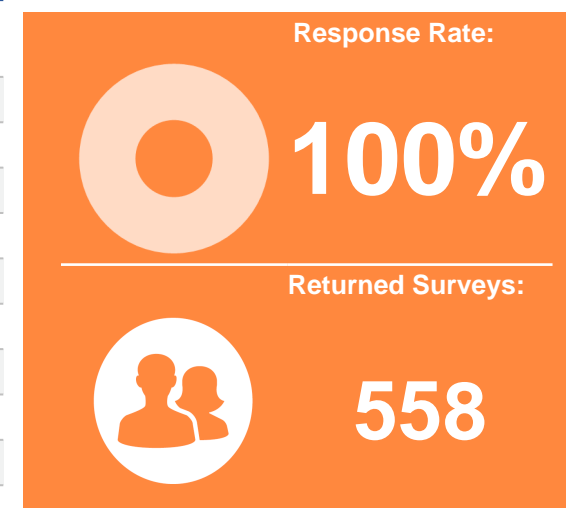


## Department of Infrastructure, Local Government & Planning

## Highlight Report

### Report Content

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



### Purpose

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

### Note on the response rate

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

# Reporting Framework

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

## Strategic priorities: driver analysis

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

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



## Workplace climate

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

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

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

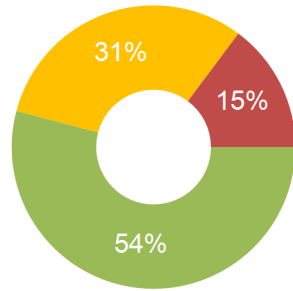


# 01 Driver analysis scorecard

## Purpose

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

### Agency engagement

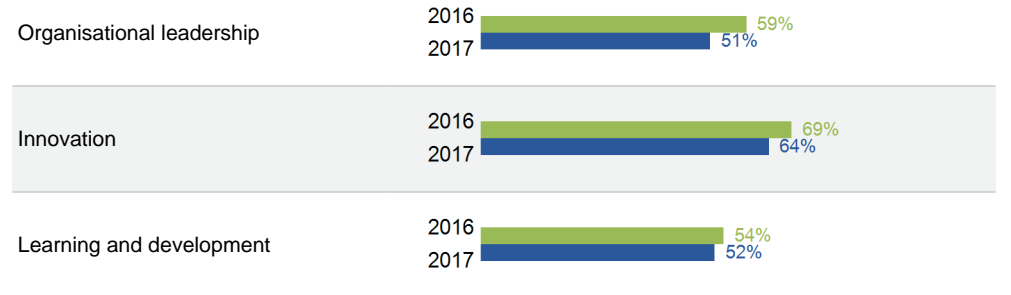


% positive change since 2016

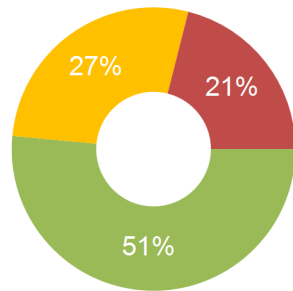
**-6**

#### Top 3 drivers

#### % Positive



### Organisational Leadership

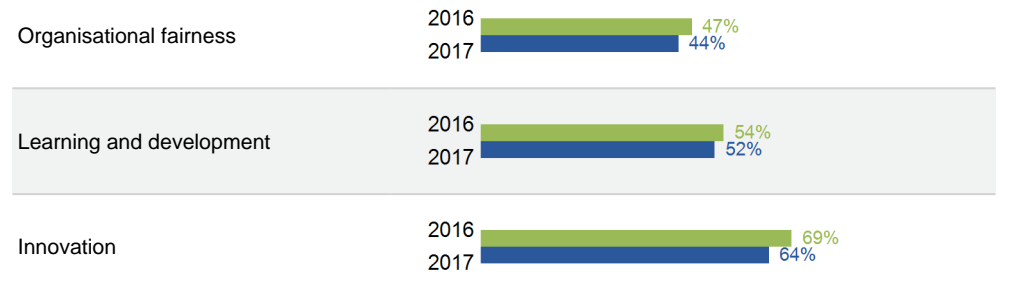


% positive change since 2016

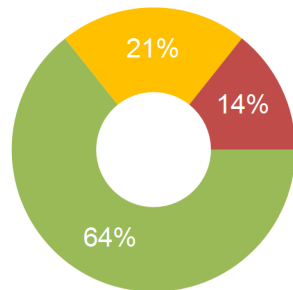
**-8**

#### Top 3 drivers

#### % Positive



### Innovation

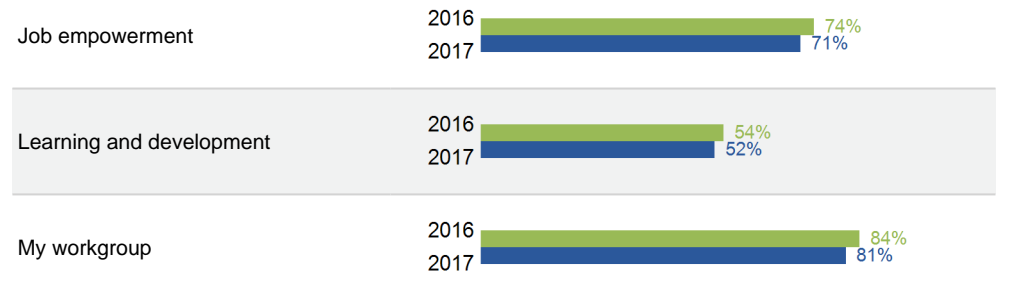


% positive change since 2016

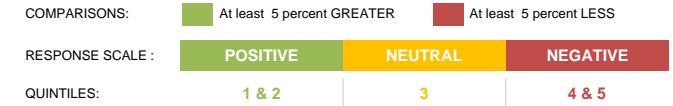
**-5**

#### Top 3 drivers

#### % Positive



## 02 Factors



### Purpose

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

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

	Response scale (%)			% positive	vs 2016	vs Qld public sector	Range of all agencies	Your agency quintile
Agency engagement*	54	31	15	54%	-6	-5	41 - 82	4
Job empowerment	71	17	12	71%	-3	-1	60 - 86	4
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	44	31	25	44%	-4	+4	29 - 68	2
Learning and development	52	28	19	52%	-2	-3	33 - 82	4
My workgroup	81	12	7	81%	-3	+5	58 - 92	2
My manager	77	14	9	77%	-1	+6	57 - 84	2
Organisational leadership*	51	27	21	51%	-8	0	29 - 85	3
Organisational fairness	44	28	28	44%	-3	+1	26 - 67	3
Anti-discrimination	63	28	10	63%	-5	-3	48 - 96	5
Innovation*	64	21	14	64%	-5	+5	46 - 89	2

