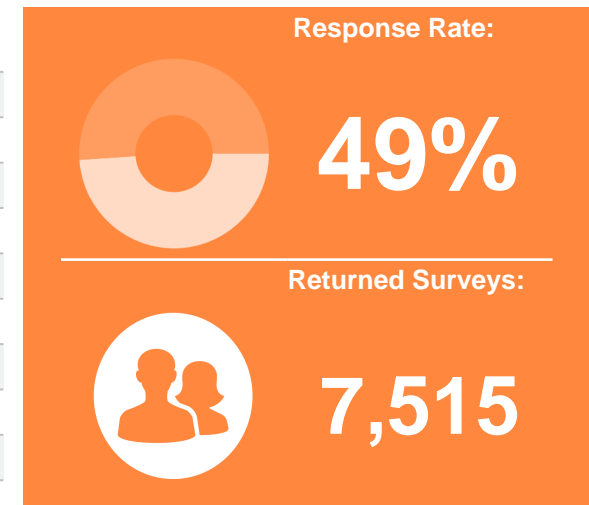


Queensland Police Service

Highlight Report

Report Content

Reporting Framework	
STRATEGIC PRIORITIES	01 Driver analysis scorecard
	02 Factors
	03 Factors by division
WORKPLACE CLIMATE	04 Workplace climate
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	08 Leadership behaviour in your agency
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APPENDICES	14 Appendix A – Strategic priorities by demographics
	15 Appendix B – Strategic priorities and factors by item
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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.

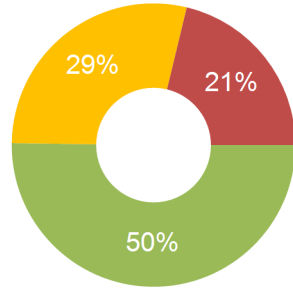


01 Driver analysis scorecard

Purpose

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

Agency engagement

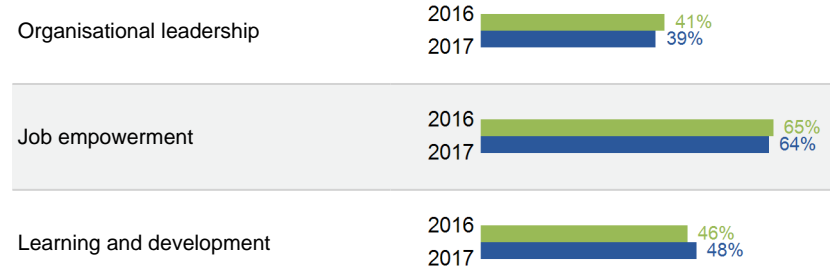


% positive change since 2016

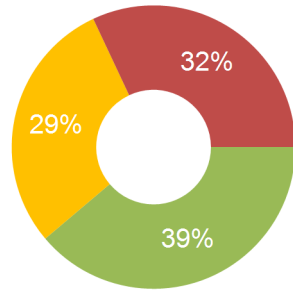
-3

Top 3 drivers

% Positive



Organisational Leadership

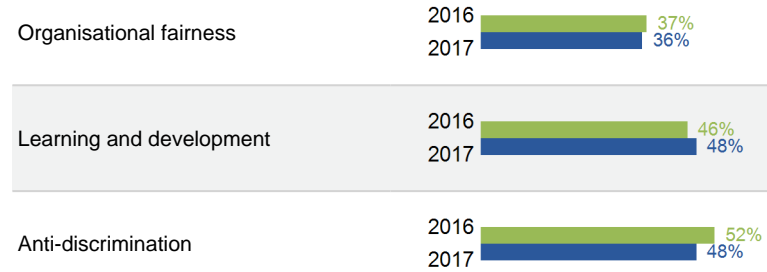


% positive change since 2016

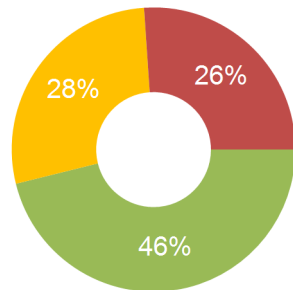
-3

Top 3 drivers

% Positive



Innovation

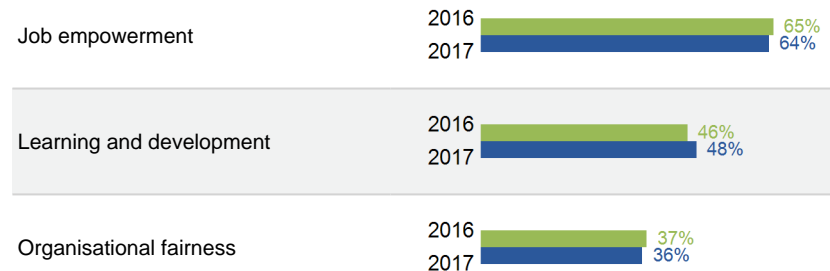


% positive change since 2016

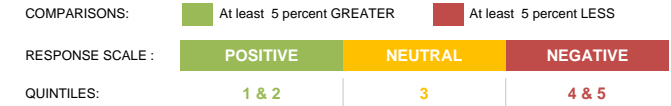
+1

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*	50	29	21	50%	-3	-8	41 - 82	5
Job empowerment	64	19	18	64%	-1	-8	60 - 86	5
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	33	31	36	33%	+1	-7	29 - 68	5
Learning and development	48	25	28	48%	+2	-8	33 - 82	5
My workgroup	72	18	10	72%	-1	-4	58 - 92	5
My manager	67	18	15	67%	0	-4	57 - 84	4
Organisational leadership*	39	29	32	39%	-3	-12	29 - 85	5
Organisational fairness	36	26	38	36%	-1	-7	26 - 67	5
Anti-discrimination	48	29	23	48%	-4	-18	48 - 96	5
Innovation*	46	28	26	46%	+1	-14	46 - 89	5

