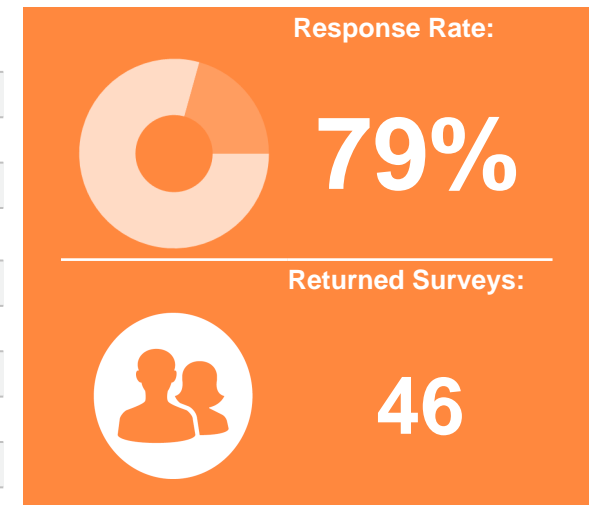


Electoral Commission Queensland

Highlight Report

Report Content

Reporting Framework	
STRATEGIC PRIORITIES	01 Driver analysis scorecard
	02 Factors
WORKPLACE CLIMATE	03 Workplace climate
	04 Workplace climate by item
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	06 Leadership behaviour in your agency
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APPENDICES	12 Appendix A – Strategic priorities by demographics
	13 Appendix B – Strategic priorities and factors by item
	14 Appendix C – How to interpret this report



Purpose

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

Note on the response rate

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

Reporting Framework

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

Strategic priorities: driver analysis

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

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



Workplace climate

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

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

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

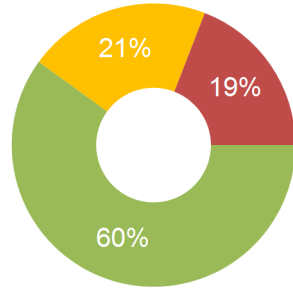


01 Driver analysis scorecard

Purpose

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

Agency Engagement

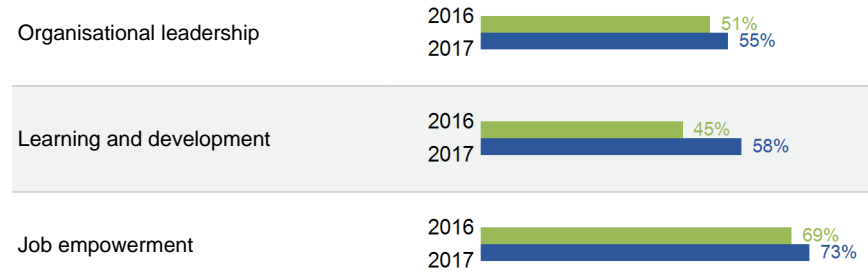


% positive change since 2016

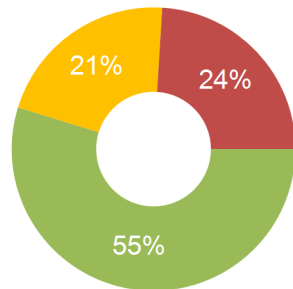
-7

Top 3 drivers

% Positive



Organisational leadership

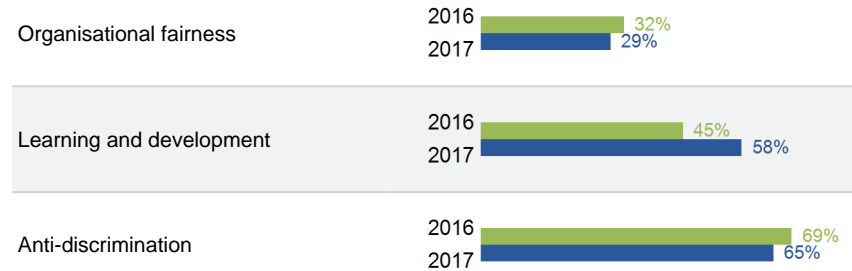


% positive change since 2016

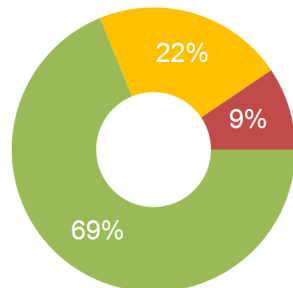
+4

Top 3 drivers

% Positive



Innovation

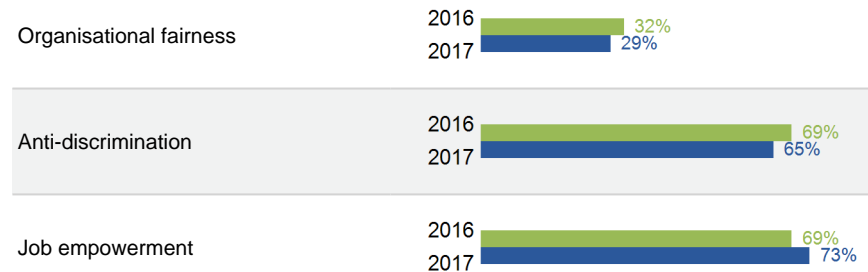


% positive change since 2016

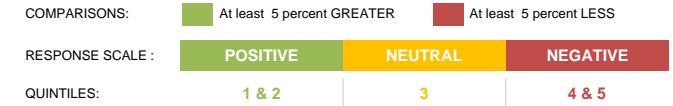
-1

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*	60	21	19	60%	-7	+1	41 - 82	3
Job empowerment	73	13	14	73%	+4	+1	60 - 86	3
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	50	27	23	50%	0	+10	29 - 68	1
Learning and development	58	25	17	58%	+14	+2	33 - 82	2
My workgroup	81	11	8	81%	+4	+5	58 - 92	2
My manager	79	11	10	79%	+2	+8	57 - 84	1
Organisational leadership*	55	21	24	55%	+4	+4	29 - 85	3
Organisational fairness	29	35	35	29%	-3	-14	26 - 67	5
Anti-discrimination	65	24	11	65%	-4	-1	48 - 96	4
Innovation*	69	22	9	69%	-1	+9	46 - 89	1