## 03 Factors by division

### Purpose

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

	Department of Infrastructure, Local Government & Planning % positive	Cross River Rail Authority	Economic Development Queensland	Infrastructure Policy and Planning	Local Government and Regional Services	Office of the Director-General (incl South Bank and Govt Architect)	Planning	Strategy, Governance and Engagement
<i>This section shows the % positive scores for divisions within the agency</i>								
Number of respondents	558	15	112	43	74	14	211	82
Agency engagement*	<b>54%</b>	20%	62%	42%	40%	68%	60%	52%
Job empowerment	<b>71%</b>	45%	76%	55%	61%	95%	75%	73%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	<b>44%</b>	22%	48%	47%	36%	49%	41%	57%
Learning and development	<b>52%</b>	31%	51%	47%	41%	74%	59%	55%
My workgroup	<b>81%</b>	68%	81%	83%	77%	92%	85%	76%
My manager	<b>77%</b>	60%	72%	76%	68%	90%	83%	78%
Organisational leadership*	<b>51%</b>	27%	53%	43%	36%	79%	58%	53%
Organisational fairness	<b>44%</b>	20%	39%	34%	34%	69%	51%	45%
Anti-discrimination	<b>63%</b>	45%	62%	49%	50%	80%	69%	69%
Innovation*	<b>64%</b>	38%	67%	46%	52%	92%	70%	69%

## 04 Workplace climate

### Purpose

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

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

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

	Response scale (%)			% positive	vs 2016	vs Qld public sector	Range of all agencies	Your agency quintile
<span style="color: red;">●</span> Safety, health and wellness*	59	25	16	<b>59%</b>	-4	<b>+5</b>	<b>43 - 82</b>	<b>2</b>
<span style="color: green;">●</span> Effectiveness and innovation*	59	23	19	<b>59%</b>	-2	<b>+1</b>	<b>49 - 77</b>	<b>3</b>
<span style="color: purple;">●</span> People and relationships	81	12	7	<b>81%</b>	-3	<b>+5</b>	<b>56 - 92</b>	<b>2</b>
<span style="color: teal;">●</span> Fairness and trust*	58	24	17	<b>58%</b>	-2	<b>0</b>	<b>46 - 78</b>	<b>3</b>
<span style="color: orange;">●</span> Performance and development	52	27	20	<b>52%</b>	-2	<b>-3</b>	<b>41 - 74</b>	<b>4</b>
<span style="color: blue;">●</span> Leadership and engagement	64	23	14	<b>64%</b>	-4	<b>+1</b>	<b>49 - 81</b>	<b>3</b>
<span style="color: lightblue;">●</span> My job	76	14	10	<b>76%</b>	-3	<b>-1</b>	<b>58 - 89</b>	<b>4</b>

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

## 05 Workplace climate by division

### Purpose

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

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

	Department of Infrastructure, Local Government & Planning % positive	Cross River Rail Authority	Economic Development Queensland	Infrastructure Policy and Planning	Local Government and Regional Services	Office of the Director-General (incl South Bank and Govt Architect)	Planning	Strategy, Governance and Engagement
<i>This section shows the % positive scores for divisions within the agency</i>								
Number of respondents	558	15	112	43	74	14	211	82
<span style="color: red;">●</span> Safety, health and wellness*	59%	30%	63%	55%	50%	63%	62%	64%
<span style="color: green;">●</span> Effectiveness and innovation*	59%	44%	60%	51%	49%	80%	62%	61%
<span style="color: purple;">●</span> People and relationships	81%	67%	81%	83%	77%	91%	84%	77%
<span style="color: teal;">●</span> Fairness and trust*	58%	34%	57%	49%	47%	78%	64%	62%
<span style="color: orange;">●</span> Performance and development	52%	31%	48%	47%	41%	67%	60%	54%
<span style="color: blue;">●</span> Leadership and engagement	64%	39%	64%	57%	51%	80%	70%	64%
<span style="color: lightblue;">●</span> My job	76%	57%	81%	57%	68%	98%	80%	78%

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

## 06 Workplace climate by item

### Purpose

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

New items were added to this index in 2017.

<span style="color: red;">●</span> Safety, health and wellness		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement	34	35	32	<b>34%</b>	+1	+2
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	45	31	25	<b>45%</b>	-8	+2
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	54	29	18	<b>54%</b>	-4	+9
Q23f	My work contributes positively to my quality of life*	47	33	20	<b>47%</b>	-	+3
Q24h	People in my workgroup are committed to workplace safety	80	18	2	<b>80%</b>	-1	-2
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	77	14	8	<b>77%</b>	-	+10
Q25b	My workplace culture supports people to achieve a good work/life balance	68	17	15	<b>68%</b>	-2	+6
Q25c	There is adequate focus on workplace safety at my workplace	80	16	4	<b>80%</b>	+4	+1

\* New in 2017, no trend



## 06 Workplace climate by item

### Purpose

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

New items were added to this index in 2017.

<span style="color: red;">●</span> Safety, health and wellness (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29h	My manager proactively discusses flexible work arrangements*	59	24	17	59%	-	+10
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	53	25	22	53%	-	+2
Q31h	The wellbeing of employees is a priority for my organisation*	49	31	21	49%	-	0
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>	50	30	19	50%	-	+9
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	68	20	12	68%	-5	+4
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	68	23	9	68%	-	+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.

<span style="color: green;">●</span> Effectiveness and innovation		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q22b	I have the tools I need to do my job effectively	74	16	10	74%	+1	+3
Q22c	I get the information I need to do my job well	66	19	14	66%	-2	-1
Q22d	I have the authority necessary to do my job effectively	61	23	16	61%	-7	-9
Q23c	I feel my job is secure	41	21	38	41%	0	-17
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>	22	34	44	22%	-1	+3
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	71	19	10	71%	-	+6
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	20	32	48	20%	-1	+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>	39	29	32	39%	-12	-7
Q26a	My workplace has undergone significant change in the past 12 months	63	25	12	63%	+6	+11

\* 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	60	23	17	60%	-8	+2
Q27b	I am encouraged to make suggestions about improving work processes and/or services	71	18	12	71%	-4	+3
Q27c	Management is willing to act on suggestions to improve how things are done	59	22	18	59%	-5	+6
Q27d	My workgroup uses research and expertise to identify better practice	59	24	16	59%	-3	+4
Q27e	My workgroup always tries to improve its performance	74	19	7	74%	-3	+4
Q27f	My organisation is open to new ideas	62	22	16	62%	-3	+7
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	80	13	7	80%	+7	+11
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	78	13	8	78%	-4	+1
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	54	32	14	54%	-4	-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.

