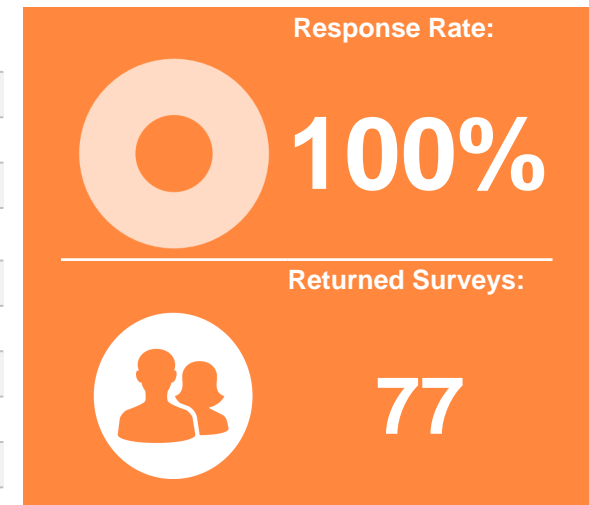


Public Service Commission Report Content

Highlight Report

Reporting Framework	
STRATEGIC PRIORITIES	01 Driver analysis scorecard
	02 Factors
WORKPLACE CLIMATE	03 Workplace climate
	04 Workplace climate by item
	05 Most changed since 2016, by item
	06 Leadership behaviour in your agency
	07 Flexible work options
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	13 Appendix B – Strategic priorities and factors by item
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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.

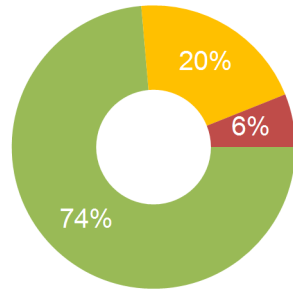


01 Driver analysis scorecard

Purpose

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

Agency Engagement



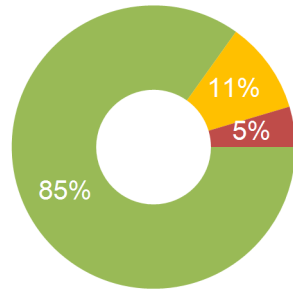
% positive change since 2016
+15

Top 3 drivers

% Positive

Driver	2016	2017
Organisational leadership	64%	85%
Job empowerment	84%	85%
Anti-discrimination	72%	77%

Organisational leadership



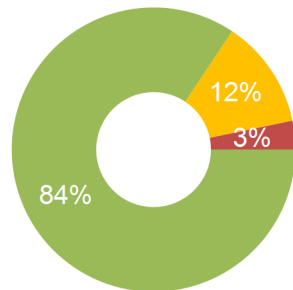
% positive change since 2016
+21

Top 3 drivers

% Positive

Driver	2016	2017
Anti-discrimination	72%	77%
Organisational fairness	54%	63%
Innovation	77%	84%

Innovation



% positive change since 2016
+7

Top 3 drivers

% Positive

Driver	2016	2017
Job empowerment	84%	85%
Learning and development	66%	73%
My manager	82%	84%

02 Factors

COMPARISONS: ■ At least 5 percent GREATER ■ At least 5 percent LESSRESPONSE SCALE: POSITIVE NEUTRAL NEGATIVEQUINTILES: 1 & 2 3 4 & 5

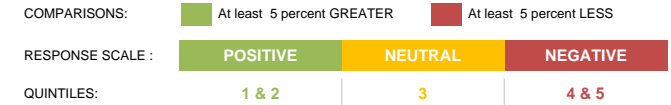
Purpose

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*	74	20	6	74%	+15	+15	41 - 82	1
Job empowerment	85	9	6	85%	0	+13	60 - 86	1
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	63	21	16	63%	0	+23	29 - 68	1
Learning and development	73	16	11	73%	+6	+17	33 - 82	1
My workgroup	91	6	2	91%	+2	+15	58 - 92	1
My manager	84	8	8	84%	+2	+13	57 - 84	1
Organisational leadership*	85	11	5	85%	+21	+34	29 - 85	1
Organisational fairness	63	27	10	63%	+9	+20	26 - 67	1
Anti-discrimination	77	15	8	77%	+5	+11	48 - 96	1
Innovation*	84	12	3	84%	+7	+25	46 - 89	1

03 Workplace climate



Purpose

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

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

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

	Response scale (%)			% positive	vs 2016	vs Qld public sector	Range of all agencies	Your agency quintile
● Safety, health and wellness*	82	12	6	82%	+7	+28	43 - 82	1
● Effectiveness and innovation*	74	16	10	74%	+5	+17	49 - 77	1
● People and relationships	90	7	3	90%	+1	+14	56 - 92	1
● Fairness and trust*	74	17	9	74%	+8	+16	46 - 78	1
● Performance and development	71	18	12	71%	+2	+15	41 - 74	1
● Leadership and engagement	81	13	6	81%	+11	+19	49 - 81	1
● My job	84	8	7	84%	+3	+7	58 - 89	1

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

04 Workplace climate by item

Purpose

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

New items were added to this index in 2017.