03 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*	62	25	13	62%	0	+7	43 - 82	1
● Effectiveness and innovation*	63	22	15	63%	+1	+6	49 - 77	1
● People and relationships	82	10	9	82%	+5	+5	56 - 92	2
● Fairness and trust*	54	25	21	54%	+1	-4	46 - 78	5
● Performance and development	61	26	14	61%	+16	+5	41 - 74	2
● Leadership and engagement	67	17	16	67%	-1	+5	49 - 81	2
● My job	80	10	10	80%	+2	+3	58 - 89	2

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

04 Workplace climate by item

Purpose

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

New items were added to this index in 2017.

● 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	43	30	27	43%	+1	+12
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	52	23	25	52%	-2	+9
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	55	30	16	55%	+3	+9
Q23f	My work contributes positively to my quality of life*	49	37	14	49%	-	+5
Q24h	People in my workgroup are committed to workplace safety	78	17	4	78%	+2	-4
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	76	17	7	76%	-	+9
Q25b	My workplace culture supports people to achieve a good work/life balance	65	26	9	65%	-6	+3
Q25c	There is adequate focus on workplace safety at my workplace	64	24	11	64%	+2	-14

* New in 2017, no trend

04 Workplace climate by item

Purpose

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

New items were added to this index in 2017.

● Safety, health and wellness (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29h	My manager proactively discusses flexible work arrangements*	58	29	13	58%	-	+9
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	67	16	18	67%	-	+16
Q31h	The wellbeing of employees is a priority for my organisation*	67	18	16	67%	-	+18
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>	50	32	18	50%	-	+9
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	73	20	7	73%	-2	+9
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	66	32	2	66%	-	+11

* New in 2017, no trend

04 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Effectiveness and innovation		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q22b	I have the tools I need to do my job effectively	74	9	17	74%	+5	+3
Q22c	I get the information I need to do my job well	61	15	24	61%	+8	-7
Q22d	I have the authority necessary to do my job effectively	59	24	17	59%	-6	-11
Q23c	I feel my job is secure	43	27	30	43%	+4	-15
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>	34	34	32	34%	+1	+15
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	78	9	13	78%	-	+13
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	33	30	37	33%	+3	+14
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>	63	28	9	63%	-7	+18
Q26a	My workplace has undergone significant change in the past 12 months	72	22	7	72%	+16	+20

* New in 2017, no trend

04 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Effectiveness and innovation (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q27a	I get the opportunity to develop new and better ways of doing my job	76	17	7	76%	+8	+19
Q27b	I am encouraged to make suggestions about improving work processes and/or services	74	15	11	74%	-5	+6
Q27c	Management is willing to act on suggestions to improve how things are done	61	28	11	61%	-9	+7
Q27d	My workgroup uses research and expertise to identify better practice	67	22	11	67%	+7	+12
Q27e	My workgroup always tries to improve its performance	78	15	7	78%	-1	+8
Q27f	My organisation is open to new ideas	57	33	11	57%	-6	+2
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	68	18	14	68%	-10	-1
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	80	16	5	80%	+1	+2
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	61	27	11	61%	-9	-3

04 Workplace climate by item (cont.)

Purpose

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

● People and relationships		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q24a	People in my workgroup treat each other with respect	78	11	11	78%	0	+4
Q24b	I receive help and support from other people in my workgroup	85	7	9	85%	-4	+2
Q24c	People in my workgroup are honest, open and transparent in their dealings	78	9	13	78%	+6	+11
Q24d	People in my workgroup use their time and resources efficiently	65	26	9	65%	+2	+1
Q24e	People in my workgroup treat customers with respect	89	4	7	89%	+4	+3
Q24f	People in my workgroup are committed to delivering excellent service to customers	89	7	4	89%	+8	+6
Q24g	People in my workgroup do their jobs effectively	85	11	4	85%	+14	+10
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	83	4	13	83%	+12	+4

04 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Fairness and trust		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q25a	My workplace has an inclusive culture where diversity is valued and respected	63	26	11	63%	-2	-10
Q25f	Performance is assessed and rewarded fairly in my workplace	30	41	28	30%	+5	-5
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	24	33	43	24%	0	-14
Q25h	People are treated fairly and consistently in my workplace	35	35	30	35%	-8	-16
Q25i	People take responsibility for their decisions and actions in my workplace	24	35	41	24%	-11	-28
Q25j	I am able to speak up and share a different view to my colleagues and manager*	67	15	17	67%	-	-4
Q30a	My senior manager demonstrates honesty and integrity	73	11	16	73%	+5	+2
Q31e	Recruitment and promotion decisions in this organisation are fair	33	33	33	33%	0	-4

* New in 2017, no trend

04 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Fairness and trust (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31i	My responsibilities outside of work restrict my opportunities for promotion* % positive indicates those who "strongly disagree" or "disagree" with this statement	64	24	11	64%	-	+11
Q32a	Age is not a barrier to success in my organisation	61	30	9	61%	-10	-4
Q32b	Gender is not a barrier to success in my organisation	68	14	18	68%	+1	-2
Q32c	Disability is not a barrier to success in my organisation	61	30	9	61%	+2	+5
Q32d	Cultural background is not a barrier to success in my organisation	70	18	11	70%	-3	+1
Q32e	Sexual orientation is not a barrier to success in my organisation	65	28	7	65%	-8	-5
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	55	20	25	55%	-7	0
Q32g	Women and men have equal access to work experiences that support career progression*	77	9	14	77%	-	+11

