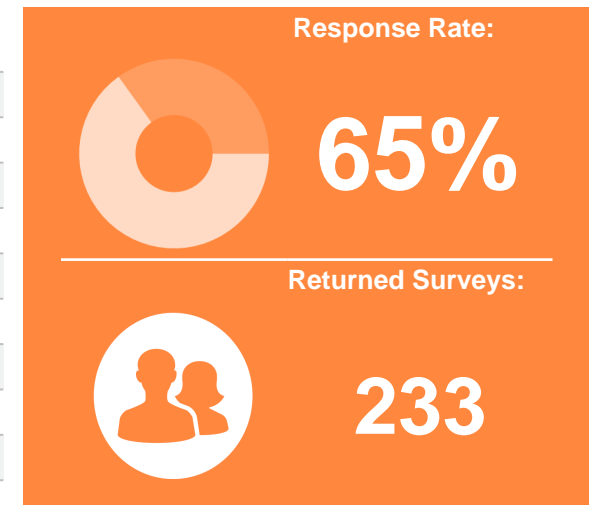


Report Content

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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.

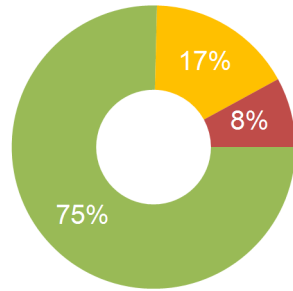


01 Driver analysis scorecard

Purpose

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

Agency engagement



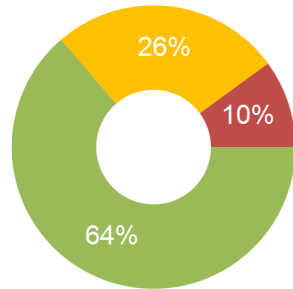
% positive change since 2016
+9

Top 3 drivers

% Positive

Driver	2016	2017
Organisational leadership	50%	64%
My manager	66%	71%
Job empowerment	64%	67%

Organisational Leadership



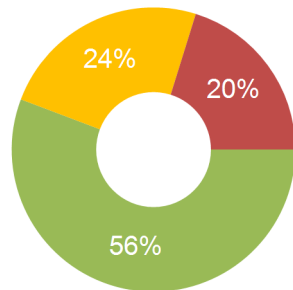
% positive change since 2016
+13

Top 3 drivers

% Positive

Driver	2016	2017
Organisational fairness	37%	45%
My manager	66%	71%
Anti-discrimination	67%	73%

Innovation



% positive change since 2016
+1

Top 3 drivers

% Positive

Driver	2016	2017
Job empowerment	64%	67%
My manager	66%	71%
Organisational fairness	37%	45%

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*	75	17	8	75%	+9	+17	41 - 82	1
Job empowerment	67	15	17	67%	+3	-4	60 - 86	5
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	48	32	21	48%	+6	+8	29 - 68	1
Learning and development	41	28	32	41%	+6	-15	33 - 82	5
My workgroup	83	11	5	83%	+4	+7	58 - 92	1
My manager	71	18	11	71%	+4	0	57 - 84	3
Organisational leadership*	64	26	10	64%	+13	+13	29 - 85	2
Organisational fairness	45	30	26	45%	+7	+2	26 - 67	2
Anti-discrimination	73	20	6	73%	+6	+7	48 - 96	2
Innovation*	56	24	20	56%	+1	-4	46 - 89	5

03 Factors by division

Purpose

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

	Queensland Art Gallery Gallery of Modern Art % positive	Collection & Exhibitions	Development & Commercial Services	Directorate (includes EMT and Foundation)	Learning & Public Engagement	Operations & Governance
<i>This section shows the % positive scores for divisions within the agency</i>						
Number of respondents	233	57	24	11	47	81
Agency engagement*	75%	68%	80%	98%	72%	80%
Job empowerment	67%	70%	71%	89%	73%	59%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	48%	37%	38%	58%	45%	58%
Learning and development	41%	35%	45%	74%	37%	41%
My workgroup	83%	78%	82%	94%	84%	88%
My manager	71%	58%	76%	91%	71%	76%
Organisational leadership*	64%	50%	65%	95%	56%	74%
Organisational fairness	45%	35%	48%	78%	43%	49%
Anti-discrimination	73%	64%	80%	95%	69%	79%
Innovation*	56%	50%	57%	88%	55%	55%

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*	59	25	15	59%	+3	+5	43 - 82	2
● Effectiveness and innovation*	57	24	19	57%	+4	-1	49 - 77	4
● People and relationships	83	11	5	83%	+3	+7	56 - 92	1
● Fairness and trust*	62	23	15	62%	+7	+4	46 - 78	2
● Performance and development	46	26	28	46%	+7	-10	41 - 74	5
● Leadership and engagement	70	20	10	70%	+8	+8	49 - 81	1
● My job	75	13	12	75%	+4	-3	58 - 89	4

