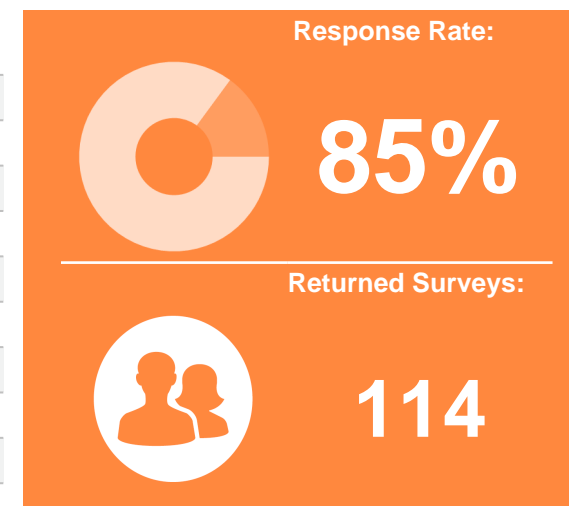


Office of the Health Ombudsman

Highlight Report

Report Content

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



Purpose

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

Note on the response rate

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

Reporting Framework

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

Strategic priorities: driver analysis

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

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



Workplace climate

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

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

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

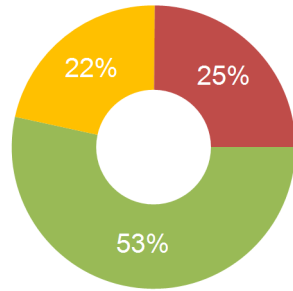


01 Driver analysis scorecard

Purpose

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

Agency Engagement

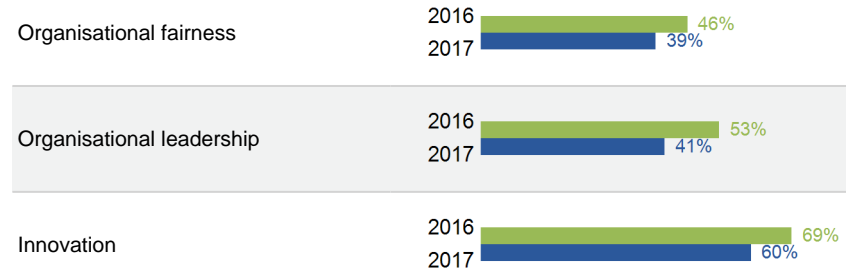


% positive change since 2016

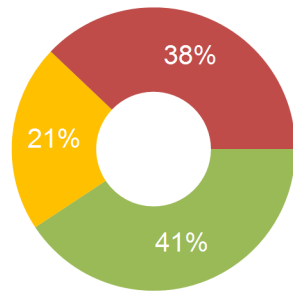
-5

Top 3 drivers

% Positive



Organisational leadership

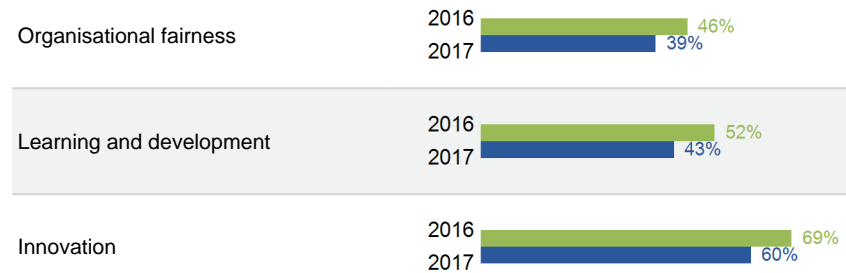


% positive change since 2016

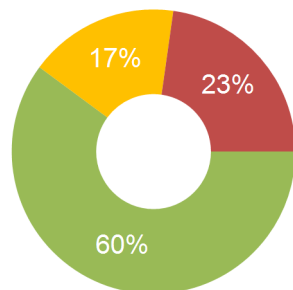
-13

Top 3 drivers

% Positive



Innovation

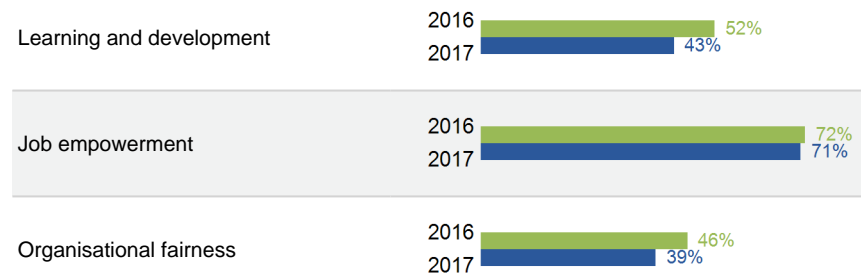


% positive change since 2016

-9

Top 3 drivers

% Positive



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

02 Factors

Purpose

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

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

	Response scale (%)			% positive	vs 2016	vs Qld public sector	Range of all agencies	Your agency quintile
Agency engagement*	53	22	25	53%	-5	-5	41 - 82	4
Job empowerment	71	12	17	71%	-1	0	60 - 86	4
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	36	31	33	36%	0	-3	29 - 68	4
Learning and development	43	25	32	43%	-9	-13	33 - 82	5
My workgroup	78	9	13	78%	-7	+2	58 - 92	3
My manager	73	13	15	73%	-5	+2	57 - 84	3
Organisational leadership*	41	21	38	41%	-13	-10	29 - 85	5
Organisational fairness	39	20	40	39%	-6	-4	26 - 67	4
Anti-discrimination	76	19	5	76%	-4	+10	48 - 96	1
Innovation*	60	17	23	60%	-9	0	46 - 89	3

