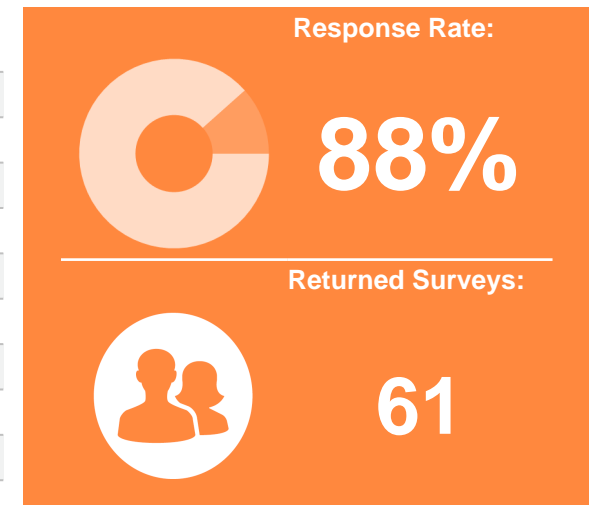


## Queensland Family & Child Commission

## Highlight Report

### Report Content

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



### Purpose

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

### Note on the response rate

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

# Reporting Framework

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

## Strategic priorities: driver analysis

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

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



## Workplace climate

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

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

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

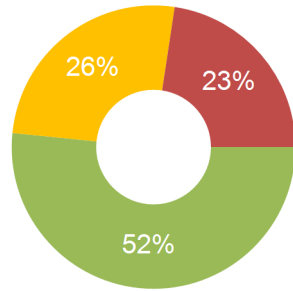


# 01 Driver analysis scorecard

## Purpose

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

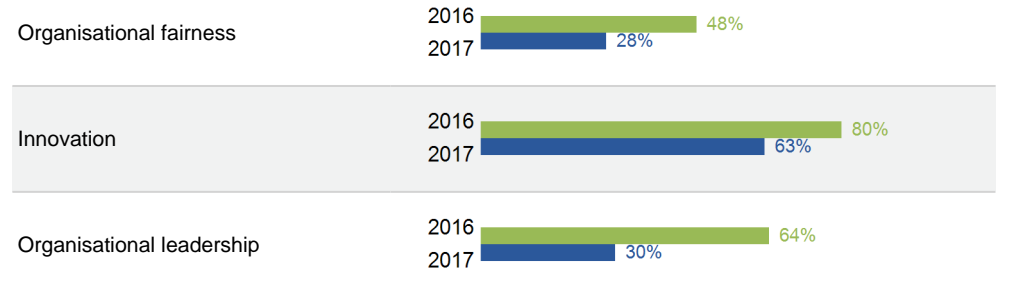
### Agency Engagement



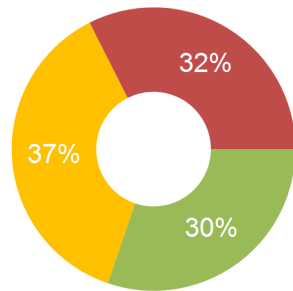
% positive change since 2016  
**-17**

#### Top 3 drivers

#### % Positive



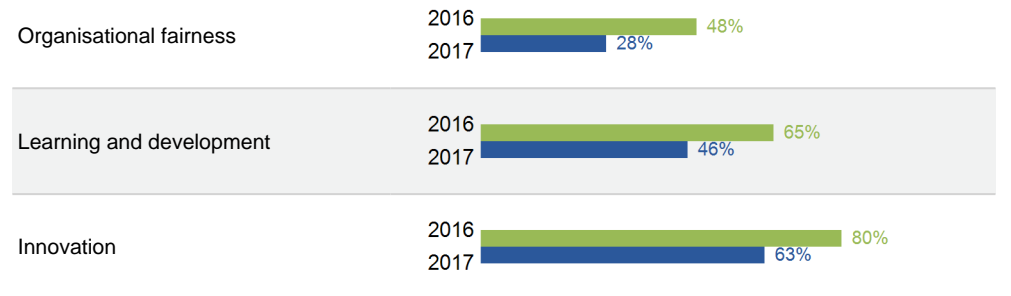
### Organisational leadership



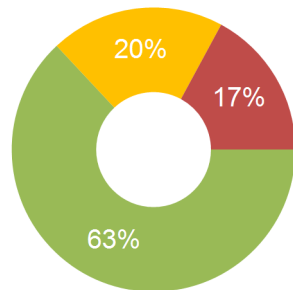
% positive change since 2016  
**-34**

#### Top 3 drivers

#### % Positive



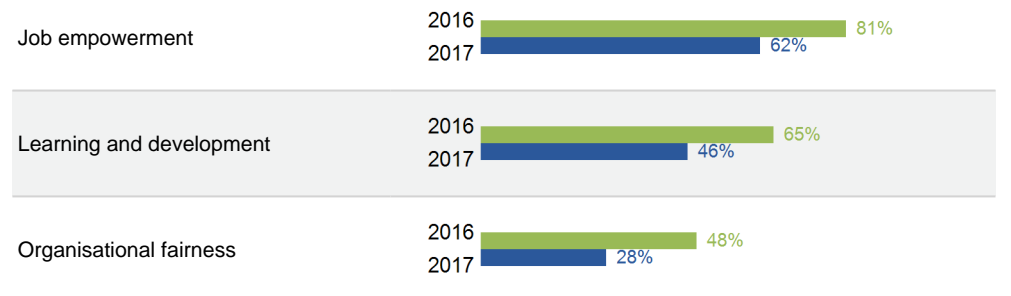
### Innovation



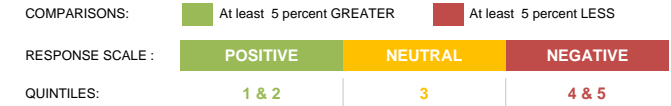
% positive change since 2016  
**-17**

#### 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*	52	26	23	52%	-17	-7	41 - 82	5
Job empowerment	62	17	21	62%	-19	-9	60 - 86	5
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	51	30	20	51%	-1	+11	29 - 68	1
Learning and development	46	28	27	46%	-19	-10	33 - 82	5
My workgroup	87	7	6	87%	-2	+11	58 - 92	1
My manager	75	14	12	75%	-15	+4	57 - 84	2
Organisational leadership*	30	37	32	30%	-34	-21	29 - 85	5
Organisational fairness	28	32	40	28%	-20	-15	26 - 67	5
Anti-discrimination	67	26	7	67%	-17	+1	48 - 96	4
Innovation*	63	20	17	63%	-17	+3	46 - 89	3

## 03 Factors by division

### Purpose

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

	Queensland Family & Child Commission % positive	Communications, Education and Sector Development	Office of the Commissioners	Research and Corporate Services
<i>This section shows the % positive scores for divisions within the agency</i>				
Number of respondents	61	11	14	16
Agency engagement*	<b>52%</b>	44%	48%	66%
Job empowerment	<b>62%</b>	38%	54%	82%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	<b>51%</b>	33%	55%	56%
Learning and development	<b>46%</b>	30%	39%	56%
My workgroup	<b>87%</b>	88%	80%	94%
My manager	<b>75%</b>	55%	64%	91%
Organisational leadership*	<b>30%</b>	30%	35%	34%
Organisational fairness	<b>28%</b>	24%	32%	34%
Anti-discrimination	<b>67%</b>	55%	66%	78%
Innovation*	<b>63%</b>	41%	62%	83%

## 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*	55	27	18	<b>55%</b>	<b>-8</b>	<b>+1</b>	<b>43 - 82</b>	<b>3</b>
<span style="color: green;">●</span> Effectiveness and innovation*	62	18	20	<b>62%</b>	<b>-13</b>	<b>+5</b>	<b>49 - 77</b>	<b>2</b>
<span style="color: purple;">●</span> People and relationships	86	8	6	<b>86%</b>	<b>-2</b>	<b>+10</b>	<b>56 - 92</b>	<b>1</b>
<span style="color: teal;">●</span> Fairness and trust*	54	26	20	<b>54%</b>	<b>-15</b>	<b>-4</b>	<b>46 - 78</b>	<b>5</b>
<span style="color: orange;">●</span> Performance and development	44	29	27	<b>44%</b>	<b>-20</b>	<b>-12</b>	<b>41 - 74</b>	<b>5</b>
<span style="color: blue;">●</span> Leadership and engagement	57	23	20	<b>57%</b>	<b>-20</b>	<b>-6</b>	<b>49 - 81</b>	<b>5</b>
