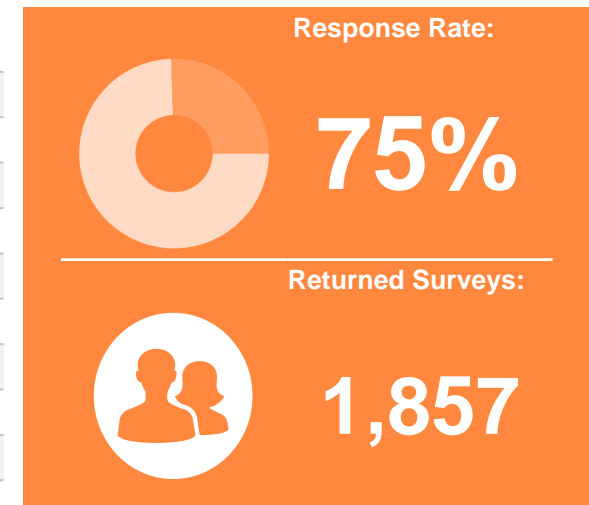


## Department of Natural Resources & Mines

## Highlight Report

### Report Content

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### Purpose

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

### Note on the response rate

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

# Reporting Framework

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

## Strategic priorities: driver analysis

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

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



## Workplace climate

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

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

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

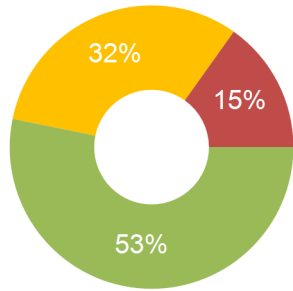


# 01 Driver analysis scorecard

## Purpose

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

### Agency engagement



% positive change since 2016

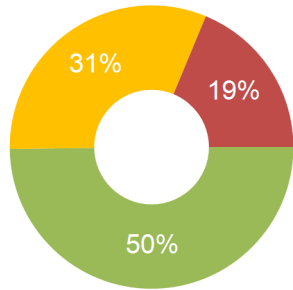
**+1**

#### Top 3 drivers

#### % Positive

Driver	2016	2017
Organisational leadership	47%	50%
Innovation	61%	63%
Job empowerment	74%	72%

### Organisational Leadership



% positive change since 2016

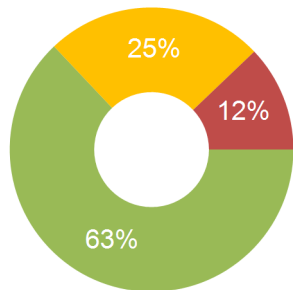
**+3**

#### Top 3 drivers

#### % Positive

Driver	2016	2017
Organisational fairness	41%	40%
Innovation	61%	63%
Learning and development	51%	55%

### Innovation



% positive change since 2016

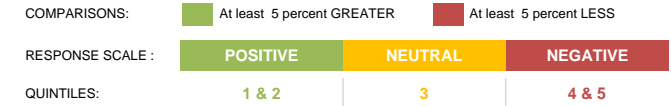
**+1**

#### Top 3 drivers

#### % Positive

Driver	2016	2017
Learning and development	51%	55%
Job empowerment	74%	72%
Organisational leadership	47%	50%

## 02 Factors



### Purpose

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

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

	Response scale (%)			% positive	vs 2016	vs Qld public sector	Range of all agencies	Your agency quintile
Agency engagement*	53	32	15	53%	+1	-5	41 - 82	4
Job empowerment	72	17	11	72%	-1	+1	60 - 86	3
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	41	35	23	41%	+1	+1	29 - 68	3
Learning and development	55	26	19	55%	+4	-1	33 - 82	3
My workgroup	78	15	7	78%	0	+2	58 - 92	3
My manager	73	17	11	73%	+1	+2	57 - 84	3
Organisational leadership*	50	31	19	50%	+3	-1	29 - 85	4
Organisational fairness	40	32	28	40%	0	-2	26 - 67	4
Anti-discrimination	62	28	10	62%	-3	-4	48 - 96	5
Innovation*	63	25	12	63%	+1	+3	46 - 89	3

## 03 Factors by division

### Purpose

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

	Department of Natural Resources & Mines % positive	Business & Corporate Partnerships and ODG	Minerals and Energy Resources	Natural Resources	Policy Division
<i>This section shows the % positive scores for divisions within the agency</i>					
Number of respondents	1,857	204	441	1040	138
Agency engagement*	<b>53%</b>	62%	50%	55%	40%
Job empowerment	<b>72%</b>	79%	67%	75%	66%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	<b>41%</b>	46%	39%	42%	40%
Learning and development	<b>55%</b>	67%	47%	57%	54%
My workgroup	<b>78%</b>	86%	74%	79%	76%
My manager	<b>73%</b>	79%	68%	74%	76%
Organisational leadership*	<b>50%</b>	61%	44%	52%	36%
Organisational fairness	<b>40%</b>	48%	35%	43%	31%
Anti-discrimination	<b>62%</b>	75%	59%	62%	58%
Innovation*	<b>63%</b>	75%	59%	64%	56%

## 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*	60	25	15	<b>60%</b>	0	<b>+5</b>	<b>43 - 82</b>	<b>2</b>
<span style="color: green;">●</span> Effectiveness and innovation*	58	25	17	<b>58%</b>	0	0	<b>49 - 77</b>	<b>4</b>
<span style="color: purple;">●</span> People and relationships	78	15	7	<b>78%</b>	0	<b>+2</b>	<b>56 - 92</b>	<b>3</b>
<span style="color: blue;">●</span> Fairness and trust*	57	27	17	<b>57%</b>	+1	-2	<b>46 - 78</b>	<b>4</b>
<span style="color: orange;">●</span> Performance and development	56	26	18	<b>56%</b>	+3	+1	<b>41 - 74</b>	<b>3</b>
<span style="color: blue;">●</span> Leadership and engagement	61	25	14	<b>61%</b>	+2	-1	<b>49 - 81</b>	<b>4</b>
<span style="color: blue;">●</span> My job	76	15	10	<b>76%</b>	0	-2	<b>58 - 89</b>	<b>4</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.