		Response scale (%)			% positive	vs 2016	vs Qld public sector
● Safety, health and wellness							
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement	49	29	22	49%	-4	+18
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	69	18	13	69%	+6	+26
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	71	17	12	71%	-1	+26
Q23f	My work contributes positively to my quality of life*	65	26	9	65%	-	+21
Q24h	People in my workgroup are committed to workplace safety	91	9	0	91%	+6	+9
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	96	3	1	96%	-	+29
Q25b	My workplace culture supports people to achieve a good work/life balance	93	4	3	93%	+5	+31
Q25c	There is adequate focus on workplace safety at my workplace	87	13	0	87%	+7	+9

* New in 2017, no trend

04 Workplace climate by item

Purpose

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

New items were added to this index in 2017.

● Safety, health and wellness (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29h	My manager proactively discusses flexible work arrangements*	87	7	7	87%	-	+38
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	91	7	3	91%	-	+40
Q31h	The wellbeing of employees is a priority for my organisation*	88	9	3	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>	84	11	5	84%	-	+43
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	84	11	5	84%	+3	+20
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	95	4	1	95%	-	+40

* New in 2017, no trend

04 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Effectiveness and innovation		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q22b	I have the tools I need to do my job effectively	91	5	4	91%	+4	+20
Q22c	I get the information I need to do my job well	81	16	4	81%	0	+13
Q22d	I have the authority necessary to do my job effectively	81	13	6	81%	0	+11
Q23c	I feel my job is secure	55	16	29	55%	+12	-3
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>	58	23	18	58%	+6	+39
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	91	5	4	91%	-	+26
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	60	29	12	60%	+4	+41
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>	39	25	36	39%	-5	-6
Q26a	My workplace has undergone significant change in the past 12 months	41	30	29	41%	+2	-11

* New in 2017, no trend

04 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Effectiveness and innovation (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	83	14	3	83%	+5	+26
Q27b	I am encouraged to make suggestions about improving work processes and/or services	91	5	4	91%	+7	+23
Q27c	Management is willing to act on suggestions to improve how things are done	78	18	4	78%	+10	+25
Q27d	My workgroup uses research and expertise to identify better practice	82	16	3	82%	+7	+27
Q27e	My workgroup always tries to improve its performance	88	9	3	88%	0	+19
Q27f	My organisation is open to new ideas	84	12	4	84%	+14	+29
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	86	12	3	86%	0	+16
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	75	14	11	75%	-14	-2
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	68	17	14	68%	+8	+4

04 Workplace climate by item (cont.)

Purpose

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

● People and relationships		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q24a	People in my workgroup treat each other with respect	94	4	3	94%	+3	+19
Q24b	I receive help and support from other people in my workgroup	92	6	1	92%	+4	+9
Q24c	People in my workgroup are honest, open and transparent in their dealings	92	6	1	92%	+7	+25
Q24d	People in my workgroup use their time and resources efficiently	83	10	6	83%	+2	+19
Q24e	People in my workgroup treat customers with respect	96	4	0	96%	-3	+10
Q24f	People in my workgroup are committed to delivering excellent service to customers	92	8	0	92%	-2	+9
Q24g	People in my workgroup do their jobs effectively	91	4	5	91%	+4	+16
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	83	12	5	83%	-5	+5

04 Workplace climate by item (cont.)

Purpose

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

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	89	7	4	89%	+11	+17
Q25f	Performance is assessed and rewarded fairly in my workplace	55	36	9	55%	+6	+19
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	50	32	18	50%	+6	+12
Q25h	People are treated fairly and consistently in my workplace	66	26	8	66%	+7	+15
Q25i	People take responsibility for their decisions and actions in my workplace	77	18	5	77%	+17	+25
Q25j	I am able to speak up and share a different view to my colleagues and manager*	87	8	5	87%	-	+16
Q30a	My senior manager demonstrates honesty and integrity	95	1	4	95%	+19	+24
Q31e	Recruitment and promotion decisions in this organisation are fair	66	26	8	66%	+8	+29

* New in 2017, no trend

04 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Fairness and trust (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31i	My responsibilities outside of work restrict my opportunities for promotion* % positive indicates those who "strongly disagree" or "disagree" with this statement	58	21	21	58%	-	+5
Q32a	Age is not a barrier to success in my organisation	75	16	9	75%	+4	+10
Q32b	Gender is not a barrier to success in my organisation	80	14	5	80%	+2	+10
Q32c	Disability is not a barrier to success in my organisation	72	17	11	72%	+4	+16
Q32d	Cultural background is not a barrier to success in my organisation	78	13	9	78%	+7	+8
Q32e	Sexual orientation is not a barrier to success in my organisation	79	14	7	79%	+8	+9
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	77	12	11	77%	+5	+23
Q32g	Women and men have equal access to work experiences that support career progression*	80	16	4	80%	-	+13

