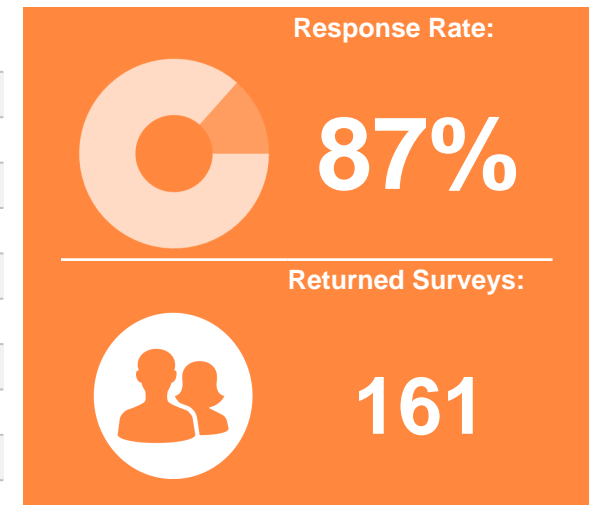


Report Content

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Purpose

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

Note on the response rate

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

Reporting Framework

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

Strategic priorities: driver analysis

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

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



Workplace climate

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

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

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

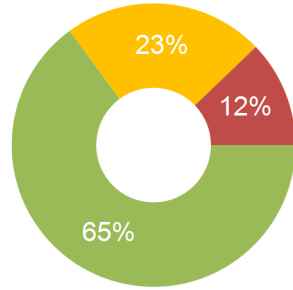


01 Driver analysis scorecard

Purpose

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

Agency Engagement



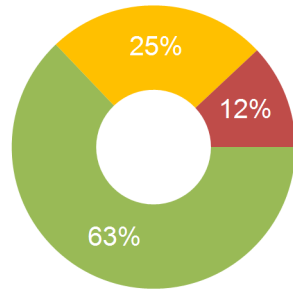
% positive change since 2016
+5

Top 3 drivers

% Positive

Driver	2016	2017
Organisational leadership	62%	63%
Innovation	72%	72%
Organisational fairness	44%	45%

Organisational leadership



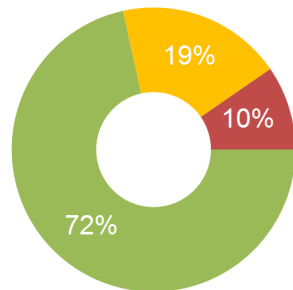
% positive change since 2016
+1

Top 3 drivers

% Positive

Driver	2016	2017
Organisational fairness	44%	45%
Innovation	72%	72%
Learning and development	65%	70%

Innovation



% positive change since 2016
0

Top 3 drivers

% Positive

Driver	2016	2017
Organisational fairness	44%	45%
Job empowerment	77%	78%
Organisational leadership	62%	63%

02 Factors

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

Purpose

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

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

	Response scale (%)			% positive	vs 2016	vs Qld public sector	Range of all agencies	Your agency quintile
Agency engagement*	65	23	12	65%	+5	+6	41 - 82	2
Job empowerment	78	14	8	78%	+1	+6	60 - 86	1
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	38	32	31	38%	+7	-2	29 - 68	4
Learning and development	70	18	13	70%	+5	+14	33 - 82	1
My workgroup	80	13	7	80%	-3	+4	58 - 92	2
My manager	75	16	9	75%	-6	+4	57 - 84	2
Organisational leadership*	63	25	12	63%	+1	+12	29 - 85	2
Organisational fairness	45	32	24	45%	0	+2	26 - 67	2
Anti-discrimination	72	21	7	72%	+7	+6	48 - 96	2
Innovation*	72	19	10	72%	0	+12	46 - 89	1

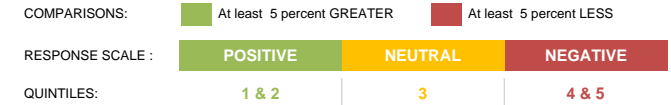
03 Factors by division

Purpose

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

	Queensland Audit Office % positive	Audit	Support Services
<i>This section shows the % positive scores for divisions within the agency</i>			
Number of respondents	161	131	24
Agency engagement*	65%	66%	67%
Job empowerment	78%	78%	77%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	38%	35%	50%
Learning and development	70%	70%	69%
My workgroup	80%	77%	96%
My manager	75%	73%	86%
Organisational leadership*	63%	62%	70%
Organisational fairness	45%	43%	57%
Anti-discrimination	72%	70%	79%
Innovation*	72%	71%	81%

04 Workplace climate



Purpose

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

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

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

	Response scale (%)			% positive	vs 2016	vs Qld public sector	Range of all agencies	Your agency quintile
● Safety, health and wellness*	56	25	19	56%	+6	+2	43 - 82	3
● Effectiveness and innovation*	64	22	13	64%	0	+7	49 - 77	1
● People and relationships	79	14	7	79%	-3	+2	56 - 92	3
● Fairness and trust*	64	23	13	64%	+6	+6	46 - 78	2
● Performance and development	66	20	14	66%	+4	+10	41 - 74	1
● Leadership and engagement	69	21	11	69%	-1	+7	49 - 81	2
● My job	80	12	8	80%	+3	+3	58 - 89	2

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

05 Workplace climate by division

Purpose

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

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

	Queensland Audit Office % positive	Audit	Support Services
<i>This section shows the % positive scores for divisions within the agency</i>			
Number of respondents	161	131	24
● Safety, health and wellness*	56%	54%	71%
● Effectiveness and innovation*	64%	64%	69%
● People and relationships	79%	76%	96%
● Fairness and trust*	64%	63%	72%
● Performance and development	66%	65%	71%
● Leadership and engagement	69%	68%	76%
● My job	80%	81%	80%

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

06 Workplace climate by item

Purpose

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

New items were added to this index in 2017.

