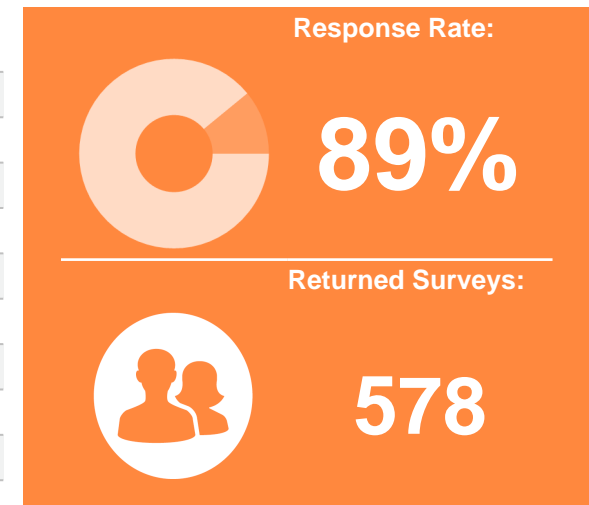


Department of the Premier and Cabinet

Highlight Report

Report Content

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

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

Note on the response rate

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

Reporting Framework

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

Strategic priorities: driver analysis

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

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



Workplace climate

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

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

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

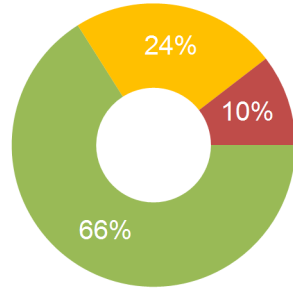


01 Driver analysis scorecard

Purpose

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

Agency engagement

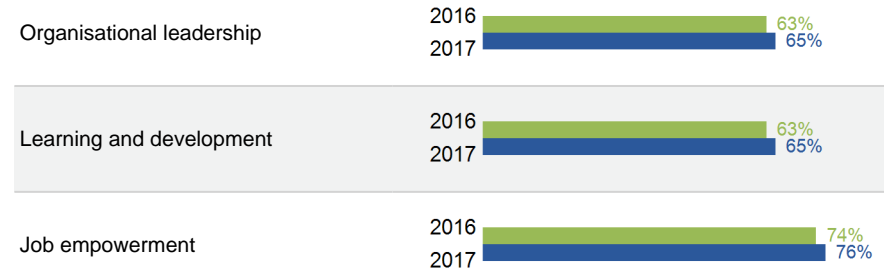


% positive change since 2016

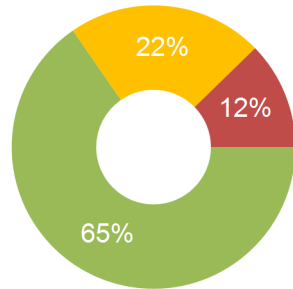
-1

Top 3 drivers

% Positive



Organisational Leadership

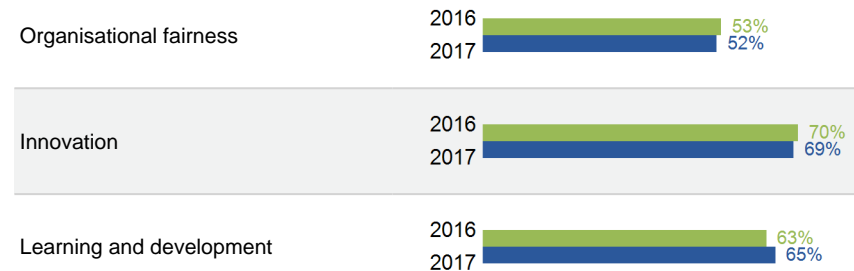


% positive change since 2016

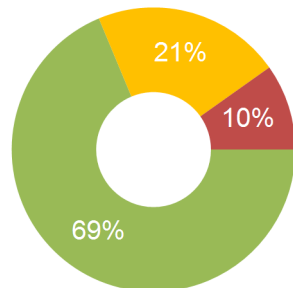
+2

Top 3 drivers

% Positive



Innovation

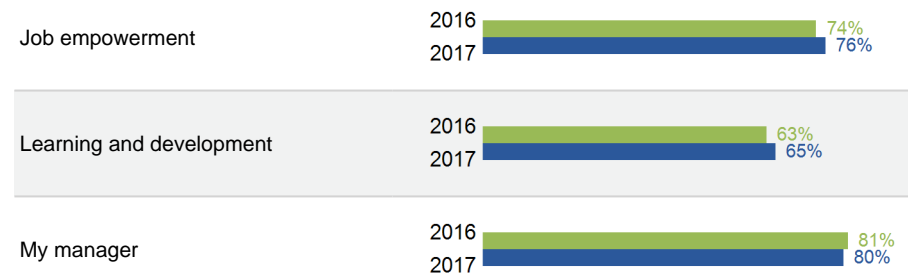


% positive change since 2016

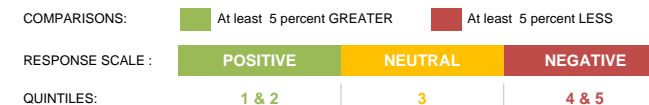
-1

Top 3 drivers

% Positive



02 Factors



Purpose

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

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

	Response scale (%)			% positive	vs 2016	vs Qld public sector	Range of all agencies	Your agency quintile
Agency engagement*	66	24	10	66%	-1	+7	41 - 82	2
Job empowerment	76	15	9	76%	+1	+4	60 - 86	2
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	49	29	22	49%	-4	+9	29 - 68	1
Learning and development	65	23	12	65%	+1	+9	33 - 82	1
My workgroup	86	10	4	86%	-1	+10	58 - 92	1
My manager	80	12	8	80%	-2	+9	57 - 84	1
Organisational leadership*	65	22	12	65%	+2	+14	29 - 85	1
Organisational fairness	52	27	21	52%	-1	+9	26 - 67	1
Anti-discrimination	73	21	6	73%	-2	+7	48 - 96	2
Innovation*	69	21	10	69%	-1	+9	46 - 89	1