<span style="color: lightblue;">●</span> My job	70	15	16	<b>70%</b>	<b>-15</b>	<b>-8</b>	<b>58 - 89</b>	<b>5</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.

	Queensland Family & Child Commission % positive	Communications, Education and Sector Development	Office of the Commissioners	Research and Corporate Services
<i>This section shows the % positive scores for divisions within the agency</i>				
Number of respondents	61	11	14	16
<span style="color: red;">●</span> Safety, health and wellness*	55%	41%	51%	64%
<span style="color: green;">●</span> Effectiveness and innovation*	62%	45%	61%	76%
<span style="color: purple;">●</span> People and relationships	86%	88%	79%	94%
<span style="color: teal;">●</span> Fairness and trust*	54%	45%	54%	64%
<span style="color: orange;">●</span> Performance and development	44%	29%	37%	51%
<span style="color: blue;">●</span> Leadership and engagement	57%	45%	51%	70%
<span style="color: lightblue;">●</span> My job	70%	58%	64%	82%

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

## 06 Workplace climate by item

### Purpose

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

New items were added to this index in 2017.

		Response scale (%)			% positive	vs 2016	vs Qld public sector
●	<b>Safety, health and wellness</b>						
	Q23a I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement	49	34	16	49%	+12	+18
	Q23b I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	61	21	18	61%	+3	+18
	Q23e My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	43	33	25	43%	-18	-3
	Q23f My work contributes positively to my quality of life*	38	39	23	38%	-	-6
	Q24h People in my workgroup are committed to workplace safety	85	12	3	85%	+2	+3
	Q24j People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	75	19	7	75%	-	+8
	Q25b My workplace culture supports people to achieve a good work/life balance	54	31	15	54%	-12	-8
Q25c There is adequate focus on workplace safety at my workplace	70	20	10	70%	-8	-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.

<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*	52	21	28	52%	-	+3
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	34	38	29	34%	-	-17
Q31h	The wellbeing of employees is a priority for my organisation*	31	44	25	31%	-	-18
Q31j	My commitment to this organisation would be questioned if I chose to use flexible work options* % <small>positive indicates those who "strongly disagree" or "disagree" with this statement</small>	57	21	21	57%	-	+16
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	72	16	12	72%	+6	+8
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	54	28	18	54%	-	-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.

<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	70	16	13	70%	-11	0
Q22c	I get the information I need to do my job well	62	16	21	62%	-21	-5
Q22d	I have the authority necessary to do my job effectively	49	23	28	49%	-25	-21
Q23c	I feel my job is secure	33	28	39	33%	-30	-25
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>	35	18	47	35%	-12	+16
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	85	12	3	85%	-	+20
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	20	28	52	20%	-36	+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>	60	30	10	60%	-1	+14
Q26a	My workplace has undergone significant change in the past 12 months	95	2	3	95%	+9	+43

\* New in 2017, no trend

## 06 Workplace climate by item (cont.)

### Purpose

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

New items were added to this index in 2017.

