Department of Justice & Attorney-General

Highlight Report

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Response Rate:

55%

Returned Surveys:

5,226
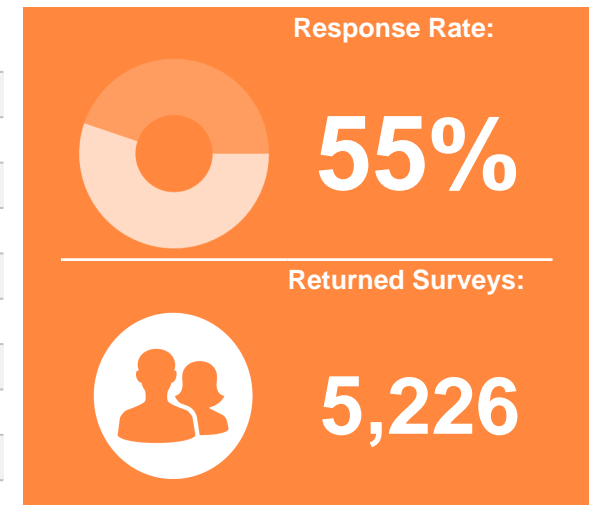
Purpose

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.
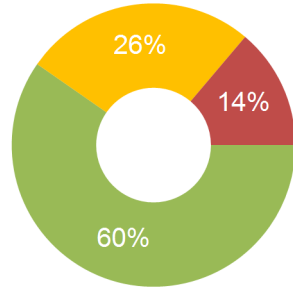
Job empowerment

Workload and health

Learning and development

My workgroup

My manager

Organisational fairness

Anti-discrimination

Agency engagement

Organisational leadership

Innovation

Safety, health and wellness

Effectiveness and innovation

My job

Workplace climate

People and relationships

Leadership and engagement

Performance and development

Fairness and trust

RESPONSE SCALE : **POSITIVE** **NEUTRAL** **NEGATIVE**

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.
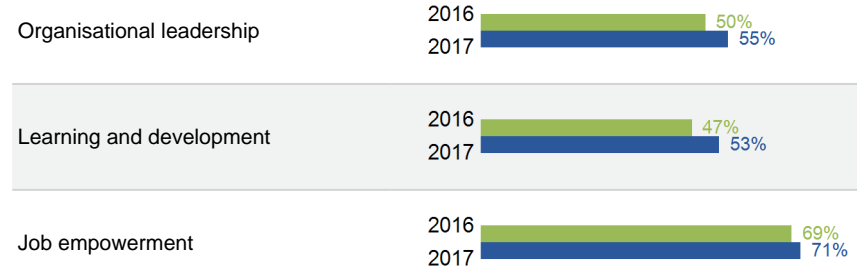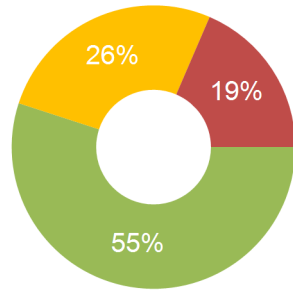
Agency engagement

26%
14%
60%

% positive change since 2016

+5

Top 3 drivers **% Positive**

Organisational leadership
2016 50%
2017 55%

Learning and development
2016 47%
2017 53%

Job empowerment
2016 69%
2017 71%

Organisational Leadership

26%
19%
55%

% positive change since 2016

+5

Top 3 drivers **% Positive**

Organisational fairness
2016 40%
2017 43%

Learning and development
2016 47%
2017 53%

My manager
2016 67%
2017 69%

Innovation

25%
17%
58%
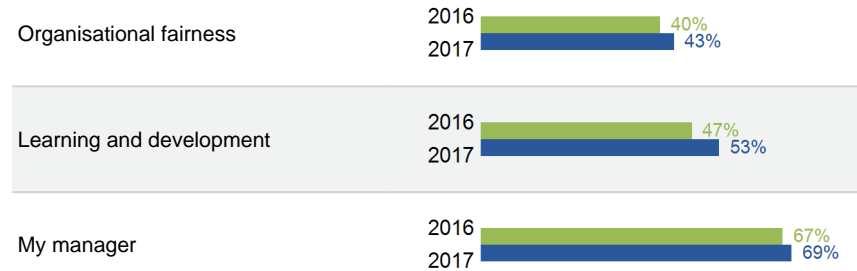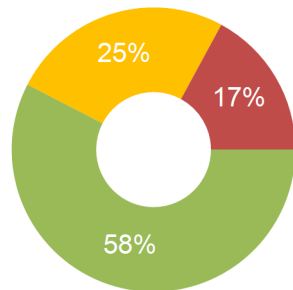
% positive change since 2016

+3

Top 3 drivers **% Positive**

Job empowerment
2016 69%
2017 71%

Learning and development
2016 47%
2017 53%

My manager
2016 67%
2017 69%
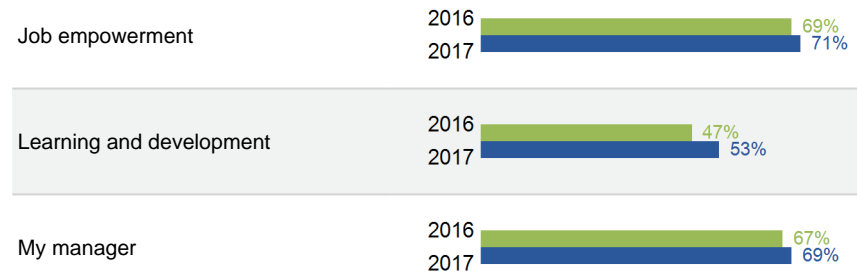
02   Factors

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*	60	26	14	60%	+5	+1	41 - 82	3
Job empowerment	71	16	13	71%	+2	-1	60 - 86	4
Workload and health *% positive indicates those who have limited to no issues with workload and health*	42	30	27	42%	+3	+3	29 - 68	3
Learning and development	53	25	22	53%	+6	-3	33 - 82	3
My workgroup	73	16	10	73%	+3	-3	58 - 92	4
My manager	69	17	14	69%	+2	-2	57 - 84	4
Organisational leadership*	55	26	19	55%	+5	+4	29 - 85	2
Organisational fairness	43	27	30	43%	+3	0	26 - 67	3
Anti-discrimination	68	24	9	68%	+1	+2	48 - 96	3
Innovation*	58	25	17	58%	+3	-2	46 - 89	4