● Safety, health and wellness		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement	31	29	40	31%	+6	-1
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	37	36	27	37%	+6	-6
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	45	30	25	45%	+8	0
Q23f	My work contributes positively to my quality of life*	48	34	18	48%	-	+4
Q24h	People in my workgroup are committed to workplace safety	84	14	2	84%	-1	+2
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	79	13	8	79%	-	+12
Q25b	My workplace culture supports people to achieve a good work/life balance	56	23	21	56%	+10	-6
Q25c	There is adequate focus on workplace safety at my workplace	81	12	7	81%	+1	+2

* 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*	48	32	20	48%	-	-1
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	57	23	19	57%	-	+7
Q31h	The wellbeing of employees is a priority for my organisation*	55	27	18	55%	-	+6
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>	49	31	19	49%	-	+8
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	55	22	23	55%	+9	-9
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	65	25	10	65%	-	+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		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q22b	I have the tools I need to do my job effectively	82	11	8	82%	+7	+11
Q22c	I get the information I need to do my job well	71	21	9	71%	-3	+3
Q22d	I have the authority necessary to do my job effectively	74	17	9	74%	0	+4
Q23c	I feel my job is secure	62	25	13	62%	+13	+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>	33	34	33	33%	-2	+14
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	73	20	7	73%	-	+8
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	29	40	31	29%	-4	+10
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>	50	28	22	50%	-3	+4
Q26a	My workplace has undergone significant change in the past 12 months	55	28	17	55%	-3	+3

* 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	76	15	8	76%	+3	+19
Q27b	I am encouraged to make suggestions about improving work processes and/or services	81	11	8	81%	+2	+13
Q27c	Management is willing to act on suggestions to improve how things are done	62	24	15	62%	-2	+8
Q27d	My workgroup uses research and expertise to identify better practice	64	25	11	64%	-1	+8
Q27e	My workgroup always tries to improve its performance	78	17	6	78%	-3	+8
Q27f	My organisation is open to new ideas	69	22	9	69%	-1	+14
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	64	22	14	64%	-9	-5
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	75	18	7	75%	-2	-2
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	63	27	10	63%	+3	-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	80	10	10	80%	-3	+6
Q24b	I receive help and support from other people in my workgroup	84	7	9	84%	+1	+1
Q24c	People in my workgroup are honest, open and transparent in their dealings	82	11	6	82%	0	+15
Q24d	People in my workgroup use their time and resources efficiently	63	25	12	63%	-8	-2
Q24e	People in my workgroup treat customers with respect	90	8	3	90%	-3	+4
Q24f	People in my workgroup are committed to delivering excellent service to customers	87	10	3	87%	-3	+5
Q24g	People in my workgroup do their jobs effectively	72	22	6	72%	-3	-3
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	73	18	9	73%	-5	-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.

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	82	12	6	82%	+11	+9
Q25f	Performance is assessed and rewarded fairly in my workplace	27	41	32	27%	-4	-9
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	43	32	25	43%	-2	+5
Q25h	People are treated fairly and consistently in my workplace	44	30	26	44%	0	-7
Q25i	People take responsibility for their decisions and actions in my workplace	56	31	13	56%	+2	+5
Q25j	I am able to speak up and share a different view to my colleagues and manager*	76	14	10	76%	-	+5
Q30a	My senior manager demonstrates honesty and integrity	83	13	4	83%	0	+13
Q31e	Recruitment and promotion decisions in this organisation are fair	53	25	23	53%	+5	+16

* 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	62	28	10	62%	-	+9
Q32a	Age is not a barrier to success in my organisation	68	18	14	68%	+9	+3
Q32b	Gender is not a barrier to success in my organisation	79	14	7	79%	+5	+9
Q32c	Disability is not a barrier to success in my organisation	65	33	3	65%	+7	+8
Q32d	Cultural background is not a barrier to success in my organisation	74	17	9	74%	+1	+5
Q32e	Sexual orientation is not a barrier to success in my organisation	73	25	2	73%	+11	+3
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	61	25	15	61%	0	+6
Q32g	Women and men have equal access to work experiences that support career progression*	80	13	7	80%	-	+13

* 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	68	17	15	68%	+7	+11	
Q28b	My performance is assessed against clear criteria	56	25	19	56%	+5	+5	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	78	11	12	78%	+6	+15	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	33	43	24	33%	-1	-8	
Q28e	I am able to access relevant learning and development opportunities	75	15	10	75%	+2	+14	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	72	18	10	72%	+6	+13	
Q28g	I am satisfied with the opportunities available for career development	51	28	21	51%	+7	+6	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	69	17	14	69%	+4	+14	
Q28i	I develop new knowledge and skills through undertaking tasks at work	84	11	5	84%	+5	+12	
Q31b	My organisation is committed to developing its employees	72	15	13	72%	+2	+20	

