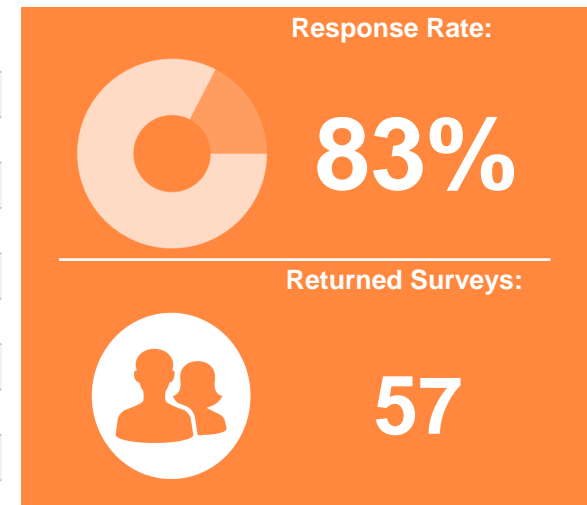


## Queensland Ombudsman

## Highlight Report

### Report Content

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	13 Appendix B – <ck`tc`bhYdfYhik]g'fYdcfh



### 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.

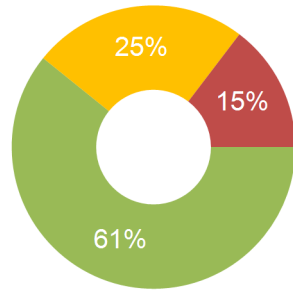


# 01 Driver analysis scorecard

## Purpose

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

### Agency Engagement

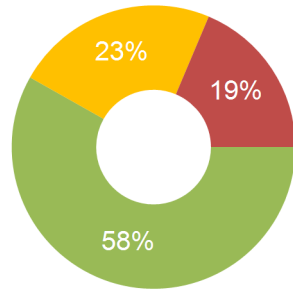


#### Top 3 drivers

#### % Positive

Organisational leadership	2017	<div style="width: 58%;"></div>	58%
Organisational fairness	2017	<div style="width: 32%;"></div>	32%
Innovation	2017	<div style="width: 59%;"></div>	59%

### Organisational leadership

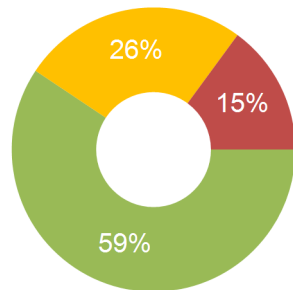


#### Top 3 drivers

#### % Positive

Organisational fairness	2017	<div style="width: 32%;"></div>	32%
Anti-discrimination	2017	<div style="width: 61%;"></div>	61%
My manager	2017	<div style="width: 76%;"></div>	76%

### Innovation

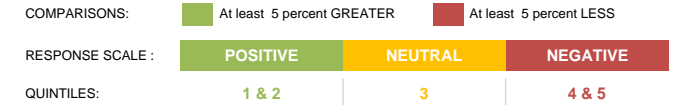


#### Top 3 drivers

#### % Positive

Job empowerment	2017	<div style="width: 71%;"></div>	71%
Learning and development	2017	<div style="width: 51%;"></div>	51%
Organisational leadership	2017	<div style="width: 58%;"></div>	58%

## 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 Qld public sector	Range of all agencies	Your agency quintile
Agency engagement*	61	25	15	61%	+2	41 - 82	2
Job empowerment	71	17	12	71%	0	60 - 86	4
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	48	32	21	48%	+8	29 - 68	1
Learning and development	51	28	21	51%	-5	33 - 82	4
My workgroup	75	18	7	75%	-1	58 - 92	4
My manager	76	14	11	76%	+5	57 - 84	2
Organisational leadership*	58	23	19	58%	+7	29 - 85	2
Organisational fairness	32	34	33	32%	-10	26 - 67	5
Anti-discrimination	61	24	15	61%	-5	48 - 96	5
Innovation*	59	26	15	59%	0	46 - 89	4