COMPARISONS: ▮ At least 5 percent GREATER ▮ At least 5 percent LESS

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 Justice & Attorney-General % positive	Corporate Services	Crown Law	Justice Services	Liquor, Gaming and Fair Trading	Office of the Director of Child Protection Litigation	Office of the Director of Public Prosecutions	Office of the Director-General	Queensland Corrective Services	Strategic Policy and Legal Services	Youth Justice
Number of respondents	5,226	226	164	1301	392	55	282	61	1930	82	677
Agency engagement*	60%	60%	69%	61%	50%	76%	61%	73%	57%	62%	65%
Job empowerment	71%	71%	82%	73%	71%	78%	70%	79%	67%	75%	75%
Workload and health *% positive indicates those who have limited to no issues with workload and health*	42%	46%	49%	43%	47%	37%	28%	53%	40%	46%	49%
Learning and development	53%	58%	64%	52%	48%	69%	62%	54%	50%	58%	61%
My workgroup	73%	81%	83%	79%	80%	87%	76%	77%	64%	84%	76%
My manager	69%	67%	80%	72%	75%	88%	74%	71%	62%	76%	75%
Organisational leadership*	55%	55%	64%	57%	49%	79%	62%	74%	51%	68%	56%
Organisational fairness	43%	44%	50%	45%	44%	62%	39%	57%	38%	50%	46%
Anti-discrimination	68%	70%	80%	71%	57%	86%	75%	69%	64%	69%	70%
Innovation*	58%	62%	64%	62%	54%	73%	47%	65%	51%	65%	68%

04 Workplace climate

COMPARISONS: [At least 5 percent GREATER] [At least 5 percent LESS]

RESPONSE SCALE: POSITIVE | NEUTRAL | NEGATIVE

QUINTILES: 1 & 2 | 3 | 4 & 5

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 indicies 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*	55	26	19	55%	0	+1	43 - 82	3
● Effectiveness and innovation*	57	24	18	57%	+3	0	49 - 77	4
● People and relationships	74	16	10	74%	+3	-3	56 - 92	4
● Fairness and trust*	59	23	18	59%	+3	+1	46 - 78	3
● Performance and development	54	24	22	54%	+5	-2	41 - 74	4
● Leadership and engagement	63	22	15	63%	+4	+1	49 - 81	3
● My job	77	13	10	77%	+2	0	58 - 89	4

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

COMPARISONS: ☐ At least 5 percent GREATER   ☐ At least 5 percent LESS

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 indicies impacted are marked with *. Please treat all 2016 to 2017 trend data indicatively.

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

	Department of Justice & Attorney-General % positive	Corporate Services	Crown Law	Justice Services	Liquor, Gaming and Fair Trading	Office of the Director of Child Protection Litigation	Office of the Director of Public Prosecutions	Office of the Director-General	Queensland Corrective Services	Strategic Policy and Legal Services	Youth Justice
Number of respondents	5,226	226	164	1301	392	55	282	61	1930	82	677
Safety, health and wellness*	55%	61%	66%	58%	57%	58%	40%	63%	51%	60%	61%
Effectiveness and innovation*	57%	57%	63%	60%	55%	66%	52%	63%	53%	61%	64%
People and relationships	74%	81%	83%	79%	80%	86%	76%	78%	65%	84%	76%
Fairness and trust*	59%	61%	67%	61%	56%	76%	61%	66%	55%	62%	61%
Performance and development	54%	57%	66%	55%	53%	65%	55%	56%	49%	58%	58%
Leadership and engagement	63%	62%	73%	65%	60%	82%	67%	73%	58%	70%	67%
My job	77%	74%	82%	79%	72%	82%	77%	78%	75%	78%	81%

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

COMPARISONS: ▢ At least 5 percent GREATER ▢ At least 5 percent LESS

RESPONSE SCALE : ▢ POSITIVE ▢ NEUTRAL ▢ NEGATIVE

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*	34	33	33	**34%**	+4	+2
Q23b	I feel burned out by my work *% positive indicates those who "strongly disagree" or "disagree" with this statement*	45	29	27	**45%**	+2	+2
Q23e	My work has a negative impact on my health *% positive indicates those who "strongly disagree" or "disagree" with this statement*	49	30	21	**49%**	+3	+4
Q23f	My work contributes positively to my quality of life*	44	37	19	**44%**	-	0
Q24h	People in my workgroup are committed to workplace safety	77	18	5	**77%**	+3	-5
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	68	21	11	**68%**	-	+1
Q25b	My workplace culture supports people to achieve a good work/life balance	63	20	17	**63%**	+3	+1
Q25c	There is adequate focus on workplace safety at my workplace	72	19	9	**72%**	+2	-7

* New in 2017, no trend

COMPARISONS:	At least 5 percent GREATER	At least 5 percent LESS
RESPONSE SCALE :	POSITIVE	NEUTRAL	NEGATIVE

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*	49	26	25	**49%**	-	0
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	54	25	21	**54%**	-	+3
Q31h	The wellbeing of employees is a priority for my organisation*	51	27	22	**51%**	-	+2
Q31j	My commitment to this organisation would be questioned if I chose to use flexible work options* *% positive indicates those who "strongly disagree" or "disagree" with this statement*	44	33	24	**44%**	-	+2
Q34e	Your work-life balance *% positive indicates those who responded with "very satisfied" or "satisfied"*	67	19	14	**67%**	+2	+2
Q34g	Your ability to access and use flexible work arrangements* *% positive indicates those who responded with "very satisfied" or "satisfied"*	60	25	14	**60%**	-	+5

* New in 2017, no trend

COMPARISONS:		At least 5 percent GREATER		At least 5 percent LESS
RESPONSE SCALE :	POSITIVE	NEUTRAL	NEGATIVE	

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	70	15	16	**70%**	+3	-1
Q22c	I get the information I need to do my job well	68	18	13	**68%**	+2	+1
Q22d	I have the authority necessary to do my job effectively	71	17	12	**71%**	+3	+1
Q23c	I feel my job is secure	57	21	22	**57%**	+2	-1
Q23d	There is too much 'red tape' in my work (e.g. Regulatory or administrative processes) *% positive indicates those who "strongly disagree" or "disagree" with this statement*	23	37	40	**23%**	+4	+4
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	63	24	13	**63%**	-	-2
Q25d	Approval processes at my workplace are excessive *% positive indicates those who "strongly disagree" or "disagree" with this statement*	27	38	35	**27%**	+4	+8
Q25e	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*	47	27	26	**47%**	+2	+2
Q26a	My workplace has undergone significant change in the past 12 months	51	30	19	**51%**	+8	-1

* New in 2017, no trend

COMPARISONS: At least 5 percent GREATER | At least 5 percent LESS

RESPONSE SCALE : POSITIVE | NEUTRAL | NEGATIVE

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	56	25	19	**56%**	+4	-2
Q27b	I am encouraged to make suggestions about improving work processes and/or services	66	18	16	**66%**	+2	-2
Q27c	Management is willing to act on suggestions to improve how things are done	55	25	20	**55%**	+3	+1
Q27d	My workgroup uses research and expertise to identify better practice	49	33	18	**49%**	+2	-6
Q27e	My workgroup always tries to improve its performance	66	22	11	**66%**	+3	-3
Q27f	My organisation is open to new ideas	54	28	18	**54%**	+4	-1
Q34c	Your physical working environment *% positive indicates those who responded with "very satisfied" or "satisfied"*	67	18	15	**67%**	+1	-2
Q34d	The location of your work *% positive indicates those who responded with "very satisfied" or "satisfied"*	80	14	6	**80%**	+1	+3
Q34f	Your ability to 'make a difference' to the community *% positive indicates those who responded with "very satisfied" or "satisfied"*	62	27	11	**62%**	+2	-2

