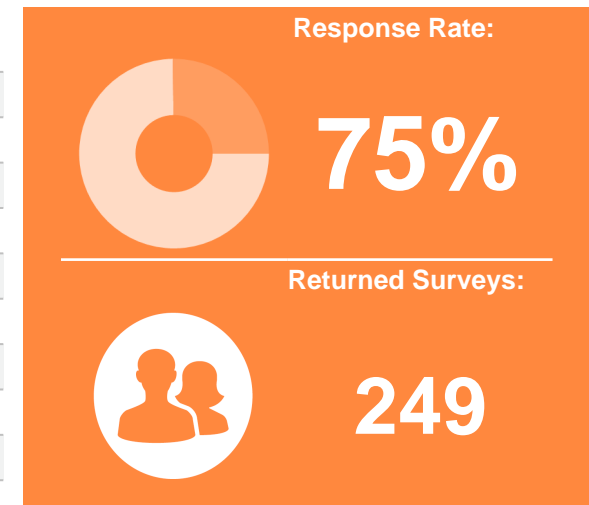


## Queensland Museum Network

## 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.

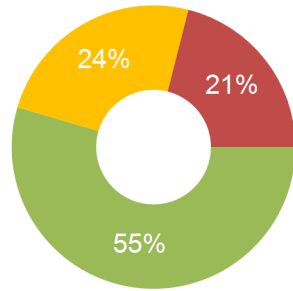


# 01 Driver analysis scorecard

## Purpose

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

### Agency engagement

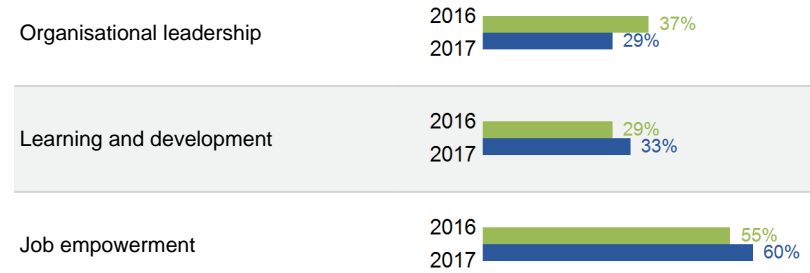


% positive change since 2016

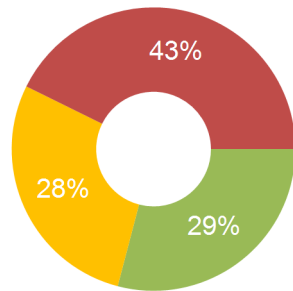
**-2**

#### Top 3 drivers

#### % Positive



### Organisational Leadership

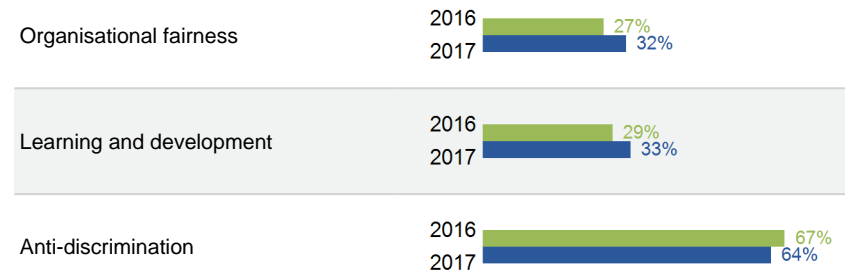


% positive change since 2016

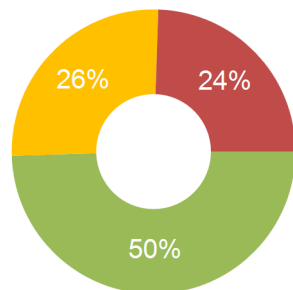
**-8**

#### Top 3 drivers

#### % Positive



### Innovation

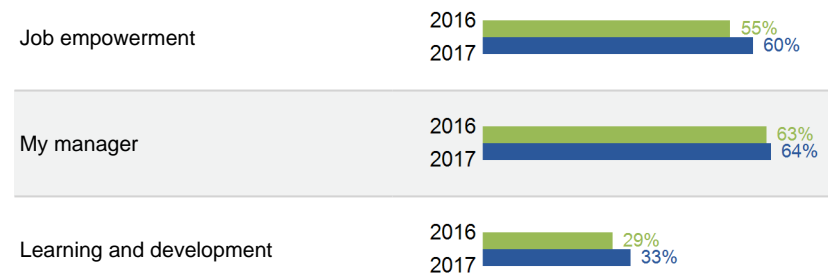


% positive change since 2016

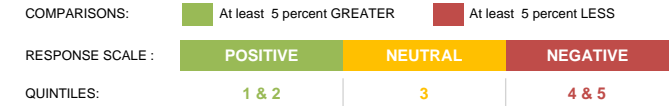
**+2**

#### 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*	55	24	21	55%	-2	-4	41 - 82	4
Job empowerment	60	19	21	60%	+5	-12	60 - 86	5
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	36	28	36	36%	+6	-4	29 - 68	5
Learning and development	33	29	38	33%	+4	-23	33 - 82	5
My workgroup	73	16	11	73%	+5	-3	58 - 92	4
My manager	64	15	21	64%	+1	-7	57 - 84	5
Organisational leadership*	29	28	43	29%	-8	-22	29 - 85	5
Organisational fairness	32	27	42	32%	+5	-11	26 - 67	5
Anti-discrimination	64	26	10	64%	-3	-2	48 - 96	4
Innovation*	50	26	24	50%	+2	-10	46 - 89	5

