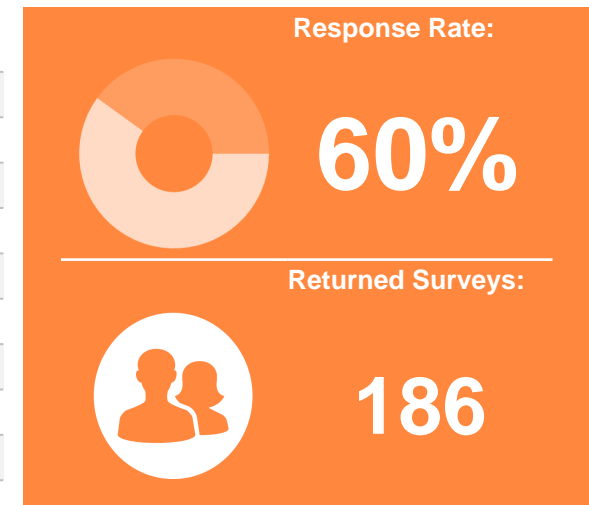


Department of Aboriginal & Torres Strait Islander Partnerships

Highlight Report

Report Content

Reporting Framework	
STRATEGIC PRIORITIES	01 Driver analysis scorecard
	02 Factors
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WORKPLACE CLIMATE	04 Workplace climate
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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.