COMPARISONS: ▮ At least 5 percent GREATER ▮ At least 5 percent LESS

RESPONSE SCALE : | POSITIVE | NEUTRAL | NEGATIVE |

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	72	14	15	**72%**	+3	-3
Q24b	I receive help and support from other people in my workgroup	82	11	6	**82%**	+2	-1
Q24c	People in my workgroup are honest, open and transparent in their dealings	66	19	15	**66%**	+3	-1
Q24d	People in my workgroup use their time and resources efficiently	64	21	15	**64%**	+4	-1
Q24e	People in my workgroup treat customers with respect	81	14	5	**81%**	+3	-5
Q24f	People in my workgroup are committed to delivering excellent service to customers	77	17	6	**77%**	+2	-6
Q24g	People in my workgroup do their jobs effectively	72	19	9	**72%**	+3	-3
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	76	16	8	**76%**	+4	-3

06   Workplace climate by item *(cont.)*

Purpose

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

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	70	20	10	**70%**	+3	-2
Q25f	Performance is assessed and rewarded fairly in my workplace	36	32	32	**36%**	+3	0
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	40	24	36	**40%**	+3	+1
Q25h	People are treated fairly and consistently in my workplace	49	23	27	**49%**	+3	-2
Q25i	People take responsibility for their decisions and actions in my workplace	50	27	23	**50%**	+3	-2
Q25j	I am able to speak up and share a different view to my colleagues and manager*	69	15	15	**69%**	-	-2
Q30a	My senior manager demonstrates honesty and integrity	72	17	11	**72%**	+6	+2
Q31e	Recruitment and promotion decisions in this organisation are fair	39	31	30	**39%**	+3	+2

* New in 2017, no trend

COMPARISONS: | At least 5 percent GREATER | At least 5 percent LESS

RESPONSE SCALE : | POSITIVE | NEUTRAL | NEGATIVE

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*	56	25	19	**56%**	-	+3
Q32a	Age is not a barrier to success in my organisation	67	21	12	**67%**	-1	+2
Q32b	Gender is not a barrier to success in my organisation	72	17	11	**72%**	+2	+2
Q32c	Disability is not a barrier to success in my organisation	58	34	9	**58%**	0	+1
Q32d	Cultural background is not a barrier to success in my organisation	71	23	7	**71%**	+1	+1
Q32e	Sexual orientation is not a barrier to success in my organisation	71	24	5	**71%**	+1	+2
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	56	22	22	**56%**	0	+1
Q32g	Women and men have equal access to work experiences that support career progression*	69	20	11	**69%**	-	+2

* New in 2017, no trend

COMPARISONS: | At least 5 percent GREATER | At least 5 percent LESS

RESPONSE SCALE : | POSITIVE | NEUTRAL | NEGATIVE

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	56	22	22	**56%**	+3	-1
Q28b	My performance is assessed against clear criteria	49	29	22	**49%**	+4	-2
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	59	20	21	**59%**	+5	-3
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	41	31	28	**41%**	+5	0
Q28e	I am able to access relevant learning and development opportunities	57	25	18	**57%**	+7	-5
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	54	27	19	**54%**	+6	-5
Q28g	I am satisfied with the opportunities available for career development	44	26	30	**44%**	+6	-1
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	53	21	26	**53%**	+4	-2
Q28i	I develop new knowledge and skills through undertaking tasks at work	69	19	12	**69%**	+3	-3
Q31b	My organisation is committed to developing its employees	53	26	21	**53%**	+7	+1

COMPARISONS: ▉ At least 5 percent GREATER ▉ At least 5 percent LESS

RESPONSE SCALE : POSITIVE   NEUTRAL   NEGATIVE

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	76	13	11	**76%**	+1	-2
Q29b	My manager listens to what I have to say	76	13	11	**76%**	+2	-1
Q29c	My manager keeps me informed about what's going on	65	18	17	**65%**	+2	-2
Q29d	My manager understands my work	72	15	13	**72%**	+2	-1
Q29e	My manager creates a shared sense of purpose	66	20	15	**66%**	+2	-2
Q29f	My manager demonstrates honesty and integrity	74	15	11	**74%**	+1	-3
Q29g	My manager draws the best out of me	58	25	18	**58%**	+4	0
Q31a	In my organisation, the leadership is of high quality	58	25	18	**58%**	+6	+5

COMPARISONS:		At least 5 percent GREATER		At least 5 percent LESS
RESPONSE SCALE :	POSITIVE	NEUTRAL	NEGATIVE	

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	53	27	20	**53%**	+3	+3
Q31d	In my organisation, the leadership operates with a high level of integrity	59	25	16	**59%**	+5	+4
Q31f	My organisation is well managed	51	29	20	**51%**	+5	+4
Q33a	I would recommend my organisation as a great place to work	60	25	15	**60%**	+5	-1
Q33b	I am proud to tell others I work for my organisation	68	22	10	**68%**	+4	+1
Q33c	I feel strong personal attachment to my organisation	59	28	13	**59%**	+4	0
Q33d	My organisation motivates me to help it achieve its objectives	55	29	16	**55%**	+4	+2
Q33e	My organisation inspires me to do the best in my job	56	29	16	**56%**	+5	+3

COMPARISONS: ☐ At least 5 percent GREATER ☐ At least 5 percent LESS

RESPONSE SCALE: | POSITIVE | NEUTRAL | NEGATIVE |

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	90	5	5	**90%**	0	0
Q21b	I understand how my work contributes to my organisation's objectives	92	5	3	**92%**	+1	+1
Q22a	I have a choice in deciding how I do my work	66	18	16	**66%**	+2	-2
Q22e	My job gives me opportunities to utilise my skills	73	15	12	**73%**	+1	-2
Q22f	I enjoy the work in my current job	75	16	9	**75%**	+1	0
Q22g	My job gives me a feeling of personal accomplishment	67	19	14	**67%**	+2	-2
Q34a	The degree to which your work is interesting/challenging *% positive indicates those who responded with "very satisfied" or "satisfied"*	75	15	10	**75%**	+3	0
Q34b	Your ability to work on your own initiative *% positive indicates those who responded with "very satisfied" or "satisfied"*	80	12	8	**80%**	+3	0
Q35	All things considered, how satisfied are you with your current job? *% positive indicates those who responded with "very satisfied" or "satisfied"*	74	15	11	**74%**	+3	+1

