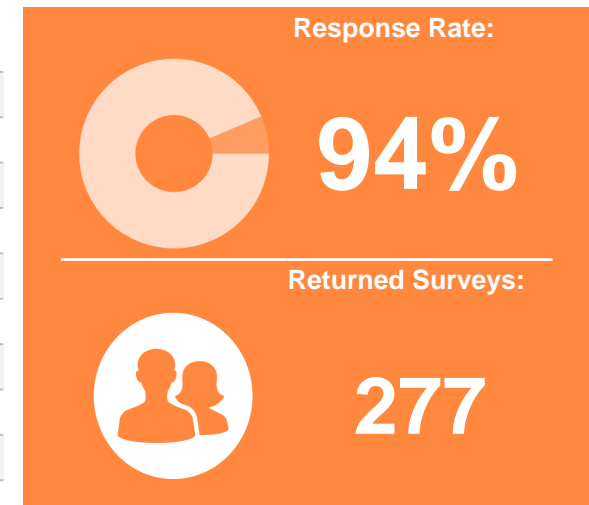


### Report Content

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



### Purpose

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

### Note on the response rate

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

# Reporting Framework

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

## Strategic priorities: driver analysis

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

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



## Workplace climate

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

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

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

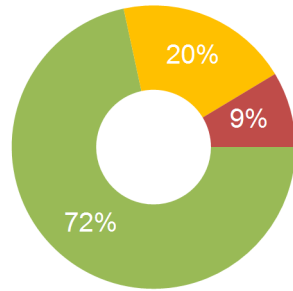


# 01 Driver analysis scorecard

## Purpose

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

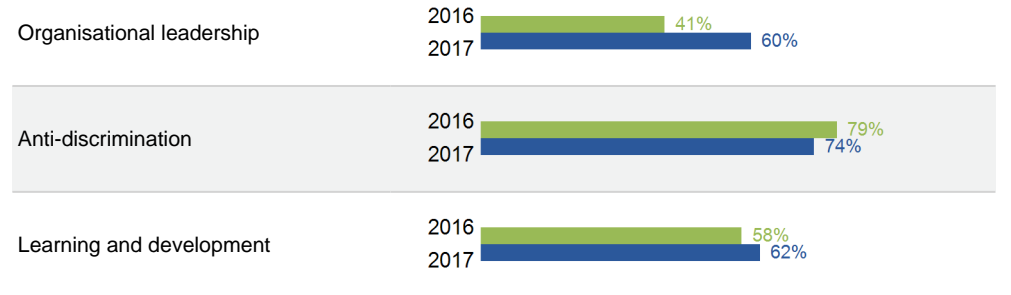
### Agency engagement



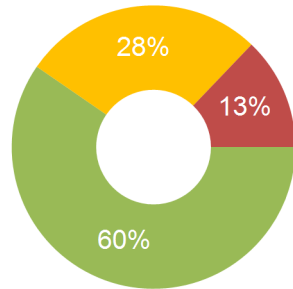
% positive change since 2016  
**+6**

#### Top 3 drivers

#### % Positive



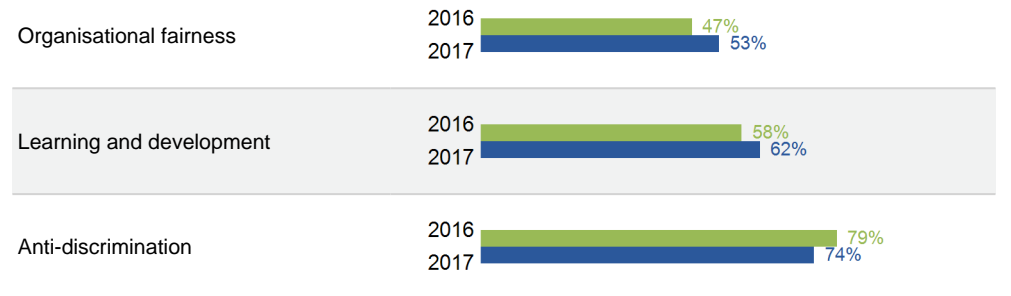
### Organisational Leadership



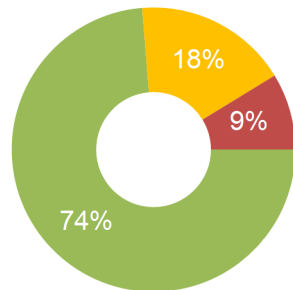
% positive change since 2016  
**+18**

#### Top 3 drivers

#### % Positive



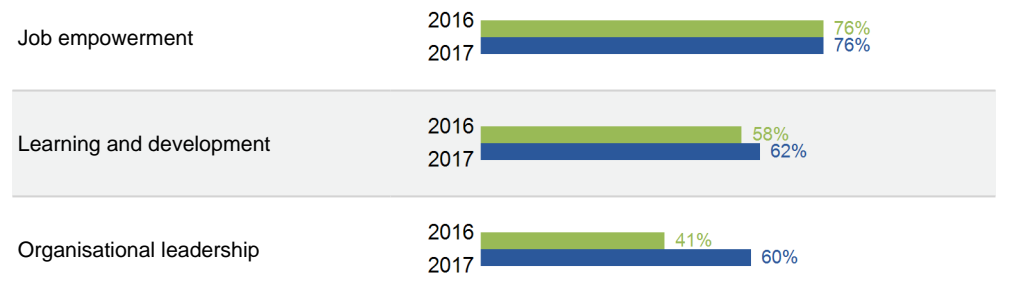
### Innovation



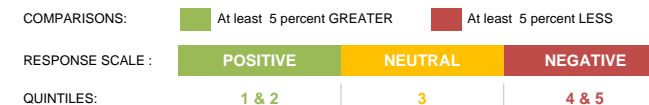
% positive change since 2016  
**+2**

#### Top 3 drivers

#### % Positive



## 02 Factors



### Purpose

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

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

	Response scale (%)			% positive	vs 2016	vs Qld public sector	Range of all agencies	Your agency quintile
Agency engagement*	72	20	9	<b>72%</b>	+6	+13	41 - 82	1
Job empowerment	76	14	10	<b>76%</b>	0	+5	60 - 86	1
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	44	30	26	<b>44%</b>	-1	+4	29 - 68	2
Learning and development	62	24	14	<b>62%</b>	+4	+6	33 - 82	2
My workgroup	87	8	5	<b>87%</b>	+2	+11	58 - 92	1
My manager	82	12	6	<b>82%</b>	+1	+11	57 - 84	1
Organisational leadership*	60	28	13	<b>60%</b>	+18	+9	29 - 85	2
Organisational fairness	53	28	19	<b>53%</b>	+6	+10	26 - 67	1
Anti-discrimination	74	20	6	<b>74%</b>	-5	+8	48 - 96	2
Innovation*	74	18	9	<b>74%</b>	+2	+14	46 - 89	1

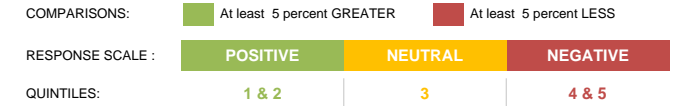
## 03 Factors by division

### Purpose

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

	State Library of Queensland % positive	Content Development	Corporate Governance and Operations	Engagement and Partnerships	Office of the State Librarian	Regional Access and Public Libraries
<i>This section shows the % positive scores for divisions within the agency</i>						
Number of respondents	277	108	24	90	21	28
Agency engagement*	<b>72%</b>	69%	77%	69%	89%	81%
Job empowerment	<b>76%</b>	74%	78%	79%	77%	84%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	<b>44%</b>	42%	37%	45%	46%	50%
Learning and development	<b>62%</b>	60%	75%	60%	69%	62%
My workgroup	<b>87%</b>	82%	92%	96%	91%	79%
My manager	<b>82%</b>	77%	89%	90%	74%	83%
Organisational leadership*	<b>60%</b>	53%	71%	60%	70%	78%
Organisational fairness	<b>53%</b>	43%	60%	61%	66%	56%
Anti-discrimination	<b>74%</b>	71%	84%	71%	90%	80%
Innovation*	<b>74%</b>	67%	77%	77%	89%	81%

# 04 Workplace climate



## Purpose

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

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

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

	Response scale (%)			% positive	vs 2016	vs Qld public sector	Range of all agencies	Your agency quintile
<span style="color: red;">●</span> Safety, health and wellness*	68	20	12	<b>68%</b>	-1	<b>+13</b>	<b>43 - 82</b>	<b>1</b>
