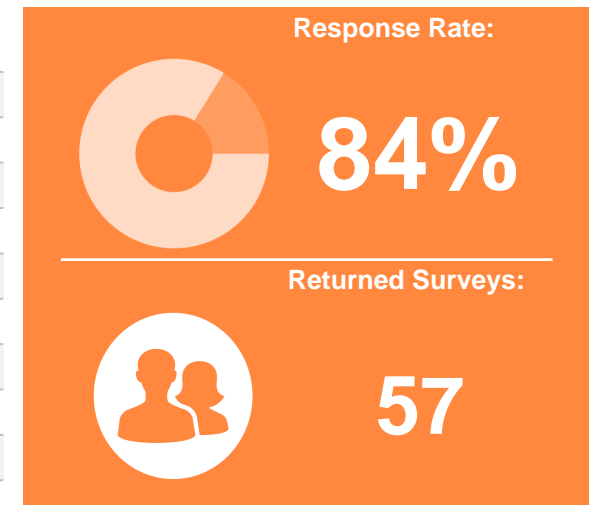


Queensland College of Teachers

Highlight Report

Report Content

Reporting Framework	
STRATEGIC PRIORITIES	01 Driver analysis scorecard
	02 Factors
	03 Factors by division
WORKPLACE CLIMATE	04 Workplace climate
	05 Workplace climate by division
	06 Workplace climate by item
	07 Most changed since 2016, by item
	08 Leadership behaviour in your agency
	09 Flexible work options
	10 Domestic and family violence
	11 Intention to leave your organisation
	12 Bullying and sexual harassment
	13 Your view
APPENDICES	14 Appendix A – Strategic priorities by demographics
	15 Appendix B – Strategic priorities and factors by item
	16 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.