* New in 2017, no trend

04 Workplace climate by item (cont.)

Purpose

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

		Performance and development			Response scale (%)	% positive	vs 2016	vs Qld public sector
Q28a	I receive useful feedback on my performance	70	22	9	70%	+21	+13	
Q28b	My performance is assessed against clear criteria	60	24	16	60%	+39	+9	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	67	20	13	67%	+15	+4	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	36	47	18	36%	+11	-5	
Q28e	I am able to access relevant learning and development opportunities	64	24	11	64%	+22	+3	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	58	28	14	58%	+20	-1	
Q28g	I am satisfied with the opportunities available for career development	40	33	27	40%	+3	-4	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	71	22	7	71%	+17	+16	
Q28i	I develop new knowledge and skills through undertaking tasks at work	78	16	7	78%	+1	+6	
Q31b	My organisation is committed to developing its employees	62	20	18	62%	+9	+10	

04 Workplace climate by item (cont.)

Purpose

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

		Leadership and engagement			Response scale (%)	% positive	vs 2016	vs Qld public sector
Q29a	My manager treats employees with dignity and respect	82	11	7	82%	0	+4	
Q29b	My manager listens to what I have to say	84	9	7	84%	0	+8	
Q29c	My manager keeps me informed about what's going on	76	11	13	76%	-9	+8	
Q29d	My manager understands my work	78	9	13	78%	-1	+5	
Q29e	My manager creates a shared sense of purpose	80	9	11	80%	+7	+12	
Q29f	My manager demonstrates honesty and integrity	82	9	9	82%	+7	+6	
Q29g	My manager draws the best out of me	69	22	9	69%	+7	+12	
Q31a	In my organisation, the leadership is of high quality	58	22	20	58%	+8	+5	

04 Workplace climate by item (cont.)

Purpose

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

● Leadership and engagement (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31c	Management model the behaviours expected of all employees	48	23	30	48%	0	-2
Q31d	In my organisation, the leadership operates with a high level of integrity	58	18	24	58%	0	+3
Q31f	My organisation is well managed	56	22	22	56%	+7	+8
Q33a	I would recommend my organisation as a great place to work	53	22	24	53%	-12	-7
Q33b	I am proud to tell others I work for my organisation	62	20	18	62%	-5	-5
Q33c	I feel strong personal attachment to my organisation	60	18	22	60%	-2	+1
Q33d	My organisation motivates me to help it achieve its objectives	64	20	16	64%	-7	+11
Q33e	My organisation inspires me to do the best in my job	60	24	16	60%	-9	+7

04 Workplace climate by item (cont.)

Purpose

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

● My job		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q21a	I understand what is expected of me to do well in my job	87	7	7	87%	-2	-3
Q21b	I understand how my work contributes to my organisation's objectives	89	4	7	89%	-3	-2
Q22a	I have a choice in deciding how I do my work	85	7	9	85%	+11	+17
Q22e	My job gives me opportunities to utilise my skills	74	13	13	74%	+9	-1
Q22f	I enjoy the work in my current job	78	13	9	78%	+7	+3
Q22g	My job gives me a feeling of personal accomplishment	74	15	11	74%	+5	+5
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	80	9	11	80%	+3	+4
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	86	9	5	86%	-4	+7
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	66	16	18	66%	-11	-7

05 Most changed since 2016, by item

Purpose

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

NOTE:

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

The survey items with the most positive change	Index	% positive 2017	vs 2016
My performance is assessed against clear criteria	Performance and development	60%	+39
I am able to access relevant learning and development opportunities	Performance and development	64%	+22
I receive useful feedback on my performance	Performance and development	70%	+21
Learning and development activities I have completed in the past 12 months have helped to improve my performance	Performance and development	58%	+20
I have had productive conversations with my manager on my performance in the past 12 months	Performance and development	71%	+17

The survey items with the most negative change	Index	% positive 2017	vs 2016
I would recommend my organisation as a great place to work	Leadership and engagement	53%	-12
People take responsibility for their decisions and actions in my workplace	Fairness and trust	24%	-11
All things considered, how satisfied are you with your current job? % positive indicates those who responded with "very satisfied" or "satisfied"	My job	66%	-11
Your physical working environment % positive indicates those who responded with "very satisfied" or "satisfied"	Effectiveness and innovation	68%	-10
Age is not a barrier to success in my organisation	Fairness and trust	61%	-10

06 Leadership behaviour in your agency: Team Leader

Purpose

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

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

Leadership levels are defined as follows:

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

POSITIVE IMPACT

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

SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Builds effective working relationships with others	40%	+11
Encourages a strong customer and stakeholder focus	40%	+14
Upholds ethical standards and principles	33%	+2
Delegates work effectively and monitors performance	27%	+3
Demonstrates sound judgment	27%	-1
Implements improved ways of doing things	27%	+7
Responds confidently when faced with uncertainty	27%	+2
Empowers their team to perform at their best	20%	-11
Supports their team to adapt to change	20%	-8
Describes how their team's work aligns to organisational objectives	13%	-4
Actively seeks feedback for personal development	7%	-1
Applies sound business management skills	7%	-7
Takes responsibility for team development	7%	-10
Demonstrates sound judgment	53%	+24
Implements improved ways of doing things	47%	+21
Responds confidently when faced with uncertainty	33%	+7
Applies sound business management skills	27%	+12
Builds effective working relationships with others	27%	-12
Takes responsibility for team development	27%	+8
Encourages a strong customer and stakeholder focus	20%	+2
Supports their team to adapt to change	20%	+1
Actively seeks feedback for personal development	13%	-7
Empowers their team to perform at their best	13%	-22
Delegates work effectively and monitors performance	7%	-12
Describes how their team's work aligns to organisational objectives	7%	-2
Upholds ethical standards and principles	7%	-21