* 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 Art Gallery Gallery of Modern Art % positive	Collection & Exhibitions	Development & Commercial Services	Directorate (includes EMT and Foundation)	Learning & Public Engagement	Operations & Governance
<i>This section shows the % positive scores for divisions within the agency</i>						
Number of respondents	233	57	24	11	47	81
● Safety, health and wellness*	59%	53%	58%	76%	55%	65%
● Effectiveness and innovation*	57%	54%	55%	82%	56%	57%
● People and relationships	83%	79%	81%	93%	84%	87%
● Fairness and trust*	62%	53%	66%	85%	60%	67%
● Performance and development	46%	37%	48%	77%	39%	51%
● Leadership and engagement	70%	59%	75%	94%	67%	77%
● My job	75%	78%	83%	90%	78%	67%

* 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	44	31	25	44%	+4	+13
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	48	32	20	48%	+6	+5
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	50	33	17	50%	+6	+5
Q23f	My work contributes positively to my quality of life*	54	32	14	54%	-	+10
Q24h	People in my workgroup are committed to workplace safety	89	9	2	89%	+8	+7
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	75	19	6	75%	-	+9
Q25b	My workplace culture supports people to achieve a good work/life balance	59	24	17	59%	+6	-3
Q25c	There is adequate focus on workplace safety at my workplace	86	9	4	86%	+6	+8

* 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*	46	32	22	46%	-	-3
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	58	25	16	58%	-	+8
Q31h	The wellbeing of employees is a priority for my organisation*	55	29	15	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>	43	30	27	43%	-	+2
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	61	23	16	61%	+5	-3
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	58	30	12	58%	-	+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		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q22b	I have the tools I need to do my job effectively	78	9	13	78%	+7	+7
Q22c	I get the information I need to do my job well	67	17	17	67%	+7	-1
Q22d	I have the authority necessary to do my job effectively	62	20	18	62%	-2	-8
Q23c	I feel my job is secure	55	19	26	55%	+9	-3
Q23d	There is too much 'red tape' in my work (e.g. Regulatory or administrative processes) <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	27	39	33	27%	+3	+8
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	68	21	11	68%	-	+3
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	20	46	34	20%	+7	+1
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>	48	30	22	48%	+8	+3
Q26a	My workplace has undergone significant change in the past 12 months	38	37	25	38%	+8	-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.

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	51	22	27	51%	+4	-7
Q27b	I am encouraged to make suggestions about improving work processes and/or services	60	16	24	60%	-3	-8
Q27c	Management is willing to act on suggestions to improve how things are done	50	24	26	50%	0	-3
Q27d	My workgroup uses research and expertise to identify better practice	48	33	19	48%	-5	-7
Q27e	My workgroup always tries to improve its performance	73	19	8	73%	+7	+3
Q27f	My organisation is open to new ideas	53	29	18	53%	+1	-2
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	80	11	9	80%	+5	+11
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	90	8	2	90%	+1	+13
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	57	31	12	57%	+3	-7

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	84	10	6	84%	+4	+9
Q24b	I receive help and support from other people in my workgroup	86	10	4	86%	+2	+3
Q24c	People in my workgroup are honest, open and transparent in their dealings	77	13	10	77%	+5	+10
Q24d	People in my workgroup use their time and resources efficiently	72	19	9	72%	+4	+8
Q24e	People in my workgroup treat customers with respect	92	6	2	92%	+4	+6
Q24f	People in my workgroup are committed to delivering excellent service to customers	92	6	3	92%	+3	+9
Q24g	People in my workgroup do their jobs effectively	81	14	5	81%	+3	+7
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	83	11	6	83%	+2	+5

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● 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	77	15	8	77%	+1	+5
Q25f	Performance is assessed and rewarded fairly in my workplace	37	33	30	37%	+10	+1
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	39	28	33	39%	+7	+1
Q25h	People are treated fairly and consistently in my workplace	53	25	22	53%	+5	+2
Q25i	People take responsibility for their decisions and actions in my workplace	54	31	14	54%	+7	+3
Q25j	I am able to speak up and share a different view to my colleagues and manager*	68	16	16	68%	-	-3
Q30a	My senior manager demonstrates honesty and integrity	74	19	8	74%	+11	+3
Q31e	Recruitment and promotion decisions in this organisation are fair	41	32	28	41%	+7	+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	51	25	23	51%	-	-2
Q32a	Age is not a barrier to success in my organisation	75	17	9	75%	+7	+10
Q32b	Gender is not a barrier to success in my organisation	77	16	7	77%	+4	+7
Q32c	Disability is not a barrier to success in my organisation	59	33	8	59%	+9	+3
Q32d	Cultural background is not a barrier to success in my organisation	76	18	6	76%	+7	+7
Q32e	Sexual orientation is not a barrier to success in my organisation	80	18	2	80%	+4	+10
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	66	19	15	66%	+10	+12
Q32g	Women and men have equal access to work experiences that support career progression*	73	20	6	73%	-	+7

* 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	59	21	20	59%	+8	+3	
Q28b	My performance is assessed against clear criteria	52	29	19	52%	+13	+1	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	49	25	26	49%	+6	-13	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	28	29	43	28%	+7	-13	
Q28e	I am able to access relevant learning and development opportunities	39	29	32	39%	+7	-23	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	39	29	32	39%	+9	-20	
Q28g	I am satisfied with the opportunities available for career development	29	31	40	29%	+4	-15	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	52	26	22	52%	+8	-3	
Q28i	I develop new knowledge and skills through undertaking tasks at work	63	21	16	63%	+3	-9	
Q31b	My organisation is committed to developing its employees	46	26	28	46%	+6	-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.

