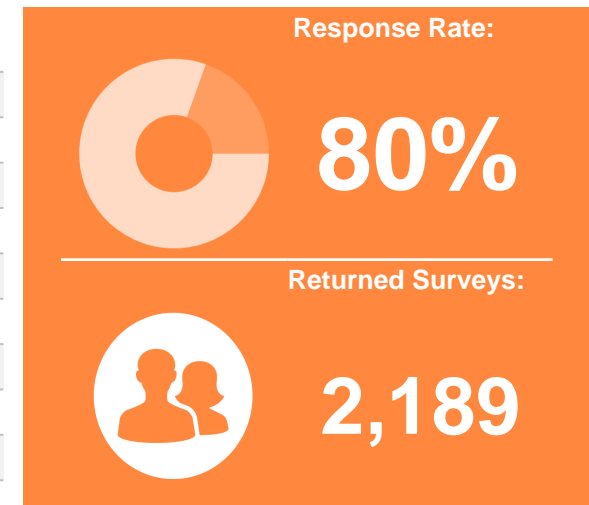


## Department of Science, Information Technology and Innovation

## Highlight Report

### Report Content

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### Purpose

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

### Note on the response rate

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

# Reporting Framework

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

## Strategic priorities: driver analysis

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

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



## Workplace climate

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

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

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

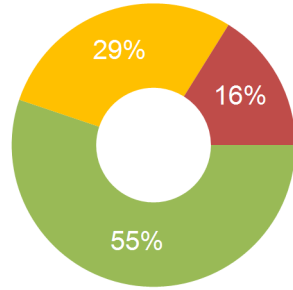


# 01 Driver analysis scorecard

## Purpose

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

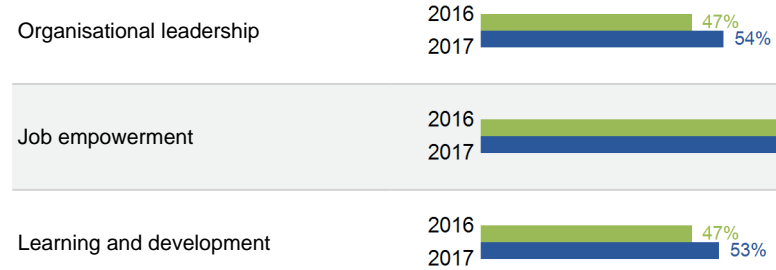
### Agency engagement



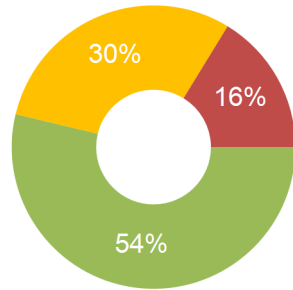
% positive change since 2016  
**+6**

#### Top 3 drivers

#### % Positive



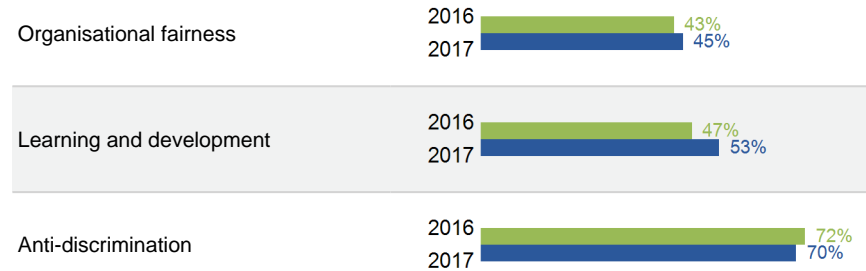
### Organisational Leadership



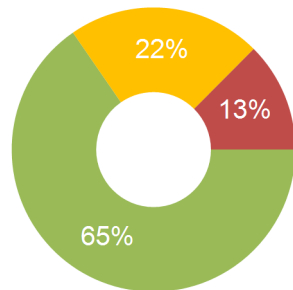
% positive change since 2016  
**+6**

#### Top 3 drivers

#### % Positive



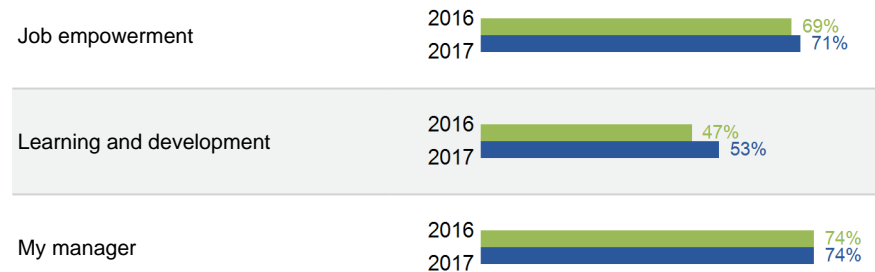
### Innovation

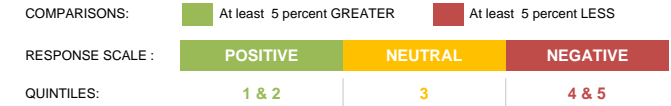


% positive change since 2016  
**+3**

#### 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	29	16	55%	+6	-3	41 - 82	4
Job empowerment	71	17	12	71%	+2	-1	60 - 86	4
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	42	32	26	42%	+1	+2	29 - 68	3
Learning and development	53	27	21	53%	+6	-3	33 - 82	4
My workgroup	79	14	7	79%	-2	+2	58 - 92	3
My manager	74	15	11	74%	0	+3	57 - 84	3
Organisational leadership*	54	30	16	54%	+6	+3	29 - 85	3
Organisational fairness	45	29	26	45%	+2	+2	26 - 67	2
Anti-discrimination	70	23	7	70%	-2	+4	48 - 96	2
Innovation*	65	22	13	65%	+3	+6	46 - 89	2