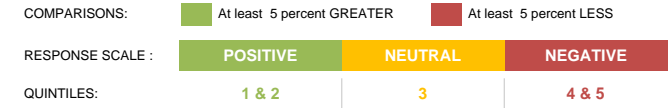
03 Factors by division

Purpose

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

	Queensland Police Service % positive	Commissioner & Commissioner's Office	External Agencies	Regional Operations	Specialist Operations	Strategy Policy & Performance
<i>This section shows the % positive scores for divisions within the agency</i>						
Number of respondents	7,515	10	90	3760	2376	611
Agency engagement*	50%	100%	54%	47%	53%	61%
Job empowerment	64%	88%	70%	61%	68%	75%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	33%	63%	46%	27%	40%	44%
Learning and development	48%	88%	45%	46%	48%	58%
My workgroup	72%	87%	76%	72%	71%	79%
My manager	67%	98%	64%	66%	69%	74%
Organisational leadership*	39%	94%	53%	34%	43%	49%
Organisational fairness	36%	80%	42%	34%	37%	44%
Anti-discrimination	48%	80%	60%	45%	52%	53%
Innovation*	46%	78%	54%	40%	54%	64%

04 Workplace climate



Purpose

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

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

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

	Response scale (%)			% positive	vs 2016	vs Qld public sector	Range of all agencies	Your agency quintile
● Safety, health and wellness*	43	28	28	43%	-6	-11	43 - 82	5
● Effectiveness and innovation*	50	25	25	50%	0	-7	49 - 77	5
● People and relationships	72	18	10	72%	-1	-4	56 - 92	5
● Fairness and trust*	47	26	27	47%	-1	-11	46 - 78	5
● Performance and development	47	25	28	47%	+1	-8	41 - 74	5
● Leadership and engagement	55	24	21	55%	-2	-7	49 - 81	5
● My job	73	15	12	73%	-1	-5	58 - 89	5

* 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 Police Service % positive	Commissioner & Commissioner's Office	External Agencies	Regional Operations	Specialist Operations	Strategy Policy & Performance
<i>This section shows the % positive scores for divisions within the agency</i>						
Number of respondents	7,515	10	90	3760	2376	611
● Safety, health and wellness*	43%	71%	53%	39%	48%	55%
● Effectiveness and innovation*	50%	72%	56%	46%	55%	61%
● People and relationships	72%	88%	75%	72%	72%	79%
● Fairness and trust*	47%	80%	56%	45%	49%	54%
● Performance and development	47%	86%	46%	46%	49%	57%
● Leadership and engagement	55%	98%	58%	53%	58%	64%
● My job	73%	89%	74%	71%	75%	79%

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

06 Workplace climate by item

Purpose

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

New items were added to this index in 2017.

● Safety, health and wellness		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement	29	35	35	29%	+1	-2
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	37	30	33	37%	0	-6
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	33	29	39	33%	+1	-12
Q23f	My work contributes positively to my quality of life*	32	36	31	32%	-	-12
Q24h	People in my workgroup are committed to workplace safety	76	19	5	76%	0	-6
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	57	27	15	57%	-	-10
Q25b	My workplace culture supports people to achieve a good work/life balance	52	22	26	52%	+2	-10
Q25c	There is adequate focus on workplace safety at my workplace	71	19	10	71%	-1	-8

* New in 2017, no trend

06 Workplace climate by item

Purpose

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

New items were added to this index in 2017.

● Safety, health and wellness (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29h	My manager proactively discusses flexible work arrangements*	41	28	31	41%	-	-9
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	33	25	43	33%	-	-18
Q31h	The wellbeing of employees is a priority for my organisation*	32	25	43	32%	-	-17
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>	25	36	39	25%	-	-16
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	53	23	24	53%	+2	-11
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	36	41	23	36%	-	-19

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Effectiveness and innovation		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q22b	I have the tools I need to do my job effectively	57	18	25	57%	0	-14
Q22c	I get the information I need to do my job well	60	22	18	60%	-2	-8
Q22d	I have the authority necessary to do my job effectively	65	18	17	65%	-4	-4
Q23c	I feel my job is secure	75	14	11	75%	-2	+17
Q23d	There is too much 'red tape' in my work (e.g. Regulatory or administrative processes) <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	11	23	66	11%	0	-8
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	55	28	17	55%	-	-10
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	17	37	46	17%	0	-2
Q25e	Disruptions and/or noise at my workplace make it hard to get things done <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	48	28	24	48%	-1	+2
Q26a	My workplace has undergone significant change in the past 12 months	42	32	26	42%	+2	-10

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Effectiveness and innovation (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q27a	I get the opportunity to develop new and better ways of doing my job	44	27	28	44%	+1	-13
Q27b	I am encouraged to make suggestions about improving work processes and/or services	54	22	24	54%	0	-13
Q27c	Management is willing to act on suggestions to improve how things are done	40	28	32	40%	0	-13
Q27d	My workgroup uses research and expertise to identify better practice	41	33	26	41%	+2	-14
Q27e	My workgroup always tries to improve its performance	58	26	15	58%	-1	-11
Q27f	My organisation is open to new ideas	39	30	31	39%	+1	-16
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	66	18	16	66%	0	-3
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	75	15	10	75%	-1	-2
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	59	26	16	59%	-2	-5

06 Workplace climate by item (cont.)

Purpose

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

● People and relationships		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q24a	People in my workgroup treat each other with respect	71	16	14	71%	-1	-3
Q24b	I receive help and support from other people in my workgroup	80	13	7	80%	-1	-3
Q24c	People in my workgroup are honest, open and transparent in their dealings	64	21	15	64%	0	-3
Q24d	People in my workgroup use their time and resources efficiently	61	24	15	61%	-1	-4
Q24e	People in my workgroup treat customers with respect	80	16	4	80%	0	-6
Q24f	People in my workgroup are committed to delivering excellent service to customers	73	20	7	73%	0	-10
Q24g	People in my workgroup do their jobs effectively	74	17	9	74%	0	-1
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	75	17	8	75%	-2	-4

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Fairness and trust		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q25a	My workplace has an inclusive culture where diversity is valued and respected	63	25	12	63%	0	-9
Q25f	Performance is assessed and rewarded fairly in my workplace	30	29	41	30%	+1	-6
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	34	22	44	34%	-2	-4
Q25h	People are treated fairly and consistently in my workplace	47	23	30	47%	+1	-4
Q25i	People take responsibility for their decisions and actions in my workplace	47	28	24	47%	-1	-4
Q25j	I am able to speak up and share a different view to my colleagues and manager*	67	16	17	67%	-	-4
Q30a	My senior manager demonstrates honesty and integrity	71	18	11	71%	+5	0
Q31e	Recruitment and promotion decisions in this organisation are fair	20	28	52	20%	-3	-17