<span style="color: green;">●</span> Effectiveness and innovation*	66	19	15	<b>66%</b>	+1	<b>+9</b>	<b>49 - 77</b>	<b>1</b>
<span style="color: purple;">●</span> People and relationships	87	9	5	<b>87%</b>	+2	<b>+10</b>	<b>56 - 92</b>	<b>1</b>
<span style="color: teal;">●</span> Fairness and trust*	68	21	11	<b>68%</b>	+3	<b>+10</b>	<b>46 - 78</b>	<b>1</b>
<span style="color: orange;">●</span> Performance and development	65	22	13	<b>65%</b>	+3	<b>+9</b>	<b>41 - 74</b>	<b>1</b>
<span style="color: blue;">●</span> Leadership and engagement	73	18	9	<b>73%</b>	+7	<b>+11</b>	<b>49 - 81</b>	<b>1</b>
<span style="color: lightblue;">●</span> My job	82	10	7	<b>82%</b>	+1	<b>+5</b>	<b>58 - 89</b>	<b>1</b>

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

## 05 Workplace climate by division

### Purpose

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

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

	State Library of Queensland % positive	Content Development	Corporate Governance and Operations	Engagement and Partnerships	Office of the State Librarian	Regional Access and Public Libraries
<i>This section shows the % positive scores for divisions within the agency</i>						
Number of respondents	277	108	24	90	21	28
<span style="color: red;">●</span> Safety, health and wellness*	68%	68%	69%	66%	72%	75%
<span style="color: green;">●</span> Effectiveness and innovation*	66%	62%	70%	68%	74%	72%
<span style="color: purple;">●</span> People and relationships	87%	81%	92%	96%	92%	79%
<span style="color: teal;">●</span> Fairness and trust*	68%	64%	79%	69%	81%	71%
<span style="color: orange;">●</span> Performance and development	65%	64%	73%	64%	69%	63%
<span style="color: blue;">●</span> Leadership and engagement	73%	68%	81%	76%	78%	81%
<span style="color: lightblue;">●</span> My job	82%	79%	84%	85%	87%	86%

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

## 06 Workplace climate by item

### Purpose

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

New items were added to this index in 2017.

<span style="color: red;">●</span> Safety, health and wellness		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement	27	35	37	27%	-6	-4
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	49	28	22	49%	0	+6
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	55	28	17	55%	+2	+10
Q23f	My work contributes positively to my quality of life*	59	30	11	59%	-	+15
Q24h	People in my workgroup are committed to workplace safety	92	6	2	92%	+4	+10
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	84	14	2	84%	-	+17
Q25b	My workplace culture supports people to achieve a good work/life balance	80	15	5	80%	-5	+18
Q25c	There is adequate focus on workplace safety at my workplace	92	5	3	92%	+2	+14

\* 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*	63	25	12	63%	-	+14
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	64	21	14	64%	-	+14
Q31h	The wellbeing of employees is a priority for my organisation*	67	19	15	67%	-	+18
Q31j	My commitment to this organisation would be questioned if I chose to use flexible work options* % <small>positive indicates those who "strongly disagree" or "disagree" with this statement</small>	63	25	12	63%	-	+22
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	78	14	8	78%	-3	+14
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	77	17	6	77%	-	+22

\* New in 2017, no trend

## 06 Workplace climate by item (cont.)

### Purpose

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

New items were added to this index in 2017.