## 03 Factors by division

### Purpose

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

	Queensland Museum Network % positive	Collections, Research and Learning	Corporate Services	Operations	Public Engagement
<i>This section shows the % positive scores for divisions within the agency</i>					
Number of respondents	249	89	18	48	63
Agency engagement*	<b>55%</b>	56%	53%	55%	58%
Job empowerment	<b>60%</b>	66%	59%	54%	62%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	<b>36%</b>	34%	31%	44%	43%
Learning and development	<b>33%</b>	34%	37%	37%	35%
My workgroup	<b>73%</b>	77%	79%	68%	70%
My manager	<b>64%</b>	74%	66%	64%	59%
Organisational leadership*	<b>29%</b>	31%	13%	33%	33%
Organisational fairness	<b>32%</b>	35%	26%	34%	34%
Anti-discrimination	<b>64%</b>	66%	58%	67%	68%
Innovation*	<b>50%</b>	50%	52%	57%	47%

# 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*	52	25	23	<b>52%</b>	0	-3	<b>43 - 82</b>	<b>4</b>
<span style="color: green;">●</span> Effectiveness and innovation*	49	23	27	<b>49%</b>	+2	-8	<b>49 - 77</b>	<b>5</b>
<span style="color: purple;">●</span> People and relationships	72	16	12	<b>72%</b>	+5	-4	<b>56 - 92</b>	<b>4</b>
<span style="color: teal;">●</span> Fairness and trust*	51	24	24	<b>51%</b>	+2	-7	<b>46 - 78</b>	<b>5</b>
<span style="color: orange;">●</span> Performance and development	42	26	31	<b>42%</b>	+5	-13	<b>41 - 74</b>	<b>5</b>
<span style="color: blue;">●</span> Leadership and engagement	53	21	26	<b>53%</b>	-2	-10	<b>49 - 81</b>	<b>5</b>
<span style="color: lightblue;">●</span> My job	71	16	14	<b>71%</b>	+5	-7	<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 Museum Network % positive	Collections, Research and Learning	Corporate Services	Operations	Public Engagement
<i>This section shows the % positive scores for divisions within the agency</i>					
Number of respondents	249	89	18	48	63
<span style="color: red;">●</span> Safety, health and wellness*	52%	55%	51%	54%	52%
<span style="color: green;">●</span> Effectiveness and innovation*	49%	51%	48%	52%	50%
<span style="color: purple;">●</span> People and relationships	72%	76%	78%	69%	71%
<span style="color: teal;">●</span> Fairness and trust*	51%	56%	45%	53%	53%
<span style="color: orange;">●</span> Performance and development	42%	44%	49%	46%	43%
<span style="color: blue;">●</span> Leadership and engagement	53%	58%	49%	53%	52%
<span style="color: lightblue;">●</span> My job	71%	75%	72%	68%	71%

\* 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	31	25	44	<b>31%</b>	+6	-1
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	41	29	30	<b>41%</b>	+8	-2
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	36	30	33	<b>36%</b>	+2	-9
Q23f	My work contributes positively to my quality of life*	47	35	19	<b>47%</b>	-	+2
Q24h	People in my workgroup are committed to workplace safety	83	12	4	<b>83%</b>	+5	+1
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	67	21	12	<b>67%</b>	-	0
Q25b	My workplace culture supports people to achieve a good work/life balance	52	25	23	<b>52%</b>	-2	-10
Q25c	There is adequate focus on workplace safety at my workplace	79	15	6	<b>79%</b>	-2	+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*	52	23	25	52%	-	+3
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	35	24	40	35%	-	-15
Q31h	The wellbeing of employees is a priority for my organisation*	34	29	37	34%	-	-15
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>	46	35	19	46%	-	+5
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	63	20	16	63%	+5	-1
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	59	28	13	59%	-	+4

\* New in 2017, no trend

## 06 Workplace climate by item (cont.)

### Purpose

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

New items were added to this index in 2017.

<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	58	18	24	<b>58%</b>	+8	-13
Q22c	I get the information I need to do my job well	51	22	27	<b>51%</b>	+6	-16
Q22d	I have the authority necessary to do my job effectively	51	24	25	<b>51%</b>	+5	-18
Q23c	I feel my job is secure	39	26	35	<b>39%</b>	+1	-19
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>	19	26	55	<b>19%</b>	+1	0
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	62	22	15	<b>62%</b>	-	-3
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	13	25	63	<b>13%</b>	-2	-7
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>	40	25	36	<b>40%</b>	-5	-6
Q26a	My workplace has undergone significant change in the past 12 months	65	20	14	<b>65%</b>	-3	+14

\* 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	48	28	25	48%	+5	-10
Q27b	I am encouraged to make suggestions about improving work processes and/or services	57	20	23	57%	-1	-11
Q27c	Management is willing to act on suggestions to improve how things are done	39	26	36	39%	+1	-15
Q27d	My workgroup uses research and expertise to identify better practice	52	26	21	52%	+9	-3
Q27e	My workgroup always tries to improve its performance	65	23	12	65%	+8	-5
Q27f	My organisation is open to new ideas	36	34	30	36%	-8	-19
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	56	17	28	56%	-2	-13
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	84	11	5	84%	+1	+7
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	58	29	13	58%	+5	-6

## 06 Workplace climate by item (cont.)

### Purpose

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

<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	69	16	15	69%	+4	-5
Q24b	I receive help and support from other people in my workgroup	79	13	9	79%	+6	-4
Q24c	People in my workgroup are honest, open and transparent in their dealings	64	20	16	64%	+8	-3
Q24d	People in my workgroup use their time and resources efficiently	60	23	17	60%	+5	-4
Q24e	People in my workgroup treat customers with respect	87	9	4	87%	+4	+1
Q24f	People in my workgroup are committed to delivering excellent service to customers	84	9	7	84%	+3	+1
Q24g	People in my workgroup do their jobs effectively	68	20	12	68%	+3	-6
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	69	18	13	69%	+6	-10

## 06 Workplace climate by item (cont.)

### Purpose

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

New items were added to this index in 2017.