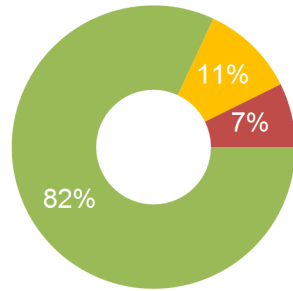


01 Driver analysis scorecard

Purpose

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

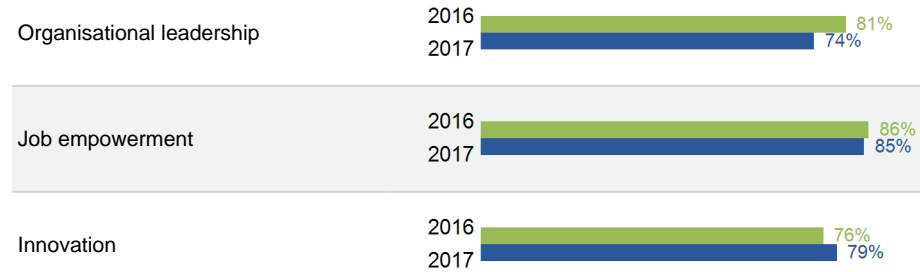
Agency Engagement



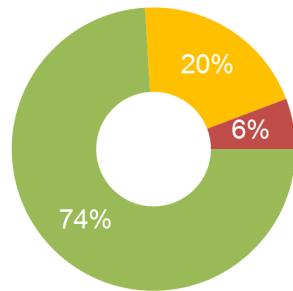
% positive change since 2016
+1

Top 3 drivers

% Positive



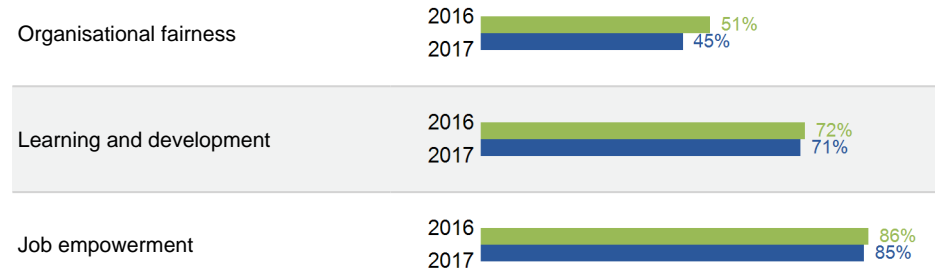
Organisational leadership



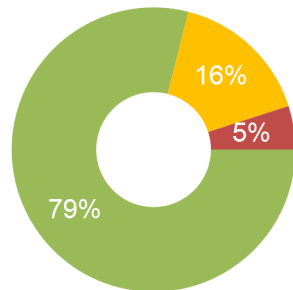
% positive change since 2016
-7

Top 3 drivers

% Positive



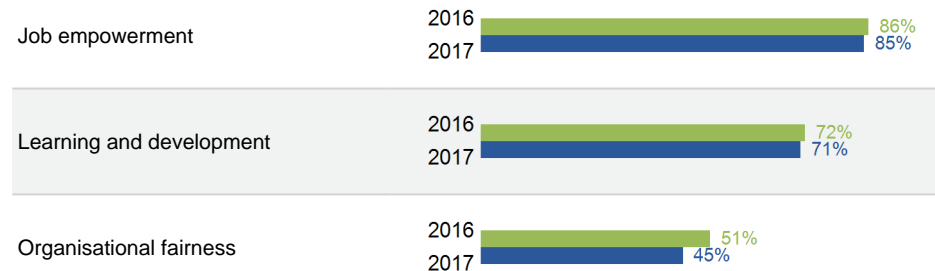
Innovation



% positive change since 2016
+3

Top 3 drivers

% Positive



02 Factors

COMPARISONS:	■ At least 5 percent GREATER	■ At least 5 percent LESS	
RESPONSE SCALE :	POSITIVE	NEUTRAL	NEGATIVE
QUINTILES:	1 & 2	3	4 & 5

Purpose

This section provides an overview of your agency's 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*	82	11	7	82%	+1	+23	41 - 82	1
Job empowerment	85	9	7	85%	-2	+13	60 - 86	1
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	47	34	19	47%	-10	+8	29 - 68	2
Learning and development	71	15	14	71%	-1	+15	33 - 82	1
My workgroup	90	6	4	90%	+3	+14	58 - 92	1
My manager	81	11	8	81%	-5	+10	57 - 84	1
Organisational leadership*	74	20	6	74%	-7	+23	29 - 85	1
Organisational fairness	45	28	27	45%	-6	+2	26 - 67	2
Anti-discrimination	87	12	2	87%	-1	+21	48 - 96	1
Innovation*	79	16	5	79%	+3	+19	46 - 89	1

03 Factors by division

Purpose

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

	Queensland College of Teachers % positive	Legal & Professional Conduct	OOD & Corporate Services	Professional Standards	Registration
<i>This section shows the % positive scores for divisions within the agency</i>					
Number of respondents	57	11	14	11	18
Agency engagement*	82%	73%	80%	85%	89%
Job empowerment	85%	73%	91%	86%	85%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	47%	42%	55%	45%	46%
Learning and development	71%	60%	78%	84%	65%
My workgroup	90%	91%	87%	97%	89%
My manager	81%	76%	75%	90%	87%
Organisational leadership*	74%	53%	81%	89%	79%
Organisational fairness	45%	39%	40%	62%	46%
Anti-discrimination	87%	82%	83%	84%	92%
Innovation*	79%	68%	76%	91%	81%

04 Workplace climate

Purpose

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

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

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

	Response scale (%)			% positive	vs 2016	vs Qld public sector	Range of all agencies	Your agency quintile
● Safety, health and wellness*	73	18	9	73%	-5	+19	43 - 82	1
● Effectiveness and innovation*	71	20	9	71%	-3	+14	49 - 77	1
● People and relationships	89	7	4	89%	+3	+12	56 - 92	1
● Fairness and trust*	71	17	12	71%	-3	+13	46 - 78	1
● Performance and development	62	20	18	62%	+1	+6	41 - 74	1
● Leadership and engagement	80	13	7	80%	-3	+17	49 - 81	1
● My job	87	6	7	87%	0	+9	58 - 89	1

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

05 Workplace climate by division

Purpose

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

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

	Queensland College of Teachers % positive	Legal & Professional Conduct	OOD & Corporate Services	Professional Standards	Registration
<i>This section shows the % positive scores for divisions within the agency</i>					
Number of respondents	57	11	14	11	18
● Safety, health and wellness*	73%	73%	73%	77%	74%
● Effectiveness and innovation*	71%	67%	67%	83%	72%
● People and relationships	89%	90%	85%	97%	88%
● Fairness and trust*	71%	67%	68%	77%	74%
● Performance and development	62%	51%	61%	77%	60%
● Leadership and engagement	80%	70%	78%	88%	86%
● My job	87%	82%	90%	87%	89%

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

06 Workplace climate by item

Purpose

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

New items were added to this index in 2017.

● Safety, health and wellness		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement	32	46	23	32%	-11	0
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	56	23	21	56%	-7	+13
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	54	33	12	54%	-11	+9
Q23f	My work contributes positively to my quality of life*	60	30	11	60%	-	+15
Q24h	People in my workgroup are committed to workplace safety	93	5	2	93%	-1	+11
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	86	7	7	86%	-	+19
Q25b	My workplace culture supports people to achieve a good work/life balance	87	11	2	87%	-10	+25
Q25c	There is adequate focus on workplace safety at my workplace	96	2	2	96%	-1	+18

* New in 2017, no trend

06 Workplace climate by item

Purpose

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

New items were added to this index in 2017.

● Safety, health and wellness (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29h	My manager proactively discusses flexible work arrangements*	61	26	13	61%	-	+12
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	87	10	4	87%	-	+36
Q31h	The wellbeing of employees is a priority for my organisation*	88	8	4	88%	-	+39
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>	65	29	6	65%	-	+24
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	84	8	8	84%	-7	+20
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	80	14	6	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.