<span style="color: green;">●</span> Effectiveness and innovation		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q22b	I have the tools I need to do my job effectively	78	12	10	78%	-3	+7
Q22c	I get the information I need to do my job well	71	17	12	71%	0	+4
Q22d	I have the authority necessary to do my job effectively	69	17	14	69%	-2	0
Q23c	I feel my job is secure	59	18	23	59%	+8	+1
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>	25	34	41	25%	-5	+6
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	79	13	8	79%	-	+14
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	21	35	44	21%	-4	+2
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>	43	27	31	43%	-6	-3
Q26a	My workplace has undergone significant change in the past 12 months	71	19	10	71%	+18	+19

\* 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	74	17	9	74%	+2	+16
Q27b	I am encouraged to make suggestions about improving work processes and/or services	80	13	8	80%	-1	+12
Q27c	Management is willing to act on suggestions to improve how things are done	66	21	13	66%	+2	+13
Q27d	My workgroup uses research and expertise to identify better practice	73	20	7	73%	+5	+18
Q27e	My workgroup always tries to improve its performance	83	13	4	83%	0	+13
Q27f	My organisation is open to new ideas	66	23	11	66%	+3	+12
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	77	12	10	77%	-2	+8
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	91	8	1	91%	0	+14
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	67	26	8	67%	-6	+3

## 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	88	7	5	88%	+3	+13
Q24b	I receive help and support from other people in my workgroup	91	5	3	91%	0	+8
Q24c	People in my workgroup are honest, open and transparent in their dealings	85	9	6	85%	+6	+18
Q24d	People in my workgroup use their time and resources efficiently	76	17	7	76%	+3	+11
Q24e	People in my workgroup treat customers with respect	94	5	1	94%	0	+8
Q24f	People in my workgroup are committed to delivering excellent service to customers	92	5	3	92%	-1	+9
Q24g	People in my workgroup do their jobs effectively	84	10	6	84%	+2	+10
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	84	11	5	84%	+5	+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.

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	88	8	4	88%	+3	+15
Q25f	Performance is assessed and rewarded fairly in my workplace	49	30	21	49%	+5	+13
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	44	29	26	44%	+7	+6
Q25h	People are treated fairly and consistently in my workplace	60	24	16	60%	+2	+9
Q25i	People take responsibility for their decisions and actions in my workplace	60	28	12	60%	+8	+8
Q25j	I am able to speak up and share a different view to my colleagues and manager*	84	8	8	84%	-	+12
Q30a	My senior manager demonstrates honesty and integrity	82	14	4	82%	+12	+12
Q31e	Recruitment and promotion decisions in this organisation are fair	52	28	19	52%	+10	+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.

● 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	60	26	14	<b>60%</b>	-	+7
Q32a	Age is not a barrier to success in my organisation	70	19	11	<b>70%</b>	-5	+5
Q32b	Gender is not a barrier to success in my organisation	81	14	5	<b>81%</b>	-1	+11
Q32c	Disability is not a barrier to success in my organisation	69	27	5	<b>69%</b>	-5	+12
Q32d	Cultural background is not a barrier to success in my organisation	74	21	5	<b>74%</b>	-7	+4
Q32e	Sexual orientation is not a barrier to success in my organisation	75	22	3	<b>75%</b>	-6	+5
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	67	19	14	<b>67%</b>	0	+12
Q32g	Women and men have equal access to work experiences that support career progression*	75	20	5	<b>75%</b>	-	+8

\* 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	74	13	13	74%	+5	+18	
Q28b	My performance is assessed against clear criteria	67	20	13	67%	+2	+16	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	71	18	11	71%	+5	+8	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	40	39	21	40%	-1	-1	
Q28e	I am able to access relevant learning and development opportunities	71	23	6	71%	+5	+9	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	58	31	11	58%	-2	-1	
Q28g	I am satisfied with the opportunities available for career development	46	25	29	46%	0	+1	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	77	13	10	77%	+5	+21	
Q28i	I develop new knowledge and skills through undertaking tasks at work	80	12	8	80%	0	+8	
Q31b	My organisation is committed to developing its employees	64	25	11	64%	+9	+11	

## 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	89	7	3	<b>89%</b>	+1	+11
Q29b	My manager listens to what I have to say	88	8	4	<b>88%</b>	-1	+11
Q29c	My manager keeps me informed about what's going on	78	13	9	<b>78%</b>	0	+10
Q29d	My manager understands my work	82	10	8	<b>82%</b>	-1	+9
Q29e	My manager creates a shared sense of purpose	81	13	6	<b>81%</b>	+1	+13
Q29f	My manager demonstrates honesty and integrity	89	8	3	<b>89%</b>	+1	+13
Q29g	My manager draws the best out of me	68	23	8	<b>68%</b>	+2	+11
Q31a	In my organisation, the leadership is of high quality	61	26	13	<b>61%</b>	+19	+8



## 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	58	27	15	58%	+19	+8
Q31d	In my organisation, the leadership operates with a high level of integrity	63	28	10	63%	+19	+8
Q31f	My organisation is well managed	57	30	13	57%	+16	+10
Q33a	I would recommend my organisation as a great place to work	75	17	8	75%	+9	+14
Q33b	I am proud to tell others I work for my organisation	82	15	3	82%	+6	+14
Q33c	I feel strong personal attachment to my organisation	73	19	8	73%	+6	+14
Q33d	My organisation motivates me to help it achieve its objectives	64	24	12	64%	+5	+11
Q33e	My organisation inspires me to do the best in my job	65	23	12	65%	+5	+12