## 03 Factors by division

### Purpose

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

*This section shows the % positive scores for divisions within the agency*

	Department of Science, Information Technology and Innovation % positive	Change and Operations	Digital Productivity and Services	Other (ODG, Internal Audit, Office of Chief Scientist and Office of Chief Entrepreneur)	Queensland Government Chief Information Office (QGCI)	Queensland Shared Services (QSS)	Science	Strategic ICT	Strategic Policy and Innovation (SPI)
Number of respondents	2,189	208	522	25	46	711	296	268	60
Agency engagement*	<b>55%</b>	45%	68%	78%	67%	47%	61%	54%	54%
Job empowerment	<b>71%</b>	64%	72%	79%	86%	70%	79%	73%	60%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	<b>42%</b>	41%	50%	46%	46%	40%	40%	41%	30%
Learning and development	<b>53%</b>	49%	62%	63%	68%	49%	52%	51%	46%
My workgroup	<b>79%</b>	73%	87%	90%	82%	73%	82%	79%	78%
My manager	<b>74%</b>	71%	86%	89%	79%	65%	77%	75%	75%
Organisational leadership*	<b>54%</b>	47%	66%	79%	62%	46%	60%	49%	56%
Organisational fairness	<b>45%</b>	39%	55%	65%	50%	40%	45%	42%	44%
Anti-discrimination	<b>70%</b>	68%	80%	78%	65%	68%	65%	68%	66%
Innovation*	<b>65%</b>	63%	74%	85%	82%	56%	71%	68%	65%

## 04 Workplace climate

### Purpose

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

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

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

	Response scale (%)			% positive	vs 2016	vs Qld public sector	Range of all agencies	Your agency quintile
<span style="color: red;">●</span> Safety, health and wellness*	59	25	16	<b>59%</b>	-1	<b>+5</b>	<b>43 - 82</b>	<b>2</b>
<span style="color: green;">●</span> Effectiveness and innovation*	59	24	18	<b>59%</b>	+3	+2	<b>49 - 77</b>	<b>3</b>
<span style="color: purple;">●</span> People and relationships	79	14	7	<b>79%</b>	-2	+2	<b>56 - 92</b>	<b>3</b>
<span style="color: teal;">●</span> Fairness and trust*	62	23	15	<b>62%</b>	+2	+4	<b>46 - 78</b>	<b>2</b>
<span style="color: orange;">●</span> Performance and development	56	25	20	<b>56%</b>	<b>+5</b>	0	<b>41 - 74</b>	<b>3</b>
<span style="color: blue;">●</span> Leadership and engagement	63	23	14	<b>63%</b>	+4	+1	<b>49 - 81</b>	<b>3</b>
<span style="color: lightblue;">●</span> My job	74	15	11	<b>74%</b>	+1	-3	<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.

<i>This section shows the % positive scores for divisions within the agency</i>		Department of Science, Information Technology and Innovation % positive	Change and Operations	Digital Productivity and Services	Other (ODG, Internal Audit, Office of Chief Scientist and Office of Chief Entrepreneur)	Queensland Government Chief Information Office (QGCIO)	Queensland Shared Services (QSS)	Science	Strategic ICT	Strategic Policy and Innovation (SPI)
Number of respondents		2,189	208	522	25	46	711	296	268	60
<span style="color: red;">●</span>	Safety, health and wellness*	59%	58%	65%	69%	68%	54%	66%	59%	46%
<span style="color: green;">●</span>	Effectiveness and innovation*	59%	56%	67%	69%	69%	54%	62%	58%	55%
<span style="color: purple;">●</span>	People and relationships	79%	73%	87%	89%	82%	73%	82%	79%	78%
<span style="color: teal;">●</span>	Fairness and trust*	62%	59%	71%	73%	62%	58%	61%	60%	59%
<span style="color: orange;">●</span>	Performance and development	56%	53%	67%	62%	67%	50%	54%	55%	49%
<span style="color: blue;">●</span>	Leadership and engagement	63%	57%	75%	83%	71%	55%	68%	62%	64%
<span style="color: lightblue;">●</span>	My job	74%	67%	76%	86%	86%	72%	82%	75%	68%

\* 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	33	37	30	33%	+1	+2
	Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	45	31	25	45%	+1	+1
	Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	49	29	23	49%	+1	+3
	Q23f	My work contributes positively to my quality of life*	44	36	20	44%	-	0
	Q24h	People in my workgroup are committed to workplace safety	83	15	3	83%	-1	+1
	Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	74	18	8	74%	-	+7
	Q25b	My workplace culture supports people to achieve a good work/life balance	69	19	12	69%	+1	+7
Q25c	There is adequate focus on workplace safety at my workplace	79	17	4	79%	0	+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*	56	25	19	56%	-	+7
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	58	26	16	58%	-	+7
Q31h	The wellbeing of employees is a priority for my organisation*	54	30	16	54%	-	+5
Q31j	My commitment to this organisation would be questioned if I chose to use flexible work options* % <small>positive indicates those who "strongly disagree" or "disagree" with this statement</small>	50	31	20	50%	-	+8
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	68	18	13	68%	+1	+4
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	68	21	11	68%	-	+13

\* New in 2017, no trend

## 06 Workplace climate by item (cont.)

### Purpose

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

New items were added to this index in 2017.

<span style="color: green;">●</span> Effectiveness and innovation		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q22b	I have the tools I need to do my job effectively	73	15	12	<b>73%</b>	+3	+2
Q22c	I get the information I need to do my job well	68	18	14	<b>68%</b>	+4	0
Q22d	I have the authority necessary to do my job effectively	67	20	13	<b>67%</b>	+1	-2
Q23c	I feel my job is secure	51	23	25	<b>51%</b>	+9	-7
Q23d	There is too much 'red tape' in my work (e.g. Regulatory or administrative processes) <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	22	37	41	<b>22%</b>	+2	+3
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	68	21	10	<b>68%</b>	-	+3
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	22	37	41	<b>22%</b>	+3	+3
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>	47	26	27	<b>47%</b>	-4	+1
Q26a	My workplace has undergone significant change in the past 12 months	56	28	16	<b>56%</b>	+2	+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 (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	61	23	16	61%	+2	+3
Q27b	I am encouraged to make suggestions about improving work processes and/or services	75	15	10	75%	+3	+7
Q27c	Management is willing to act on suggestions to improve how things are done	61	23	16	61%	+6	+8
Q27d	My workgroup uses research and expertise to identify better practice	59	28	13	59%	+1	+4
Q27e	My workgroup always tries to improve its performance	72	20	8	72%	0	+2
Q27f	My organisation is open to new ideas	65	23	12	65%	+8	+11
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	69	17	14	69%	-1	0
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	75	14	11	75%	0	-2
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	50	36	14	50%	+2	-14