	Department of Natural Resources & Mines % positive	Business & Corporate Partnerships and ODG	Minerals and Energy Resources	Natural Resources	Policy Division
<i>This section shows the % positive scores for divisions within the agency</i>					
Number of respondents	1,857	204	441	1040	138
<span style="color: red;">●</span> Safety, health and wellness*	<b>60%</b>	67%	56%	61%	55%
<span style="color: green;">●</span> Effectiveness and innovation*	<b>58%</b>	66%	55%	58%	53%
<span style="color: purple;">●</span> People and relationships	<b>78%</b>	86%	74%	79%	76%
<span style="color: teal;">●</span> Fairness and trust*	<b>57%</b>	66%	52%	58%	52%
<span style="color: orange;">●</span> Performance and development	<b>56%</b>	63%	50%	59%	52%
<span style="color: blue;">●</span> Leadership and engagement	<b>61%</b>	69%	57%	63%	55%
<span style="color: lightblue;">●</span> My job	<b>76%</b>	82%	72%	77%	70%

\* 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	31	40	29	<b>31%</b>	0	0
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	46	33	21	<b>46%</b>	+3	+3
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	47	33	20	<b>47%</b>	0	+1
Q23f	My work contributes positively to my quality of life*	42	39	18	<b>42%</b>	-	-2
Q24h	People in my workgroup are committed to workplace safety	86	12	2	<b>86%</b>	+2	+4
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	76	17	8	<b>76%</b>	-	+9
Q25b	My workplace culture supports people to achieve a good work/life balance	71	20	9	<b>71%</b>	+4	+9
Q25c	There is adequate focus on workplace safety at my workplace	83	13	4	<b>83%</b>	+2	+5

\* 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*	52	28	20	52%	-	+3
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	58	24	17	58%	-	+7
Q31h	The wellbeing of employees is a priority for my organisation*	57	27	16	57%	-	+8
Q31j	My commitment to this organisation would be questioned if I chose to use flexible work options* % <small>positive indicates those who "strongly disagree" or "disagree" with this statement</small>	50	30	20	50%	-	+9
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	69	18	12	69%	+1	+5
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	70	19	10	70%	-	+15

\* 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	73	16	12	<b>73%</b>	-2	+2
Q22c	I get the information I need to do my job well	66	20	13	<b>66%</b>	-4	-1
Q22d	I have the authority necessary to do my job effectively	70	18	13	<b>70%</b>	-1	0
Q23c	I feel my job is secure	54	26	20	<b>54%</b>	0	-4
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>	20	38	43	<b>20%</b>	-4	+1
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	67	25	8	<b>67%</b>	-	+2
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	22	40	39	<b>22%</b>	0	+3
Q25e	Disruptions and/or noise at my workplace make it hard to get things done <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	41	28	32	<b>41%</b>	-5	-5
Q26a	My workplace has undergone significant change in the past 12 months	46	31	23	<b>46%</b>	+3	-6

\* 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	61	26	13	61%	+3	+4
Q27b	I am encouraged to make suggestions about improving work processes and/or services	73	17	11	73%	+2	+5
Q27c	Management is willing to act on suggestions to improve how things are done	55	28	17	55%	+2	+2
Q27d	My workgroup uses research and expertise to identify better practice	57	30	12	57%	+1	+2
Q27e	My workgroup always tries to improve its performance	72	21	7	72%	0	+2
Q27f	My organisation is open to new ideas	60	28	12	60%	0	+5
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	74	14	12	74%	+6	+5
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	77	14	9	77%	-1	0
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	50	36	14	50%	-2	-14

## 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	77	13	10	77%	+2	+2
Q24b	I receive help and support from other people in my workgroup	85	11	4	85%	-1	+2
Q24c	People in my workgroup are honest, open and transparent in their dealings	70	19	11	70%	-2	+2
Q24d	People in my workgroup use their time and resources efficiently	64	23	13	64%	-1	0
Q24e	People in my workgroup treat customers with respect	89	9	2	89%	+1	+3
Q24f	People in my workgroup are committed to delivering excellent service to customers	85	12	3	85%	0	+3
Q24g	People in my workgroup do their jobs effectively	73	19	8	73%	-1	-1
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	80	15	5	80%	-1	+1

## 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: #0070c0;">●</span> 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	70	22	8	70%	0	-3
Q25f	Performance is assessed and rewarded fairly in my workplace	33	37	31	33%	0	-3
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	31	30	39	31%	-1	-7
Q25h	People are treated fairly and consistently in my workplace	49	28	23	49%	0	-2
Q25i	People take responsibility for their decisions and actions in my workplace	53	29	18	53%	0	+1
Q25j	I am able to speak up and share a different view to my colleagues and manager*	74	15	11	74%	-	+2
Q30a	My senior manager demonstrates honesty and integrity	73	18	9	73%	+4	+3
Q31e	Recruitment and promotion decisions in this organisation are fair	36	36	28	36%	0	-1

\* 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	27	18	55%	-	+2
Q32a	Age is not a barrier to success in my organisation	61	23	15	61%	-3	-4
Q32b	Gender is not a barrier to success in my organisation	65	22	13	65%	-2	-5
Q32c	Disability is not a barrier to success in my organisation	56	36	8	56%	-5	0
Q32d	Cultural background is not a barrier to success in my organisation	64	29	7	64%	-2	-5
Q32e	Sexual orientation is not a barrier to success in my organisation	64	31	4	64%	-2	-6
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	57	22	20	57%	-1	+3
Q32g	Women and men have equal access to work experiences that support career progression*	65	24	11	65%	-	-2

\* New in 2017, no trend

## 06 Workplace climate by item (cont.)

### Purpose

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

		Performance and development			Response scale (%)	% positive	vs 2016	vs Qld public sector
Q28a	I receive useful feedback on my performance	60	25	15	60%	+2	+3	
Q28b	My performance is assessed against clear criteria	55	28	17	55%	+3	+4	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	62	21	17	62%	+1	-1	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	38	34	28	38%	+5	-3	
Q28e	I am able to access relevant learning and development opportunities	62	24	14	62%	+5	0	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	59	28	13	59%	+7	0	
Q28g	I am satisfied with the opportunities available for career development	40	29	31	40%	+2	-4	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	59	23	18	59%	+4	+4	
Q28i	I develop new knowledge and skills through undertaking tasks at work	74	18	8	74%	+1	+2	
Q31b	My organisation is committed to developing its employees	53	29	18	53%	+4	+1	

## 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> Leadership and engagement		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29a	My manager treats employees with dignity and respect	81	11	8	<b>81%</b>	+2	+3
Q29b	My manager listens to what I have to say	80	11	8	<b>80%</b>	+3	+4
Q29c	My manager keeps me informed about what's going on	67	19	14	<b>67%</b>	+1	-1
Q29d	My manager understands my work	75	14	10	<b>75%</b>	+2	+2
Q29e	My manager creates a shared sense of purpose	69	19	12	<b>69%</b>	+1	+2
Q29f	My manager demonstrates honesty and integrity	79	14	7	<b>79%</b>	0	+3
Q29g	My manager draws the best out of me	57	27	16	<b>57%</b>	+1	0
Q31a	In my organisation, the leadership is of high quality	51	30	19	<b>51%</b>	+6	-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.