* 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	46	29	24	46%	-	-7
Q32a	Age is not a barrier to success in my organisation	45	26	29	45%	-8	-20
Q32b	Gender is not a barrier to success in my organisation	47	21	32	47%	-5	-22
Q32c	Disability is not a barrier to success in my organisation	34	39	27	34%	-5	-23
Q32d	Cultural background is not a barrier to success in my organisation	56	30	14	56%	-2	-13
Q32e	Sexual orientation is not a barrier to success in my organisation	57	30	13	57%	-1	-13
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	43	26	31	43%	-6	-11
Q32g	Women and men have equal access to work experiences that support career progression*	47	21	32	47%	-	-20

* 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	47	26	28	47%	-1	-10	
Q28b	My performance is assessed against clear criteria	45	29	26	45%	-1	-6	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	56	20	23	56%	+2	-6	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	36	26	38	36%	+4	-5	
Q28e	I am able to access relevant learning and development opportunities	53	25	22	53%	+3	-9	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	52	27	21	52%	+2	-7	
Q28g	I am satisfied with the opportunities available for career development	38	24	39	38%	+1	-7	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	46	23	31	46%	0	-9	
Q28i	I develop new knowledge and skills through undertaking tasks at work	63	21	16	63%	+1	-9	
Q31b	My organisation is committed to developing its employees	38	29	34	38%	0	-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.

● Leadership and engagement		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29a	My manager treats employees with dignity and respect	75	13	12	75%	+1	-3
Q29b	My manager listens to what I have to say	72	15	13	72%	-1	-5
Q29c	My manager keeps me informed about what's going on	63	18	19	63%	-1	-5
Q29d	My manager understands my work	72	15	13	72%	0	-1
Q29e	My manager creates a shared sense of purpose	61	22	17	61%	0	-6
Q29f	My manager demonstrates honesty and integrity	75	15	10	75%	0	-2
Q29g	My manager draws the best out of me	51	29	20	51%	-1	-6
Q31a	In my organisation, the leadership is of high quality	39	28	33	39%	-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.

● Leadership and engagement (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31c	Management model the behaviours expected of all employees	39	28	33	39%	-4	-11
Q31d	In my organisation, the leadership operates with a high level of integrity	46	30	24	46%	-2	-9
Q31f	My organisation is well managed	32	30	38	32%	-2	-16
Q33a	I would recommend my organisation as a great place to work	48	29	23	48%	-4	-12
Q33b	I am proud to tell others I work for my organisation	62	24	14	62%	-2	-6
Q33c	I feel strong personal attachment to my organisation	60	24	17	60%	-3	+1
Q33d	My organisation motivates me to help it achieve its objectives	41	33	26	41%	-3	-12
Q33e	My organisation inspires me to do the best in my job	40	33	27	40%	-3	-13

06 Workplace climate by item (cont.)

Purpose

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

● My job		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q21a	I understand what is expected of me to do well in my job	88	6	6	88%	-1	-2
Q21b	I understand how my work contributes to my organisation's objectives	86	8	6	86%	-3	-4
Q22a	I have a choice in deciding how I do my work	57	21	22	57%	0	-10
Q22e	My job gives me opportunities to utilise my skills	70	17	12	70%	-2	-5
Q22f	I enjoy the work in my current job	72	17	11	72%	0	-4
Q22g	My job gives me a feeling of personal accomplishment	63	21	16	63%	-2	-6
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	75	15	10	75%	0	-1
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	75	15	10	75%	0	-5
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	66	18	16	66%	-2	-7

07 Most changed since 2016, by item

Purpose

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

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

The survey items with the most positive change	Index	% positive 2017	vs 2016
My senior manager demonstrates honesty and integrity	Fairness and trust	71%	+5
I am encouraged to pursue developmental opportunities in other workplaces	Performance and development	36%	+4
I intend to leave my organisation within the next 12 months	Non factorial item	76%	+3
I am able to access relevant learning and development opportunities	Performance and development	53%	+3
Learning and development activities I have completed in the past 12 months have helped to improve my performance	Performance and development	52%	+2

The survey items with the most negative change	Index	% positive 2017	vs 2016
Age is not a barrier to success in my organisation	Fairness and trust	45%	-8
If I raised a complaint, I feel confident that it would be taken seriously	Fairness and trust	43%	-6
Disability is not a barrier to success in my organisation	Fairness and trust	34%	-5
Gender is not a barrier to success in my organisation	Fairness and trust	47%	-5
I would recommend my organisation as a great place to work	Leadership and engagement	48%	-4

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
Upholds ethical standards and principles	38%	+6
Demonstrates sound judgment	36%	+9
Delegates work effectively and monitors performance	30%	+6
Empowers their team to perform at their best	30%	-2
Builds effective working relationships with others	29%	+1
Responds confidently when faced with uncertainty	25%	+1
Supports their team to adapt to change	22%	-5
Takes responsibility for team development	18%	+2
Implements improved ways of doing things	17%	-3
Encourages a strong customer and stakeholder focus	17%	-9
Describes how their team's work aligns to organisational objectives	13%	-4
Applies sound business management skills	13%	-1
Actively seeks feedback for personal development	7%	0

	Proportion	vs Qld public sector
Upholds ethical standards and principles	38%	+10
Empowers their team to perform at their best	37%	+2
Builds effective working relationships with others	36%	-3
Demonstrates sound judgment	36%	+6
Responds confidently when faced with uncertainty	27%	0
Takes responsibility for team development	22%	+3
Implements improved ways of doing things	21%	-4
Delegates work effectively and monitors performance	19%	+1
Actively seeks feedback for personal development	16%	-4
Supports their team to adapt to change	16%	-3
Applies sound business management skills	13%	-1
Encourages a strong customer and stakeholder focus	12%	-6
Describes how their team's work aligns to organisational objectives	8%	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