* New in 2017, no trend

04 Workplace climate by item (cont.)

Purpose

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

		Performance and development			Response scale (%)	% positive	vs 2016	vs Qld public sector
Q28a	I receive useful feedback on my performance	70	18	12	70%	-2	+13	
Q28b	My performance is assessed against clear criteria	45	38	17	45%	-14	-5	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	76	11	13	76%	+4	+14	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	75	16	9	75%	+2	+34	
Q28e	I am able to access relevant learning and development opportunities	74	14	12	74%	+3	+12	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	69	23	9	69%	+5	+10	
Q28g	I am satisfied with the opportunities available for career development	61	18	21	61%	+10	+17	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	64	22	14	64%	-7	+8	
Q28i	I develop new knowledge and skills through undertaking tasks at work	90	3	8	90%	+10	+18	
Q31b	My organisation is committed to developing its employees	83	14	3	83%	+11	+31	

04 Workplace climate by item (cont.)

Purpose

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

● Leadership and engagement		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29a	My manager treats employees with dignity and respect	89	5	5	89%	+4	+12
Q29b	My manager listens to what I have to say	88	5	7	88%	-2	+11
Q29c	My manager keeps me informed about what's going on	84	8	8	84%	+4	+17
Q29d	My manager understands my work	78	14	8	78%	-6	+5
Q29e	My manager creates a shared sense of purpose	84	5	11	84%	+4	+17
Q29f	My manager demonstrates honesty and integrity	89	7	4	89%	+8	+13
Q29g	My manager draws the best out of me	76	12	12	76%	+4	+19
Q31a	In my organisation, the leadership is of high quality	89	5	5	89%	+23	+36

04 Workplace climate by item (cont.)

Purpose

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

● Leadership and engagement (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31c	Management model the behaviours expected of all employees	80	14	5	80%	+18	+31
Q31d	In my organisation, the leadership operates with a high level of integrity	86	12	3	86%	+18	+31
Q31f	My organisation is well managed	84	11	5	84%	+26	+37
Q33a	I would recommend my organisation as a great place to work	84	14	1	84%	+16	+24
Q33b	I am proud to tell others I work for my organisation	84	12	4	84%	+18	+17
Q33c	I feel strong personal attachment to my organisation	58	33	9	58%	+13	-1
Q33d	My organisation motivates me to help it achieve its objectives	68	24	8	68%	+13	+15
Q33e	My organisation inspires me to do the best in my job	74	18	8	74%	+16	+20

04 Workplace climate by item (cont.)

Purpose

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

● My job		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q21a	I understand what is expected of me to do well in my job	91	6	3	91%	-1	+1
Q21b	I understand how my work contributes to my organisation's objectives	97	3	0	97%	+4	+7
Q22a	I have a choice in deciding how I do my work	90	6	4	90%	0	+22
Q22e	My job gives me opportunities to utilise my skills	79	9	12	79%	-1	+4
Q22f	I enjoy the work in my current job	82	10	8	82%	+4	+6
Q22g	My job gives me a feeling of personal accomplishment	74	12	14	74%	+7	+5
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	75	13	12	75%	+3	-1
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	87	7	7	87%	-2	+7
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	83	9	8	83%	+10	+10

05 Most changed since 2016, by item

Purpose

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

NOTE:

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

The survey items with the most positive change	Index	% positive 2017	vs 2016
I intend to leave my organisation within the next 12 months	Non factorial item	53%	+26
My organisation is well managed	Leadership and engagement	84%	+26
In my organisation, the leadership is of high quality	Leadership and engagement	89%	+23
My senior manager demonstrates honesty and integrity	Fairness and trust	95%	+19
Management model the behaviours expected of all employees	Leadership and engagement	80%	+18

The survey items with the most negative change	Index	% positive 2017	vs 2016
The location of your work % positive indicates those who responded with "very satisfied" or "satisfied"	Effectiveness and innovation	75%	-14
My performance is assessed against clear criteria	Performance and development	45%	-14
I have had productive conversations with my manager on my performance in the past 12 months	Performance and development	64%	-7
My manager understands my work	Leadership and engagement	78%	-6
Disruptions and/or noise at my workplace make it hard to get things done % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with disruptions and/or noise	Effectiveness and innovation	39%	-5

06 Leadership behaviour in your agency: Team Leader

Purpose

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

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

Leadership levels are defined as follows:

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

POSITIVE IMPACT

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

SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Builds effective working relationships with others	44%	+15
Empowers their team to perform at their best	36%	+5
Supports their team to adapt to change	36%	+8
Demonstrates sound judgment	32%	+5
Encourages a strong customer and stakeholder focus	32%	+6
Responds confidently when faced with uncertainty	28%	+3
Upholds ethical standards and principles	28%	-3
Implements improved ways of doing things	20%	0
Delegates work effectively and monitors performance	16%	-8
Actively seeks feedback for personal development	8%	0
Applies sound business management skills	8%	-6
Takes responsibility for team development	8%	-8
Describes how their team's work aligns to organisational objectives	4%	-13
Builds effective working relationships with others	60%	+21
Encourages a strong customer and stakeholder focus	36%	+18
Demonstrates sound judgment	32%	+3
Empowers their team to perform at their best	32%	-3
Responds confidently when faced with uncertainty	32%	+6
Delegates work effectively and monitors performance	28%	+10
Actively seeks feedback for personal development	24%	+3
Implements improved ways of doing things	20%	-5
Describes how their team's work aligns to organisational objectives	12%	+3
Supports their team to adapt to change	12%	-7
Applies sound business management skills	8%	-6
Takes responsibility for team development	4%	-14
Upholds ethical standards and principles	0%	-27