<span style="color: #0070c0;">●</span> <b>Fairness and trust</b>		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q25a	My workplace has an inclusive culture where diversity is valued and respected	66	17	17	66%	+3	-6
Q25f	Performance is assessed and rewarded fairly in my workplace	29	31	40	29%	+5	-6
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	32	18	50	32%	+9	-7
Q25h	People are treated fairly and consistently in my workplace	38	22	40	38%	+9	-13
Q25i	People take responsibility for their decisions and actions in my workplace	36	28	35	36%	+3	-15
Q25j	I am able to speak up and share a different view to my colleagues and manager*	63	12	25	63%	-	-8
Q30a	My senior manager demonstrates honesty and integrity	59	22	19	59%	+4	-11
Q31e	Recruitment and promotion decisions in this organisation are fair	23	34	43	23%	-2	-14

\* 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	55	31	14	55%	-	+2
Q32a	Age is not a barrier to success in my organisation	60	26	14	60%	-6	-5
Q32b	Gender is not a barrier to success in my organisation	66	20	14	66%	-4	-4
Q32c	Disability is not a barrier to success in my organisation	59	34	7	59%	-5	+2
Q32d	Cultural background is not a barrier to success in my organisation	65	22	12	65%	0	-4
Q32e	Sexual orientation is not a barrier to success in my organisation	71	26	3	71%	0	+1
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	41	20	38	41%	-12	-13
Q32g	Women and men have equal access to work experiences that support career progression*	60	28	13	60%	-	-7

\* New in 2017, no trend

## 06 Workplace climate by item (cont.)

### Purpose

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

		Performance and development			Response scale (%)	% positive	vs 2016	vs Qld public sector
Q28a	I receive useful feedback on my performance	52	26	22	52%	+3	-4	
Q28b	My performance is assessed against clear criteria	52	27	22	52%	+4	+1	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	48	20	33	48%	+11	-15	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	27	30	43	27%	+8	-14	
Q28e	I am able to access relevant learning and development opportunities	35	32	33	35%	+3	-26	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	36	35	29	36%	+7	-23	
Q28g	I am satisfied with the opportunities available for career development	22	28	50	22%	+3	-22	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	58	19	23	58%	+9	+2	
Q28i	I develop new knowledge and skills through undertaking tasks at work	67	18	16	67%	+7	-5	
Q31b	My organisation is committed to developing its employees	26	32	42	26%	-4	-26	

## 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	68	12	20	68%	-1	-10
Q29b	My manager listens to what I have to say	69	14	17	69%	-2	-8
Q29c	My manager keeps me informed about what's going on	65	14	21	65%	+6	-2
Q29d	My manager understands my work	67	11	23	67%	+4	-6
Q29e	My manager creates a shared sense of purpose	61	16	23	61%	+2	-6
Q29f	My manager demonstrates honesty and integrity	69	13	18	69%	+1	-7
Q29g	My manager draws the best out of me	49	23	27	49%	-1	-8
Q31a	In my organisation, the leadership is of high quality	34	26	41	34%	-11	-19



## 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 (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31c	Management model the behaviours expected of all employees	25	28	47	25%	-10	-24
Q31d	In my organisation, the leadership operates with a high level of integrity	29	30	41	29%	-9	-26
Q31f	My organisation is well managed	29	29	43	29%	-2	-19
Q33a	I would recommend my organisation as a great place to work	44	28	28	44%	-2	-16
Q33b	I am proud to tell others I work for my organisation	71	16	12	71%	+1	+4
Q33c	I feel strong personal attachment to my organisation	65	21	14	65%	-4	+6
Q33d	My organisation motivates me to help it achieve its objectives	44	30	27	44%	-5	-9
Q33e	My organisation inspires me to do the best in my job	47	28	25	47%	-1	-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	86	6	8	86%	+8	-3
Q21b	I understand how my work contributes to my organisation's objectives	89	6	5	89%	+9	-2
Q22a	I have a choice in deciding how I do my work	63	18	18	63%	0	-5
Q22e	My job gives me opportunities to utilise my skills	66	19	15	66%	+10	-9
Q22f	I enjoy the work in my current job	69	20	11	69%	+5	-6
Q22g	My job gives me a feeling of personal accomplishment	62	22	16	62%	+8	-7
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	67	21	13	67%	+2	-9
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	70	14	16	70%	0	-10
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	62	17	21	62%	+4	-11

## 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
In my organisation, there are opportunities for me to develop my skills and knowledge	Performance and development	48%	+11
My job gives me opportunities to utilise my skills	My job	66%	+10
I have had productive conversations with my manager on my performance in the past 12 months	Performance and development	58%	+9
My workgroup uses research and expertise to identify better practice	Effectiveness and innovation	52%	+9
People are treated fairly and consistently in my workplace	Fairness and trust	38%	+9

The survey items with the most negative change	Index	% positive 2017	vs 2016
If I raised a complaint, I feel confident that it would be taken seriously	Fairness and trust	41%	-12
In my organisation, the leadership is of high quality	Leadership and engagement	34%	-11
Management model the behaviours expected of all employees	Leadership and engagement	25%	-10
In my organisation, the leadership operates with a high level of integrity	Leadership and engagement	29%	-9
My organisation is open to new ideas	Effectiveness and innovation	36%	-8