## 03 Factors by division

### Purpose

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

	Queensland Ombudsman % positive	Corp Services, Exec, PIDs, Ed'n & Engagement	Intake & Major Projects	Investigation & Resolution
<i>This section shows the % positive scores for divisions within the agency</i>				
Number of respondents	57	20	16	17
Agency engagement*	<b>61%</b>	79%	60%	55%
Job empowerment	<b>71%</b>	84%	67%	66%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	<b>48%</b>	68%	46%	35%
Learning and development	<b>51%</b>	67%	47%	48%
My workgroup	<b>75%</b>	78%	92%	65%
My manager	<b>76%</b>	87%	87%	63%
Organisational leadership*	<b>58%</b>	59%	79%	54%
Organisational fairness	<b>32%</b>	47%	37%	18%
Anti-discrimination	<b>61%</b>	73%	60%	60%
Innovation*	<b>59%</b>	65%	69%	57%

# 04 Workplace climate

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

RESPONSE SCALE: POSITIVE NEUTRAL NEGATIVE

QUINTILES: 1 & 2 3 4 & 5

## Purpose

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

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

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

	Response scale (%)			% positive	vs Qld public sector	Range of all agencies	Your agency quintile
<span style="color: red;">●</span> Safety, health and wellness*	65	24	11	<b>65%</b>	<b>+10</b>	<b>43 - 82</b>	<b>1</b>
<span style="color: green;">●</span> Effectiveness and innovation*	58	24	17	<b>58%</b>	<b>+1</b>	<b>49 - 77</b>	<b>3</b>
<span style="color: purple;">●</span> People and relationships	75	18	7	<b>75%</b>	<b>-1</b>	<b>56 - 92</b>	<b>4</b>
<span style="color: blue;">●</span> Fairness and trust*	54	25	20	<b>54%</b>	<b>-4</b>	<b>46 - 78</b>	<b>5</b>
<span style="color: orange;">●</span> Performance and development	52	28	20	<b>52%</b>	<b>-4</b>	<b>41 - 74</b>	<b>4</b>
<span style="color: blue;">●</span> Leadership and engagement	67	19	14	<b>67%</b>	<b>+5</b>	<b>49 - 81</b>	<b>2</b>
<span style="color: blue;">●</span> My job	74	16	10	<b>74%</b>	<b>-3</b>	<b>58 - 89</b>	<b>5</b>

\* 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 Ombudsman % positive	Corp Services, Exec, PIDs, Ed'n & Engagement	Intake & Major Projects	Investigation & Resolution
<i>This section shows the % positive scores for divisions within the agency</i>				
Number of respondents	57	20	16	17
<span style="color: red;">●</span> Safety, health and wellness*	65%	78%	68%	57%
<span style="color: green;">●</span> Effectiveness and innovation*	58%	66%	64%	52%
<span style="color: purple;">●</span> People and relationships	75%	79%	91%	65%
<span style="color: teal;">●</span> Fairness and trust*	54%	66%	57%	49%
<span style="color: orange;">●</span> Performance and development	52%	64%	51%	49%
<span style="color: blue;">●</span> Leadership and engagement	67%	77%	77%	58%
<span style="color: lightblue;">●</span> My job	74%	83%	70%	71%

\* 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.

<span style="color: red;">●</span> Safety, health and wellness		Response scale (%)			% positive	vs Qld public sector
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement	34	41	25	34%	+3
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	54	25	21	54%	+11
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	55	29	16	55%	+10
Q23f	My work contributes positively to my quality of life*	48	38	14	48%	+4
Q24h	People in my workgroup are committed to workplace safety	81	18	2	81%	-1
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	72	21	7	72%	+5
Q25b	My workplace culture supports people to achieve a good work/life balance	80	18	2	80%	+18
Q25c	There is adequate focus on workplace safety at my workplace	89	9	2	89%	+11

\* 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.

<span style="color: red;">●</span> Safety, health and wellness (cont.)		Response scale (%)			% positive	vs Qld public sector
Q29h	My manager proactively discusses flexible work arrangements*	61	21	18	61%	+12
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	64	22	15	64%	+13
Q31h	The wellbeing of employees is a priority for my organisation*	62	24	15	62%	+13
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>	58	35	7	58%	+17
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	72	17	11	72%	+8
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	80	15	6	80%	+24

\* 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.