<span style="color: purple;">●</span> People and relationships		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q24a	People in my workgroup treat each other with respect	80	12	8	80%	-5	+6
Q24b	I receive help and support from other people in my workgroup	85	11	5	85%	-4	+2
Q24c	People in my workgroup are honest, open and transparent in their dealings	76	13	11	76%	-4	+9
Q24d	People in my workgroup use their time and resources efficiently	71	18	11	71%	-2	+7
Q24e	People in my workgroup treat customers with respect	88	10	2	88%	-3	+2
Q24f	People in my workgroup are committed to delivering excellent service to customers	87	9	4	87%	-2	+5
Q24g	People in my workgroup do their jobs effectively	81	12	7	81%	0	+6
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	80	14	6	80%	-2	+2

## 06 Workplace climate by item (cont.)

### Purpose

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

New items were added to this index in 2017.

<span style="color: #0070c0;">●</span> Fairness and trust		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q25a	My workplace has an inclusive culture where diversity is valued and respected	73	16	11	73%	-4	0
Q25f	Performance is assessed and rewarded fairly in my workplace	36	32	31	36%	+3	0
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	36	29	35	36%	0	-2
Q25h	People are treated fairly and consistently in my workplace	52	23	25	52%	-9	+1
Q25i	People take responsibility for their decisions and actions in my workplace	58	26	16	58%	-6	+6
Q25j	I am able to speak up and share a different view to my colleagues and manager*	77	13	10	77%	-	+5
Q30a	My senior manager demonstrates honesty and integrity	77	14	9	77%	+1	+7
Q31e	Recruitment and promotion decisions in this organisation are fair	36	32	32	36%	-6	-1

\* 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	57	25	18	<b>57%</b>	-	+4
Q32a	Age is not a barrier to success in my organisation	63	22	15	<b>63%</b>	-6	-2
Q32b	Gender is not a barrier to success in my organisation	65	19	15	<b>65%</b>	-7	-4
Q32c	Disability is not a barrier to success in my organisation	58	36	6	<b>58%</b>	-3	+1
Q32d	Cultural background is not a barrier to success in my organisation	64	30	7	<b>64%</b>	-4	-6
Q32e	Sexual orientation is not a barrier to success in my organisation	65	31	4	<b>65%</b>	-4	-5
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	55	21	24	<b>55%</b>	-8	+1
Q32g	Women and men have equal access to work experiences that support career progression*	62	23	15	<b>62%</b>	-	-5

\* 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	58	23	20	58%	-2	+1	
Q28b	My performance is assessed against clear criteria	43	31	25	43%	0	-7	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	60	24	16	60%	-2	-2	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	35	35	31	35%	+2	-6	
Q28e	I am able to access relevant learning and development opportunities	62	25	13	62%	+2	0	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	50	34	15	50%	-6	-9	
Q28g	I am satisfied with the opportunities available for career development	41	28	31	41%	0	-3	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	54	25	21	54%	-1	-2	
Q28i	I develop new knowledge and skills through undertaking tasks at work	72	18	10	72%	-7	0	
Q31b	My organisation is committed to developing its employees	48	31	20	48%	-5	-4	

## 06 Workplace climate by item (cont.)

### Purpose

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

<span style="color: blue;">●</span> Leadership and engagement		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29a	My manager treats employees with dignity and respect	83	12	6	<b>83%</b>	-2	+5
Q29b	My manager listens to what I have to say	83	12	6	<b>83%</b>	-3	+6
Q29c	My manager keeps me informed about what's going on	73	15	12	<b>73%</b>	-1	+6
Q29d	My manager understands my work	78	13	9	<b>78%</b>	0	+5
Q29e	My manager creates a shared sense of purpose	76	15	10	<b>76%</b>	+2	+8
Q29f	My manager demonstrates honesty and integrity	83	12	5	<b>83%</b>	-2	+7
Q29g	My manager draws the best out of me	63	23	14	<b>63%</b>	-3	+6
Q31a	In my organisation, the leadership is of high quality	56	23	21	<b>56%</b>	-5	+3



## 06 Workplace climate by item (cont.)

### Purpose

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

● Leadership and engagement (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31c	Management model the behaviours expected of all employees	47	28	25	47%	-10	-3
Q31d	In my organisation, the leadership operates with a high level of integrity	55	27	18	55%	-12	+1
Q31f	My organisation is well managed	48	31	20	48%	-5	+1
Q33a	I would recommend my organisation as a great place to work	59	26	15	59%	-7	-2
Q33b	I am proud to tell others I work for my organisation	63	27	10	63%	-4	-4
Q33c	I feel strong personal attachment to my organisation	50	34	16	50%	-5	-8
Q33d	My organisation motivates me to help it achieve its objectives	51	32	17	51%	-6	-2
Q33e	My organisation inspires me to do the best in my job	48	36	16	48%	-8	-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.

<span style="color: blue;">●</span> My job		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q21a	I understand what is expected of me to do well in my job	85	8	7	85%	-3	-4
Q21b	I understand how my work contributes to my organisation's objectives	90	5	5	90%	-2	-1
Q22a	I have a choice in deciding how I do my work	73	16	11	73%	-3	+6
Q22e	My job gives me opportunities to utilise my skills	72	14	13	72%	-2	-3
Q22f	I enjoy the work in my current job	74	18	8	74%	-3	-2
Q22g	My job gives me a feeling of personal accomplishment	66	20	15	66%	-2	-3
Q34a	The degree to which your work is interesting/challenging <i>% positive indicates those who responded with "very satisfied" or "satisfied"</i>	73	14	13	73%	-5	-2
Q34b	Your ability to work on your own initiative <i>% positive indicates those who responded with "very satisfied" or "satisfied"</i>	78	12	10	78%	-4	-2
Q35	All things considered, how satisfied are you with your current job? <i>% positive indicates those who responded with "very satisfied" or "satisfied"</i>	71	17	13	71%	-5	-2

## 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
Your physical working environment % positive indicates those who responded with "very satisfied" or "satisfied"	Effectiveness and innovation	80%	+7
There is adequate focus on workplace safety at my workplace	Safety, health and wellness	80%	+4
Performance is assessed and rewarded fairly in my workplace	Fairness and trust	36%	+3
I am able to access relevant learning and development opportunities	Performance and development	62%	+2
I am encouraged to pursue developmental opportunities in other workplaces	Performance and development	35%	+2