● Leadership and engagement		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29a	My manager treats employees with dignity and respect	75	17	8	75%	+1	-3
Q29b	My manager listens to what I have to say	77	15	8	77%	+5	0
Q29c	My manager keeps me informed about what's going on	67	19	15	67%	+5	-1
Q29d	My manager understands my work	77	13	11	77%	+9	+4
Q29e	My manager creates a shared sense of purpose	69	16	15	69%	+6	+1
Q29f	My manager demonstrates honesty and integrity	75	19	6	75%	+1	-1
Q29g	My manager draws the best out of me	56	29	15	56%	+4	-1
Q31a	In my organisation, the leadership is of high quality	63	25	11	63%	+12	+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.

● Leadership and engagement (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31c	Management model the behaviours expected of all employees	61	28	11	61%	+13	+12
Q31d	In my organisation, the leadership operates with a high level of integrity	71	23	6	71%	+13	+16
Q31f	My organisation is well managed	59	29	12	59%	+16	+12
Q33a	I would recommend my organisation as a great place to work	76	17	6	76%	+11	+16
Q33b	I am proud to tell others I work for my organisation	87	11	2	87%	+8	+19
Q33c	I feel strong personal attachment to my organisation	76	18	6	76%	+8	+17
Q33d	My organisation motivates me to help it achieve its objectives	68	20	11	68%	+10	+15
Q33e	My organisation inspires me to do the best in my job	69	17	14	69%	+9	+16

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	92	2	6	92%	+5	+3
Q21b	I understand how my work contributes to my organisation's objectives	94	3	3	94%	+3	+3
Q22a	I have a choice in deciding how I do my work	62	18	20	62%	+3	-6
Q22e	My job gives me opportunities to utilise my skills	66	15	19	66%	-1	-9
Q22f	I enjoy the work in my current job	79	14	7	79%	+3	+3
Q22g	My job gives me a feeling of personal accomplishment	64	20	16	64%	+4	-5
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	68	17	15	68%	+7	-8
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	71	12	17	71%	+6	-9
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	76	16	8	76%	+8	+3

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
My organisation is well managed	Leadership and engagement	59%	+16
Management model the behaviours expected of all employees	Leadership and engagement	61%	+13
My performance is assessed against clear criteria	Performance and development	52%	+13
In my organisation, the leadership operates with a high level of integrity	Leadership and engagement	71%	+13
In my organisation, the leadership is of high quality	Leadership and engagement	63%	+12

The survey items with the most negative change	Index	% positive 2017	vs 2016
My workgroup uses research and expertise to identify better practice	Effectiveness and innovation	48%	-5
I am encouraged to make suggestions about improving work processes and/or services	Effectiveness and innovation	60%	-3
I have the authority necessary to do my job effectively	Effectiveness and innovation	62%	-2
My job gives me opportunities to utilise my skills	My job	66%	-1

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	38%	+12
Responds confidently when faced with uncertainty	35%	+10
Upholds ethical standards and principles	32%	0
Delegates work effectively and monitors performance	30%	+6
Empowers their team to perform at their best	28%	-3
Demonstrates sound judgment	28%	0
Builds effective working relationships with others	26%	-3
Implements improved ways of doing things	21%	+1
Describes how their team's work aligns to organisational objectives	19%	+2
Supports their team to adapt to change	15%	-13
Takes responsibility for team development	13%	-4
Applies sound business management skills	8%	-7
Actively seeks feedback for personal development	6%	-2
Builds effective working relationships with others	48%	+9
Demonstrates sound judgment	32%	+3
Empowers their team to perform at their best	31%	-5
Responds confidently when faced with uncertainty	29%	+3
Takes responsibility for team development	26%	+8
Upholds ethical standards and principles	25%	-3
Actively seeks feedback for personal development	21%	+1
Implements improved ways of doing things	21%	-5
Encourages a strong customer and stakeholder focus	17%	-1
Applies sound business management skills	16%	+1
Delegates work effectively and monitors performance	12%	-6
Describes how their team's work aligns to organisational objectives	12%	+3
Supports their team to adapt to change	10%	-9