<span style="color: green;">●</span> Effectiveness and innovation		Response scale (%)			% positive	vs Qld public sector
Q22b	I have the tools I need to do my job effectively	79	11	11	79%	+8
Q22c	I get the information I need to do my job well	75	19	5	75%	+8
Q22d	I have the authority necessary to do my job effectively	69	20	11	69%	-1
Q23c	I feel my job is secure	65	22	13	65%	+8
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	41	30	29%	+9
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	48	30	21	48%	-17
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	25	46	29	25%	+6
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	24	24	53%	+7
Q26a	My workplace has undergone significant change in the past 12 months	18	28	54	18%	-34

\* 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.

<span style="color: green;">●</span> Effectiveness and innovation (cont.)		Response scale (%)			% positive	vs Qld public sector
Q27a	I get the opportunity to develop new and better ways of doing my job	51	32	18	51%	-7
Q27b	I am encouraged to make suggestions about improving work processes and/or services	81	11	9	81%	+13
Q27c	Management is willing to act on suggestions to improve how things are done	67	21	12	67%	+13
Q27d	My workgroup uses research and expertise to identify better practice	40	37	23	40%	-15
Q27e	My workgroup always tries to improve its performance	65	21	14	65%	-5
Q27f	My organisation is open to new ideas	53	33	14	53%	-2
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	81	6	13	81%	+12
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	83	11	6	83%	+6
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	72	24	4	72%	+8

## 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.

<span style="color: purple;">●</span> People and relationships		Response scale (%)			% positive	vs Qld public sector
Q24a	People in my workgroup treat each other with respect	75	18	7	75%	+1
Q24b	I receive help and support from other people in my workgroup	79	16	5	79%	-4
Q24c	People in my workgroup are honest, open and transparent in their dealings	66	27	7	66%	-1
Q24d	People in my workgroup use their time and resources efficiently	59	29	13	59%	-6
Q24e	People in my workgroup treat customers with respect	86	11	4	86%	0
Q24f	People in my workgroup are committed to delivering excellent service to customers	84	12	4	84%	+1
Q24g	People in my workgroup do their jobs effectively	77	16	7	77%	+2
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	74	14	12	74%	-5

## 06 Workplace climate by item (cont.)

### Purpose

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

New items were added to this index in 2017.

<span style="color: blue;">●</span> Fairness and trust		Response scale (%)			% positive	vs Qld public sector
Q25a	My workplace has an inclusive culture where diversity is valued and respected	68	20	13	68%	-5
Q25f	Performance is assessed and rewarded fairly in my workplace	25	43	32	25%	-11
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	20	26	54	20%	-18
Q25h	People are treated fairly and consistently in my workplace	39	34	27	39%	-12
Q25i	People take responsibility for their decisions and actions in my workplace	43	36	21	43%	-9
Q25j	I am able to speak up and share a different view to my colleagues and manager*	80	13	7	80%	+9
Q30a	My senior manager demonstrates honesty and integrity	76	17	7	76%	+6
Q31e	Recruitment and promotion decisions in this organisation are fair	35	33	33	35%	-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 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	58	24	18	58%	+5
Q32a	Age is not a barrier to success in my organisation	53	22	25	53%	-12
Q32b	Gender is not a barrier to success in my organisation	58	16	25	58%	-12
Q32c	Disability is not a barrier to success in my organisation	55	35	11	55%	-2
Q32d	Cultural background is not a barrier to success in my organisation	69	22	9	69%	0
Q32e	Sexual orientation is not a barrier to success in my organisation	69	25	5	69%	-1
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	58	22	20	58%	+4
Q32g	Women and men have equal access to work experiences that support career progression*	62	18	20	62%	-5

\* 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.

		Response scale (%)			% positive	vs Qld public sector
<span style="color: orange;">●</span>	<b>Performance and development</b>					
Q28a	I receive useful feedback on my performance	49	30	21	<b>49%</b>	-8
Q28b	My performance is assessed against clear criteria	51	32	18	<b>51%</b>	0
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	53	23	25	<b>53%</b>	-10
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	39	37	25	<b>39%</b>	-2
Q28e	I am able to access relevant learning and development opportunities	65	23	12	<b>65%</b>	+3
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	55	35	11	<b>55%</b>	-4
Q28g	I am satisfied with the opportunities available for career development	25	35	40	<b>25%</b>	-20
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	63	20	18	<b>63%</b>	+7
Q28i	I develop new knowledge and skills through undertaking tasks at work	63	23	14	<b>63%</b>	-9
Q31b	My organisation is committed to developing its employees	58	25	16	<b>58%</b>	+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.