<span style="color: green;">●</span> Effectiveness and innovation (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q27a	I get the opportunity to develop new and better ways of doing my job	57	20	23	57%	-19	-1
Q27b	I am encouraged to make suggestions about improving work processes and/or services	65	12	23	65%	-28	-3
Q27c	Management is willing to act on suggestions to improve how things are done	45	35	20	45%	-31	-8
Q27d	My workgroup uses research and expertise to identify better practice	81	15	3	81%	+9	+26
Q27e	My workgroup always tries to improve its performance	83	14	3	83%	0	+13
Q27f	My organisation is open to new ideas	48	23	28	48%	-32	-6
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	84	11	5	84%	-11	+15
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	84	9	7	84%	-8	+7
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	65	11	24	65%	-6	+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.

<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	82	7	12	82%	-11	+7
Q24b	I receive help and support from other people in my workgroup	95	5	0	95%	+2	+12
Q24c	People in my workgroup are honest, open and transparent in their dealings	80	10	10	80%	-13	+12
Q24d	People in my workgroup use their time and resources efficiently	83	8	8	83%	+5	+19
Q24e	People in my workgroup treat customers with respect	97	2	2	97%	+2	+11
Q24f	People in my workgroup are committed to delivering excellent service to customers	93	3	3	93%	+3	+10
Q24g	People in my workgroup do their jobs effectively	83	14	3	83%	0	+8
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	79	14	7	79%	-6	+1

## 06 Workplace climate by item (cont.)

### Purpose

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

New items were added to this index in 2017.

<span style="color: blue;">●</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	65	22	13	65%	-25	-8
Q25f	Performance is assessed and rewarded fairly in my workplace	22	41	37	22%	-23	-14
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	27	24	49	27%	-12	-11
Q25h	People are treated fairly and consistently in my workplace	31	25	44	31%	-22	-20
Q25i	People take responsibility for their decisions and actions in my workplace	32	32	36	32%	-29	-20
Q25j	I am able to speak up and share a different view to my colleagues and manager*	65	20	15	65%	-	-6
Q30a	My senior manager demonstrates honesty and integrity	68	20	13	68%	-7	-2
Q31e	Recruitment and promotion decisions in this organisation are fair	28	40	32	28%	-14	-9

\* 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	70	20	11	70%	-	+17
Q32a	Age is not a barrier to success in my organisation	65	23	12	65%	-17	0
Q32b	Gender is not a barrier to success in my organisation	79	14	7	79%	-11	+9
Q32c	Disability is not a barrier to success in my organisation	59	38	4	59%	-17	+2
Q32d	Cultural background is not a barrier to success in my organisation	68	23	9	68%	-16	-1
Q32e	Sexual orientation is not a barrier to success in my organisation	64	32	4	64%	-25	-5
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	47	21	32	47%	-30	-7
Q32g	Women and men have equal access to work experiences that support career progression*	75	18	7	75%	-	+9

\* 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	52	25	23	52%	-29	-5	
Q28b	My performance is assessed against clear criteria	32	41	27	32%	-12	-19	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	56	20	24	56%	-17	-7	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	14	42	44	14%	-21	-27	
Q28e	I am able to access relevant learning and development opportunities	53	27	20	53%	-16	-9	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	56	31	13	56%	+6	-3	
Q28g	I am satisfied with the opportunities available for career development	28	33	38	28%	-30	-16	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	47	23	30	47%	-22	-9	
Q28i	I develop new knowledge and skills through undertaking tasks at work	64	24	12	64%	-21	-8	
Q31b	My organisation is committed to developing its employees	37	26	37	37%	-32	-15	

## 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	74	12	14	74%	-18	-4
Q29b	My manager listens to what I have to say	86	8	5	86%	-14	+10
Q29c	My manager keeps me informed about what's going on	74	7	19	74%	-16	+6
Q29d	My manager understands my work	79	12	9	79%	-5	+6
Q29e	My manager creates a shared sense of purpose	76	12	12	76%	-14	+8
Q29f	My manager demonstrates honesty and integrity	76	17	7	76%	-16	-1
Q29g	My manager draws the best out of me	57	26	17	57%	-20	0
Q31a	In my organisation, the leadership is of high quality	32	39	30	32%	-38	-21



## 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	22	31	47	<b>22%</b>	-35	-28
Q31d	In my organisation, the leadership operates with a high level of integrity	38	34	29	<b>38%</b>	-30	-17
Q31f	My organisation is well managed	30	46	25	<b>30%</b>	-34	-18
Q33a	I would recommend my organisation as a great place to work	36	43	21	<b>36%</b>	-33	-25
Q33b	I am proud to tell others I work for my organisation	70	18	12	<b>70%</b>	-4	+3
Q33c	I feel strong personal attachment to my organisation	50	25	25	<b>50%</b>	-11	-9
Q33d	My organisation motivates me to help it achieve its objectives	51	21	28	<b>51%</b>	-25	-2
Q33e	My organisation inspires me to do the best in my job	51	23	26	<b>51%</b>	-12	-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.

