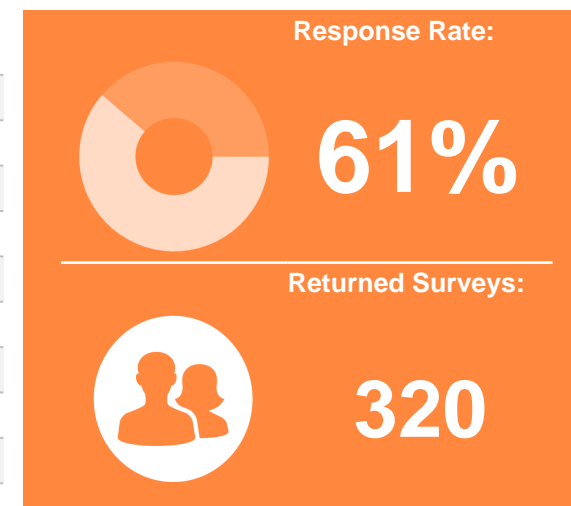


## Legal Aid Queensland

### Report Content

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

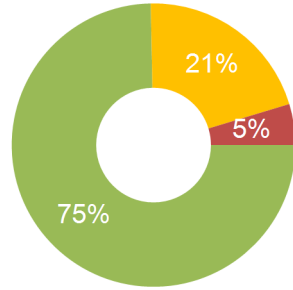


# 01 Driver analysis scorecard

## Purpose

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

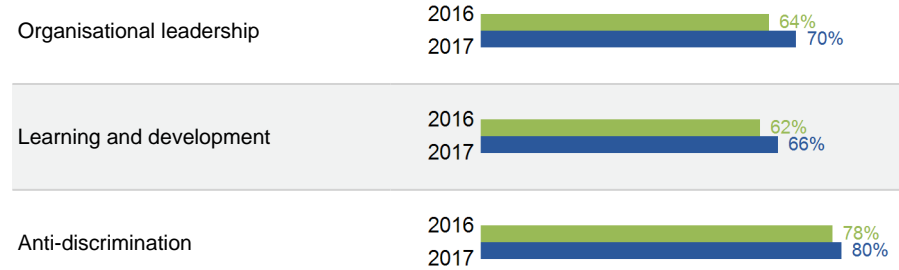
### Agency engagement



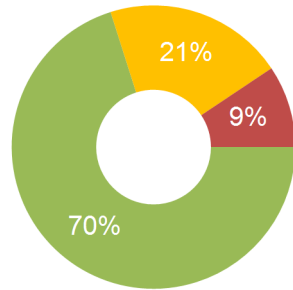
% positive change since 2016  
**+3**

#### Top 3 drivers

#### % Positive



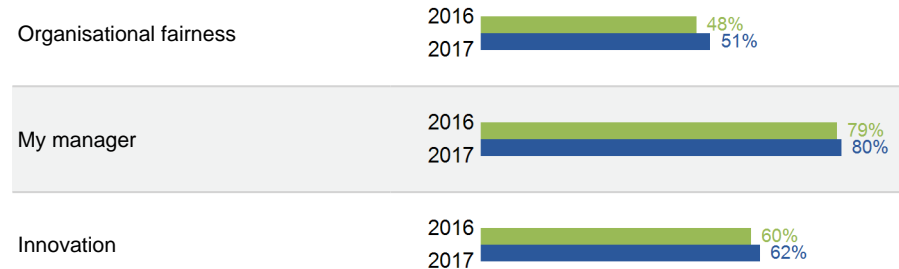
### Organisational Leadership



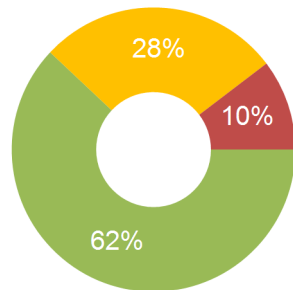
% positive change since 2016  
**+6**

#### Top 3 drivers

#### % Positive



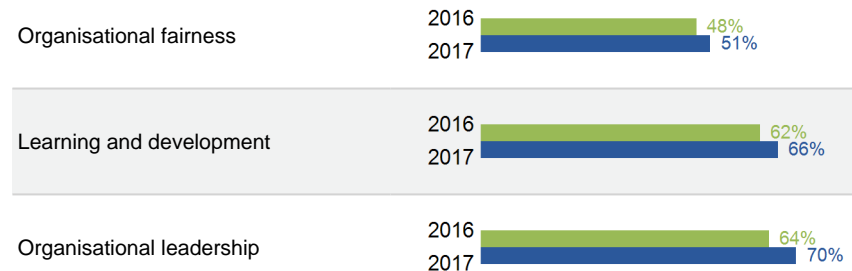
### Innovation



% positive change since 2016  
**+2**

#### Top 3 drivers

#### % Positive



## 02 Factors

COMPARISONS:	<span style="color: green;">■</span> At least 5 percent GREATER	<span style="color: red;">■</span> At least 5 percent LESS	
RESPONSE SCALE :	<span style="background-color: #4CAF50; color: white; padding: 2px;">POSITIVE</span>	<span style="background-color: #FFC107; color: white; padding: 2px;">NEUTRAL</span>	<span style="background-color: #C0392B; color: white; padding: 2px;">NEGATIVE</span>
QUINTILES:	1 & 2	3	4 & 5

### 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*	75	21	5	<b>75%</b>	+3	<b>+16</b>	<b>41 - 82</b>	<b>1</b>
Job empowerment	80	13	8	<b>80%</b>	-3	<b>+8</b>	<b>60 - 86</b>	<b>1</b>
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	50	31	19	<b>50%</b>	+2	<b>+10</b>	<b>29 - 68</b>	<b>1</b>
Learning and development	66	20	14	<b>66%</b>	+4	<b>+10</b>	<b>33 - 82</b>	<b>1</b>
My workgroup	83	11	6	<b>83%</b>	+2	<b>+7</b>	<b>58 - 92</b>	<b>1</b>
My manager	80	13	7	<b>80%</b>	+2	<b>+10</b>	<b>57 - 84</b>	<b>1</b>
Organisational leadership*	70	21	9	<b>70%</b>	+6	<b>+19</b>	<b>29 - 85</b>	<b>1</b>
Organisational fairness	51	28	21	<b>51%</b>	+3	<b>+8</b>	<b>26 - 67</b>	<b>1</b>
Anti-discrimination	80	15	5	<b>80%</b>	+2	<b>+14</b>	<b>48 - 96</b>	<b>1</b>
Innovation*	62	28	10	<b>62%</b>	+2	<b>+2</b>	<b>46 - 89</b>	<b>3</b>