03 Factors by division

Purpose

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

	Department of the Premier and Cabinet % positive	Arts Queensland	Cabinet Services	Corporate Administration Agency	Corporate and Government Services Division	ODG + DCLO	Office of the Queensland Parliamentary Counsel	Policy Division	Strategy and Engagement Division
<i>This section shows the % positive scores for divisions within the agency</i>									
Number of respondents	578	104	23	74	117	16	48	95	93
Agency engagement*	66%	51%	61%	51%	78%	79%	69%	82%	62%
Job empowerment	76%	63%	77%	69%	86%	80%	79%	80%	75%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	49%	42%	43%	31%	61%	85%	42%	60%	46%
Learning and development	65%	47%	70%	52%	75%	81%	72%	75%	65%
My workgroup	86%	79%	78%	81%	89%	94%	78%	93%	91%
My manager	80%	69%	76%	77%	84%	93%	78%	89%	79%
Organisational leadership*	65%	54%	60%	57%	76%	79%	61%	82%	58%
Organisational fairness	52%	39%	45%	43%	56%	76%	55%	65%	54%
Anti-discrimination	73%	67%	63%	65%	77%	100%	79%	80%	73%
Innovation*	69%	57%	64%	68%	83%	77%	66%	65%	70%

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*	61	24	15	61%	-5	+6	43 - 82	2
● Effectiveness and innovation*	62	23	15	62%	-1	+5	49 - 77	2
● People and relationships	86	10	4	86%	0	+10	56 - 92	1
● Fairness and trust*	66	22	12	66%	0	+8	46 - 78	1
● Performance and development	64	23	13	64%	+1	+8	41 - 74	1
● Leadership and engagement	72	18	10	72%	-1	+10	49 - 81	1
● My job	80	12	8	80%	+2	+3	58 - 89	2

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

05 Workplace climate by division

Purpose

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

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

	Department of the Premier and Cabinet % positive	Arts Queensland	Cabinet Services	Corporate Administration Agency	Corporate and Government Services Division	ODG + DCLO	Office of the Queensland Parliamentary Counsel	Policy Division	Strategy and Engagement Division
<i>This section shows the % positive scores for divisions within the agency</i>									
Number of respondents	578	104	23	74	117	16	48	95	93
● Safety, health and wellness*	61%	52%	56%	50%	70%	76%	56%	70%	60%
● Effectiveness and innovation*	62%	53%	58%	58%	70%	71%	66%	63%	61%
● People and relationships	86%	79%	79%	81%	89%	93%	79%	93%	91%
● Fairness and trust*	66%	57%	60%	58%	71%	86%	68%	74%	67%
● Performance and development	64%	50%	66%	55%	74%	79%	68%	69%	61%
● Leadership and engagement	72%	60%	67%	64%	80%	85%	71%	85%	69%
● My job	80%	70%	74%	76%	85%	92%	83%	84%	83%

* 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	38	36	27	38%	-5	+6
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	55	25	20	55%	-1	+12
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	55	27	18	55%	-5	+9
Q23f	My work contributes positively to my quality of life*	48	36	17	48%	-	+4
Q24h	People in my workgroup are committed to workplace safety	87	11	1	87%	+1	+5
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	79	13	8	79%	-	+12
Q25b	My workplace culture supports people to achieve a good work/life balance	61	21	18	61%	-6	-1
Q25c	There is adequate focus on workplace safety at my workplace	79	17	4	79%	0	+1

* 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*	57	24	19	57%	-	+8
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	62	24	14	62%	-	+11
Q31h	The wellbeing of employees is a priority for my organisation*	58	28	14	58%	-	+9
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>	43	35	22	43%	-	+2
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	62	22	16	62%	-8	-2
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	64	23	13	64%	-	+9

* 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	81	11	8	81%	+1	+10
Q22c	I get the information I need to do my job well	70	19	11	70%	0	+3
Q22d	I have the authority necessary to do my job effectively	70	20	10	70%	-3	0
Q23c	I feel my job is secure	54	23	23	54%	+5	-3
Q23d	There is too much 'red tape' in my work (e.g. Regulatory or administrative processes) <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	29	37	35	29%	-5	+9
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	76	17	7	76%	-	+11
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	27	34	39	27%	-3	+8
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>	41	23	36	41%	-12	-4
Q26a	My workplace has undergone significant change in the past 12 months	54	27	19	54%	-2	+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.

● 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	66	24	10	66%	+1	+8
Q27b	I am encouraged to make suggestions about improving work processes and/or services	76	16	8	76%	0	+8
Q27c	Management is willing to act on suggestions to improve how things are done	62	25	13	62%	-5	+9
Q27d	My workgroup uses research and expertise to identify better practice	65	25	10	65%	+1	+9
Q27e	My workgroup always tries to improve its performance	80	15	5	80%	0	+10
Q27f	My organisation is open to new ideas	64	24	12	64%	-2	+10
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	76	14	10	76%	+7	+7
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	76	16	8	76%	-9	-2
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	51	40	9	51%	-4	-13

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	85	9	6	85%	-2	+11
Q24b	I receive help and support from other people in my workgroup	89	8	3	89%	-1	+6
Q24c	People in my workgroup are honest, open and transparent in their dealings	80	13	7	80%	-3	+13
Q24d	People in my workgroup use their time and resources efficiently	78	15	7	78%	+1	+14
Q24e	People in my workgroup treat customers with respect	92	7	2	92%	-2	+6
Q24f	People in my workgroup are committed to delivering excellent service to customers	92	6	2	92%	-1	+9
Q24g	People in my workgroup do their jobs effectively	84	11	5	84%	+1	+9
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	88	9	3	88%	+4	+10