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

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED

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

NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Responds confidently when faced with uncertainty	43%	+19
Delegates work effectively and monitors performance	35%	+12
Encourages a strong customer and stakeholder focus	35%	+8
Upholds ethical standards and principles	32%	0
Demonstrates sound judgment	28%	-1
Builds effective working relationships with others	27%	-2
Describes how their team's work aligns to organisational objectives	26%	+7
Empowers their team to perform at their best	19%	-7
Implements improved ways of doing things	19%	-1
Supports their team to adapt to change	17%	-9
Applies sound business management skills	11%	-7
Takes responsibility for team development	7%	-10
Actively seeks feedback for personal development	1%	-6
Empowers their team to perform at their best	43%	+8
Actively seeks feedback for personal development	42%	+12
Implements improved ways of doing things	40%	+8
Takes responsibility for team development	36%	+6
Delegates work effectively and monitors performance	26%	-4
Builds effective working relationships with others	23%	-1
Supports their team to adapt to change	21%	-5
Upholds ethical standards and principles	17%	+4
Describes how their team's work aligns to organisational objectives	15%	-5
Demonstrates sound judgment	12%	-2
Responds confidently when faced with uncertainty	10%	-9
Encourages a strong customer and stakeholder focus	9%	-2
Applies sound business management skills	7%	-6

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
Manages and prioritises resources to achieve the best outcomes	49%	+17
Encourages collaboration and inclusion across workgroups	36%	+8
Encourages innovative ideas and solutions	35%	+9
Takes a 'big picture' view of issues or problems	31%	-5
Empowers individuals and teams to build capability	24%	-3
Takes responsibility for upholding ethical standards and principles	24%	-1
Demonstrates sound judgment	22%	-7
Builds effective networks across the organisation and sector	18%	-2
Motivates others to perform at their best	18%	-1
Manages ambiguity and politics effectively	15%	-3
Demonstrates sound business acumen	13%	-3
Leads change and culture initiatives	7%	-7
Actively seeks feedback for personal development	2%	-5
Manages and prioritises resources to achieve the best outcomes	54%	+18
Demonstrates sound judgment	41%	+13
Encourages innovative ideas and solutions	31%	+11
Takes a 'big picture' view of issues or problems	28%	+1
Leads change and culture initiatives	24%	+1
Builds effective networks across the organisation and sector	22%	+2
Motivates others to perform at their best	20%	-15
Actively seeks feedback for personal development	17%	-1
Empowers individuals and teams to build capability	17%	-15
Manages ambiguity and politics effectively	15%	+1
Encourages collaboration and inclusion across workgroups	13%	-4
Takes responsibility for upholding ethical standards and principles	11%	-9
Demonstrates sound business acumen	7%	-3

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

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED

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

NOT DEMONSTRATED

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

Proportion vs Qld public sector

Manages and prioritises resources to achieve the best outcomes	45%	+11
Demonstrates sound judgment	38%	+7
Encourages collaboration and inclusion across workgroups	34%	+7
Takes a 'big picture' view of issues or problems	34%	-1
Encourages innovative ideas and solutions	25%	+2
Empowers individuals and teams to build capability	23%	0
Takes responsibility for upholding ethical standards and principles	23%	0
Motivates others to perform at their best	18%	-2
Builds effective networks across the organisation and sector	16%	-8
Manages ambiguity and politics effectively	14%	-4
Leads change and culture initiatives	13%	-3
Demonstrates sound business acumen	9%	-9
Actively seeks feedback for personal development	4%	-3
Actively seeks feedback for personal development	44%	+15
Encourages collaboration and inclusion across workgroups	31%	+7
Empowers individuals and teams to build capability	29%	-5
Leads change and culture initiatives	27%	+2
Motivates others to perform at their best	27%	-6
Encourages innovative ideas and solutions	25%	-1
Manages ambiguity and politics effectively	24%	-3
Manages and prioritises resources to achieve the best outcomes	22%	-4
Builds effective networks across the organisation and sector	16%	-1
Demonstrates sound judgment	16%	+3
Takes a 'big picture' view of issues or problems	15%	-4
Demonstrates sound business acumen	11%	+2
Takes responsibility for upholding ethical standards and principles	11%	-3

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
Models high levels of ethical and professional behaviour	54%	+16
Navigates complex issues, politics and ambiguous situations effectively	37%	+1
Builds strong relationships that influence organisational and sector outcomes	34%	+7
Directs and prioritises resources to achieve the best outcomes	34%	+5
Creates a culture of continuous improvement	23%	0
Adopts a system-wide view of issues to inform action	17%	-3
Demonstrates commercial acumen in managing corporate risk	17%	+4
Inspires others to perform at their best	17%	-5
Is compelling when communicating the organisational strategy	17%	+3
Nurtures a learning and development culture	17%	+1
Seeks feedback to strengthen leadership approach	17%	+4
Stands behind their decisions in the face of adversity	9%	-20
Leads change with agility	6%	-7
Builds strong relationships that influence organisational and sector outcomes	51%	+16
Directs and prioritises resources to achieve the best outcomes	49%	+23
Navigates complex issues, politics and ambiguous situations effectively	34%	+4
Creates a culture of continuous improvement	29%	+3
Inspires others to perform at their best	29%	-14
Models high levels of ethical and professional behaviour	23%	-15
Seeks feedback to strengthen leadership approach	20%	0
Leads change with agility	17%	-4
Is compelling when communicating the organisational strategy	14%	+1
Adopts a system-wide view of issues to inform action	11%	-1
Demonstrates commercial acumen in managing corporate risk	11%	+4
Nurtures a learning and development culture	6%	-8
Stands behind their decisions in the face of adversity	6%	-9