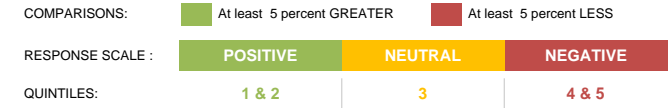
## 03 Factors by division

### Purpose

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

	Legal Aid Queensland % positive	Corporate Services	Counsel	Criminal Law Services	Executive Services	Family Law Services	Grants	Information and Advice Services	Regional Offices
<i>This section shows the % positive scores for divisions within the agency</i>									
Number of respondents	320	38	13	48	10	52	34	31	73
Agency engagement*	<b>75%</b>	71%	84%	84%	82%	78%	64%	67%	77%
Job empowerment	<b>80%</b>	76%	88%	87%	80%	85%	72%	70%	84%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	<b>50%</b>	52%	36%	62%	73%	50%	35%	58%	46%
Learning and development	<b>66%</b>	61%	79%	78%	72%	61%	55%	70%	66%
My workgroup	<b>83%</b>	82%	92%	90%	91%	83%	76%	90%	78%
My manager	<b>80%</b>	74%	79%	90%	81%	83%	71%	78%	82%
Organisational leadership*	<b>70%</b>	74%	82%	82%	60%	74%	57%	60%	69%
Organisational fairness	<b>51%</b>	54%	61%	54%	52%	48%	33%	53%	56%
Anti-discrimination	<b>80%</b>	81%	82%	82%	70%	86%	77%	85%	83%
Innovation*	<b>62%</b>	67%	76%	65%	80%	59%	49%	65%	61%

# 04 Workplace climate



## Purpose

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

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

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

	Response scale (%)			% positive	vs 2016	vs Qld public sector	Range of all agencies	Your agency quintile
<span style="color: red;">●</span> Safety, health and wellness*	69	21	11	<b>69%</b>	+2	+14	<b>43 - 82</b>	<b>1</b>
<span style="color: green;">●</span> Effectiveness and innovation*	63	24	14	<b>63%</b>	0	+5	<b>49 - 77</b>	<b>1</b>
<span style="color: purple;">●</span> People and relationships	83	11	6	<b>83%</b>	+2	+7	<b>56 - 92</b>	<b>1</b>
<span style="color: blue;">●</span> Fairness and trust*	69	19	12	<b>69%</b>	+3	+10	<b>46 - 78</b>	<b>1</b>
<span style="color: orange;">●</span> Performance and development	67	20	13	<b>67%</b>	+4	+11	<b>41 - 74</b>	<b>1</b>
<span style="color: blue;">●</span> Leadership and engagement	76	17	7	<b>76%</b>	+3	+14	<b>49 - 81</b>	<b>1</b>
<span style="color: blue;">●</span> My job	84	10	6	<b>84%</b>	-1	+6	<b>58 - 89</b>	<b>1</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.

	Legal Aid Queensland % positive	Corporate Services	Counsel	Criminal Law Services	Executive Services	Family Law Services	Grants	Information and Advice Services	Regional Offices
<i>This section shows the % positive scores for divisions within the agency</i>									
Number of respondents	320	38	13	48	10	52	34	31	73
<span style="color: red;">●</span> Safety, health and wellness*	69%	66%	68%	78%	81%	71%	62%	67%	67%
<span style="color: green;">●</span> Effectiveness and innovation*	63%	62%	67%	65%	71%	64%	53%	63%	65%
<span style="color: purple;">●</span> People and relationships	83%	83%	93%	90%	91%	84%	77%	90%	78%
<span style="color: teal;">●</span> Fairness and trust*	69%	70%	77%	73%	66%	68%	60%	71%	71%
<span style="color: orange;">●</span> Performance and development	67%	62%	73%	73%	78%	62%	58%	70%	68%
<span style="color: blue;">●</span> Leadership and engagement	76%	73%	81%	86%	76%	79%	65%	70%	77%
<span style="color: lightblue;">●</span> My job	84%	81%	89%	89%	89%	87%	81%	72%	86%

\* 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 2016	vs Qld public sector
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement	44	32	24	<b>44%</b>	+5	+13
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	54	29	17	<b>54%</b>	+4	+11
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	51	32	17	<b>51%</b>	-3	+6
Q23f	My work contributes positively to my quality of life*	51	35	14	<b>51%</b>	-	+7
Q24h	People in my workgroup are committed to workplace safety	85	13	2	<b>85%</b>	+3	+3
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	78	16	6	<b>78%</b>	-	+11
Q25b	My workplace culture supports people to achieve a good work/life balance	80	14	6	<b>80%</b>	-1	+18
Q25c	There is adequate focus on workplace safety at my workplace	86	13	1	<b>86%</b>	+2	+8

\* 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 2016	vs Qld public sector
Q29h	My manager proactively discusses flexible work arrangements*	67	20	13	67%	-	+17
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	74	15	11	74%	-	+23
Q31h	The wellbeing of employees is a priority for my organisation*	73	20	8	73%	-	+24
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>	62	22	16	62%	-	+21
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	78	13	9	78%	+3	+14
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	80	13	7	80%	-	+25

\* 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 2016	vs Qld public sector
Q22b	I have the tools I need to do my job effectively	83	11	7	<b>83%</b>	-4	+12
Q22c	I get the information I need to do my job well	79	14	7	<b>79%</b>	-8	+11
Q22d	I have the authority necessary to do my job effectively	80	12	8	<b>80%</b>	-2	+11
Q23c	I feel my job is secure	70	18	12	<b>70%</b>	-2	+12
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>	28	35	36	<b>28%</b>	-2	+9
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	69	22	9	<b>69%</b>	-	+4
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	33	35	31	<b>33%</b>	+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>	48	25	27	<b>48%</b>	-4	+2
Q26a	My workplace has undergone significant change in the past 12 months	30	44	26	<b>30%</b>	+1	-22

\* 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 2016	vs Qld public sector
Q27a	I get the opportunity to develop new and better ways of doing my job	58	28	14	58%	+2	+1
Q27b	I am encouraged to make suggestions about improving work processes and/or services	69	20	10	69%	-1	+2
Q27c	Management is willing to act on suggestions to improve how things are done	58	27	15	58%	+3	+5
Q27d	My workgroup uses research and expertise to identify better practice	54	37	9	54%	0	-1
Q27e	My workgroup always tries to improve its performance	72	23	4	72%	+3	+3
Q27f	My organisation is open to new ideas	59	31	10	59%	+7	+5
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	70	16	14	70%	0	+1
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	82	13	5	82%	-3	+5
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	81	17	2	81%	+2	+17