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	18	7	75%	-1	+3
Q25f	Performance is assessed and rewarded fairly in my workplace	45	31	24	45%	+1	+9
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	44	30	26	44%	-4	+6
Q25h	People are treated fairly and consistently in my workplace	59	22	19	59%	-1	+8
Q25i	People take responsibility for their decisions and actions in my workplace	63	25	12	63%	-2	+11
Q25j	I am able to speak up and share a different view to my colleagues and manager*	78	13	9	78%	-	+7
Q30a	My senior manager demonstrates honesty and integrity	81	12	8	81%	+3	+11
Q31e	Recruitment and promotion decisions in this organisation are fair	50	29	21	50%	0	+13

* 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	57	26	17	57%	-	+4
Q32a	Age is not a barrier to success in my organisation	70	21	10	70%	-6	+4
Q32b	Gender is not a barrier to success in my organisation	77	17	6	77%	-1	+8
Q32c	Disability is not a barrier to success in my organisation	70	24	5	70%	-2	+14
Q32d	Cultural background is not a barrier to success in my organisation	74	21	5	74%	-1	+5
Q32e	Sexual orientation is not a barrier to success in my organisation	76	21	3	76%	-2	+6
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	65	19	16	65%	-4	+11
Q32g	Women and men have equal access to work experiences that support career progression*	76	18	6	76%	-	+9

* 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	67	19	14	67%	+1	+10	
Q28b	My performance is assessed against clear criteria	54	30	16	54%	0	+4	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	71	18	11	71%	+3	+8	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	46	35	19	46%	+2	+5	
Q28e	I am able to access relevant learning and development opportunities	73	19	8	73%	-2	+11	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	61	28	11	61%	+2	+2	
Q28g	I am satisfied with the opportunities available for career development	52	27	21	52%	+4	+7	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	65	20	15	65%	-2	+9	
Q28i	I develop new knowledge and skills through undertaking tasks at work	79	13	8	79%	+1	+7	
Q31b	My organisation is committed to developing its employees	67	24	9	67%	0	+15	

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	85	8	7	85%	-2	+7
Q29b	My manager listens to what I have to say	84	9	7	84%	-3	+7
Q29c	My manager keeps me informed about what's going on	75	14	11	75%	-6	+8
Q29d	My manager understands my work	83	10	7	83%	0	+10
Q29e	My manager creates a shared sense of purpose	76	15	9	76%	-1	+9
Q29f	My manager demonstrates honesty and integrity	85	10	5	85%	-2	+9
Q29g	My manager draws the best out of me	70	18	12	70%	+1	+12
Q31a	In my organisation, the leadership is of high quality	69	21	10	69%	+4	+16

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	61	23	17	61%	0	+11
Q31d	In my organisation, the leadership operates with a high level of integrity	69	22	9	69%	+3	+15
Q31f	My organisation is well managed	63	25	13	63%	+3	+15
Q33a	I would recommend my organisation as a great place to work	69	21	10	69%	+1	+8
Q33b	I am proud to tell others I work for my organisation	76	18	6	76%	-1	+9
Q33c	I feel strong personal attachment to my organisation	61	27	11	61%	-2	+3
Q33d	My organisation motivates me to help it achieve its objectives	61	26	13	61%	-2	+8
Q33e	My organisation inspires me to do the best in my job	62	25	12	62%	-1	+9

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	90	6	4	90%	+1	+1
Q21b	I understand how my work contributes to my organisation's objectives	93	5	2	93%	+3	+2
Q22a	I have a choice in deciding how I do my work	75	15	10	75%	+4	+7
Q22e	My job gives me opportunities to utilise my skills	78	14	8	78%	+4	+3
Q22f	I enjoy the work in my current job	78	14	7	78%	+3	+3
Q22g	My job gives me a feeling of personal accomplishment	71	19	11	71%	+2	+1
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	78	13	9	78%	+2	+2
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	82	11	7	82%	+2	+2
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	76	15	9	76%	-1	+3

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 intend to leave my organisation within the next 12 months	Non factorial item	60%	+8
Your physical working environment % positive indicates those who responded with "very satisfied" or "satisfied"	Effectiveness and innovation	76%	+7
I feel my job is secure	Effectiveness and innovation	54%	+5
My job gives me opportunities to utilise my skills	My job	78%	+4
I have a choice in deciding how I do my work	My job	75%	+4

The survey items with the most negative change	Index	% positive 2017	vs 2016
Disruptions and/or noise at my workplace make it hard to get things done % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with disruptions and/or noise	Effectiveness and innovation	41%	-12
The location of your work % positive indicates those who responded with "very satisfied" or "satisfied"	Effectiveness and innovation	76%	-9
Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	Safety, health and wellness	62%	-8
My workplace culture supports people to achieve a good work/life balance	Safety, health and wellness	61%	-6
Age is not a barrier to success in my organisation	Fairness and trust	70%	-6

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	39%	+12
Empowers their team to perform at their best	39%	+8
Builds effective working relationships with others	35%	+6
Responds confidently when faced with uncertainty	31%	+6
Encourages a strong customer and stakeholder focus	27%	+1
Delegates work effectively and monitors performance	26%	+3
Upholds ethical standards and principles	26%	-6
Implements improved ways of doing things	21%	+1
Supports their team to adapt to change	19%	-9
Applies sound business management skills	12%	-2
Describes how their team's work aligns to organisational objectives	10%	-8
Takes responsibility for team development	9%	-7
Actively seeks feedback for personal development	3%	-5
Builds effective working relationships with others	47%	+8
Responds confidently when faced with uncertainty	39%	+13
Demonstrates sound judgment	36%	+7
Implements improved ways of doing things	31%	+6
Empowers their team to perform at their best	27%	-8
Actively seeks feedback for personal development	21%	0
Upholds ethical standards and principles	21%	-7
Delegates work effectively and monitors performance	18%	0
Encourages a strong customer and stakeholder focus	17%	-2
Applies sound business management skills	14%	0
Supports their team to adapt to change	12%	-6
Takes responsibility for team development	11%	-7
Describes how their team's work aligns to organisational objectives	5%	-4