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

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED

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

NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Builds effective working relationships with others	52%	+24
Empowers their team to perform at their best	52%	+25
Demonstrates sound judgment	36%	+7
Responds confidently when faced with uncertainty	32%	+7
Encourages a strong customer and stakeholder focus	28%	+1
Upholds ethical standards and principles	28%	-3
Applies sound business management skills	16%	-1
Describes how their team's work aligns to organisational objectives	12%	-7
Implements improved ways of doing things	12%	-8
Supports their team to adapt to change	12%	-14
Delegates work effectively and monitors performance	8%	-15
Takes responsibility for team development	8%	-9
Actively seeks feedback for personal development	4%	-3
Delegates work effectively and monitors performance	46%	+16
Actively seeks feedback for personal development	38%	+7
Empowers their team to perform at their best	38%	+2
Implements improved ways of doing things	29%	-2
Builds effective working relationships with others	25%	+1
Takes responsibility for team development	25%	-5
Supports their team to adapt to change	21%	-5
Demonstrates sound judgment	17%	+3
Describes how their team's work aligns to organisational objectives	17%	-4
Encourages a strong customer and stakeholder focus	13%	+1
Applies sound business management skills	8%	-5
Responds confidently when faced with uncertainty	8%	-10
Upholds ethical standards and principles	4%	-8

06 Leadership behaviour in your agency: Program Manager

Purpose

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

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

Leadership levels are defined as follows:

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

POSITIVE IMPACT

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

SUCCESSION

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

	Proportion	vs Qld public sector
Demonstrates sound judgment	50%	+22
Demonstrates sound business acumen	33%	+17
Empowers individuals and teams to build capability	33%	+6
Encourages innovative ideas and solutions	33%	+8
Motivates others to perform at their best	33%	+14
Manages and prioritises resources to achieve the best outcomes	25%	-7
Takes a 'big picture' view of issues or problems	25%	-11
Builds effective networks across the organisation and sector	17%	-4
Manages ambiguity and politics effectively	17%	0
Takes responsibility for upholding ethical standards and principles	17%	-8
Actively seeks feedback for personal development	8%	+1
Encourages collaboration and inclusion across workgroups	8%	-20
Leads change and culture initiatives	0%	-15
Manages and prioritises resources to achieve the best outcomes	58%	+22
Actively seeks feedback for personal development	42%	+24
Builds effective networks across the organisation and sector	33%	+13
Takes a 'big picture' view of issues or problems	33%	+7
Empowers individuals and teams to build capability	25%	-7
Encourages collaboration and inclusion across workgroups	25%	+8
Leads change and culture initiatives	25%	+2
Manages ambiguity and politics effectively	25%	+11
Encourages innovative ideas and solutions	17%	-4
Demonstrates sound judgment	8%	-19
Motivates others to perform at their best	8%	-28
Demonstrates sound business acumen	0%	-10
Takes responsibility for upholding ethical standards and principles	0%	-21

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

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED

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

NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Takes a 'big picture' view of issues or problems	50%	+15
Manages ambiguity and politics effectively	42%	+23
Manages and prioritises resources to achieve the best outcomes	42%	+8
Encourages collaboration and inclusion across workgroups	33%	+7
Encourages innovative ideas and solutions	33%	+10
Demonstrates sound business acumen	25%	+7
Takes responsibility for upholding ethical standards and principles	25%	+2
Builds effective networks across the organisation and sector	17%	-8
Demonstrates sound judgment	17%	-14
Empowers individuals and teams to build capability	17%	-6
Actively seeks feedback for personal development	0%	-7
Leads change and culture initiatives	0%	-15
Motivates others to perform at their best	0%	-20
Encourages collaboration and inclusion across workgroups	50%	+26
Motivates others to perform at their best	50%	+16
Builds effective networks across the organisation and sector	33%	+16
Empowers individuals and teams to build capability	33%	-1
Manages and prioritises resources to achieve the best outcomes	33%	+8
Demonstrates sound judgment	17%	+3
Encourages innovative ideas and solutions	17%	-10
Leads change and culture initiatives	17%	-8
Manages ambiguity and politics effectively	17%	-10
Actively seeks feedback for personal development	8%	-20
Demonstrates sound business acumen	8%	-1
Takes a 'big picture' view of issues or problems	8%	-11
Takes responsibility for upholding ethical standards and principles	8%	-5

06 Leadership behaviour in your agency: Senior Officer

Purpose

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

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

Leadership levels are defined as follows:

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

POSITIVE IMPACT

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

SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Navigates complex issues, politics and ambiguous situations effectively	55%	+18
Builds strong relationships that influence organisational and sector outcomes	45%	+18
Adopts a system-wide view of issues to inform action	29%	+9
Nurtures a learning and development culture	26%	+10
Creates a culture of continuous improvement	23%	0
Inspires others to perform at their best	23%	+1
Leads change with agility	23%	+10
Is compelling when communicating the organisational strategy	16%	+2
Models high levels of ethical and professional behaviour	16%	-23
Stands behind their decisions in the face of adversity	16%	-12
Directs and prioritises resources to achieve the best outcomes	13%	-16
Seeks feedback to strengthen leadership approach	10%	-4
Demonstrates commercial acumen in managing corporate risk	3%	-10

	Proportion	vs Qld public sector
Navigates complex issues, politics and ambiguous situations effectively	52%	+22
Builds strong relationships that influence organisational and sector outcomes	45%	+9
Adopts a system-wide view of issues to inform action	39%	+26
Is compelling when communicating the organisational strategy	39%	+25
Directs and prioritises resources to achieve the best outcomes	26%	0
Seeks feedback to strengthen leadership approach	23%	+2
Leads change with agility	19%	-2
Inspires others to perform at their best	13%	-29
Models high levels of ethical and professional behaviour	13%	-25
Stands behind their decisions in the face of adversity	13%	-2
Creates a culture of continuous improvement	10%	-16
Demonstrates commercial acumen in managing corporate risk	10%	+2
Nurtures a learning and development culture	0%	-14

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

Purpose

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

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

Leadership levels are defined as follows:

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

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
Navigates complex issues, politics and ambiguous situations effectively	57%	+21
Builds strong relationships that influence organisational and sector outcomes	43%	+16
Adopts a system-wide view of issues to inform action	33%	+11
Models high levels of ethical and professional behaviour	33%	-2
Creates a culture of continuous improvement	23%	+1
Leads change with agility	23%	+9
Nurtures a learning and development culture	20%	+5
Inspires others to perform at their best	13%	-8
Is compelling when communicating the organisational strategy	13%	-3
Demonstrates commercial acumen in managing corporate risk	10%	-5
Directs and prioritises resources to achieve the best outcomes	10%	-20
Stands behind their decisions in the face of adversity	10%	-17
Seeks feedback to strengthen leadership approach	3%	-10

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
Inspires others to perform at their best	39%	+2
Creates a culture of continuous improvement	29%	+3
Is compelling when communicating the organisational strategy	29%	+9
Nurtures a learning and development culture	29%	+3
Adopts a system-wide view of issues to inform action	26%	+8
Directs and prioritises resources to achieve the best outcomes	26%	-1
Seeks feedback to strengthen leadership approach	26%	-10
Builds strong relationships that influence organisational and sector outcomes	19%	-3
Demonstrates commercial acumen in managing corporate risk	16%	+6
Models high levels of ethical and professional behaviour	16%	-2
Navigates complex issues, politics and ambiguous situations effectively	16%	-1
Stands behind their decisions in the face of adversity	16%	-3
Leads change with agility	6%	-15

07 Flexible work options

Purpose

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

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

Do you currently use any of the following flexible work options?

	Proportion	vs 2016	vs Qld public sector
Used no flexible work option	7%	-17	-37
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	93%	+17	+37
Flexible work hours for example start late or early to meet responsibilities external to work*	61%	-	+48
Flexible work hours for example accumulated hours as 'flexitime'*	54%	-	+24
Telecommuting	49%	+20	+45
Part time work	17%	+7	0
Leave at half pay	16%	+4	+12
Compressed work hours	14%	+8	+13
None of the above	7%	-17	-37
Hot desks	5%	+5	+2
Job sharing	1%	+1	0
Other, please specify	1%	-3	-1
Purchased leave/extended leave/deferred salary schemes	1%	0	+1
Casual/on call	0%	0	-3
Part-year work/annualised hours	0%	0	0
Term-time working	0%	0	0

* New in 2017, no trend

07 Flexible work options (cont.)

Purpose

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

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

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

	Proportion	vs 2016	vs Qld public sector
Yes, I requested flexibility	47%	-3	+27
No, I have not made a request but I am content with my current arrangements	48%	+5	-21
No, I have not made a request but I am not content with my current arrangements	5%	-2	-6

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	92%	+25
Partially granted	8%	-6
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
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Due to insufficient responses, the remaining data within this section has been restricted.