● Leadership and engagement (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31c	Management model the behaviours expected of all employees	49	31	20	49%	+2	0
Q31d	In my organisation, the leadership operates with a high level of integrity	52	32	16	52%	+1	-2
Q31f	My organisation is well managed	46	34	20	46%	+2	-1
Q33a	I would recommend my organisation as a great place to work	59	28	13	59%	+3	-2
Q33b	I am proud to tell others I work for my organisation	59	30	11	59%	+1	-8
Q33c	I feel strong personal attachment to my organisation	51	32	16	51%	0	-8
Q33d	My organisation motivates me to help it achieve its objectives	49	33	18	49%	+1	-5
Q33e	My organisation inspires me to do the best in my job	48	35	17	48%	+1	-5

## 06 Workplace climate by item (cont.)

### Purpose

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

<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	87	7	6	87%	-1	-3
Q21b	I understand how my work contributes to my organisation's objectives	89	6	4	89%	0	-1
Q22a	I have a choice in deciding how I do my work	73	18	10	73%	+1	+5
Q22e	My job gives me opportunities to utilise my skills	72	15	12	72%	0	-3
Q22f	I enjoy the work in my current job	71	20	9	71%	0	-5
Q22g	My job gives me a feeling of personal accomplishment	62	23	15	62%	+1	-7
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	73	16	10	73%	+2	-2
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	80	12	7	80%	-1	0
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	72	16	12	72%	+3	-1

## 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
Learning and development activities I have completed in the past 12 months have helped to improve my performance	<b>Performance and development</b>	59%	+7
In my organisation, the leadership is of high quality	<b>Leadership and engagement</b>	51%	+6
Your physical working environment % positive indicates those who responded with "very satisfied" or "satisfied"	<b>Effectiveness and innovation</b>	74%	+6
I am encouraged to pursue developmental opportunities in other workplaces	<b>Performance and development</b>	38%	+5
I am able to access relevant learning and development opportunities	<b>Performance and development</b>	62%	+5

The survey items with the most negative change	Index	% positive 2017	vs 2016
Disability is not a barrier to success in my organisation	<b>Fairness and trust</b>	56%	-5
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	<b>Effectiveness and innovation</b>	41%	-5
There is too much 'red tape' in my work (e.g. Regulatory or administrative processes) % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with red tape	<b>Effectiveness and innovation</b>	20%	-4
I get the information I need to do my job well	<b>Effectiveness and innovation</b>	66%	-4
Age is not a barrier to success in my organisation	<b>Fairness and trust</b>	61%	-3

## 08 Leadership behaviour in your agency: Team Leader

### Purpose

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

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

Leadership levels are defined as follows:

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

### POSITIVE IMPACT

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

### SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Demonstrates sound judgment	31%	+4
Upholds ethical standards and principles	31%	-1
Empowers their team to perform at their best	30%	-1
Builds effective working relationships with others	29%	+1
Responds confidently when faced with uncertainty	26%	+1
Supports their team to adapt to change	26%	-2
Delegates work effectively and monitors performance	24%	+1
Encourages a strong customer and stakeholder focus	24%	-2
Describes how their team's work aligns to organisational objectives	19%	+2
Implements improved ways of doing things	19%	0
Takes responsibility for team development	17%	0
Applies sound business management skills	14%	0
Actively seeks feedback for personal development	6%	-1
Builds effective working relationships with others	42%	+3
Empowers their team to perform at their best	33%	-2
Responds confidently when faced with uncertainty	29%	+3
Demonstrates sound judgment	29%	0
Implements improved ways of doing things	26%	+1
Upholds ethical standards and principles	25%	-2
Delegates work effectively and monitors performance	22%	+3
Encourages a strong customer and stakeholder focus	18%	-1
Applies sound business management skills	18%	+3
Takes responsibility for team development	17%	-1
Actively seeks feedback for personal development	16%	-4
Supports their team to adapt to change	15%	-3
Describes how their team's work aligns to organisational objectives	9%	+1

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

### Purpose

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

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

Leadership levels are defined as follows:

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

### DEMONSTRATED

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

### NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Upholds ethical standards and principles	34%	+2
Demonstrates sound judgment	34%	+4
Builds effective working relationships with others	30%	+2
Encourages a strong customer and stakeholder focus	26%	-1
Delegates work effectively and monitors performance	24%	+2
Responds confidently when faced with uncertainty	24%	0
Empowers their team to perform at their best	23%	-4
Supports their team to adapt to change	22%	-3
Implements improved ways of doing things	19%	0
Describes how their team's work aligns to organisational objectives	19%	0
Takes responsibility for team development	17%	0
Applies sound business management skills	17%	-1
Actively seeks feedback for personal development	7%	0
Empowers their team to perform at their best	36%	+1
Delegates work effectively and monitors performance	33%	+3
Takes responsibility for team development	33%	+2
Implements improved ways of doing things	31%	0
Actively seeks feedback for personal development	29%	-1
Builds effective working relationships with others	24%	0
Supports their team to adapt to change	22%	-4
Describes how their team's work aligns to organisational objectives	21%	0
Responds confidently when faced with uncertainty	19%	0
Demonstrates sound judgment	14%	+1
Applies sound business management skills	13%	0
Upholds ethical standards and principles	12%	-1
Encourages a strong customer and stakeholder focus	10%	-2

## 08 Leadership behaviour in your agency: Program Manager

### Purpose

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

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

Leadership levels are defined as follows:

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

### POSITIVE IMPACT

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

### SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Takes a 'big picture' view of issues or problems	36%	0
Manages and prioritises resources to achieve the best outcomes	31%	-1
Demonstrates sound judgment	29%	+1
Encourages collaboration and inclusion across workgroups	29%	+1
Encourages innovative ideas and solutions	28%	+3
Empowers individuals and teams to build capability	27%	0
Builds effective networks across the organisation and sector	24%	+4
Takes responsibility for upholding ethical standards and principles	22%	-2
Manages ambiguity and politics effectively	20%	+3
Motivates others to perform at their best	19%	0
Demonstrates sound business acumen	15%	-1
Leads change and culture initiatives	11%	-4
Actively seeks feedback for personal development	6%	-2
Manages and prioritises resources to achieve the best outcomes	40%	+4
Empowers individuals and teams to build capability	31%	-1
Motivates others to perform at their best	30%	-6
Takes a 'big picture' view of issues or problems	29%	+2
Demonstrates sound judgment	28%	+1
Leads change and culture initiatives	24%	+1
Builds effective networks across the organisation and sector	23%	+2
Takes responsibility for upholding ethical standards and principles	19%	-2
Encourages innovative ideas and solutions	19%	-2
Encourages collaboration and inclusion across workgroups	17%	0
Manages ambiguity and politics effectively	15%	+1
Actively seeks feedback for personal development	14%	-3
Demonstrates sound business acumen	11%	+1

## 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

Takes a 'big picture' view of issues or problems	35%	+1
Demonstrates sound judgment	35%	+4
Manages and prioritises resources to achieve the best outcomes	33%	0
Encourages innovative ideas and solutions	28%	+5
Encourages collaboration and inclusion across workgroups	27%	0
Builds effective networks across the organisation and sector	25%	+1
Empowers individuals and teams to build capability	25%	+2
Takes responsibility for upholding ethical standards and principles	22%	-1
Manages ambiguity and politics effectively	19%	+1
Motivates others to perform at their best	19%	-1
Demonstrates sound business acumen	13%	-5
Leads change and culture initiatives	12%	-4
Actively seeks feedback for personal development	5%	-2
Motivates others to perform at their best	36%	+2
Empowers individuals and teams to build capability	35%	+1
Manages ambiguity and politics effectively	28%	+1
Manages and prioritises resources to achieve the best outcomes	28%	+2
Actively seeks feedback for personal development	27%	-1
Encourages innovative ideas and solutions	26%	0
Encourages collaboration and inclusion across workgroups	25%	+1
Leads change and culture initiatives	23%	-2
Takes a 'big picture' view of issues or problems	18%	-1
Builds effective networks across the organisation and sector	17%	0
Takes responsibility for upholding ethical standards and principles	12%	-1
Demonstrates sound judgment	12%	-1
Demonstrates sound business acumen	9%	0

## 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	41%	+5
Models high levels of ethical and professional behaviour	38%	-1
Directs and prioritises resources to achieve the best outcomes	33%	+3
Stands behind their decisions in the face of adversity	29%	+1
Builds strong relationships that influence organisational and sector outcomes	27%	0
Creates a culture of continuous improvement	26%	+3
Adopts a system-wide view of issues to inform action	18%	-2
Inspires others to perform at their best	17%	-5
Leads change with agility	16%	+3
Seeks feedback to strengthen leadership approach	16%	+2
Nurtures a learning and development culture	13%	-2
Is compelling when communicating the organisational strategy	13%	-2
Demonstrates commercial acumen in managing corporate risk	9%	-4
Inspires others to perform at their best	39%	-3
Builds strong relationships that influence organisational and sector outcomes	37%	+1
Models high levels of ethical and professional behaviour	34%	-4
Navigates complex issues, politics and ambiguous situations effectively	31%	+2
Directs and prioritises resources to achieve the best outcomes	28%	+2
Leads change with agility	23%	+2
Creates a culture of continuous improvement	23%	-2
Seeks feedback to strengthen leadership approach	20%	0
Nurtures a learning and development culture	16%	+2
Is compelling when communicating the organisational strategy	14%	0
Adopts a system-wide view of issues to inform action	12%	0
Stands behind their decisions in the face of adversity	12%	-3
Demonstrates commercial acumen in managing corporate risk	10%	+3



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

### Purpose

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

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

Leadership levels are defined as follows:

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

### DEMONSTRATED

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

### NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Navigates complex issues, politics and ambiguous situations effectively	42%	+6
Models high levels of ethical and professional behaviour	33%	-2
Builds strong relationships that influence organisational and sector outcomes	30%	+3
Directs and prioritises resources to achieve the best outcomes	30%	0
Stands behind their decisions in the face of adversity	29%	+2
Creates a culture of continuous improvement	22%	0
Adopts a system-wide view of issues to inform action	21%	-1
Inspires others to perform at their best	16%	-5
Is compelling when communicating the organisational strategy	16%	-1
Seeks feedback to strengthen leadership approach	15%	+1
Leads change with agility	14%	0
Nurtures a learning and development culture	14%	-1
Demonstrates commercial acumen in managing corporate risk	12%	-3
Inspires others to perform at their best	37%	0
Seeks feedback to strengthen leadership approach	33%	-2
Directs and prioritises resources to achieve the best outcomes	29%	+2
Nurtures a learning and development culture	27%	+1
Creates a culture of continuous improvement	25%	-2
Is compelling when communicating the organisational strategy	24%	+3
Leads change with agility	24%	+3
Builds strong relationships that influence organisational and sector outcomes	21%	-1
Adopts a system-wide view of issues to inform action	20%	+2
Models high levels of ethical and professional behaviour	17%	-1
Stands behind their decisions in the face of adversity	16%	-3
Navigates complex issues, politics and ambiguous situations effectively	16%	-1
Demonstrates commercial acumen in managing corporate risk	8%	-2

## 08 Leadership behaviour in your agency: Exec. Perceptions of Senior Leaders

### Purpose

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

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

Leadership levels are defined as follows:

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

### POSITIVE IMPACT

In your experience, which three leadership behaviours have the greatest positive impact on engaging people in their work?

### SUCCESSION

Which of the following leadership behaviours do you think are MOST important for your direct reports to demonstrate their readiness for promotion to the Executive level or a more complex leadership role (if they're already executive)?