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

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED

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

NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Builds effective working relationships with others	40%	+12
Demonstrates sound judgment	37%	+7
Responds confidently when faced with uncertainty	34%	+9
Empowers their team to perform at their best	29%	+2
Encourages a strong customer and stakeholder focus	29%	+2
Delegates work effectively and monitors performance	28%	+5
Upholds ethical standards and principles	27%	-4
Implements improved ways of doing things	18%	-2
Supports their team to adapt to change	15%	-11
Applies sound business management skills	13%	-4
Takes responsibility for team development	13%	-4
Describes how their team's work aligns to organisational objectives	12%	-7
Actively seeks feedback for personal development	3%	-4
Implements improved ways of doing things	35%	+4
Empowers their team to perform at their best	33%	-2
Takes responsibility for team development	33%	+2
Delegates work effectively and monitors performance	32%	+2
Supports their team to adapt to change	27%	+1
Actively seeks feedback for personal development	26%	-5
Describes how their team's work aligns to organisational objectives	24%	+4
Builds effective working relationships with others	21%	-3
Responds confidently when faced with uncertainty	19%	0
Applies sound business management skills	14%	0
Demonstrates sound judgment	10%	-3
Upholds ethical standards and principles	10%	-2
Encourages a strong customer and stakeholder focus	9%	-2

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
Encourages collaboration and inclusion across workgroups	39%	+10
Takes a 'big picture' view of issues or problems	39%	+3
Demonstrates sound judgment	32%	+3
Encourages innovative ideas and solutions	32%	+6
Builds effective networks across the organisation and sector	24%	+3
Empowers individuals and teams to build capability	24%	-3
Manages and prioritises resources to achieve the best outcomes	24%	-8
Manages ambiguity and politics effectively	20%	+3
Takes responsibility for upholding ethical standards and principles	20%	-4
Motivates others to perform at their best	19%	0
Demonstrates sound business acumen	17%	+1
Leads change and culture initiatives	8%	-7
Actively seeks feedback for personal development	2%	-5
Takes a 'big picture' view of issues or problems	40%	+13
Manages and prioritises resources to achieve the best outcomes	39%	+3
Demonstrates sound judgment	32%	+5
Motivates others to perform at their best	29%	-7
Manages ambiguity and politics effectively	24%	+10
Leads change and culture initiatives	22%	0
Builds effective networks across the organisation and sector	20%	0
Empowers individuals and teams to build capability	20%	-12
Takes responsibility for upholding ethical standards and principles	18%	-2
Encourages innovative ideas and solutions	17%	-4
Actively seeks feedback for personal development	16%	-2
Encourages collaboration and inclusion across workgroups	11%	-6
Demonstrates sound business acumen	10%	0

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
Demonstrates sound judgment	36%	+5
Builds effective networks across the organisation and sector	32%	+8
Takes a 'big picture' view of issues or problems	31%	-4
Empowers individuals and teams to build capability	30%	+7
Encourages innovative ideas and solutions	29%	+6
Manages and prioritises resources to achieve the best outcomes	27%	-6
Encourages collaboration and inclusion across workgroups	23%	-3
Takes responsibility for upholding ethical standards and principles	22%	-1
Manages ambiguity and politics effectively	20%	+2
Motivates others to perform at their best	17%	-2
Demonstrates sound business acumen	17%	-1
Leads change and culture initiatives	7%	-8
Actively seeks feedback for personal development	2%	-5
Empowers individuals and teams to build capability	36%	+1
Motivates others to perform at their best	36%	+2
Actively seeks feedback for personal development	34%	+5
Manages and prioritises resources to achieve the best outcomes	34%	+8
Leads change and culture initiatives	31%	+5
Manages ambiguity and politics effectively	31%	+4
Encourages innovative ideas and solutions	21%	-5
Encourages collaboration and inclusion across workgroups	19%	-4
Takes a 'big picture' view of issues or problems	13%	-6
Takes responsibility for upholding ethical standards and principles	13%	0
Builds effective networks across the organisation and sector	8%	-9
Demonstrates sound business acumen	8%	-1
Demonstrates sound judgment	6%	-7

08 Leadership behaviour in your agency: Senior Officer

Purpose

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

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

Leadership levels are defined as follows:

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

POSITIVE IMPACT

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

SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Navigates complex issues, politics and ambiguous situations effectively	51%	+15
Models high levels of ethical and professional behaviour	37%	-1
Builds strong relationships that influence organisational and sector outcomes	31%	+3
Directs and prioritises resources to achieve the best outcomes	30%	0
Creates a culture of continuous improvement	27%	+4
Stands behind their decisions in the face of adversity	25%	-4
Adopts a system-wide view of issues to inform action	20%	0
Leads change with agility	17%	+4
Demonstrates commercial acumen in managing corporate risk	15%	+1
Inspires others to perform at their best	15%	-7
Seeks feedback to strengthen leadership approach	13%	0
Nurtures a learning and development culture	10%	-6
Is compelling when communicating the organisational strategy	8%	-6
Navigates complex issues, politics and ambiguous situations effectively	49%	+19
Builds strong relationships that influence organisational and sector outcomes	41%	+6
Inspires others to perform at their best	41%	-2
Directs and prioritises resources to achieve the best outcomes	32%	+6
Models high levels of ethical and professional behaviour	28%	-10
Creates a culture of continuous improvement	25%	0
Seeks feedback to strengthen leadership approach	18%	-2
Leads change with agility	17%	-4
Is compelling when communicating the organisational strategy	14%	+1
Adopts a system-wide view of issues to inform action	11%	-2
Stands behind their decisions in the face of adversity	10%	-5
Demonstrates commercial acumen in managing corporate risk	7%	-1
Nurtures a learning and development culture	7%	-7