● Effectiveness and innovation		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q22b	I have the tools I need to do my job effectively	89	4	7	89%	0	+19
Q22c	I get the information I need to do my job well	79	16	5	79%	-11	+11
Q22d	I have the authority necessary to do my job effectively	79	14	7	79%	-5	+9
Q23c	I feel my job is secure	65	21	14	65%	-9	+7
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>	35	47	18	35%	-7	+16
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	77	19	4	77%	-	+12
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	37	35	28	37%	-13	+18
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>	44	31	24	44%	-13	-1
Q26a	My workplace has undergone significant change in the past 12 months	44	37	19	44%	-33	-7

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Effectiveness and innovation (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q27a	I get the opportunity to develop new and better ways of doing my job	74	19	7	74%	-1	+17
Q27b	I am encouraged to make suggestions about improving work processes and/or services	83	13	4	83%	+3	+16
Q27c	Management is willing to act on suggestions to improve how things are done	80	11	9	80%	+5	+26
Q27d	My workgroup uses research and expertise to identify better practice	75	21	4	75%	+6	+20
Q27e	My workgroup always tries to improve its performance	76	22	2	76%	-5	+6
Q27f	My organisation is open to new ideas	85	11	4	85%	+7	+30
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	90	6	4	90%	+1	+21
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	88	8	4	88%	+13	+11
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	81	15	4	81%	+9	+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.

● People and relationships		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q24a	People in my workgroup treat each other with respect	93	4	4	93%	+1	+19
Q24b	I receive help and support from other people in my workgroup	98	2	0	98%	-2	+15
Q24c	People in my workgroup are honest, open and transparent in their dealings	89	7	4	89%	+12	+22
Q24d	People in my workgroup use their time and resources efficiently	74	16	11	74%	+1	+9
Q24e	People in my workgroup treat customers with respect	96	4	0	96%	+10	+11
Q24f	People in my workgroup are committed to delivering excellent service to customers	95	2	4	95%	+3	+12
Q24g	People in my workgroup do their jobs effectively	84	9	7	84%	-2	+9
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	81	16	4	81%	-3	+2

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	87	9	4	87%	-10	+14
Q25f	Performance is assessed and rewarded fairly in my workplace	41	28	31	41%	+7	+5
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	37	26	37	37%	-2	-1
Q25h	People are treated fairly and consistently in my workplace	50	24	26	50%	-11	-1
Q25i	People take responsibility for their decisions and actions in my workplace	59	28	13	59%	-13	+7
Q25j	I am able to speak up and share a different view to my colleagues and manager*	81	11	7	81%	-	+10
Q30a	My senior manager demonstrates honesty and integrity	81	12	8	81%	0	+11
Q31e	Recruitment and promotion decisions in this organisation are fair	37	35	29	37%	-13	0

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● 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	71	23	6	71%	-	+18
Q32a	Age is not a barrier to success in my organisation	87	10	4	87%	-2	+21
Q32b	Gender is not a barrier to success in my organisation	90	8	2	90%	+1	+20
Q32c	Disability is not a barrier to success in my organisation	83	17	0	83%	-3	+26
Q32d	Cultural background is not a barrier to success in my organisation	88	10	2	88%	0	+19
Q32e	Sexual orientation is not a barrier to success in my organisation	87	13	0	87%	0	+17
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	71	15	13	71%	-15	+17
Q32g	Women and men have equal access to work experiences that support career progression*	92	8	0	92%	-	+26

* 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	57	20	22	57%	+5	+1
Q28b	My performance is assessed against clear criteria	48	24	28	48%	+9	-3
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	72	11	17	72%	-6	+9
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	30	41	30	30%	+2	-11
Q28e	I am able to access relevant learning and development opportunities	75	17	8	75%	0	+14
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	78	10	12	78%	+5	+19
Q28g	I am satisfied with the opportunities available for career development	59	20	20	59%	+6	+15
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	49	25	26	49%	+2	-6
Q28i	I develop new knowledge and skills through undertaking tasks at work	80	13	7	80%	-6	+8
Q31b	My organisation is committed to developing its employees	71	17	12	71%	-9	+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			Response scale (%)	% positive	vs 2016	vs Qld public sector
Q29a	My manager treats employees with dignity and respect	85	6	9	85%	+2	+7	
Q29b	My manager listens to what I have to say	85	9	6	85%	-9	+8	
Q29c	My manager keeps me informed about what's going on	78	15	7	78%	-8	+10	
Q29d	My manager understands my work	81	11	7	81%	-5	+9	
Q29e	My manager creates a shared sense of purpose	80	11	9	80%	-6	+12	
Q29f	My manager demonstrates honesty and integrity	85	7	7	85%	-6	+9	
Q29g	My manager draws the best out of me	72	19	9	72%	0	+15	
Q31a	In my organisation, the leadership is of high quality	79	17	4	79%	-2	+26	