* New in 2017, no trend

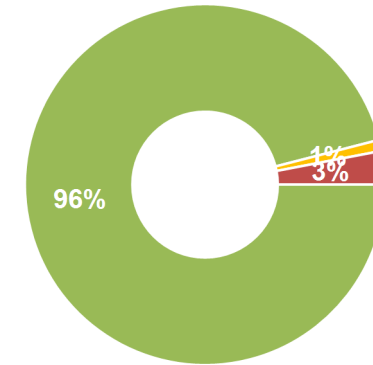
08 Domestic and family violence

Purpose

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

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

Overall	% proportion	vs 2016	vs Qld public sector
Yes	96%	-3	+21
No	3%	+3	-9
Don't know	1%	0	-11



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

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	94%	-4	+22
No	4%	+4	-10
Don't Know	2%	0	-12

08 Domestic and family violence (cont.)

Purpose

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

Managers <i>Manage one or more employees</i>	% positive	vs 2016	vs Qld public sector
I am confident that I could sensitively communicate with employees affected by domestic and family violence	100%	+7	+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%	+11	+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	96%	+11	+15

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	86%	+14	+15
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	84%	+8	+13

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

Managers <i>Manage one or more employees</i>	% proportion	vs Qld public sector	Non-managers <i>Manage no employees</i>	% proportion	vs Qld public sector
Yes	8%	-8	Yes	16%	+9
No	88%	+8	No	82%	-6
Don't Know	4%	+2	Don't Know	0%	-3
Prefer not to say	0%	-3	Prefer not to say	2%	-1

* New in 2017, no trend

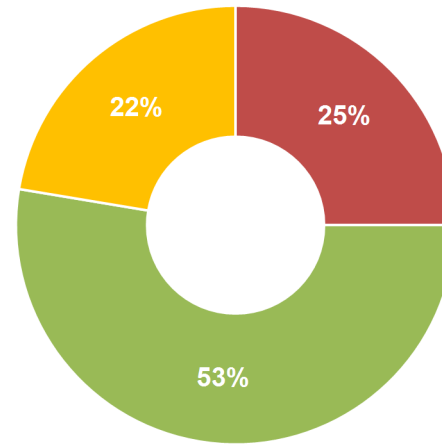
* New in 2017, no trend

09 Intention to leave your organisation

Purpose

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

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



53%

of employees agreed with the statement:

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

% positive change since 2016

+26

vs Qld public sector

-14

Reasons for leaving	Proportion	vs Qld public sector
Career or job opportunities	75%	+23
Professional/personal development	47%	+12
Contract expiring	28%	+16
The location of your workplace or the time spent commuting	25%	+7
Fit between work and your interests	22%	+11
Your relationship with your manager	14%	-9
Job security	11%	-7
Pay and conditions	11%	-16
Stress/Health	11%	-22
The workplace culture	11%	-28
Balancing work and life commitments	8%	-14
Family/carer responsibilities	8%	-5
Work hours	6%	-9
Retirement	3%	-6
Your relationship with your colleagues	3%	-8
Other (please specify)	0%	-10
Travel plans	0%	-7

10 Bullying and sexual harassment

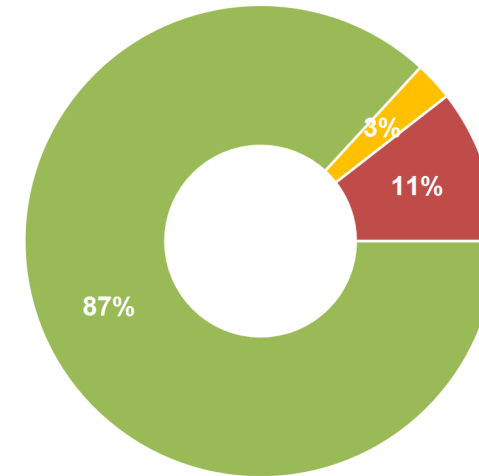
Purpose

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

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

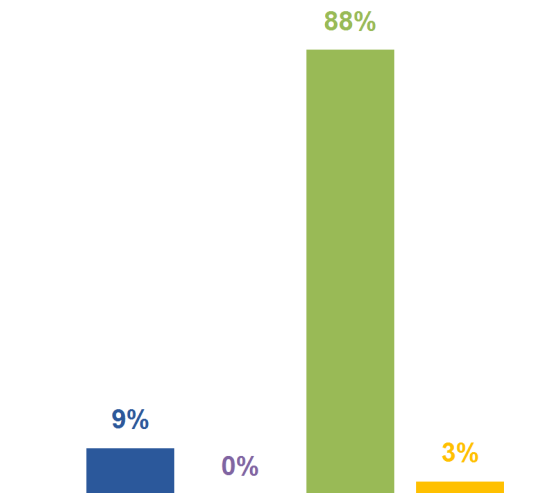
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
Yes	11%	-1	-17
No	87%	+1	+20
Don't know	3%	0	-3



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	9%	+3	-8
Sexual Harassment	0%	0	-1
No	88%	-4	+10
Don't Know	3%	+1	-2



11 Your view

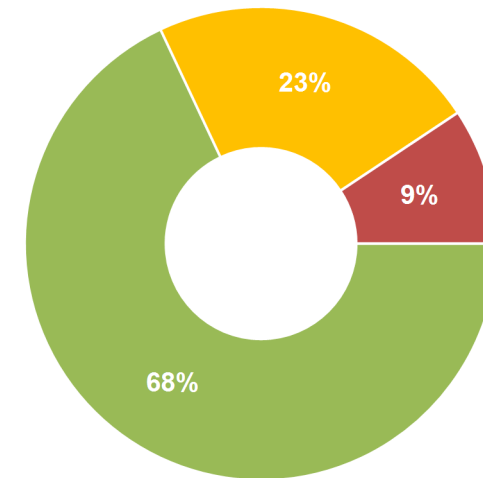
Purpose

This section is focused on understanding workplace improvement.