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

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED

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

NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Navigates complex issues, politics and ambiguous situations effectively	49%	+13
Builds strong relationships that influence organisational and sector outcomes	35%	+7
Directs and prioritises resources to achieve the best outcomes	32%	+2
Models high levels of ethical and professional behaviour	31%	-5
Stands behind their decisions in the face of adversity	22%	-5
Adopts a system-wide view of issues to inform action	22%	-1
Creates a culture of continuous improvement	19%	-3
Demonstrates commercial acumen in managing corporate risk	19%	+3
Inspires others to perform at their best	17%	-4
Seeks feedback to strengthen leadership approach	16%	+2
Nurtures a learning and development culture	13%	-2
Is compelling when communicating the organisational strategy	13%	-4
Leads change with agility	12%	-3
Inspires others to perform at their best	39%	+3
Seeks feedback to strengthen leadership approach	39%	+3
Creates a culture of continuous improvement	30%	+4
Directs and prioritises resources to achieve the best outcomes	27%	0
Leads change with agility	24%	+3
Adopts a system-wide view of issues to inform action	24%	+6
Builds strong relationships that influence organisational and sector outcomes	21%	0
Nurtures a learning and development culture	21%	-5
Is compelling when communicating the organisational strategy	19%	-2
Stands behind their decisions in the face of adversity	19%	0
Navigates complex issues, politics and ambiguous situations effectively	15%	-2
Models high levels of ethical and professional behaviour	10%	-8
Demonstrates commercial acumen in managing corporate risk	10%	0

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
Builds strong relationships that influence organisational and sector outcomes	52%	+20
Inspires others to perform at their best	52%	+1
Navigates complex issues, politics and ambiguous situations effectively	52%	+25
Creates a culture of continuous improvement	33%	+3
Models high levels of ethical and professional behaviour	33%	-16
Directs and prioritises resources to achieve the best outcomes	19%	-1
Is compelling when communicating the organisational strategy	15%	+1
Nurtures a learning and development culture	15%	-7
Adopts a system-wide view of issues to inform action	7%	0
Leads change with agility	7%	-5
Seeks feedback to strengthen leadership approach	7%	-8
Stands behind their decisions in the face of adversity	7%	-10
Demonstrates commercial acumen in managing corporate risk	0%	-2

	Proportion	vs Qld public sector
Builds strong relationships that influence organisational and sector outcomes	62%	+28
Navigates complex issues, politics and ambiguous situations effectively	62%	+26
Inspires others to perform at their best	31%	-9
Adopts a system-wide view of issues to inform action	27%	+9
Models high levels of ethical and professional behaviour	23%	-15
Creates a culture of continuous improvement	19%	-6
Directs and prioritises resources to achieve the best outcomes	19%	-5
Is compelling when communicating the organisational strategy	15%	+3
Demonstrates commercial acumen in managing corporate risk	12%	+5
Seeks feedback to strengthen leadership approach	12%	-9
Nurtures a learning and development culture	8%	-7
Stands behind their decisions in the face of adversity	8%	-5
Leads change with agility	4%	-16

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

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED

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

NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Navigates complex issues, politics and ambiguous situations effectively	73%	+38
Builds strong relationships that influence organisational and sector outcomes	46%	+19
Directs and prioritises resources to achieve the best outcomes	38%	+9
Models high levels of ethical and professional behaviour	35%	+4
Adopts a system-wide view of issues to inform action	27%	-3
Inspires others to perform at their best	27%	+11
Stands behind their decisions in the face of adversity	15%	-7
Demonstrates commercial acumen in managing corporate risk	12%	-7
Nurtures a learning and development culture	12%	-5
Seeks feedback to strengthen leadership approach	8%	-6
Creates a culture of continuous improvement	4%	-21
Is compelling when communicating the organisational strategy	4%	-16
Leads change with agility	0%	-11
Is compelling when communicating the organisational strategy	52%	+31
Directs and prioritises resources to achieve the best outcomes	37%	+8
Creates a culture of continuous improvement	33%	+5
Inspires others to perform at their best	33%	0
Nurtures a learning and development culture	33%	+10
Adopts a system-wide view of issues to inform action	22%	+3
Seeks feedback to strengthen leadership approach	22%	-9
Models high levels of ethical and professional behaviour	19%	-7
Navigates complex issues, politics and ambiguous situations effectively	19%	-1
Builds strong relationships that influence organisational and sector outcomes	11%	-11
Demonstrates commercial acumen in managing corporate risk	11%	+3
Leads change with agility	4%	-18
Stands behind their decisions in the face of adversity	4%	-13

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	27%	-24	-17
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	73%	+24	+17
Flexible work hours for example accumulated hours as 'flexitime'*	54%	-	+25
None of the above	27%	-24	-17
Flexible work hours for example start late or early to meet responsibilities external to work*	21%	-	+9
Part time work	17%	-1	0
Telecommuting	9%	+4	+5
Leave at half pay	7%	+2	+3
Job sharing	2%	+1	+1
Compressed work hours	1%	0	-1
Hot desks	1%	+1	-2
Casual/on call	1%	-3	-2
Purchased leave/extended leave/deferred salary schemes	1%	0	0
Other, please specify	1%	-1	-2
Part-year work/annualised hours	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	21%	0	+2
No, I have not made a request but I am content with my current arrangements	67%	-3	-2
No, I have not made a request but I am not content with my current arrangements	12%	+3	0

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

	Proportion	vs 2016	vs Qld public sector
Fully granted	67%		+1
Partially granted	13%		-2
Declined – no reason given	4%		-3
Declined – reason provided	8%		+1
I have not received a reply as yet	8%		+3