<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	77	13	10	77%	-16	-13
Q21b	I understand how my work contributes to my organisation's objectives	87	3	10	87%	-9	-4
Q22a	I have a choice in deciding how I do my work	60	20	20	60%	-17	-8
Q22e	My job gives me opportunities to utilise my skills	69	8	23	69%	-20	-6
Q22f	I enjoy the work in my current job	72	16	11	72%	-14	-4
Q22g	My job gives me a feeling of personal accomplishment	64	16	20	64%	-17	-5
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	68	19	12	68%	-8	-7
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	63	18	19	63%	-21	-17
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	66	20	14	66%	-10	-7

## 07 Most changed since 2016, by item

### Purpose

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

#### NOTE:

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

The survey items with the most positive change	Index	% positive 2017	vs 2016
I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with overload	Safety, health and wellness	49%	+12
My workgroup uses research and expertise to identify better practice	Effectiveness and innovation	81%	+9
Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	Safety, health and wellness	72%	+6
Learning and development activities I have completed in the past 12 months have helped to improve my performance	Performance and development	56%	+6
People in my workgroup use their time and resources efficiently	People and relationships	83%	+5

The survey items with the most negative change	Index	% positive 2017	vs 2016
In my organisation, the leadership is of high quality	Leadership and engagement	32%	-38
Approval processes at my workplace are excessive % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with approval processes	Effectiveness and innovation	20%	-36
Management model the behaviours expected of all employees	Leadership and engagement	22%	-35
My organisation is well managed	Leadership and engagement	30%	-34
I would recommend my organisation as a great place to work	Leadership and engagement	36%	-33

## 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

Demonstrates sound judgment	38%	+11
Describes how their team's work aligns to organisational objectives	38%	+21
Empowers their team to perform at their best	31%	0
Upholds ethical standards and principles	31%	0
Delegates work effectively and monitors performance	28%	+4
Encourages a strong customer and stakeholder focus	28%	+2
Applies sound business management skills	24%	+10
Builds effective working relationships with others	21%	-8
Responds confidently when faced with uncertainty	21%	-4
Implements improved ways of doing things	14%	-6
Supports their team to adapt to change	14%	-14
Takes responsibility for team development	14%	-2
Actively seeks feedback for personal development	0%	-8
Builds effective working relationships with others	48%	+9
Empowers their team to perform at their best	41%	+6
Demonstrates sound judgment	34%	+5
Responds confidently when faced with uncertainty	31%	+5
Actively seeks feedback for personal development	17%	-3
Delegates work effectively and monitors performance	17%	-1
Describes how their team's work aligns to organisational objectives	17%	+9
Encourages a strong customer and stakeholder focus	17%	-1
Implements improved ways of doing things	17%	-8
Takes responsibility for team development	17%	-1
Upholds ethical standards and principles	17%	-10
Applies sound business management skills	14%	0
Supports their team to adapt to change	10%	-8

## 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

Describes how their team's work aligns to organisational objectives	36%	+17
Applies sound business management skills	32%	+15
Encourages a strong customer and stakeholder focus	32%	+5
Supports their team to adapt to change	32%	+6
Upholds ethical standards and principles	32%	+1
Builds effective working relationships with others	29%	0
Demonstrates sound judgment	21%	-8
Delegates work effectively and monitors performance	18%	-5
Responds confidently when faced with uncertainty	18%	-7
Empowers their team to perform at their best	14%	-12
Takes responsibility for team development	14%	-3
Implements improved ways of doing things	11%	-9
Actively seeks feedback for personal development	4%	-3
Empowers their team to perform at their best	44%	+9
Takes responsibility for team development	44%	+14
Actively seeks feedback for personal development	30%	-1
Delegates work effectively and monitors performance	26%	-4
Implements improved ways of doing things	26%	-5
Responds confidently when faced with uncertainty	26%	+7
Supports their team to adapt to change	22%	-4
Describes how their team's work aligns to organisational objectives	19%	-2
Builds effective working relationships with others	15%	-9
Encourages a strong customer and stakeholder focus	15%	+3
Applies sound business management skills	11%	-2
Upholds ethical standards and principles	11%	-2
Demonstrates sound judgment	4%	-10

## 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
Empowers individuals and teams to build capability	50%	+23
Takes responsibility for upholding ethical standards and principles	42%	+17
Demonstrates sound judgment	33%	+5
Encourages collaboration and inclusion across workgroups	33%	+5
Manages and prioritises resources to achieve the best outcomes	33%	+1
Takes a 'big picture' view of issues or problems	33%	-2
Builds effective networks across the organisation and sector	17%	-4
Demonstrates sound business acumen	17%	+1
Manages ambiguity and politics effectively	17%	0
Encourages innovative ideas and solutions	8%	-17
Leads change and culture initiatives	8%	-6
Motivates others to perform at their best	8%	-11
Actively seeks feedback for personal development	0%	-7
Manages and prioritises resources to achieve the best outcomes	58%	+22
Empowers individuals and teams to build capability	42%	+10
Encourages collaboration and inclusion across workgroups	33%	+17
Takes a 'big picture' view of issues or problems	33%	+7
Demonstrates sound judgment	25%	-2
Motivates others to perform at their best	25%	-11
Actively seeks feedback for personal development	17%	-1
Builds effective networks across the organisation and sector	17%	-4
Encourages innovative ideas and solutions	17%	-4
Takes responsibility for upholding ethical standards and principles	17%	-4
Leads change and culture initiatives	8%	-14
Manages ambiguity and politics effectively	8%	-6
Demonstrates sound business acumen	0%	-10

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

### Purpose

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

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

Leadership levels are defined as follows:

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

### DEMONSTRATED

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

### NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Encourages collaboration and inclusion across workgroups	58%	+32
Takes a 'big picture' view of issues or problems	58%	+24
Demonstrates sound judgment	42%	+11
Builds effective networks across the organisation and sector	33%	+9
Manages and prioritises resources to achieve the best outcomes	33%	0
Demonstrates sound business acumen	17%	-1
Takes responsibility for upholding ethical standards and principles	17%	-7
Empowers individuals and teams to build capability	8%	-15
Encourages innovative ideas and solutions	8%	-15
Leads change and culture initiatives	8%	-7
Manages ambiguity and politics effectively	8%	-10
Motivates others to perform at their best	8%	-12
Actively seeks feedback for personal development	0%	-7
Encourages innovative ideas and solutions	67%	+40
Actively seeks feedback for personal development	50%	+21
Leads change and culture initiatives	50%	+25
Empowers individuals and teams to build capability	33%	-1
Manages and prioritises resources to achieve the best outcomes	25%	-1
Motivates others to perform at their best	25%	-9
Builds effective networks across the organisation and sector	17%	0
Manages ambiguity and politics effectively	17%	-10
Demonstrates sound judgment	8%	-5
Takes a 'big picture' view of issues or problems	8%	-11
Demonstrates sound business acumen	0%	-9
Encourages collaboration and inclusion across workgroups	0%	-24
Takes responsibility for upholding ethical standards and principles	0%	-14

## 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	75%	+39
Adopts a system-wide view of issues to inform action	50%	+30
Builds strong relationships that influence organisational and sector outcomes	42%	+14
Models high levels of ethical and professional behaviour	42%	+3
Demonstrates commercial acumen in managing corporate risk	17%	+3
Stands behind their decisions in the face of adversity	17%	-12
Creates a culture of continuous improvement	8%	-15
Directs and prioritises resources to achieve the best outcomes	8%	-21
Inspires others to perform at their best	8%	-14
Leads change with agility	8%	-5
Seeks feedback to strengthen leadership approach	8%	-5
Is compelling when communicating the organisational strategy	0%	-14
Nurtures a learning and development culture	0%	-16

	Proportion	vs Qld public sector
Builds strong relationships that influence organisational and sector outcomes	77%	+41
Inspires others to perform at their best	46%	+4
Navigates complex issues, politics and ambiguous situations effectively	38%	+8
Models high levels of ethical and professional behaviour	31%	-7
Creates a culture of continuous improvement	23%	-2
Directs and prioritises resources to achieve the best outcomes	23%	-2
Is compelling when communicating the organisational strategy	23%	+10
Leads change with agility	15%	-6
Adopts a system-wide view of issues to inform action	8%	-5
Seeks feedback to strengthen leadership approach	8%	-12
Demonstrates commercial acumen in managing corporate risk	0%	-7
Nurtures a learning and development culture	0%	-14
Stands behind their decisions in the face of adversity	0%	-15



## 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
Stands behind their decisions in the face of adversity	54%	+26
Adopts a system-wide view of issues to inform action	46%	+24
Navigates complex issues, politics and ambiguous situations effectively	46%	+10
Directs and prioritises resources to achieve the best outcomes	31%	0
Builds strong relationships that influence organisational and sector outcomes	23%	-5
Creates a culture of continuous improvement	15%	-7
Demonstrates commercial acumen in managing corporate risk	15%	0
Models high levels of ethical and professional behaviour	15%	-20
Is compelling when communicating the organisational strategy	8%	-9
Leads change with agility	8%	-7
Seeks feedback to strengthen leadership approach	8%	-6
Inspires others to perform at their best	0%	-21
Nurtures a learning and development culture	0%	-15
Inspires others to perform at their best	62%	+25
Is compelling when communicating the organisational strategy	38%	+18
Builds strong relationships that influence organisational and sector outcomes	23%	+1
Directs and prioritises resources to achieve the best outcomes	23%	-3
Models high levels of ethical and professional behaviour	23%	+5
Nurtures a learning and development culture	23%	-3
Seeks feedback to strengthen leadership approach	23%	-12
Adopts a system-wide view of issues to inform action	15%	-2
Creates a culture of continuous improvement	15%	-11
Demonstrates commercial acumen in managing corporate risk	8%	-2
Stands behind their decisions in the face of adversity	8%	-11
Leads change with agility	0%	-21
Navigates complex issues, politics and ambiguous situations effectively	0%	-17

## 09 Flexible work options

### Purpose

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

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

Do you currently use any of the following flexible work options?	Proportion	vs 2016	vs Qld public sector
Used no flexible work option	21%	-36	-22
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	79%	+36	+22
Flexible work hours for example accumulated hours as 'flexitime'*	59%	-	+30
Flexible work hours for example start late or early to meet responsibilities external to work*	23%	-	+11
None of the above	21%	-36	-22
Part time work	20%	+3	+3
Leave at half pay	7%	+7	+2
Compressed work hours	5%	+3	+3
Telecommuting	3%	-1	-1
Other, please specify	2%	-3	-1
Casual/on call	0%	0	-3
Hot desks	0%	-2	-3
Job sharing	0%	-2	-2
Part-year work/annualised hours	0%	0	0
Purchased leave/extended leave/deferred salary schemes	0%	0	-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	34%	-2	+15
No, I have not made a request but I am content with my current arrangements	57%	-1	-12
No, I have not made a request but I am not content with my current arrangements	8%	+3	-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	71%	+5
Partially granted	10%	-5
Declined – no reason given	10%	+2
Declined – reason provided	0%	-8
I have not received a reply as yet	10%	+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
--	------------	---------	----------------------

*Due to insufficient responses, the remaining data within this section has been restricted.*

\* New in 2017, no trend

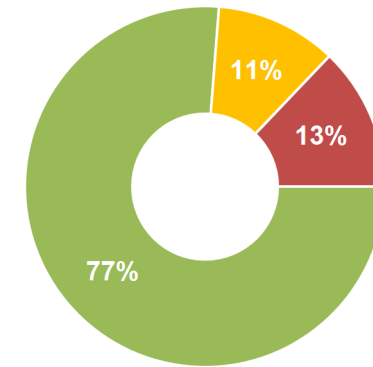
# 10 Domestic and family violence

## 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>	77%	+35	+1
<b>No</b>	13%	-16	0
<b>Don't know</b>	11%	-18	-2



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	94%	+35	+8
<b>No</b>	0%	-25	-8
<b>Don't Know</b>	6%	-10	0

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	72%	+37	0
<b>No</b>	18%	-13	+4
<b>Don't Know</b>	10%	-24	-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.