## 06 Workplace climate by item (cont.)

### Purpose

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

<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	79	11	10	79%	-3	+5
Q24b	I receive help and support from other people in my workgroup	85	10	5	85%	-2	+2
Q24c	People in my workgroup are honest, open and transparent in their dealings	73	17	10	73%	-1	+6
Q24d	People in my workgroup use their time and resources efficiently	65	21	14	65%	-3	+1
Q24e	People in my workgroup treat customers with respect	89	9	2	89%	0	+3
Q24f	People in my workgroup are committed to delivering excellent service to customers	84	13	3	84%	-3	+1
Q24g	People in my workgroup do their jobs effectively	74	18	8	74%	-4	-1
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	79	15	6	79%	-2	+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: #0070c0;">●</span> Fairness and trust		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q25a	My workplace has an inclusive culture where diversity is valued and respected	77	17	6	77%	+1	+5
Q25f	Performance is assessed and rewarded fairly in my workplace	37	33	29	37%	+3	+1
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	40	27	34	40%	+1	+1
Q25h	People are treated fairly and consistently in my workplace	53	23	24	53%	+1	+2
Q25i	People take responsibility for their decisions and actions in my workplace	54	28	18	54%	+2	+3
Q25j	I am able to speak up and share a different view to my colleagues and manager*	76	14	10	76%	-	+4
Q30a	My senior manager demonstrates honesty and integrity	74	18	7	74%	+5	+4
Q31e	Recruitment and promotion decisions in this organisation are fair	41	32	27	41%	+4	+4

\* New in 2017, no trend

## 06 Workplace climate by item (cont.)

### Purpose

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

New items were added to this index in 2017.

● Fairness and trust (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31i	My responsibilities outside of work restrict my opportunities for promotion* % positive indicates those who "strongly disagree" or "disagree" with this statement	57	26	17	57%	-	+4
Q32a	Age is not a barrier to success in my organisation	67	22	11	67%	-3	+2
Q32b	Gender is not a barrier to success in my organisation	74	17	10	74%	0	+4
Q32c	Disability is not a barrier to success in my organisation	65	30	5	65%	-3	+9
Q32d	Cultural background is not a barrier to success in my organisation	72	22	5	72%	-1	+3
Q32e	Sexual orientation is not a barrier to success in my organisation	72	25	3	72%	-1	+2
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	59	22	19	59%	-2	+5
Q32g	Women and men have equal access to work experiences that support career progression*	71	19	9	71%	-	+5

\* New in 2017, no trend

## 06 Workplace climate by item (cont.)

### Purpose

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

		Performance and development			Response scale (%)	% positive	vs 2016	vs Qld public sector
Q28a	I receive useful feedback on my performance	63	20	17	63%	+1	+6	
Q28b	My performance is assessed against clear criteria	54	26	20	54%	+2	+3	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	60	21	19	60%	+6	-2	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	47	30	23	47%	+10	+6	
Q28e	I am able to access relevant learning and development opportunities	58	25	17	58%	+6	-4	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	51	30	18	51%	+3	-8	
Q28g	I am satisfied with the opportunities available for career development	42	28	30	42%	+7	-2	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	61	20	19	61%	+3	+6	
Q28i	I develop new knowledge and skills through undertaking tasks at work	71	18	12	71%	+2	-1	
Q31b	My organisation is committed to developing its employees	53	29	19	53%	+8	0	

## 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	82	10	8	<b>82%</b>	0	+4
Q29b	My manager listens to what I have to say	81	11	8	<b>81%</b>	0	+4
Q29c	My manager keeps me informed about what's going on	72	15	13	<b>72%</b>	+1	+5
Q29d	My manager understands my work	75	14	11	<b>75%</b>	0	+2
Q29e	My manager creates a shared sense of purpose	70	18	12	<b>70%</b>	0	+3
Q29f	My manager demonstrates honesty and integrity	79	14	7	<b>79%</b>	0	+2
Q29g	My manager draws the best out of me	61	24	15	<b>61%</b>	+1	+3
Q31a	In my organisation, the leadership is of high quality	54	29	16	<b>54%</b>	+7	+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.

● Leadership and engagement (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31c	Management model the behaviours expected of all employees	51	30	18	51%	+4	+2
Q31d	In my organisation, the leadership operates with a high level of integrity	58	29	13	58%	+7	+4
Q31f	My organisation is well managed	51	31	18	51%	+7	+4
Q33a	I would recommend my organisation as a great place to work	60	25	15	60%	+6	-1
Q33b	I am proud to tell others I work for my organisation	61	27	13	61%	+5	-7
Q33c	I feel strong personal attachment to my organisation	53	29	18	53%	+5	-6
Q33d	My organisation motivates me to help it achieve its objectives	52	30	18	52%	+6	-1
Q33e	My organisation inspires me to do the best in my job	51	32	17	51%	+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: 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	87	7	6	87%	0	-2
Q21b	I understand how my work contributes to my organisation's objectives	89	6	5	89%	0	-2
Q22a	I have a choice in deciding how I do my work	70	16	13	70%	+2	+3
Q22e	My job gives me opportunities to utilise my skills	69	17	14	69%	+1	-6
Q22f	I enjoy the work in my current job	71	19	10	71%	+2	-5
Q22g	My job gives me a feeling of personal accomplishment	62	23	15	62%	+1	-7
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	68	19	13	68%	+1	-7
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	79	13	8	79%	+2	-1
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	70	18	12	70%	+2	-3

## 07 Most changed since 2016, by item

### Purpose

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

#### NOTE:

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

The survey items with the most positive change	Index	% positive 2017	vs 2016
I am encouraged to pursue developmental opportunities in other workplaces	Performance and development	47%	+10
I feel my job is secure	Effectiveness and innovation	51%	+9
I intend to leave my organisation within the next 12 months	Non factorial item	62%	+9
My organisation is committed to developing its employees	Performance and development	53%	+8
My organisation is open to new ideas	Effectiveness and innovation	65%	+8

The survey items with the most negative change	Index	% positive 2017	vs 2016
People in my workgroup do their jobs effectively	People and relationships	74%	-4
Disruptions and/or noise at my workplace make it hard to get things done % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with disruptions and/or noise	Effectiveness and innovation	47%	-4
Age is not a barrier to success in my organisation	Fairness and trust	67%	-3
People in my workgroup use their time and resources efficiently	People and relationships	65%	-3
People in my workgroup treat each other with respect	People and relationships	79%	-3