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	63	25	12	63%	-14	+14
Q31d	In my organisation, the leadership operates with a high level of integrity	75	23	2	75%	-6	+21
Q31f	My organisation is well managed	79	15	6	79%	-4	+32
Q33a	I would recommend my organisation as a great place to work	87	10	4	87%	0	+26
Q33b	I am proud to tell others I work for my organisation	88	8	4	88%	0	+21
Q33c	I feel strong personal attachment to my organisation	81	10	10	81%	+1	+22
Q33d	My organisation motivates me to help it achieve its objectives	79	12	10	79%	+4	+26
Q33e	My organisation inspires me to do the best in my job	75	15	10	75%	+1	+22

06 Workplace climate by item (cont.)

Purpose

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

● My job		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q21a	I understand what is expected of me to do well in my job	95	0	5	95%	-3	+5
Q21b	I understand how my work contributes to my organisation's objectives	96	2	2	96%	-4	+6
Q22a	I have a choice in deciding how I do my work	82	9	9	82%	+6	+15
Q22e	My job gives me opportunities to utilise my skills	86	4	11	86%	+4	+11
Q22f	I enjoy the work in my current job	86	9	5	86%	+4	+10
Q22g	My job gives me a feeling of personal accomplishment	79	9	12	79%	+3	+10
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	75	17	8	75%	-6	-1
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	92	6	2	92%	-5	+13
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	88	2	10	88%	-1	+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
The location of your work % positive indicates those who responded with "very satisfied" or "satisfied"	Effectiveness and innovation	88%	+13
People in my workgroup are honest, open and transparent in their dealings	People and relationships	89%	+12
People in my workgroup treat customers with respect	People and relationships	96%	+10
My performance is assessed against clear criteria	Performance and development	48%	+9
Your ability to 'make a difference' to the community % positive indicates those who responded with "very satisfied" or "satisfied"	Effectiveness and innovation	81%	+9

The survey items with the most negative change	Index	% positive 2017	vs 2016
If I raised a complaint, I feel confident that it would be taken seriously	Fairness and trust	71%	-15
Management model the behaviours expected of all employees	Leadership and engagement	63%	-14
Recruitment and promotion decisions in this organisation are fair	Fairness and trust	37%	-13
People take responsibility for their decisions and actions in my workplace	Fairness and trust	59%	-13
Approval processes at my workplace are excessive % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with approval processes	Effectiveness and innovation	37%	-13

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

Implements improved ways of doing things	43%	+24
Upholds ethical standards and principles	43%	+12
Demonstrates sound judgment	33%	+6
Describes how their team's work aligns to organisational objectives	27%	+9
Empowers their team to perform at their best	27%	-5
Encourages a strong customer and stakeholder focus	27%	+1
Supports their team to adapt to change	27%	-1
Delegates work effectively and monitors performance	20%	-4
Takes responsibility for team development	13%	-3
Applies sound business management skills	10%	-4
Builds effective working relationships with others	10%	-19
Responds confidently when faced with uncertainty	10%	-15
Actively seeks feedback for personal development	0%	-8
Builds effective working relationships with others	50%	+11
Demonstrates sound judgment	37%	+7
Actively seeks feedback for personal development	33%	+13
Implements improved ways of doing things	30%	+5
Empowers their team to perform at their best	27%	-9
Delegates work effectively and monitors performance	23%	+5
Responds confidently when faced with uncertainty	20%	-6
Upholds ethical standards and principles	20%	-7
Applies sound business management skills	17%	+2
Supports their team to adapt to change	17%	-2
Encourages a strong customer and stakeholder focus	13%	-5
Describes how their team's work aligns to organisational objectives	7%	-2
Takes responsibility for team development	7%	-12

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

Purpose

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

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

Leadership levels are defined as follows:

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

Proportion vs Qld public sector

DEMONSTRATED

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

	Proportion	vs Qld public sector
Upholds ethical standards and principles	45%	+14
Encourages a strong customer and stakeholder focus	42%	+14
Demonstrates sound judgment	35%	+6
Implements improved ways of doing things	35%	+16
Describes how their team's work aligns to organisational objectives	32%	+13
Empowers their team to perform at their best	19%	-7
Delegates work effectively and monitors performance	16%	-7
Applies sound business management skills	13%	-5
Responds confidently when faced with uncertainty	13%	-12
Supports their team to adapt to change	13%	-13
Takes responsibility for team development	13%	-4
Builds effective working relationships with others	10%	-19
Actively seeks feedback for personal development	0%	-7

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
Delegates work effectively and monitors performance	42%	+12
Responds confidently when faced with uncertainty	39%	+20
Actively seeks feedback for personal development	32%	+2
Empowers their team to perform at their best	32%	-3
Supports their team to adapt to change	29%	+3
Applies sound business management skills	23%	+9
Describes how their team's work aligns to organisational objectives	23%	+2
Takes responsibility for team development	19%	-11
Demonstrates sound judgment	16%	+3
Implements improved ways of doing things	16%	-15
Builds effective working relationships with others	13%	-11
Upholds ethical standards and principles	10%	-3
Encourages a strong customer and stakeholder focus	3%	-8