		Response scale (%)			% positive	vs Qld public sector
<b>● Leadership and engagement</b>						
Q29a	My manager treats employees with dignity and respect	79	11	11	<b>79%</b>	+1
Q29b	My manager listens to what I have to say	88	4	9	<b>88%</b>	+11
Q29c	My manager keeps me informed about what's going on	63	19	18	<b>63%</b>	-4
Q29d	My manager understands my work	82	12	5	<b>82%</b>	+9
Q29e	My manager creates a shared sense of purpose	74	16	11	<b>74%</b>	+6
Q29f	My manager demonstrates honesty and integrity	81	12	7	<b>81%</b>	+4
Q29g	My manager draws the best out of me	63	23	14	<b>63%</b>	+6
Q31a	In my organisation, the leadership is of high quality	62	18	20	<b>62%</b>	+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.

● Leadership and engagement (cont.)		Response scale (%)			% positive	vs Qld public sector
Q31c	Management model the behaviours expected of all employees	51	22	27	51%	+2
Q31d	In my organisation, the leadership operates with a high level of integrity	65	25	9	65%	+11
Q31f	My organisation is well managed	55	27	18	55%	+7
Q33a	I would recommend my organisation as a great place to work	62	25	13	62%	+1
Q33b	I am proud to tell others I work for my organisation	70	24	6	70%	+3
Q33c	I feel strong personal attachment to my organisation	56	26	19	56%	-3
Q33d	My organisation motivates me to help it achieve its objectives	60	22	18	60%	+7
Q33e	My organisation inspires me to do the best in my job	56	25	18	56%	+3

## 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.

<span style="color: blue;">●</span> My job		Response scale (%)			% positive	vs Qld public sector
Q21a	I understand what is expected of me to do well in my job	95	5	0	95%	+5
Q21b	I understand how my work contributes to my organisation's objectives	95	4	2	95%	+4
Q22a	I have a choice in deciding how I do my work	73	18	9	73%	+6
Q22e	My job gives me opportunities to utilise my skills	64	18	18	64%	-11
Q22f	I enjoy the work in my current job	71	21	7	71%	-4
Q22g	My job gives me a feeling of personal accomplishment	67	21	12	67%	-2
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	63	15	22	63%	-13
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	67	17	17	67%	-13
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	72	23	6	72%	-1

## 07 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
Upholds ethical standards and principles	63%	+31
Demonstrates sound judgment	40%	+13
Empowers their team to perform at their best	34%	+3
Builds effective working relationships with others	26%	-3
Encourages a strong customer and stakeholder focus	26%	0
Implements improved ways of doing things	23%	+3
Describes how their team's work aligns to organisational objectives	14%	-3
Responds confidently when faced with uncertainty	14%	-11
Supports their team to adapt to change	14%	-13
Delegates work effectively and monitors performance	11%	-12
Takes responsibility for team development	9%	-8
Applies sound business management skills	6%	-8
Actively seeks feedback for personal development	0%	-8
Builds effective working relationships with others	54%	+15
Demonstrates sound judgment	49%	+19
Empowers their team to perform at their best	43%	+8
Responds confidently when faced with uncertainty	29%	+2
Upholds ethical standards and principles	23%	-4
Delegates work effectively and monitors performance	20%	+2
Actively seeks feedback for personal development	17%	-4
Applies sound business management skills	17%	+3
Implements improved ways of doing things	17%	-8
Encourages a strong customer and stakeholder focus	14%	-4
Takes responsibility for team development	9%	-10
Describes how their team's work aligns to organisational objectives	6%	-3
Supports their team to adapt to change	3%	-16

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

### Purpose

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

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

Leadership levels are defined as follows:

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

### DEMONSTRATED

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

### NOT DEMONSTRATED

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

Proportion vs Qld public sector

Empowers their team to perform at their best	44%	+17
Upholds ethical standards and principles	44%	+13
Demonstrates sound judgment	38%	+9
Builds effective working relationships with others	24%	-5
Encourages a strong customer and stakeholder focus	24%	-4
Describes how their team's work aligns to organisational objectives	21%	+2
Responds confidently when faced with uncertainty	21%	-4
Delegates work effectively and monitors performance	18%	-5
Implements improved ways of doing things	15%	-5
Takes responsibility for team development	15%	-2
Applies sound business management skills	12%	-6
Supports their team to adapt to change	12%	-14
Actively seeks feedback for personal development	3%	-4
Takes responsibility for team development	48%	+18
Implements improved ways of doing things	39%	+7
Actively seeks feedback for personal development	35%	+5
Delegates work effectively and monitors performance	35%	+6
Empowers their team to perform at their best	26%	-9
Supports their team to adapt to change	26%	0
Builds effective working relationships with others	23%	-1
Describes how their team's work aligns to organisational objectives	16%	-4
Responds confidently when faced with uncertainty	16%	-2
Upholds ethical standards and principles	16%	+3
Applies sound business management skills	10%	-4
Encourages a strong customer and stakeholder focus	6%	-5
Demonstrates sound judgment	3%	-10

## 07 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	50%	+11
Navigates complex issues, politics and ambiguous situations effectively	50%	+14
Adopts a system-wide view of issues to inform action	40%	+20
Creates a culture of continuous improvement	30%	+7
Leads change with agility	30%	+17
Inspires others to perform at their best	20%	-2
Is compelling when communicating the organisational strategy	20%	+6
Stands behind their decisions in the face of adversity	20%	-9
Builds strong relationships that influence organisational and sector outcomes	10%	-17
Demonstrates commercial acumen in managing corporate risk	10%	-3
Directs and prioritises resources to achieve the best outcomes	10%	-19
Nurtures a learning and development culture	10%	-6
Seeks feedback to strengthen leadership approach	0%	-13
Directs and prioritises resources to achieve the best outcomes	50%	+25
Inspires others to perform at their best	50%	+8
Creates a culture of continuous improvement	40%	+15
Leads change with agility	40%	+19
Models high levels of ethical and professional behaviour	40%	+2
Adopts a system-wide view of issues to inform action	20%	+8
Builds strong relationships that influence organisational and sector outcomes	20%	-16
Is compelling when communicating the organisational strategy	20%	+7
Navigates complex issues, politics and ambiguous situations effectively	10%	-20
Nurtures a learning and development culture	10%	-4
Demonstrates commercial acumen in managing corporate risk	0%	-7
Seeks feedback to strengthen leadership approach	0%	-20
Stands behind their decisions in the face of adversity	0%	-15

## 07 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
Adopts a system-wide view of issues to inform action	60%	+38
Models high levels of ethical and professional behaviour	50%	+15
Navigates complex issues, politics and ambiguous situations effectively	50%	+14
Directs and prioritises resources to achieve the best outcomes	30%	0
Creates a culture of continuous improvement	20%	-2
Leads change with agility	20%	+5
Seeks feedback to strengthen leadership approach	20%	+6
Stands behind their decisions in the face of adversity	20%	-7
Builds strong relationships that influence organisational and sector outcomes	10%	-18
Is compelling when communicating the organisational strategy	10%	-7
Nurtures a learning and development culture	10%	-5
Demonstrates commercial acumen in managing corporate risk	0%	-15
Inspires others to perform at their best	0%	-21
Inspires others to perform at their best	55%	+18
Is compelling when communicating the organisational strategy	55%	+34
Builds strong relationships that influence organisational and sector outcomes	45%	+24
Directs and prioritises resources to achieve the best outcomes	45%	+19
Creates a culture of continuous improvement	27%	+1
Seeks feedback to strengthen leadership approach	18%	-17
Stands behind their decisions in the face of adversity	18%	-1
Leads change with agility	9%	-12
Models high levels of ethical and professional behaviour	9%	-9
Navigates complex issues, politics and ambiguous situations effectively	9%	-8
Nurtures a learning and development culture	9%	-17
Adopts a system-wide view of issues to inform action	0%	-17
Demonstrates commercial acumen in managing corporate risk	0%	-10