## 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
Supports their team to adapt to change	35%	+7
Empowers their team to perform at their best	33%	+2
Builds effective working relationships with others	31%	+2
Encourages a strong customer and stakeholder focus	28%	+2
Demonstrates sound judgment	25%	-2
Upholds ethical standards and principles	24%	-7
Responds confidently when faced with uncertainty	23%	-2
Implements improved ways of doing things	20%	+1
Delegates work effectively and monitors performance	20%	-4
Takes responsibility for team development	17%	+1
Describes how their team's work aligns to organisational objectives	15%	-3
Applies sound business management skills	13%	-1
Actively seeks feedback for personal development	9%	+2
Builds effective working relationships with others	38%	-1
Empowers their team to perform at their best	34%	-2
Implements improved ways of doing things	29%	+4
Demonstrates sound judgment	24%	-5
Responds confidently when faced with uncertainty	24%	-3
Actively seeks feedback for personal development	23%	+2
Takes responsibility for team development	22%	+4
Supports their team to adapt to change	22%	+3
Encourages a strong customer and stakeholder focus	21%	+3
Upholds ethical standards and principles	20%	-7
Applies sound business management skills	17%	+3
Delegates work effectively and monitors performance	16%	-2
Describes how their team's work aligns to organisational objectives	9%	0

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

### Purpose

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

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

Leadership levels are defined as follows:

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

### DEMONSTRATED

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

### NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Supports their team to adapt to change	33%	+7
Builds effective working relationships with others	32%	+4
Empowers their team to perform at their best	30%	+3
Encourages a strong customer and stakeholder focus	29%	+2
Demonstrates sound judgment	26%	-3
Upholds ethical standards and principles	24%	-7
Responds confidently when faced with uncertainty	23%	-1
Delegates work effectively and monitors performance	21%	-2
Implements improved ways of doing things	19%	-1
Takes responsibility for team development	19%	+2
Applies sound business management skills	16%	-2
Describes how their team's work aligns to organisational objectives	15%	-4
Actively seeks feedback for personal development	9%	+2
Implements improved ways of doing things	32%	+1
Takes responsibility for team development	31%	+1
Empowers their team to perform at their best	31%	-5
Delegates work effectively and monitors performance	29%	0
Actively seeks feedback for personal development	26%	-4
Supports their team to adapt to change	26%	0
Describes how their team's work aligns to organisational objectives	26%	+6
Builds effective working relationships with others	21%	-3
Responds confidently when faced with uncertainty	20%	+1
Applies sound business management skills	16%	+3
Demonstrates sound judgment	14%	+1
Upholds ethical standards and principles	13%	0
Encourages a strong customer and stakeholder focus	12%	0

## 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
Encourages innovative ideas and solutions	33%	+8
Encourages collaboration and inclusion across workgroups	32%	+3
Empowers individuals and teams to build capability	31%	+4
Takes a 'big picture' view of issues or problems	30%	-5
Manages and prioritises resources to achieve the best outcomes	29%	-3
Demonstrates sound judgment	25%	-3
Builds effective networks across the organisation and sector	23%	+3
Takes responsibility for upholding ethical standards and principles	19%	-6
Demonstrates sound business acumen	17%	+1
Manages ambiguity and politics effectively	16%	-1
Motivates others to perform at their best	15%	-5
Leads change and culture initiatives	14%	-1
Actively seeks feedback for personal development	7%	0
Manages and prioritises resources to achieve the best outcomes	38%	+2
Takes a 'big picture' view of issues or problems	33%	+6
Motivates others to perform at their best	32%	-4
Empowers individuals and teams to build capability	28%	-4
Leads change and culture initiatives	25%	+2
Demonstrates sound judgment	24%	-3
Builds effective networks across the organisation and sector	23%	+2
Encourages innovative ideas and solutions	22%	+2
Encourages collaboration and inclusion across workgroups	18%	+2
Manages ambiguity and politics effectively	15%	+1
Takes responsibility for upholding ethical standards and principles	15%	-6
Actively seeks feedback for personal development	14%	-3
Demonstrates sound business acumen	13%	+3

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

### Purpose

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

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

Leadership levels are defined as follows:

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

### DEMONSTRATED

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

### NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Manages and prioritises resources to achieve the best outcomes	34%	+1
Takes a 'big picture' view of issues or problems	33%	-2
Encourages collaboration and inclusion across workgroups	30%	+3
Demonstrates sound judgment	30%	-1
Encourages innovative ideas and solutions	30%	+7
Empowers individuals and teams to build capability	28%	+5
Builds effective networks across the organisation and sector	24%	0
Manages ambiguity and politics effectively	18%	0
Takes responsibility for upholding ethical standards and principles	18%	-5
Demonstrates sound business acumen	17%	-1
Leads change and culture initiatives	15%	0
Motivates others to perform at their best	14%	-6
Actively seeks feedback for personal development	7%	0
Motivates others to perform at their best	35%	+2
Empowers individuals and teams to build capability	33%	-1
Manages and prioritises resources to achieve the best outcomes	33%	+7
Actively seeks feedback for personal development	27%	-1
Encourages innovative ideas and solutions	27%	+1
Manages ambiguity and politics effectively	25%	-2
Leads change and culture initiatives	25%	-1
Encourages collaboration and inclusion across workgroups	23%	-1
Builds effective networks across the organisation and sector	20%	+3
Takes a 'big picture' view of issues or problems	19%	0
Demonstrates sound judgment	12%	-1
Takes responsibility for upholding ethical standards and principles	10%	-3
Demonstrates sound business acumen	9%	0

## 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	39%	+3
Builds strong relationships that influence organisational and sector outcomes	35%	+8
Models high levels of ethical and professional behaviour	33%	-6
Directs and prioritises resources to achieve the best outcomes	28%	-1
Stands behind their decisions in the face of adversity	27%	-1
Inspires others to perform at their best	23%	+1
Adopts a system-wide view of issues to inform action	21%	+1
Creates a culture of continuous improvement	21%	-2
Is compelling when communicating the organisational strategy	15%	+1
Demonstrates commercial acumen in managing corporate risk	15%	+1
Leads change with agility	14%	+1
Seeks feedback to strengthen leadership approach	12%	-1
Nurtures a learning and development culture	12%	-4
Inspires others to perform at their best	41%	-2
Builds strong relationships that influence organisational and sector outcomes	40%	+4
Navigates complex issues, politics and ambiguous situations effectively	39%	+9
Models high levels of ethical and professional behaviour	28%	-10
Leads change with agility	28%	+6
Directs and prioritises resources to achieve the best outcomes	24%	-2
Creates a culture of continuous improvement	22%	-3
Seeks feedback to strengthen leadership approach	18%	-2
Adopts a system-wide view of issues to inform action	15%	+3
Is compelling when communicating the organisational strategy	15%	+2
Stands behind their decisions in the face of adversity	11%	-4
Nurtures a learning and development culture	10%	-3
Demonstrates commercial acumen in managing corporate risk	8%	+1