08 Leadership behaviour in your agency: Senior Officer

Purpose

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

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

Leadership levels are defined as follows:

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

POSITIVE IMPACT

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

SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Navigates complex issues, politics and ambiguous situations effectively	59%	+22
Models high levels of ethical and professional behaviour	47%	+8
Builds strong relationships that influence organisational and sector outcomes	35%	+8
Leads change with agility	35%	+22
Is compelling when communicating the organisational strategy	29%	+15
Directs and prioritises resources to achieve the best outcomes	24%	-6
Adopts a system-wide view of issues to inform action	18%	-3
Creates a culture of continuous improvement	18%	-5
Inspires others to perform at their best	12%	-10
Stands behind their decisions in the face of adversity	12%	-17
Demonstrates commercial acumen in managing corporate risk	6%	-8
Nurtures a learning and development culture	6%	-10
Seeks feedback to strengthen leadership approach	0%	-13

	Proportion	vs Qld public sector
Navigates complex issues, politics and ambiguous situations effectively	53%	+23
Inspires others to perform at their best	47%	+5
Builds strong relationships that influence organisational and sector outcomes	41%	+5
Demonstrates commercial acumen in managing corporate risk	35%	+28
Directs and prioritises resources to achieve the best outcomes	29%	+4
Models high levels of ethical and professional behaviour	29%	-9
Creates a culture of continuous improvement	24%	-2
Adopts a system-wide view of issues to inform action	12%	-1
Leads change with agility	12%	-9
Nurtures a learning and development culture	6%	-8
Seeks feedback to strengthen leadership approach	6%	-14
Stands behind their decisions in the face of adversity	6%	-9
Is compelling when communicating the organisational strategy	0%	-13

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

Navigates complex issues, politics and ambiguous situations effectively	59%	+23
Models high levels of ethical and professional behaviour	47%	+12
Builds strong relationships that influence organisational and sector outcomes	41%	+13
Directs and prioritises resources to achieve the best outcomes	35%	+5
Creates a culture of continuous improvement	24%	+2
Adopts a system-wide view of issues to inform action	18%	-5
Is compelling when communicating the organisational strategy	18%	+1
Leads change with agility	18%	+3
Inspires others to perform at their best	12%	-9
Nurtures a learning and development culture	12%	-3
Stands behind their decisions in the face of adversity	12%	-16
Demonstrates commercial acumen in managing corporate risk	6%	-10
Seeks feedback to strengthen leadership approach	0%	-14
Inspires others to perform at their best	65%	+28
Nurtures a learning and development culture	35%	+9
Creates a culture of continuous improvement	29%	+3
Directs and prioritises resources to achieve the best outcomes	29%	+3
Is compelling when communicating the organisational strategy	24%	+3
Seeks feedback to strengthen leadership approach	24%	-12
Adopts a system-wide view of issues to inform action	18%	0
Builds strong relationships that influence organisational and sector outcomes	18%	-4
Navigates complex issues, politics and ambiguous situations effectively	12%	-5
Demonstrates commercial acumen in managing corporate risk	6%	-4
Leads change with agility	6%	-15
Stands behind their decisions in the face of adversity	6%	-13
Models high levels of ethical and professional behaviour	0%	-18

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	26%	-9	-17
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	74%	+9	+17
Flexible work hours for example accumulated hours as 'flexitime'*	54%	-	+25
None of the above	26%	-9	-17
Flexible work hours for example start late or early to meet responsibilities external to work*	21%	-	+9
Part time work	14%	-5	-3
Telecommuting	5%	-3	+1
Casual/on call	2%	+2	-2
Leave at half pay	2%	-6	-2
Other, please specify	2%	+2	-1
Compressed work hours	0%	-3	-2
Hot desks	0%	0	-3
Job sharing	0%	0	-2
Part-year work/annualised hours	0%	0	0
Purchased leave/extended leave/deferred salary schemes	0%	0	-1
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	32%	+2	+13
No, I have not made a request but I am content with my current arrangements	57%	-7	-12
No, I have not made a request but I am not content with my current arrangements	11%	+5	-1

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

	Proportion	vs Qld public sector
Fully granted	89%	+23
Partially granted	11%	-3
Declined – no reason given	0%	-7
Declined – reason provided	0%	-8
I have not received a reply as yet	0%	-5

* 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
--	------------	---------	----------------------

Due to insufficient responses, the remaining data within this section has been restricted.