## 08 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 Qld public sector
Used no flexible work option	13%	-31
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	88%	+31
Flexible work hours for example accumulated hours as 'flexitime'*	66%	+37
Part time work	27%	+10
Flexible work hours for example start late or early to meet responsibilities external to work*	25%	+13
None of the above	13%	-31
Leave at half pay	9%	+5
Other, please specify	4%	+1
Casual/on call	2%	-2
Telecommuting	2%	-2
Compressed work hours	0%	-2
Hot desks	0%	-3
Job sharing	0%	-2
Part-year work/annualised hours	0%	0
Purchased leave/extended leave/deferred salary schemes	0%	-1
Term-time working	0%	0

\* New in 2017, no trend

## 08 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 Qld public sector
Yes, I requested flexibility	29%	+9
No, I have not made a request but I am content with my current arrangements	64%	-5
No, I have not made a request but I am not content with my current arrangements	7%	-4

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

	Proportion	vs Qld public sector
Fully granted	88%	+21
Partially granted	0%	-14
Declined – no reason given	0%	-7
Declined – reason provided	0%	-8
I have not received a reply as yet	13%	+8

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

\* New in 2017, no trend



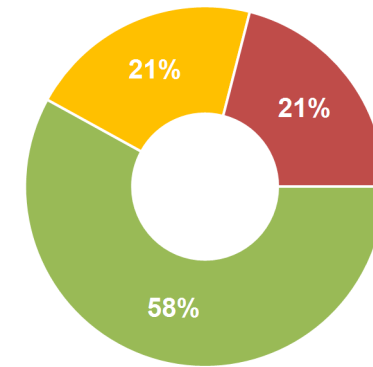
## 09 Domestic and family violence

### 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 Qld public sector
Yes	58%	-17
No	21%	+9
Don't know	21%	+8



Managers <i>Manage one or more employees</i>	% proportion	vs Qld public sector
Yes	70%	-16
No	30%	+22
Don't Know	0%	-6

Non-managers <i>Manage no employees</i>	% proportion	vs Qld public sector
Yes	56%	-16
No	19%	+5
Don't Know	26%	+11

## 09 Domestic and family violence (cont.)

### Purpose

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

<b>Managers</b> <i>Manage one or more employees</i>	<b>% positive</b>	<b>vs Qld public sector</b>	<b>Non-managers</b> <i>Manage no employees</i>	<b>% positive</b>	<b>vs Qld public sector</b>
I am confident that I could sensitively communicate with employees affected by domestic and family violence	90%	+8	I am confident that I could sensitively communicate with colleagues affected by domestic and family violence	77%	+6
If I was approached directly by an employee affected by domestic and family violence, I am confident in my ability to provide appropriate levels of support	80%	-2	I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	77%	+6
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	90%	+9			

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

<b>Managers</b> <i>Manage one or more employees</i>	<b>% proportion</b>	<b>vs Qld public sector</b>	<b>Non-managers</b> <i>Manage no employees</i>	<b>% proportion</b>	<b>vs Qld public sector</b>
<b>Yes</b>	10%	-6	<b>Yes</b>	0%	-7
<b>No</b>	80%	0	<b>No</b>	91%	+3
<b>Don't Know</b>	10%	+8	<b>Don't Know</b>	2%	0
<b>Prefer not to say</b>	0%	-3	<b>Prefer not to say</b>	7%	+4

\* New in 2017, no trend

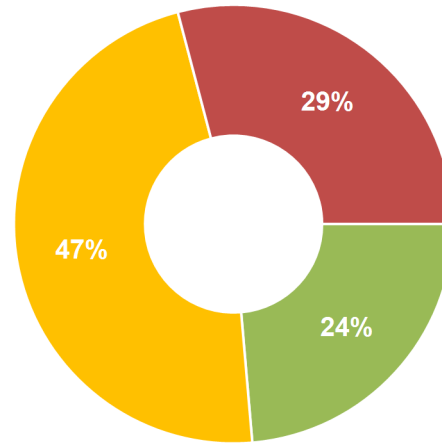
\* New in 2017, no trend

# 10 Intention to leave your organisation

## Purpose

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

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



# 24%

of employees agreed with the statement:

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

Reasons for leaving	Proportion	vs Qld public sector
Career or job opportunities	81%	+29
Professional/personal development	48%	+12
Your relationship with your manager	38%	+16
The workplace culture	33%	-6
Pay and conditions	31%	+4
Balancing work and life commitments	21%	-1
Family/carer responsibilities	21%	+8
Stress/Health	17%	-16
The location of your workplace or the time spent commuting	17%	-1
Your relationship with your colleagues	17%	+6
Contract expiring	14%	+2
Job security	14%	-4
Fit between work and your interests	12%	+1
Work hours	7%	-7
Other (please specify)	5%	-6
Retirement	5%	-4
Travel plans	2%	-4

# 11 Bullying and sexual harassment

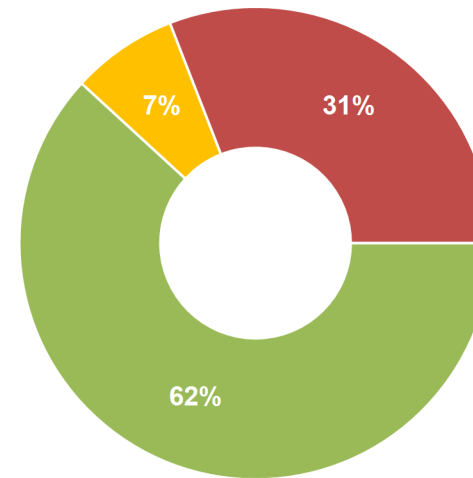
## Purpose

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.

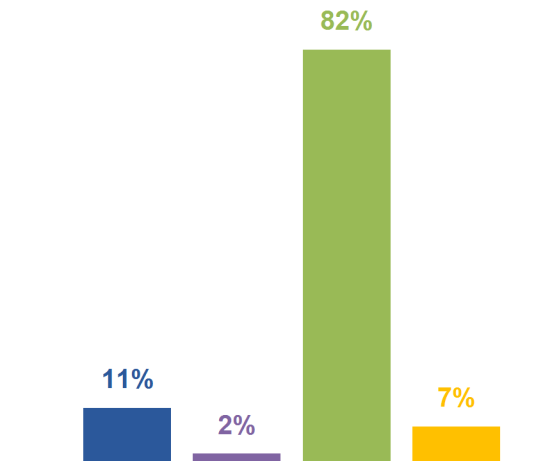
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs Qld public sector
<b>Yes</b>	31%	+3
<b>No</b>	62%	-5
<b>Don't know</b>	7%	+2



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

	Proportion	vs Qld public sector
<b>Bullying</b>	11%	-6
<b>Sexual Harassment</b>	2%	+1
<b>No</b>	82%	+4
<b>Don't Know</b>	7%	+3



# 1& Appendix 5 – 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	% neutral	% negative
<b>Agency engagement</b>				
Q33a	I would recommend my organisation as a great place to work	62%	25%	13%
Q33b	I am proud to tell others I work for my organisation	70%	24%	6%
Q33c	I feel strong personal attachment to my organisation	56%	26%	19%
Q33d	My organisation motivates me to help it achieve its objectives	60%	22%	18%
Q33e	My organisation inspires me to do the best in my job	56%	25%	18%
<b>Organisational leadership</b>				
Q31a	In my organisation, the leadership is of high quality	62%	18%	20%
Q31c	Management model the behaviours expected of all employees	51%	22%	27%
Q31d	In my organisation, the leadership operates with a high level of integrity	65%	25%	9%
Q31f	My organisation is well managed	55%	27%	18%
<b>Innovation</b>				
Q27a	I get the opportunity to develop new and better ways of doing my job	51%	32%	18%
Q27b	I am encouraged to make suggestions about improving work processes and/or services	81%	11%	9%
Q27c	Management is willing to act on suggestions to improve how things are done	67%	21%	12%
Q27d	My workgroup uses research and expertise to identify better practice	40%	37%	23%
Q27e	My workgroup always tries to improve its performance	65%	21%	14%
Q27f	My organisation is open to new ideas	53%	33%	14%