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	79	13	8	79%	-9	+1
Q29b	My manager listens to what I have to say	83	10	7	83%	0	+6
Q29c	My manager keeps me informed about what's going on	71	20	8	71%	-8	+4
Q29d	My manager understands my work	77	16	7	77%	-6	+4
Q29e	My manager creates a shared sense of purpose	71	19	10	71%	-3	+4
Q29f	My manager demonstrates honesty and integrity	81	14	5	81%	-8	+5
Q29g	My manager draws the best out of me	62	23	15	62%	-6	+5
Q31a	In my organisation, the leadership is of high quality	67	22	11	67%	+2	+14

06 Workplace climate by item (cont.)

Purpose

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

● Leadership and engagement (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31c	Management model the behaviours expected of all employees	57	26	17	57%	-2	+8
Q31d	In my organisation, the leadership operates with a high level of integrity	71	21	7	71%	+4	+17
Q31f	My organisation is well managed	56	31	13	56%	0	+9
Q33a	I would recommend my organisation as a great place to work	63	24	13	63%	+7	+2
Q33b	I am proud to tell others I work for my organisation	75	17	8	75%	+9	+7
Q33c	I feel strong personal attachment to my organisation	61	24	15	61%	+3	+3
Q33d	My organisation motivates me to help it achieve its objectives	64	25	11	64%	+3	+11
Q33e	My organisation inspires me to do the best in my job	62	25	13	62%	+2	+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.

● My job		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q21a	I understand what is expected of me to do well in my job	91	5	4	91%	+8	+2
Q21b	I understand how my work contributes to my organisation's objectives	95	4	1	95%	-1	+4
Q22a	I have a choice in deciding how I do my work	76	16	7	76%	+1	+9
Q22e	My job gives me opportunities to utilise my skills	83	9	8	83%	+2	+8
Q22f	I enjoy the work in my current job	74	17	9	74%	+8	-2
Q22g	My job gives me a feeling of personal accomplishment	69	18	13	69%	+4	0
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	79	13	9	79%	-1	+3
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	80	13	7	80%	-1	0
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	72	16	12	72%	+12	-1

07 Most changed since 2016, by item

Purpose

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

NOTE:

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

The survey items with the most positive change	Index	% positive 2017	vs 2016
I feel my job is secure	Effectiveness and innovation	62%	+13
All things considered, how satisfied are you with your current job? % positive indicates those who responded with "very satisfied" or "satisfied"	My job	72%	+12
My workplace has an inclusive culture where diversity is valued and respected	Fairness and trust	82%	+11
Sexual orientation is not a barrier to success in my organisation	Fairness and trust	73%	+11
I intend to leave my organisation within the next 12 months	Non factorial item	57%	+10

The survey items with the most negative change	Index	% positive 2017	vs 2016
Your physical working environment % positive indicates those who responded with "very satisfied" or "satisfied"	Effectiveness and innovation	64%	-9
My manager treats employees with dignity and respect	Leadership and engagement	79%	-9
People in my workgroup use their time and resources efficiently	People and relationships	63%	-8
My manager demonstrates honesty and integrity	Leadership and engagement	81%	-8
My manager keeps me informed about what's going on	Leadership and engagement	71%	-8

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
Encourages a strong customer and stakeholder focus	44%	+18
Empowers their team to perform at their best	38%	+7
Builds effective working relationships with others	36%	+7
Delegates work effectively and monitors performance	30%	+6
Demonstrates sound judgment	24%	-3
Describes how their team's work aligns to organisational objectives	22%	+5
Takes responsibility for team development	20%	+4
Upholds ethical standards and principles	20%	-11
Applies sound business management skills	16%	+2
Responds confidently when faced with uncertainty	16%	-9
Supports their team to adapt to change	16%	-12
Implements improved ways of doing things	14%	-6
Actively seeks feedback for personal development	4%	-4
Builds effective working relationships with others	42%	+3
Responds confidently when faced with uncertainty	40%	+14
Encourages a strong customer and stakeholder focus	30%	+12
Empowers their team to perform at their best	28%	-7
Implements improved ways of doing things	26%	+1
Delegates work effectively and monitors performance	24%	+6
Demonstrates sound judgment	24%	-5
Actively seeks feedback for personal development	18%	-3
Supports their team to adapt to change	18%	-1
Takes responsibility for team development	18%	0
Applies sound business management skills	16%	+2
Describes how their team's work aligns to organisational objectives	8%	-1
Upholds ethical standards and principles	8%	-19

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

Purpose

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

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

Leadership levels are defined as follows:

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

Proportion vs Qld public sector

DEMONSTRATED

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

	Proportion	vs Qld public sector
Empowers their team to perform at their best	34%	+7
Encourages a strong customer and stakeholder focus	34%	+7
Upholds ethical standards and principles	34%	+3
Builds effective working relationships with others	30%	+2
Demonstrates sound judgment	30%	+1
Describes how their team's work aligns to organisational objectives	22%	+3
Supports their team to adapt to change	20%	-6
Delegates work effectively and monitors performance	18%	-5
Implements improved ways of doing things	18%	-2
Takes responsibility for team development	18%	+1
Applies sound business management skills	16%	-1
Responds confidently when faced with uncertainty	12%	-13
Actively seeks feedback for personal development	2%	-5

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
Implements improved ways of doing things	34%	+3
Responds confidently when faced with uncertainty	32%	+13
Takes responsibility for team development	32%	+2
Empowers their team to perform at their best	30%	-5
Supports their team to adapt to change	30%	+4
Builds effective working relationships with others	28%	+4
Delegates work effectively and monitors performance	26%	-4
Demonstrates sound judgment	26%	+12
Actively seeks feedback for personal development	19%	-11
Describes how their team's work aligns to organisational objectives	15%	-5
Applies sound business management skills	13%	-1
Encourages a strong customer and stakeholder focus	9%	-3
Upholds ethical standards and principles	4%	-8