* New in 2017, no trend

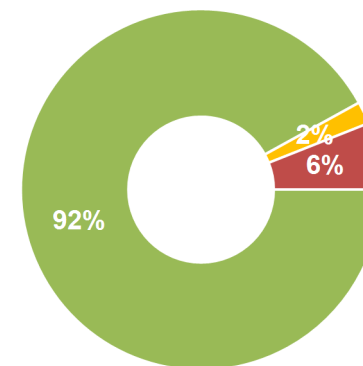
10 Domestic and family violence

Purpose

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

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

Overall	% proportion	vs 2016	vs Qld public sector
Yes	92%	+37	+17
No	6%	-16	-6
Don't know	2%	-20	-10



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

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	90%	+37	+18
No	7%	-13	-6
Don't Know	2%	-24	-12

10 Domestic and family violence (cont.)

Purpose

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

Managers <i>Manage one or more employees</i>	% positive	vs 2016	vs Qld public sector
I am confident that I could sensitively communicate with employees affected by domestic and family violence	100%	-	+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	100%	-	+18
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	89%	-	+7

Non-managers <i>Manage no employees</i>	% positive	vs 2016	vs Qld public sector
I am confident that I could sensitively communicate with colleagues affected by domestic and family violence	76%	+6	+5
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	83%	+20	+12

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
Yes	0%	-16
No	90%	+10
Don't Know	0%	-2
Prefer not to say	10%	+7

* New in 2017, no trend

Non-managers <i>Manage no employees</i>	% proportion	vs Qld public sector
Yes	2%	-4
No	90%	+3
Don't Know	7%	+5
Prefer not to say	0%	-3

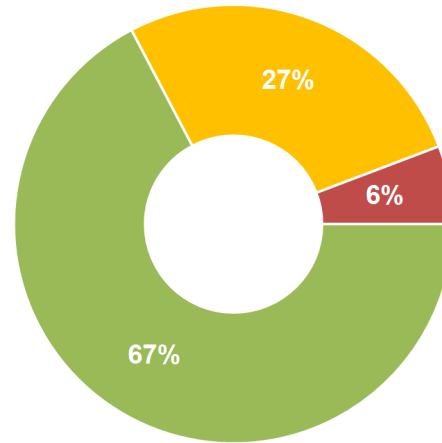
* New in 2017, no trend

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.



% positive change since 2016

+6

vs Qld public sector

+1

67%

of employees agreed with the statement:

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

Reasons for leaving	Proportion	vs Qld public sector
Career or job opportunities	47%	-5
Stress/Health	35%	+2
The location of your workplace or the time spent commuting	35%	+18
Pay and conditions	24%	-4
The workplace culture	24%	-16
Fit between work and your interests	18%	+6
Professional/personal development	18%	-18
Your relationship with your manager	18%	-5
Balancing work and life commitments	12%	-10
Family/carer responsibilities	12%	-1
Retirement	12%	+3
Your relationship with your colleagues	12%	+1
Contract expiring	6%	-6
Job security	6%	-13
Travel plans	6%	-1
Work hours	6%	-8
Other (please specify)	0%	-10

12 Bullying and sexual harassment

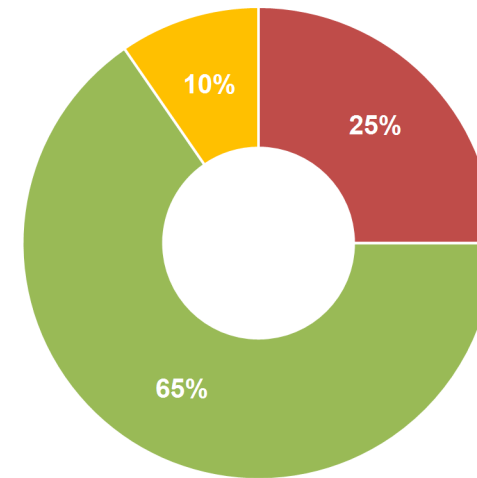
Purpose

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

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

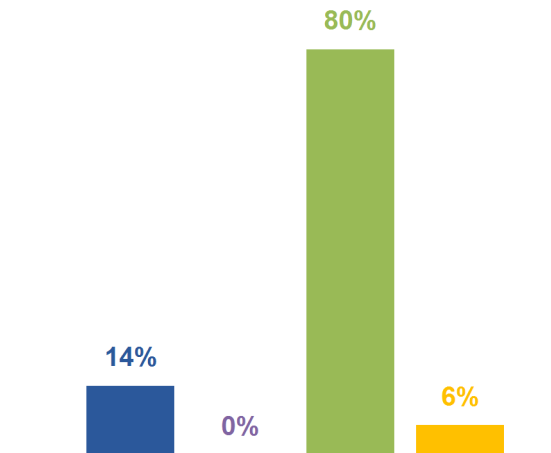
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
Yes	25%	+10	-3
No	65%	-17	-1
Don't know	10%	+7	+4



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	14%	0	-3
Sexual Harassment	0%	0	-1
No	80%	-3	+2
Don't Know	6%	+3	+1



13 Your view

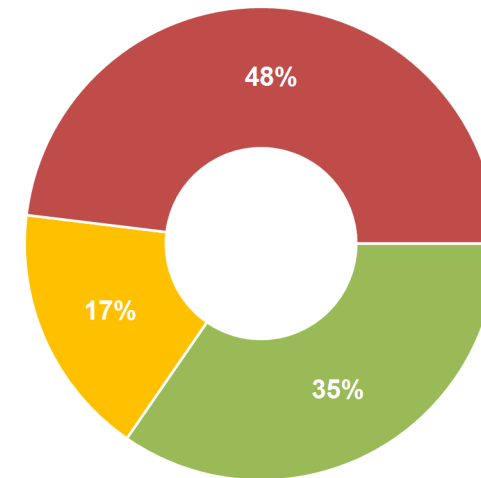
Purpose

This section is focused on understanding workplace improvement.