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	100%	+8	+18
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	94%	+10	+12
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	94%	+10	+12

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	80%	+15	+9
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	76%	-1	+4

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

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	6%	-9	Yes	3%	-4
No	94%	+14	No	98%	+10
Don't Know	0%	-2	Don't Know	0%	-3
Prefer not to say	0%	-3	Prefer not to say	0%	-3

\* New in 2017, no trend

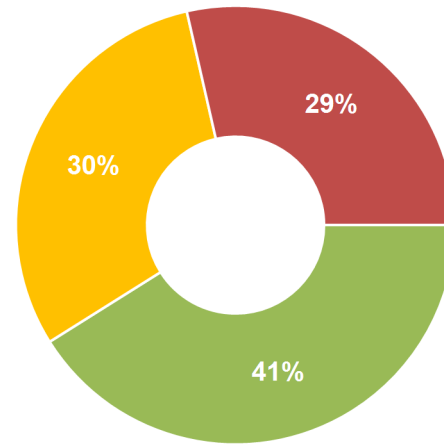
\* New in 2017, no trend

# 11 Intention to leave your organisation

## Purpose

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

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



**41%**

of employees agreed with the statement:

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

% positive change since 2016 **-12**  
vs Qld public sector **-26**

Reasons for leaving	Proportion	vs Qld public sector
The workplace culture	76%	+37
Career or job opportunities	70%	+18
Professional/personal development	52%	+16
Stress/Health	24%	-9
Balancing work and life commitments	21%	-1
Job security	21%	+3
Your relationship with your manager	21%	-1
Contract expiring	18%	+6
Family/carer responsibilities	18%	+5
Fit between work and your interests	18%	+7
Other (please specify)	12%	+2
Pay and conditions	12%	-15
The location of your workplace or the time spent commuting	12%	-6
Work hours	12%	-2
Retirement	3%	-5
Travel plans	3%	-3
Your relationship with your colleagues	0%	-11

## 12 Bullying and sexual harassment

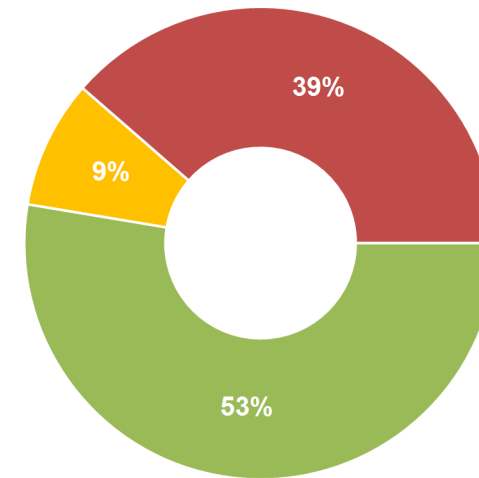
### Purpose

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.

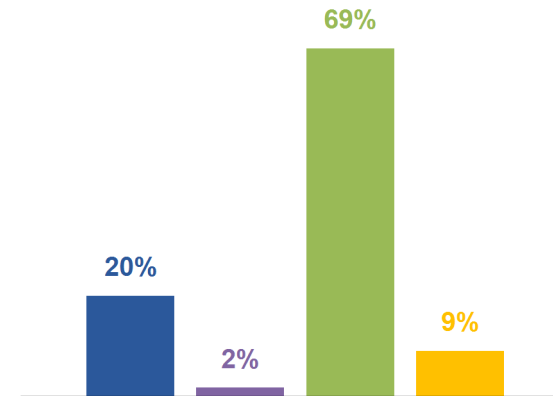
### During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
<b>Yes</b>	39%	+14	+11
<b>No</b>	53%	-20	-14
<b>Don't know</b>	9%	+6	+3



### 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>	20%	+17	+3
<b>Sexual Harassment</b>	2%	+2	+1
<b>No</b>	69%	-18	-9
<b>Don't Know</b>	9%	-1	+5



## 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.

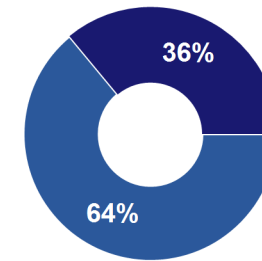
**NOTE:** Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
Your immediate manager/supervisor	45%	+45	+12
A fellow worker	36%	+36	-7
A senior manager	18%	+18	-13
Prefer not to specify	9%	+9	+1
A client/customer	0%	0	-7
A consultant/service provider	0%	0	-2
A group of fellow workers	0%	0	-14
A member of the public	0%	0	-5
A representative of another agency	0%	0	-2
A worker that reports to you	0%	0	-5
Other	0%	0	-2

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	64%	+64	+6
Inappropriate and unfair application of work policies or rules	45%	+45	+4
Other	36%	+36	+10
Cyber bullying	9%	+9	+3
Physical behaviour (e.g. assault or aggressive body language)	9%	+9	-2
'Initiations' or pranks	0%	0	-7
Interference with your personal property or work equipment	0%	0	-8

### Did you report the BULLYING?

No



Yes

### Why did you not report the BULLYING?

Due to insufficient responses, the remaining data within this section has been restricted.