## 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 2016	vs Qld public sector
Q24a	People in my workgroup treat each other with respect	84	8	8	84%	+2	+10
Q24b	I receive help and support from other people in my workgroup	89	7	3	89%	+1	+6
Q24c	People in my workgroup are honest, open and transparent in their dealings	78	13	9	78%	+2	+11
Q24d	People in my workgroup use their time and resources efficiently	73	16	11	73%	+2	+8
Q24e	People in my workgroup treat customers with respect	87	10	3	87%	0	+1
Q24f	People in my workgroup are committed to delivering excellent service to customers	86	11	3	86%	+2	+4
Q24g	People in my workgroup do their jobs effectively	83	11	5	83%	+2	+9
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	86	10	5	86%	+6	+7

## 06 Workplace climate by item (cont.)

### Purpose

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

New items were added to this index in 2017.

● Fairness and trust		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q25a	My workplace has an inclusive culture where diversity is valued and respected	80	17	4	80%	+2	+7
Q25f	Performance is assessed and rewarded fairly in my workplace	41	38	22	41%	+2	+5
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	42	26	32	42%	+3	+4
Q25h	People are treated fairly and consistently in my workplace	60	21	20	60%	+3	+9
Q25i	People take responsibility for their decisions and actions in my workplace	59	27	14	59%	0	+7
Q25j	I am able to speak up and share a different view to my colleagues and manager*	80	11	9	80%	-	+9
Q30a	My senior manager demonstrates honesty and integrity	82	12	6	82%	+3	+12
Q31e	Recruitment and promotion decisions in this organisation are fair	53	28	19	53%	+5	+16

\* New in 2017, no trend

## 06 Workplace climate by item (cont.)

### Purpose

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

New items were added to this index in 2017.

● Fairness and trust (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31i	My responsibilities outside of work restrict my opportunities for promotion* % positive indicates those who "strongly disagree" or "disagree" with this statement	55	23	22	55%	-	+1
Q32a	Age is not a barrier to success in my organisation	76	17	7	76%	+1	+11
Q32b	Gender is not a barrier to success in my organisation	82	11	7	82%	+1	+12
Q32c	Disability is not a barrier to success in my organisation	77	20	4	77%	+5	+20
Q32d	Cultural background is not a barrier to success in my organisation	82	15	4	82%	+3	+12
Q32e	Sexual orientation is not a barrier to success in my organisation	83	15	2	83%	+1	+13
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	68	16	16	68%	+2	+14
Q32g	Women and men have equal access to work experiences that support career progression*	80	12	8	80%	-	+14

\* New in 2017, no trend

## 06 Workplace climate by item (cont.)

### Purpose

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

● Performance and development		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q28a	I receive useful feedback on my performance	69	18	13	69%	+5	+12
Q28b	My performance is assessed against clear criteria	74	16	10	74%	+6	+23
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	70	15	15	70%	+2	+7
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	45	36	19	45%	+1	+4
Q28e	I am able to access relevant learning and development opportunities	75	16	9	75%	+4	+13
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	65	26	9	65%	-1	+6
Q28g	I am satisfied with the opportunities available for career development	48	25	27	48%	+5	+4
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	68	19	13	68%	+4	+13
Q28i	I develop new knowledge and skills through undertaking tasks at work	79	14	7	79%	+3	+7
Q31b	My organisation is committed to developing its employees	73	19	9	73%	+9	+21

## 06 Workplace climate by item (cont.)

### Purpose

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

		Leadership and engagement			Response scale (%)	% positive	vs 2016	vs Qld public sector
Q29a	My manager treats employees with dignity and respect	86	9	5	86%	-1	+8	
Q29b	My manager listens to what I have to say	85	9	5	85%	-1	+9	
Q29c	My manager keeps me informed about what's going on	78	14	9	78%	+1	+10	
Q29d	My manager understands my work	82	11	7	82%	+3	+9	
Q29e	My manager creates a shared sense of purpose	78	14	8	78%	+4	+10	
Q29f	My manager demonstrates honesty and integrity	84	11	5	84%	+1	+8	
Q29g	My manager draws the best out of me	69	22	8	69%	+4	+12	
Q31a	In my organisation, the leadership is of high quality	72	19	10	72%	+6	+19	



## 06 Workplace climate by item (cont.)

### Purpose

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

● Leadership and engagement (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31c	Management model the behaviours expected of all employees	67	21	12	<b>67%</b>	+6	+17
Q31d	In my organisation, the leadership operates with a high level of integrity	73	19	8	<b>73%</b>	+6	+18
Q31f	My organisation is well managed	69	23	8	<b>69%</b>	+5	+22
Q33a	I would recommend my organisation as a great place to work	83	15	2	<b>83%</b>	+7	+22
Q33b	I am proud to tell others I work for my organisation	80	17	3	<b>80%</b>	+1	+13
Q33c	I feel strong personal attachment to my organisation	71	23	5	<b>71%</b>	+1	+12
Q33d	My organisation motivates me to help it achieve its objectives	70	24	6	<b>70%</b>	+1	+16
Q33e	My organisation inspires me to do the best in my job	69	24	7	<b>69%</b>	+4	+16

## 06 Workplace climate by item (cont.)

### Purpose

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

<span style="color: blue;">●</span> 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	94	2	3	94%	-2	+5
Q21b	I understand how my work contributes to my organisation's objectives	96	1	3	96%	-1	+5
Q22a	I have a choice in deciding how I do my work	73	17	10	73%	-5	+6
Q22e	My job gives me opportunities to utilise my skills	77	13	10	77%	-4	+2
Q22f	I enjoy the work in my current job	81	15	3	81%	-1	+6
Q22g	My job gives me a feeling of personal accomplishment	75	17	8	75%	+1	+6
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	82	11	7	82%	+1	+6
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	87	9	5	87%	+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>	88	8	4	88%	+5	+15

## 07 Most changed since 2016, by item

### Purpose

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

**NOTE:**

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

### The survey items with the most positive change

	Index	% positive 2017	vs 2016
My organisation is committed to developing its employees	Performance and development	73%	+9
I would recommend my organisation as a great place to work	Leadership and engagement	83%	+7
My organisation is open to new ideas	Effectiveness and innovation	59%	+7
My performance is assessed against clear criteria	Performance and development	74%	+6
In my organisation, the leadership is of high quality	Leadership and engagement	72%	+6