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

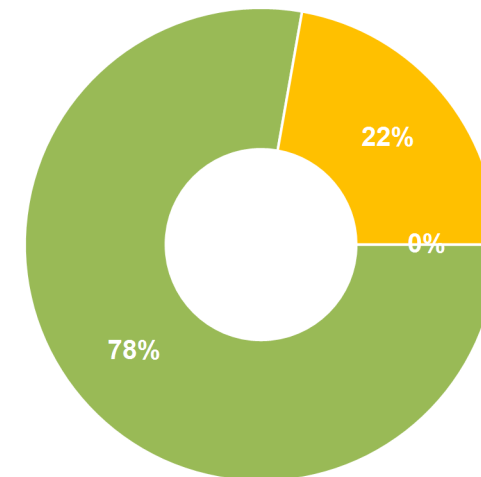
Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Yes	35%	+7	+4
No	48%	-5	-8
No, but I have not worked long in my organisation	17%	-2	+4



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

	Proportion	vs 2016	vs Qld public sector
Positive	78%	-2	+16
Neutral	22%	+2	-10
Negative	0%	0	-6



14 Appendix A – Strategic priorities by demographics

Purpose

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

"Restricted" indicates a group with less than 10 respondents

		Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
Queensland College of Teachers		57	82%	74%	79%
Managerial status	Yes	10	80%	85%	82%
	No	47	82%	71%	78%
Employment status	Permanent	42	81%	70%	78%
	Non-permanent	15	86%	84%	81%
Full-time status	Full-time basis	47	83%	76%	79%
	Part-time basis	9	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
FTE Salary	Under \$50,000	5	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
	\$50,000 - \$69,999	16	81%	70%	78%
	\$70,000 - \$89,999	14	80%	73%	81%
	\$90,000 or over	22	80%	75%	79%
Time in agency	Less than 2 years	13	88%	92%	86%
	2 to less than 6 years	16	70%	66%	77%
	6 to less than 10 years	15	91%	73%	81%
	10 to less than 14 years	5	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
	14 to less than 16 years	0	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
	16 to less than 20 years	1	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
	20 years or more	7	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>

14 Appendix A – Strategic priorities by demographics (cont.)

Purpose

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

"Restricted" indicates a group with less than 10 respondents

		Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
Queensland College of Teachers		57	82%	74%	79%
Age	34 years or younger	10	89%	86%	81%
	35 to 44 years	12	84%	80%	82%
	45 to 54 years	18	81%	67%	76%
	55 years or older	17	78%	70%	78%
Gender*	Female	45	83%	76%	83%
	Male	12	76%	65%	62%
	X	0	Restricted	Restricted	Restricted
Type of work	Direct service delivery	7	Restricted	Restricted	Restricted
	Corporate services and administrative support/clerical	23	85%	80%	79%
	Other	27	78%	69%	79%
Shiftwork	Yes	0	Restricted	Restricted	Restricted
	No	57	82%	74%	79%

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

15 Appendix B – Strategic priorities and factors by item

Purpose

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

Strategic priorities		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Agency engagement							
Q33a	I would recommend my organisation as a great place to work	87%	0	10%	-1	4%	+1
Q33b	I am proud to tell others I work for my organisation	88%	0	8%	-1	4%	+1
Q33c	I feel strong personal attachment to my organisation	81%	+1	10%	-5	10%	+4
Q33d	My organisation motivates me to help it achieve its objectives	79%	+4	12%	-8	10%	+4
Q33e	My organisation inspires me to do the best in my job	75%	+1	15%	+1	10%	-2
Organisational leadership							
Q31a	In my organisation, the leadership is of high quality	79%	-2	17%	+3	4%	-2
Q31c	Management model the behaviours expected of all employees	63%	-14	25%	+11	12%	+3
Q31d	In my organisation, the leadership operates with a high level of integrity	75%	-6	23%	+9	2%	-4
Q31f	My organisation is well managed	79%	-4	15%	+4	6%	0
Innovation							
Q27a	I get the opportunity to develop new and better ways of doing my job	74%	-1	19%	-4	7%	+5
Q27b	I am encouraged to make suggestions about improving work processes and/or services	83%	+3	13%	-1	4%	-2
Q27c	Management is willing to act on suggestions to improve how things are done	80%	+5	11%	-11	9%	+6
Q27d	My workgroup uses research and expertise to identify better practice	75%	+6	21%	-4	4%	-2
Q27e	My workgroup always tries to improve its performance	76%	-5	22%	+6	2%	-1
Q27f	My organisation is open to new ideas	85%	+7	11%	-8	4%	+1