Proportion vs Qld public sector

DEMONSTRATED

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

	Proportion	vs Qld public sector
Demonstrates sound judgment	39%	+9
Upholds ethical standards and principles	38%	+6
Delegates work effectively and monitors performance	28%	+6
Builds effective working relationships with others	28%	-1
Responds confidently when faced with uncertainty	26%	+1
Empowers their team to perform at their best	25%	-1
Supports their team to adapt to change	22%	-4
Takes responsibility for team development	19%	+2
Encourages a strong customer and stakeholder focus	19%	-9
Implements improved ways of doing things	17%	-3
Applies sound business management skills	17%	0
Describes how their team's work aligns to organisational objectives	14%	-5
Actively seeks feedback for personal development	6%	-1

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
Empowers their team to perform at their best	38%	+3
Implements improved ways of doing things	33%	+2
Takes responsibility for team development	31%	+1
Actively seeks feedback for personal development	30%	-1
Delegates work effectively and monitors performance	28%	-2
Supports their team to adapt to change	26%	0
Builds effective working relationships with others	25%	+1
Describes how their team's work aligns to organisational objectives	18%	-2
Responds confidently when faced with uncertainty	16%	-2
Demonstrates sound judgment	15%	+2
Upholds ethical standards and principles	13%	+1
Applies sound business management skills	13%	0
Encourages a strong customer and stakeholder focus	11%	-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
Demonstrates sound judgment	36%	+8
Manages and prioritises resources to achieve the best outcomes	35%	+3
Takes a 'big picture' view of issues or problems	34%	-1
Takes responsibility for upholding ethical standards and principles	27%	+2
Empowers individuals and teams to build capability	26%	-1
Encourages collaboration and inclusion across workgroups	25%	-4
Builds effective networks across the organisation and sector	22%	+2
Encourages innovative ideas and solutions	22%	-4
Motivates others to perform at their best	20%	+1
Demonstrates sound business acumen	17%	+1
Manages ambiguity and politics effectively	16%	-1
Leads change and culture initiatives	11%	-4
Actively seeks feedback for personal development	7%	-1
Motivates others to perform at their best	42%	+6
Empowers individuals and teams to build capability	35%	+3
Manages and prioritises resources to achieve the best outcomes	34%	-2
Demonstrates sound judgment	32%	+5
Takes responsibility for upholding ethical standards and principles	26%	+5
Takes a 'big picture' view of issues or problems	23%	-4
Leads change and culture initiatives	20%	-3
Encourages innovative ideas and solutions	19%	-1
Builds effective networks across the organisation and sector	18%	-2
Encourages collaboration and inclusion across workgroups	16%	-1
Actively seeks feedback for personal development	15%	-2
Manages ambiguity and politics effectively	11%	-3
Demonstrates sound business acumen	8%	-2

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
Demonstrates sound judgment	38%	+7
Takes a 'big picture' view of issues or problems	34%	0
Manages and prioritises resources to achieve the best outcomes	33%	0
Builds effective networks across the organisation and sector	28%	+4
Takes responsibility for upholding ethical standards and principles	25%	+2
Encourages collaboration and inclusion across workgroups	23%	-4
Encourages innovative ideas and solutions	20%	-3
Empowers individuals and teams to build capability	20%	-3
Motivates others to perform at their best	19%	-1
Demonstrates sound business acumen	19%	+1
Manages ambiguity and politics effectively	18%	0
Leads change and culture initiatives	12%	-3
Actively seeks feedback for personal development	7%	0
Motivates others to perform at their best	40%	+6
Empowers individuals and teams to build capability	36%	+1
Encourages innovative ideas and solutions	30%	+3
Actively seeks feedback for personal development	28%	-1
Manages ambiguity and politics effectively	26%	-1
Manages and prioritises resources to achieve the best outcomes	25%	-1
Encourages collaboration and inclusion across workgroups	23%	0
Leads change and culture initiatives	23%	-2
Takes a 'big picture' view of issues or problems	19%	0
Demonstrates sound judgment	15%	+1
Takes responsibility for upholding ethical standards and principles	13%	-1
Builds effective networks across the organisation and sector	12%	-5
Demonstrates sound business acumen	8%	-1

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	43%	+4
Directs and prioritises resources to achieve the best outcomes	37%	+8
Stands behind their decisions in the face of adversity	36%	+7
Navigates complex issues, politics and ambiguous situations effectively	28%	-8
Inspires others to perform at their best	25%	+3
Builds strong relationships that influence organisational and sector outcomes	24%	-3
Creates a culture of continuous improvement	20%	-3
Is compelling when communicating the organisational strategy	15%	+1
Nurtures a learning and development culture	15%	-1
Adopts a system-wide view of issues to inform action	14%	-6
Seeks feedback to strengthen leadership approach	13%	0
Demonstrates commercial acumen in managing corporate risk	12%	-2
Leads change with agility	11%	-2
Inspires others to perform at their best	48%	+6
Models high levels of ethical and professional behaviour	44%	+6
Builds strong relationships that influence organisational and sector outcomes	30%	-6
Creates a culture of continuous improvement	28%	+3
Directs and prioritises resources to achieve the best outcomes	27%	+2
Stands behind their decisions in the face of adversity	23%	+8
Navigates complex issues, politics and ambiguous situations effectively	21%	-9
Seeks feedback to strengthen leadership approach	20%	0
Leads change with agility	20%	-2
Nurtures a learning and development culture	16%	+3
Is compelling when communicating the organisational strategy	11%	-2
Adopts a system-wide view of issues to inform action	5%	-7
Demonstrates commercial acumen in managing corporate risk	5%	-2

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

Models high levels of ethical and professional behaviour	38%	+2
Directs and prioritises resources to achieve the best outcomes	36%	+6
Stands behind their decisions in the face of adversity	33%	+5
Navigates complex issues, politics and ambiguous situations effectively	27%	-8
Inspires others to perform at their best	26%	+5
Builds strong relationships that influence organisational and sector outcomes	25%	-3
Creates a culture of continuous improvement	20%	-1
Is compelling when communicating the organisational strategy	18%	+1
Adopts a system-wide view of issues to inform action	17%	-6
Demonstrates commercial acumen in managing corporate risk	16%	0
Nurtures a learning and development culture	14%	-1
Seeks feedback to strengthen leadership approach	14%	0
Leads change with agility	13%	-1
Inspires others to perform at their best	40%	+3
Seeks feedback to strengthen leadership approach	34%	-2
Nurtures a learning and development culture	29%	+3
Creates a culture of continuous improvement	27%	+1
Directs and prioritises resources to achieve the best outcomes	25%	-1
Builds strong relationships that influence organisational and sector outcomes	23%	+1
Leads change with agility	22%	+1
Stands behind their decisions in the face of adversity	20%	+1
Models high levels of ethical and professional behaviour	20%	+1
Navigates complex issues, politics and ambiguous situations effectively	17%	0
Adopts a system-wide view of issues to inform action	16%	-1
Is compelling when communicating the organisational strategy	15%	-5
Demonstrates commercial acumen in managing corporate risk	9%	-1