03 Factors by division

Purpose

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

	Office of the Health Ombudsman % positive	Assessment & Resolution	Business Innovation	Investigations	Legal Services
<i>This section shows the % positive scores for divisions within the agency</i>					
Number of respondents	114	45	16	26	15
Agency engagement*	53%	66%	45%	35%	55%
Job empowerment	71%	74%	82%	59%	78%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	36%	34%	49%	23%	42%
Learning and development	43%	53%	29%	26%	60%
My workgroup	78%	84%	73%	69%	83%
My manager	73%	87%	35%	70%	81%
Organisational leadership*	41%	60%	27%	19%	29%
Organisational fairness	39%	50%	29%	27%	37%
Anti-discrimination	76%	83%	58%	72%	88%
Innovation*	60%	66%	51%	46%	79%

04 Workplace climate

Purpose

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

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

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

	Response scale (%)			% positive	vs 2016	vs Qld public sector	Range of all agencies	Your agency quintile
● Safety, health and wellness*	55	23	22	55%	-4	0	43 - 82	4
● Effectiveness and innovation*	57	19	24	57%	-5	0	49 - 77	4
● People and relationships	77	10	14	77%	-6	0	56 - 92	3
● Fairness and trust*	60	18	22	60%	-5	+2	46 - 78	3
● Performance and development	47	22	31	47%	-8	-8	41 - 74	5
● Leadership and engagement	59	18	24	59%	-7	-3	49 - 81	4
● My job	74	11	15	74%	-2	-3	58 - 89	5

* 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.

	Office of the Health Ombudsman % positive	Assessment & Resolution	Business Innovation	Investigations	Legal Services
<i>This section shows the % positive scores for divisions within the agency</i>					
Number of respondents	114	45	16	26	15
● Safety, health and wellness*	55%	56%	53%	47%	66%
● Effectiveness and innovation*	57%	61%	58%	45%	65%
● People and relationships	77%	84%	72%	66%	80%
● Fairness and trust*	60%	70%	46%	51%	66%
● Performance and development	47%	60%	26%	32%	64%
● Leadership and engagement	59%	74%	36%	48%	60%
● My job	74%	75%	73%	66%	92%

* 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.

		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	25	32	43	25%	+7	-6
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	37	34	29	37%	0	-6
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	47	27	26	47%	-7	+2
Q23f	My work contributes positively to my quality of life*	33	38	29	33%	-	-11
Q24h	People in my workgroup are committed to workplace safety	81	12	7	81%	-5	-1
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	74	13	12	74%	-	+7
Q25b	My workplace culture supports people to achieve a good work/life balance	62	16	22	62%	-12	0
Q25c	There is adequate focus on workplace safety at my workplace	65	19	16	65%	-10	-13

* New in 2017, no trend

06 Workplace climate by item

Purpose

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

New items were added to this index in 2017.

● Safety, health and wellness (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29h	My manager proactively discusses flexible work arrangements*	56	18	26	56%	-	+7
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	46	23	31	46%	-	-4
Q31h	The wellbeing of employees is a priority for my organisation*	46	24	30	46%	-	-3
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>	51	37	12	51%	-	+10
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	74	15	11	74%	+7	+10
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	67	19	14	67%	-	+12

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Effectiveness and innovation		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q22b	I have the tools I need to do my job effectively	63	11	26	63%	-5	-8
Q22c	I get the information I need to do my job well	69	15	16	69%	+8	+2
Q22d	I have the authority necessary to do my job effectively	73	12	15	73%	+1	+3
Q23c	I feel my job is secure	54	18	29	54%	-10	-4
Q23d	There is too much 'red tape' in my work (e.g. Regulatory or administrative processes) <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	27	36	37	27%	-2	+8
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	66	14	19	66%	-	+1
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	30	31	39	30%	-12	+11
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>	42	22	36	42%	+3	-4
Q26a	My workplace has undergone significant change in the past 12 months	42	28	30	42%	-14	-10

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Effectiveness and innovation (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q27a	I get the opportunity to develop new and better ways of doing my job	64	12	24	64%	-7	+6
Q27b	I am encouraged to make suggestions about improving work processes and/or services	71	12	17	71%	-13	+3
Q27c	Management is willing to act on suggestions to improve how things are done	53	17	30	53%	-4	0
Q27d	My workgroup uses research and expertise to identify better practice	46	29	25	46%	-11	-9
Q27e	My workgroup always tries to improve its performance	70	14	16	70%	-11	0
Q27f	My organisation is open to new ideas	57	18	25	57%	-6	+2
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	64	21	15	64%	-8	-6
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	83	11	6	83%	-5	+6
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	63	19	19	63%	+4	-1

06 Workplace climate by item (cont.)

Purpose

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

● People and relationships		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q24a	People in my workgroup treat each other with respect	78	7	15	78%	-12	+4
Q24b	I receive help and support from other people in my workgroup	88	6	6	88%	-3	+5
Q24c	People in my workgroup are honest, open and transparent in their dealings	70	15	15	70%	-11	+2
Q24d	People in my workgroup use their time and resources efficiently	66	11	23	66%	-9	+2
Q24e	People in my workgroup treat customers with respect	88	4	7	88%	-3	+3
Q24f	People in my workgroup are committed to delivering excellent service to customers	83	8	9	83%	-4	0
Q24g	People in my workgroup do their jobs effectively	73	12	15	73%	-7	-2
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	69	13	18	69%	-3	-10