## 08 Leadership behaviour in your agency: Team Leader

### Purpose

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

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

Leadership levels are defined as follows:

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

### POSITIVE IMPACT

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

### SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Encourages a strong customer and stakeholder focus	39%	+13
Upholds ethical standards and principles	30%	-1
Builds effective working relationships with others	29%	0
Empowers their team to perform at their best	29%	-2
Describes how their team's work aligns to organisational objectives	28%	+10
Responds confidently when faced with uncertainty	27%	+2
Implements improved ways of doing things	26%	+6
Demonstrates sound judgment	24%	-3
Delegates work effectively and monitors performance	23%	0
Supports their team to adapt to change	19%	-9
Applies sound business management skills	10%	-4
Takes responsibility for team development	8%	-8
Actively seeks feedback for personal development	7%	-1
Implements improved ways of doing things	38%	+13
Empowers their team to perform at their best	37%	+2
Demonstrates sound judgment	35%	+5
Builds effective working relationships with others	33%	-6
Upholds ethical standards and principles	27%	0
Responds confidently when faced with uncertainty	25%	-1
Encourages a strong customer and stakeholder focus	22%	+4
Delegates work effectively and monitors performance	21%	+2
Actively seeks feedback for personal development	20%	-1
Takes responsibility for team development	17%	-1
Supports their team to adapt to change	16%	-2
Describes how their team's work aligns to organisational objectives	7%	-2
Applies sound business management skills	3%	-11

## 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
Encourages a strong customer and stakeholder focus	44%	+16
Demonstrates sound judgment	33%	+3
Describes how their team's work aligns to organisational objectives	29%	+10
Upholds ethical standards and principles	28%	-3
Implements improved ways of doing things	26%	+6
Builds effective working relationships with others	24%	-5
Delegates work effectively and monitors performance	24%	+1
Empowers their team to perform at their best	24%	-3
Responds confidently when faced with uncertainty	20%	-5
Supports their team to adapt to change	15%	-11
Takes responsibility for team development	13%	-4
Applies sound business management skills	11%	-6
Actively seeks feedback for personal development	7%	0

#### NOT DEMONSTRATED

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

	Proportion	vs Qld public sector
Implements improved ways of doing things	37%	+6
Empowers their team to perform at their best	36%	+1
Actively seeks feedback for personal development	30%	-1
Takes responsibility for team development	26%	-4
Supports their team to adapt to change	25%	-1
Builds effective working relationships with others	24%	0
Delegates work effectively and monitors performance	24%	-5
Describes how their team's work aligns to organisational objectives	24%	+4
Responds confidently when faced with uncertainty	20%	+1
Demonstrates sound judgment	15%	+2
Applies sound business management skills	12%	-1
Upholds ethical standards and principles	12%	-1
Encourages a strong customer and stakeholder focus	10%	-1

## 08 Leadership behaviour in your agency: Program Manager

### Purpose

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

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

Leadership levels are defined as follows:

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

### POSITIVE IMPACT

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

### SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Encourages collaboration and inclusion across workgroups	36%	+8
Takes a 'big picture' view of issues or problems	34%	-1
Manages and prioritises resources to achieve the best outcomes	33%	+1
Empowers individuals and teams to build capability	29%	+2
Demonstrates sound judgment	26%	-2
Encourages innovative ideas and solutions	25%	0
Takes responsibility for upholding ethical standards and principles	25%	+1
Manages ambiguity and politics effectively	20%	+3
Motivates others to perform at their best	19%	-1
Demonstrates sound business acumen	16%	0
Builds effective networks across the organisation and sector	13%	-7
Actively seeks feedback for personal development	10%	+3
Leads change and culture initiatives	9%	-6
Manages and prioritises resources to achieve the best outcomes	47%	+11
Demonstrates sound judgment	33%	+6
Motivates others to perform at their best	27%	-9
Empowers individuals and teams to build capability	26%	-6
Encourages collaboration and inclusion across workgroups	25%	+8
Encourages innovative ideas and solutions	22%	+1
Takes a 'big picture' view of issues or problems	20%	-6
Builds effective networks across the organisation and sector	19%	-1
Leads change and culture initiatives	19%	-3
Manages ambiguity and politics effectively	19%	+5
Takes responsibility for upholding ethical standards and principles	16%	-5
Actively seeks feedback for personal development	15%	-3
Demonstrates sound business acumen	10%	0

## 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	34%	+7
Manages and prioritises resources to achieve the best outcomes	34%	+1
Takes a 'big picture' view of issues or problems	33%	-2
Demonstrates sound judgment	29%	-1
Manages ambiguity and politics effectively	26%	+8
Empowers individuals and teams to build capability	24%	+1
Takes responsibility for upholding ethical standards and principles	24%	+1
Demonstrates sound business acumen	21%	+3
Encourages innovative ideas and solutions	21%	-2
Builds effective networks across the organisation and sector	17%	-7
Motivates others to perform at their best	17%	-2
Leads change and culture initiatives	11%	-4
Actively seeks feedback for personal development	5%	-1
Empowers individuals and teams to build capability	36%	+1
Motivates others to perform at their best	36%	+2
Encourages innovative ideas and solutions	28%	+2
Manages and prioritises resources to achieve the best outcomes	28%	+2
Manages ambiguity and politics effectively	26%	-1
Actively seeks feedback for personal development	25%	-4
Leads change and culture initiatives	22%	-3
Builds effective networks across the organisation and sector	21%	+4
Encourages collaboration and inclusion across workgroups	19%	-4
Demonstrates sound judgment	18%	+4
Takes responsibility for upholding ethical standards and principles	13%	0
Takes a 'big picture' view of issues or problems	11%	-8
Demonstrates sound business acumen	7%	-2