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

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED

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

NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Models high levels of ethical and professional behaviour	54%	+19
Navigates complex issues, politics and ambiguous situations effectively	46%	+10
Builds strong relationships that influence organisational and sector outcomes	31%	+4
Adopts a system-wide view of issues to inform action	23%	0
Is compelling when communicating the organisational strategy	23%	+6
Demonstrates commercial acumen in managing corporate risk	20%	+5
Inspires others to perform at their best	20%	-1
Seeks feedback to strengthen leadership approach	20%	+6
Creates a culture of continuous improvement	17%	-5
Directs and prioritises resources to achieve the best outcomes	17%	-13
Nurtures a learning and development culture	11%	-4
Stands behind their decisions in the face of adversity	11%	-16
Leads change with agility	6%	-9
Directs and prioritises resources to achieve the best outcomes	40%	+13
Creates a culture of continuous improvement	34%	+8
Nurtures a learning and development culture	34%	+8
Inspires others to perform at their best	31%	-5
Seeks feedback to strengthen leadership approach	31%	-4
Is compelling when communicating the organisational strategy	29%	+8
Builds strong relationships that influence organisational and sector outcomes	23%	+1
Adopts a system-wide view of issues to inform action	20%	+3
Leads change with agility	20%	-1
Demonstrates commercial acumen in managing corporate risk	11%	+2
Stands behind their decisions in the face of adversity	11%	-7
Navigates complex issues, politics and ambiguous situations effectively	9%	-8
Models high levels of ethical and professional behaviour	6%	-13

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	29%	-18	-14
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	71%	+18	+14
Flexible work hours for example accumulated hours as 'flexitime'*	31%	-	+1
None of the above	29%	-18	-14
Part time work	23%	+4	+6
Casual/on call	14%	-6	+10
Flexible work hours for example start late or early to meet responsibilities external to work*	10%	-	-2
Job sharing	10%	+8	+8
Leave at half pay	5%	0	+1
Telecommuting	4%	+2	0
Other, please specify	2%	0	-1
Compressed work hours	1%	0	-1
Hot desks	1%	+1	-2
Part-year work/annualised hours	0%	-1	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	17%	0	-2
No, I have not made a request but I am content with my current arrangements	67%	-3	-2
No, I have not made a request but I am not content with my current arrangements	15%	+3	+4

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	70%	+4
Partially granted	23%	+8
Declined – no reason given	3%	-5
Declined – reason provided	5%	-3
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	47%	-17	+17
None of the Above*	26%	-	+3
I didn't feel confident presenting my case or negotiating arrangements with my manager	24%	-9	+2
I was concerned that it may negatively impact my team	15%	-7	-4
Flexible working is frowned upon/not supported by my workplace culture	12%	-6	-18
I didn't feel I had the right to	12%	-17	-5
I don't feel confident in my manager's ability to manage staff working flexibly	12%	+1	0
I felt it would limit my career	9%	-5	-11
I feel the technology I currently have access to does not support flexible working	6%	-5	0
I felt it would limit my access to training and development	3%	-4	-4

* New in 2017, no trend

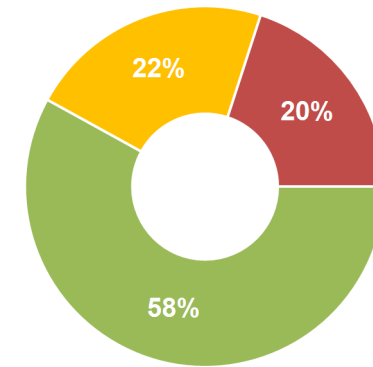
10 Domestic and family violence

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	58%	0	-17
No	20%	+2	+8
Don't know	22%	-2	+10



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	80%	0	-6
No	7%	-10	0
Don't Know	13%	+9	+6

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	51%	0	-21
No	24%	+6	+10
Don't Know	25%	-6	+11

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	78%	+14	-4
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	73%	+8	-9
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	74%	+10	-7

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	67%	-3	-4
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	65%	+4	-6

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	4%	-12	Yes	1%	-5
No	95%	+15	No	93%	+5
Don't Know	0%	-2	Don't Know	5%	+2
Prefer not to say	2%	-1	Prefer not to say	1%	-2