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

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED

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

NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Builds effective working relationships with others	40%	+12
Implements improved ways of doing things	40%	+20
Demonstrates sound judgment	33%	+4
Encourages a strong customer and stakeholder focus	33%	+6
Delegates work effectively and monitors performance	27%	+4
Upholds ethical standards and principles	27%	-5
Describes how their team's work aligns to organisational objectives	20%	+1
Responds confidently when faced with uncertainty	20%	-5
Supports their team to adapt to change	20%	-6
Empowers their team to perform at their best	13%	-13
Takes responsibility for team development	13%	-4
Actively seeks feedback for personal development	7%	0
Applies sound business management skills	7%	-11
Implements improved ways of doing things	44%	+12
Delegates work effectively and monitors performance	38%	+8
Actively seeks feedback for personal development	31%	+1
Takes responsibility for team development	31%	+1
Describes how their team's work aligns to organisational objectives	25%	+5
Empowers their team to perform at their best	25%	-10
Supports their team to adapt to change	25%	-1
Encourages a strong customer and stakeholder focus	19%	+7
Applies sound business management skills	13%	-1
Demonstrates sound judgment	13%	-1
Upholds ethical standards and principles	13%	0
Builds effective working relationships with others	6%	-18
Responds confidently when faced with uncertainty	6%	-12

06 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
Empowers individuals and teams to build capability	45%	+18
Demonstrates sound judgment	36%	+8
Leads change and culture initiatives	36%	+22
Encourages collaboration and inclusion across workgroups	27%	-1
Motivates others to perform at their best	27%	+8
Demonstrates sound business acumen	18%	+2
Manages ambiguity and politics effectively	18%	+1
Takes a 'big picture' view of issues or problems	18%	-17
Takes responsibility for upholding ethical standards and principles	18%	-6
Actively seeks feedback for personal development	9%	+2
Builds effective networks across the organisation and sector	9%	-11
Encourages innovative ideas and solutions	9%	-16
Manages and prioritises resources to achieve the best outcomes	9%	-23
Manages and prioritises resources to achieve the best outcomes	55%	+19
Demonstrates sound judgment	36%	+9
Leads change and culture initiatives	36%	+14
Takes responsibility for upholding ethical standards and principles	36%	+16
Actively seeks feedback for personal development	27%	+10
Builds effective networks across the organisation and sector	27%	+7
Motivates others to perform at their best	27%	-9
Encourages collaboration and inclusion across workgroups	18%	+2
Empowers individuals and teams to build capability	9%	-23
Encourages innovative ideas and solutions	9%	-11
Manages ambiguity and politics effectively	9%	-5
Takes a 'big picture' view of issues or problems	9%	-18
Demonstrates sound business acumen	0%	-10

06 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
Motivates others to perform at their best	45%	+26
Demonstrates sound judgment	36%	+6
Empowers individuals and teams to build capability	36%	+13
Takes a 'big picture' view of issues or problems	36%	+2
Manages ambiguity and politics effectively	27%	+9
Actively seeks feedback for personal development	18%	+11
Demonstrates sound business acumen	18%	0
Encourages innovative ideas and solutions	18%	-5
Leads change and culture initiatives	18%	+3
Takes responsibility for upholding ethical standards and principles	18%	-5
Manages and prioritises resources to achieve the best outcomes	9%	-24
Builds effective networks across the organisation and sector	0%	-24
Encourages collaboration and inclusion across workgroups	0%	-27
Actively seeks feedback for personal development	60%	+31
Encourages collaboration and inclusion across workgroups	40%	+16
Motivates others to perform at their best	40%	+6
Leads change and culture initiatives	30%	+5
Takes responsibility for upholding ethical standards and principles	30%	+16
Builds effective networks across the organisation and sector	20%	+3
Demonstrates sound judgment	20%	+6
Empowers individuals and teams to build capability	20%	-14
Manages ambiguity and politics effectively	20%	-7
Takes a 'big picture' view of issues or problems	20%	+1
Demonstrates sound business acumen	0%	-9
Encourages innovative ideas and solutions	0%	-26
Manages and prioritises resources to achieve the best outcomes	0%	-26

06 Leadership behaviour in your agency: Senior Officer

Purpose

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

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

Leadership levels are defined as follows:

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

POSITIVE IMPACT

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

SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Models high levels of ethical and professional behaviour	43%	+4
Is compelling when communicating the organisational strategy	36%	+21
Navigates complex issues, politics and ambiguous situations effectively	36%	-1
Creates a culture of continuous improvement	29%	+6
Directs and prioritises resources to achieve the best outcomes	29%	-1
Seeks feedback to strengthen leadership approach	29%	+15
Adopts a system-wide view of issues to inform action	21%	+1
Builds strong relationships that influence organisational and sector outcomes	21%	-6
Leads change with agility	21%	+9
Stands behind their decisions in the face of adversity	21%	-7
Inspires others to perform at their best	14%	-8
Demonstrates commercial acumen in managing corporate risk	0%	-13
Nurtures a learning and development culture	0%	-16
Navigates complex issues, politics and ambiguous situations effectively	50%	+20
Models high levels of ethical and professional behaviour	43%	+5
Directs and prioritises resources to achieve the best outcomes	36%	+10
Inspires others to perform at their best	36%	-7
Seeks feedback to strengthen leadership approach	36%	+16
Builds strong relationships that influence organisational and sector outcomes	21%	-14
Creates a culture of continuous improvement	21%	-4
Adopts a system-wide view of issues to inform action	14%	+2
Demonstrates commercial acumen in managing corporate risk	14%	+7
Leads change with agility	14%	-7
Is compelling when communicating the organisational strategy	7%	-6
Stands behind their decisions in the face of adversity	7%	-8
Nurtures a learning and development culture	0%	-14