### The survey items with the most negative change

	Index	% positive 2017	vs 2016
I get the information I need to do my job well	Effectiveness and innovation	79%	-8
I have a choice in deciding how I do my work	My job	73%	-5
My job gives me opportunities to utilise my skills	My job	77%	-4
I have the tools I need to do my job effectively	Effectiveness and innovation	83%	-4
Disruptions and/or noise at my workplace make it hard to get things done % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with disruptions and/or noise	Effectiveness and innovation	48%	-4

## 08 Leadership behaviour in your agency: Team Leader

### Purpose

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

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

Leadership levels are defined as follows:

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

### POSITIVE IMPACT

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

### 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	40%	+8
Builds effective working relationships with others	36%	+8
Demonstrates sound judgment	32%	+5
Empowers their team to perform at their best	32%	0
Responds confidently when faced with uncertainty	29%	+4
Delegates work effectively and monitors performance	27%	+3
Supports their team to adapt to change	26%	-2
Encourages a strong customer and stakeholder focus	21%	-5
Implements improved ways of doing things	17%	-3
Takes responsibility for team development	12%	-4
Applies sound business management skills	11%	-3
Describes how their team's work aligns to organisational objectives	11%	-6
Actively seeks feedback for personal development	6%	-1
Builds effective working relationships with others	42%	+3
Demonstrates sound judgment	36%	+6
Empowers their team to perform at their best	34%	-2
Upholds ethical standards and principles	32%	+5
Encourages a strong customer and stakeholder focus	27%	+9
Responds confidently when faced with uncertainty	26%	-1
Implements improved ways of doing things	22%	-3
Actively seeks feedback for personal development	17%	-3
Applies sound business management skills	16%	+1
Delegates work effectively and monitors performance	15%	-3
Takes responsibility for team development	15%	-3
Supports their team to adapt to change	13%	-6
Describes how their team's work aligns to organisational objectives	5%	-3

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

### Purpose

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

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

Leadership levels are defined as follows:

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

#### DEMONSTRATED

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

#### NOT DEMONSTRATED

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

Proportion vs Qld public sector

Demonstrates sound judgment	40%	+10
Upholds ethical standards and principles	38%	+6
Builds effective working relationships with others	32%	+4
Encourages a strong customer and stakeholder focus	28%	0
Responds confidently when faced with uncertainty	27%	+2
Supports their team to adapt to change	25%	-1
Empowers their team to perform at their best	24%	-3
Delegates work effectively and monitors performance	24%	+1
Takes responsibility for team development	17%	0
Implements improved ways of doing things	16%	-4
Describes how their team's work aligns to organisational objectives	12%	-7
Applies sound business management skills	9%	-9
Actively seeks feedback for personal development	7%	0
Implements improved ways of doing things	40%	+9
Actively seeks feedback for personal development	32%	+2
Empowers their team to perform at their best	29%	-6
Delegates work effectively and monitors performance	26%	-3
Describes how their team's work aligns to organisational objectives	26%	+5
Supports their team to adapt to change	25%	-1
Takes responsibility for team development	22%	-8
Builds effective working relationships with others	20%	-4
Applies sound business management skills	17%	+4
Demonstrates sound judgment	16%	+3
Responds confidently when faced with uncertainty	16%	-3
Upholds ethical standards and principles	15%	+3
Encourages a strong customer and stakeholder focus	11%	0

## 08 Leadership behaviour in your agency: Program Manager

### Purpose

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

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

Leadership levels are defined as follows:

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

### POSITIVE IMPACT

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

### SUCCESSION

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

Proportion vs Qld public sector

Demonstrates sound judgment	42%	+13
Takes a 'big picture' view of issues or problems	40%	+4
Takes responsibility for upholding ethical standards and principles	40%	+15
Manages and prioritises resources to achieve the best outcomes	30%	-2
Encourages innovative ideas and solutions	28%	+3
Manages ambiguity and politics effectively	23%	+6
Motivates others to perform at their best	23%	+4
Empowers individuals and teams to build capability	21%	-6
Encourages collaboration and inclusion across workgroups	21%	-7
Builds effective networks across the organisation and sector	14%	-7
Demonstrates sound business acumen	12%	-4
Actively seeks feedback for personal development	5%	-3
Leads change and culture initiatives	2%	-12
Manages and prioritises resources to achieve the best outcomes	41%	+5
Motivates others to perform at their best	34%	-2
Demonstrates sound judgment	30%	+2
Empowers individuals and teams to build capability	27%	-5
Encourages innovative ideas and solutions	27%	+7
Manages ambiguity and politics effectively	27%	+13
Takes a 'big picture' view of issues or problems	25%	-2
Takes responsibility for upholding ethical standards and principles	25%	+4
Builds effective networks across the organisation and sector	16%	-5
Leads change and culture initiatives	16%	-7
Actively seeks feedback for personal development	14%	-4
Demonstrates sound business acumen	9%	-1
Encourages collaboration and inclusion across workgroups	7%	-10

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

### Purpose

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

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

Leadership levels are defined as follows:

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

### DEMONSTRATED

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

### NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Manages and prioritises resources to achieve the best outcomes	42%	+9
Empowers individuals and teams to build capability	35%	+12
Takes a 'big picture' view of issues or problems	35%	0
Demonstrates sound judgment	33%	+2
Manages ambiguity and politics effectively	26%	+7
Motivates others to perform at their best	26%	+6
Takes responsibility for upholding ethical standards and principles	23%	0
Builds effective networks across the organisation and sector	19%	-6
Encourages collaboration and inclusion across workgroups	19%	-8
Encourages innovative ideas and solutions	16%	-7
Actively seeks feedback for personal development	12%	+5
Demonstrates sound business acumen	12%	-6
Leads change and culture initiatives	5%	-10
Encourages innovative ideas and solutions	50%	+24
Manages ambiguity and politics effectively	30%	+3
Empowers individuals and teams to build capability	27%	-7
Actively seeks feedback for personal development	23%	-6
Encourages collaboration and inclusion across workgroups	23%	-1
Motivates others to perform at their best	23%	-11
Leads change and culture initiatives	20%	-5
Takes responsibility for upholding ethical standards and principles	20%	+7
Manages and prioritises resources to achieve the best outcomes	18%	-8
Takes a 'big picture' view of issues or problems	18%	-1
Builds effective networks across the organisation and sector	16%	-1
Demonstrates sound judgment	16%	+2
Demonstrates sound business acumen	11%	+2