## 08 Leadership behaviour in your agency: Senior Officer

### Purpose

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

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

Leadership levels are defined as follows:

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

### POSITIVE IMPACT

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

### SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Models high levels of ethical and professional behaviour	36%	-3
Navigates complex issues, politics and ambiguous situations effectively	30%	-6
Adopts a system-wide view of issues to inform action	28%	+8
Directs and prioritises resources to achieve the best outcomes	28%	-1
Builds strong relationships that influence organisational and sector outcomes	24%	-3
Nurtures a learning and development culture	24%	+8
Stands behind their decisions in the face of adversity	24%	-5
Inspires others to perform at their best	20%	-2
Is compelling when communicating the organisational strategy	20%	+6
Creates a culture of continuous improvement	16%	-7
Seeks feedback to strengthen leadership approach	16%	+3
Demonstrates commercial acumen in managing corporate risk	14%	+1
Leads change with agility	10%	-3
Inspires others to perform at their best	44%	+2
Builds strong relationships that influence organisational and sector outcomes	35%	-1
Directs and prioritises resources to achieve the best outcomes	33%	+7
Models high levels of ethical and professional behaviour	31%	-7
Leads change with agility	29%	+8
Navigates complex issues, politics and ambiguous situations effectively	25%	-5
Creates a culture of continuous improvement	23%	-2
Seeks feedback to strengthen leadership approach	23%	+3
Nurtures a learning and development culture	17%	+4
Adopts a system-wide view of issues to inform action	12%	-1
Demonstrates commercial acumen in managing corporate risk	12%	+4
Stands behind their decisions in the face of adversity	10%	-5
Is compelling when communicating the organisational strategy	8%	-6



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

### Purpose

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

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

Leadership levels are defined as follows:

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

### DEMONSTRATED

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

### NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Models high levels of ethical and professional behaviour	39%	+3
Builds strong relationships that influence organisational and sector outcomes	33%	+5
Directs and prioritises resources to achieve the best outcomes	31%	0
Navigates complex issues, politics and ambiguous situations effectively	29%	-7
Adopts a system-wide view of issues to inform action	27%	+4
Stands behind their decisions in the face of adversity	27%	-1
Demonstrates commercial acumen in managing corporate risk	18%	+3
Nurtures a learning and development culture	18%	+3
Inspires others to perform at their best	16%	-5
Leads change with agility	14%	0
Seeks feedback to strengthen leadership approach	14%	+1
Is compelling when communicating the organisational strategy	12%	-5
Creates a culture of continuous improvement	10%	-12
Models high levels of ethical and professional behaviour	33%	+15
Seeks feedback to strengthen leadership approach	33%	-2
Builds strong relationships that influence organisational and sector outcomes	31%	+9
Inspires others to perform at their best	29%	-7
Stands behind their decisions in the face of adversity	27%	+9
Creates a culture of continuous improvement	24%	-3
Is compelling when communicating the organisational strategy	24%	+3
Nurtures a learning and development culture	22%	-5
Directs and prioritises resources to achieve the best outcomes	20%	-7
Leads change with agility	18%	-4
Navigates complex issues, politics and ambiguous situations effectively	18%	+1
Adopts a system-wide view of issues to inform action	14%	-4
Demonstrates commercial acumen in managing corporate risk	2%	-8

## 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	22%	-19	-22
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	78%	+19	+22
Flexible work hours for example accumulated hours as 'flexitime'*	41%	-	+11
Part time work	27%	+7	+10
None of the above	22%	-19	-22
Flexible work hours for example start late or early to meet responsibilities external to work*	19%	-	+6
Casual/on call	15%	+4	+12
Telecommuting	5%	0	+1
Job sharing	3%	-1	+1
Leave at half pay	2%	0	-2
Compressed work hours	2%	0	0
Other, please specify	2%	0	-1
Hot desks	1%	0	-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	26%	+7	+6
No, I have not made a request but I am content with my current arrangements	67%	+2	-2
No, I have not made a request but I am not content with my current arrangements	8%	-8	-4

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

	Proportion	vs Qld public sector
Fully granted	78%	+11
Partially granted	14%	0
Declined – no reason given	3%	-4
Declined – reason provided	0%	-8
I have not received a reply as yet	5%	0

\* 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	37%	+9	+7
None of the Above*	37%	-	+13
Flexible working is frowned upon/not supported by my workplace culture	26%	+14	-3
I didn't feel confident presenting my case or negotiating arrangements with my manager	21%	-10	-1
I don't feel confident in my manager's ability to manage staff working flexibly	16%	-15	+4
I felt it would limit my career	16%	-3	-4
I didn't feel I had the right to	11%	-18	-6
I felt it would limit my access to training and development	11%	-2	+4
I was concerned that it may negatively impact my team	11%	-24	-8
I feel the technology I currently have access to does not support flexible working	0%	-3	-6

\* New in 2017, no trend

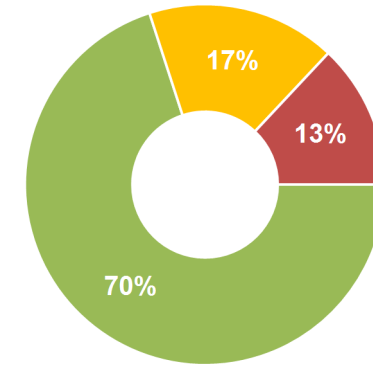
# 10 Domestic and family violence

## Purpose

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

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

Overall	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	70%	-16	-5
<b>No</b>	13%	+8	+1
<b>Don't know</b>	17%	+8	+5