The survey items with the most negative change	Index	% positive 2017	vs 2016
Disruptions and/or noise at my workplace make it hard to get things done % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with disruptions and/or noise	Effectiveness and innovation	39%	-12
In my organisation, the leadership operates with a high level of integrity	Leadership and engagement	55%	-12
Management model the behaviours expected of all employees	Leadership and engagement	47%	-10
People are treated fairly and consistently in my workplace	Fairness and trust	52%	-9
My organisation inspires me to do the best in my job	Leadership and engagement	48%	-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
Demonstrates sound judgment	40%	+13
Empowers their team to perform at their best	35%	+4
Upholds ethical standards and principles	35%	+4
Encourages a strong customer and stakeholder focus	35%	+9
Builds effective working relationships with others	33%	+4
Responds confidently when faced with uncertainty	30%	+5
Delegates work effectively and monitors performance	20%	-4
Supports their team to adapt to change	18%	-10
Takes responsibility for team development	13%	-3
Describes how their team's work aligns to organisational objectives	13%	-4
Implements improved ways of doing things	13%	-7
Applies sound business management skills	10%	-4
Actively seeks feedback for personal development	4%	-4
Builds effective working relationships with others	44%	+5
Demonstrates sound judgment	36%	+7
Responds confidently when faced with uncertainty	35%	+9
Empowers their team to perform at their best	30%	-5
Implements improved ways of doing things	27%	+2
Encourages a strong customer and stakeholder focus	21%	+3
Delegates work effectively and monitors performance	20%	+2
Actively seeks feedback for personal development	17%	-4
Applies sound business management skills	17%	+2
Takes responsibility for team development	15%	-4
Supports their team to adapt to change	13%	-5
Describes how their team's work aligns to organisational objectives	12%	+4
Upholds ethical standards and principles	12%	-15

## 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
Demonstrates sound judgment	44%	+15
Builds effective working relationships with others	34%	+5
Responds confidently when faced with uncertainty	34%	+9
Upholds ethical standards and principles	32%	+1
Encourages a strong customer and stakeholder focus	31%	+4
Empowers their team to perform at their best	28%	+2
Delegates work effectively and monitors performance	20%	-3
Supports their team to adapt to change	19%	-7
Takes responsibility for team development	14%	-3
Describes how their team's work aligns to organisational objectives	13%	-6
Implements improved ways of doing things	13%	-7
Applies sound business management skills	11%	-7
Actively seeks feedback for personal development	4%	-3

#### 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
Takes responsibility for team development	38%	+8
Implements improved ways of doing things	37%	+6
Delegates work effectively and monitors performance	36%	+7
Empowers their team to perform at their best	35%	0
Actively seeks feedback for personal development	33%	+2
Describes how their team's work aligns to organisational objectives	27%	+7
Supports their team to adapt to change	23%	-3
Builds effective working relationships with others	19%	-5
Responds confidently when faced with uncertainty	13%	-5
Applies sound business management skills	10%	-3
Demonstrates sound judgment	10%	-4
Encourages a strong customer and stakeholder focus	7%	-4
Upholds ethical standards and principles	5%	-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
Takes a 'big picture' view of issues or problems	43%	+7
Manages and prioritises resources to achieve the best outcomes	30%	-2
Demonstrates sound judgment	29%	+1
Empowers individuals and teams to build capability	29%	+2
Encourages innovative ideas and solutions	26%	+1
Builds effective networks across the organisation and sector	25%	+4
Encourages collaboration and inclusion across workgroups	25%	-3
Takes responsibility for upholding ethical standards and principles	22%	-2
Motivates others to perform at their best	20%	0
Demonstrates sound business acumen	17%	+1
Manages ambiguity and politics effectively	17%	0
Leads change and culture initiatives	13%	-1
Actively seeks feedback for personal development	1%	-6
Manages and prioritises resources to achieve the best outcomes	38%	+2
Demonstrates sound judgment	34%	+7
Builds effective networks across the organisation and sector	28%	+7
Takes a 'big picture' view of issues or problems	28%	+1
Empowers individuals and teams to build capability	27%	-5
Motivates others to perform at their best	23%	-13
Manages ambiguity and politics effectively	21%	+7
Actively seeks feedback for personal development	18%	+1
Encourages innovative ideas and solutions	18%	-2
Leads change and culture initiatives	17%	-6
Demonstrates sound business acumen	16%	+6
Encourages collaboration and inclusion across workgroups	16%	0
Takes responsibility for upholding ethical standards and principles	16%	-4

## 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
Takes a 'big picture' view of issues or problems	43%	+9
Manages and prioritises resources to achieve the best outcomes	36%	+3
Demonstrates sound judgment	32%	+1
Builds effective networks across the organisation and sector	31%	+6
Manages ambiguity and politics effectively	27%	+9
Encourages collaboration and inclusion across workgroups	24%	-2
Takes responsibility for upholding ethical standards and principles	23%	0
Encourages innovative ideas and solutions	21%	-2
Demonstrates sound business acumen	19%	+1
Empowers individuals and teams to build capability	16%	-7
Motivates others to perform at their best	15%	-5
Leads change and culture initiatives	10%	-5
Actively seeks feedback for personal development	3%	-4
Empowers individuals and teams to build capability	34%	0
Actively seeks feedback for personal development	32%	+3
Encourages collaboration and inclusion across workgroups	31%	+7
Motivates others to perform at their best	31%	-3
Manages and prioritises resources to achieve the best outcomes	30%	+4
Encourages innovative ideas and solutions	28%	+2
Leads change and culture initiatives	28%	+3
Manages ambiguity and politics effectively	21%	-6
Builds effective networks across the organisation and sector	19%	+2
Takes a 'big picture' view of issues or problems	14%	-5
Demonstrates sound business acumen	11%	+2
Demonstrates sound judgment	11%	-3
Takes responsibility for upholding ethical standards and principles	9%	-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%	+13
Models high levels of ethical and professional behaviour	38%	-1
Builds strong relationships that influence organisational and sector outcomes	30%	+2
Directs and prioritises resources to achieve the best outcomes	29%	0
Stands behind their decisions in the face of adversity	27%	-2
Inspires others to perform at their best	21%	-1
Demonstrates commercial acumen in managing corporate risk	20%	+7
Adopts a system-wide view of issues to inform action	19%	-2
Creates a culture of continuous improvement	17%	-6
Nurtures a learning and development culture	17%	+1
Leads change with agility	12%	-1
Is compelling when communicating the organisational strategy	10%	-4
Seeks feedback to strengthen leadership approach	10%	-4
Builds strong relationships that influence organisational and sector outcomes	50%	+14
Navigates complex issues, politics and ambiguous situations effectively	41%	+11
Inspires others to perform at their best	40%	-3
Models high levels of ethical and professional behaviour	36%	-2
Directs and prioritises resources to achieve the best outcomes	33%	+7
Seeks feedback to strengthen leadership approach	24%	+4
Creates a culture of continuous improvement	17%	-8
Leads change with agility	14%	-7
Adopts a system-wide view of issues to inform action	13%	+1
Nurtures a learning and development culture	9%	-4
Stands behind their decisions in the face of adversity	9%	-6
Is compelling when communicating the organisational strategy	8%	-6
Demonstrates commercial acumen in managing corporate risk	7%	0



