers	88%	0	10%	0	2%	0
Q24g	People in my workgroup do their jobs effectively	82%	+1	13%	0	5%	-1
My manager							
Q29a	My manager treats employees with dignity and respect	80%	+2	11%	-1	9%	-2
Q29b	My manager listens to what I have to say	78%	+1	13%	0	9%	-1
Q29c	My manager keeps me informed about what's going on	70%	+2	16%	+1	13%	-2
Q29d	My manager understands my work	79%	+3	12%	-2	9%	-1
Q29e	My manager creates a shared sense of purpose	71%	+2	18%	-1	11%	-2
Q29f	My manager demonstrates honesty and integrity	79%	+2	12%	-2	9%	0
Q29g	My manager draws the best out of me	60%	0	26%	+3	14%	-3

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.

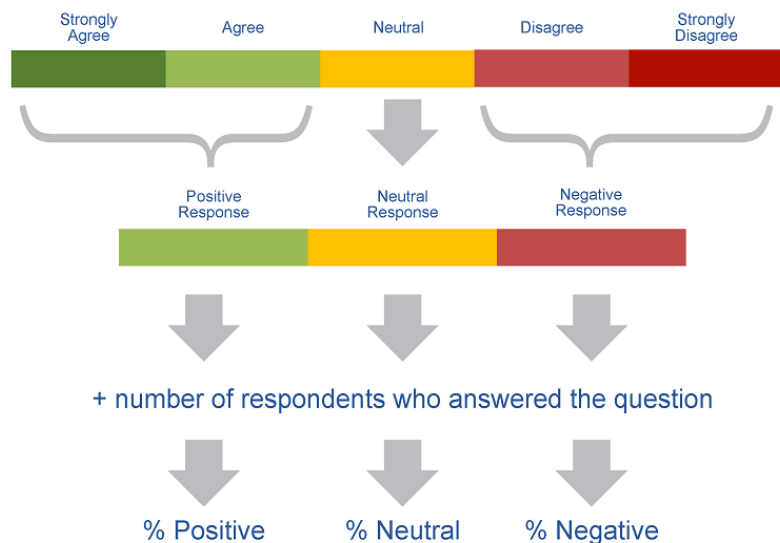
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Organisational fairness							
Q25f	Performance is assessed and rewarded fairly in my workplace	39%	+4	33%	0	29%	-4
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	46%	+2	20%	-3	35%	+1
Q25h	People are treated fairly and consistently in my workplace	58%	+1	20%	-1	23%	-1
Q25i	People take responsibility for their decisions and actions in my workplace	56%	+1	24%	-1	20%	-1
Q31e	Recruitment and promotion decisions in this organisation are fair	35%	+1	27%	0	38%	-2
Anti-discrimination							
Q32a	Age is not a barrier to success in my organisation	58%	-4	24%	+1	18%	+3
Q32b	Gender is not a barrier to success in my organisation	59%	-3	19%	+1	22%	+2
Q32c	Disability is not a barrier to success in my organisation	31%	-4	40%	-1	29%	+6
Q32d	Cultural background is not a barrier to success in my organisation	65%	-3	25%	0	10%	+3
Q32e	Sexual orientation is not a barrier to success in my organisation	64%	0	26%	-2	10%	+2

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.