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	46%	+17
Takes a 'big picture' view of issues or problems	37%	+1
Takes responsibility for upholding ethical standards and principles	35%	+11
Encourages collaboration and inclusion across workgroups	28%	0
Motivates others to perform at their best	26%	+7
Empowers individuals and teams to build capability	24%	-3
Manages and prioritises resources to achieve the best outcomes	24%	-8
Builds effective networks across the organisation and sector	20%	-1
Demonstrates sound business acumen	20%	+4
Encourages innovative ideas and solutions	17%	-8
Leads change and culture initiatives	11%	-4
Manages ambiguity and politics effectively	9%	-8
Actively seeks feedback for personal development	4%	-3
Builds effective networks across the organisation and sector	39%	+19
Motivates others to perform at their best	37%	+1
Takes a 'big picture' view of issues or problems	33%	+6
Manages and prioritises resources to achieve the best outcomes	28%	-8
Demonstrates sound judgment	26%	-1
Empowers individuals and teams to build capability	22%	-10
Manages ambiguity and politics effectively	22%	+8
Encourages innovative ideas and solutions	20%	-1
Actively seeks feedback for personal development	17%	0
Demonstrates sound business acumen	17%	+7
Encourages collaboration and inclusion across workgroups	15%	-1
Leads change and culture initiatives	13%	-10
Takes responsibility for upholding ethical standards and principles	11%	-10

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

Encourages collaboration and inclusion across workgroups	39%	+12
Builds effective networks across the organisation and sector	35%	+10
Demonstrates sound judgment	33%	+2
Manages and prioritises resources to achieve the best outcomes	30%	-3
Takes a 'big picture' view of issues or problems	30%	-4
Empowers individuals and teams to build capability	26%	+3
Takes responsibility for upholding ethical standards and principles	22%	-1
Demonstrates sound business acumen	20%	+2
Motivates others to perform at their best	17%	-2
Encourages innovative ideas and solutions	15%	-8
Leads change and culture initiatives	15%	0
Manages ambiguity and politics effectively	13%	-5
Actively seeks feedback for personal development	4%	-3
Motivates others to perform at their best	51%	+17
Manages and prioritises resources to achieve the best outcomes	44%	+19
Empowers individuals and teams to build capability	27%	-8
Encourages collaboration and inclusion across workgroups	27%	+3
Leads change and culture initiatives	27%	+2
Manages ambiguity and politics effectively	27%	0
Encourages innovative ideas and solutions	24%	-2
Actively seeks feedback for personal development	18%	-11
Builds effective networks across the organisation and sector	18%	+1
Demonstrates sound judgment	16%	+2
Takes a 'big picture' view of issues or problems	11%	-8
Takes responsibility for upholding ethical standards and principles	7%	-7
Demonstrates sound business acumen	4%	-5

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	49%	+12
Builds strong relationships that influence organisational and sector outcomes	37%	+9
Inspires others to perform at their best	29%	+7
Creates a culture of continuous improvement	27%	+4
Directs and prioritises resources to achieve the best outcomes	27%	-3
Models high levels of ethical and professional behaviour	24%	-14
Demonstrates commercial acumen in managing corporate risk	22%	+8
Stands behind their decisions in the face of adversity	22%	-7
Adopts a system-wide view of issues to inform action	15%	-6
Nurtures a learning and development culture	15%	-1
Is compelling when communicating the organisational strategy	12%	-2
Leads change with agility	10%	-3
Seeks feedback to strengthen leadership approach	5%	-8

Builds strong relationships that influence organisational and sector outcomes	68%	+32
Navigates complex issues, politics and ambiguous situations effectively	63%	+33
Inspires others to perform at their best	50%	+8
Is compelling when communicating the organisational strategy	23%	+9
Directs and prioritises resources to achieve the best outcomes	20%	-5
Leads change with agility	20%	-1
Adopts a system-wide view of issues to inform action	15%	+3
Models high levels of ethical and professional behaviour	13%	-26
Demonstrates commercial acumen in managing corporate risk	10%	+3
Creates a culture of continuous improvement	8%	-18
Seeks feedback to strengthen leadership approach	5%	-15
Stands behind their decisions in the face of adversity	5%	-10
Nurtures a learning and development culture	3%	-11

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	55%	+19
Builds strong relationships that influence organisational and sector outcomes	45%	+17
Directs and prioritises resources to achieve the best outcomes	30%	0
Leads change with agility	28%	+13
Inspires others to perform at their best	25%	+4
Adopts a system-wide view of issues to inform action	23%	0
Stands behind their decisions in the face of adversity	23%	-5
Demonstrates commercial acumen in managing corporate risk	20%	+5
Is compelling when communicating the organisational strategy	15%	-2
Models high levels of ethical and professional behaviour	15%	-20
Nurtures a learning and development culture	10%	-5
Creates a culture of continuous improvement	8%	-14
Seeks feedback to strengthen leadership approach	5%	-9
Nurtures a learning and development culture	41%	+15
Seeks feedback to strengthen leadership approach	38%	+3
Directs and prioritises resources to achieve the best outcomes	31%	+4
Inspires others to perform at their best	31%	-6
Builds strong relationships that influence organisational and sector outcomes	26%	+4
Leads change with agility	23%	+2
Adopts a system-wide view of issues to inform action	18%	+1
Creates a culture of continuous improvement	15%	-11
Demonstrates commercial acumen in managing corporate risk	15%	+6
Navigates complex issues, politics and ambiguous situations effectively	15%	-1
Stands behind their decisions in the face of adversity	15%	-3
Is compelling when communicating the organisational strategy	13%	-8
Models high levels of ethical and professional behaviour	8%	-11