## 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	90	5	5	<b>90%</b>	-4	0
Q21b	I understand how my work contributes to my organisation's objectives	91	6	4	<b>91%</b>	-3	0
Q22a	I have a choice in deciding how I do my work	81	12	7	<b>81%</b>	+4	+14
Q22e	My job gives me opportunities to utilise my skills	77	13	10	<b>77%</b>	+1	+2
Q22f	I enjoy the work in my current job	83	10	7	<b>83%</b>	+1	+8
Q22g	My job gives me a feeling of personal accomplishment	77	14	9	<b>77%</b>	0	+7
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	77	13	10	<b>77%</b>	+2	+1
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	83	11	6	<b>83%</b>	+1	+3
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	9	<b>83%</b>	+4	+10

## 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
In my organisation, the leadership operates with a high level of integrity	Leadership and engagement	63%	+19
Management model the behaviours expected of all employees	Leadership and engagement	58%	+19
In my organisation, the leadership is of high quality	Leadership and engagement	61%	+19
My organisation is well managed	Leadership and engagement	57%	+16
My senior manager demonstrates honesty and integrity	Fairness and trust	82%	+12

The survey items with the most negative change	Index	% positive 2017	vs 2016
Cultural background is not a barrier to success in my organisation	Fairness and trust	74%	-7
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	43%	-6
I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with overload	Safety, health and wellness	27%	-6
Sexual orientation is not a barrier to success in my organisation	Fairness and trust	75%	-6
Your ability to 'make a difference' to the community % positive indicates those who responded with "very satisfied" or "satisfied"	Effectiveness and innovation	67%	-6

## 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
Empowers their team to perform at their best	39%	+8
Encourages a strong customer and stakeholder focus	35%	+9
Upholds ethical standards and principles	30%	-1
Builds effective working relationships with others	30%	+1
Supports their team to adapt to change	29%	+1
Demonstrates sound judgment	24%	-4
Implements improved ways of doing things	23%	+3
Responds confidently when faced with uncertainty	22%	-3
Describes how their team's work aligns to organisational objectives	19%	+2
Delegates work effectively and monitors performance	19%	-5
Takes responsibility for team development	12%	-4
Applies sound business management skills	9%	-5
Actively seeks feedback for personal development	8%	0
Builds effective working relationships with others	48%	+9
Implements improved ways of doing things	38%	+12
Empowers their team to perform at their best	36%	+1
Responds confidently when faced with uncertainty	30%	+4
Demonstrates sound judgment	26%	-4
Upholds ethical standards and principles	23%	-5
Encourages a strong customer and stakeholder focus	18%	-1
Delegates work effectively and monitors performance	17%	-1
Actively seeks feedback for personal development	16%	-4
Supports their team to adapt to change	16%	-2
Takes responsibility for team development	15%	-3
Applies sound business management skills	9%	-6
Describes how their team's work aligns to organisational objectives	8%	0

## 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
Empowers their team to perform at their best	36%	+9
Builds effective working relationships with others	35%	+6
Demonstrates sound judgment	29%	0
Encourages a strong customer and stakeholder focus	29%	+2
Supports their team to adapt to change	29%	+3
Upholds ethical standards and principles	28%	-3
Implements improved ways of doing things	23%	+4
Describes how their team's work aligns to organisational objectives	20%	+1
Responds confidently when faced with uncertainty	20%	-5
Delegates work effectively and monitors performance	17%	-6
Takes responsibility for team development	17%	0
Applies sound business management skills	10%	-7
Actively seeks feedback for personal development	4%	-3
Delegates work effectively and monitors performance	35%	+5
Empowers their team to perform at their best	34%	-1
Takes responsibility for team development	34%	+4
Describes how their team's work aligns to organisational objectives	29%	+9
Implements improved ways of doing things	29%	-2
Builds effective working relationships with others	27%	+3
Supports their team to adapt to change	26%	0
Actively seeks feedback for personal development	25%	-6
Responds confidently when faced with uncertainty	21%	+3
Encourages a strong customer and stakeholder focus	12%	0
Applies sound business management skills	9%	-5
Upholds ethical standards and principles	8%	-5
Demonstrates sound judgment	6%	-7

## 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
Encourages collaboration and inclusion across workgroups	38%	+10
Empowers individuals and teams to build capability	33%	+6
Manages and prioritises resources to achieve the best outcomes	29%	-3
Takes responsibility for upholding ethical standards and principles	29%	+5
Encourages innovative ideas and solutions	26%	+1
Demonstrates sound business acumen	24%	+8
Demonstrates sound judgment	24%	-4
Motivates others to perform at their best	22%	+3
Takes a 'big picture' view of issues or problems	22%	-13
Builds effective networks across the organisation and sector	16%	-5
Leads change and culture initiatives	16%	+1
Manages ambiguity and politics effectively	12%	-5
Actively seeks feedback for personal development	5%	-2
Manages and prioritises resources to achieve the best outcomes	47%	+12
Builds effective networks across the organisation and sector	35%	+15
Demonstrates sound judgment	32%	+4
Motivates others to perform at their best	30%	-6
Empowers individuals and teams to build capability	25%	-7
Actively seeks feedback for personal development	23%	+5
Leads change and culture initiatives	23%	0
Takes a 'big picture' view of issues or problems	23%	-4
Encourages collaboration and inclusion across workgroups	16%	-1
Takes responsibility for upholding ethical standards and principles	16%	-5
Manages ambiguity and politics effectively	14%	0
Encourages innovative ideas and solutions	11%	-10
Demonstrates sound business acumen	7%	-3

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

### Purpose

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

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

Leadership levels are defined as follows:

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

### DEMONSTRATED

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

### NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Manages and prioritises resources to achieve the best outcomes	38%	+5
Encourages collaboration and inclusion across workgroups	33%	+6
Takes a 'big picture' view of issues or problems	31%	-4
Takes responsibility for upholding ethical standards and principles	31%	+8
Demonstrates sound judgment	29%	-1
Demonstrates sound business acumen	26%	+8
Empowers individuals and teams to build capability	22%	-1
Encourages innovative ideas and solutions	22%	-1
Motivates others to perform at their best	22%	+3
Manages ambiguity and politics effectively	16%	-3
Builds effective networks across the organisation and sector	14%	-11
Leads change and culture initiatives	10%	-5
Actively seeks feedback for personal development	2%	-5
Empowers individuals and teams to build capability	41%	+6
Motivates others to perform at their best	35%	+2
Manages ambiguity and politics effectively	31%	+5
Builds effective networks across the organisation and sector	30%	+13
Manages and prioritises resources to achieve the best outcomes	28%	+2
Leads change and culture initiatives	24%	-1
Encourages innovative ideas and solutions	22%	-4
Actively seeks feedback for personal development	20%	-8
Takes a 'big picture' view of issues or problems	19%	0
Encourages collaboration and inclusion across workgroups	15%	-9
Demonstrates sound judgment	13%	-1
Demonstrates sound business acumen	11%	+2
Takes responsibility for upholding ethical standards and principles	9%	-4

## 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	46%	+9
Directs and prioritises resources to achieve the best outcomes	37%	+8
Adopts a system-wide view of issues to inform action	31%	+11
Models high levels of ethical and professional behaviour	31%	-7
Creates a culture of continuous improvement	26%	+3
Inspires others to perform at their best	26%	+4
Stands behind their decisions in the face of adversity	23%	-6
Builds strong relationships that influence organisational and sector outcomes	17%	-10
Leads change with agility	17%	+4
Is compelling when communicating the organisational strategy	14%	0
Nurtures a learning and development culture	14%	-1
Seeks feedback to strengthen leadership approach	11%	-2
Demonstrates commercial acumen in managing corporate risk	6%	-8

	Proportion	vs Qld public sector
Navigates complex issues, politics and ambiguous situations effectively	43%	+13
Inspires others to perform at their best	40%	-2
Builds strong relationships that influence organisational and sector outcomes	34%	-1
Leads change with agility	29%	+7
Demonstrates commercial acumen in managing corporate risk	26%	+18
Directs and prioritises resources to achieve the best outcomes	26%	0
Models high levels of ethical and professional behaviour	23%	-15
Is compelling when communicating the organisational strategy	20%	+7
Creates a culture of continuous improvement	17%	-8
Seeks feedback to strengthen leadership approach	17%	-3
Adopts a system-wide view of issues to inform action	11%	-1
Nurtures a learning and development culture	6%	-8
Stands behind their decisions in the face of adversity	6%	-9



## 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	49%	+13
Adopts a system-wide view of issues to inform action	37%	+15
Directs and prioritises resources to achieve the best outcomes	34%	+4
Creates a culture of continuous improvement	31%	+10
Models high levels of ethical and professional behaviour	31%	-4
Leads change with agility	23%	+8
Stands behind their decisions in the face of adversity	23%	-5
Builds strong relationships that influence organisational and sector outcomes	17%	-11
Seeks feedback to strengthen leadership approach	17%	+4
Inspires others to perform at their best	14%	-7
Is compelling when communicating the organisational strategy	14%	-3
Demonstrates commercial acumen in managing corporate risk	9%	-7
Nurtures a learning and development culture	0%	-15
Builds strong relationships that influence organisational and sector outcomes	32%	+10
Creates a culture of continuous improvement	32%	+6
Directs and prioritises resources to achieve the best outcomes	32%	+6
Seeks feedback to strengthen leadership approach	32%	-3
Inspires others to perform at their best	29%	-7
Is compelling when communicating the organisational strategy	26%	+6
Nurtures a learning and development culture	26%	0
Stands behind their decisions in the face of adversity	26%	+8
Leads change with agility	24%	+2
Navigates complex issues, politics and ambiguous situations effectively	21%	+4
Models high levels of ethical and professional behaviour	9%	-9
Adopts a system-wide view of issues to inform action	6%	-11
Demonstrates commercial acumen in managing corporate risk	3%	-7

## 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	17%	-9	-27
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	83%	+9	+27
Flexible work hours for example accumulated hours as 'flexitime'*	63%	-	+33
Part time work	27%	+3	+10
Flexible work hours for example start late or early to meet responsibilities external to work*	23%	-	+11
None of the above	17%	-9	-27
Telecommuting	14%	+3	+10
Casual/on call	6%	-2	+3
Leave at half pay	6%	0	+2
Hot desks	2%	+1	-1
Job sharing	2%	-2	0
Purchased leave/extended leave/deferred salary schemes	1%	+1	+1
Compressed work hours	1%	-1	-1
Term-time working	0%	0	0
Other, please specify	0%	-3	-2
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	28%	+2	+8
No, I have not made a request but I am content with my current arrangements	68%	0	-1
No, I have not made a request but I am not content with my current arrangements	5%	-2	-7

### 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	77%	+11
Partially granted	8%	-6
Declined – no reason given	1%	-6
Declined – reason provided	1%	-6
I have not received a reply as yet	12%	+7

\* 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
None of the Above*	38%	-	+15
I feel flexibility is not possible in my current job	31%	-19	+1
I don't feel confident in my manager's ability to manage staff working flexibly	23%	+17	+11
I felt it would limit my career	23%	+17	+4
I was concerned that it may negatively impact my team	23%	+17	+4
Flexible working is frowned upon/not supported by my workplace culture	15%	+9	-14
I didn't feel confident presenting my case or negotiating arrangements with my manager	15%	+9	-7
I didn't feel I had the right to	8%	-17	-9
I felt it would limit my access to training and development	8%	+1	+1
I feel the technology I currently have access to does not support flexible working	0%	-13	-6