## 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

Navigates complex issues, politics and ambiguous situations effectively	50%	+14
Builds strong relationships that influence organisational and sector outcomes	37%	+9
Models high levels of ethical and professional behaviour	35%	-1
Directs and prioritises resources to achieve the best outcomes	30%	-1
Stands behind their decisions in the face of adversity	27%	-1
Adopts a system-wide view of issues to inform action	21%	-1
Demonstrates commercial acumen in managing corporate risk	19%	+4
Inspires others to perform at their best	18%	-3
Leads change with agility	15%	+1
Nurtures a learning and development culture	15%	0
Creates a culture of continuous improvement	14%	-8
Is compelling when communicating the organisational strategy	10%	-7
Seeks feedback to strengthen leadership approach	9%	-5
Inspires others to perform at their best	45%	+8
Seeks feedback to strengthen leadership approach	40%	+5
Directs and prioritises resources to achieve the best outcomes	31%	+5
Creates a culture of continuous improvement	27%	+1
Is compelling when communicating the organisational strategy	25%	+5
Nurtures a learning and development culture	23%	-4
Builds strong relationships that influence organisational and sector outcomes	20%	-2
Adopts a system-wide view of issues to inform action	19%	+1
Stands behind their decisions in the face of adversity	19%	0
Models high levels of ethical and professional behaviour	17%	-1
Leads change with agility	16%	-6
Navigates complex issues, politics and ambiguous situations effectively	10%	-7
Demonstrates commercial acumen in managing corporate risk	7%	-3

## 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
Inspires others to perform at their best	49%	-2
Builds strong relationships that influence organisational and sector outcomes	38%	+7
Creates a culture of continuous improvement	33%	+3
Models high levels of ethical and professional behaviour	33%	-16
Leads change with agility	26%	+13
Navigates complex issues, politics and ambiguous situations effectively	26%	-1
Stands behind their decisions in the face of adversity	21%	+3
Directs and prioritises resources to achieve the best outcomes	18%	-2
Is compelling when communicating the organisational strategy	18%	+5
Seeks feedback to strengthen leadership approach	15%	0
Demonstrates commercial acumen in managing corporate risk	10%	+8
Adopts a system-wide view of issues to inform action	8%	0
Nurtures a learning and development culture	5%	-17

	Proportion	vs Qld public sector
Inspires others to perform at their best	49%	+9
Builds strong relationships that influence organisational and sector outcomes	46%	+13
Navigates complex issues, politics and ambiguous situations effectively	33%	-2
Directs and prioritises resources to achieve the best outcomes	26%	+2
Models high levels of ethical and professional behaviour	23%	-15
Demonstrates commercial acumen in managing corporate risk	21%	+14
Seeks feedback to strengthen leadership approach	21%	0
Leads change with agility	18%	-2
Creates a culture of continuous improvement	15%	-10
Is compelling when communicating the organisational strategy	15%	+3
Stands behind their decisions in the face of adversity	13%	0
Adopts a system-wide view of issues to inform action	10%	-8
Nurtures a learning and development culture	10%	-4

## 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
Builds strong relationships that influence organisational and sector outcomes	46%	+19
Navigates complex issues, politics and ambiguous situations effectively	46%	+11
Creates a culture of continuous improvement	26%	+1
Demonstrates commercial acumen in managing corporate risk	26%	+7
Models high levels of ethical and professional behaviour	26%	-5
Stands behind their decisions in the face of adversity	26%	+3
Nurtures a learning and development culture	23%	+6
Inspires others to perform at their best	21%	+5
Adopts a system-wide view of issues to inform action	15%	-15
Is compelling when communicating the organisational strategy	15%	-4
Leads change with agility	13%	+2
Directs and prioritises resources to achieve the best outcomes	10%	-20
Seeks feedback to strengthen leadership approach	8%	-6
Inspires others to perform at their best	44%	+10
Is compelling when communicating the organisational strategy	36%	+15
Directs and prioritises resources to achieve the best outcomes	33%	+4
Leads change with agility	31%	+9
Seeks feedback to strengthen leadership approach	28%	-3
Models high levels of ethical and professional behaviour	21%	-5
Creates a culture of continuous improvement	18%	-11
Nurtures a learning and development culture	18%	-6
Adopts a system-wide view of issues to inform action	15%	-4
Navigates complex issues, politics and ambiguous situations effectively	15%	-4
Builds strong relationships that influence organisational and sector outcomes	13%	-10
Stands behind their decisions in the face of adversity	13%	-4
Demonstrates commercial acumen in managing corporate risk	10%	+2

## 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	34%	-22	-10
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	66%	+22	+10
Flexible work hours for example accumulated hours as 'flexitime'*	47%	-	+17
None of the above	34%	-22	-10
Flexible work hours for example start late or early to meet responsibilities external to work*	19%	-	+7
Part time work	14%	+2	-3
Leave at half pay	8%	+2	+4
Telecommuting	8%	+3	+4
Compressed work hours	3%	+1	+1
Hot desks	3%	+1	0
Job sharing	2%	+1	0
Other, please specify	2%	0	0
Purchased leave/extended leave/deferred salary schemes	1%	+1	0
Casual/on call	0%	0	-3
Part-year work/annualised hours	0%	0	0
Term-time working	0%	0	0

\* New in 2017, no trend

## 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	26%	+4	+7
No, I have not made a request but I am content with my current arrangements	66%	-4	-3
No, I have not made a request but I am not content with my current arrangements	8%	0	-3

### 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	85%	+19
Partially granted	7%	-7
Declined – no reason given	2%	-5
Declined – reason provided	2%	-6
I have not received a reply as yet	3%	-1