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Fairness and trust		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q25a	My workplace has an inclusive culture where diversity is valued and respected	69	13	18	69%	-11	-4
Q25f	Performance is assessed and rewarded fairly in my workplace	39	25	36	39%	-7	+3
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	31	14	55	31%	-3	-7
Q25h	People are treated fairly and consistently in my workplace	42	15	42	42%	-8	-8
Q25i	People take responsibility for their decisions and actions in my workplace	42	22	35	42%	-9	-9
Q25j	I am able to speak up and share a different view to my colleagues and manager*	69	12	19	69%	-	-2
Q30a	My senior manager demonstrates honesty and integrity	66	16	17	66%	-7	-4
Q31e	Recruitment and promotion decisions in this organisation are fair	41	26	33	41%	-4	+4

* 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	69	21	9	69%	-	+16
Q32a	Age is not a barrier to success in my organisation	73	19	7	73%	-7	+8
Q32b	Gender is not a barrier to success in my organisation	76	16	8	76%	-9	+6
Q32c	Disability is not a barrier to success in my organisation	70	25	5	70%	-2	+14
Q32d	Cultural background is not a barrier to success in my organisation	79	19	3	79%	0	+9
Q32e	Sexual orientation is not a barrier to success in my organisation	82	14	4	82%	-2	+13
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	44	16	41	44%	-19	-11
Q32g	Women and men have equal access to work experiences that support career progression*	73	18	9	73%	-	+6

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

		Response scale (%)			% positive	vs 2016	vs Qld public sector
●	Performance and development						
Q28a	I receive useful feedback on my performance	58	18	24	58%	-11	+1
Q28b	My performance is assessed against clear criteria	42	20	38	42%	-8	-9
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	53	21	27	53%	-15	-10
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	35	22	43	35%	+4	-6
Q28e	I am able to access relevant learning and development opportunities	41	28	31	41%	-8	-21
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	44	29	27	44%	-6	-15
Q28g	I am satisfied with the opportunities available for career development	37	26	38	37%	-1	-8
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	54	20	26	54%	-10	-1
Q28i	I develop new knowledge and skills through undertaking tasks at work	68	13	20	68%	-8	-4
Q31b	My organisation is committed to developing its employees	41	24	35	41%	-15	-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.

● Leadership and engagement		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29a	My manager treats employees with dignity and respect	78	9	13	78%	-7	0
Q29b	My manager listens to what I have to say	80	7	13	80%	-1	+3
Q29c	My manager keeps me informed about what's going on	70	14	15	70%	-10	+3
Q29d	My manager understands my work	77	12	12	77%	-2	+4
Q29e	My manager creates a shared sense of purpose	70	14	16	70%	-3	+3
Q29f	My manager demonstrates honesty and integrity	74	13	14	74%	-11	-3
Q29g	My manager draws the best out of me	60	19	21	60%	-5	+3
Q31a	In my organisation, the leadership is of high quality	39	21	39	39%	-16	-14

06 Workplace climate by item (cont.)

Purpose

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

● Leadership and engagement (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31c	Management model the behaviours expected of all employees	40	18	42	40%	-12	-9
Q31d	In my organisation, the leadership operates with a high level of integrity	44	23	33	44%	-13	-11
Q31f	My organisation is well managed	40	23	37	40%	-9	-8
Q33a	I would recommend my organisation as a great place to work	55	19	26	55%	-6	-6
Q33b	I am proud to tell others I work for my organisation	60	21	20	60%	-8	-7
Q33c	I feel strong personal attachment to my organisation	54	19	27	54%	+3	-5
Q33d	My organisation motivates me to help it achieve its objectives	52	21	27	52%	-6	-1
Q33e	My organisation inspires me to do the best in my job	47	28	25	47%	-7	-6

06 Workplace climate by item (cont.)

Purpose

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

● My job		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q21a	I understand what is expected of me to do well in my job	85	4	11	85%	-4	-5
Q21b	I understand how my work contributes to my organisation's objectives	88	4	9	88%	-6	-3
Q22a	I have a choice in deciding how I do my work	70	11	18	70%	-5	+3
Q22e	My job gives me opportunities to utilise my skills	72	11	17	72%	-2	-3
Q22f	I enjoy the work in my current job	72	17	11	72%	+3	-4
Q22g	My job gives me a feeling of personal accomplishment	63	14	23	63%	+5	-6
Q34a	The degree to which your work is interesting/challenging <i>% positive indicates those who responded with "very satisfied" or "satisfied"</i>	72	12	16	72%	-1	-4
Q34b	Your ability to work on your own initiative <i>% positive indicates those who responded with "very satisfied" or "satisfied"</i>	82	9	8	82%	-2	+2
Q35	All things considered, how satisfied are you with your current job? <i>% positive indicates those who responded with "very satisfied" or "satisfied"</i>	63	16	20	63%	-5	-9

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
I get the information I need to do my job well	Effectiveness and innovation	69%	+8
Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	Safety, health and wellness	74%	+7
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	25%	+7
My job gives me a feeling of personal accomplishment	My job	63%	+5
I am encouraged to pursue developmental opportunities in other workplaces	Performance and development	35%	+4

The survey items with the most negative change	Index	% positive 2017	vs 2016
If I raised a complaint, I feel confident that it would be taken seriously	Fairness and trust	44%	-19
In my organisation, the leadership is of high quality	Leadership and engagement	39%	-16
My organisation is committed to developing its employees	Performance and development	41%	-15
In my organisation, there are opportunities for me to develop my skills and knowledge	Performance and development	53%	-15
In my organisation, the leadership operates with a high level of integrity	Leadership and engagement	44%	-13