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

### Purpose

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

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

Leadership levels are defined as follows:

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

### DEMONSTRATED

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

### NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Navigates complex issues, politics and ambiguous situations effectively	39%	+3
Models high levels of ethical and professional behaviour	29%	-6
Directs and prioritises resources to achieve the best outcomes	29%	-1
Builds strong relationships that influence organisational and sector outcomes	29%	+1
Adopts a system-wide view of issues to inform action	25%	+3
Stands behind their decisions in the face of adversity	25%	-2
Creates a culture of continuous improvement	22%	0
Inspires others to perform at their best	20%	-1
Demonstrates commercial acumen in managing corporate risk	19%	+4
Is compelling when communicating the organisational strategy	18%	+2
Leads change with agility	18%	+3
Seeks feedback to strengthen leadership approach	12%	-1
Nurtures a learning and development culture	12%	-3
Inspires others to perform at their best	34%	-2
Directs and prioritises resources to achieve the best outcomes	33%	+6
Seeks feedback to strengthen leadership approach	29%	-7
Is compelling when communicating the organisational strategy	27%	+6
Nurtures a learning and development culture	27%	0
Creates a culture of continuous improvement	24%	-2
Builds strong relationships that influence organisational and sector outcomes	23%	+2
Leads change with agility	22%	0
Adopts a system-wide view of issues to inform action	19%	+2
Navigates complex issues, politics and ambiguous situations effectively	17%	+1
Models high levels of ethical and professional behaviour	15%	-3
Stands behind their decisions in the face of adversity	14%	-4
Demonstrates commercial acumen in managing corporate risk	12%	+2

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

### Purpose

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

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

Leadership levels are defined as follows:

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

### POSITIVE IMPACT

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

### SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Inspires others to perform at their best	48%	-3
Builds strong relationships that influence organisational and sector outcomes	43%	+12
Models high levels of ethical and professional behaviour	37%	-12
Creates a culture of continuous improvement	33%	+2
Navigates complex issues, politics and ambiguous situations effectively	30%	+3
Directs and prioritises resources to achieve the best outcomes	24%	+4
Is compelling when communicating the organisational strategy	22%	+8
Leads change with agility	17%	+5
Nurtures a learning and development culture	13%	-9
Seeks feedback to strengthen leadership approach	13%	-2
Stands behind their decisions in the face of adversity	13%	-4
Adopts a system-wide view of issues to inform action	7%	-1
Demonstrates commercial acumen in managing corporate risk	0%	-2
Builds strong relationships that influence organisational and sector outcomes	49%	+16
Navigates complex issues, politics and ambiguous situations effectively	42%	+7
Directs and prioritises resources to achieve the best outcomes	29%	+5
Inspires others to perform at their best	29%	-10
Models high levels of ethical and professional behaviour	24%	-13
Leads change with agility	22%	+2
Adopts a system-wide view of issues to inform action	20%	+2
Is compelling when communicating the organisational strategy	20%	+8
Demonstrates commercial acumen in managing corporate risk	13%	+6
Nurtures a learning and development culture	13%	-1
Seeks feedback to strengthen leadership approach	13%	-7
Stands behind their decisions in the face of adversity	13%	+1
Creates a culture of continuous improvement	11%	-14

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

### Purpose

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

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

Leadership levels are defined as follows:

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

### DEMONSTRATED

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

### NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Navigates complex issues, politics and ambiguous situations effectively	48%	+13
Builds strong relationships that influence organisational and sector outcomes	33%	+6
Directs and prioritises resources to achieve the best outcomes	33%	+3
Creates a culture of continuous improvement	28%	+4
Models high levels of ethical and professional behaviour	28%	-2
Leads change with agility	26%	+15
Stands behind their decisions in the face of adversity	26%	+4
Adopts a system-wide view of issues to inform action	22%	-9
Inspires others to perform at their best	17%	+2
Is compelling when communicating the organisational strategy	11%	-9
Nurtures a learning and development culture	11%	-6
Seeks feedback to strengthen leadership approach	11%	-3
Demonstrates commercial acumen in managing corporate risk	7%	-13
Directs and prioritises resources to achieve the best outcomes	37%	+8
Is compelling when communicating the organisational strategy	30%	+9
Builds strong relationships that influence organisational and sector outcomes	28%	+6
Inspires others to perform at their best	28%	-5
Adopts a system-wide view of issues to inform action	26%	+7
Nurtures a learning and development culture	26%	+3
Navigates complex issues, politics and ambiguous situations effectively	24%	+5
Seeks feedback to strengthen leadership approach	24%	-8
Stands behind their decisions in the face of adversity	20%	+3
Creates a culture of continuous improvement	17%	-11
Leads change with agility	17%	-4
Models high levels of ethical and professional behaviour	15%	-10
Demonstrates commercial acumen in managing corporate risk	7%	-2

## 09 Flexible work options

### Purpose

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

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

### Do you currently use any of the following flexible work options?

	Proportion	vs 2016	vs Qld public sector
Used no flexible work option	26%	-18	-17
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	74%	+18	+17
Flexible work hours for example accumulated hours as 'flexitime'*	53%	-	+23
None of the above	26%	-18	-17
Flexible work hours for example start late or early to meet responsibilities external to work*	21%	-	+9
Part time work	15%	0	-2
Telecommuting	14%	+5	+10
Leave at half pay	7%	0	+3
Hot desks	4%	+2	+1
Compressed work hours	4%	0	+2
Other, please specify	2%	0	0
Casual/on call	2%	0	-2
Purchased leave/extended leave/deferred salary schemes	1%	0	0
Job sharing	1%	0	-1
Part-year work/annualised hours	0%	0	0
Term-time working	0%	0	0

\* New in 2017, no trend

## 09 Flexible work options (cont.)

### Purpose

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

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

### Have you made a request regarding flexible work arrangements in the last 12 months?

	Proportion	vs 2016	vs Qld public sector
Yes, I requested flexibility	24%	-1	+5
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	9%	-2	-3