## 08 Leadership behaviour in your agency: Senior Officer

### Purpose

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

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

Leadership levels are defined as follows:

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

### POSITIVE IMPACT

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

### SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Models high levels of ethical and professional behaviour	44%	+6
Builds strong relationships that influence organisational and sector outcomes	33%	+5
Navigates complex issues, politics and ambiguous situations effectively	33%	-4
Stands behind their decisions in the face of adversity	33%	+4
Directs and prioritises resources to achieve the best outcomes	28%	-2
Adopts a system-wide view of issues to inform action	25%	+4
Inspires others to perform at their best	23%	+1
Seeks feedback to strengthen leadership approach	18%	+5
Demonstrates commercial acumen in managing corporate risk	16%	+3
Creates a culture of continuous improvement	13%	-10
Is compelling when communicating the organisational strategy	13%	-1
Nurtures a learning and development culture	13%	-3
Leads change with agility	5%	-8

	Proportion	vs Qld public sector
Models high levels of ethical and professional behaviour	52%	+14
Inspires others to perform at their best	45%	+3
Builds strong relationships that influence organisational and sector outcomes	37%	+1
Creates a culture of continuous improvement	28%	+3
Leads change with agility	25%	+4
Directs and prioritises resources to achieve the best outcomes	23%	-2
Navigates complex issues, politics and ambiguous situations effectively	22%	-8
Nurtures a learning and development culture	17%	+3
Stands behind their decisions in the face of adversity	13%	-1
Seeks feedback to strengthen leadership approach	12%	-8
Adopts a system-wide view of issues to inform action	10%	-2
Demonstrates commercial acumen in managing corporate risk	10%	+3
Is compelling when communicating the organisational strategy	7%	-7



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

### Purpose

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

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

Leadership levels are defined as follows:

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

### DEMONSTRATED

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

### NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Models high levels of ethical and professional behaviour	42%	+6
Navigates complex issues, politics and ambiguous situations effectively	38%	+3
Builds strong relationships that influence organisational and sector outcomes	30%	+2
Adopts a system-wide view of issues to inform action	28%	+6
Directs and prioritises resources to achieve the best outcomes	28%	-2
Stands behind their decisions in the face of adversity	27%	-1
Nurtures a learning and development culture	20%	+5
Inspires others to perform at their best	18%	-3
Demonstrates commercial acumen in managing corporate risk	17%	+1
Is compelling when communicating the organisational strategy	17%	0
Seeks feedback to strengthen leadership approach	15%	+1
Leads change with agility	12%	-3
Creates a culture of continuous improvement	8%	-14
Seeks feedback to strengthen leadership approach	36%	0
Creates a culture of continuous improvement	34%	+7
Inspires others to perform at their best	29%	-8
Adopts a system-wide view of issues to inform action	25%	+8
Directs and prioritises resources to achieve the best outcomes	22%	-4
Is compelling when communicating the organisational strategy	22%	+2
Stands behind their decisions in the face of adversity	22%	+3
Leads change with agility	20%	-1
Navigates complex issues, politics and ambiguous situations effectively	20%	+4
Nurtures a learning and development culture	19%	-8
Builds strong relationships that influence organisational and sector outcomes	17%	-5
Models high levels of ethical and professional behaviour	15%	-3
Demonstrates commercial acumen in managing corporate risk	8%	-1

## 09 Flexible work options

### Purpose

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

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

Do you currently use any of the following flexible work options?	Proportion	vs 2016	vs Qld public sector
Used no flexible work option	20%	-20	-24
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	80%	+20	+24
Flexible work hours for example accumulated hours as 'flexitime'*	61%	-	+31
Part time work	23%	0	+6
None of the above	20%	-20	-24
Flexible work hours for example start late or early to meet responsibilities external to work*	16%	-	+4
Leave at half pay	9%	0	+4
Telecommuting	8%	+2	+4
Job sharing	4%	0	+2
Hot desks	3%	0	0
Compressed work hours	3%	0	+1
Purchased leave/extended leave/deferred salary schemes	2%	0	+1
Other, please specify	1%	-2	-2
Casual/on call	0%	0	-3
Part-year work/annualised hours	0%	0	0
Term-time working	0%	0	0

\* New in 2017, no trend

## 09 Flexible work options (cont.)

### Purpose

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

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

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

	Proportion	vs 2016	vs Qld public sector
Yes, I requested flexibility	25%	+2	+6
No, I have not made a request but I am content with my current arrangements	66%	-3	-4
No, I have not made a request but I am not content with my current arrangements	9%	+1	-2

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

	Proportion	vs 2016	vs Qld public sector
Fully granted	83%		+16
Partially granted	10%		-4
Declined – no reason given	1%		-6
Declined – reason provided	5%		-3
I have not received a reply as yet	1%		-3

\* New in 2017, no trend

### If no to having made a request and not content with your current arrangements, why haven't you made a request to change your work arrangements\*?

	Proportion	vs 2016	vs Qld public sector
I was concerned that it may negatively impact my team	34%	+23	+16
Flexible working is frowned upon/not supported by my workplace culture	31%	+8	+1
I didn't feel confident presenting my case or negotiating arrangements with my manager	21%	-2	-1
I feel flexibility is not possible in my current job	21%	-14	-9
I felt it would limit my career	17%	+6	-2
None of the Above*	17%	-	-7
I didn't feel I had the right to	7%	-8	-10
I feel the technology I currently have access to does not support flexible working	3%	-4	-3
I don't feel confident in my manager's ability to manage staff working flexibly	0%	-12	-12
I felt it would limit my access to training and development	0%	-4	-7

\* New in 2017, no trend

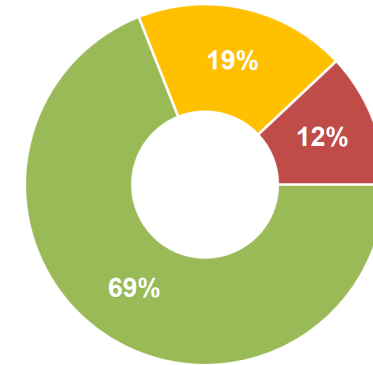
# 10 Domestic and family violence

## Purpose

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

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

Overall	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	69%	+1	-7
<b>No</b>	12%	-3	0
<b>Don't know</b>	19%	+2	+7