08 Leadership behaviour in your agency: Team Leader

Purpose

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

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

Leadership levels are defined as follows:

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

POSITIVE IMPACT

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

SUCCESSION

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

	Proportion	vs Qld public sector
Empowers their team to perform at their best	44%	+13
Demonstrates sound judgment	40%	+13
Upholds ethical standards and principles	37%	+5
Encourages a strong customer and stakeholder focus	24%	-2
Delegates work effectively and monitors performance	22%	-1
Responds confidently when faced with uncertainty	22%	-3
Supports their team to adapt to change	22%	-5
Builds effective working relationships with others	19%	-10
Describes how their team's work aligns to organisational objectives	19%	+2
Implements improved ways of doing things	16%	-4
Applies sound business management skills	14%	0
Takes responsibility for team development	13%	-4
Actively seeks feedback for personal development	5%	-3
Builds effective working relationships with others	34%	-5
Demonstrates sound judgment	31%	+2
Empowers their team to perform at their best	31%	-4
Actively seeks feedback for personal development	27%	+6
Responds confidently when faced with uncertainty	27%	0
Upholds ethical standards and principles	27%	-1
Implements improved ways of doing things	25%	0
Applies sound business management skills	20%	+6
Delegates work effectively and monitors performance	20%	+2
Takes responsibility for team development	19%	0
Encourages a strong customer and stakeholder focus	16%	-3
Supports their team to adapt to change	16%	-3
Describes how their team's work aligns to organisational objectives	8%	-1

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

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED

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

NOT DEMONSTRATED

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

Proportion vs Qld public sector

Demonstrates sound judgment	40%	+10
Builds effective working relationships with others	30%	+2
Upholds ethical standards and principles	30%	-1
Delegates work effectively and monitors performance	27%	+4
Responds confidently when faced with uncertainty	27%	+2
Encourages a strong customer and stakeholder focus	25%	-2
Implements improved ways of doing things	24%	+4
Takes responsibility for team development	24%	+7
Empowers their team to perform at their best	22%	-4
Supports their team to adapt to change	19%	-7
Applies sound business management skills	14%	-3
Describes how their team's work aligns to organisational objectives	14%	-5
Actively seeks feedback for personal development	3%	-4
Actively seeks feedback for personal development	36%	+6
Empowers their team to perform at their best	32%	-3
Supports their team to adapt to change	27%	+1
Takes responsibility for team development	27%	-3
Implements improved ways of doing things	26%	-6
Responds confidently when faced with uncertainty	24%	+6
Delegates work effectively and monitors performance	23%	-7
Describes how their team's work aligns to organisational objectives	18%	-2
Applies sound business management skills	17%	+3
Builds effective working relationships with others	15%	-9
Demonstrates sound judgment	15%	+2
Encourages a strong customer and stakeholder focus	15%	+4
Upholds ethical standards and principles	14%	+1

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
Demonstrates sound judgment	50%	+22
Encourages innovative ideas and solutions	42%	+16
Takes a 'big picture' view of issues or problems	42%	+6
Encourages collaboration and inclusion across workgroups	33%	+5
Builds effective networks across the organisation and sector	25%	+4
Motivates others to perform at their best	25%	+6
Empowers individuals and teams to build capability	17%	-10
Leads change and culture initiatives	17%	+2
Manages and prioritises resources to achieve the best outcomes	17%	-15
Actively seeks feedback for personal development	8%	+1
Demonstrates sound business acumen	8%	-8
Manages ambiguity and politics effectively	8%	-9
Takes responsibility for upholding ethical standards and principles	8%	-16
Empowers individuals and teams to build capability	54%	+22
Manages ambiguity and politics effectively	46%	+32
Motivates others to perform at their best	46%	+10
Manages and prioritises resources to achieve the best outcomes	38%	+3
Actively seeks feedback for personal development	23%	+6
Demonstrates sound judgment	23%	-4
Encourages innovative ideas and solutions	23%	+3
Takes responsibility for upholding ethical standards and principles	23%	+3
Encourages collaboration and inclusion across workgroups	15%	-1
Takes a 'big picture' view of issues or problems	8%	-19
Builds effective networks across the organisation and sector	0%	-20
Demonstrates sound business acumen	0%	-10
Leads change and culture initiatives	0%	-23

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
Demonstrates sound judgment	58%	+28
Manages and prioritises resources to achieve the best outcomes	42%	+8
Takes a 'big picture' view of issues or problems	42%	+7
Builds effective networks across the organisation and sector	33%	+9
Empowers individuals and teams to build capability	25%	+2
Encourages collaboration and inclusion across workgroups	25%	-2
Encourages innovative ideas and solutions	25%	+2
Takes responsibility for upholding ethical standards and principles	17%	-7
Demonstrates sound business acumen	8%	-10
Leads change and culture initiatives	8%	-7
Manages ambiguity and politics effectively	8%	-10
Motivates others to perform at their best	8%	-12
Actively seeks feedback for personal development	0%	-7
Leads change and culture initiatives	43%	+18
Manages ambiguity and politics effectively	43%	+16
Encourages collaboration and inclusion across workgroups	36%	+12
Builds effective networks across the organisation and sector	29%	+12
Empowers individuals and teams to build capability	29%	-6
Encourages innovative ideas and solutions	21%	-5
Manages and prioritises resources to achieve the best outcomes	21%	-4
Motivates others to perform at their best	21%	-12
Takes responsibility for upholding ethical standards and principles	21%	+8
Demonstrates sound judgment	14%	+1
Takes a 'big picture' view of issues or problems	14%	-5
Actively seeks feedback for personal development	7%	-22
Demonstrates sound business acumen	0%	-9