## 13 Your view

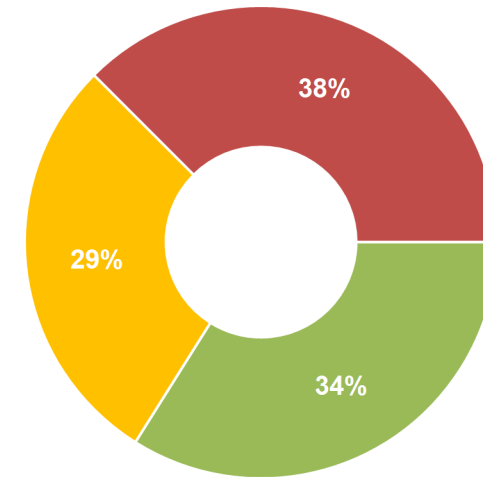
### Purpose

This section is focused on understanding workplace improvement.

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

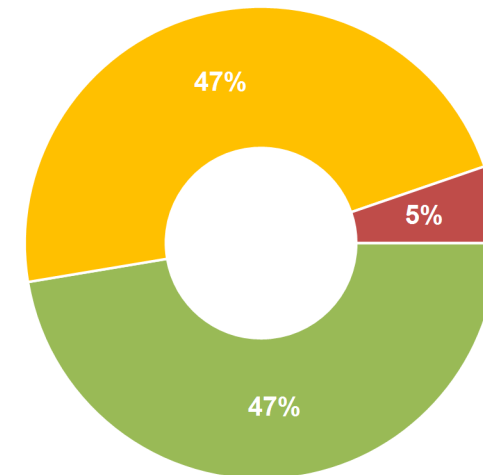
### Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
<b>Yes</b>	34%	-6	+4
<b>No</b>	38%	+22	-18
<b>No, but I have not worked long in my organisation</b>	29%	-16	+15



### 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>	47%	-6	-15
<b>Neutral</b>	47%	+7	+15
<b>Negative</b>	5%	-2	0



## 14 Appendix A – Strategic priorities by demographics

### Purpose

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

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

	Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
<b>Queensland Family &amp; Child Commission</b>	61	52%	30%	63%
<b>Managerial status</b>				
Yes	16	61%	31%	78%
No	44	49%	31%	57%
<b>Employment status</b>				
Permanent	41	49%	21%	65%
Non-permanent	20	56%	48%	60%
<b>Full-time status</b>				
Full-time basis	50	50%	27%	62%
Part-time basis	11	56%	43%	67%
<b>FTE Salary</b>				
Under \$50,000	0	Restricted	Restricted	Restricted
\$50,000 - \$69,999	7	Restricted	Restricted	Restricted
\$70,000 - \$89,999	15	40%	31%	65%
\$90,000 or over	39	53%	26%	64%
<b>Time in agency</b>				
Less than 2 years	32	61%	38%	67%
2 to less than 6 years	18	28%	19%	46%
6 to less than 10 years	6	Restricted	Restricted	Restricted
10 to less than 14 years	4	Restricted	Restricted	Restricted
14 to less than 16 years	0	Restricted	Restricted	Restricted
16 to less than 20 years	1	Restricted	Restricted	Restricted
20 years or more	0	Restricted	Restricted	Restricted

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

### Purpose

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

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

		Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
<b>Queensland Family &amp; Child Commission</b>		61	52%	30%	63%
<b>Age</b>	34 years or younger	25	48%	31%	62%
	35 to 44 years	20	47%	25%	55%
	45 to 54 years	11	73%	39%	86%
	55 years or older	5	Restricted	Restricted	Restricted
<b>Gender*</b>	Female	49	57%	33%	66%
	Male	11	25%	20%	48%
	X	0	Restricted	Restricted	Restricted
<b>Type of work</b>	Direct service delivery	1	Restricted	Restricted	Restricted
	Corporate services and administrative support/clerical	18	52%	26%	62%
	Other	41	54%	33%	64%
<b>Shiftwork</b>	Yes	0	Restricted	Restricted	Restricted
	No	61	52%	30%	63%

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

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

### Purpose

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

Strategic priorities		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>Agency engagement</b>							
Q33a	I would recommend my organisation as a great place to work	36%	-33	43%	+17	21%	+16
Q33b	I am proud to tell others I work for my organisation	70%	-4	18%	-6	12%	+10
Q33c	I feel strong personal attachment to my organisation	50%	-11	25%	-1	25%	+12
Q33d	My organisation motivates me to help it achieve its objectives	51%	-25	21%	+5	28%	+20
Q33e	My organisation inspires me to do the best in my job	51%	-12	23%	-6	26%	+18
<b>Organisational leadership</b>							
Q31a	In my organisation, the leadership is of high quality	32%	-38	39%	+16	30%	+22
Q31c	Management model the behaviours expected of all employees	22%	-35	31%	-2	47%	+37
Q31d	In my organisation, the leadership operates with a high level of integrity	38%	-30	34%	+14	29%	+16
Q31f	My organisation is well managed	30%	-34	46%	+20	25%	+14
<b>Innovation</b>							
Q27a	I get the opportunity to develop new and better ways of doing my job	57%	-19	20%	0	23%	+18
Q27b	I am encouraged to make suggestions about improving work processes and/or services	65%	-28	12%	+7	23%	+21
Q27c	Management is willing to act on suggestions to improve how things are done	45%	-31	35%	+15	20%	+15
Q27d	My workgroup uses research and expertise to identify better practice	81%	+9	15%	-7	3%	-2
Q27e	My workgroup always tries to improve its performance	83%	0	14%	-1	3%	+1
Q27f	My organisation is open to new ideas	48%	-32	23%	+6	28%	+26