\* New in 2017, no trend

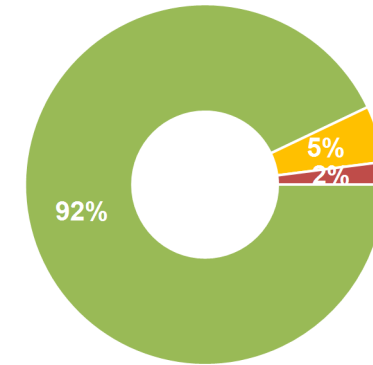
# 10 Domestic and family violence

## 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>	92%	+9	+17
<b>No</b>	2%	-4	-10
<b>Don't know</b>	5%	-4	-7



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	97%	+8	+11
<b>No</b>	0%	0	-8
<b>Don't Know</b>	3%	-8	-3

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	91%	+9	+19
<b>No</b>	3%	-6	-10
<b>Don't Know</b>	6%	-3	-8

## 10 Domestic and family violence (cont.)

### Purpose

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

<b>Managers</b> <i>Manage one or more employees</i>	<b>% positive</b>	<b>vs 2016</b>	<b>vs Qld public sector</b>
I am confident that I could sensitively communicate with employees affected by domestic and family violence	<b>90%</b>	+14	+7
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>90%</b>	+11	+8
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>90%</b>	+8	+8

<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>74%</b>	+3	+3
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	<b>76%</b>	+2	+4

### 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>12%</b>	-4	<b>Yes</b>	<b>1%</b>	-6
<b>No</b>	<b>85%</b>	+5	<b>No</b>	<b>95%</b>	+7
<b>Don't Know</b>	<b>0%</b>	-2	<b>Don't Know</b>	<b>3%</b>	+1
<b>Prefer not to say</b>	<b>3%</b>	0	<b>Prefer not to say</b>	<b>1%</b>	-2

\* New in 2017, no trend

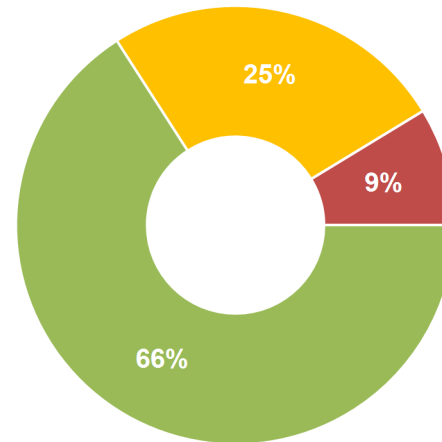
\* New in 2017, no trend

# 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.



# 66%

of employees agreed with the statement:

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

% positive change since 2016 **+3** vs Qld public sector **-1**

Reasons for leaving	Proportion	vs Qld public sector
Career or job opportunities	67%	+15
Professional/personal development	48%	+12
Pay and conditions	36%	+9
The workplace culture	35%	-4
Stress/Health	26%	-7
Job security	22%	+4
Contract expiring	20%	+8
Your relationship with your manager	20%	-3
Balancing work and life commitments	16%	-6
Your relationship with your colleagues	16%	+6
The location of your workplace or the time spent commuting	15%	-3
Work hours	15%	+1
Retirement	14%	+5
Fit between work and your interests	13%	+2
Other (please specify)	13%	+2
Family/carer responsibilities	7%	-6
Travel plans	6%	-1

## 12 Bullying and sexual harassment

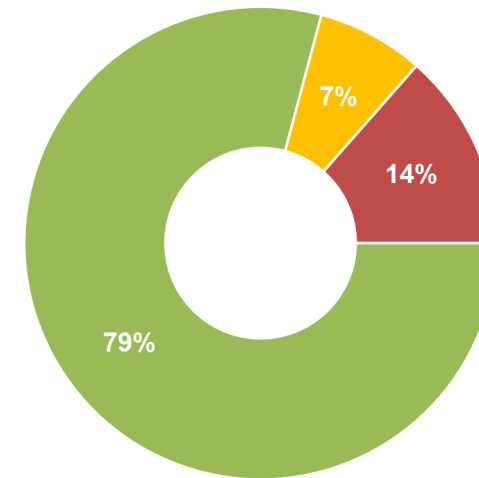
### Purpose

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.

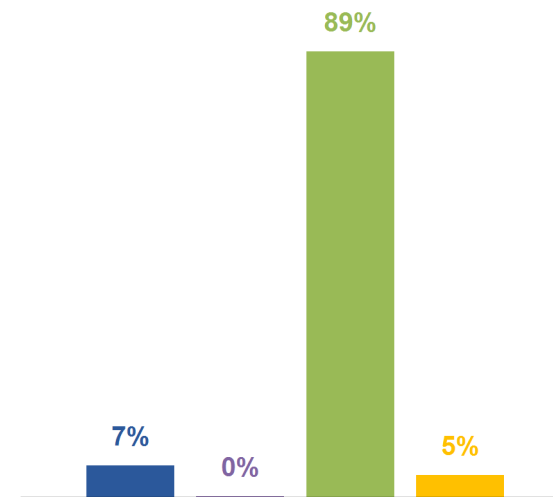
### During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
<b>Yes</b>	14%	0	-14
<b>No</b>	79%	+3	+12
<b>Don't know</b>	7%	-3	+2



### 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>	7%	0	-10
<b>Sexual Harassment</b>	0%	-1	-1
<b>No</b>	89%	+1	+10
<b>Don't Know</b>	5%	-1	0



## 12 Bullying and sexual harassment (cont.)

### Purpose

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

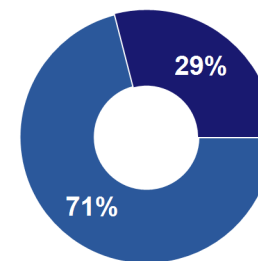
**NOTE:** Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	41%	-6	-2
A senior manager	41%	+20	+10
Your immediate manager/supervisor	29%	+14	-4
A member of the public	18%	+7	+12
A client/customer	12%	+1	+5
A group of fellow workers	6%	+1	-8
A consultant/service provider	0%	0	-2
A representative of another agency	0%	-5	-2
A worker that reports to you	0%	0	-5
Other	0%	0	-2
Prefer not to specify	0%	-26	-8