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

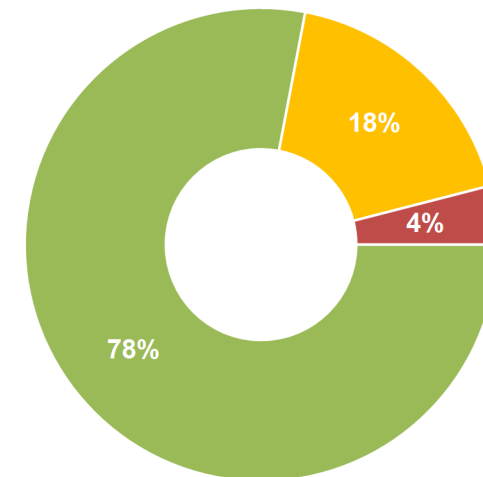
Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Yes	68%	+21	+38
No	9%	-15	-47
No, but I have not worked long in my organisation	23%	-7	+9



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%	+9	+16
Neutral	18%	-13	-14
Negative	4%	+4	-2



12 Appendix A – Strategic priorities by demographics

Purpose

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

"Restricted" indicates a group with less than 10 respondents

	Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
Public Service Commission	77	74%	85%	84%
Managerial status				
Yes	25	78%	88%	95%
No	52	72%	83%	79%
Employment status				
Permanent	54	71%	86%	83%
Non-permanent	23	80%	83%	87%
Full-time status				
Full-time basis	66	74%	86%	87%
Part-time basis	11	70%	77%	69%
FTE Salary				
Under \$50,000	2	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
\$50,000 - \$69,999	11	80%	82%	76%
\$70,000 - \$89,999	16	77%	80%	84%
\$90,000 or over	48	70%	87%	86%
Time in agency				
Less than 2 years	36	75%	86%	84%
2 to less than 6 years	28	73%	83%	89%
6 to less than 10 years	6	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
10 to less than 14 years	6	<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	0	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
20 years or more	1	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>

12 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)
Public Service Commission		77	74%	85%	84%
Age	34 years or younger	20	67%	78%	85%
	35 to 44 years	22	74%	93%	93%
	45 to 54 years	23	73%	84%	78%
	55 years or older	12	83%	83%	79%
Gender*	Female	62	73%	83%	84%
	Male	15	75%	92%	88%
	X	0	Restricted	Restricted	Restricted
Type of work	Direct service delivery	0	Restricted	Restricted	Restricted
	Corporate services and administrative support/clerical	38	77%	89%	82%
	Other	39	71%	81%	87%
Shiftwork	Yes	0	Restricted	Restricted	Restricted
	No	77	74%	85%	84%

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

13 Appendix B – Strategic priorities and factors by item

Purpose

This section provides detailed information for each strategic priority and factor to enable in-depth discussions, action planning and 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	84%	+16	14%	-3	1%	-13
Q33b	I am proud to tell others I work for my organisation	84%	+18	12%	-12	4%	-5
Q33c	I feel strong personal attachment to my organisation	58%	+13	33%	+1	9%	-13
Q33d	My organisation motivates me to help it achieve its objectives	68%	+13	24%	-5	8%	-8
Q33e	My organisation inspires me to do the best in my job	74%	+16	18%	-8	8%	-8
Organisational leadership							
Q31a	In my organisation, the leadership is of high quality	89%	+23	5%	-8	5%	-15
Q31c	Management model the behaviours expected of all employees	80%	+18	14%	0	5%	-17
Q31d	In my organisation, the leadership operates with a high level of integrity	86%	+18	12%	-5	3%	-12
Q31f	My organisation is well managed	84%	+26	11%	-16	5%	-9
Innovation							
Q27a	I get the opportunity to develop new and better ways of doing my job	83%	+5	14%	+2	3%	-8
Q27b	I am encouraged to make suggestions about improving work processes and/or services	91%	+7	5%	-3	4%	-4
Q27c	Management is willing to act on suggestions to improve how things are done	78%	+10	18%	0	4%	-9
Q27d	My workgroup uses research and expertise to identify better practice	82%	+7	16%	-2	3%	-5
Q27e	My workgroup always tries to improve its performance	88%	0	9%	+2	3%	-3
Q27f	My organisation is open to new ideas	84%	+14	12%	-10	4%	-4

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

Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Job empowerment							
Q22a	I have a choice in deciding how I do my work	90%	0	6%	+3	4%	-3
Q22b	I have the tools I need to do my job effectively	91%	+4	5%	-4	4%	0
Q22c	I get the information I need to do my job well	81%	0	16%	+8	4%	-8
Q22d	I have the authority necessary to do my job effectively	81%	0	13%	+1	6%	-1
Q22e	My job gives me opportunities to utilise my skills	79%	-1	9%	0	12%	+1
Q34b	Your ability to work on your own initiative	87%	-2	7%	+1	7%	+1
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	49%	-4	29%	-5	22%	+9
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	69%	+6	18%	-7	13%	+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	71%	-1	17%	+1	12%	0
Learning and development							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	76%	+4	11%	-4	13%	0
Q28e	I am able to access relevant learning and development opportunities	74%	+3	14%	-3	12%	0
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	69%	+5	23%	-5	9%	0
Q28g	I am satisfied with the opportunities available for career development	61%	+10	18%	-10	21%	+1
Q31b	My organisation is committed to developing its employees	83%	+11	14%	+1	3%	-12