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

Purpose

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

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

Leadership levels are defined as follows:

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

POSITIVE IMPACT

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

SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Builds strong relationships that influence organisational and sector outcomes	79%	+47
Inspires others to perform at their best	71%	+21
Models high levels of ethical and professional behaviour	43%	-6
Navigates complex issues, politics and ambiguous situations effectively	36%	+9
Creates a culture of continuous improvement	21%	-9
Nurtures a learning and development culture	21%	-1
Directs and prioritises resources to achieve the best outcomes	14%	-5
Stands behind their decisions in the face of adversity	14%	-3
Adopts a system-wide view of issues to inform action	0%	-8
Demonstrates commercial acumen in managing corporate risk	0%	-2
Is compelling when communicating the organisational strategy	0%	-13
Leads change with agility	0%	-13
Seeks feedback to strengthen leadership approach	0%	-15
Builds strong relationships that influence organisational and sector outcomes	64%	+31
Navigates complex issues, politics and ambiguous situations effectively	50%	+15
Inspires others to perform at their best	43%	+4
Models high levels of ethical and professional behaviour	43%	+5
Directs and prioritises resources to achieve the best outcomes	36%	+12
Creates a culture of continuous improvement	21%	-4
Seeks feedback to strengthen leadership approach	21%	+1
Adopts a system-wide view of issues to inform action	7%	-11
Is compelling when communicating the organisational strategy	7%	-5
Nurtures a learning and development culture	7%	-7
Stands behind their decisions in the face of adversity	7%	-5
Demonstrates commercial acumen in managing corporate risk	0%	-7
Leads change with agility	0%	-20

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

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED

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

NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Creates a culture of continuous improvement	57%	+32
Directs and prioritises resources to achieve the best outcomes	50%	+20
Navigates complex issues, politics and ambiguous situations effectively	43%	+8
Builds strong relationships that influence organisational and sector outcomes	36%	+9
Models high levels of ethical and professional behaviour	36%	+5
Nurtures a learning and development culture	29%	+12
Demonstrates commercial acumen in managing corporate risk	21%	+2
Stands behind their decisions in the face of adversity	14%	-8
Inspires others to perform at their best	7%	-8
Is compelling when communicating the organisational strategy	7%	-13
Adopts a system-wide view of issues to inform action	0%	-30
Leads change with agility	0%	-11
Seeks feedback to strengthen leadership approach	0%	-14
Builds strong relationships that influence organisational and sector outcomes	57%	+35
Inspires others to perform at their best	57%	+24
Models high levels of ethical and professional behaviour	36%	+11
Seeks feedback to strengthen leadership approach	36%	+4
Creates a culture of continuous improvement	21%	-7
Leads change with agility	21%	0
Nurtures a learning and development culture	21%	-2
Adopts a system-wide view of issues to inform action	14%	-5
Demonstrates commercial acumen in managing corporate risk	14%	+6
Is compelling when communicating the organisational strategy	7%	-14
Navigates complex issues, politics and ambiguous situations effectively	7%	-12
Stands behind their decisions in the face of adversity	7%	-9
Directs and prioritises resources to achieve the best outcomes	0%	-29

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	25%	-15	-18
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	75%	+15	+18
Flexible work hours for example accumulated hours as 'flexitime'*	55%	-	+26
Flexible work hours for example start late or early to meet responsibilities external to work*	36%	-	+23
None of the above	25%	-15	-18
Hot desks	16%	-4	+13
Telecommuting	13%	+3	+9
Part time work	13%	-1	-4
Leave at half pay	12%	+3	+8
Purchased leave/extended leave/deferred salary schemes	2%	0	+1
Compressed work hours	1%	+1	-1
Casual/on call	1%	+1	-3
Job sharing	1%	+1	-1
Other, please specify	0%	-1	-2
Part-year work/annualised hours	0%	0	0
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	15%	-4	-5
No, I have not made a request but I am content with my current arrangements	73%	-3	+4
No, I have not made a request but I am not content with my current arrangements	12%	+7	0

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	91%	+25
Partially granted	9%	-6
Declined – no reason given	0%	-7
Declined – reason provided	0%	-8
I have not received a reply as yet	0%	-5

* New in 2017, no trend

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

	Proportion	vs 2016	vs Qld public sector
I feel flexibility is not possible in my current job	58%	+58	+28
Flexible working is frowned upon/not supported by my workplace culture	47%	+47	+18
I felt it would limit my career	37%	+37	+17
I was concerned that it may negatively impact my team	32%	+32	+13
I didn't feel confident presenting my case or negotiating arrangements with my manager	26%	+26	+4
I felt it would limit my access to training and development	16%	+16	+9
I didn't feel I had the right to	11%	+11	-6
I don't feel confident in my manager's ability to manage staff working flexibly	5%	+5	-7
None of the Above*	5%	-	-19
I feel the technology I currently have access to does not support flexible working	0%	0	-6