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
Creates a culture of continuous improvement	52%	+29
Models high levels of ethical and professional behaviour	48%	+9
Navigates complex issues, politics and ambiguous situations effectively	48%	+11
Stands behind their decisions in the face of adversity	29%	0
Directs and prioritises resources to achieve the best outcomes	24%	-6
Inspires others to perform at their best	24%	+2
Demonstrates commercial acumen in managing corporate risk	14%	+1
Is compelling when communicating the organisational strategy	14%	0
Nurtures a learning and development culture	14%	-1
Builds strong relationships that influence organisational and sector outcomes	10%	-18
Seeks feedback to strengthen leadership approach	10%	-4
Adopts a system-wide view of issues to inform action	5%	-16
Leads change with agility	5%	-8
Models high levels of ethical and professional behaviour	55%	+16
Builds strong relationships that influence organisational and sector outcomes	45%	+10
Directs and prioritises resources to achieve the best outcomes	41%	+15
Inspires others to perform at their best	41%	-1
Navigates complex issues, politics and ambiguous situations effectively	32%	+2
Adopts a system-wide view of issues to inform action	23%	+10
Creates a culture of continuous improvement	18%	-7
Leads change with agility	14%	-8
Seeks feedback to strengthen leadership approach	14%	-6
Nurtures a learning and development culture	9%	-5
Demonstrates commercial acumen in managing corporate risk	5%	-3
Stands behind their decisions in the face of adversity	5%	-10
Is compelling when communicating the organisational strategy	0%	-13

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

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED

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

NOT DEMONSTRATED

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

	Proportion	vs Qld public sector
Models high levels of ethical and professional behaviour	48%	+12
Creates a culture of continuous improvement	43%	+21
Navigates complex issues, politics and ambiguous situations effectively	43%	+7
Nurtures a learning and development culture	29%	+14
Stands behind their decisions in the face of adversity	29%	+1
Directs and prioritises resources to achieve the best outcomes	19%	-11
Inspires others to perform at their best	19%	-2
Is compelling when communicating the organisational strategy	19%	+2
Demonstrates commercial acumen in managing corporate risk	14%	-1
Seeks feedback to strengthen leadership approach	14%	+1
Adopts a system-wide view of issues to inform action	10%	-13
Builds strong relationships that influence organisational and sector outcomes	5%	-23
Leads change with agility	5%	-10
Inspires others to perform at their best	48%	+11
Models high levels of ethical and professional behaviour	35%	+17
Directs and prioritises resources to achieve the best outcomes	30%	+4
Nurtures a learning and development culture	30%	+4
Builds strong relationships that influence organisational and sector outcomes	26%	+4
Is compelling when communicating the organisational strategy	26%	+6
Creates a culture of continuous improvement	22%	-5
Navigates complex issues, politics and ambiguous situations effectively	22%	+5
Seeks feedback to strengthen leadership approach	22%	-14
Leads change with agility	13%	-8
Stands behind their decisions in the face of adversity	13%	-6
Adopts a system-wide view of issues to inform action	9%	-9
Demonstrates commercial acumen in managing corporate risk	4%	-6

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	21%	-23	-22
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	79%	+23	+22
Flexible work hours for example accumulated hours as 'flexitime'*	67%	-	+38
Flexible work hours for example start late or early to meet responsibilities external to work*	21%	-	+9
None of the above	21%	-23	-22
Leave at half pay	12%	+5	+8
Telecommuting	11%	+10	+7
Part time work	6%	0	-11
Compressed work hours	3%	0	+1
Other, please specify	1%	-10	-1
Casual/on call	0%	0	-3
Hot desks	0%	0	-3
Job sharing	0%	-1	-2
Part-year work/annualised hours	0%	0	0
Purchased leave/extended leave/deferred salary schemes	0%	-1	-1
Term-time working	0%	0	0

* New in 2017, no trend

09 Flexible work options (cont.)

Purpose

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

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

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

	Proportion	vs 2016	vs Qld public sector
Yes, I requested flexibility	24%	-16	+5
No, I have not made a request but I am content with my current arrangements	64%	+11	-5
No, I have not made a request but I am not content with my current arrangements	12%	+6	+1

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

	Proportion	vs 2016	vs Qld public sector
Fully granted	70%		+4
Partially granted	7%		-7
Declined – no reason given	4%		-3
Declined – reason provided	15%		+7
I have not received a reply as yet	4%		-1

* New in 2017, no trend

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

	Proportion	vs 2016	vs Qld public sector
I feel the technology I currently have access to does not support flexible working	57%	+57	+51
Flexible working is frowned upon/not supported by my workplace culture	36%	+36	+6
I didn't feel confident presenting my case or negotiating arrangements with my manager	29%	+29	+7
I didn't feel I had the right to	29%	+29	+12
I feel flexibility is not possible in my current job	29%	+29	-1
I felt it would limit my career	29%	+29	+9
I was concerned that it may negatively impact my team	14%	+14	-5
None of the Above*	14%	-	-10
I don't feel confident in my manager's ability to manage staff working flexibly	0%	0	-12
I felt it would limit my access to training and development	0%	0	-7