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	58%	+8
Builds strong relationships that influence organisational and sector outcomes	45%	+13
Models high levels of ethical and professional behaviour	40%	-9
Nurtures a learning and development culture	28%	+5
Creates a culture of continuous improvement	25%	-6
Stands behind their decisions in the face of adversity	25%	+7
Navigates complex issues, politics and ambiguous situations effectively	22%	-6
Directs and prioritises resources to achieve the best outcomes	18%	-1
Is compelling when communicating the organisational strategy	17%	+4
Leads change with agility	11%	-2
Seeks feedback to strengthen leadership approach	11%	-5
Adopts a system-wide view of issues to inform action	2%	-6
Demonstrates commercial acumen in managing corporate risk	0%	-2

	Proportion	vs Qld public sector
Inspires others to perform at their best	42%	+3
Builds strong relationships that influence organisational and sector outcomes	39%	+6
Creates a culture of continuous improvement	39%	+14
Models high levels of ethical and professional behaviour	38%	0
Navigates complex issues, politics and ambiguous situations effectively	30%	-6
Leads change with agility	27%	+6
Directs and prioritises resources to achieve the best outcomes	23%	0
Is compelling when communicating the organisational strategy	16%	+3
Stands behind their decisions in the face of adversity	16%	+3
Seeks feedback to strengthen leadership approach	14%	-6
Nurtures a learning and development culture	13%	-2
Adopts a system-wide view of issues to inform action	9%	-9
Demonstrates commercial acumen in managing corporate risk	2%	-5

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
Models high levels of ethical and professional behaviour	47%	+16
Builds strong relationships that influence organisational and sector outcomes	38%	+11
Navigates complex issues, politics and ambiguous situations effectively	38%	+4
Directs and prioritises resources to achieve the best outcomes	30%	0
Adopts a system-wide view of issues to inform action	25%	-5
Stands behind their decisions in the face of adversity	23%	+1
Inspires others to perform at their best	22%	+6
Creates a culture of continuous improvement	18%	-6
Demonstrates commercial acumen in managing corporate risk	15%	-4
Is compelling when communicating the organisational strategy	15%	-5
Nurtures a learning and development culture	12%	-5
Seeks feedback to strengthen leadership approach	10%	-4
Leads change with agility	7%	-4
Seeks feedback to strengthen leadership approach	41%	+9
Creates a culture of continuous improvement	39%	+11
Nurtures a learning and development culture	34%	+11
Leads change with agility	33%	+11
Inspires others to perform at their best	31%	-2
Directs and prioritises resources to achieve the best outcomes	28%	-1
Builds strong relationships that influence organisational and sector outcomes	19%	-4
Is compelling when communicating the organisational strategy	19%	-2
Stands behind their decisions in the face of adversity	16%	-1
Models high levels of ethical and professional behaviour	14%	-11
Navigates complex issues, politics and ambiguous situations effectively	13%	-7
Adopts a system-wide view of issues to inform action	9%	-10
Demonstrates commercial acumen in managing corporate risk	2%	-7

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	78%	-2	+34
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	22%	+2	-34
None of the above	78%	-2	+34
Flexible work hours for example accumulated hours as 'flexitime'	9%	-	-21
Part time work	5%	-1	-12
Flexible work hours for example start late or early to meet responsibilities external to work*	5%	-	-7
Hot desks	4%	0	+1
Leave at half pay	3%	0	-1
Other, please specify	1%	0	-1
Purchased leave/extended leave/deferred salary schemes	1%	0	0
Job sharing	1%	0	-1
Telecommuting	1%	0	-3
Compressed work hours	0%	0	-1
Casual/on call	0%	0	-3
Part-year work/annualised hours	0%	0	0
Term-time working	0%	0	0

* New in 2017, no trend

09 Flexible work options (cont.)

Purpose

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

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

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

	Proportion	vs 2016	vs Qld public sector
Yes, I requested flexibility	9%	+1	-10
No, I have not made a request but I am content with my current arrangements	79%	0	+10
No, I have not made a request but I am not content with my current arrangements	12%	-1	+1

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	60%	-6
Partially granted	15%	+1
Declined – no reason given	10%	+3
Declined – reason provided	8%	0
I have not received a reply as yet	6%	+2

* 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
Flexible working is frowned upon/not supported by my workplace culture	40%	-1	+10
I feel flexibility is not possible in my current job	36%	-12	+7
I felt it would limit my career	32%	+6	+12
I didn't feel I had the right to	22%	-4	+5
None of the Above*	22%	-	-2
I was concerned that it may negatively impact my team	21%	+4	+2
I didn't feel confident presenting my case or negotiating arrangements with my manager	21%	0	-1
I felt it would limit my access to training and development	18%	+5	+11
I don't feel confident in my manager's ability to manage staff working flexibly	16%	+2	+4
I feel the technology I currently have access to does not support flexible working	8%	+2	+2

* New in 2017, no trend

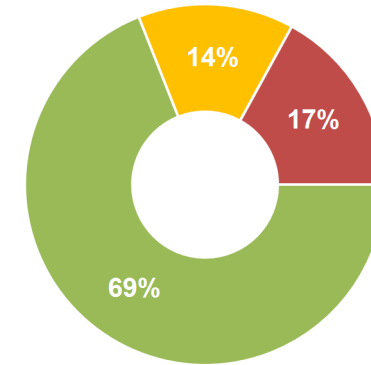
10 Domestic and family violence

Purpose

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

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

Overall	% proportion	vs 2016	vs Qld public sector
Yes	69%	+2	-6
No	17%	-1	+5
Don't know	14%	-1	+2



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	78%	+2	-8
No	13%	-2	+6
Don't Know	8%	+1	+2

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	65%	+3	-7
No	18%	-1	+5
Don't Know	17%	-3	+2