COMPARISONS: ▊ At least 5 percent GREATER ▊ At least 5 percent LESS

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 organisation is committed to developing its employees	**Performance and development**	**53%**	**+7**
I am able to access relevant learning and development opportunities	**Performance and development**	**57%**	**+7**
I am satisfied with the opportunities available for career development	**Performance and development**	**44%**	**+6**
Learning and development activities I have completed in the past 12 months have helped to improve my performance	**Performance and development**	**54%**	**+6**
In my organisation, the leadership is of high quality	**Leadership and engagement**	**58%**	**+6**

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**	**67%**	**-1**

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

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

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
Builds effective working relationships with others	37%	-2
Empowers their team to perform at their best	33%	-2
Demonstrates sound judgment	32%	+2
Responds confidently when faced with uncertainty	29%	+2
Upholds ethical standards and principles	28%	+1
Implements improved ways of doing things	24%	-1
Actively seeks feedback for personal development	24%	+3
Takes responsibility for team development	18%	0
Delegates work effectively and monitors performance	18%	0
Supports their team to adapt to change	18%	-1
Encourages a strong customer and stakeholder focus	16%	-3
Applies sound business management skills	14%	0
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	Upholds ethical standards and principles	**31%**	0
	Demonstrates sound judgment	**30%**	+1
	Builds effective working relationships with others	**27%**	-1
	Delegates work effectively and monitors performance	**27%**	+4
	Empowers their team to perform at their best	**26%**	-1
	Responds confidently when faced with uncertainty	**26%**	+1
	Encourages a strong customer and stakeholder focus	**25%**	-2
	Supports their team to adapt to change	**24%**	-2
	Implements improved ways of doing things	**20%**	0
	Describes how their team's work aligns to organisational objectives	**20%**	+1
	Takes responsibility for team development	**18%**	+1
	Applies sound business management skills	**17%**	-1
	Actively seeks feedback for personal development	**7%**	0
NOT DEMONSTRATED Please indicate the three leadership behaviours that you would like to see demonstrated more frequently by your direct manager	Empowers their team to perform at their best	**36%**	0
	Actively seeks feedback for personal development	**33%**	+3
	Implements improved ways of doing things	**32%**	+1
	Takes responsibility for team development	**32%**	+2
	Delegates work effectively and monitors performance	**27%**	-2
	Supports their team to adapt to change	**26%**	0
	Builds effective working relationships with others	**23%**	-1
	Describes how their team's work aligns to organisational objectives	**19%**	-1
	Responds confidently when faced with uncertainty	**19%**	0
	Upholds ethical standards and principles	**13%**	+1
	Demonstrates sound judgment	**13%**	0
	Applies sound business management skills	**12%**	-2
	Encourages a strong customer and stakeholder focus	**11%**	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

	Proportion	vs Qld public sector
Takes a 'big picture' view of issues or problems	36%	0
Manages and prioritises resources to achieve the best outcomes	32%	0
Demonstrates sound judgment	30%	+1
Empowers individuals and teams to build capability	27%	0
Takes responsibility for upholding ethical standards and principles	27%	+3
Encourages collaboration and inclusion across workgroups	25%	-3
Encourages innovative ideas and solutions	24%	-1
Motivates others to perform at their best	20%	0
Builds effective networks across the organisation and sector	18%	-3
Manages ambiguity and politics effectively	17%	0
Demonstrates sound business acumen	16%	0
Leads change and culture initiatives	14%	-1
Actively seeks feedback for personal development	8%	+1

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
Manages and prioritises resources to achieve the best outcomes	36%	0
Motivates others to perform at their best	34%	-1
Demonstrates sound judgment	30%	+3
Empowers individuals and teams to build capability	30%	-2
Takes a 'big picture' view of issues or problems	25%	-2
Leads change and culture initiatives	24%	+1
Takes responsibility for upholding ethical standards and principles	23%	+3
Encourages innovative ideas and solutions	20%	0
Actively seeks feedback for personal development	20%	+2
Builds effective networks across the organisation and sector	17%	-3
Encourages collaboration and inclusion across workgroups	16%	0
Manages ambiguity and politics effectively	14%	0
Demonstrates sound business acumen	10%	0

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

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED	Proportion	vs Qld public sector
Please indicate the three leadership behaviours that you see most frequently demonstrated by your direct manager		
Takes a 'big picture' view of issues or problems	**36%**	+2
Manages and prioritises resources to achieve the best outcomes	**35%**	+1
Demonstrates sound judgment	**34%**	+3
Takes responsibility for upholding ethical standards and principles	**28%**	+4
Encourages innovative ideas and solutions	**23%**	0
Motivates others to perform at their best	**22%**	+2
Encourages collaboration and inclusion across workgroups	**21%**	-6
Empowers individuals and teams to build capability	**20%**	-3
Builds effective networks across the organisation and sector	**20%**	-5
Manages ambiguity and politics effectively	**19%**	0
Demonstrates sound business acumen	**18%**	0
Leads change and culture initiatives	**15%**	0
Actively seeks feedback for personal development	**8%**	+1

NOT DEMONSTRATED	Proportion	vs Qld public sector
Please indicate the three leadership behaviours that you would like to see demonstrated more frequently by your direct manager		
Empowers individuals and teams to build capability	**34%**	0
Motivates others to perform at their best	**31%**	-2
Actively seeks feedback for personal development	**29%**	0
Manages ambiguity and politics effectively	**27%**	0
Encourages innovative ideas and solutions	**26%**	0
Encourages collaboration and inclusion across workgroups	**26%**	+2
Manages and prioritises resources to achieve the best outcomes	**25%**	-1
Leads change and culture initiatives	**25%**	0
Takes a 'big picture' view of issues or problems	**19%**	0
Builds effective networks across the organisation and sector	**18%**	+1
Takes responsibility for upholding ethical standards and principles	**14%**	+1
Demonstrates sound judgment	**14%**	+1
Demonstrates sound business acumen	**10%**	+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**

		Proportion	vs Qld public sector
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	Models high levels of ethical and professional behaviour	**38%**	-1
	Navigates complex issues, politics and ambiguous situations effectively	**37%**	+1
	Stands behind their decisions in the face of adversity	**30%**	+1
	Directs and prioritises resources to achieve the best outcomes	**27%**	-2
	Creates a culture of continuous improvement	**24%**	+1
	Builds strong relationships that influence organisational and sector outcomes	**24%**	-3
	Inspires others to perform at their best	**22%**	0
	Adopts a system-wide view of issues to inform action	**21%**	+1
	Leads change with agility	**16%**	+3
	Nurtures a learning and development culture	**15%**	-1
	Is compelling when communicating the organisational strategy	**15%**	+1
	Demonstrates commercial acumen in managing corporate risk	**12%**	-1
	Seeks feedback to strengthen leadership approach	**12%**	-1
SUCCESSION Which three of the following leadership behaviours do you think are MOST important for YOU to demonstrate your readiness for promotion?	Inspires others to perform at their best	**43%**	+1
	Models high levels of ethical and professional behaviour	**37%**	-1
	Builds strong relationships that influence organisational and sector outcomes	**33%**	-3
	Navigates complex issues, politics and ambiguous situations effectively	**28%**	-2
	Creates a culture of continuous improvement	**26%**	+1
	Directs and prioritises resources to achieve the best outcomes	**26%**	0
	Leads change with agility	**22%**	0
	Seeks feedback to strengthen leadership approach	**20%**	0
	Nurtures a learning and development culture	**16%**	+2
	Adopts a system-wide view of issues to inform action	**15%**	+2
	Stands behind their decisions in the face of adversity	**15%**	0
	Is compelling when communicating the organisational strategy	**13%**	0
	Demonstrates commercial acumen in managing corporate risk	**7%**	-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**