* New in 2017, no trend

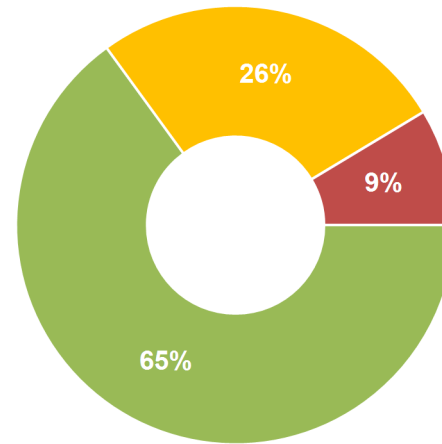
* New in 2017, no trend

11 Intention to leave your organisation

Purpose

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

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



65%

of employees agreed with the statement:

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

% positive change since 2016

+7

vs Qld public sector

-2

Reasons for leaving	Proportion	vs Qld public sector
Career or job opportunities	73%	+21
Professional/personal development	47%	+12
Pay and conditions	41%	+13
Balancing work and life commitments	30%	+8
Stress/Health	30%	-3
The workplace culture	30%	-10
Job security	24%	+6
Your relationship with your manager	24%	+2
Work hours	18%	+3
Your relationship with your colleagues	16%	+6
Contract expiring	15%	+3
The location of your workplace or the time spent commuting	15%	-3
Fit between work and your interests	12%	+1
Retirement	11%	+2
Family/carer responsibilities	9%	-4
Travel plans	9%	+3
Other (please specify)	8%	-2

12 Bullying and sexual harassment

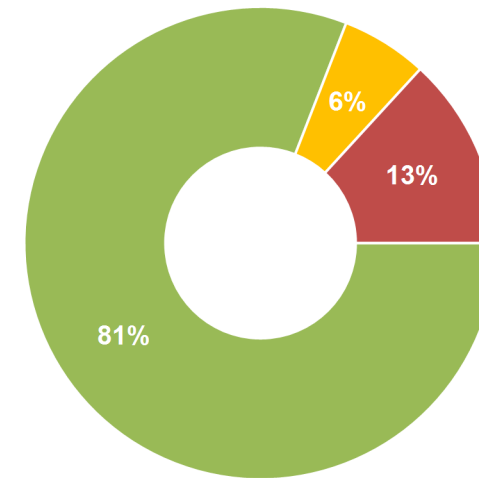
Purpose

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.

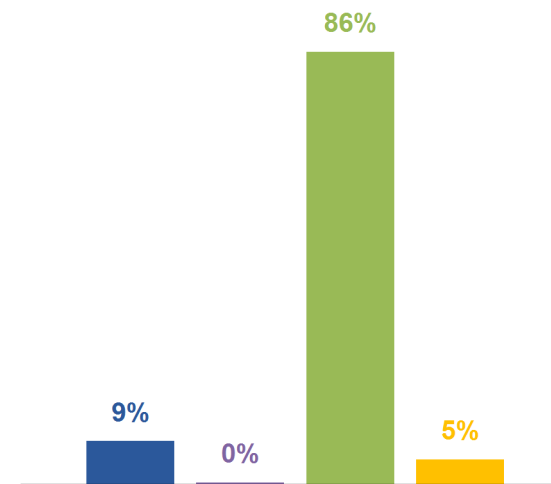
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
Yes	13%	-3	-15
No	81%	+4	+14
Don't know	6%	-1	+1



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

	Proportion	vs 2016	vs Qld public sector
Bullying	9%	-2	-8
Sexual Harassment	0%	0	-1
No	86%	+2	+8
Don't Know	5%	-1	0



12 Bullying and sexual harassment (cont.)

Purpose

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

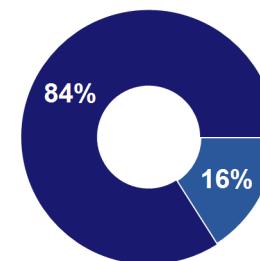
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
Your immediate manager/supervisor	53%	+13	+19
A fellow worker	32%	-8	-12
A senior manager	26%	-2	-5
Prefer not to specify	11%	-5	+2
A group of fellow workers	5%	-11	-9
A member of the public	5%	-7	0
A worker that reports to you	5%	+5	0
A client/customer	0%	-12	-7
A consultant/service provider	0%	-4	-2
A representative of another agency	0%	0	-2
Other	0%	-4	-2

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Inappropriate and unfair application of work policies or rules	58%	+2	+16
Verbal abuse	47%	-13	-11
Other	21%	-7	-5
Physical behaviour (e.g. assault or aggressive body language)	11%	+3	-1
Cyber bullying	0%	-8	-6
'Initiations' or pranks	0%	-4	-7
Interference with your personal property or work equipment	0%	-4	-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	73%	+11	+17
I did not want to upset relationships in the workplace	53%	+3	+14
I did not think it was worth the hassle of going through the report process	33%	+2	-4
It could affect my career	33%	-17	-12
Managers accepted the behaviour	27%	-5	-6
I did not have enough evidence	20%	+8	0
I did not think the bullying was serious enough	20%	-11	+4
I did not know how to report it	13%	-5	+8
Other	7%	+7	-4
The matter was resolved informally	7%	0	-1