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	93%	+10	+7
<b>No</b>	4%	-8	-4
<b>Don't Know</b>	4%	-2	-3

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	64%	-1	-8
<b>No</b>	14%	-2	0
<b>Don't Know</b>	23%	+3	+8

## 10 Domestic and family violence (cont.)

### Purpose

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

<b>Managers</b> <i>Manage one or more employees</i>	<b>% positive</b>	<b>vs 2016</b>	<b>vs Qld public sector</b>
I am confident that I could sensitively communicate with employees affected by domestic and family violence	<b>93%</b>	+4	+11
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	<b>94%</b>	+11	+13
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	<b>85%</b>	+2	+4

<b>Non-managers</b> <i>Manage no employees</i>	<b>% positive</b>	<b>vs 2016</b>	<b>vs Qld public sector</b>
I am confident that I could sensitively communicate with colleagues affected by domestic and family violence	<b>84%</b>	+1	+13
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	<b>87%</b>	+4	+16

### 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>Yes</b>	<b>15%</b>	-1
<b>No</b>	<b>80%</b>	0
<b>Don't Know</b>	<b>4%</b>	+2
<b>Prefer not to say</b>	<b>2%</b>	-1

\* New in 2017, no trend

<b>Non-managers</b> <i>Manage no employees</i>	<b>% proportion</b>	<b>vs Qld public sector</b>
<b>Yes</b>	<b>10%</b>	+3
<b>No</b>	<b>82%</b>	-6
<b>Don't Know</b>	<b>3%</b>	0
<b>Prefer not to say</b>	<b>5%</b>	+2

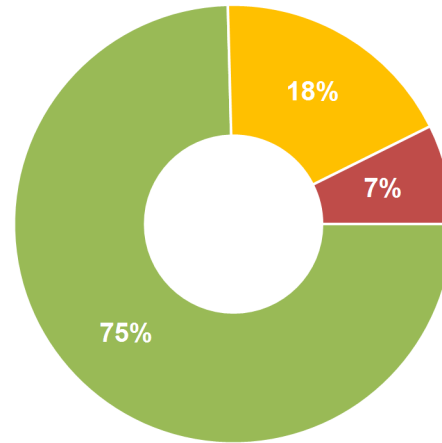
\* New in 2017, no trend

# 11 Intention to leave your organisation

## Purpose

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

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



**75%**

of employees agreed with the statement:

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

% positive change since 2016

**+5**

vs Qld public sector

**+8**

Reasons for leaving	Proportion	vs Qld public sector
Career or job opportunities	65%	+13
Pay and conditions	38%	+11
Professional/personal development	34%	-2
Balancing work and life commitments	28%	+6
The workplace culture	28%	-11
Stress/Health	24%	-9
Family/carer responsibilities	15%	+2
Fit between work and your interests	15%	+4
Retirement	15%	+6
Your relationship with your manager	14%	-9
The location of your workplace or the time spent commuting	11%	-7
Travel plans	11%	+4
Work hours	9%	-5
Contract expiring	7%	-5
Job security	7%	-12
Your relationship with your colleagues	7%	-4
Other (please specify)	1%	-9

## 12 Bullying and sexual harassment

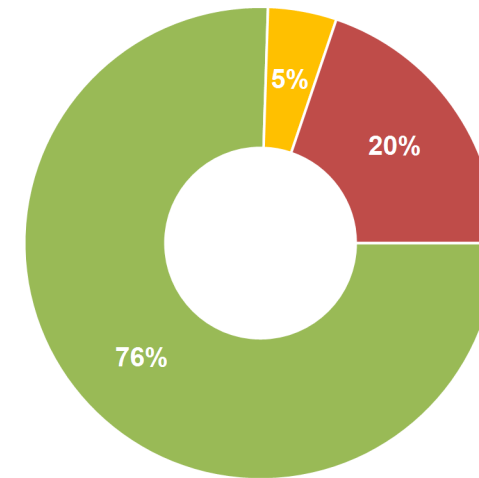
### Purpose

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

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

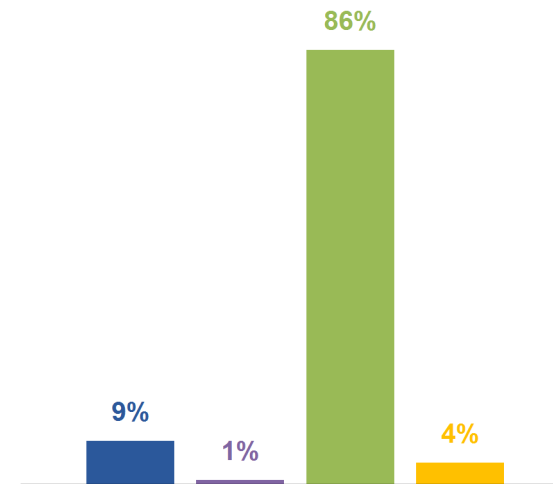
### During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
<b>Yes</b>	20%	+1	-8
<b>No</b>	76%	+3	+9
<b>Don't know</b>	5%	-4	-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
<b>Bullying</b>	9%	0	-8
<b>Sexual Harassment</b>	1%	0	0
<b>No</b>	86%	0	+8
<b>Don't Know</b>	4%	-1	0



## 12 Bullying and sexual harassment (cont.)

### Purpose

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

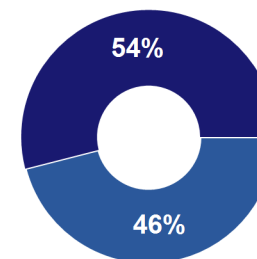
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	46%	0	+3
A senior manager	23%	+4	-8
Your immediate manager/supervisor	23%	0	-11
Prefer not to specify	15%	+8	+7
A group of fellow workers	12%	-4	-2
A worker that reports to you	12%	-8	+7
Other	8%	+8	+6
A client/customer	0%	-12	-7
A consultant/service provider	0%	0	-2
A member of the public	0%	-8	-5
A representative of another agency	0%	0	-2

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	65%	+8	+7
Inappropriate and unfair application of work policies or rules	46%	+8	+4
Other	27%	-8	0
Cyber bullying	15%	0	+9
Interference with your personal property or work equipment	12%	+4	+4
Physical behaviour (e.g. assault or aggressive body language)	12%	+4	0
'Initiations' or pranks	0%	-8	-7