	Behaviour	Proportion	vs Qld public sector
DEMONSTRATED Please indicate the three leadership behaviours that you see most frequently demonstrated by your direct manager	Models high levels of ethical and professional behaviour	36%	+1
	Navigates complex issues, politics and ambiguous situations effectively	36%	+1
	Directs and prioritises resources to achieve the best outcomes	29%	-1
	Stands behind their decisions in the face of adversity	29%	+1
	Builds strong relationships that influence organisational and sector outcomes	24%	-4
	Adopts a system-wide view of issues to inform action	23%	+1
	Creates a culture of continuous improvement	22%	0
	Inspires others to perform at their best	19%	-2
	Is compelling when communicating the organisational strategy	17%	0
	Nurtures a learning and development culture	16%	+1
	Demonstrates commercial acumen in managing corporate risk	16%	0
	Leads change with agility	15%	+1
	Seeks feedback to strengthen leadership approach	13%	-1
NOT DEMONSTRATED Please indicate the three leadership behaviours that you would like to see demonstrated more frequently by your direct manager	Seeks feedback to strengthen leadership approach	40%	+5
	Inspires others to perform at their best	38%	+1
	Creates a culture of continuous improvement	29%	+3
	Directs and prioritises resources to achieve the best outcomes	27%	+1
	Nurtures a learning and development culture	26%	0
	Builds strong relationships that influence organisational and sector outcomes	19%	-3
	Is compelling when communicating the organisational strategy	19%	-1
	Leads change with agility	19%	-2
	Models high levels of ethical and professional behaviour	18%	0
	Adopts a system-wide view of issues to inform action	17%	0
	Stands behind their decisions in the face of adversity	17%	-2
	Navigates complex issues, politics and ambiguous situations effectively	14%	-3
	Demonstrates commercial acumen in managing corporate risk	10%	0

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?

	Proportion	vs Qld public sector
Models high levels of ethical and professional behaviour	57%	+8
Inspires others to perform at their best	50%	-1
Creates a culture of continuous improvement	36%	+5
Builds strong relationships that influence organisational and sector outcomes	27%	-5
Navigates complex issues, politics and ambiguous situations effectively	27%	0
Stands behind their decisions in the face of adversity	25%	+8
Nurtures a learning and development culture	21%	-1
Is compelling when communicating the organisational strategy	16%	+3
Directs and prioritises resources to achieve the best outcomes	13%	-7
Leads change with agility	13%	0
Seeks feedback to strengthen leadership approach	9%	-6
Adopts a system-wide view of issues to inform action	5%	-2
Demonstrates commercial acumen in managing corporate risk	2%	0

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
Models high levels of ethical and professional behaviour	48%	+10
Navigates complex issues, politics and ambiguous situations effectively	38%	+2
Inspires others to perform at their best	36%	-4
Builds strong relationships that influence organisational and sector outcomes	32%	-1
Creates a culture of continuous improvement	32%	+7
Leads change with agility	23%	+3
Seeks feedback to strengthen leadership approach	18%	-3
Nurtures a learning and development culture	16%	+2
Directs and prioritises resources to achieve the best outcomes	14%	-10
Stands behind their decisions in the face of adversity	14%	+2
Adopts a system-wide view of issues to inform action	13%	-5
Is compelling when communicating the organisational strategy	13%	0
Demonstrates commercial acumen in managing corporate risk	4%	-3

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

		Proportion	vs Qld public sector
DEMONSTRATED Please indicate the three leadership behaviours that you see most frequently demonstrated by your organisation's senior the Executive team	Models high levels of ethical and professional behaviour	**52%**	+21
	Adopts a system-wide view of issues to inform action	**36%**	+5
	Navigates complex issues, politics and ambiguous situations effectively	**36%**	+1
	Stands behind their decisions in the face of adversity	**32%**	+10
	Directs and prioritises resources to achieve the best outcomes	**30%**	+1
	Builds strong relationships that influence organisational and sector outcomes	**25%**	-2
	Leads change with agility	**23%**	+12
	Creates a culture of continuous improvement	**18%**	-7
	Nurtures a learning and development culture	**13%**	-4
	Demonstrates commercial acumen in managing corporate risk	**11%**	-8
	Inspires others to perform at their best	**11%**	-5
	Is compelling when communicating the organisational strategy	**7%**	-13
	Seeks feedback to strengthen leadership approach	**7%**	-7
NOT DEMONSTRATED Please indicate the three leadership behaviours that you would like to see demonstrated more frequently by your organisation's Executive team.	Is compelling when communicating the organisational strategy	**42%**	+21
	Creates a culture of continuous improvement	**31%**	+2
	Builds strong relationships that influence organisational and sector outcomes	**29%**	+7
	Inspires others to perform at their best	**29%**	-4
	Seeks feedback to strengthen leadership approach	**29%**	-2
	Nurtures a learning and development culture	**25%**	+2
	Adopts a system-wide view of issues to inform action	**24%**	+5
	Leads change with agility	**20%**	-1
	Directs and prioritises resources to achieve the best outcomes	**18%**	-11
	Stands behind their decisions in the face of adversity	**16%**	0
	Models high levels of ethical and professional behaviour	**15%**	-11
	Navigates complex issues, politics and ambiguous situations effectively	**13%**	-6
	Demonstrates commercial acumen in managing corporate risk	**9%**	+1

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	41%	-20	-2
Used flexible workplace option *% proportion indicates those that used at least one of the 13 work place options*	59%	+20	+2
None of the above	41%	-20	-2
Flexible work hours for example accumulated hours as 'flexitime'*	41%	-	+12
Flexible work hours for example start late or early to meet responsibilities external to work*	12%	-	0
Part time work	11%	+1	-6
Leave at half pay	4%	+1	0
Telecommuting	4%	+2	0
Casual/on call	3%	0	-1
Other, please specify	2%	0	0
Compressed work hours	2%	0	0
Hot desks	1%	+1	-2
Job sharing	1%	0	0
Purchased leave/extended leave/deferred salary schemes	1%	0	0
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	20%	+2	0
No, I have not made a request but I am content with my current arrangements	70%	-1	+1
No, I have not made a request but I am not content with my current arrangements	11%	-2	-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	74%	+8
Partially granted	11%	-3
Declined – no reason given	6%	-1
Declined – reason provided	6%	-2
I have not received a reply as yet	3%	-1