13 Your view

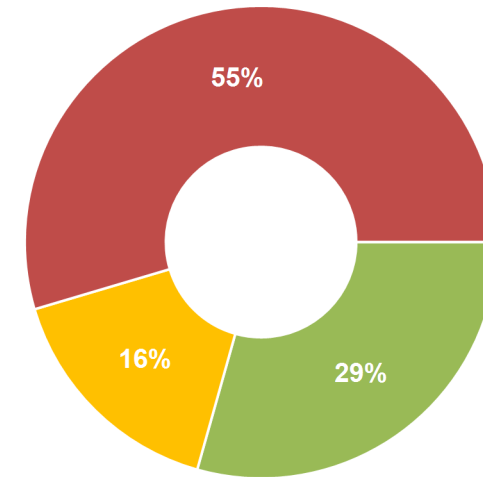
Purpose

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.

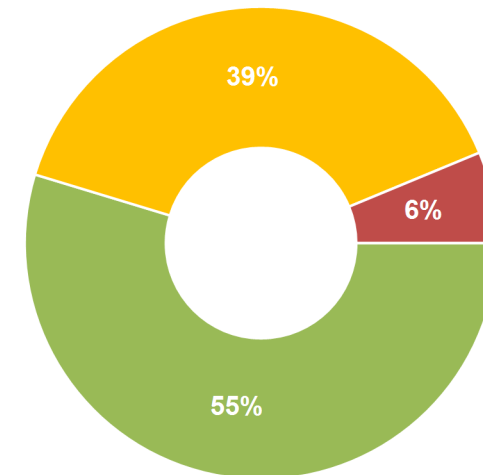
Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Yes	29%	+2	-1
No	55%	-1	-1
No, but I have not worked long in my organisation	16%	-1	+2



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	55%	+4	-8
Neutral	39%	+4	+7
Negative	6%	-8	+1



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)
Queensland Art Gallery Gallery of Modern Art		233	75%	64%	56%
Managerial status	Yes	58	81%	67%	73%
	No	173	74%	63%	51%
Employment status	Permanent	151	75%	63%	56%
	Non-permanent	81	78%	65%	57%
Full-time status	Full-time basis	145	73%	59%	57%
	Part-time basis	85	80%	72%	54%
FTE Salary	Under \$50,000	70	77%	71%	47%
	\$50,000 - \$69,999	65	76%	67%	55%
	\$70,000 - \$89,999	49	76%	51%	55%
	\$90,000 or over	46	73%	63%	70%
Time in agency	Less than 2 years	62	88%	80%	62%
	2 to less than 6 years	50	72%	62%	55%
	6 to less than 10 years	55	66%	56%	51%
	10 to less than 14 years	30	69%	53%	46%
	14 to less than 16 years	14	75%	56%	52%
	16 to less than 20 years	10	89%	75%	82%
	20 years or more	10	86%	68%	68%

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>					
Queensland Art Gallery Gallery of Modern Art		233	75%	64%	56%
Age	34 years or younger	76	74%	64%	50%
	35 to 44 years	70	76%	63%	59%
	45 to 54 years	41	79%	68%	71%
	55 years or older	43	74%	62%	48%
Gender*	Female	139	81%	67%	60%
	Male	90	68%	60%	50%
	X	3	Restricted	Restricted	Restricted
Type of work	Direct service delivery	85	80%	73%	52%
	Corporate services and administrative support/clerical	38	75%	64%	66%
	Other	108	73%	57%	56%
Shiftwork	Yes	42	78%	70%	57%
	No	191	75%	62%	56%

*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	76%	+11	17%	-3	6%	-8
Q33b	I am proud to tell others I work for my organisation	87%	+8	11%	-6	2%	-3
Q33c	I feel strong personal attachment to my organisation	76%	+8	18%	-5	6%	-3
Q33d	My organisation motivates me to help it achieve its objectives	68%	+10	20%	-7	11%	-3
Q33e	My organisation inspires me to do the best in my job	69%	+9	17%	-9	14%	0
Organisational leadership							
Q31a	In my organisation, the leadership is of high quality	63%	+12	25%	-2	11%	-10
Q31c	Management model the behaviours expected of all employees	61%	+13	28%	-5	11%	-9
Q31d	In my organisation, the leadership operates with a high level of integrity	71%	+13	23%	-2	6%	-10
Q31f	My organisation is well managed	59%	+16	29%	-4	12%	-11
Innovation							
Q27a	I get the opportunity to develop new and better ways of doing my job	51%	+4	22%	-8	27%	+4
Q27b	I am encouraged to make suggestions about improving work processes and/or services	60%	-3	16%	-6	24%	+9
Q27c	Management is willing to act on suggestions to improve how things are done	50%	0	24%	-3	26%	+3
Q27d	My workgroup uses research and expertise to identify better practice	48%	-5	33%	0	19%	+5
Q27e	My workgroup always tries to improve its performance	73%	+7	19%	-5	8%	-2
Q27f	My organisation is open to new ideas	53%	+1	29%	-1	18%	0