* New in 2017, no trend

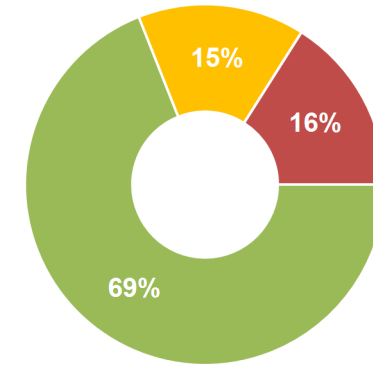
10 Domestic and family violence

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
Yes	69%	-14	-7
No	16%	+7	+4
Don't know	15%	+7	+3



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	76%	-12	-10
No	16%	+13	+9
Don't Know	7%	-1	+1

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	63%	-17	-10
No	16%	+3	+3
Don't Know	21%	+14	+7

10 Domestic and family violence (cont.)

Purpose

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

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	69%	-16	-13
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	68%	-4	-14
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	71%	-9	-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	65%	-4	-6
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	68%	-2	-3

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	3%	-13	Yes	0%	-7
No	93%	+13	No	97%	+10
Don't Know	1%	0	Don't Know	3%	0
Prefer not to say	3%	0	Prefer not to say	0%	-3

* New in 2017, no trend

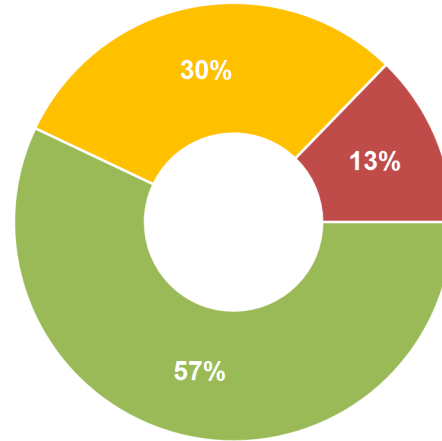
* New in 2017, no trend

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.



57%

of employees agreed with the statement:

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

% positive change since 2016 vs Qld public sector
+10 **-10**

Reasons for leaving	Proportion	vs Qld public sector
Career or job opportunities	52%	0
The workplace culture	44%	+5
Stress/Health	43%	+10
Pay and conditions	40%	+13
Balancing work and life commitments	33%	+11
Professional/personal development	33%	-2
Work hours	29%	+14
Your relationship with your manager	25%	+3
The location of your workplace or the time spent commuting	19%	+1
Family/carer responsibilities	17%	+4
Fit between work and your interests	13%	+1
Your relationship with your colleagues	13%	+2
Job security	11%	-7
Contract expiring	6%	-6
Retirement	5%	-4
Other (please specify)	2%	-9
Travel plans	2%	-5

12 Bullying and sexual harassment

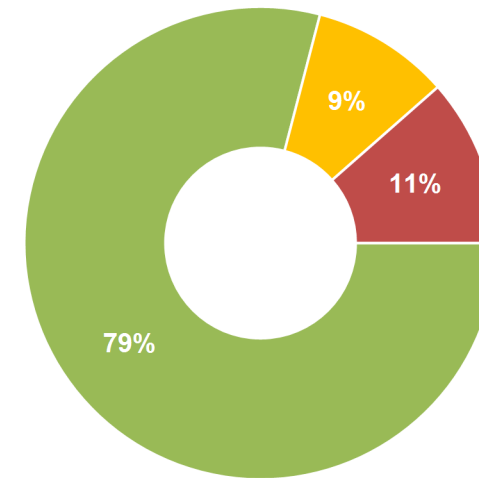
Purpose

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.

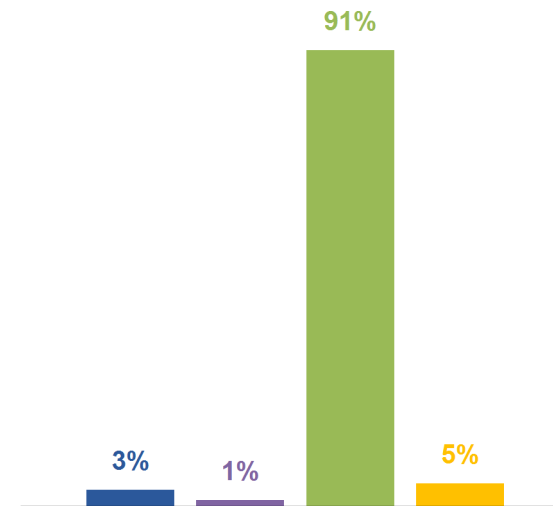
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
Yes	11%	0	-16
No	79%	+1	+12
Don't know	9%	-1	+4



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

	Proportion	vs 2016	vs Qld public sector
Bullying	3%	-4	-13
Sexual Harassment	1%	+1	0
No	91%	+5	+12
Don't Know	5%	-2	0



13 Your view

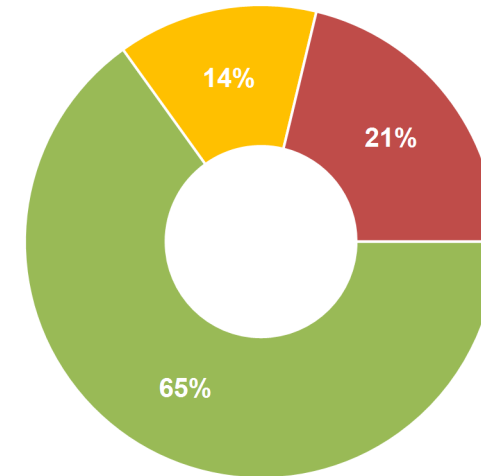
Purpose

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.