* 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
Flexible working is frowned upon/not supported by my workplace culture	40%	+5	+10
I feel flexibility is not possible in my current job	31%	+6	+1
I was concerned that it may negatively impact my team	28%	-1	+9
I didn't feel confident presenting my case or negotiating arrangements with my manager	25%	-11	+3
I felt it would limit my career	18%	-19	-1
None of the Above*	15%	-	-8
I didn't feel I had the right to	12%	-4	-4
I don't feel confident in my manager's ability to manage staff working flexibly	8%	+1	-4
I feel the technology I currently have access to does not support flexible working	6%	-6	0
I felt it would limit my access to training and development	3%	-3	-4

* New in 2017, no trend

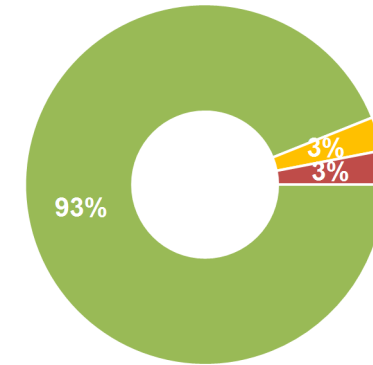
10 Domestic and family violence

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	93%	+23	+18
No	3%	-10	-9
Don't know	3%	-12	-9



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	97%	+18	+10
No	2%	-10	-6
Don't Know	2%	-8	-5

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	92%	+24	+20
No	4%	-10	-9
Don't Know	4%	-14	-10

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	92%	+13	+10
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	92%	+15	+10
If I was made aware (e.g. by other colleagues) that domestic and family violence was affecting an employee, I am confident that I could respond appropriately	91%	+14	+9

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	77%	+11	+6
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	85%	+17	+13

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

Managers <i>Manage one or more employees</i>	% proportion	vs Qld public sector	Non-managers <i>Manage no employees</i>	% proportion	vs Qld public sector
Yes	7%	-8	Yes	3%	-4
No	88%	+8	No	93%	+5
Don't Know	2%	0	Don't Know	2%	-1
Prefer not to say	3%	0	Prefer not to say	3%	0

* New in 2017, no trend

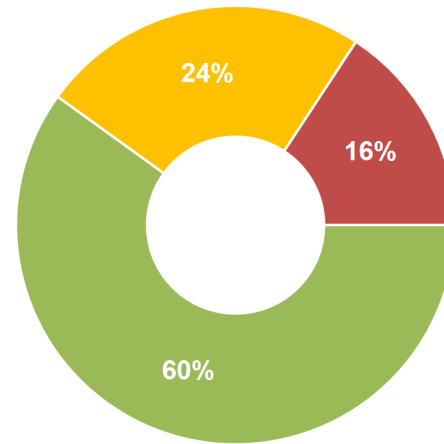
* New in 2017, no trend

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.



60%

of employees agreed with the statement:

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

% positive change since 2016

+8

vs Qld public sector

-7

Reasons for leaving	Proportion	vs Qld public sector
Career or job opportunities	58%	+6
The workplace culture	40%	0
Professional/personal development	37%	+2
Stress/Health	33%	0
Balancing work and life commitments	27%	+5
Pay and conditions	27%	-1
Family/carer responsibilities	20%	+7
Job security	20%	+1
Work hours	19%	+5
Contract expiring	19%	+7
The location of your workplace or the time spent commuting	18%	0
Your relationship with your manager	18%	-5
Fit between work and your interests	15%	+4
Your relationship with your colleagues	10%	0
Other (please specify)	8%	-2
Travel plans	7%	+1
Retirement	5%	-3

12 Bullying and sexual harassment

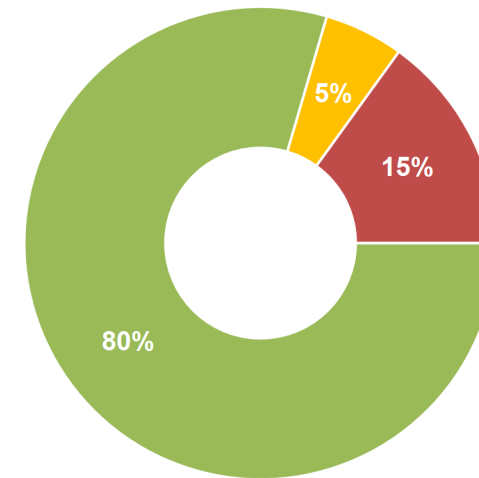
Purpose

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

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

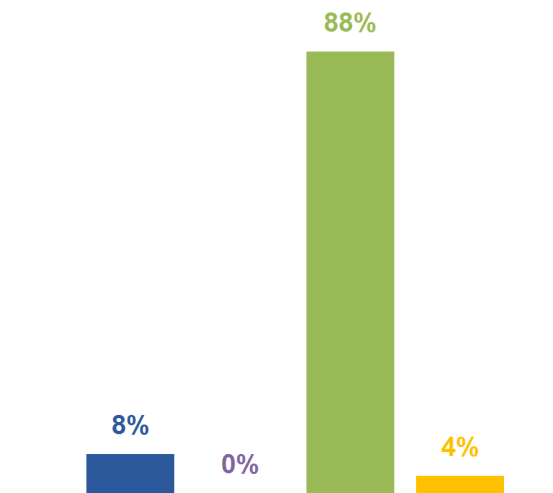
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
Yes	15%	0	-13
No	80%	0	+13
Don't know	5%	0	0



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	8%	-1	-9
Sexual Harassment	0%	0	-1
No	88%	+2	+10
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.