10 Domestic and family violence (cont.)

Purpose

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

Managers <i>Manage one or more employees</i>	% positive	vs 2016	vs Qld public sector
I am confident that I could sensitively communicate with employees affected by domestic and family violence	90%	+1	+8
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	92%	+1	+10
If I was made aware (e.g. by other colleagues) that domestic and family violence was affecting an employee, I am confident that I could respond appropriately	92%	+2	+10

Non-managers <i>Manage no employees</i>	% positive	vs 2016	vs Qld public sector
I am confident that I could sensitively communicate with colleagues affected by domestic and family violence	78%	+1	+7
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	78%	+1	+7

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

Managers <i>Manage one or more employees</i>	% proportion	vs Qld public sector	Non-managers <i>Manage no employees</i>	% proportion	vs Qld public sector
Yes	22%	+6	Yes	8%	+1
No	74%	-6	No	86%	-1
Don't Know	1%	-1	Don't Know	2%	-1
Prefer not to say	4%	+1	Prefer not to say	4%	+1

* New in 2017, no trend

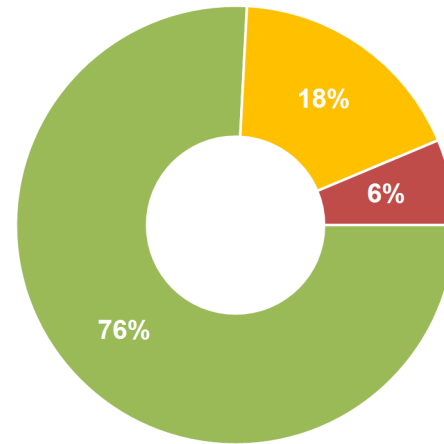
* New in 2017, no trend

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.



76%

of employees agreed with the statement:

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

% positive change since 2016

+3

vs Qld public sector

+9

Reasons for leaving	Proportion	vs Qld public sector
Career or job opportunities	54%	+1
Stress/Health	46%	+13
The workplace culture	41%	+1
Pay and conditions	38%	+10
Professional/personal development	37%	+1
Balancing work and life commitments	29%	+7
Work hours	23%	+8
Your relationship with your manager	20%	-3
Family/carer responsibilities	16%	+3
The location of your workplace or the time spent commuting	15%	-3
Fit between work and your interests	11%	0
Other (please specify)	11%	0
Job security	10%	-8
Retirement	9%	+1
Your relationship with your colleagues	8%	-2
Travel plans	4%	-2
Contract expiring	3%	-9

12 Bullying and sexual harassment

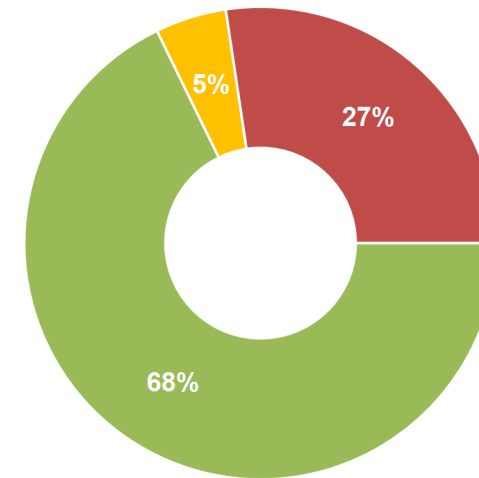
Purpose

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

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

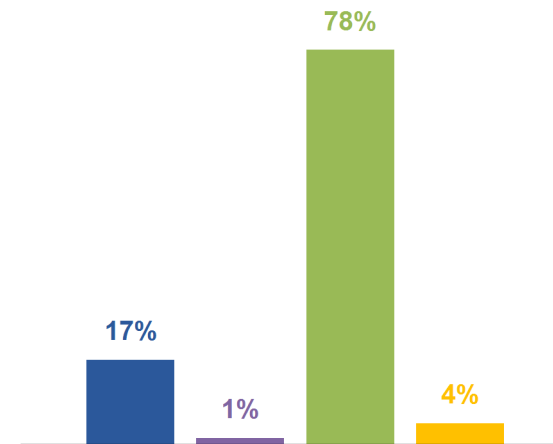
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
Yes	27%	+1	0
No	68%	-1	+1
Don't know	5%	0	-1



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

	Proportion	vs 2016	vs Qld public sector
Bullying	17%	+1	0
Sexual Harassment	1%	0	0
No	78%	-1	0
Don't Know	4%	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.

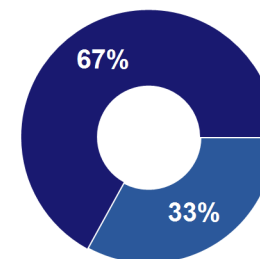
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A senior manager	41%	+1	+10
A fellow worker	37%	+1	-6
Your immediate manager/supervisor	36%	-5	+2
A group of fellow workers	17%	0	+3
Prefer not to specify	7%	-1	-1
A member of the public	6%	-2	+1
A worker that reports to you	4%	-1	-1
A client/customer	4%	-1	-4
A representative of another agency	2%	+1	0
Other	1%	0	0
A consultant/service provider	1%	0	-1

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Inappropriate and unfair application of work policies or rules	55%	+1	+13
Verbal abuse	54%	0	-4
Other	27%	-3	0
Interference with your personal property or work equipment	11%	-1	+3
Physical behaviour (e.g. assault or aggressive body language)	11%	-1	0
Cyber bullying	8%	+2	+2
'Initiations' or pranks	6%	-1	-1

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	58%	0	+2
It could affect my career	55%	-5	+10
I did not think it was worth the hassle of going through the report process	45%	+1	+7
I did not want to upset relationships in the workplace	38%	-1	-1
Managers accepted the behaviour	36%	+5	+3
I did not have enough evidence	15%	+5	-5
I did not think the bullying was serious enough	14%	+1	-2
Other	10%	0	-1
The matter was resolved informally	6%	+3	-1
I did not know how to report it	4%	+1	-1

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.