* New in 2017, no trend

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

	Proportion	vs 2016	vs Qld public sector
I feel flexibility is not possible in my current job	31%	-7	+1
Flexible working is frowned upon/not supported by my workplace culture	29%	-1	-1
None of the Above*	26%	-	+2
I didn't feel confident presenting my case or negotiating arrangements with my manager	23%	+3	+2
I felt it would limit my career	23%	+1	+3
I was concerned that it may negatively impact my team	19%	-5	0
I didn't feel I had the right to	15%	-4	-2
I don't feel confident in my manager's ability to manage staff working flexibly	14%	-1	+2
I feel the technology I currently have access to does not support flexible working	8%	-4	+2
I felt it would limit my access to training and development	7%	-2	0

* New in 2017, no trend

RESPONSE SCALE : | POSITIVE | NEUTRAL | NEGATIVE

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	81%	+11	+5
No	10%	-5	-2
Don't know	10%	-6	-3
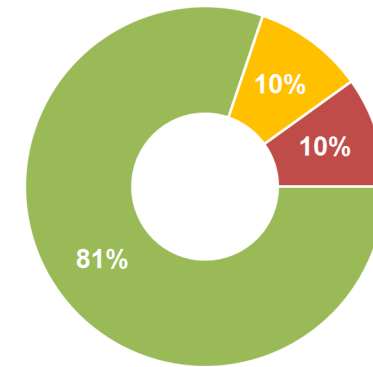
Managers *Manage one or more employees*	% proportion	vs 2016	vs Qld public sector
Yes	92%	+9	+6
No	5%	-3	-2
Don't Know	3%	-5	-4

Non-managers *Manage no employees*	% proportion	vs 2016	vs Qld public sector
Yes	77%	+12	+5
No	11%	-5	-3
Don't Know	12%	-6	-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 *Manage one or more employees*	% positive	vs 2016	vs Qld public sector
I am confident that I could sensitively communicate with employees affected by domestic and family violence	**88%**	+3	+5
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	**87%**	+4	+5
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	**87%**	+7	+6

Non-managers *Manage no employees*	% positive	vs 2016	vs Qld public sector
I am confident that I could sensitively communicate with colleagues affected by domestic and family violence	**77%**	+6	+6
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	**78%**	+5	+6

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 *Manage one or more employees*	% proportion	vs Qld public sector
Yes	**19%**	+3
No	**76%**	-4
Don't Know	**2%**	0
Prefer not to say	**3%**	0

* New in 2017, no trend

Non-managers *Manage no employees*	% proportion	vs Qld public sector
Yes	**7%**	0
No	**87%**	-1
Don't Know	**3%**	0
Prefer not to say	**3%**	0

* New in 2017, no trend

RESPONSE SCALE : **POSITIVE** **NEUTRAL** **NEGATIVE**
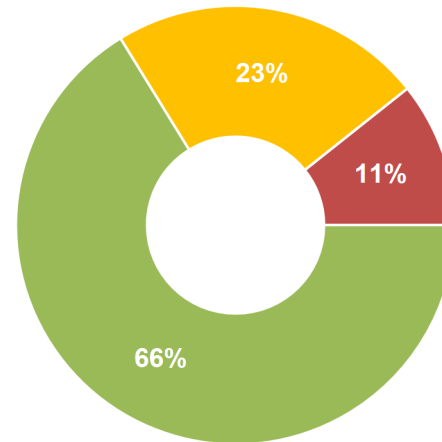
11 Intention to leave your organisation

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.

23%

11%

66%

% positive change since 2016

vs Qld public sector

+4

-1

66%

of employees <u>agreed</u> with the statement:

I intend to <u>stay</u> in my organisation within the next 12 months.

Reasons for leaving	Proportion	vs Qld public sector
Career or job opportunities	58%	+6
The workplace culture	40%	+1
Professional/personal development	39%	+3
Pay and conditions	36%	+8
Stress/Health	35%	+2
Your relationship with your manager	23%	0
Balancing work and life commitments	21%	-1
Job security	19%	+1
The location of your workplace or the time spent commuting	15%	-3
Work hours	13%	-1
Your relationship with your colleagues	12%	+1
Family/carer responsibilities	11%	-2
Contract expiring	11%	-1
Fit between work and your interests	10%	-1
Other (please specify)	10%	0
Retirement	7%	-1
Travel plans	6%	0

RESPONSE SCALE : | POSITIVE | NEUTRAL | NEGATIVE

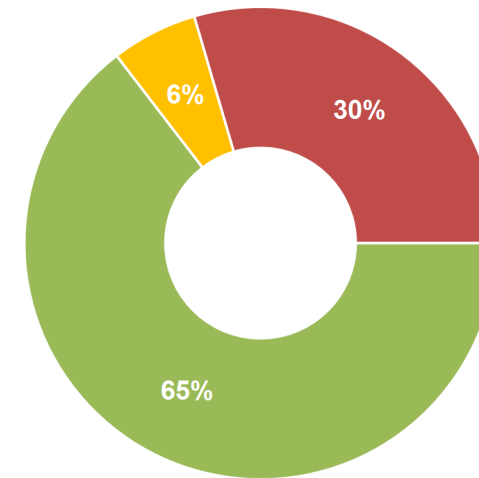# 12   Bullying and sexual harassment

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	30%	0	+2
No	65%	+1	-2
Don't know	6%	-1	+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	18%	+1	+1
Sexual Harassment	1%	0	0
No	77%	0	-1
Don't Know	4%	-1	0
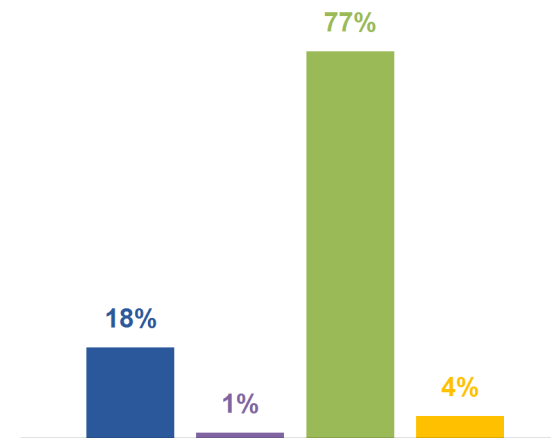
12   Bullying and sexual harassment *(cont.)*

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 fellow worker	**43%**	+1	0
Your immediate manager/supervisor	**37%**	-4	+3
A senior manager	**33%**	+2	+1
A group of fellow workers	**16%**	0	+2
Prefer not to specify	**9%**	0	0
A worker that reports to you	**6%**	+1	+1
A client/customer	**4%**	-2	-3
A member of the public	**3%**	-1	-3
A representative of another agency	**2%**	0	0
Other	**2%**	-1	0
A consultant/service provider	**1%**	+1	-1

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	**51%**	-5	-7
Inappropriate and unfair application of work policies or rules	**47%**	+1	+5
Other	**31%**	+4	+4
Physical behaviour (e.g. assault or aggressive body language)	**10%**	-2	-1
Interference with your personal property or work equipment	**8%**	-1	0
Cyber bullying	**8%**	0	+2
'Initiations' or pranks	**5%**	-2	-2

Did you report the BULLYING?