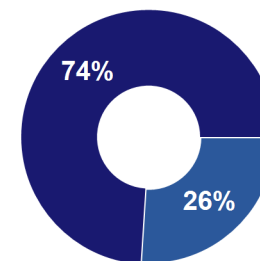
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A senior manager	40%	-3	+9
A fellow worker	29%	-3	-14
Your immediate manager/supervisor	29%	-1	-5
Prefer not to specify	11%	-7	+3
A worker that reports to you	7%	+3	+2
A client/customer	4%	+4	-3
A group of fellow workers	4%	-1	-9
A representative of another agency	4%	+3	+3
A consultant/service provider	0%	0	-2
A member of the public	0%	-2	-5
Other	0%	-2	-2

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Inappropriate and unfair application of work policies or rules	49%	+4	+7
Verbal abuse	38%	-10	-20
Other	33%	-4	+7
Cyber bullying	9%	+7	+3
Physical behaviour (e.g. assault or aggressive body language)	4%	-1	-7
'Initiations' or pranks	2%	0	-5
Interference with your personal property or work equipment	0%	-4	-8

Did you report the BULLYING?

No



Yes

Why did you not report the BULLYING?	Proportion	vs 2016	vs Qld public sector
I did not think any action would be taken	58%	+8	+2
It could affect my career	48%	+6	+3
I did not want to upset relationships in the workplace	39%	+1	-1
I did not think it was worth the hassle of going through the report process	29%	-11	-8
Managers accepted the behaviour	26%	+1	-7
I did not have enough evidence	23%	+15	+2
I did not think the bullying was serious enough	16%	-1	0
Other	10%	-5	-1
The matter was resolved informally	6%	-1	-1
I did not know how to report it	3%	+3	-2

13 Your view

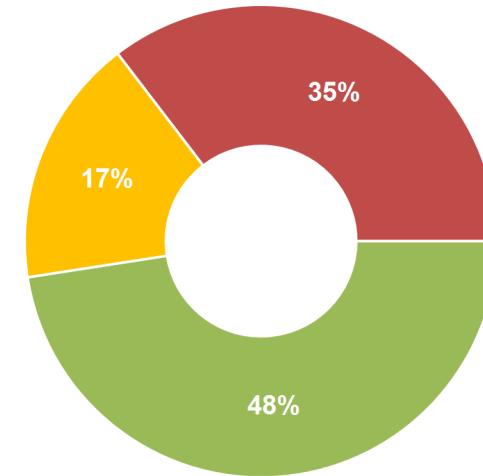
Purpose

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.

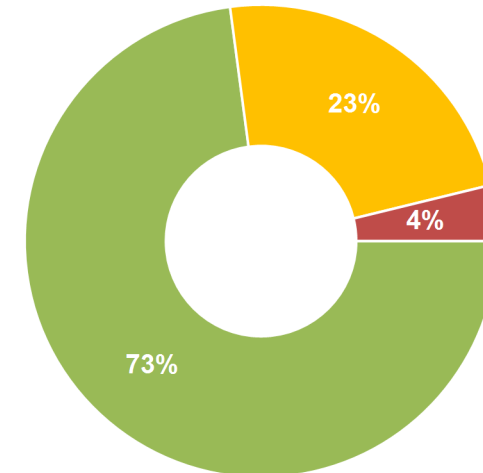
Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Yes	48%	+3	+17
No	35%	0	-21
No, but I have not worked long in my organisation	17%	-3	+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	73%	+5	+11
Neutral	23%	+1	-9
Negative	4%	-7	-2



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	82	15	3	82%	-3
In my organisation, we put ideas into action	69	23	8	69%	0
In my organisation, we are encouraged to unleash our potential	61	27	12	61%	0
In my organisation, we are encouraged to be courageous	52	33	15	52%	-4
In my organisation, we empower people	59	27	14	59%	+3

15 Appendix A – Strategic priorities by demographics

Purpose

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

"Restricted" indicates a group with less than 10 respondents

	Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
Department of the Premier and Cabinet	578	66%	65%	69%
Managerial status				
Yes	179	73%	71%	76%
No	394	63%	63%	65%
Employment status				
Permanent	420	64%	64%	68%
Non-permanent	155	71%	70%	71%
Full-time status				
Full-time basis	479	65%	65%	68%
Part-time basis	93	74%	66%	75%
FTE Salary				
Under \$50,000	16	61%	63%	67%
\$50,000 - \$69,999	92	61%	64%	61%
\$70,000 - \$89,999	162	64%	61%	67%
\$90,000 or over	293	70%	70%	73%
Time in agency				
Less than 2 years	182	72%	72%	71%
2 to less than 6 years	148	63%	62%	69%
6 to less than 10 years	99	67%	68%	70%
10 to less than 14 years	75	61%	59%	66%
14 to less than 16 years	21	64%	61%	64%
16 to less than 20 years	21	68%	54%	70%
20 years or more	23	62%	66%	67%

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 the Premier and Cabinet		578	66%	65%	69%
Age	34 years or younger	152	69%	70%	73%
	35 to 44 years	173	68%	66%	70%
	45 to 54 years	161	62%	62%	67%
	55 years or older	74	63%	65%	62%
Gender*	Female	402	68%	65%	69%
	Male	163	64%	68%	68%
	X	3	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
Type of work	Direct service delivery	21	49%	53%	44%
	Corporate services and administrative support/clerical	318	66%	65%	72%
	Other	237	67%	67%	67%
Shiftwork	Yes	10	44%	45%	30%
	No	568	66%	66%	69%