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

	Proportion	vs 2016	vs Qld public sector
Fully granted	77%		+11
Partially granted	10%		-4
Declined – no reason given	4%		-3
Declined – reason provided	5%		-3
I have not received a reply as yet	3%		-1

\* New in 2017, no trend

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

	Proportion	vs 2016	vs Qld public sector
I was concerned that it may negatively impact my team	27%	0	+8
I felt it would limit my career	26%	+4	+6
Flexible working is frowned upon/not supported by my workplace culture	24%	-2	-6
I didn't feel confident presenting my case or negotiating arrangements with my manager	24%	-6	+2
I feel flexibility is not possible in my current job	23%	-12	-7
None of the Above*	21%	-	-3
I didn't feel I had the right to	16%	-5	-1
I feel the technology I currently have access to does not support flexible working	14%	+3	+8
I don't feel confident in my manager's ability to manage staff working flexibly	13%	+5	+1
I felt it would limit my access to training and development	8%	0	+1

\* New in 2017, no trend

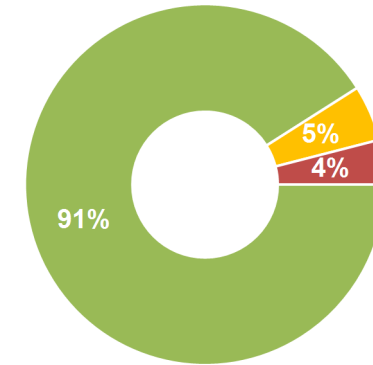
## 10 Domestic and family violence

### 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>	91%	0	+15
<b>No</b>	4%	0	-8
<b>Don't know</b>	5%	0	-7



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	97%	+1	+11
<b>No</b>	1%	0	-6
<b>Don't Know</b>	1%	-1	-5

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	89%	0	+17
<b>No</b>	5%	0	-9
<b>Don't Know</b>	6%	0	-8

## 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	85%	0	+2
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	86%	0	+4
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	84%	-1	+3

<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	71%	+1	0
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	76%	+1	+5

### 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>	11%	-4	<b>Yes</b>	5%	-2
<b>No</b>	86%	+6	<b>No</b>	90%	+2
<b>Don't Know</b>	1%	-1	<b>Don't Know</b>	2%	0
<b>Prefer not to say</b>	2%	0	<b>Prefer not to say</b>	3%	0

\* New in 2017, no trend

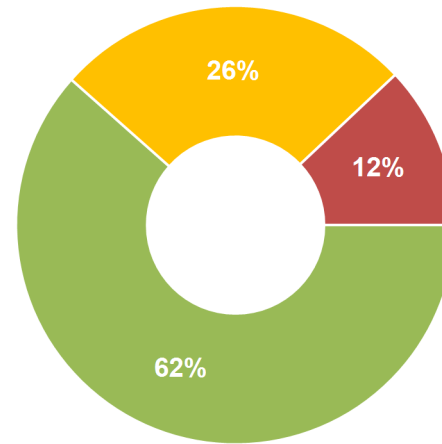
\* New in 2017, no trend

# 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.



# 62%

of employees agreed with the statement:

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

% positive change since 2016 **+9** vs Qld public sector **-5**

Reasons for leaving	Proportion	vs Qld public sector
Career or job opportunities	62%	+10
Professional/personal development	44%	+9
The workplace culture	39%	0
Pay and conditions	36%	+8
Stress/Health	31%	-2
Job security	25%	+6
Your relationship with your manager	22%	-1
The location of your workplace or the time spent commuting	22%	+4
Balancing work and life commitments	20%	-2
Contract expiring	13%	+1
Fit between work and your interests	13%	+2
Work hours	13%	-1
Your relationship with your colleagues	11%	+1
Family/carer responsibilities	10%	-3
Retirement	8%	-1
Other (please specify)	7%	-4
Travel plans	5%	-1



## 12 Bullying and sexual harassment

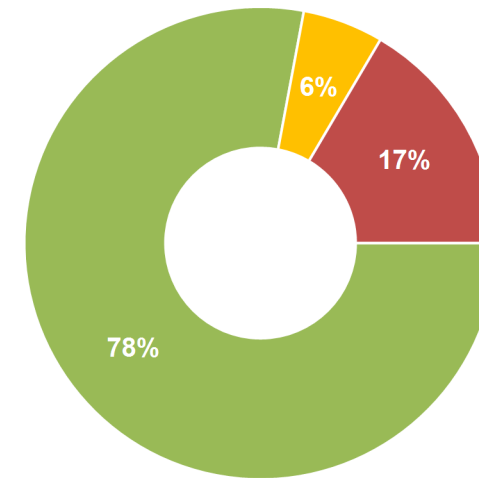
### Purpose

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.

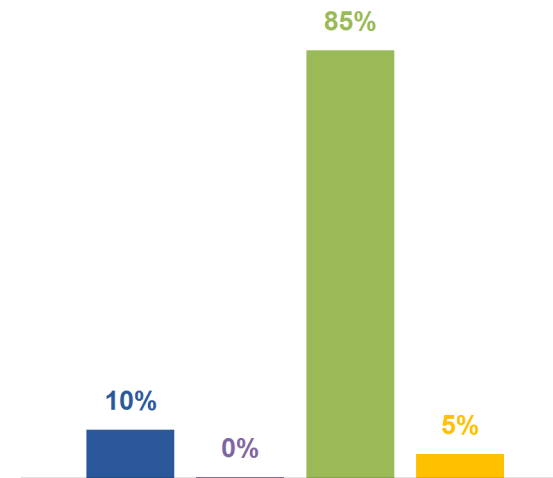
### During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
<b>Yes</b>	17%	-1	-11
<b>No</b>	78%	+2	+11
<b>Don't know</b>	6%	-1	0



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

	Proportion	vs 2016	vs Qld public sector
<b>Bullying</b>	10%	-1	-7
<b>Sexual Harassment</b>	0%	0	-1
<b>No</b>	85%	+1	+7
<b>Don't Know</b>	5%	0	0



## 12 Bullying and sexual harassment (cont.)

### Purpose

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

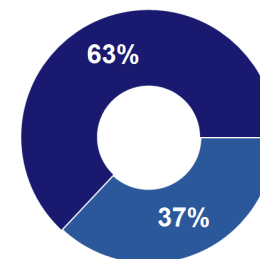
**NOTE:** Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
Your immediate manager/supervisor	40%	+3	+6
A fellow worker	37%	+9	-7
A senior manager	32%	+6	+1
A group of fellow workers	10%	-1	-4
Prefer not to specify	7%	-5	-1
A client/customer	3%	-2	-4
A worker that reports to you	3%	-2	-2
A representative of another agency	2%	-2	+1
Other	2%	-2	0
A consultant/service provider	0%	-2	-1
A member of the public	0%	-1	-5