* New in 2017, no trend

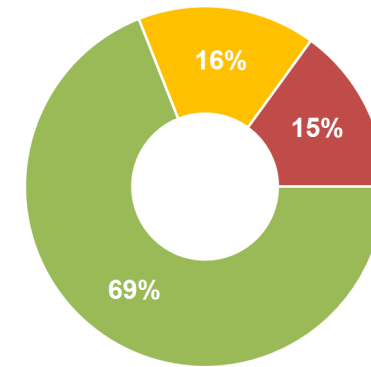
10 Domestic and family violence

Purpose

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

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

Overall	% proportion	vs 2016	vs Qld public sector
Yes	69%	+23	-6
No	15%	-10	+3
Don't know	16%	-12	+3



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	85%	+36	-1
No	4%	-24	-4
Don't Know	12%	-13	+5

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	64%	+18	-8
No	19%	-6	+5
Don't Know	17%	-12	+3

10 Domestic and family violence (cont.)

Purpose

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

Managers <i>Manage one or more employees</i>	% positive	vs 2016	vs Qld public sector
I am confident that I could sensitively communicate with employees affected by domestic and family violence	92%	+13	+10
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	88%	+26	+7
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	92%	+20	+11

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	74%	+3	+3
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	70%	-3	-1

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	23%	+7	Yes	7%	+1
No	65%	-15	No	89%	+1
Don't Know	8%	+6	Don't Know	1%	-1
Prefer not to say	4%	+1	Prefer not to say	2%	-1

* New in 2017, no trend

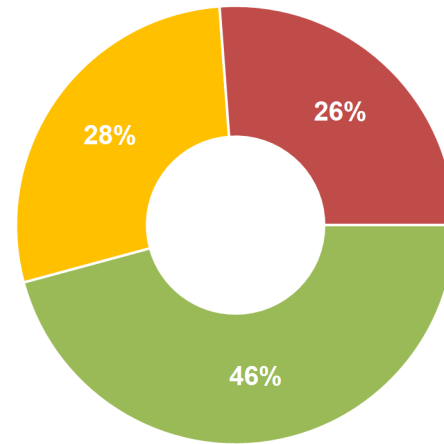
* New in 2017, no trend

11 Intention to leave your organisation

Purpose

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

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



46% of employees agreed with the statement:
 I intend to stay in my organisation within the next 12 months.

% positive change since 2016
-1
vs Qld public sector
-21

Reasons for leaving	Proportion	vs Qld public sector
The workplace culture	67%	+28
Career or job opportunities	60%	+8
Professional/personal development	53%	+18
Stress/Health	28%	-5
Your relationship with your manager	26%	+3
Job security	19%	0
Contract expiring	14%	+2
Your relationship with your colleagues	14%	+3
The location of your workplace or the time spent commuting	12%	-6
Balancing work and life commitments	10%	-12
Other (please specify)	10%	0
Work hours	10%	-4
Pay and conditions	7%	-20
Family/carer responsibilities	5%	-8
Fit between work and your interests	3%	-8
Travel plans	3%	-3
Retirement	2%	-7

12 Bullying and sexual harassment

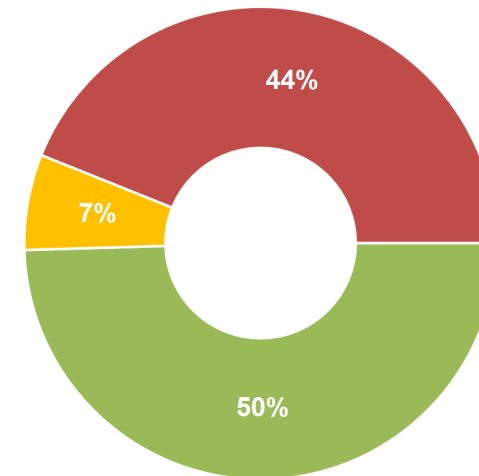
Purpose

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

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

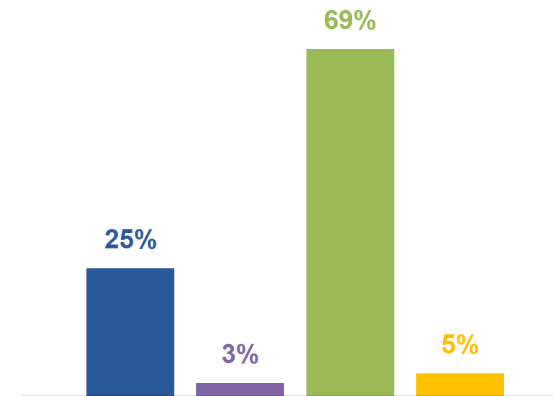
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
Yes	44%	+16	+16
No	50%	-14	-17
Don't know	7%	-1	+1



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

	Proportion	vs 2016	vs Qld public sector
Bullying	25%	+14	+9
Sexual Harassment	3%	+3	+2
No	69%	-15	-9
Don't Know	5%	0	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.

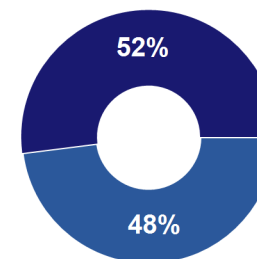
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A senior manager	56%	+17	+24
A fellow worker	41%	+10	-3
Your immediate manager/supervisor	37%	-9	+3
A group of fellow workers	4%	-19	-10
A worker that reports to you	4%	+4	-1
Other	4%	+4	+2
A client/customer	0%	-8	-7
A consultant/service provider	0%	0	-2
A member of the public	0%	-15	-5
A representative of another agency	0%	0	-2
Prefer not to specify	0%	-15	-8

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	67%	+28	+9
Inappropriate and unfair application of work policies or rules	56%	+2	+14
Other	30%	-17	+3
Physical behaviour (e.g. assault or aggressive body language)	11%	+3	0
Cyber bullying	0%	0	-6
'Initiations' or pranks	0%	0	-7
Interference with your personal property or work equipment	0%	0	-8

Did you report the BULLYING?