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

16 Appendix B – Strategic priorities and factors by item

Purpose

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

Strategic priorities		% positive vs 2016		% neutral vs 2016		% negative vs 2016	
Agency engagement							
Q33a	I would recommend my organisation as a great place to work	69%	+1	21%	+1	10%	-1
Q33b	I am proud to tell others I work for my organisation	76%	-1	18%	0	6%	0
Q33c	I feel strong personal attachment to my organisation	61%	-2	27%	+3	11%	0
Q33d	My organisation motivates me to help it achieve its objectives	61%	-2	26%	0	13%	+1
Q33e	My organisation inspires me to do the best in my job	62%	-1	25%	0	12%	+2
Organisational leadership							
Q31a	In my organisation, the leadership is of high quality	69%	+4	21%	-1	10%	-3
Q31c	Management model the behaviours expected of all employees	61%	0	23%	-1	17%	+2
Q31d	In my organisation, the leadership operates with a high level of integrity	69%	+3	22%	-2	9%	-1
Q31f	My organisation is well managed	63%	+3	25%	-2	13%	-1
Innovation							
Q27a	I get the opportunity to develop new and better ways of doing my job	66%	+1	24%	0	10%	-1
Q27b	I am encouraged to make suggestions about improving work processes and/or services	76%	0	16%	0	8%	-1
Q27c	Management is willing to act on suggestions to improve how things are done	62%	-5	25%	+5	13%	0
Q27d	My workgroup uses research and expertise to identify better practice	65%	+1	25%	-1	10%	0
Q27e	My workgroup always tries to improve its performance	80%	0	15%	0	5%	0
Q27f	My organisation is open to new ideas	64%	-2	24%	+2	12%	0

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

Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Job empowerment							
Q22a	I have a choice in deciding how I do my work	75%	+4	15%	-5	10%	+1
Q22b	I have the tools I need to do my job effectively	81%	+1	11%	-1	8%	0
Q22c	I get the information I need to do my job well	70%	0	19%	+3	11%	-3
Q22d	I have the authority necessary to do my job effectively	70%	-3	20%	+5	10%	-2
Q22e	My job gives me opportunities to utilise my skills	78%	+4	14%	-1	8%	-3
Q34b	Your ability to work on your own initiative	82%	+2	11%	-2	7%	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	38%	-5	36%	+3	27%	+2
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	55%	-1	25%	-1	20%	+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	55%	-5	27%	+2	18%	+3
Learning and development							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	71%	+3	18%	0	11%	-3
Q28e	I am able to access relevant learning and development opportunities	73%	-2	19%	+3	8%	-1
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	61%	+2	28%	-1	11%	-1
Q28g	I am satisfied with the opportunities available for career development	52%	+4	27%	-2	21%	-2
Q31b	My organisation is committed to developing its employees	67%	0	24%	+5	9%	-5

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	85%	-2	9%	+1	6%	+1
Q24b	I receive help and support from other people in my workgroup	89%	-1	8%	+1	3%	0
Q24c	People in my workgroup are honest, open and transparent in their dealings	80%	-3	13%	+2	7%	+1
Q24d	People in my workgroup use their time and resources efficiently	78%	+1	15%	0	7%	-2
Q24e	People in my workgroup treat customers with respect	92%	-2	7%	+1	2%	0
Q24f	People in my workgroup are committed to delivering excellent service to customers	92%	-1	6%	0	2%	0
Q24g	People in my workgroup do their jobs effectively	84%	+1	11%	-1	5%	+1
My manager							
Q29a	My manager treats employees with dignity and respect	85%	-2	8%	0	7%	+2
Q29b	My manager listens to what I have to say	84%	-3	9%	+2	7%	+1
Q29c	My manager keeps me informed about what's going on	75%	-6	14%	+5	11%	+1
Q29d	My manager understands my work	83%	0	10%	0	7%	-1
Q29e	My manager creates a shared sense of purpose	76%	-1	15%	+1	9%	+1
Q29f	My manager demonstrates honesty and integrity	85%	-2	10%	+1	5%	+1
Q29g	My manager draws the best out of me	70%	+1	18%	-2	12%	+1

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

Purpose

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

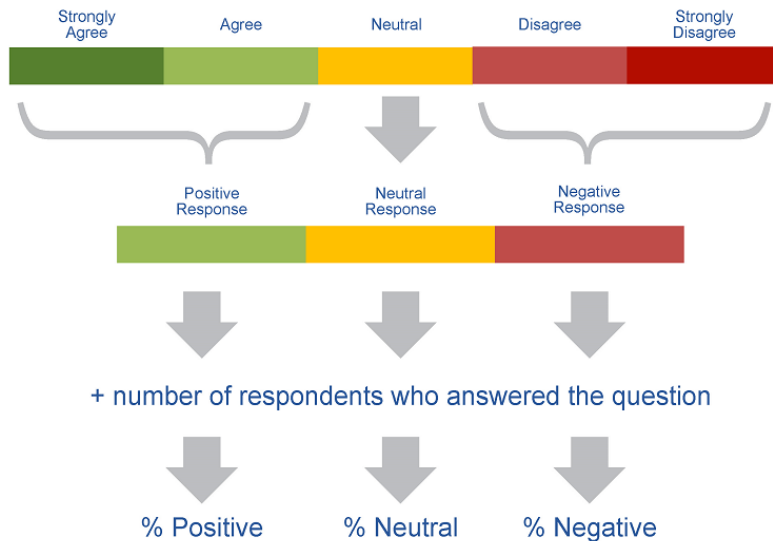
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Organisational fairness							
Q25f	Performance is assessed and rewarded fairly in my workplace	45%	+1	31%	-3	24%	+2
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	44%	-4	30%	+3	26%	0
Q25h	People are treated fairly and consistently in my workplace	59%	-1	22%	+2	19%	-1
Q25i	People take responsibility for their decisions and actions in my workplace	63%	-2	25%	+1	12%	+1
Q31e	Recruitment and promotion decisions in this organisation are fair	50%	0	29%	-1	21%	+1
Anti-discrimination							
Q32a	Age is not a barrier to success in my organisation	70%	-6	21%	+3	10%	+3
Q32b	Gender is not a barrier to success in my organisation	77%	-1	17%	+1	6%	0
Q32c	Disability is not a barrier to success in my organisation	70%	-2	24%	-1	5%	+3
Q32d	Cultural background is not a barrier to success in my organisation	74%	-1	21%	0	5%	+1
Q32e	Sexual orientation is not a barrier to success in my organisation	76%	-2	21%	+1	3%	+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.