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	53%	-3	-5
Inappropriate and unfair application of work policies or rules	36%	-9	-6
Other	35%	-2	+8
Physical behaviour (e.g. assault or aggressive body language)	6%	-7	-5
Interference with your personal property or work equipment	5%	-5	-3
Cyber bullying	4%	0	-2
'Initiations' or pranks	3%	-1	-4

### Did you report the BULLYING?

No



Yes

### Why did you not report the BULLYING?

	Proportion	vs 2016	vs Qld public sector
I did not think any action would be taken	62%	+4	+6
It could affect my career	46%	-3	+1
I did not want to upset relationships in the workplace	45%	+9	+5
I did not think it was worth the hassle of going through the report process	39%	+9	+2
Managers accepted the behaviour	30%	-7	-3
I did not think the bullying was serious enough	21%	+1	+5
I did not have enough evidence	19%	-11	-1
Other	5%	-11	-6
The matter was resolved informally	4%	-9	-3
I did not know how to report it	2%	-2	-3

## 13 Your view

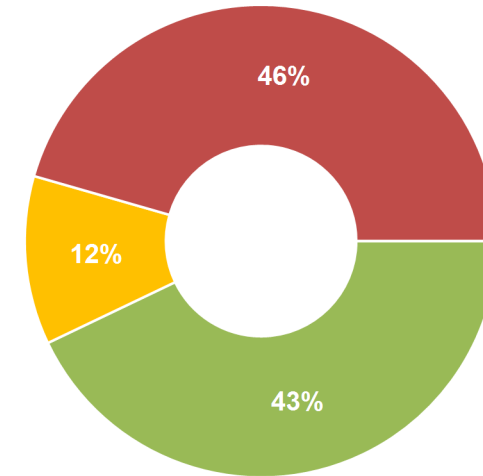
### Purpose

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.

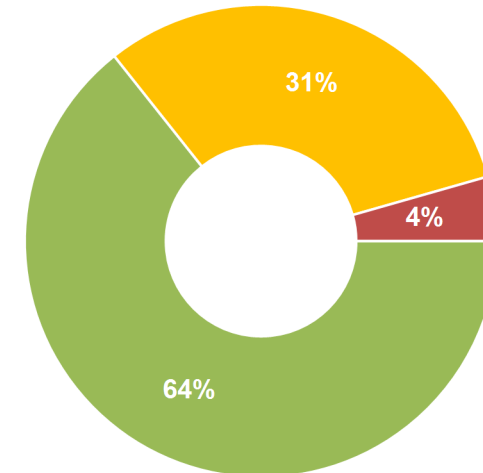
### Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
<b>Yes</b>	43%	+1	+12
<b>No</b>	46%	-1	-10
<b>No, but I have not worked long in my organisation</b>	12%	+1	-2



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

	Proportion	vs 2016	vs Qld public sector
<b>Positive</b>	64%	+8	+2
<b>Neutral</b>	31%	-6	-1
<b>Negative</b>	4%	-3	-1



## 14 Agency specific questions

### Purpose

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

	Response scale (%)			% positive 2017	vs 2016
Utilising flexible working arrangements is not a barrier to success in my organisation (eg: purchased leave, staggered start and finish times, compressed hours, telecommuting and job sharing).	62	25	14	62%	-1
My manager demonstrates fairness and equity in applying flexible work practices in my team.	72	19	9	72%	0
My manager is open to new ideas and new ways of working.	72	19	9	72%	+2
Decisions and changes in my workgroup are clearly communicated in a timely way.	58	23	19	58%	+1
In my work area, we are encouraged to collaborate internally across the department.	67	23	10	67%	+3
In my work area, we are encouraged to collaborate externally across the sector and with industry.	52	34	14	52%	+2
In addition to my manager, I know the channels I can raise Work, Health and Safety concerns through.	79	16	5	79%	-1
The wellbeing initiatives that are offered by DSITI are relevant to me and assist me in nurturing my own health and wellbeing.	45	42	13	45%	-25

## 15 Appendix A – Strategic priorities by demographics

### Purpose

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

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

	Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
<b>Department of Science, Information Technology and Innovation</b>	2,189	55%	54%	65%
<b>Managerial status</b>				
Yes	504	61%	58%	77%
No	1,675	53%	52%	62%
<b>Employment status</b>				
Permanent	1,758	53%	51%	64%
Non-permanent	421	66%	66%	70%
<b>Full-time status</b>				
Full-time basis	1,895	55%	53%	65%
Part-time basis	286	59%	58%	69%
<b>FTE Salary</b>				
Under \$50,000	149	63%	64%	66%
\$50,000 - \$69,999	642	54%	56%	58%
\$70,000 - \$89,999	536	53%	50%	65%
\$90,000 or over	833	56%	53%	71%
<b>Time in agency</b>				
Less than 2 years	434	69%	70%	72%
2 to less than 6 years	407	54%	55%	65%
6 to less than 10 years	474	51%	52%	63%
10 to less than 14 years	404	54%	45%	63%
14 to less than 16 years	93	51%	50%	62%
16 to less than 20 years	164	50%	45%	63%
20 years or more	198	50%	48%	66%

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

### Purpose

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

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

		Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
<b>Department of Science, Information Technology and Innovation</b>		2,189	55%	54%	65%
<b>Age</b>	34 years or younger	397	61%	63%	69%
	35 to 44 years	649	53%	52%	67%
	45 to 54 years	701	51%	50%	62%
	55 years or older	422	60%	56%	66%
<b>Gender*</b>	Female	1,288	57%	55%	66%
	Male	867	54%	52%	66%
	X	16	11%	11%	36%
<b>Type of work</b>	Direct service delivery	281	69%	67%	69%
	Corporate services and administrative support/clerical	1,165	50%	49%	63%
	Other	738	58%	56%	68%
<b>Shiftwork</b>	Yes	68	66%	58%	64%
	No	2,113	55%	54%	66%