No



Yes

Why did you not report the BULLYING?	Proportion	vs 2016	vs Qld public sector
I did not think any action would be taken	71%	+71	+15
Managers accepted the behaviour	71%	+71	+38
It could affect my career	43%	+43	-2
I did not think it was worth the hassle of going through the report process	29%	+29	-9
I did not want to upset relationships in the workplace	29%	+29	-11
I did not think the bullying was serious enough	14%	+14	-2
Other	14%	+14	+4
I did not have enough evidence	7%	+7	-13
I did not know how to report it	0%	0	-5
The matter was resolved informally	0%	0	-7

13 Your view

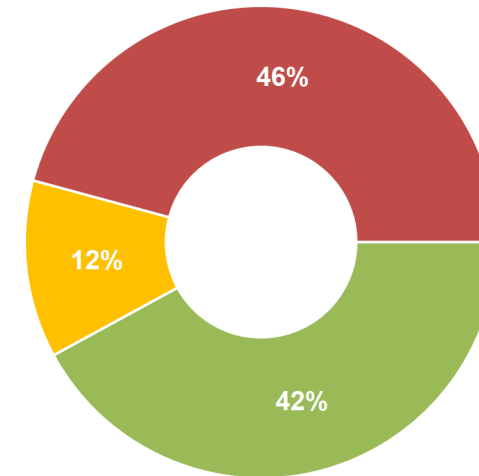
Purpose

This section is focused on understanding workplace improvement.

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

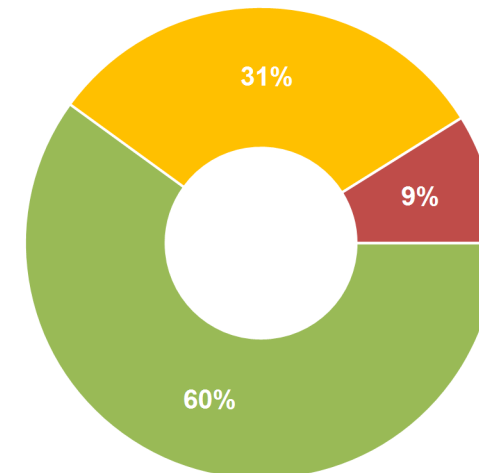
Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Yes	42%	-2	+12
No	46%	+20	-10
No, but I have not worked long in my organisation	12%	-19	-1



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	60%	-8	-2
Neutral	31%	+11	-1
Negative	9%	-3	+3



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)
Office of the Health Ombudsman	114	53%	41%	60%
Managerial status				
Yes	27	63%	41%	80%
No	87	50%	41%	54%
Employment status				
Permanent	90	52%	38%	60%
Non-permanent	23	59%	50%	64%
Full-time status				
Full-time basis	108	54%	42%	61%
Part-time basis	6	Restricted	Restricted	Restricted
FTE Salary				
Under \$50,000	1	Restricted	Restricted	Restricted
\$50,000 - \$69,999	10	76%	64%	63%
\$70,000 - \$89,999	39	54%	50%	55%
\$90,000 or over	64	49%	30%	62%
Time in agency				
Less than 2 years	50	57%	47%	56%
2 to less than 6 years	59	50%	35%	63%
6 to less than 10 years	1	Restricted	Restricted	Restricted
10 to less than 14 years	2	Restricted	Restricted	Restricted
14 to less than 16 years	0	Restricted	Restricted	Restricted
16 to less than 20 years	1	Restricted	Restricted	Restricted
20 years or more	0	Restricted	Restricted	Restricted

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).

		Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
<i>"Restricted" indicates a group with less than 10 respondents</i>					
Office of the Health Ombudsman		114	53%	41%	60%
Age					
	34 years or younger	37	49%	36%	63%
	35 to 44 years	43	58%	43%	59%
	45 to 54 years	21	55%	48%	60%
	55 years or older	13	50%	35%	58%
Gender*					
	Female	80	57%	43%	65%
	Male	33	46%	37%	51%
	X	1	Restricted	Restricted	Restricted
Type of work					
	Direct service delivery	22	56%	53%	45%
	Corporate services and administrative support/clerical	30	61%	43%	68%
	Other	62	49%	36%	62%
Shiftwork					
	Yes	0	Restricted	Restricted	Restricted
	No	114	53%	41%	60%

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

15 Appendix B – Strategic priorities and factors by item

Purpose

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

Strategic priorities		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Agency engagement							
Q33a	I would recommend my organisation as a great place to work	55%	-6	19%	-7	26%	+13
Q33b	I am proud to tell others I work for my organisation	60%	-8	21%	-6	20%	+13
Q33c	I feel strong personal attachment to my organisation	54%	+3	19%	-11	27%	+7
Q33d	My organisation motivates me to help it achieve its objectives	52%	-6	21%	-8	27%	+14
Q33e	My organisation inspires me to do the best in my job	47%	-7	28%	-5	25%	+12
Organisational leadership							
Q31a	In my organisation, the leadership is of high quality	39%	-16	21%	+2	39%	+14
Q31c	Management model the behaviours expected of all employees	40%	-12	18%	-6	42%	+17
Q31d	In my organisation, the leadership operates with a high level of integrity	44%	-13	23%	-1	33%	+14
Q31f	My organisation is well managed	40%	-9	23%	-2	37%	+12
Innovation							
Q27a	I get the opportunity to develop new and better ways of doing my job	64%	-7	12%	-3	24%	+11
Q27b	I am encouraged to make suggestions about improving work processes and/or services	71%	-13	12%	+3	17%	+10
Q27c	Management is willing to act on suggestions to improve how things are done	53%	-4	17%	-10	30%	+15
Q27d	My workgroup uses research and expertise to identify better practice	46%	-11	29%	0	25%	+11
Q27e	My workgroup always tries to improve its performance	70%	-11	14%	-1	16%	+12
Q27f	My organisation is open to new ideas	57%	-6	18%	-7	25%	+14