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	81%	-12	-5
<b>No</b>	10%	+7	+3
<b>Don't Know</b>	9%	+5	+2

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	66%	-18	-6
<b>No</b>	14%	+8	0
<b>Don't Know</b>	20%	+9	+6

## 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>69%</b>	-9	-13
If I was approached directly by an employee affected by domestic and family violence, I am confident in my ability to provide appropriate levels of support	<b>68%</b>	-12	-14
If I was made aware (e.g. by other colleagues) that domestic and family violence was affecting an employee, I am confident that I could respond appropriately	<b>69%</b>	-12	-12

<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>61%</b>	-2	-10
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	<b>62%</b>	+1	-9

### 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>10%</b>	-6	<b>Yes</b>	<b>5%</b>	-1
<b>No</b>	<b>85%</b>	+5	<b>No</b>	<b>86%</b>	-2
<b>Don't Know</b>	<b>2%</b>	0	<b>Don't Know</b>	<b>6%</b>	+4
<b>Prefer not to say</b>	<b>3%</b>	+1	<b>Prefer not to say</b>	<b>3%</b>	0

\* New in 2017, no trend

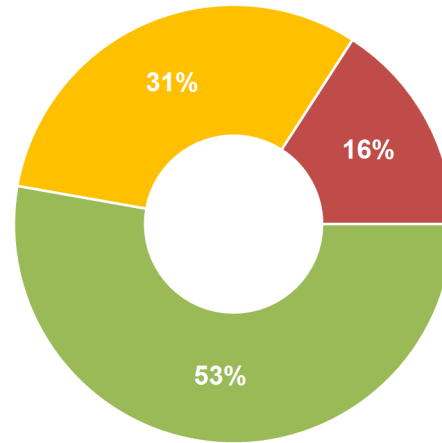
\* New in 2017, no trend

# 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.



**53%**

of employees agreed with the statement:

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

% positive change since 2016: 0  
vs Qld public sector: -14

Reasons for leaving	Proportion	vs Qld public sector
Career or job opportunities	61%	+9
The workplace culture	52%	+13
Professional/personal development	45%	+10
Pay and conditions	39%	+12
Stress/Health	39%	+6
Your relationship with your manager	34%	+12
Job security	23%	+5
Balancing work and life commitments	18%	-5
Other (please specify)	16%	+5
Work hours	15%	0
Contract expiring	14%	+2
Fit between work and your interests	10%	-1
Your relationship with your colleagues	10%	-1
Retirement	8%	0
The location of your workplace or the time spent commuting	6%	-11
Family/carer responsibilities	6%	-7
Travel plans	4%	-3

## 12 Bullying and sexual harassment

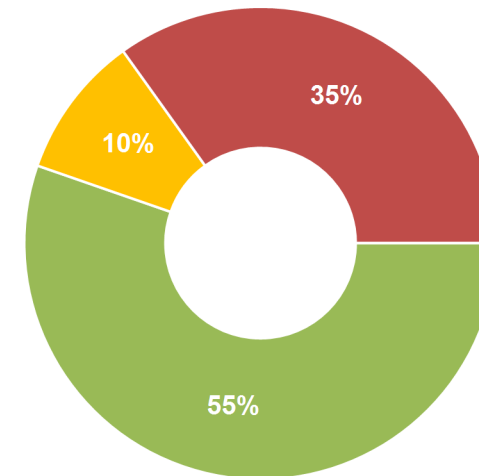
### Purpose

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.

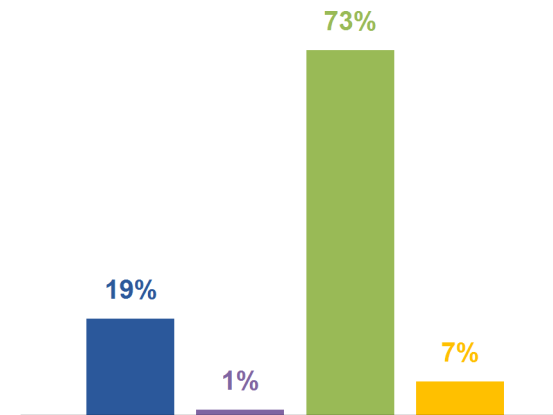
### During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
<b>Yes</b>	35%	+1	+7
<b>No</b>	55%	-3	-11
<b>Don't know</b>	10%	+1	+4



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

	Proportion	vs 2016	vs Qld public sector
<b>Bullying</b>	19%	-3	+3
<b>Sexual Harassment</b>	1%	-1	0
<b>No</b>	73%	+2	-6
<b>Don't Know</b>	7%	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.

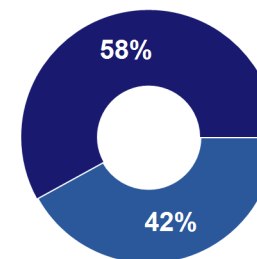
**NOTE:** Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
Your immediate manager/supervisor	46%	+3	+12
A senior manager	43%	+13	+12
A fellow worker	41%	-1	-2
A group of fellow workers	11%	-16	-3
A member of the public	11%	-3	+6
Prefer not to specify	9%	+1	0
A client/customer	7%	+1	-1
A worker that reports to you	2%	-2	-3
A consultant/service provider	0%	0	-2
A representative of another agency	0%	-2	-2
Other	0%	0	-2

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	64%	+5	+6
Inappropriate and unfair application of work policies or rules	51%	+9	+9
Other	31%	-11	+5
Physical behaviour (e.g. assault or aggressive body language)	18%	+2	+7
Cyber bullying	9%	+5	+3
Interference with your personal property or work equipment	7%	+1	-1
'Initiations' or pranks	2%	+2	-5