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Inspires others to perform at their best	56%	+5
Builds strong relationships that influence organisational and sector outcomes	44%	+12
Models high levels of ethical and professional behaviour	35%	-13
Directs and prioritises resources to achieve the best outcomes	33%	+14
Creates a culture of continuous improvement	25%	-6
Stands behind their decisions in the face of adversity	23%	+6
Leads change with agility	19%	+6
Navigates complex issues, politics and ambiguous situations effectively	19%	-8
Is compelling when communicating the organisational strategy	15%	+1
Seeks feedback to strengthen leadership approach	13%	-3
Nurtures a learning and development culture	8%	-14
Adopts a system-wide view of issues to inform action	6%	-1
Demonstrates commercial acumen in managing corporate risk	4%	+2

	Proportion	vs Qld public sector
Inspires others to perform at their best	46%	+7
Builds strong relationships that influence organisational and sector outcomes	44%	+10
Navigates complex issues, politics and ambiguous situations effectively	40%	+4
Directs and prioritises resources to achieve the best outcomes	31%	+7
Leads change with agility	23%	+3
Models high levels of ethical and professional behaviour	23%	-15
Seeks feedback to strengthen leadership approach	21%	0
Stands behind their decisions in the face of adversity	19%	+6
Creates a culture of continuous improvement	17%	-8
Is compelling when communicating the organisational strategy	13%	0
Adopts a system-wide view of issues to inform action	10%	-8
Nurtures a learning and development culture	8%	-6
Demonstrates commercial acumen in managing corporate risk	2%	-5

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

### Purpose

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

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

Leadership levels are defined as follows:

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

### DEMONSTRATED

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

### NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Navigates complex issues, politics and ambiguous situations effectively	47%	+12
Directs and prioritises resources to achieve the best outcomes	43%	+13
Models high levels of ethical and professional behaviour	36%	+6
Adopts a system-wide view of issues to inform action	26%	-5
Seeks feedback to strengthen leadership approach	26%	+11
Is compelling when communicating the organisational strategy	21%	+1
Stands behind their decisions in the face of adversity	21%	-1
Builds strong relationships that influence organisational and sector outcomes	19%	-8
Creates a culture of continuous improvement	19%	-6
Demonstrates commercial acumen in managing corporate risk	11%	-8
Inspires others to perform at their best	11%	-5
Leads change with agility	11%	0
Nurtures a learning and development culture	11%	-6
Seeks feedback to strengthen leadership approach	40%	+8
Inspires others to perform at their best	33%	0
Builds strong relationships that influence organisational and sector outcomes	31%	+9
Directs and prioritises resources to achieve the best outcomes	29%	0
Stands behind their decisions in the face of adversity	27%	+11
Nurtures a learning and development culture	25%	+2
Navigates complex issues, politics and ambiguous situations effectively	23%	+4
Creates a culture of continuous improvement	21%	-8
Adopts a system-wide view of issues to inform action	17%	-2
Leads change with agility	17%	-5
Demonstrates commercial acumen in managing corporate risk	15%	+6
Models high levels of ethical and professional behaviour	13%	-13
Is compelling when communicating the organisational strategy	10%	-11

## 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	24%	-20	-20
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	76%	+20	+20
Flexible work hours for example accumulated hours as 'flexitime'*	61%	-	+32
None of the above	24%	-20	-20
Flexible work hours for example start late or early to meet responsibilities external to work*	21%	-	+9
Part time work	12%	+1	-5
Telecommuting	8%	+2	+4
Leave at half pay	7%	0	+3
Compressed work hours	2%	0	0
Other, please specify	2%	0	0
Hot desks	1%	+1	-2
Job sharing	1%	0	-1
Purchased leave/extended leave/deferred salary schemes	1%	0	0
Casual/on call	1%	0	-3
Term-time working	0%	0	0
Part-year work/annualised hours	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	24%	+2	+4
No, I have not made a request but I am content with my current arrangements	66%	-3	-3
No, I have not made a request but I am not content with my current arrangements	10%	+1	-1

### 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	77%		+11
Partially granted	12%		-3
Declined – no reason given	2%		-5
Declined – reason provided	5%		-3
I have not received a reply as yet	4%		-1

\* New in 2017, no trend

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

	Proportion	vs 2016	vs Qld public sector
Flexible working is frowned upon/not supported by my workplace culture	32%	-4	+2
I didn't feel confident presenting my case or negotiating arrangements with my manager	32%	+8	+10
I feel flexibility is not possible in my current job	27%	-5	-2
I felt it would limit my career	22%	+2	+3
I was concerned that it may negatively impact my team	22%	-5	+3
None of the Above*	21%	-	-3
I didn't feel I had the right to	16%	-2	0
I feel the technology I currently have access to does not support flexible working	8%	-1	+2
I don't feel confident in my manager's ability to manage staff working flexibly	7%	-3	-5
I felt it would limit my access to training and development	6%	-2	-1

\* New in 2017, no trend

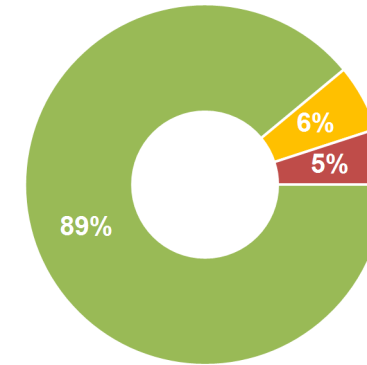
# 10 Domestic and family violence

## 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>	89%	+16	+13
<b>No</b>	5%	-7	-7
<b>Don't know</b>	6%	-9	-6



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	96%	+16	+10
<b>No</b>	2%	-5	-6
<b>Don't Know</b>	2%	-10	-4

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	86%	+16	+14
<b>No</b>	6%	-8	-7
<b>Don't Know</b>	8%	-8	-7

## 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>77%</b>	+11	-5
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>75%</b>	+10	-6
If I was made aware (e.g. by other colleagues) that domestic and family violence was affecting an employee, I am confident that I could respond appropriately	<b>75%</b>	+9	-7

<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>60%</b>	+5	-11
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	<b>67%</b>	+6	-5