\* New in 2017, no trend

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

	Proportion	vs 2016	vs Qld public sector
I feel flexibility is not possible in my current job	36%	-2	+6
I felt it would limit my career	33%	+8	+14
Flexible working is frowned upon/not supported by my workplace culture	29%	-2	-1
I was concerned that it may negatively impact my team	27%	-11	+8
None of the Above*	22%	-	-2
I didn't feel confident presenting my case or negotiating arrangements with my manager	20%	+11	-2
I didn't feel I had the right to	20%	-8	+3
I don't feel confident in my manager's ability to manage staff working flexibly	7%	-12	-5
I felt it would limit my access to training and development	7%	+7	0
I feel the technology I currently have access to does not support flexible working	4%	-21	-2

\* New in 2017, no trend

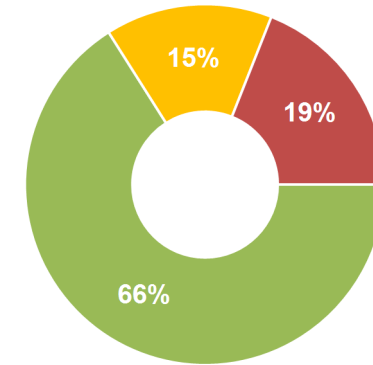
## 10 Domestic and family violence

### Purpose

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

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

Overall	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	66%	+4	-9
<b>No</b>	19%	+2	+7
<b>Don't know</b>	15%	-6	+2



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	78%	+5	-8
<b>No</b>	17%	+1	+9
<b>Don't Know</b>	6%	-6	-1

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	62%	+4	-10
<b>No</b>	19%	+2	+6
<b>Don't Know</b>	18%	-6	+4

## 10 Domestic and family violence (cont.)

### Purpose

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

<b>Managers</b> <i>Manage one or more employees</i>	<b>% positive</b>	<b>vs 2016</b>	<b>vs Qld public sector</b>
I am confident that I could sensitively communicate with employees affected by domestic and family violence	<b>70%</b>	-5	-12
If I was approached directly by an employee affected by domestic and family violence, I am confident in my ability to provide appropriate levels of support	<b>72%</b>	0	-10
If I was made aware (e.g. by other colleagues) that domestic and family violence was affecting an employee, I am confident that I could respond appropriately	<b>74%</b>	+2	-8

<b>Non-managers</b> <i>Manage no employees</i>	<b>% positive</b>	<b>vs 2016</b>	<b>vs Qld public sector</b>
I am confident that I could sensitively communicate with colleagues affected by domestic and family violence	<b>58%</b>	-1	-13
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	<b>59%</b>	+2	-12

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

<b>Managers</b> <i>Manage one or more employees</i>	<b>% proportion</b>	<b>vs Qld public sector</b>	<b>Non-managers</b> <i>Manage no employees</i>	<b>% proportion</b>	<b>vs Qld public sector</b>
<b>Yes</b>	<b>3%</b>	-12	<b>Yes</b>	<b>3%</b>	-4
<b>No</b>	<b>92%</b>	+12	<b>No</b>	<b>93%</b>	+6
<b>Don't Know</b>	<b>1%</b>	0	<b>Don't Know</b>	<b>1%</b>	-1
<b>Prefer not to say</b>	<b>3%</b>	0	<b>Prefer not to say</b>	<b>3%</b>	0

\* New in 2017, no trend

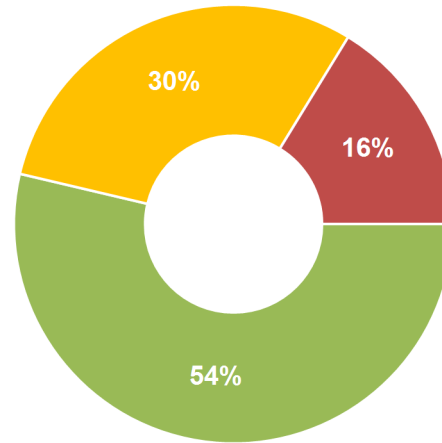
\* New in 2017, no trend

# 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.



# 54%

of employees agreed with the statement:

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

% positive change since 2016 **-1** vs Qld public sector **-13**

Reasons for leaving	Proportion	vs Qld public sector
Career or job opportunities	<b>58%</b>	+6
The workplace culture	<b>39%</b>	-1
Professional/personal development	<b>34%</b>	-2
Job security	<b>33%</b>	+14
Contract expiring	<b>29%</b>	+17
Pay and conditions	<b>28%</b>	+1
Stress/Health	<b>23%</b>	-10
Your relationship with your manager	<b>19%</b>	-4
Balancing work and life commitments	<b>15%</b>	-7
The location of your workplace or the time spent commuting	<b>14%</b>	-4
Work hours	<b>13%</b>	-2
Fit between work and your interests	<b>12%</b>	0
Other (please specify)	<b>10%</b>	-1
Your relationship with your colleagues	<b>9%</b>	-2
Family/carer responsibilities	<b>7%</b>	-6
Retirement	<b>5%</b>	-4
Travel plans	<b>5%</b>	-2



## 12 Bullying and sexual harassment

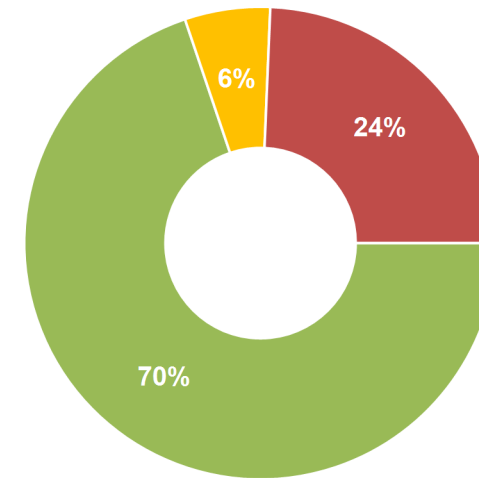
### Purpose

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.