No
61%

39%
Yes
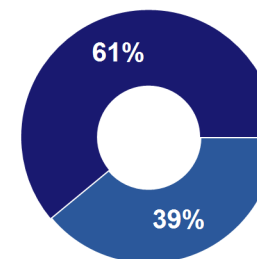
Why did you not report the BULLYING?	Proportion	vs 2016	vs Qld public sector
I did not think any action would be taken	**56%**	0	0
It could affect my career	**50%**	+4	+5
I did not think it was worth the hassle of going through the report process	**41%**	+3	+3
I did not want to upset relationships in the workplace	**40%**	-1	0
Managers accepted the behaviour	**35%**	+1	+2
I did not have enough evidence	**20%**	-3	0
I did not think the bullying was serious enough	**19%**	+4	+3
Other	**9%**	-1	-1
The matter was resolved informally	**9%**	+2	+2
I did not know how to report it	**4%**	-3	-2

12 Bullying and sexual harassment *(cont.)*

Purpose

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

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

Who were you SEXUALLY HARASSED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	73%	+19	+21
A group of fellow workers	18%	+1	+10
A senior manager	16%	+5	+2
Your immediate manager/supervisor	14%	-4	0
A client/customer	7%	-4	-6
Prefer not to specify	5%	-8	-6
A representative of another agency	4%	+4	+1
A worker that reports to you	4%	+2	+1
A consultant/service provider	2%	-1	-1
Other	2%	0	0
A member of the public	0%	0	-8

What type of SEXUAL HARASSMENT did you experience?	Proportion	vs 2016	vs Qld public sector
Remarks of a sexual nature	71%	-	-1
Unwanted physical intimacy	34%	-	-2
Any other unwelcome conduct of a sexual nature in relation to you	23%	-	-3
Unwelcome demand or request, either directly or implied, for sexual favours	14%	-	-2

Did you report the SEXUAL HARASSMENT?

No

61%

39%

Yes
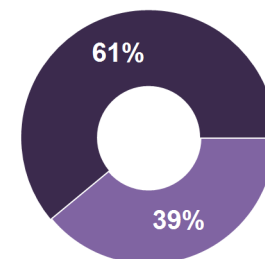
Why did you not report the SEXUAL HARASSMENT?	Proportion	vs 2016	vs Qld public sector
I did not think any action would be taken	35%	-6	-6
I did not want to upset relationships in the workplace	35%	-6	-3
It could affect my career	35%	-2	0
I did not think it was worth the hassle of going through the report process	26%	-5	-11
Managers accepted the behaviour	24%	+1	+2
I did not think the sexual harassment was serious enough	18%	-7	-13
Other	18%	+7	+6
I did not have enough evidence	15%	-4	-7
The matter was resolved informally	9%	-6	-5
I did not know how to report it	3%	-5	-5

RESPONSE SCALE : **POSITIVE** **NEUTRAL** **NEGATIVE**

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	**32%**	+8	+1
No	**52%**	-9	-4
No, but I have not worked long in my organisation	**17%**	+2	+3

52%

17%

32%
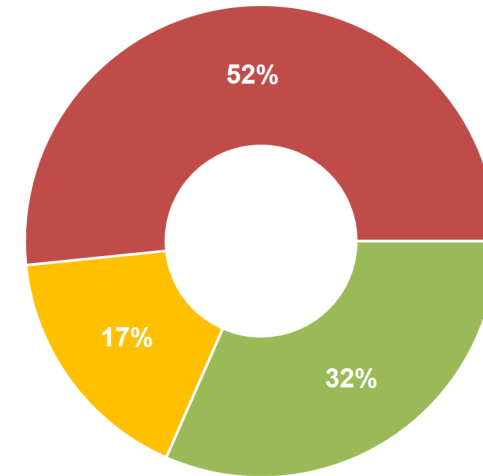
How satisfied are you with your organisation's action in response to last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Positive	**62%**	-2	0
Neutral	**31%**	0	-1
Negative	**7%**	+2	+1

31%

7%

62%
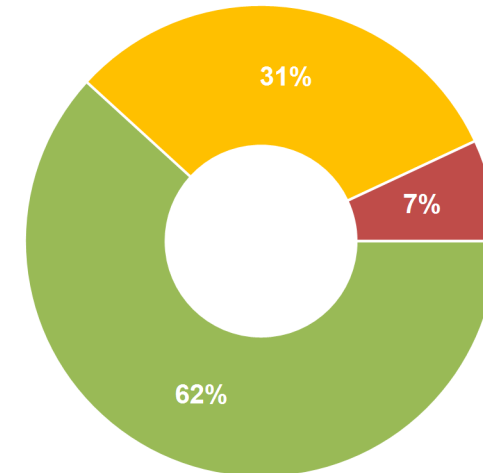
14   Appendix A – Strategic priorities by demographics

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)
Department of Justice & Attorney-General		5,226	60%	55%	58%
Managerial status	Yes	1,143	68%	61%	69%
	No	4,059	57%	53%	54%
Employment status	Permanent	4,055	56%	51%	56%
	Non-permanent	1,160	73%	70%	64%
Full-time status	Full-time basis	4,543	59%	54%	57%
	Part-time basis	661	67%	65%	63%
FTE Salary	Under $50,000	656	65%	63%	56%
	$50,000 - $69,999	1,736	56%	51%	52%
	$70,000 - $89,999	1,507	57%	52%	56%
	$90,000 or over	1,275	65%	60%	67%
Time in agency	Less than 2 years	1,440	73%	71%	65%
	2 to less than 6 years	1,174	55%	51%	53%
	6 to less than 10 years	861	55%	49%	55%
	10 to less than 14 years	668	53%	47%	55%
	14 to less than 16 years	204	54%	41%	53%
	16 to less than 20 years	301	56%	49%	58%
	20 years or more	565	54%	49%	58%

COMPARISONS
(relative to agency
score):

At least 5 percent GREATER   At least 5 percent LESS

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)
Department of Justice & Attorney-General		5,226	60%	55%	58%
Age	34 years or younger	1,687	69%	67%	64%
	35 to 44 years	1,296	60%	53%	58%
	45 to 54 years	1,356	54%	49%	54%
	55 years or older	852	52%	45%	51%
Gender*	Female	3,268	63%	58%	61%
	Male	1,914	54%	50%	52%
	X	16	29%	25%	41%
Type of work	Direct service delivery	2,213	57%	51%	54%
	Corporate services and administrative support/clerical	1,656	63%	60%	61%
	Other	1,350	59%	55%	59%
Shiftwork	Yes	812	39%	29%	31%
	No	4,390	63%	59%	62%