### Did you report the BULLYING?

No



Yes

Why did you not report the BULLYING?	Proportion	vs 2016	vs Qld public sector
Managers accepted the behaviour	71%	+44	+38
I did not think any action would be taken	57%	+12	+1
I did not want to upset relationships in the workplace	50%	+5	+10
It could affect my career	50%	+41	+5
I did not think it was worth the hassle of going through the report process	43%	+6	+5
Other	29%	-26	+18
I did not think the bullying was serious enough	14%	-4	-2
The matter was resolved informally	14%	+14	+7
I did not have enough evidence	7%	-2	-13
I did not know how to report it	0%	0	-5



# 13 Your view

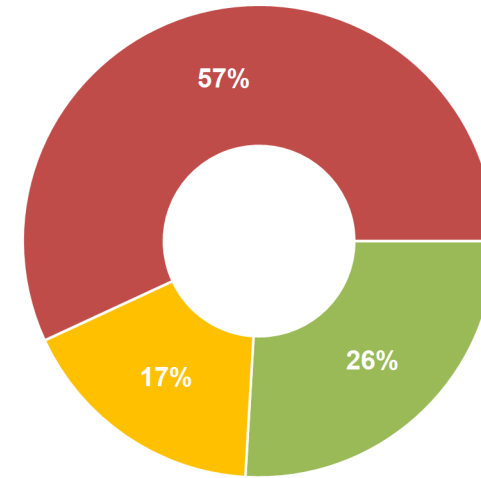
## Purpose

This section is focused on understanding workplace improvement.

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

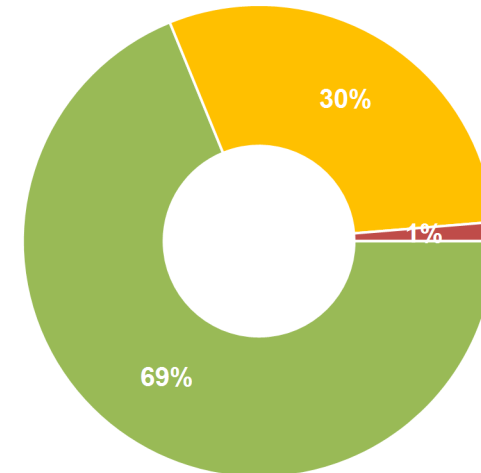
## Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
<b>Yes</b>	26%	-6	-4
<b>No</b>	57%	+3	+1
<b>No, but I have not worked long in my organisation</b>	17%	+3	+4



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

	Proportion	vs 2016	vs Qld public sector
<b>Positive</b>	69%	-8	+7
<b>Neutral</b>	30%	+9	-2
<b>Negative</b>	1%	-1	-4



# 14 Agency specific questions

## Purpose

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

	Response scale (%)			% positive 2017	vs 2016
I feel I have access to appropriate Learning & Development opportunities	77	15	8	77%	-
I feel my manager has the skills necessary to lead and manager my team.	82	9	9	82%	-
LAQ should provide more health and wellness activities	47	38	15	47%	-
I feel encouraged to get involved in planning within my team.	61	27	12	61%	+17
LAQ effectively communicates the HR workforce plan and outcomes	49	35	16	49%	-
Selection decisions in expression of interest (EOI) processes are fair and consistent	43	39	18	43%	-
Decision making about selection processes at LAQ is transparent.	48	35	17	48%	-
LAQ promotes workplace health and safety within the organisation.	85	11	3	85%	-
LAQ effectively manages workplace health and safety issues.	79	17	3	79%	-
LAQ operates as 'one LAQ'	44	29	27	44%	-

## 15 Appendix A – Strategic priorities by demographics

### Purpose

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

*"Restricted" indicates a group with less than 10 respondents*

	Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
<b>Legal Aid Queensland</b>	320	75%	70%	62%
<b>Managerial status</b>				
Yes	58	83%	76%	75%
No	260	73%	69%	59%
<b>Employment status</b>				
Permanent	261	73%	66%	60%
Non-permanent	58	83%	88%	71%
<b>Full-time status</b>				
Full-time basis	250	75%	71%	60%
Part-time basis	69	72%	67%	67%
<b>FTE Salary</b>				
Under \$50,000	28	73%	75%	69%
\$50,000 - \$69,999	99	70%	65%	51%
\$70,000 - \$89,999	95	73%	69%	59%
\$90,000 or over	97	83%	76%	75%
<b>Time in agency</b>				
Less than 2 years	76	86%	87%	74%
2 to less than 6 years	67	71%	71%	62%
6 to less than 10 years	53	70%	63%	52%
10 to less than 14 years	46	69%	62%	60%
14 to less than 16 years	16	76%	75%	71%
16 to less than 20 years	26	73%	61%	61%
20 years or more	33	74%	62%	55%

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

### Purpose

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

*"Restricted" indicates a group with less than 10 respondents*

	Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
<b>Legal Aid Queensland</b>	320	75%	70%	62%
<b>Age</b>				
34 years or younger	95	81%	79%	66%
35 to 44 years	83	69%	64%	64%
45 to 54 years	82	67%	64%	56%
55 years or older	59	82%	74%	61%
<b>Gender*</b>				
Female	241	75%	68%	60%
Male	77	72%	76%	67%
X	0	Restricted	Restricted	Restricted
<b>Type of work</b>				
Direct service delivery	160	76%	69%	63%
Corporate services and administrative support/clerical	118	75%	72%	60%
Other	42	69%	68%	64%
<b>Shiftwork</b>				
Yes	4	Restricted	Restricted	Restricted
No	315	74%	70%	62%

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

## 16 Appendix B – Strategic priorities and factors by item

### Purpose

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

Strategic priorities		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>Agency engagement</b>							
Q33a	I would recommend my organisation as a great place to work	83%	+7	15%	-5	2%	-3
Q33b	I am proud to tell others I work for my organisation	80%	+1	17%	-2	3%	0
Q33c	I feel strong personal attachment to my organisation	71%	+1	23%	+1	5%	-1
Q33d	My organisation motivates me to help it achieve its objectives	70%	+1	24%	0	6%	-1
Q33e	My organisation inspires me to do the best in my job	69%	+4	24%	-4	7%	0
<b>Organisational leadership</b>							
Q31a	In my organisation, the leadership is of high quality	72%	+6	19%	-5	10%	-1
Q31c	Management model the behaviours expected of all employees	67%	+6	21%	-4	12%	-1
Q31d	In my organisation, the leadership operates with a high level of integrity	73%	+6	19%	-6	8%	0
Q31f	My organisation is well managed	69%	+5	23%	-1	8%	-4
<b>Innovation</b>							
Q27a	I get the opportunity to develop new and better ways of doing my job	58%	+2	28%	+2	14%	-4
Q27b	I am encouraged to make suggestions about improving work processes and/or services	69%	-1	20%	+1	10%	0
Q27c	Management is willing to act on suggestions to improve how things are done	58%	+3	27%	-4	15%	+1
Q27d	My workgroup uses research and expertise to identify better practice	54%	0	37%	+1	9%	-2
Q27e	My workgroup always tries to improve its performance	72%	+3	23%	0	4%	-3
Q27f	My organisation is open to new ideas	59%	+7	31%	-4	10%	-2