# 1& Appendix 5 – 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	% neutral	% negative
<b>Job empowerment</b>			
Q22a I have a choice in deciding how I do my work	73%	18%	9%
Q22b I have the tools I need to do my job effectively	79%	11%	11%
Q22c I get the information I need to do my job well	75%	19%	5%
Q22d I have the authority necessary to do my job effectively	69%	20%	11%
Q22e My job gives me opportunities to utilise my skills	64%	18%	18%
Q34b Your ability to work on your own initiative	67%	17%	17%
<b>Workload and health</b>			
Q23a I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with overload	34%	41%	25%
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	54%	25%	21%
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%	29%	16%
<b>Learning and development</b>			
Q28c In my organisation, there are opportunities for me to develop my skills and knowledge	53%	23%	25%
Q28e I am able to access relevant learning and development opportunities	65%	23%	12%
Q28f Learning and development activities I have completed in the past 12 months have helped to improve my performance	55%	35%	11%
Q28g I am satisfied with the opportunities available for career development	25%	35%	40%
Q31b My organisation is committed to developing its employees	58%	25%	16%

# 1& Appendix 5 – 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	% neutral	% negative
<b>My workgroup</b>				
Q24a	People in my workgroup treat each other with respect	75%	18%	7%
Q24b	I receive help and support from other people in my workgroup	79%	16%	5%
Q24c	People in my workgroup are honest, open and transparent in their dealings	66%	27%	7%
Q24d	People in my workgroup use their time and resources efficiently	59%	29%	12%
Q24e	People in my workgroup treat customers with respect	86%	11%	4%
Q24f	People in my workgroup are committed to delivering excellent service to customers	84%	12%	4%
Q24g	People in my workgroup do their jobs effectively	77%	16%	7%
<b>My manager</b>				
Q29a	My manager treats employees with dignity and respect	79%	11%	11%
Q29b	My manager listens to what I have to say	88%	4%	9%
Q29c	My manager keeps me informed about what's going on	63%	19%	18%
Q29d	My manager understands my work	82%	12%	5%
Q29e	My manager creates a shared sense of purpose	74%	16%	11%
Q29f	My manager demonstrates honesty and integrity	81%	12%	7%
Q29g	My manager draws the best out of me	63%	23%	14%

## 1& Appendix 5 – 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	% neutral	% negative
<b>Organisational fairness</b>				
Q25f	Performance is assessed and rewarded fairly in my workplace	25%	43%	32%
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	20%	26%	54%
Q25h	People are treated fairly and consistently in my workplace	39%	34%	27%
Q25i	People take responsibility for their decisions and actions in my workplace	43%	36%	21%
Q31e	Recruitment and promotion decisions in this organisation are fair	35%	33%	33%
<b>Anti-discrimination</b>				
Q32a	Age is not a barrier to success in my organisation	53%	22%	25%
Q32b	Gender is not a barrier to success in my organisation	58%	16%	25%
Q32c	Disability is not a barrier to success in my organisation	55%	35%	11%
Q32d	Cultural background is not a barrier to success in my organisation	69%	22%	9%
Q32e	Sexual orientation is not a barrier to success in my organisation	69%	25%	5%

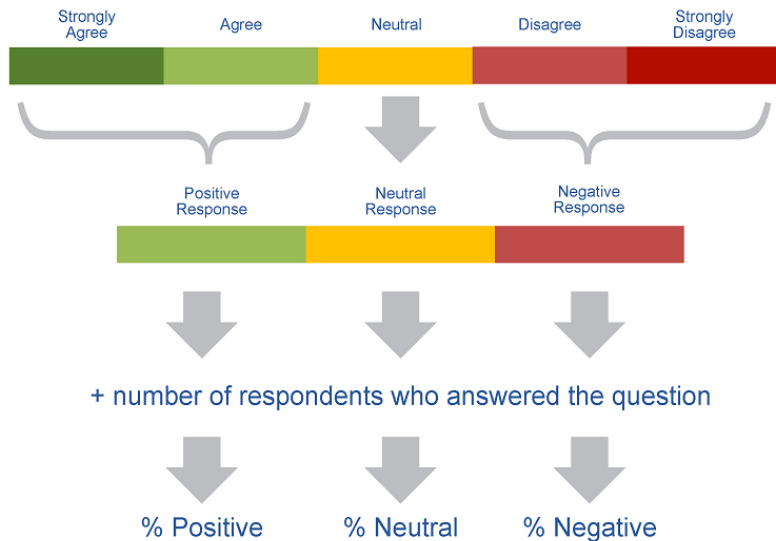


# 1' Appendix 6 – How to interpret this report

## % 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.

# 1' Appendix 6 – 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.