*\*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	60%	+6	25%	-2	15%	-4
Q33b	I am proud to tell others I work for my organisation	61%	+5	27%	-2	13%	-3
Q33c	I feel strong personal attachment to my organisation	53%	+5	29%	-2	18%	-3
Q33d	My organisation motivates me to help it achieve its objectives	52%	+6	30%	-3	18%	-3
Q33e	My organisation inspires me to do the best in my job	51%	+6	32%	-3	17%	-3
<b>Organisational leadership</b>							
Q31a	In my organisation, the leadership is of high quality	54%	+7	29%	-3	16%	-4
Q31c	Management model the behaviours expected of all employees	51%	+4	30%	-2	18%	-2
Q31d	In my organisation, the leadership operates with a high level of integrity	58%	+7	29%	-5	13%	-2
Q31f	My organisation is well managed	51%	+7	31%	-3	18%	-4
<b>Innovation</b>							
Q27a	I get the opportunity to develop new and better ways of doing my job	61%	+2	23%	+1	16%	-3
Q27b	I am encouraged to make suggestions about improving work processes and/or services	75%	+3	15%	-2	10%	-1
Q27c	Management is willing to act on suggestions to improve how things are done	61%	+6	23%	-3	16%	-3
Q27d	My workgroup uses research and expertise to identify better practice	59%	+1	28%	0	13%	-1
Q27e	My workgroup always tries to improve its performance	72%	0	20%	-1	8%	+1
Q27f	My organisation is open to new ideas	65%	+8	23%	-5	12%	-3

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

### Purpose

This section provides detailed information for each strategic priority and factor to enable in-depth discussions, action planning and 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	70%	+2	16%	0	13%	-2
Q22b	I have the tools I need to do my job effectively	73%	+3	15%	0	12%	-4
Q22c	I get the information I need to do my job well	68%	+4	18%	-2	14%	-2
Q22d	I have the authority necessary to do my job effectively	67%	+1	20%	+2	13%	-3
Q22e	My job gives me opportunities to utilise my skills	69%	+1	17%	0	14%	-1
Q34b	Your ability to work on your own initiative	79%	+2	13%	-1	8%	-2
<b>Workload and health</b>							
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with overload	33%	+1	37%	+1	30%	-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	45%	+1	31%	+1	25%	-2
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	49%	+1	29%	-1	23%	0
<b>Learning and development</b>							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	60%	+6	21%	-2	19%	-4
Q28e	I am able to access relevant learning and development opportunities	58%	+6	25%	-3	17%	-3
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	51%	+3	30%	-1	18%	-2
Q28g	I am satisfied with the opportunities available for career development	42%	+7	28%	0	30%	-6
Q31b	My organisation is committed to developing its employees	53%	+8	29%	-4	19%	-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 workshopping.

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>My workgroup</b>							
Q24a	People in my workgroup treat each other with respect	79%	-3	11%	+1	10%	+2
Q24b	I receive help and support from other people in my workgroup	85%	-2	10%	+1	5%	0
Q24c	People in my workgroup are honest, open and transparent in their dealings	73%	-1	17%	0	10%	+1
Q24d	People in my workgroup use their time and resources efficiently	65%	-3	21%	+1	14%	+3
Q24e	People in my workgroup treat customers with respect	89%	0	9%	-1	2%	0
Q24f	People in my workgroup are committed to delivering excellent service to customers	84%	-3	13%	+2	3%	0
Q24g	People in my workgroup do their jobs effectively	74%	-4	18%	+3	8%	+1
<b>My manager</b>							
Q29a	My manager treats employees with dignity and respect	82%	0	10%	0	8%	0
Q29b	My manager listens to what I have to say	81%	0	11%	-1	8%	0
Q29c	My manager keeps me informed about what's going on	72%	+1	15%	-1	13%	0
Q29d	My manager understands my work	75%	0	14%	0	11%	0
Q29e	My manager creates a shared sense of purpose	70%	0	18%	0	12%	0
Q29f	My manager demonstrates honesty and integrity	79%	0	14%	0	7%	+1
Q29g	My manager draws the best out of me	61%	+1	24%	-2	15%	+1

## 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.

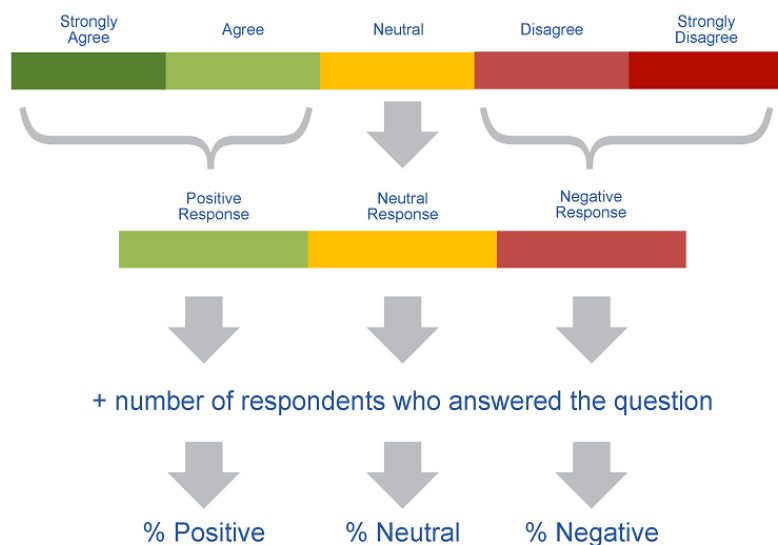
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>Organisational fairness</b>							
Q25f	Performance is assessed and rewarded fairly in my workplace	37%	+3	33%	0	29%	-3
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	40%	+1	27%	+1	34%	-2
Q25h	People are treated fairly and consistently in my workplace	53%	+1	23%	-2	24%	+1
Q25i	People take responsibility for their decisions and actions in my workplace	54%	+2	28%	-2	18%	0
Q31e	Recruitment and promotion decisions in this organisation are fair	41%	+4	32%	-5	27%	0
<b>Anti-discrimination</b>							
Q32a	Age is not a barrier to success in my organisation	67%	-3	22%	+2	11%	+2
Q32b	Gender is not a barrier to success in my organisation	74%	0	17%	-1	10%	+2
Q32c	Disability is not a barrier to success in my organisation	65%	-3	30%	+2	5%	+1
Q32d	Cultural background is not a barrier to success in my organisation	72%	-1	22%	-1	5%	+2
Q32e	Sexual orientation is not a barrier to success in my organisation	72%	-1	25%	0	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.