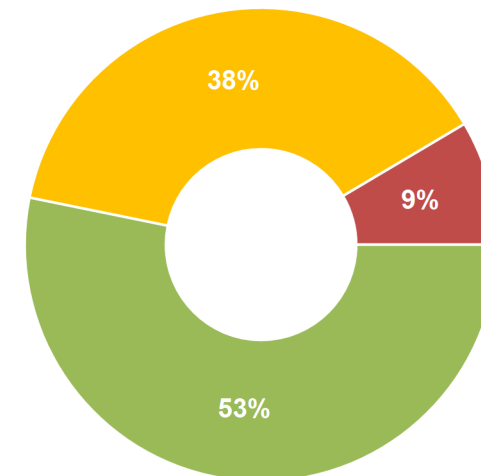
Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Yes	65%	+15	+35
No	21%	-15	-35
No, but I have not worked long in my organisation	14%	0	0



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	53%	-10	-9
Neutral	38%	+6	+6
Negative	9%	+4	+3



14 Agency specific questions

Purpose

The purpose of agency specific questions is to provide agencies with an opportunity to explore issues that are of interest in their unique context.

	Response scale (%)			% positive 2017	vs 2016
I understand the value my organisation delivers to our clients	94	5	1	94%	0
We listen to understand other's points of view	79	16	5	79%	-4
In my organisation, we don't shy away from difficult conversations	59	30	11	59%	-16
In my organisation, we question the status quo	69	22	9	69%	-11
In my organisation, we consider how our actions affect others	64	26	11	64%	-4
We celebrate success	68	19	13	68%	+11
We are encouraged to share knowledge and skills	83	9	9	83%	+1
The way we work is consistent with our values	72	19	9	72%	+4
Leaders role model our values and behaviours	57	29	14	57%	+2
In my organisation, our values guide the decisions we make	62	27	11	62%	+4

15 Appendix A – Strategic priorities by demographics

Purpose

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

"Restricted" indicates a group with less than 10 respondents

	Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
Queensland Audit Office	161	65%	63%	72%
Managerial status				
Yes	71	68%	67%	77%
No	87	62%	61%	67%
Employment status				
Permanent	141	63%	61%	71%
Non-permanent	19	79%	78%	79%
Full-time status				
Full-time basis	142	63%	61%	71%
Part-time basis	16	80%	83%	77%
FTE Salary				
Under \$50,000	2	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
\$50,000 - \$69,999	39	69%	68%	68%
\$70,000 - \$89,999	26	54%	50%	63%
\$90,000 or over	93	66%	65%	75%
Time in agency				
Less than 2 years	46	77%	70%	71%
2 to less than 6 years	41	56%	62%	72%
6 to less than 10 years	23	59%	64%	77%
10 to less than 14 years	20	49%	50%	63%
14 to less than 16 years	1	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
16 to less than 20 years	7	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
20 years or more	21	84%	64%	80%

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

Purpose

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

"Restricted" indicates a group with less than 10 respondents

		Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
Queensland Audit Office		161	65%	63%	72%
Age	34 years or younger	60	60%	66%	69%
	35 to 44 years	54	67%	63%	74%
	45 to 54 years	28	61%	57%	71%
	55 years or older	15	83%	60%	76%
Gender*	Female	78	69%	66%	73%
	Male	77	61%	59%	71%
	X	0	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
Type of work	Direct service delivery	4	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
	Corporate services and administrative support/clerical	120	63%	64%	70%
	Other	36	75%	60%	81%
Shiftwork	Yes	0	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
	No	160	65%	63%	72%

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

16 Appendix B – Strategic priorities and factors by item

Purpose

This section provides detailed information for each strategic priority and factor to enable in-depth discussions, action planning and 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	63%	+7	24%	+1	13%	-8
Q33b	I am proud to tell others I work for my organisation	75%	+9	17%	-7	8%	-1
Q33c	I feel strong personal attachment to my organisation	61%	+3	24%	-1	15%	-2
Q33d	My organisation motivates me to help it achieve its objectives	64%	+3	25%	+3	11%	-6
Q33e	My organisation inspires me to do the best in my job	62%	+2	25%	+1	13%	-3
Organisational leadership							
Q31a	In my organisation, the leadership is of high quality	67%	+2	22%	+3	11%	-5
Q31c	Management model the behaviours expected of all employees	57%	-2	26%	+1	17%	+1
Q31d	In my organisation, the leadership operates with a high level of integrity	71%	+4	21%	-2	7%	-2
Q31f	My organisation is well managed	56%	0	31%	+2	13%	-2
Innovation							
Q27a	I get the opportunity to develop new and better ways of doing my job	76%	+3	15%	-1	8%	-2
Q27b	I am encouraged to make suggestions about improving work processes and/or services	81%	+2	11%	-5	8%	+3
Q27c	Management is willing to act on suggestions to improve how things are done	62%	-2	24%	+1	15%	+1
Q27d	My workgroup uses research and expertise to identify better practice	64%	-1	25%	-4	11%	+6
Q27e	My workgroup always tries to improve its performance	78%	-3	17%	+4	6%	-1
Q27f	My organisation is open to new ideas	69%	-1	22%	-1	9%	+2