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	65%	-4	+7
Inappropriate and unfair application of work policies or rules	41%	+25	-1
Interference with your personal property or work equipment	18%	+12	+10
Other	18%	-19	-9
Physical behaviour (e.g. assault or aggressive body language)	18%	+18	+7
Cyber bullying	0%	-5	-6
'Initiations' or pranks	0%	0	-7

### Did you report the BULLYING?

No



Yes

### Why did you not report the BULLYING?

Why did you not report the BULLYING?	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

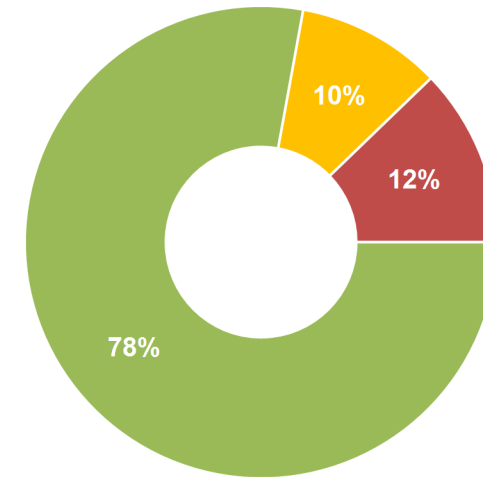
## Purpose

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.

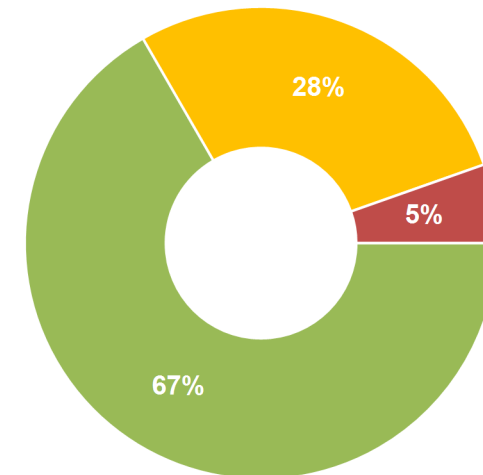
## Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
<b>Yes</b>	78%	+4	+47
<b>No</b>	12%	-4	-44
<b>No, but I have not worked long in my organisation</b>	10%	+1	-4



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

	Proportion	vs 2016	vs Qld public sector
<b>Positive</b>	67%	-1	+4
<b>Neutral</b>	28%	+2	-4
<b>Negative</b>	5%	-1	0



# 14 Appendix A – Strategic priorities by demographics

## Purpose

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

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

	Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
<b>State Library of Queensland</b>	277	72%	60%	74%
<b>Managerial status</b>				
Yes	70	74%	70%	81%
No	206	71%	56%	71%
<b>Employment status</b>				
Permanent	210	71%	58%	72%
Non-permanent	65	74%	66%	78%
<b>Full-time status</b>				
Full-time basis	184	71%	59%	72%
Part-time basis	91	72%	61%	78%
<b>FTE Salary</b>				
Under \$50,000	38	74%	65%	75%
\$50,000 - \$69,999	80	71%	57%	71%
\$70,000 - \$89,999	86	68%	51%	68%
\$90,000 or over	71	76%	70%	83%
<b>Time in agency</b>				
Less than 2 years	54	74%	70%	75%
2 to less than 6 years	70	63%	54%	77%
6 to less than 10 years	37	69%	55%	77%
10 to less than 14 years	44	73%	56%	66%
14 to less than 16 years	6	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
16 to less than 20 years	11	81%	74%	79%
20 years or more	54	75%	59%	69%

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

### Purpose

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

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

	Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
<b>State Library of Queensland</b>	277	72%	60%	74%
<b>Age</b>				
34 years or younger	53	66%	59%	76%
35 to 44 years	80	76%	63%	76%
45 to 54 years	76	75%	64%	72%
55 years or older	66	66%	52%	70%
<b>Gender*</b>				
Female	196	72%	60%	73%
Male	79	70%	59%	77%
X	1	Restricted	Restricted	Restricted
<b>Type of work</b>				
Direct service delivery	63	73%	62%	74%
Corporate services and administrative support/clerical	88	77%	61%	74%
Other	125	67%	58%	74%
<b>Shiftwork</b>				
Yes	18	57%	50%	64%
No	258	72%	60%	74%

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

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

### Purpose

This section provides detailed information for each strategic priority and factor to enable in-depth discussions, action planning and 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	75%	+9	17%	-6	8%	-4
Q33b	I am proud to tell others I work for my organisation	82%	+6	15%	-2	3%	-4
Q33c	I feel strong personal attachment to my organisation	73%	+6	19%	-5	8%	-1
Q33d	My organisation motivates me to help it achieve its objectives	64%	+5	24%	-3	12%	-1
Q33e	My organisation inspires me to do the best in my job	65%	+5	23%	-3	12%	-2
<b>Organisational leadership</b>							
Q31a	In my organisation, the leadership is of high quality	61%	+19	26%	-4	13%	-15
Q31c	Management model the behaviours expected of all employees	58%	+19	27%	-8	15%	-10
Q31d	In my organisation, the leadership operates with a high level of integrity	63%	+19	28%	-9	10%	-10
Q31f	My organisation is well managed	57%	+16	30%	-5	13%	-11
<b>Innovation</b>							
Q27a	I get the opportunity to develop new and better ways of doing my job	74%	+2	17%	+1	9%	-3
Q27b	I am encouraged to make suggestions about improving work processes and/or services	80%	-1	13%	+2	8%	-1
Q27c	Management is willing to act on suggestions to improve how things are done	66%	+2	21%	-4	13%	+1
Q27d	My workgroup uses research and expertise to identify better practice	73%	+5	20%	-3	7%	-2
Q27e	My workgroup always tries to improve its performance	83%	0	13%	+1	4%	-1
Q27f	My organisation is open to new ideas	66%	+3	23%	-4	11%	+1