15 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	82%	+6	9%	-12	9%	+6
Q22b	I have the tools I need to do my job effectively	89%	0	4%	+1	7%	-1
Q22c	I get the information I need to do my job well	79%	-11	16%	+8	5%	+3
Q22d	I have the authority necessary to do my job effectively	79%	-5	14%	-2	7%	+7
Q22e	My job gives me opportunities to utilise my skills	86%	+4	4%	-7	11%	+3
Q34b	Your ability to work on your own initiative	92%	-5	6%	+3	2%	+2
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	32%	-11	46%	+9	23%	+2
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with burn out	56%	-7	23%	-4	21%	+11
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	54%	-11	33%	+7	12%	+4
Learning and development							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	72%	-6	11%	+3	17%	+3
Q28e	I am able to access relevant learning and development opportunities	75%	0	17%	+6	8%	-6
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	78%	+5	10%	-11	12%	+6
Q28g	I am satisfied with the opportunities available for career development	59%	+6	20%	-5	20%	-2
Q31b	My organisation is committed to developing its employees	71%	-9	17%	+6	12%	+3

15 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	93%	+1	4%	-5	4%	+4
Q24b	I receive help and support from other people in my workgroup	98%	-2	2%	+2	0%	0
Q24c	People in my workgroup are honest, open and transparent in their dealings	89%	+12	7%	-13	4%	+1
Q24d	People in my workgroup use their time and resources efficiently	74%	+1	16%	-9	11%	+8
Q24e	People in my workgroup treat customers with respect	96%	+10	4%	-8	0%	-3
Q24f	People in my workgroup are committed to delivering excellent service to customers	95%	+3	2%	-7	4%	+4
Q24g	People in my workgroup do their jobs effectively	84%	-2	9%	-5	7%	+7
My manager							
Q29a	My manager treats employees with dignity and respect	85%	+2	6%	-6	9%	+4
Q29b	My manager listens to what I have to say	85%	-9	9%	+4	6%	+6
Q29c	My manager keeps me informed about what's going on	78%	-8	15%	+6	7%	+2
Q29d	My manager understands my work	81%	-5	11%	0	7%	+5
Q29e	My manager creates a shared sense of purpose	80%	-6	11%	+6	9%	+1
Q29f	My manager demonstrates honesty and integrity	85%	-6	7%	+5	7%	+2
Q29g	My manager draws the best out of me	72%	0	19%	+2	9%	-2

15 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.

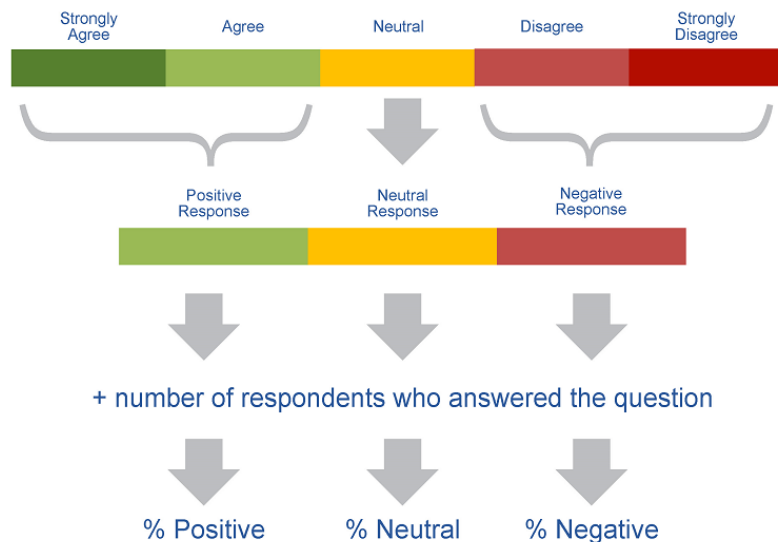
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Organisational fairness							
Q25f	Performance is assessed and rewarded fairly in my workplace	41%	+7	28%	-14	31%	+6
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	37%	-2	26%	-7	37%	+9
Q25h	People are treated fairly and consistently in my workplace	50%	-11	24%	+5	26%	+6
Q25i	People take responsibility for their decisions and actions in my workplace	59%	-13	28%	+11	13%	+2
Q31e	Recruitment and promotion decisions in this organisation are fair	37%	-13	35%	+12	29%	+1
Anti-discrimination							
Q32a	Age is not a barrier to success in my organisation	87%	-2	10%	+4	4%	-2
Q32b	Gender is not a barrier to success in my organisation	90%	+1	8%	0	2%	-1
Q32c	Disability is not a barrier to success in my organisation	83%	-3	17%	+3	0%	0
Q32d	Cultural background is not a barrier to success in my organisation	88%	0	10%	+1	2%	-1
Q32e	Sexual orientation is not a barrier to success in my organisation	87%	0	13%	0	0%	0

16 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.

16 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.