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

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED

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

NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Is compelling when communicating the organisational strategy	43%	+26
Models high levels of ethical and professional behaviour	43%	+8
Creates a culture of continuous improvement	29%	+7
Directs and prioritises resources to achieve the best outcomes	29%	-2
Navigates complex issues, politics and ambiguous situations effectively	29%	-7
Nurtures a learning and development culture	29%	+14
Builds strong relationships that influence organisational and sector outcomes	21%	-6
Seeks feedback to strengthen leadership approach	21%	+8
Adopts a system-wide view of issues to inform action	14%	-8
Leads change with agility	14%	0
Stands behind their decisions in the face of adversity	14%	-13
Demonstrates commercial acumen in managing corporate risk	7%	-8
Inspires others to perform at their best	7%	-14
Creates a culture of continuous improvement	46%	+20
Leads change with agility	38%	+17
Inspires others to perform at their best	31%	-6
Demonstrates commercial acumen in managing corporate risk	23%	+13
Is compelling when communicating the organisational strategy	23%	+3
Models high levels of ethical and professional behaviour	23%	+5
Nurtures a learning and development culture	23%	-3
Stands behind their decisions in the face of adversity	23%	+4
Adopts a system-wide view of issues to inform action	15%	-2
Directs and prioritises resources to achieve the best outcomes	15%	-11
Builds strong relationships that influence organisational and sector outcomes	8%	-14
Navigates complex issues, politics and ambiguous situations effectively	8%	-9
Seeks feedback to strengthen leadership approach	8%	-28

07 Flexible work options

Purpose

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

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

Do you currently use any of the following flexible work options?	Proportion	vs 2016	vs Qld public sector
Used no flexible work option	22%	-37	-22
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	78%	+37	+22
Flexible work hours for example accumulated hours as 'flexitime'*	63%	-	+34
None of the above	22%	-37	-22
Flexible work hours for example start late or early to meet responsibilities external to work*	20%	-	+7
Part time work	11%	+5	-6
Telecommuting	9%	+7	+5
Leave at half pay	7%	+3	+2
Casual/on call	2%	0	-1
Compressed work hours	0%	0	-2
Hot desks	0%	0	-3
Job sharing	0%	0	-2
Other, please specify	0%	0	-2
Part-year work/annualised hours	0%	0	0
Purchased leave/extended leave/deferred salary schemes	0%	-2	-1
Term-time working	0%	0	0

* New in 2017, no trend

07 Flexible work options (cont.)

Purpose

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

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

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

	Proportion	vs 2016	vs Qld public sector
Yes, I requested flexibility	15%	+5	-4
No, I have not made a request but I am content with my current arrangements	83%	+5	+14
No, I have not made a request but I am not content with my current arrangements	2%	-10	-9

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
<i>Due to insufficient responses, the remaining data within this section has been restricted.</i>			

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

** New in 2017, no trend*

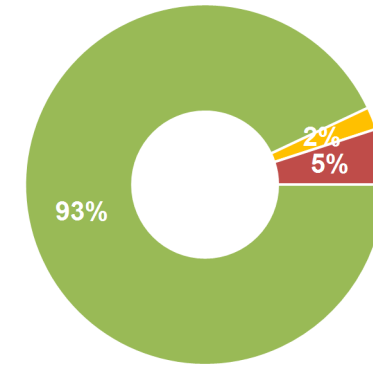
08 Domestic and family violence

Purpose

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

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

Overall	% proportion	vs 2016	vs Qld public sector
Yes	93%	+28	+18
No	5%	-9	-7
Don't know	2%	-19	-10



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	100%	+33	+14
No	0%	-10	-8
Don't Know	0%	-24	-6

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	90%	+27	+18
No	6%	-10	-7
Don't Know	3%	-17	-11

08 Domestic and family violence (cont.)

Purpose

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

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	100%	+33	+18
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%	+30	+11
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	92%	+49	+11

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	55%	-15	-16
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	50%	+3	-21

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	23%	+7	Yes	10%	+3
No	77%	-3	No	81%	-7
Don't Know	0%	-2	Don't Know	3%	+1
Prefer not to say	0%	-3	Prefer not to say	6%	+3

* New in 2017, no trend

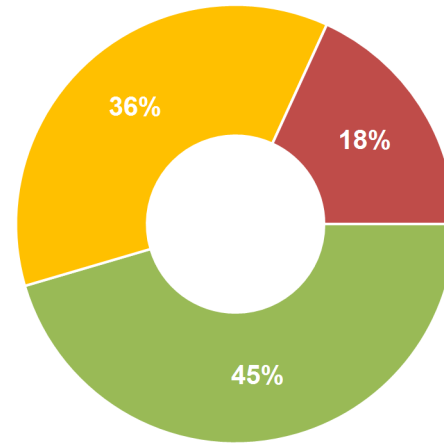
* New in 2017, no trend

09 Intention to leave your organisation

Purpose

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

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



45%

of employees agreed with the statement:

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

% positive change since 2016: 0
vs Qld public sector: -21

Reasons for leaving	Proportion	vs Qld public sector
Career or job opportunities	58%	+6
The workplace culture	42%	+2
Contract expiring	29%	+17
Pay and conditions	29%	+2
Job security	25%	+7
Professional/personal development	25%	-10
The location of your workplace or the time spent commuting	21%	+3
Your relationship with your manager	21%	-2
Stress/Health	17%	-16
Your relationship with your colleagues	17%	+6
Balancing work and life commitments	13%	-10
Fit between work and your interests	13%	+1
Retirement	13%	+4
Family/carer responsibilities	8%	-5
Travel plans	4%	-2
Work hours	4%	-10
Other (please specify)	0%	-10

10 Bullying and sexual harassment

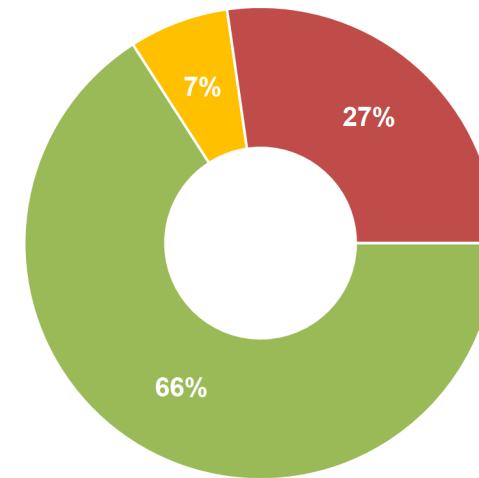
Purpose

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

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

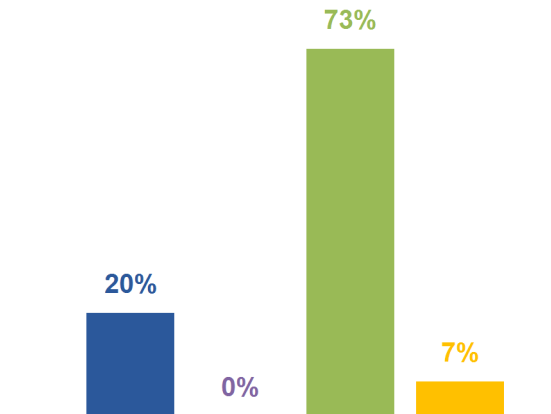
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
Yes	27%	-3	-1
No	66%	+5	-1
Don't know	7%	-1	+1



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

	Proportion	vs 2016	vs Qld public sector
Bullying	20%	+1	+4
Sexual Harassment	0%	-6	-1
No	73%	-2	-5
Don't Know	7%	+5	+2



11 Your view

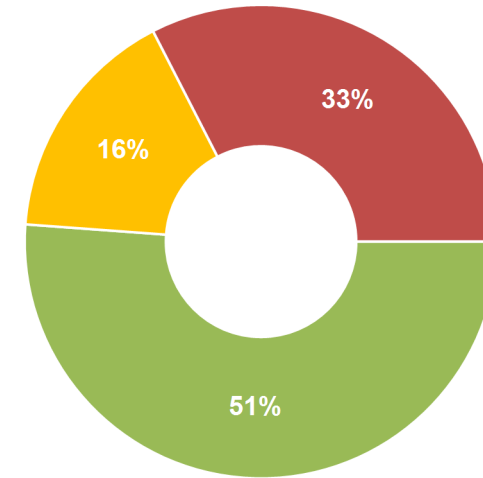
Purpose

This section is focused on understanding workplace improvement.

This section refers to the visibility of change attributable to past Working for Queensland surveys as well as satisfaction with the change implemented.

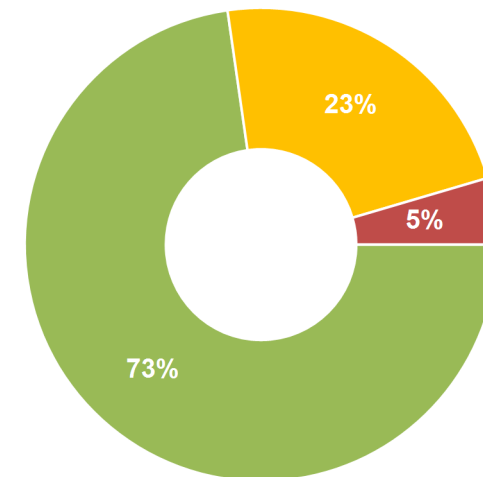
Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Yes	51%	+5	+21
No	33%	+13	-23
No, but I have not worked long in my organisation	16%	-18	+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%	+2	+11
Neutral	23%	-2	-9
Negative	5%	+1	-1



12 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).

Due to insufficient responses, this section has been restricted.