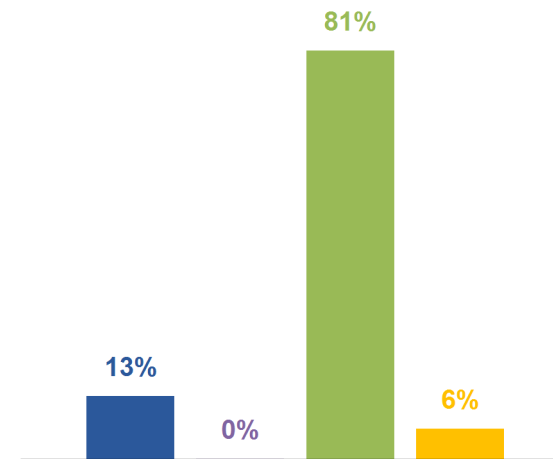
### During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
<b>Yes</b>	24%	+7	-4
<b>No</b>	70%	-5	+3
<b>Don't know</b>	6%	-1	0



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

	Proportion	vs 2016	vs Qld public sector
<b>Bullying</b>	13%	+2	-4
<b>Sexual Harassment</b>	0%	-1	-1
<b>No</b>	81%	-1	+3
<b>Don't Know</b>	6%	0	+2



## 12 Bullying and sexual harassment (cont.)

### Purpose

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

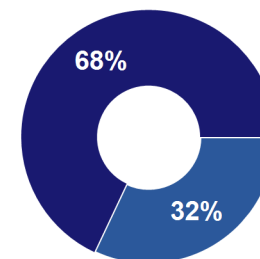
**NOTE:** Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A senior manager	43%	+19	+12
A fellow worker	37%	-13	-6
Your immediate manager/supervisor	25%	-5	-8
A worker that reports to you	7%	+1	+2
A group of fellow workers	6%	-5	-8
Prefer not to specify	4%	-13	-4
A consultant/service provider	1%	-3	0
A member of the public	1%	-3	-4
A representative of another agency	1%	-1	0
Other	1%	+1	0
A client/customer	0%	-2	-7

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	63%	+9	+5
Inappropriate and unfair application of work policies or rules	48%	+9	+6
Other	25%	-11	-1
Physical behaviour (e.g. assault or aggressive body language)	4%	0	-7
Cyber bullying	3%	-3	-3
'Initiations' or pranks	3%	+1	-4
Interference with your personal property or work equipment	1%	-5	-6

### Did you report the BULLYING?

No



Yes

### Why did you not report the BULLYING?

Why did you not report the BULLYING?	Proportion	vs 2016	vs Qld public sector
I did not think any action would be taken	60%	-7	+4
It could affect my career	44%	-2	-1
I did not want to upset relationships in the workplace	42%	+12	+3
Managers accepted the behaviour	31%	+8	-2
I did not think it was worth the hassle of going through the report process	29%	-8	-9
I did not have enough evidence	20%	+13	0
I did not think the bullying was serious enough	16%	-11	-1
I did not know how to report it	11%	+8	+6
Other	11%	+1	0
The matter was resolved informally	2%	-8	-5

# 13 Your view

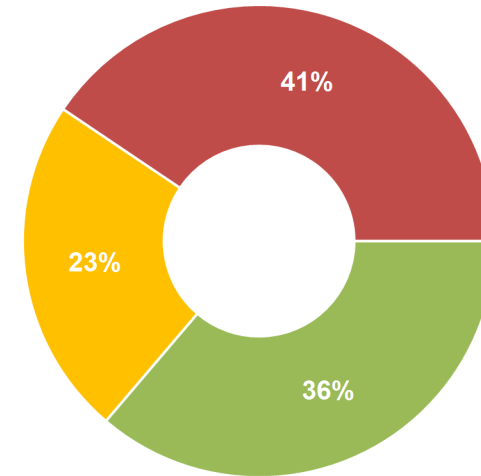
## Purpose

This section is focused on understanding workplace improvement.

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

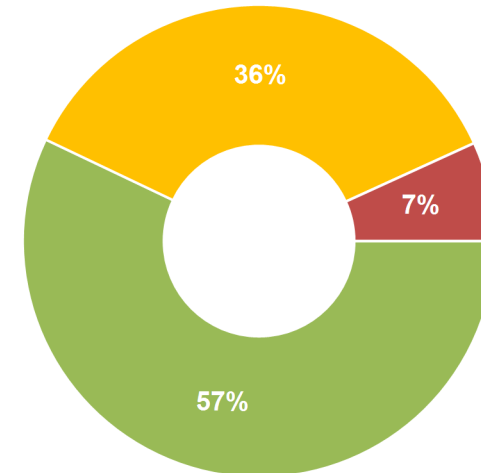
## Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
<b>Yes</b>	36%	+17	+6
<b>No</b>	41%	-12	-15
<b>No, but I have not worked long in my organisation</b>	23%	-5	+10



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

	Proportion	vs 2016	vs Qld public sector
<b>Positive</b>	57%	+2	-5
<b>Neutral</b>	36%	+3	+4
<b>Negative</b>	7%	-5	+1



## 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
Changes that have been implemented in my workplace have been done for a good reason in the last 12 months	39	48	12	39%	-
Changes implemented in my workplace have been managed well in the last 12 months	32	46	22	32%	-
I feel my workplace is functioning more efficiently as a result of changes implemented in the past 12 months	29	48	23	29%	-
I have received timely and relevant communication about workplace change in the last 12 months	39	41	20	39%	-

## 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)
<b>Department of Infrastructure, Local Government &amp; Planning</b>		558	54%	51%	64%
<b>Managerial status</b>	Yes	151	61%	56%	75%
	No	405	52%	50%	60%
<b>Employment status</b>	Permanent	318	47%	41%	60%
	Non-permanent	238	63%	65%	70%
<b>Full-time status</b>	Full-time basis	482	53%	52%	64%
	Part-time basis	71	60%	49%	67%
<b>FTE Salary</b>	Under \$50,000	8	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
	\$50,000 - \$69,999	60	57%	58%	59%
	\$70,000 - \$89,999	150	55%	55%	61%
	\$90,000 or over	330	52%	48%	66%
<b>Time in agency</b>	Less than 2 years	222	60%	62%	66%
	2 to less than 6 years	154	56%	53%	67%
	6 to less than 10 years	118	52%	40%	62%
	10 to less than 14 years	32	41%	39%	59%
	14 to less than 16 years	8	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
	16 to less than 20 years	13	30%	13%	58%
	20 years or more	6	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>

## 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).

		Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
<i>"Restricted" indicates a group with less than 10 respondents</i>					
<b>Department of Infrastructure, Local Government &amp; Planning</b>		558	54%	51%	64%
<b>Age</b>					
	34 years or younger	146	53%	59%	62%
	35 to 44 years	199	60%	53%	68%
	45 to 54 years	137	49%	47%	64%
	55 years or older	69	52%	42%	60%
<b>Gender*</b>					
	Female	340	53%	49%	63%
	Male	211	56%	55%	67%
	X	4	Restricted	Restricted	Restricted
<b>Type of work</b>					
	Direct service delivery	45	49%	47%	59%
	Corporate services and administrative support/clerical	209	57%	56%	67%
	Other	303	53%	49%	63%
<b>Shiftwork</b>					
	Yes	2	Restricted	Restricted	Restricted
	No	554	54%	51%	64%

\*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 workshoping.