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

COMPARISONS: 　At least 5 percent GREATER 　At least 5 percent LESS

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	**60%**	+5	**25%**	-4	**15%**	-1
	Q33b	I am proud to tell others I work for my organisation	**68%**	+4	**22%**	-3	**10%**	-1
	Q33c	I feel strong personal attachment to my organisation	**59%**	+4	**28%**	-1	**13%**	-3
	Q33d	My organisation motivates me to help it achieve its objectives	**55%**	+4	**29%**	-2	**16%**	-2
	Q33e	My organisation inspires me to do the best in my job	**56%**	+5	**29%**	-2	**16%**	-3
Organisational leadership								
	Q31a	In my organisation, the leadership is of high quality	**58%**	+6	**25%**	-2	**18%**	-4
	Q31c	Management model the behaviours expected of all employees	**53%**	+3	**27%**	-1	**20%**	-2
	Q31d	In my organisation, the leadership operates with a high level of integrity	**59%**	+5	**25%**	-3	**16%**	-2
	Q31f	My organisation is well managed	**51%**	+5	**29%**	-1	**20%**	-4
Innovation								
	Q27a	I get the opportunity to develop new and better ways of doing my job	**56%**	+4	**25%**	-1	**19%**	-3
	Q27b	I am encouraged to make suggestions about improving work processes and/or services	**66%**	+2	**18%**	0	**16%**	-1
	Q27c	Management is willing to act on suggestions to improve how things are done	**55%**	+3	**25%**	-1	**20%**	-2
	Q27d	My workgroup uses research and expertise to identify better practice	**49%**	+2	**33%**	0	**18%**	-2
	Q27e	My workgroup always tries to improve its performance	**66%**	+3	**22%**	-2	**11%**	-1
	Q27f	My organisation is open to new ideas	**54%**	+4	**28%**	-2	**18%**	-2

COMPARISONS: ■ At least 5 percent GREATER   ■ At least 5 percent LESS

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
Job empowerment							
Q22a	I have a choice in deciding how I do my work	66%	+2	18%	-1	16%	-1
Q22b	I have the tools I need to do my job effectively	70%	+3	15%	-2	16%	-2
Q22c	I get the information I need to do my job well	68%	+2	18%	-1	13%	-1
Q22d	I have the authority necessary to do my job effectively	71%	+3	17%	-1	12%	-2
Q22e	My job gives me opportunities to utilise my skills	73%	+1	15%	0	12%	-1
Q34b	Your ability to work on your own initiative	80%	+3	12%	-3	8%	-1
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*	34%	+4	33%	-1	33%	-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%	+2	29%	-2	27%	0
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%	+3	30%	-1	21%	-2
Learning and development							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	59%	+5	20%	-2	21%	-4
Q28e	I am able to access relevant learning and development opportunities	57%	+7	25%	-3	18%	-4
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	54%	+6	27%	-4	19%	-3
Q28g	I am satisfied with the opportunities available for career development	44%	+6	26%	0	30%	-6
Q31b	My organisation is committed to developing its employees	53%	+7	26%	-2	21%	-4

COMPARISONS: █ At least 5 percent GREATER   █ At least 5 percent LESS

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
My workgroup							
Q24a	People in my workgroup treat each other with respect	72%	+3	14%	-2	15%	-1
Q24b	I receive help and support from other people in my workgroup	82%	+2	11%	-1	6%	0
Q24c	People in my workgroup are honest, open and transparent in their dealings	66%	+3	19%	-2	15%	-1
Q24d	People in my workgroup use their time and resources efficiently	64%	+4	21%	-3	15%	-1
Q24e	People in my workgroup treat customers with respect	81%	+3	14%	-3	5%	0
Q24f	People in my workgroup are committed to delivering excellent service to customers	77%	+2	17%	-2	6%	-1
Q24g	People in my workgroup do their jobs effectively	72%	+3	19%	-2	9%	-2
My manager							
Q29a	My manager treats employees with dignity and respect	76%	+1	13%	-1	11%	0
Q29b	My manager listens to what I have to say	76%	+2	13%	-2	11%	-1
Q29c	My manager keeps me informed about what's going on	65%	+2	18%	-1	17%	-1
Q29d	My manager understands my work	72%	+2	15%	-1	13%	-1
Q29e	My manager creates a shared sense of purpose	66%	+2	20%	-1	15%	-1
Q29f	My manager demonstrates honesty and integrity	74%	+1	15%	-1	11%	0
Q29g	My manager draws the best out of me	58%	+4	25%	-3	18%	-1

COMPARISONS: 🟩 At least 5 percent GREATER   🟥 At least 5 percent LESS

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	36%	+3	32%	0	32%	-3
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	40%	+3	24%	-1	36%	-3
Q25h	People are treated fairly and consistently in my workplace	49%	+3	23%	0	27%	-3
Q25i	People take responsibility for their decisions and actions in my workplace	50%	+3	27%	-1	23%	-2
Q31e	Recruitment and promotion decisions in this organisation are fair	39%	+3	31%	0	30%	-3
Anti-discrimination							
Q32a	Age is not a barrier to success in my organisation	67%	-1	21%	-1	12%	+1
Q32b	Gender is not a barrier to success in my organisation	72%	+2	17%	-3	11%	0
Q32c	Disability is not a barrier to success in my organisation	58%	0	34%	0	9%	+1
Q32d	Cultural background is not a barrier to success in my organisation	71%	+1	23%	-2	7%	0
Q32e	Sexual orientation is not a barrier to success in my organisation	71%	+1	24%	-2	5%	+1

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.
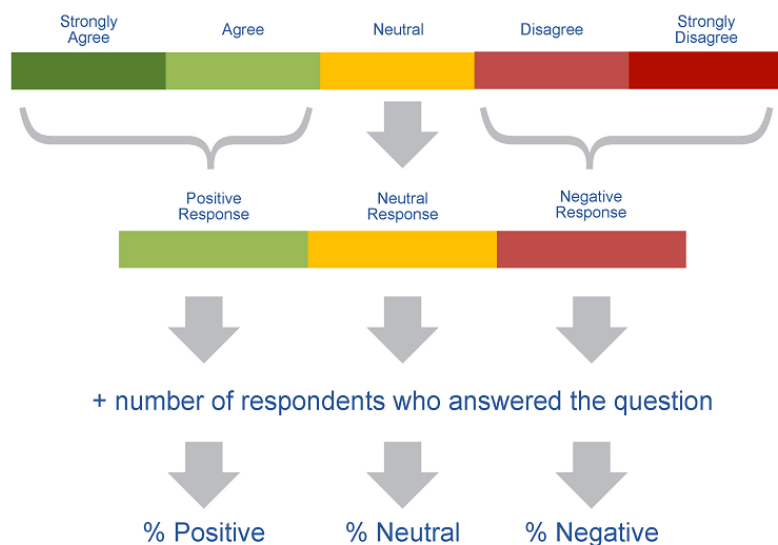
Negatively Worded Questions: An example

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.