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

Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Job empowerment							
Q22a	I have a choice in deciding how I do my work	70%	-5	11%	-3	18%	+8
Q22b	I have the tools I need to do my job effectively	63%	-5	11%	-6	26%	+11
Q22c	I get the information I need to do my job well	69%	+8	15%	-5	16%	-3
Q22d	I have the authority necessary to do my job effectively	73%	+1	12%	-1	15%	+1
Q22e	My job gives me opportunities to utilise my skills	72%	-2	11%	0	17%	+1
Q34b	Your ability to work on your own initiative	82%	-2	9%	+1	8%	+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	25%	+7	32%	+4	43%	-11
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	37%	0	34%	+4	29%	-4
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with negative health impacts	47%	-7	27%	0	26%	+7
Learning and development							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	53%	-15	21%	+5	27%	+10
Q28e	I am able to access relevant learning and development opportunities	41%	-8	28%	-4	31%	+12
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	44%	-6	29%	-4	27%	+10
Q28g	I am satisfied with the opportunities available for career development	37%	-1	26%	-10	38%	+12
Q31b	My organisation is committed to developing its employees	41%	-15	24%	-3	35%	+19

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

Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
My workgroup							
Q24a	People in my workgroup treat each other with respect	78%	-12	7%	+2	15%	+10
Q24b	I receive help and support from other people in my workgroup	88%	-3	6%	+1	6%	+2
Q24c	People in my workgroup are honest, open and transparent in their dealings	70%	-11	15%	+6	15%	+6
Q24d	People in my workgroup use their time and resources efficiently	66%	-9	11%	-4	23%	+13
Q24e	People in my workgroup treat customers with respect	88%	-3	4%	-2	7%	+5
Q24f	People in my workgroup are committed to delivering excellent service to customers	83%	-4	8%	-2	9%	+6
Q24g	People in my workgroup do their jobs effectively	73%	-7	12%	+1	15%	+6
My manager							
Q29a	My manager treats employees with dignity and respect	78%	-7	9%	+2	13%	+5
Q29b	My manager listens to what I have to say	80%	-1	7%	-6	13%	+6
Q29c	My manager keeps me informed about what's going on	70%	-10	14%	+6	15%	+5
Q29d	My manager understands my work	77%	-2	12%	0	12%	+2
Q29e	My manager creates a shared sense of purpose	70%	-3	14%	-5	16%	+7
Q29f	My manager demonstrates honesty and integrity	74%	-11	13%	+3	14%	+7
Q29g	My manager draws the best out of me	60%	-5	19%	-3	21%	+8

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

Purpose

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

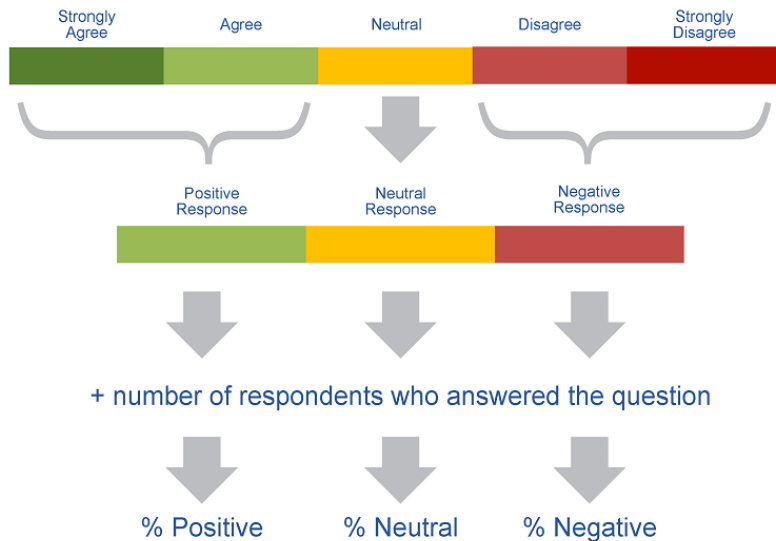
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Organisational fairness							
Q25f	Performance is assessed and rewarded fairly in my workplace	39%	-7	25%	-10	36%	+16
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	31%	-3	14%	-20	55%	+23
Q25h	People are treated fairly and consistently in my workplace	42%	-8	15%	-12	42%	+20
Q25i	People take responsibility for their decisions and actions in my workplace	42%	-9	22%	-6	35%	+16
Q31e	Recruitment and promotion decisions in this organisation are fair	41%	-4	26%	-6	33%	+11
Anti-discrimination							
Q32a	Age is not a barrier to success in my organisation	73%	-7	19%	+3	7%	+4
Q32b	Gender is not a barrier to success in my organisation	76%	-9	16%	+3	8%	+7
Q32c	Disability is not a barrier to success in my organisation	70%	-2	25%	-3	5%	+5
Q32d	Cultural background is not a barrier to success in my organisation	79%	0	19%	-3	3%	+3
Q32e	Sexual orientation is not a barrier to success in my organisation	82%	-2	14%	-2	4%	+4

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.