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

<b>Managers</b> <i>Manage one or more employees</i>	<b>% proportion</b>	<b>vs Qld public sector</b>	<b>Non-managers</b> <i>Manage no employees</i>	<b>% proportion</b>	<b>vs Qld public sector</b>
<b>Yes</b>	<b>13%</b>	-2	<b>Yes</b>	<b>4%</b>	-2
<b>No</b>	<b>83%</b>	+3	<b>No</b>	<b>91%</b>	+3
<b>Don't Know</b>	<b>2%</b>	0	<b>Don't Know</b>	<b>2%</b>	0
<b>Prefer not to say</b>	<b>2%</b>	-1	<b>Prefer not to say</b>	<b>2%</b>	-1

\* New in 2017, no trend

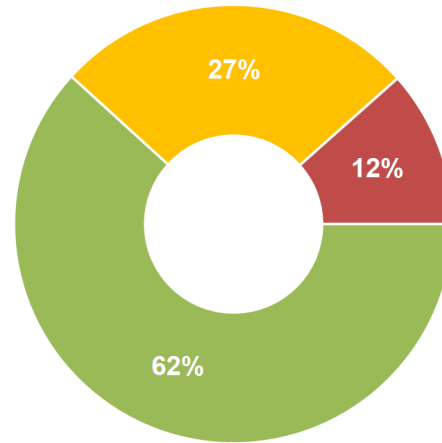
\* New in 2017, no trend

# 11 Intention to leave your organisation

## Purpose

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

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



# 62%

of employees agreed with the statement:

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

% positive change since 2016

+2

vs Qld public sector

-5

Reasons for leaving	Proportion	vs Qld public sector
Career or job opportunities	58%	+6
Professional/personal development	39%	+3
The workplace culture	35%	-4
Pay and conditions	29%	+1
Stress/Health	28%	-5
The location of your workplace or the time spent commuting	21%	+3
Balancing work and life commitments	21%	-1
Your relationship with your manager	18%	-4
Job security	16%	-3
Family/carer responsibilities	13%	0
Contract expiring	12%	0
Retirement	12%	+3
Fit between work and your interests	11%	0
Your relationship with your colleagues	9%	-1
Other (please specify)	9%	-1
Work hours	8%	-7
Travel plans	7%	0



## 12 Bullying and sexual harassment

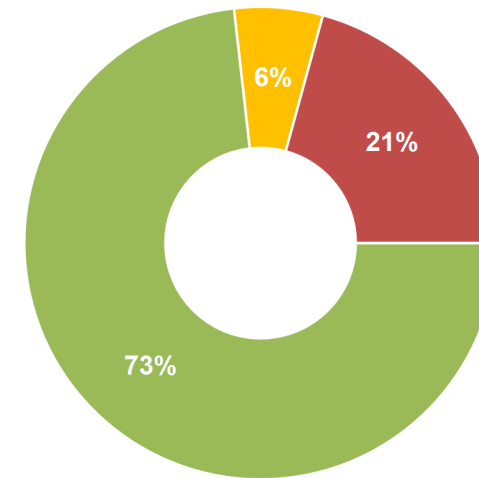
### Purpose

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.

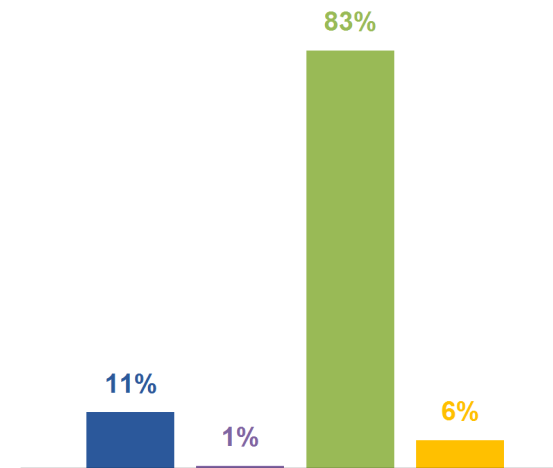
### During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
<b>Yes</b>	21%	0	-7
<b>No</b>	73%	+1	+6
<b>Don't know</b>	6%	-1	+1



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

	Proportion	vs 2016	vs Qld public sector
<b>Bullying</b>	11%	0	-6
<b>Sexual Harassment</b>	1%	0	0
<b>No</b>	83%	0	+5
<b>Don't Know</b>	6%	0	+1



## 12 Bullying and sexual harassment (cont.)

### Purpose

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

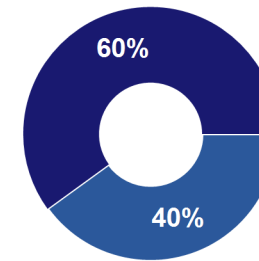
**NOTE:** Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	39%	+4	-4
A senior manager	31%	+5	0
Your immediate manager/supervisor	28%	-10	-5
Prefer not to specify	14%	+2	+5
A group of fellow workers	10%	+1	-4
A client/customer	5%	+3	-3
A worker that reports to you	4%	-1	-1
Other	3%	+1	+1
A representative of another agency	2%	+1	0
A member of the public	2%	+1	-4
A consultant/service provider	1%	0	-1

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	54%	-8	-4
Inappropriate and unfair application of work policies or rules	43%	+3	+1
Other	31%	-4	+5
Physical behaviour (e.g. assault or aggressive body language)	10%	-1	-1
Interference with your personal property or work equipment	7%	+2	-1
Cyber bullying	4%	-1	-2
'Initiations' or pranks	4%	+1	-4

### Did you report the BULLYING?

No



Yes

Why did you not report the BULLYING?	Proportion	vs 2016	vs Qld public sector
I did not think any action would be taken	53%	-2	-3
I did not think it was worth the hassle of going through the report process	38%	+5	0
It could affect my career	37%	-3	-8
I did not want to upset relationships in the workplace	35%	-3	-5
Managers accepted the behaviour	25%	-8	-8
Other	18%	+4	+8
I did not have enough evidence	13%	0	-7
I did not think the bullying was serious enough	12%	-2	-4
I did not know how to report it	11%	+5	+5
The matter was resolved informally	6%	0	-1

## 12 Bullying and sexual harassment (cont.)

### Purpose

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

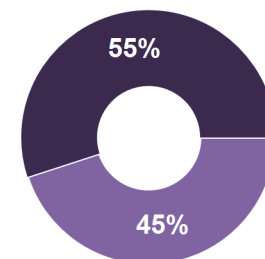
**NOTE:** Multi-select questions may not add up to 100 per cent.