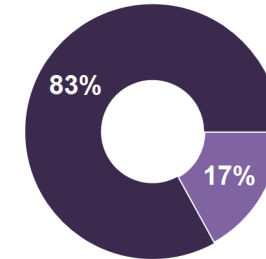
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you SEXUALLY HARASSED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	59%	+6	+6
A senior manager	17%	-2	+2
Your immediate manager/supervisor	17%	+5	+3
A group of fellow workers	12%	-5	+4
Prefer not to specify	12%	-6	0
A member of the public	11%	+3	+3
A client/customer	7%	+6	-5
A representative of another agency	2%	+1	0
A worker that reports to you	2%	+1	-1
Other	1%	0	-1
A consultant/service provider	0%	-1	-2

What type of SEXUAL HARASSMENT did you experience?	Proportion	vs 2016	vs Qld public sector
Remarks of a sexual nature	69%	-	-4
Any other unwelcome conduct of a sexual nature in relation to you	38%	-	+11
Unwanted physical intimacy	31%	-	-5
Unwelcome demand or request, either directly or implied, for sexual favours	6%	-	-10

Did you report the SEXUAL HARASSMENT?

No



Yes

Why did you not report the SEXUAL HARASSMENT?

Why did you not report the SEXUAL HARASSMENT?	Proportion	vs 2016	vs Qld public sector
It could affect my career	48%	-2	+13
I did not think any action would be taken	44%	+7	+3
I did not want to upset relationships in the workplace	43%	-5	+5
I did not think it was worth the hassle of going through the report process	42%	+2	+4
I did not think the sexual harassment was serious enough	31%	+16	+1
Managers accepted the behaviour	25%	-4	+3
I did not have enough evidence	13%	-9	-8
Other	12%	+1	+1
The matter was resolved informally	4%	-3	-10
I did not know how to report it	3%	-6	-5

13 Your view

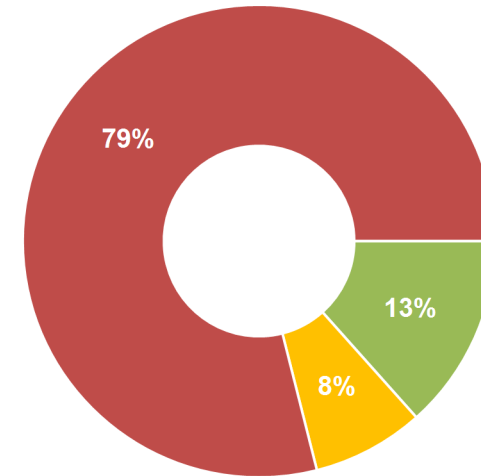
Purpose

This section is focused on understanding workplace improvement.

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

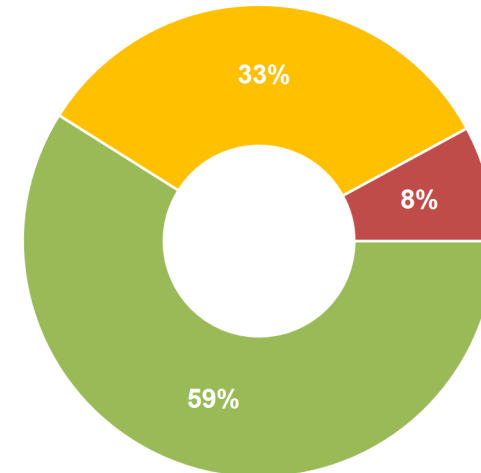
Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Yes	13%	+4	-17
No	79%	-5	+23
No, but I have not worked long in my organisation	8%	+2	-6



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

	Proportion	vs 2016	vs Qld public sector
Positive	59%	-5	-3
Neutral	33%	+3	+1
Negative	8%	+2	+2



14 Appendix A – Strategic priorities by demographics

Purpose

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

"Restricted" indicates a group with less than 10 respondents

	Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
Queensland Police Service	7,515	50%	39%	46%
Managerial status				
Yes	2,344	54%	39%	53%
No	5,148	49%	39%	43%
Employment status				
Permanent	7,212	49%	38%	45%
Non-permanent	277	74%	70%	65%
Full-time status				
Full-time basis	7,117	50%	38%	46%
Part-time basis	377	53%	45%	50%
FTE Salary				
Under \$50,000	425	72%	66%	58%
\$50,000 - \$69,999	1,187	57%	48%	46%
\$70,000 - \$89,999	2,085	45%	34%	39%
\$90,000 or over	3,754	49%	36%	49%
Time in agency				
Less than 2 years	791	73%	67%	58%
2 to less than 6 years	1,308	50%	38%	40%
6 to less than 10 years	1,210	46%	35%	39%
10 to less than 14 years	1,068	46%	35%	44%
14 to less than 16 years	429	45%	32%	44%
16 to less than 20 years	832	44%	33%	44%
20 years or more	1,863	51%	36%	52%

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

Purpose

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

"Restricted" indicates a group with less than 10 respondents

		Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
Queensland Police Service		7,515	50%	39%	46%
Age	34 years or younger	1,753	55%	45%	45%
	35 to 44 years	2,485	47%	37%	44%
	45 to 54 years	2,511	49%	36%	48%
	55 years or older	730	55%	42%	49%
Gender*	Female	2,781	55%	44%	49%
	Male	4,670	48%	36%	45%
	X	45	23%	16%	26%
Type of work	Direct service delivery	5,279	47%	34%	42%
	Corporate services and administrative support/clerical	951	64%	54%	60%
	Other	1,268	55%	47%	54%
Shiftwork	Yes	4,549	44%	32%	38%
	No	2,943	60%	50%	59%

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

15 Appendix B – Strategic priorities and factors by item

Purpose

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

Strategic priorities		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Agency engagement							
Q33a	I would recommend my organisation as a great place to work	48%	-4	29%	+2	23%	+2
Q33b	I am proud to tell others I work for my organisation	62%	-2	24%	+1	14%	+1
Q33c	I feel strong personal attachment to my organisation	60%	-3	24%	+2	17%	+1
Q33d	My organisation motivates me to help it achieve its objectives	41%	-3	33%	0	26%	+2
Q33e	My organisation inspires me to do the best in my job	40%	-3	33%	+1	27%	+2
Organisational leadership							
Q31a	In my organisation, the leadership is of high quality	39%	-2	28%	-2	33%	+4
Q31c	Management model the behaviours expected of all employees	39%	-4	28%	0	33%	+4
Q31d	In my organisation, the leadership operates with a high level of integrity	46%	-2	30%	0	24%	+2
Q31f	My organisation is well managed	32%	-2	30%	-2	38%	+4
Innovation							
Q27a	I get the opportunity to develop new and better ways of doing my job	44%	+1	27%	-1	28%	-1
Q27b	I am encouraged to make suggestions about improving work processes and/or services	54%	0	22%	-2	24%	+1
Q27c	Management is willing to act on suggestions to improve how things are done	40%	0	28%	0	32%	0
Q27d	My workgroup uses research and expertise to identify better practice	41%	+2	33%	-2	26%	+1
Q27e	My workgroup always tries to improve its performance	58%	-1	26%	0	15%	+1
Q27f	My organisation is open to new ideas	39%	+1	30%	-1	31%	+1