13 Appendix B – Strategic priorities and factors by item

Purpose

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

Strategic priorities		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Agency engagement							
Q33a	I would recommend my organisation as a great place to work	53%	-12	22%	+1	24%	+11
Q33b	I am proud to tell others I work for my organisation	62%	-5	20%	-7	18%	+12
Q33c	I feel strong personal attachment to my organisation	60%	-2	18%	-11	22%	+13
Q33d	My organisation motivates me to help it achieve its objectives	64%	-7	20%	-1	16%	+8
Q33e	My organisation inspires me to do the best in my job	60%	-9	24%	+1	16%	+8
Organisational leadership							
Q31a	In my organisation, the leadership is of high quality	58%	+8	22%	-7	20%	-1
Q31c	Management model the behaviours expected of all employees	48%	0	23%	-8	30%	+8
Q31d	In my organisation, the leadership operates with a high level of integrity	58%	0	18%	-5	24%	+5
Q31f	My organisation is well managed	56%	+7	22%	-9	22%	+1
Innovation							
Q27a	I get the opportunity to develop new and better ways of doing my job	76%	+8	17%	-5	7%	-3
Q27b	I am encouraged to make suggestions about improving work processes and/or services	74%	-5	15%	-2	11%	+7
Q27c	Management is willing to act on suggestions to improve how things are done	61%	-9	28%	+11	11%	-2
Q27d	My workgroup uses research and expertise to identify better practice	67%	+7	22%	-3	11%	-4
Q27e	My workgroup always tries to improve its performance	78%	-1	15%	+2	7%	-1
Q27f	My organisation is open to new ideas	57%	-6	33%	+6	11%	0

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

Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Job empowerment							
Q22a	I have a choice in deciding how I do my work	85%	+11	7%	-10	9%	-1
Q22b	I have the tools I need to do my job effectively	74%	+5	9%	-6	17%	+1
Q22c	I get the information I need to do my job well	61%	+8	15%	-19	24%	+11
Q22d	I have the authority necessary to do my job effectively	59%	-6	24%	+4	17%	+3
Q22e	My job gives me opportunities to utilise my skills	74%	+9	13%	-13	13%	+4
Q34b	Your ability to work on your own initiative	86%	-4	9%	-1	5%	+5
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	43%	+1	30%	-13	27%	+12
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	52%	-2	23%	-2	25%	+4
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%	+3	30%	+5	16%	-8
Learning and development							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	67%	+15	20%	-9	13%	-6
Q28e	I am able to access relevant learning and development opportunities	64%	+22	24%	-14	11%	-8
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	58%	+20	28%	-18	14%	-1
Q28g	I am satisfied with the opportunities available for career development	40%	+3	33%	-1	27%	-2
Q31b	My organisation is committed to developing its employees	62%	+9	20%	-7	18%	-2

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

Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
My workgroup							
Q24a	People in my workgroup treat each other with respect	78%	0	11%	+2	11%	-2
Q24b	I receive help and support from other people in my workgroup	85%	-4	7%	+5	9%	-1
Q24c	People in my workgroup are honest, open and transparent in their dealings	78%	+6	9%	-8	13%	+2
Q24d	People in my workgroup use their time and resources efficiently	65%	+2	26%	+9	9%	-12
Q24e	People in my workgroup treat customers with respect	89%	+4	4%	-3	7%	-1
Q24f	People in my workgroup are committed to delivering excellent service to customers	89%	+8	7%	-5	4%	-3
Q24g	People in my workgroup do their jobs effectively	85%	+14	11%	-2	4%	-12
My manager							
Q29a	My manager treats employees with dignity and respect	82%	0	11%	+7	7%	-7
Q29b	My manager listens to what I have to say	84%	0	9%	+3	7%	-3
Q29c	My manager keeps me informed about what's going on	76%	-9	11%	+5	13%	+4
Q29d	My manager understands my work	78%	-1	9%	-1	13%	+2
Q29e	My manager creates a shared sense of purpose	80%	+7	9%	-6	11%	0
Q29f	My manager demonstrates honesty and integrity	82%	+7	9%	-5	9%	-3
Q29g	My manager draws the best out of me	69%	+7	22%	-7	9%	-1

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

Purpose

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

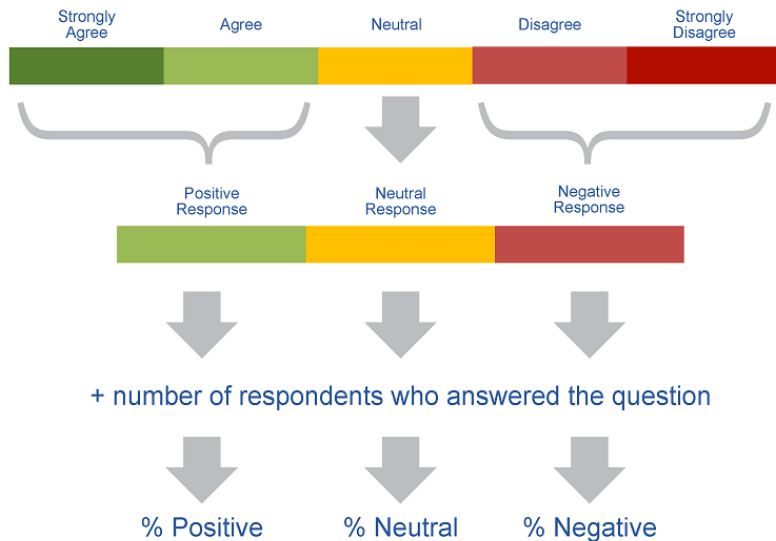
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Organisational fairness							
Q25f	Performance is assessed and rewarded fairly in my workplace	30%	+5	41%	+10	28%	-14
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	24%	0	33%	+12	43%	-12
Q25h	People are treated fairly and consistently in my workplace	35%	-8	35%	+9	30%	-1
Q25i	People take responsibility for their decisions and actions in my workplace	24%	-11	35%	+22	41%	-11
Q31e	Recruitment and promotion decisions in this organisation are fair	33%	0	33%	0	33%	0
Anti-discrimination							
Q32a	Age is not a barrier to success in my organisation	61%	-10	30%	+12	9%	-2
Q32b	Gender is not a barrier to success in my organisation	68%	+1	14%	-4	18%	+3
Q32c	Disability is not a barrier to success in my organisation	61%	+2	30%	-7	9%	+5
Q32d	Cultural background is not a barrier to success in my organisation	70%	-3	18%	-5	11%	+8
Q32e	Sexual orientation is not a barrier to success in my organisation	65%	-8	28%	+5	7%	+3

14 Appendix C – How to interpret this report

% Positive, neutral and negative scores

Across Working for Queensland (WfQ) reporting, most data is expressed as % positive, % neutral or % negative.