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

Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
My workgroup							
Q24a	People in my workgroup treat each other with respect	94%	+3	4%	-3	3%	0
Q24b	I receive help and support from other people in my workgroup	92%	+4	6%	+3	1%	-7
Q24c	People in my workgroup are honest, open and transparent in their dealings	92%	+7	6%	-4	1%	-3
Q24d	People in my workgroup use their time and resources efficiently	83%	+2	10%	-1	6%	0
Q24e	People in my workgroup treat customers with respect	96%	-3	4%	+4	0%	-1
Q24f	People in my workgroup are committed to delivering excellent service to customers	92%	-2	8%	+2	0%	0
Q24g	People in my workgroup do their jobs effectively	91%	+4	4%	-5	5%	+1
My manager							
Q29a	My manager treats employees with dignity and respect	89%	+4	5%	0	5%	-4
Q29b	My manager listens to what I have to say	88%	-2	5%	+1	7%	+1
Q29c	My manager keeps me informed about what's going on	84%	+4	8%	0	8%	-4
Q29d	My manager understands my work	78%	-6	14%	+6	8%	0
Q29e	My manager creates a shared sense of purpose	84%	+4	5%	-6	11%	+1
Q29f	My manager demonstrates honesty and integrity	89%	+8	7%	-2	4%	-7
Q29g	My manager draws the best out of me	76%	+4	12%	-1	12%	-3

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

Purpose

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

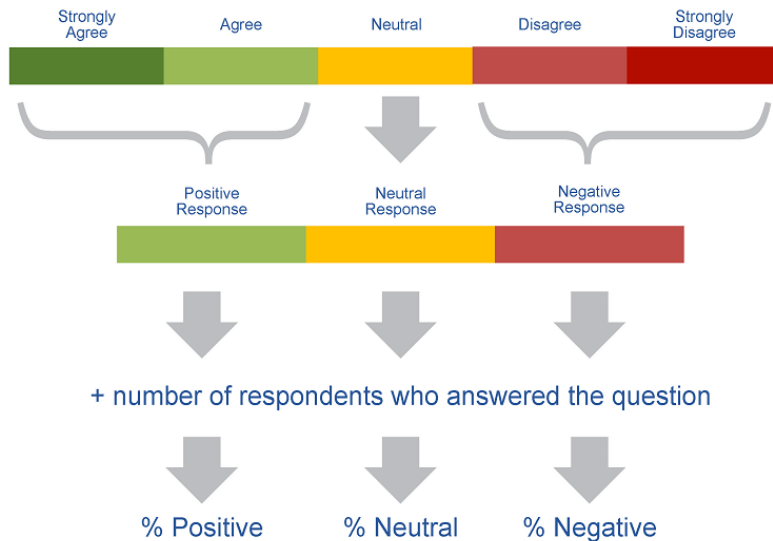
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Organisational fairness							
Q25f	Performance is assessed and rewarded fairly in my workplace	55%	+6	36%	+6	9%	-12
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	50%	+6	32%	+13	18%	-19
Q25h	People are treated fairly and consistently in my workplace	66%	+7	26%	+8	8%	-15
Q25i	People take responsibility for their decisions and actions in my workplace	77%	+17	18%	-10	5%	-7
Q31e	Recruitment and promotion decisions in this organisation are fair	66%	+8	26%	+1	8%	-9
Anti-discrimination							
Q32a	Age is not a barrier to success in my organisation	75%	+4	16%	-4	9%	0
Q32b	Gender is not a barrier to success in my organisation	80%	+2	14%	0	5%	-1
Q32c	Disability is not a barrier to success in my organisation	72%	+4	17%	-14	11%	+9
Q32d	Cultural background is not a barrier to success in my organisation	78%	+7	13%	-12	9%	+5
Q32e	Sexual orientation is not a barrier to success in my organisation	79%	+8	14%	-14	7%	+5

14 Appendix C – How to interpret this report

% Positive, neutral and negative scores

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

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



Negatively Worded Questions: An example

What are negatively worded questions?

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

How are the negatively worded responses scored?

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

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

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

EXAMPLE

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

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

OR

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

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

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

How will I know if I am interpreting this correctly?

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

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

Rounding

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

Factor scores

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

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

Workplace climate index scores

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

% Change and division comparisons

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

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

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

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

Quintile

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

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

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

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

Number of respondents

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

Base size for Working for Queensland 2017

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

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

Definitions

The following definitions were used in the survey:

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

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

Your organisation

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

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

Your manager - The person you usually report to.

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

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

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

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