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
Job empowerment							
Q22a	I have a choice in deciding how I do my work	62%	+3	18%	-4	20%	+2
Q22b	I have the tools I need to do my job effectively	78%	+7	9%	-6	13%	-1
Q22c	I get the information I need to do my job well	67%	+7	17%	-6	17%	-1
Q22d	I have the authority necessary to do my job effectively	62%	-2	20%	0	18%	+2
Q22e	My job gives me opportunities to utilise my skills	66%	-1	15%	-2	19%	+2
Q34b	Your ability to work on your own initiative	71%	+6	12%	-11	17%	+6
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	44%	+4	31%	-3	25%	-1
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with burn out	48%	+6	32%	-2	20%	-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	50%	+6	33%	-1	17%	-5
Learning and development							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	49%	+6	25%	-3	26%	-3
Q28e	I am able to access relevant learning and development opportunities	39%	+7	29%	-7	32%	-1
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	39%	+9	29%	-15	32%	+6
Q28g	I am satisfied with the opportunities available for career development	29%	+4	31%	-2	40%	-3
Q31b	My organisation is committed to developing its employees	46%	+6	26%	-10	28%	+3

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	84%	+4	10%	+2	6%	-6
Q24b	I receive help and support from other people in my workgroup	86%	+2	10%	+1	4%	-3
Q24c	People in my workgroup are honest, open and transparent in their dealings	77%	+5	13%	-3	10%	-2
Q24d	People in my workgroup use their time and resources efficiently	72%	+4	19%	-2	9%	-3
Q24e	People in my workgroup treat customers with respect	92%	+4	6%	-5	2%	+1
Q24f	People in my workgroup are committed to delivering excellent service to customers	92%	+3	6%	-4	3%	+1
Q24g	People in my workgroup do their jobs effectively	81%	+3	14%	-3	5%	-1
My manager							
Q29a	My manager treats employees with dignity and respect	75%	+1	17%	+2	8%	-3
Q29b	My manager listens to what I have to say	77%	+5	15%	0	8%	-4
Q29c	My manager keeps me informed about what's going on	67%	+5	19%	-1	15%	-5
Q29d	My manager understands my work	77%	+9	13%	-8	11%	-1
Q29e	My manager creates a shared sense of purpose	69%	+6	16%	-6	15%	0
Q29f	My manager demonstrates honesty and integrity	75%	+1	19%	+4	6%	-4
Q29g	My manager draws the best out of me	56%	+4	29%	0	15%	-4

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.

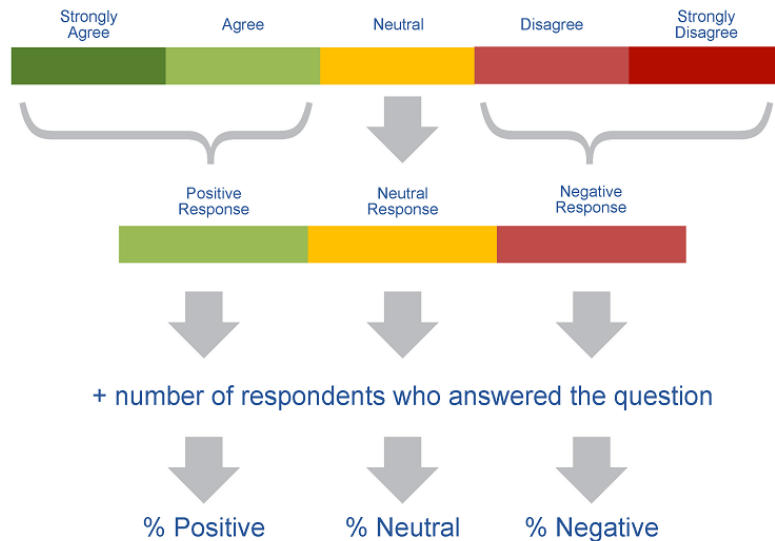
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Organisational fairness							
Q25f	Performance is assessed and rewarded fairly in my workplace	37%	+10	33%	-10	30%	0
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	39%	+7	28%	-4	33%	-3
Q25h	People are treated fairly and consistently in my workplace	53%	+5	25%	-3	22%	-2
Q25i	People take responsibility for their decisions and actions in my workplace	54%	+7	31%	-2	14%	-5
Q31e	Recruitment and promotion decisions in this organisation are fair	41%	+7	32%	-5	28%	-3
Anti-discrimination							
Q32a	Age is not a barrier to success in my organisation	75%	+7	17%	-8	9%	+1
Q32b	Gender is not a barrier to success in my organisation	77%	+4	16%	-6	7%	+2
Q32c	Disability is not a barrier to success in my organisation	59%	+9	33%	-8	8%	-2
Q32d	Cultural background is not a barrier to success in my organisation	76%	+7	18%	-8	6%	+1
Q32e	Sexual orientation is not a barrier to success in my organisation	80%	+4	18%	-4	2%	0

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.