Who were you <b>SEXUALLY HARASSED</b> by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	64%	+22	+12
Prefer not to specify	18%	+18	+6
A client/customer	9%	+1	-4
A member of the public	9%	+9	+1
A senior manager	9%	+1	-5
Your immediate manager/supervisor	9%	-24	-5
A consultant/service provider	0%	0	-2
A group of fellow workers	0%	-8	-8
A representative of another agency	0%	-17	-3
A worker that reports to you	0%	0	-3
Other	0%	-8	-2

What type of <b>SEXUAL HARASSMENT</b> did you experience?	Proportion	vs 2016	vs Qld public sector
Remarks of a sexual nature	64%	-	-9
Any other unwelcome conduct of a sexual nature in relation to you	18%	-	-8
Unwanted physical intimacy	18%	-	-18
Unwelcome demand or request, either directly or implied, for sexual favours	9%	-	-7

### Did you report the **SEXUAL HARASSMENT**?

No



Yes

### Why did you not report the **SEXUAL HARASSMENT**?

Why did you not report the <b>SEXUAL HARASSMENT</b> ?	Proportion	vs 2016	vs Qld public sector
<i>Due to insufficient responses, the remaining data within this section has been restricted.</i>			

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

## 13 Your view

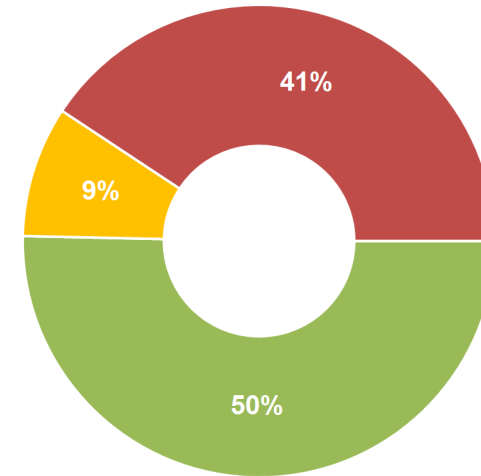
### Purpose

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.

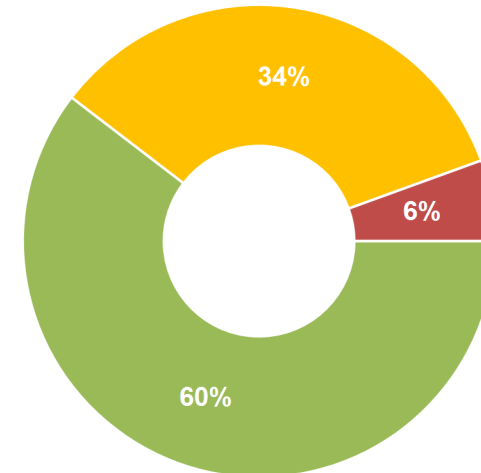
### Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
<b>Yes</b>	50%	+10	+20
<b>No</b>	41%	-10	-15
<b>No, but I have not worked long in my organisation</b>	9%	0	-5



### 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>	60%	+1	-2
<b>Neutral</b>	34%	-1	+2
<b>Negative</b>	6%	-1	0



## 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 customers have experienced a direct benefit as a result of change implemented in the past 12 months	32	54	14	32%	-4
I feel my workplace has become more adaptive to change in response to customer needs	42	44	14	42%	-8
I feel my workplace undertakes continuous improvement in our processes and services	58	30	12	58%	-3
I can see how my role contributes to the organisations strategic plan	69	24	7	69%	0
I feel confident to model the DNRM guiding principles and public sector values in my work group	67	28	5	67%	+4
My workplace always acts with our customers in mind	63	27	10	63%	-4
I am aware of the opportunities to use my skills outside of my current role	43	36	21	43%	+2
I feel there have been more opportunities in this past year for me to engage with senior leaders	46	31	23	46%	+10
Leaders in the business offer visionary, authentic and high achievement leadership	39	39	22	39%	+6
Utilising flexible work options is not a barrier to success in my organisation	52	34	14	52%	0

## 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>Department of Natural Resources &amp; Mines</b>	1,857	53%	50%	63%
<b>Managerial status</b>				
Yes	526	58%	53%	72%
No	1,314	52%	49%	59%
<b>Employment status</b>				
Permanent	1,616	51%	48%	62%
Non-permanent	231	68%	64%	73%
<b>Full-time status</b>				
Full-time basis	1,646	53%	49%	63%
Part-time basis	201	55%	56%	66%
<b>FTE Salary</b>				
Under \$50,000	95	56%	57%	60%
\$50,000 - \$69,999	381	61%	56%	64%
\$70,000 - \$89,999	625	50%	46%	60%
\$90,000 or over	719	52%	49%	67%
<b>Time in agency</b>				
Less than 2 years	313	67%	69%	73%
2 to less than 6 years	337	52%	50%	63%
6 to less than 10 years	324	49%	46%	60%
10 to less than 14 years	286	51%	47%	63%
14 to less than 16 years	76	53%	43%	62%
16 to less than 20 years	106	54%	47%	63%
20 years or more	407	49%	44%	59%

## 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>Department of Natural Resources &amp; Mines</b>		1,857	53%	50%	63%
<b>Age</b>	34 years or younger	356	60%	56%	70%
	35 to 44 years	484	52%	51%	64%
	45 to 54 years	581	50%	47%	61%
	55 years or older	406	55%	49%	60%
<b>Gender*</b>	Female	973	57%	53%	65%
	Male	853	50%	47%	61%
	X	22	19%	24%	40%
<b>Type of work</b>	Direct service delivery	367	50%	46%	57%
	Corporate services and administrative support/clerical	529	59%	57%	68%
	Other	951	51%	47%	62%
<b>Shiftwork</b>	Yes	11	69%	56%	63%
	No	1,834	53%	50%	63%