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

### Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>Job empowerment</b>							
Q22a	I have a choice in deciding how I do my work	81%	+4	12%	-2	7%	-1
Q22b	I have the tools I need to do my job effectively	78%	-3	12%	+3	10%	+1
Q22c	I get the information I need to do my job well	71%	0	17%	0	12%	0
Q22d	I have the authority necessary to do my job effectively	69%	-2	17%	-2	14%	+4
Q22e	My job gives me opportunities to utilise my skills	77%	+1	13%	-2	10%	+1
Q34b	Your ability to work on your own initiative	83%	+1	11%	-4	6%	+3
<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	27%	-6	35%	+1	37%	+5
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with burn out	49%	0	28%	-2	22%	+2
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with negative health impacts	55%	+2	28%	-2	17%	0
<b>Learning and development</b>							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	71%	+5	18%	-2	11%	-4
Q28e	I am able to access relevant learning and development opportunities	71%	+5	23%	+3	6%	-8
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	58%	-2	31%	0	11%	+1
Q28g	I am satisfied with the opportunities available for career development	46%	0	25%	-2	29%	+2
Q31b	My organisation is committed to developing its employees	64%	+9	25%	-3	11%	-6

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

### Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>My workgroup</b>							
Q24a	People in my workgroup treat each other with respect	88%	+3	7%	-2	5%	-1
Q24b	I receive help and support from other people in my workgroup	91%	0	5%	-1	3%	+1
Q24c	People in my workgroup are honest, open and transparent in their dealings	85%	+6	9%	-6	6%	0
Q24d	People in my workgroup use their time and resources efficiently	76%	+3	17%	-1	7%	-2
Q24e	People in my workgroup treat customers with respect	94%	0	5%	-1	1%	0
Q24f	People in my workgroup are committed to delivering excellent service to customers	92%	-1	5%	-1	3%	+2
Q24g	People in my workgroup do their jobs effectively	84%	+2	10%	-2	6%	0
<b>My manager</b>							
Q29a	My manager treats employees with dignity and respect	89%	+1	7%	+1	3%	-2
Q29b	My manager listens to what I have to say	88%	-1	8%	-1	4%	+2
Q29c	My manager keeps me informed about what's going on	78%	0	13%	-4	9%	+4
Q29d	My manager understands my work	82%	-1	10%	-1	8%	+2
Q29e	My manager creates a shared sense of purpose	81%	+1	13%	-3	6%	+2
Q29f	My manager demonstrates honesty and integrity	89%	+1	8%	-2	3%	0
Q29g	My manager draws the best out of me	68%	+2	23%	-1	8%	-2

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

### Purpose

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

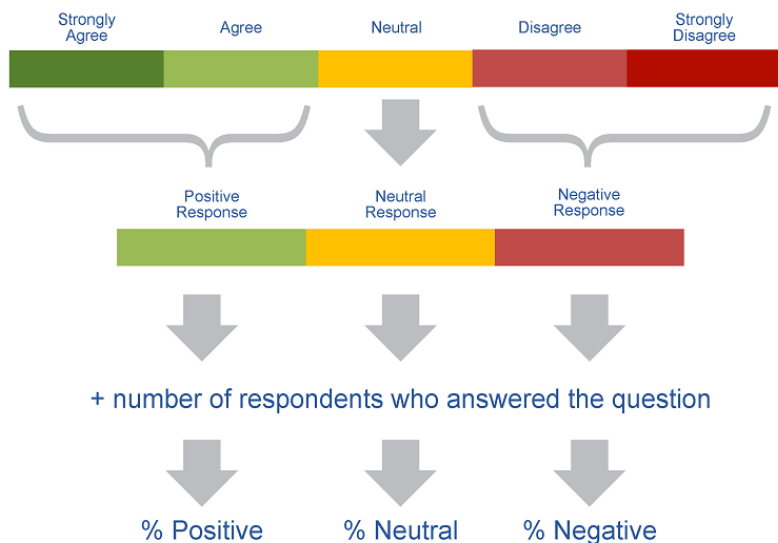
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>Organisational fairness</b>							
Q25f	Performance is assessed and rewarded fairly in my workplace	49%	+5	30%	-5	21%	0
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	44%	+7	29%	-1	26%	-7
Q25h	People are treated fairly and consistently in my workplace	60%	+2	24%	0	16%	-2
Q25i	People take responsibility for their decisions and actions in my workplace	60%	+8	28%	-3	12%	-5
Q31e	Recruitment and promotion decisions in this organisation are fair	52%	+10	28%	-10	19%	-1
<b>Anti-discrimination</b>							
Q32a	Age is not a barrier to success in my organisation	70%	-5	19%	+2	11%	+3
Q32b	Gender is not a barrier to success in my organisation	81%	-1	14%	+1	5%	+1
Q32c	Disability is not a barrier to success in my organisation	69%	-5	27%	+3	5%	+2
Q32d	Cultural background is not a barrier to success in my organisation	74%	-7	21%	+5	5%	+2
Q32e	Sexual orientation is not a barrier to success in my organisation	75%	-6	22%	+6	3%	+1

## 16 Appendix C – How to interpret this report

### % Positive, neutral and negative scores

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

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



### Negatively Worded Questions: An example

*What are negatively worded questions?*

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

*How are the negatively worded responses scored?*

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

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

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

#### EXAMPLE

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

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

OR

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

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

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

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

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



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

### Rounding

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

### Factor scores

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

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

### Workplace climate index scores

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

### % Change and division comparisons

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

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

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

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

### Quintile

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

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

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

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

### Number of respondents

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

### Base size for Working for Queensland 2017

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

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

### Definitions

The following definitions were used in the survey:

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

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

#### Your organisation

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

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

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

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

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

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

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