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

Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Job empowerment							
Q22a	I have a choice in deciding how I do my work	57%	0	21%	+1	22%	-1
Q22b	I have the tools I need to do my job effectively	57%	0	18%	+1	25%	-1
Q22c	I get the information I need to do my job well	60%	-2	22%	0	18%	+1
Q22d	I have the authority necessary to do my job effectively	65%	-4	18%	+1	17%	+3
Q22e	My job gives me opportunities to utilise my skills	70%	-2	17%	+2	12%	-1
Q34b	Your ability to work on your own initiative	75%	0	15%	0	10%	0
Workload and health							
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with overload	29%	+1	35%	-2	35%	+1
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with burn out	37%	0	30%	-1	33%	+1
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	33%	+1	29%	-1	39%	0
Learning and development							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	56%	+2	20%	-1	23%	-1
Q28e	I am able to access relevant learning and development opportunities	53%	+3	25%	-2	22%	-1
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	52%	+2	27%	-1	21%	-1
Q28g	I am satisfied with the opportunities available for career development	38%	+1	24%	0	39%	-1
Q31b	My organisation is committed to developing its employees	38%	0	29%	-2	34%	+3

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

Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
My workgroup							
Q24a	People in my workgroup treat each other with respect	71%	-1	16%	0	14%	+1
Q24b	I receive help and support from other people in my workgroup	80%	-1	13%	+1	7%	0
Q24c	People in my workgroup are honest, open and transparent in their dealings	64%	0	21%	-1	15%	+1
Q24d	People in my workgroup use their time and resources efficiently	61%	-1	24%	0	15%	+1
Q24e	People in my workgroup treat customers with respect	80%	0	16%	0	4%	0
Q24f	People in my workgroup are committed to delivering excellent service to customers	73%	0	20%	0	7%	0
Q24g	People in my workgroup do their jobs effectively	74%	0	17%	0	9%	0
My manager							
Q29a	My manager treats employees with dignity and respect	75%	+1	13%	-1	12%	0
Q29b	My manager listens to what I have to say	72%	-1	15%	0	13%	+1
Q29c	My manager keeps me informed about what's going on	63%	-1	18%	0	19%	+1
Q29d	My manager understands my work	72%	0	15%	0	13%	0
Q29e	My manager creates a shared sense of purpose	61%	0	22%	0	17%	0
Q29f	My manager demonstrates honesty and integrity	75%	0	15%	0	10%	0
Q29g	My manager draws the best out of me	51%	-1	29%	+1	20%	0

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

Purpose

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

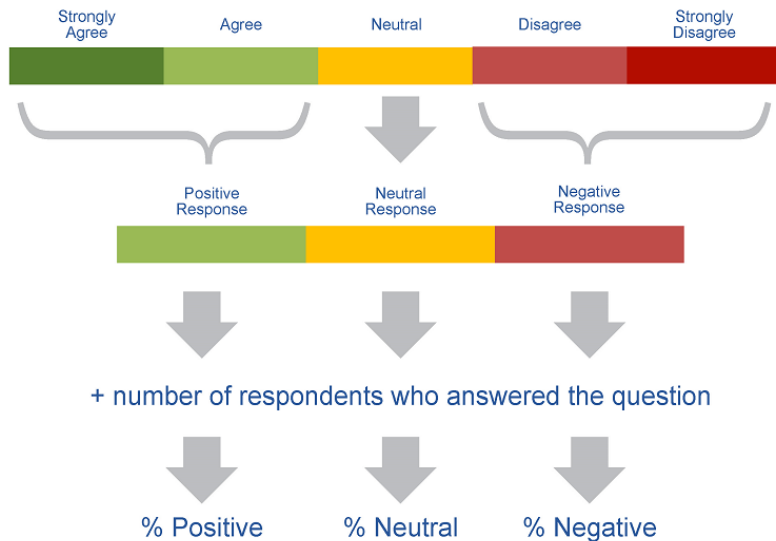
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Organisational fairness							
Q25f	Performance is assessed and rewarded fairly in my workplace	30%	+1	29%	-1	41%	0
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	34%	-2	22%	-1	44%	+3
Q25h	People are treated fairly and consistently in my workplace	47%	+1	23%	-1	30%	0
Q25i	People take responsibility for their decisions and actions in my workplace	47%	-1	28%	0	24%	+1
Q31e	Recruitment and promotion decisions in this organisation are fair	20%	-3	28%	-2	52%	+5
Anti-discrimination							
Q32a	Age is not a barrier to success in my organisation	45%	-8	26%	0	29%	+8
Q32b	Gender is not a barrier to success in my organisation	47%	-5	21%	-3	32%	+8
Q32c	Disability is not a barrier to success in my organisation	34%	-5	39%	-1	27%	+6
Q32d	Cultural background is not a barrier to success in my organisation	56%	-2	30%	-2	14%	+5
Q32e	Sexual orientation is not a barrier to success in my organisation	57%	-1	30%	-2	13%	+3

16 Appendix C – How to interpret this report

% Positive, neutral and negative scores

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

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



Negatively Worded Questions: An example

What are negatively worded questions?

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

How are the negatively worded responses scored?

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

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

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

EXAMPLE

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

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

OR

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

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

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

How will I know if I am interpreting this correctly?

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

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

Rounding

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

Factor scores

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

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

Workplace climate index scores

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

% Change and division comparisons

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

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

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

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

Quintile

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

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

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

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

Number of respondents

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

Base size for Working for Queensland 2017

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

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

Definitions

The following definitions were used in the survey:

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

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

Your organisation

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

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

Your manager - The person you usually report to.

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

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

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

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