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

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

### Purpose

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

Strategic priorities		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>Agency engagement</b>							
Q33a	I would recommend my organisation as a great place to work	59%	+3	28%	-1	13%	-2
Q33b	I am proud to tell others I work for my organisation	59%	+1	30%	+1	11%	-2
Q33c	I feel strong personal attachment to my organisation	51%	0	32%	-1	16%	0
Q33d	My organisation motivates me to help it achieve its objectives	49%	+1	33%	-2	18%	+2
Q33e	My organisation inspires me to do the best in my job	48%	+1	35%	-1	17%	0
<b>Organisational leadership</b>							
Q31a	In my organisation, the leadership is of high quality	51%	+6	30%	-4	19%	-2
Q31c	Management model the behaviours expected of all employees	49%	+2	31%	-2	20%	0
Q31d	In my organisation, the leadership operates with a high level of integrity	52%	+1	32%	-2	16%	+1
Q31f	My organisation is well managed	46%	+2	34%	-1	20%	-1
<b>Innovation</b>							
Q27a	I get the opportunity to develop new and better ways of doing my job	61%	+3	26%	0	13%	-3
Q27b	I am encouraged to make suggestions about improving work processes and/or services	73%	+2	17%	-2	11%	0
Q27c	Management is willing to act on suggestions to improve how things are done	55%	+2	28%	-1	17%	-1
Q27d	My workgroup uses research and expertise to identify better practice	57%	+1	30%	+1	12%	-2
Q27e	My workgroup always tries to improve its performance	72%	0	21%	+1	7%	-1
Q27f	My organisation is open to new ideas	60%	0	28%	+1	12%	-1



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

### Purpose

This section provides detailed information for each strategic priority and factor to enable in-depth discussions, action planning and 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%	+1	18%	-1	10%	+1
Q22b	I have the tools I need to do my job effectively	73%	-2	16%	+1	12%	+1
Q22c	I get the information I need to do my job well	66%	-4	20%	+2	13%	+1
Q22d	I have the authority necessary to do my job effectively	70%	-1	18%	+1	13%	+1
Q22e	My job gives me opportunities to utilise my skills	72%	0	15%	0	12%	0
Q34b	Your ability to work on your own initiative	80%	-1	12%	+1	7%	+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	31%	0	40%	+1	29%	-1
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	46%	+3	33%	-4	21%	+1
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	47%	0	33%	+1	20%	0
<b>Learning and development</b>							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	62%	+1	21%	-1	17%	-1
Q28e	I am able to access relevant learning and development opportunities	62%	+5	24%	-3	14%	-2
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	59%	+7	28%	-4	13%	-3
Q28g	I am satisfied with the opportunities available for career development	40%	+2	29%	+1	31%	-3
Q31b	My organisation is committed to developing its employees	53%	+4	29%	-3	18%	-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>My workgroup</b>							
Q24a	People in my workgroup treat each other with respect	77%	+2	13%	0	10%	-2
Q24b	I receive help and support from other people in my workgroup	85%	-1	11%	+2	4%	-1
Q24c	People in my workgroup are honest, open and transparent in their dealings	70%	-2	19%	0	11%	+1
Q24d	People in my workgroup use their time and resources efficiently	64%	-1	23%	+1	13%	0
Q24e	People in my workgroup treat customers with respect	89%	+1	9%	0	2%	-1
Q24f	People in my workgroup are committed to delivering excellent service to customers	85%	0	12%	0	3%	0
Q24g	People in my workgroup do their jobs effectively	73%	-1	19%	+1	8%	0
<b>My manager</b>							
Q29a	My manager treats employees with dignity and respect	81%	+2	11%	-1	8%	-1
Q29b	My manager listens to what I have to say	80%	+3	11%	-2	8%	-1
Q29c	My manager keeps me informed about what's going on	67%	+1	19%	0	14%	0
Q29d	My manager understands my work	75%	+2	14%	-1	10%	-1
Q29e	My manager creates a shared sense of purpose	69%	+1	19%	0	12%	-1
Q29f	My manager demonstrates honesty and integrity	79%	0	14%	0	7%	0
Q29g	My manager draws the best out of me	57%	+1	27%	-1	16%	0

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

### Purpose

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

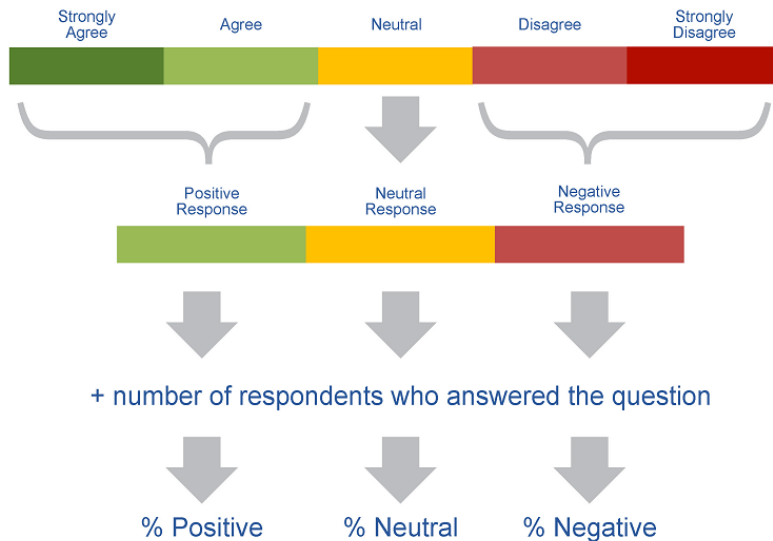
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>Organisational fairness</b>							
Q25f	Performance is assessed and rewarded fairly in my workplace	33%	0	37%	-1	31%	+1
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	31%	-1	30%	-1	39%	+2
Q25h	People are treated fairly and consistently in my workplace	49%	0	28%	0	23%	0
Q25i	People take responsibility for their decisions and actions in my workplace	53%	0	29%	-1	18%	+1
Q31e	Recruitment and promotion decisions in this organisation are fair	36%	0	36%	-1	28%	+1
<b>Anti-discrimination</b>							
Q32a	Age is not a barrier to success in my organisation	61%	-3	23%	-1	15%	+4
Q32b	Gender is not a barrier to success in my organisation	65%	-2	22%	0	13%	+2
Q32c	Disability is not a barrier to success in my organisation	56%	-5	36%	+1	8%	+4
Q32d	Cultural background is not a barrier to success in my organisation	64%	-2	29%	-1	7%	+3
Q32e	Sexual orientation is not a barrier to success in my organisation	64%	-2	31%	0	4%	+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.