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

### Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>Job empowerment</b>							
Q22a	I have a choice in deciding how I do my work	60%	-17	20%	+8	20%	+8
Q22b	I have the tools I need to do my job effectively	70%	-11	16%	+9	13%	+1
Q22c	I get the information I need to do my job well	62%	-21	16%	+9	21%	+12
Q22d	I have the authority necessary to do my job effectively	49%	-25	23%	+11	28%	+14
Q22e	My job gives me opportunities to utilise my skills	69%	-20	8%	+1	23%	+18
Q34b	Your ability to work on your own initiative	63%	-21	18%	+4	19%	+17
<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	49%	+12	34%	+11	16%	-23
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	61%	+3	21%	0	18%	-3
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	43%	-18	33%	+7	25%	+11
<b>Learning and development</b>							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	56%	-17	20%	+1	24%	+16
Q28e	I am able to access relevant learning and development opportunities	53%	-16	27%	+3	20%	+13
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	56%	+6	31%	0	13%	-6
Q28g	I am satisfied with the opportunities available for career development	28%	-30	33%	+9	38%	+21
Q31b	My organisation is committed to developing its employees	37%	-32	26%	+1	37%	+32

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

### Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>My workgroup</b>							
Q24a	People in my workgroup treat each other with respect	82%	-11	7%	+2	12%	+9
Q24b	I receive help and support from other people in my workgroup	95%	+2	5%	-2	0%	0
Q24c	People in my workgroup are honest, open and transparent in their dealings	80%	-13	10%	+5	10%	+8
Q24d	People in my workgroup use their time and resources efficiently	83%	+5	8%	-9	8%	+4
Q24e	People in my workgroup treat customers with respect	97%	+2	2%	-3	2%	+2
Q24f	People in my workgroup are committed to delivering excellent service to customers	93%	+3	3%	-4	3%	+1
Q24g	People in my workgroup do their jobs effectively	83%	0	14%	-1	3%	+1
<b>My manager</b>							
Q29a	My manager treats employees with dignity and respect	74%	-18	12%	+7	14%	+11
Q29b	My manager listens to what I have to say	86%	-14	8%	+8	5%	+5
Q29c	My manager keeps me informed about what's going on	74%	-16	7%	+2	19%	+14
Q29d	My manager understands my work	79%	-5	12%	-1	9%	+6
Q29e	My manager creates a shared sense of purpose	76%	-14	12%	+4	12%	+10
Q29f	My manager demonstrates honesty and integrity	76%	-16	17%	+12	7%	+4
Q29g	My manager draws the best out of me	57%	-20	26%	+5	17%	+15

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

### Purpose

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

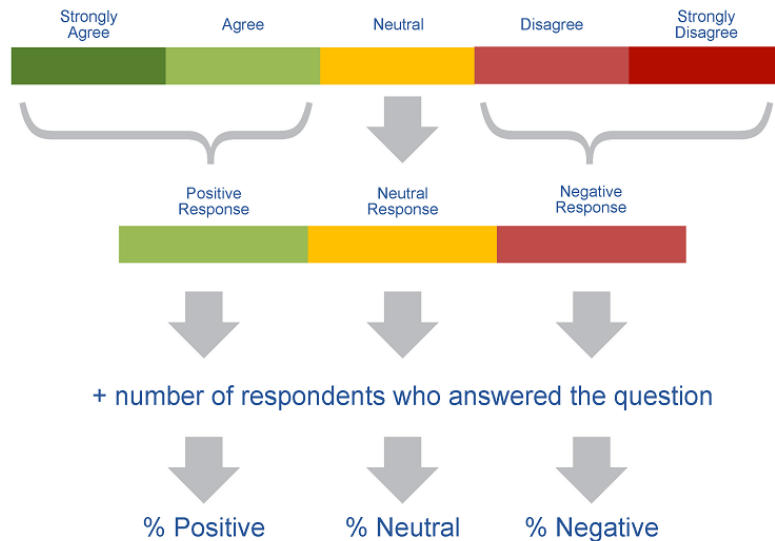
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>Organisational fairness</b>							
Q25f	Performance is assessed and rewarded fairly in my workplace	22%	-23	41%	+3	37%	+21
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	27%	-12	24%	-15	49%	+27
Q25h	People are treated fairly and consistently in my workplace	31%	-22	25%	+4	44%	+18
Q25i	People take responsibility for their decisions and actions in my workplace	32%	-29	32%	+5	36%	+23
Q31e	Recruitment and promotion decisions in this organisation are fair	28%	-14	40%	+5	32%	+9
<b>Anti-discrimination</b>							
Q32a	Age is not a barrier to success in my organisation	65%	-17	23%	+12	12%	+4
Q32b	Gender is not a barrier to success in my organisation	79%	-11	14%	+6	7%	+4
Q32c	Disability is not a barrier to success in my organisation	59%	-17	38%	+19	4%	-2
Q32d	Cultural background is not a barrier to success in my organisation	68%	-16	23%	+10	9%	+6
Q32e	Sexual orientation is not a barrier to success in my organisation	64%	-25	32%	+21	4%	+4

## 16 Appendix C – How to interpret this report

### % Positive, neutral and negative scores

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

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



### Negatively Worded Questions: An example

*What are negatively worded questions?*

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

*How are the negatively worded responses scored?*

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

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

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

#### EXAMPLE

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

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

OR

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

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

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

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

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



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

### Rounding

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

### Factor scores

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

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

### Workplace climate index scores

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

### % Change and division comparisons

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

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

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

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

### Quintile

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

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

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

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

### Number of respondents

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

### Base size for Working for Queensland 2017

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

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

### Definitions

The following definitions were used in the survey:

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

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

#### Your organisation

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

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

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

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

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

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

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