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

### Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>Job empowerment</b>							
Q22a	I have a choice in deciding how I do my work	73%	-5	17%	+2	10%	+3
Q22b	I have the tools I need to do my job effectively	83%	-4	11%	+4	7%	0
Q22c	I get the information I need to do my job well	79%	-8	14%	+6	7%	+2
Q22d	I have the authority necessary to do my job effectively	80%	-2	12%	+1	8%	+2
Q22e	My job gives me opportunities to utilise my skills	77%	-4	13%	+2	10%	+2
Q34b	Your ability to work on your own initiative	87%	+4	9%	-3	5%	-1
<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	44%	+5	32%	0	24%	-5
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%	+4	29%	-2	17%	-2
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with negative health impacts	51%	-3	32%	+5	17%	-2
<b>Learning and development</b>							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	70%	+2	15%	-2	15%	-1
Q28e	I am able to access relevant learning and development opportunities	75%	+4	16%	-2	9%	-2
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	65%	-1	26%	+4	9%	-3
Q28g	I am satisfied with the opportunities available for career development	48%	+5	25%	+3	27%	-7
Q31b	My organisation is committed to developing its employees	73%	+9	19%	-5	9%	-5

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

### Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>My workgroup</b>							
Q24a	People in my workgroup treat each other with respect	84%	+2	8%	-2	8%	0
Q24b	I receive help and support from other people in my workgroup	89%	+1	7%	-1	3%	-1
Q24c	People in my workgroup are honest, open and transparent in their dealings	78%	+2	13%	-1	9%	-1
Q24d	People in my workgroup use their time and resources efficiently	73%	+2	16%	0	11%	-2
Q24e	People in my workgroup treat customers with respect	87%	0	10%	+1	3%	-1
Q24f	People in my workgroup are committed to delivering excellent service to customers	86%	+2	11%	0	3%	-2
Q24g	People in my workgroup do their jobs effectively	83%	+2	11%	-1	5%	-1
<b>My manager</b>							
Q29a	My manager treats employees with dignity and respect	86%	-1	9%	+2	5%	-1
Q29b	My manager listens to what I have to say	85%	-1	9%	+1	5%	0
Q29c	My manager keeps me informed about what's going on	78%	+1	14%	-1	9%	0
Q29d	My manager understands my work	82%	+3	11%	-3	7%	+1
Q29e	My manager creates a shared sense of purpose	78%	+4	14%	-3	8%	-1
Q29f	My manager demonstrates honesty and integrity	84%	+1	11%	-1	5%	0
Q29g	My manager draws the best out of me	69%	+4	22%	-2	8%	-3

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

### Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>Organisational fairness</b>							
Q25f	Performance is assessed and rewarded fairly in my workplace	41%	+2	38%	+3	22%	-5
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	42%	+3	26%	-1	32%	-2
Q25h	People are treated fairly and consistently in my workplace	60%	+3	21%	-2	20%	-1
Q25i	People take responsibility for their decisions and actions in my workplace	59%	0	27%	+2	14%	-2
Q31e	Recruitment and promotion decisions in this organisation are fair	53%	+5	28%	-1	19%	-4
<b>Anti-discrimination</b>							
Q32a	Age is not a barrier to success in my organisation	76%	+1	17%	-2	7%	0
Q32b	Gender is not a barrier to success in my organisation	82%	+1	11%	-2	7%	+2
Q32c	Disability is not a barrier to success in my organisation	77%	+5	20%	-5	4%	0
Q32d	Cultural background is not a barrier to success in my organisation	82%	+3	15%	-5	4%	+1
Q32e	Sexual orientation is not a barrier to success in my organisation	83%	+1	15%	-1	2%	+1

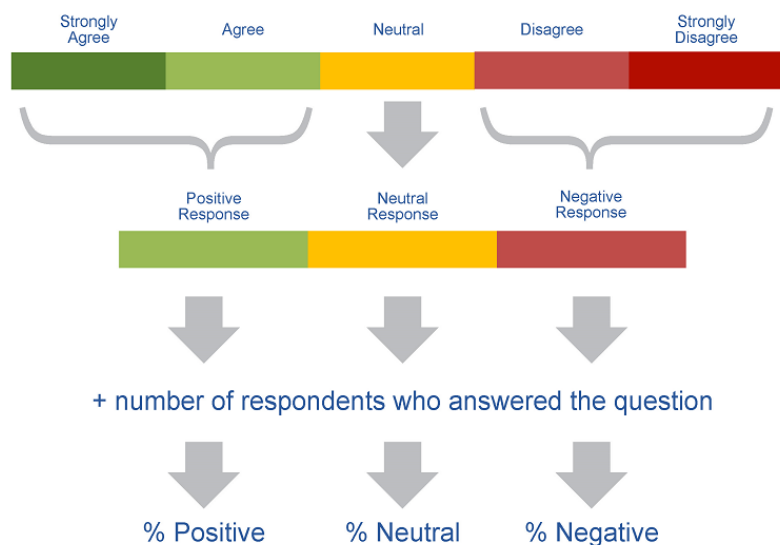


## 17 Appendix C – How to interpret this report

### % Positive, neutral and negative scores

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

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



### Negatively Worded Questions: An example

*What are negatively worded questions?*

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

*How are the negatively worded responses scored?*

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

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

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

#### EXAMPLE

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

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

OR

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

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

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

*How will I know if I am interpreting this correctly?*

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

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

### Rounding

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

### Factor scores

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

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

### Workplace climate index scores

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

### % Change and division comparisons

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

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

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

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

### Quintile

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

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

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

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

### Number of respondents

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

### Base size for Working for Queensland 2017

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

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

### Definitions

The following definitions were used in the survey:

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

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

#### Your organisation

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

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

**Your manager** - The person you usually report to.

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

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

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

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