### 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 want to upset relationships in the workplace	73%	+26	+33
I did not think any action would be taken	69%	+16	+13
It could affect my career	65%	+31	+20
I did not think it was worth the hassle of going through the report process	54%	+32	+16
Managers accepted the behaviour	50%	+13	+17
I did not have enough evidence	23%	-18	+3
I did not think the bullying was serious enough	12%	-7	-5
I did not know how to report it	4%	-2	-1
Other	4%	-6	-7
The matter was resolved informally	4%	-2	-3



# 13 Your view

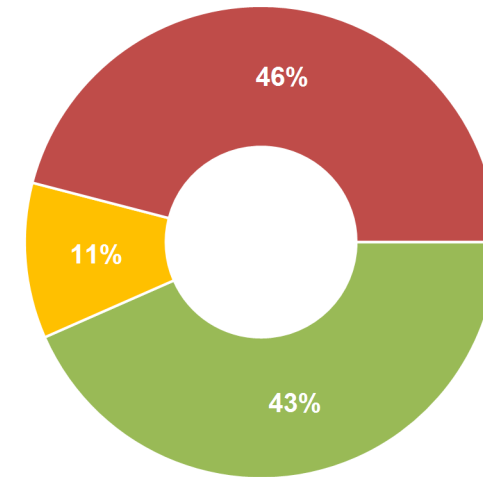
## Purpose

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.

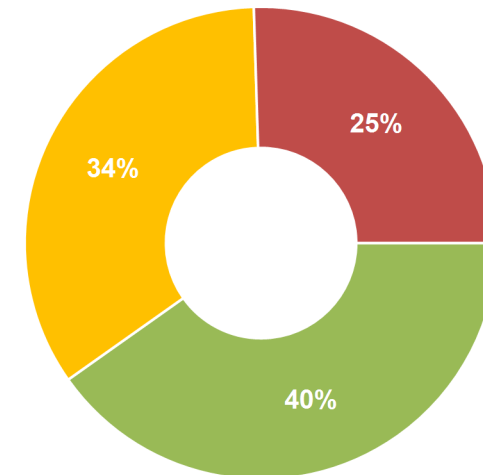
## Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
<b>Yes</b>	43%	-2	+13
<b>No</b>	46%	0	-10
<b>No, but I have not worked long in my organisation</b>	11%	+2	-3



## 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>	40%	-10	-22
<b>Neutral</b>	34%	-4	+2
<b>Negative</b>	25%	+14	+20



## 14 Agency specific questions

### Purpose

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

	Response scale (%)			% positive 2017	vs 2016
I feel there are benefits in working with my colleagues from different locations.	78	16	6	78%	-
I can manage challenges associated with working with my colleagues from different locations.	69	22	9	69%	-
I consider that my work group has achieved a lot in the last 12 months.	74	17	9	74%	-

# 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>Queensland Museum Network</b>	249	55%	29%	50%
<b>Managerial status</b>				
Yes	61	51%	22%	54%
No	187	56%	32%	48%
<b>Employment status</b>				
Permanent	134	48%	21%	41%
Non-permanent	115	63%	39%	60%
<b>Full-time status</b>				
Full-time basis	150	50%	23%	46%
Part-time basis	96	60%	38%	55%
<b>FTE Salary</b>				
Under \$50,000	67	64%	41%	54%
\$50,000 - \$69,999	62	53%	28%	47%
\$70,000 - \$89,999	62	49%	21%	49%
\$90,000 or over	52	54%	25%	51%
<b>Time in agency</b>				
Less than 2 years	54	63%	39%	58%
2 to less than 6 years	70	50%	33%	58%
6 to less than 10 years	39	49%	20%	37%
10 to less than 14 years	32	49%	23%	41%
14 to less than 16 years	11	44%	13%	45%
16 to less than 20 years	13	68%	27%	36%
20 years or more	29	63%	28%	48%

## 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>Queensland Museum Network</b>		249	55%	29%	50%
<b>Age</b>					
	34 years or younger	54	62%	45%	59%
	35 to 44 years	68	56%	23%	54%
	45 to 54 years	64	44%	22%	44%
	55 years or older	59	61%	31%	44%
<b>Gender*</b>					
	Female	161	54%	30%	51%
	Male	85	55%	29%	48%
	X	3	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
<b>Type of work</b>					
	Direct service delivery	89	54%	30%	45%
	Corporate services and administrative support/clerical	49	60%	27%	50%
	Other	110	52%	29%	53%
<b>Shiftwork</b>					
	Yes	21	59%	41%	56%
	No	228	54%	28%	49%