Strategic priorities		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>Agency engagement</b>							
Q33a	I would recommend my organisation as a great place to work	59%	-7	26%	+3	15%	+4
Q33b	I am proud to tell others I work for my organisation	63%	-4	27%	+3	10%	+2
Q33c	I feel strong personal attachment to my organisation	50%	-5	34%	+2	16%	+3
Q33d	My organisation motivates me to help it achieve its objectives	51%	-6	32%	+3	17%	+4
Q33e	My organisation inspires me to do the best in my job	48%	-8	36%	+5	16%	+3
<b>Organisational leadership</b>							
Q31a	In my organisation, the leadership is of high quality	56%	-5	23%	-4	21%	+9
Q31c	Management model the behaviours expected of all employees	47%	-10	28%	+1	25%	+9
Q31d	In my organisation, the leadership operates with a high level of integrity	55%	-12	27%	+4	18%	+7
Q31f	My organisation is well managed	48%	-5	31%	+1	20%	+4
<b>Innovation</b>							
Q27a	I get the opportunity to develop new and better ways of doing my job	60%	-8	23%	+5	17%	+3
Q27b	I am encouraged to make suggestions about improving work processes and/or services	71%	-4	18%	+3	12%	+2
Q27c	Management is willing to act on suggestions to improve how things are done	59%	-5	22%	-1	18%	+7
Q27d	My workgroup uses research and expertise to identify better practice	59%	-3	24%	-1	16%	+5
Q27e	My workgroup always tries to improve its performance	74%	-3	19%	+1	7%	+2
Q27f	My organisation is open to new ideas	62%	-3	22%	-1	16%	+4

## 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
<b>Job empowerment</b>							
Q22a	I have a choice in deciding how I do my work	73%	-3	16%	+1	11%	+2
Q22b	I have the tools I need to do my job effectively	74%	+1	16%	+3	10%	-3
Q22c	I get the information I need to do my job well	66%	-2	19%	+1	14%	+1
Q22d	I have the authority necessary to do my job effectively	61%	-7	23%	+5	16%	+2
Q22e	My job gives me opportunities to utilise my skills	72%	-2	14%	0	13%	+2
Q34b	Your ability to work on your own initiative	78%	-4	12%	+2	10%	+2
<b>Workload and health</b>							
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with overload	34%	+1	35%	-4	32%	+3
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	45%	-8	31%	+3	25%	+5
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	54%	-4	29%	0	18%	+4
<b>Learning and development</b>							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	60%	-2	24%	+3	16%	-2
Q28e	I am able to access relevant learning and development opportunities	62%	+2	25%	-1	13%	-1
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	50%	-6	34%	+5	15%	+2
Q28g	I am satisfied with the opportunities available for career development	41%	0	28%	-1	31%	+1
Q31b	My organisation is committed to developing its employees	48%	-5	31%	-1	20%	+6



## 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
<b>My workgroup</b>							
Q24a	People in my workgroup treat each other with respect	80%	-5	12%	+5	8%	0
Q24b	I receive help and support from other people in my workgroup	85%	-4	11%	+4	5%	0
Q24c	People in my workgroup are honest, open and transparent in their dealings	76%	-4	13%	+1	11%	+3
Q24d	People in my workgroup use their time and resources efficiently	71%	-2	18%	+1	11%	+1
Q24e	People in my workgroup treat customers with respect	88%	-3	10%	+2	2%	+1
Q24f	People in my workgroup are committed to delivering excellent service to customers	87%	-2	9%	+1	4%	+1
Q24g	People in my workgroup do their jobs effectively	81%	0	12%	-1	7%	+1
<b>My manager</b>							
Q29a	My manager treats employees with dignity and respect	83%	-2	12%	+1	6%	0
Q29b	My manager listens to what I have to say	83%	-3	12%	+2	6%	+1
Q29c	My manager keeps me informed about what's going on	73%	-1	15%	0	12%	+2
Q29d	My manager understands my work	78%	0	13%	+1	9%	-1
Q29e	My manager creates a shared sense of purpose	76%	+2	15%	-2	10%	0
Q29f	My manager demonstrates honesty and integrity	83%	-2	12%	0	5%	+1
Q29g	My manager draws the best out of me	63%	-3	23%	0	14%	+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 workshopping.

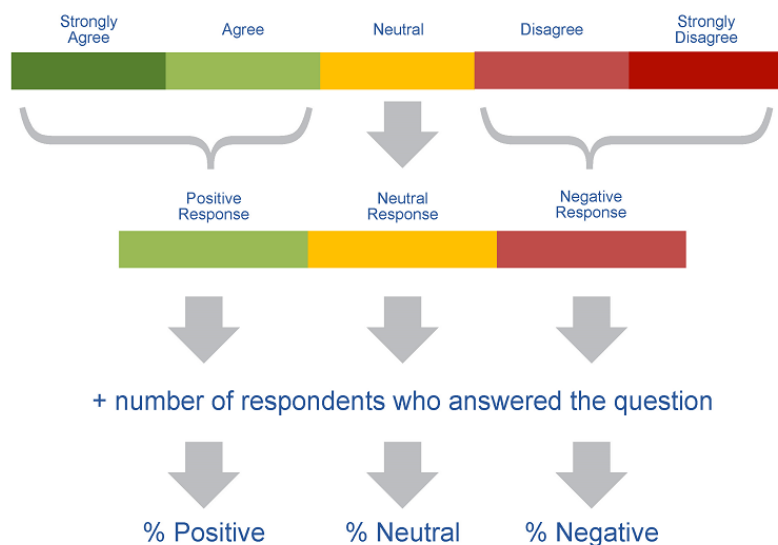
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>Organisational fairness</b>							
Q25f	Performance is assessed and rewarded fairly in my workplace	36%	+3	32%	-8	31%	+4
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	36%	0	29%	-4	35%	+3
Q25h	People are treated fairly and consistently in my workplace	52%	-9	23%	+2	25%	+7
Q25i	People take responsibility for their decisions and actions in my workplace	58%	-6	26%	0	16%	+6
Q31e	Recruitment and promotion decisions in this organisation are fair	36%	-6	32%	-2	32%	+8
<b>Anti-discrimination</b>							
Q32a	Age is not a barrier to success in my organisation	63%	-6	22%	0	15%	+5
Q32b	Gender is not a barrier to success in my organisation	65%	-7	19%	+1	15%	+6
Q32c	Disability is not a barrier to success in my organisation	58%	-3	36%	+1	6%	+2
Q32d	Cultural background is not a barrier to success in my organisation	64%	-4	30%	+1	7%	+4
Q32e	Sexual orientation is not a barrier to success in my organisation	65%	-4	31%	+3	4%	+2

## 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.