- % positive presents the proportion of respondents who expressed a positive opinion or assessment i.e. combining 'Strongly agree' and 'Agree' responses.
- % neutral presents the proportion of respondents who expressed a neutral opinion or assessment.
- % negative presents the proportion of respondents who expressed a negative opinion or assessment i.e. combining 'Strongly disagree' and 'Disagree' responses.



Negatively Worded Questions: An example

What are negatively worded questions?

Negatively worded questions are items in the questionnaire that are phrased in a negative way e.g. "Approval processes at my work are excessive".

How are the negatively worded responses scored?

When responding to a negatively worded question, "Strongly disagree" and "Disagree" responses are classified as positive i.e. it is good that you disagree that approval processes at work are excessive (this means they are not excessive!). Therefore, the "Strongly disagree" and "Disagree" responses are combined to calculate the % positive score.

What does this mean for interpreting the % positive score for negatively worded questions?

The % positive score combines the negative responses as they are the "preferred" responses to this item.

EXAMPLE

In the table below the % positive score for "Approval processes at my work are excessive" is 82%. This result can be expressed by stating that:

82% disagreed that their "Approval processes at my work are excessive"

OR

82% felt that the approval processes at their work are not excessive.

Conversely, the % negative score means that 8% of the employees perceive that the approval processes at their work are excessive.

	% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Q25 d Approval processes at my work are excessive.	82%	+4	10%	-2	8%	-5

How will I know if I am interpreting this correctly?

To assist in the interpretation, all negatively worded questions are accompanied by an explanatory statement.

14 Appendix C – How to interpret this report (cont.)

Rounding

Results were rounded to whole numbers. Percentages may therefore not add up to 100%.

Factor scores

Factor measures combine information from multiple survey items that correlate highly with the overall factor. The factor scores are calculated as the sum of positive responses given to all questions within the factor, divided by the number of answers to all questions within the factor.

The report depicts three strategic priorities and makes use of seven factor measures.

Workplace climate index scores

Workplace climate indices have been created by grouping together survey items by theme. Like factor scores, the climate index scores are calculated as the sum of positive responses given to all questions within the index, divided by the number of answers to all questions within the index.

% Change and division comparisons

Throughout this report the % change figure and division comparisons are frequently reported. The % change score relates to differences between:

- the 2016 and 2017 % positive, negative and neutral scores, or
- the 2017 agency and Qld Public Sector % scores.

The % score is highlighted green when the 2017 work area result is five or more percentage points higher than the 2016 score. The % score is highlighted red where the 2017 work area result is five or more percentage points lower.

The division comparisons relate to the comparisons of the % positive scores between the agency and other divisions.

Quintile

Indicates the position of your agency when the 62 participating agencies are ranked against individual workplace factors and workplace outcomes.

Quintile	Interpretation
1	Among first 20% of agencies OR Among top eleven ranked agencies
2	Among second 20% of agencies OR Between 12th and 22nd ranked agencies
3	Among third 20% of agencies OR Between 23rd and 33rd ranked agencies
4	Among fourth 20% of agencies OR Between 34th and 44th ranked agencies
5	Among last 20% of agencies OR Between 45th and 58th ranked agencies

Quintile positions 1 and 2 are indicated in green font, the third quintile is indicated in yellow font, and quintile positions 4 and 5 are indicated in red font.

PLEASE NOTE: While the coloured highlighting of both the % scores and the quintiles helps differentiate results, it does not necessarily indicate a statistically significant difference.

Number of respondents

The number of respondents for sub populations (i.e. divisions, demographic groups) may not add up to the total number of respondents due to missing demographic or division information.

Base size for Working for Queensland 2017

The base size of Working for Queensland refers to the number of people included in the data collection phase of the survey.

Please note, that key elements of the 2017 Working for Queensland survey have been incorporated into the School Opinion Survey. As such, school-based employees are not included in the WfQ base size for 2017, but data for this group will be incorporated at a later date. This will lead to fluctuations in response rate and, possibly, to Queensland public sector benchmarks in 2017 Working for Queensland reporting.

Definitions

The following definitions were used in the survey:

Your workgroup - The group or team where you spend most of your time. If you are a manager your workgroup is the people you manage.

Your workplace - The place where you work, such as a school, hospital or office location as well as the places you visit as part of your work. Questions about your workplace concern the experiences you have in this environment.

Your organisation

For Health agencies - The Hospital and Health Service (HHS), in which you work, or the Queensland Ambulance Service or the Department of Health.

For non-Health agencies - The Government department or public service office you work for in your current job (e.g. Department of Transport and Main Roads for staff employed in RoadTek, The Public Trustee for staff working for the The Public Trustee).

Your manager - The person you usually report to.

Your senior manager - The person your manager usually reports to.

Your customer(s) - The person(s) you provide advice or service to, whether internal or external to the Queensland Public Sector (e.g. students, clients, customers, stakeholders, patients, members of the community).

Sexual harassment - an unwelcome sexual advance, unwelcome request for sexual favours or other unwelcome conduct of a sexual nature which makes a person feel offended, humiliated or intimidated, and where that reaction is reasonable in the circumstances. Sexual harassment does not need to be deliberate or repeated to be illegal.

Bullying - repeated and unreasonable behaviour directed towards a worker or group of workers that creates a risk to health and safety.