\*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	44%	-2	28%	0	28%	+2
Q33b	I am proud to tell others I work for my organisation	71%	+1	16%	-2	12%	+1
Q33c	I feel strong personal attachment to my organisation	65%	-4	21%	+2	14%	+2
Q33d	My organisation motivates me to help it achieve its objectives	44%	-5	30%	+2	27%	+4
Q33e	My organisation inspires me to do the best in my job	47%	-1	28%	+1	25%	-1
<b>Organisational leadership</b>							
Q31a	In my organisation, the leadership is of high quality	34%	-11	26%	-1	41%	+12
Q31c	Management model the behaviours expected of all employees	25%	-10	28%	-4	47%	+14
Q31d	In my organisation, the leadership operates with a high level of integrity	29%	-9	30%	-3	41%	+11
Q31f	My organisation is well managed	29%	-2	29%	-3	43%	+5
<b>Innovation</b>							
Q27a	I get the opportunity to develop new and better ways of doing my job	48%	+5	28%	-3	25%	-2
Q27b	I am encouraged to make suggestions about improving work processes and/or services	57%	-1	20%	-1	23%	+2
Q27c	Management is willing to act on suggestions to improve how things are done	39%	+1	26%	-8	36%	+7
Q27d	My workgroup uses research and expertise to identify better practice	52%	+9	26%	-7	21%	-2
Q27e	My workgroup always tries to improve its performance	65%	+8	23%	-7	12%	-1
Q27f	My organisation is open to new ideas	36%	-8	34%	+3	30%	+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	63%	0	18%	0	18%	0
Q22b	I have the tools I need to do my job effectively	58%	+8	18%	-3	24%	-5
Q22c	I get the information I need to do my job well	51%	+6	22%	-3	27%	-3
Q22d	I have the authority necessary to do my job effectively	51%	+5	24%	-6	25%	+2
Q22e	My job gives me opportunities to utilise my skills	66%	+10	19%	-6	15%	-4
Q34b	Your ability to work on your own initiative	70%	0	14%	-4	16%	+3
<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	31%	+6	25%	-4	44%	-2
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	41%	+8	29%	-5	30%	-4
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with negative health impacts	36%	+2	30%	-4	33%	+2
<b>Learning and development</b>							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	48%	+11	20%	-6	33%	-5
Q28e	I am able to access relevant learning and development opportunities	35%	+3	32%	+1	33%	-4
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	36%	+7	35%	-1	29%	-6
Q28g	I am satisfied with the opportunities available for career development	22%	+3	28%	+1	50%	-5
Q31b	My organisation is committed to developing its employees	26%	-4	32%	0	42%	+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>My workgroup</b>							
Q24a	People in my workgroup treat each other with respect	69%	+4	16%	+1	15%	-5
Q24b	I receive help and support from other people in my workgroup	79%	+6	13%	-4	9%	-3
Q24c	People in my workgroup are honest, open and transparent in their dealings	64%	+8	20%	-3	16%	-5
Q24d	People in my workgroup use their time and resources efficiently	60%	+5	23%	-6	17%	0
Q24e	People in my workgroup treat customers with respect	87%	+4	9%	-4	4%	0
Q24f	People in my workgroup are committed to delivering excellent service to customers	84%	+3	9%	-4	7%	+1
Q24g	People in my workgroup do their jobs effectively	68%	+3	20%	-2	12%	-1
<b>My manager</b>							
Q29a	My manager treats employees with dignity and respect	68%	-1	12%	-3	20%	+4
Q29b	My manager listens to what I have to say	69%	-2	14%	-1	17%	+2
Q29c	My manager keeps me informed about what's going on	65%	+6	14%	-4	21%	-2
Q29d	My manager understands my work	67%	+4	11%	-9	23%	+4
Q29e	My manager creates a shared sense of purpose	61%	+2	16%	-5	23%	+4
Q29f	My manager demonstrates honesty and integrity	69%	+1	13%	-4	18%	+3
Q29g	My manager draws the best out of me	49%	-1	23%	-5	27%	+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>Organisational fairness</b>							
Q25f	Performance is assessed and rewarded fairly in my workplace	29%	+5	31%	-4	40%	-2
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	32%	+9	18%	-10	50%	+1
Q25h	People are treated fairly and consistently in my workplace	38%	+9	22%	-10	40%	+2
Q25i	People take responsibility for their decisions and actions in my workplace	36%	+3	28%	-8	35%	+5
Q31e	Recruitment and promotion decisions in this organisation are fair	23%	-2	34%	+1	43%	+1
<b>Anti-discrimination</b>							
Q32a	Age is not a barrier to success in my organisation	60%	-6	26%	+1	14%	+5
Q32b	Gender is not a barrier to success in my organisation	66%	-4	20%	-3	14%	+7
Q32c	Disability is not a barrier to success in my organisation	59%	-5	34%	+3	7%	+2
Q32d	Cultural background is not a barrier to success in my organisation	65%	0	22%	-7	12%	+7
Q32e	Sexual orientation is not a barrier to success in my organisation	71%	0	26%	+2	3%	-1

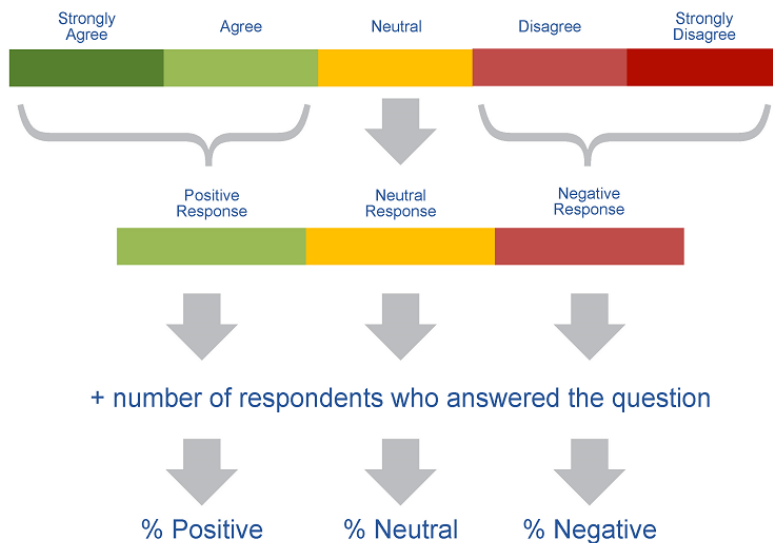


# 17 Appendix C – How to interpret this report

## % 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.