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

Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Job empowerment							
Q22a	I have a choice in deciding how I do my work	76%	+1	16%	+3	7%	-4
Q22b	I have the tools I need to do my job effectively	82%	+7	11%	-5	8%	-2
Q22c	I get the information I need to do my job well	71%	-3	21%	+6	9%	-3
Q22d	I have the authority necessary to do my job effectively	74%	0	17%	-1	9%	+1
Q22e	My job gives me opportunities to utilise my skills	83%	+2	9%	-1	8%	-1
Q34b	Your ability to work on your own initiative	80%	-1	13%	+2	7%	-1
Workload and health							
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with overload	31%	+6	29%	+4	40%	-10
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%	+6	36%	+4	27%	-10
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	45%	+8	30%	-1	25%	-7
Learning and development							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	78%	+6	11%	-7	12%	+1
Q28e	I am able to access relevant learning and development opportunities	75%	+2	15%	+1	10%	-2
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	72%	+6	18%	-4	10%	-2
Q28g	I am satisfied with the opportunities available for career development	51%	+7	28%	-5	21%	-2
Q31b	My organisation is committed to developing its employees	72%	+2	15%	-3	13%	0

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

Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
My workgroup							
Q24a	People in my workgroup treat each other with respect	80%	-3	10%	+1	10%	+2
Q24b	I receive help and support from other people in my workgroup	84%	+1	7%	-7	9%	+6
Q24c	People in my workgroup are honest, open and transparent in their dealings	82%	0	11%	+1	6%	0
Q24d	People in my workgroup use their time and resources efficiently	63%	-8	25%	+7	12%	+1
Q24e	People in my workgroup treat customers with respect	90%	-3	8%	+2	3%	+1
Q24f	People in my workgroup are committed to delivering excellent service to customers	87%	-3	10%	+4	3%	0
Q24g	People in my workgroup do their jobs effectively	72%	-3	22%	+2	6%	+1
My manager							
Q29a	My manager treats employees with dignity and respect	79%	-9	13%	+5	8%	+5
Q29b	My manager listens to what I have to say	83%	0	10%	0	7%	0
Q29c	My manager keeps me informed about what's going on	71%	-8	20%	+12	8%	-4
Q29d	My manager understands my work	77%	-6	16%	+5	7%	+1
Q29e	My manager creates a shared sense of purpose	71%	-3	19%	+2	10%	+1
Q29f	My manager demonstrates honesty and integrity	81%	-8	14%	+7	5%	+2
Q29g	My manager draws the best out of me	62%	-6	23%	+3	15%	+3

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

Purpose

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

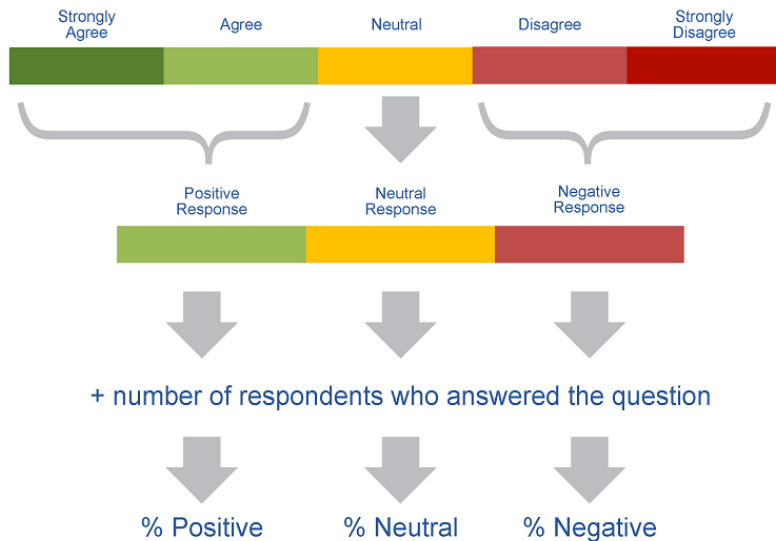
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Organisational fairness							
Q25f	Performance is assessed and rewarded fairly in my workplace	27%	-4	41%	+3	32%	0
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	43%	-2	32%	+3	25%	-1
Q25h	People are treated fairly and consistently in my workplace	44%	0	30%	0	26%	0
Q25i	People take responsibility for their decisions and actions in my workplace	56%	+2	31%	+3	13%	-5
Q31e	Recruitment and promotion decisions in this organisation are fair	53%	+5	25%	-8	23%	+3
Anti-discrimination							
Q32a	Age is not a barrier to success in my organisation	68%	+9	18%	-4	14%	-5
Q32b	Gender is not a barrier to success in my organisation	79%	+5	14%	-3	7%	-2
Q32c	Disability is not a barrier to success in my organisation	65%	+7	33%	-8	3%	+1
Q32d	Cultural background is not a barrier to success in my organisation	74%	+1	17%	-4	9%	+3
Q32e	Sexual orientation is not a barrier to success in my organisation	73%	+11	25%	-11	2%	0

17 Appendix C – How to interpret this report

% Positive, neutral and negative scores

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

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



Negatively Worded Questions: An example

What are negatively worded questions?

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

How are the negatively worded responses scored?

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

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

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

EXAMPLE

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

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

OR

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

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

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

How will I know if I am interpreting this correctly?

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

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

Rounding

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

Factor scores

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

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

Workplace climate index scores

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

% Change and division comparisons

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

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

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

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

Quintile

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

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

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

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

Number of respondents

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

Base size for Working for Queensland 2017

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

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

Definitions

The following definitions were used in the survey:

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

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

Your organisation

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

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

Your manager - The person you usually report to.

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

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

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

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