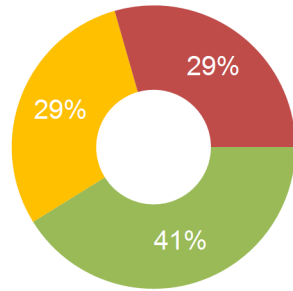


01 Driver analysis scorecard

Purpose

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

Agency engagement

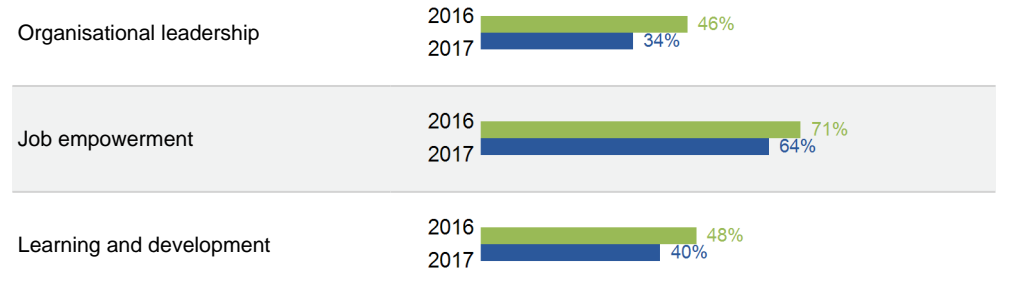


% positive change since 2016

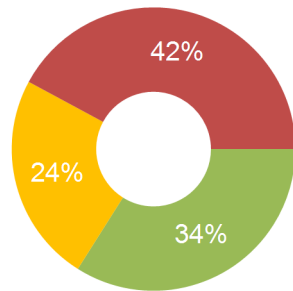
-8

Top 3 drivers

% Positive



Organisational Leadership

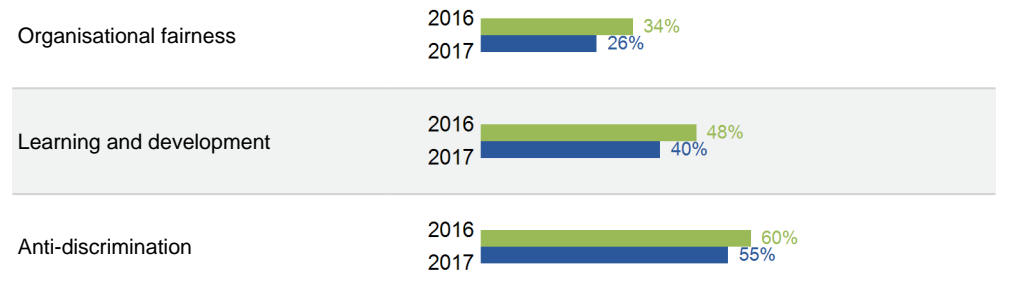


% positive change since 2016

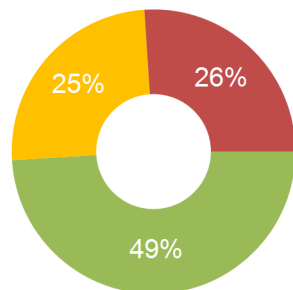
-12

Top 3 drivers

% Positive



Innovation

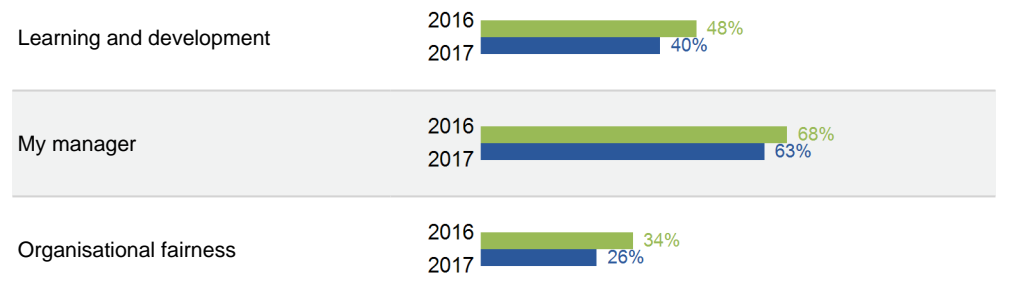


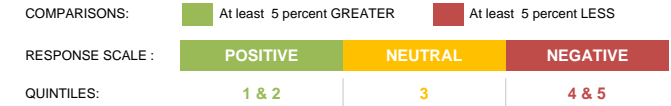
% positive change since 2016

-10

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*	41	29	29	41%	-8	-18	41 - 82	5
Job empowerment	64	17	19	64%	-6	-7	60 - 86	5
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	38	31	31	38%	-3	-2	29 - 68	4
Learning and development	40	26	34	40%	-7	-16	33 - 82	5
My workgroup	70	15	15	70%	-2	-6	58 - 92	5
My manager	63	19	18	63%	-5	-8	57 - 84	5
Organisational leadership*	34	24	42	34%	-12	-17	29 - 85	5
Organisational fairness	26	23	51	26%	-8	-17	26 - 67	5
Anti-discrimination	55	28	16	55%	-5	-11	48 - 96	5
Innovation*	49	25	26	49%	-10	-11	46 - 89	5

03 Factors by division

Purpose

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

	Department of Aboriginal & Torres Strait Islander Partnerships % positive	Cape York Peninsula Tenure Resolution	Corporate Support & Office DG	Culture & Economic Participation	Infrastructure & Coordination	Policy
<i>This section shows the % positive scores for divisions within the agency</i>						
Number of respondents	186	13	27	66	36	24
Agency engagement*	41%	45%	45%	47%	36%	50%
Job empowerment	64%	64%	65%	75%	59%	64%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	38%	54%	50%	36%	28%	47%
Learning and development	40%	55%	50%	46%	32%	46%
My workgroup	70%	51%	85%	77%	61%	74%
My manager	63%	67%	77%	66%	60%	64%
Organisational leadership*	34%	52%	38%	41%	23%	39%
Organisational fairness	26%	17%	30%	33%	23%	30%
Anti-discrimination	55%	66%	57%	61%	52%	62%
Innovation*	49%	56%	59%	57%	45%	44%

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*	48	26	26	48%	-11	-7	43 - 82	5
● Effectiveness and innovation*	50	25	25	50%	-8	-7	49 - 77	5
● People and relationships	70	16	15	70%	-3	-7	56 - 92	5
● Fairness and trust*	46	24	30	46%	-5	-12	46 - 78	5
● Performance and development	43	26	31	43%	-6	-13	41 - 74	5
● Leadership and engagement	49	23	28	49%	-8	-13	49 - 81	5
● My job	71	14	15	71%	-3	-6	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.

	Department of Aboriginal & Torres Strait Islander Partnerships % positive	Cape York Peninsula Tenure Resolution	Corporate Support & Office DG	Culture & Economic Participation	Infrastructure & Coordination	Policy
<i>This section shows the % positive scores for divisions within the agency</i>						
Number of respondents	186	13	27	66	36	24
● Safety, health and wellness*	48%	48%	54%	53%	42%	54%
● Effectiveness and innovation*	50%	55%	56%	57%	47%	50%
● People and relationships	70%	51%	85%	76%	61%	73%
● Fairness and trust*	46%	48%	51%	51%	41%	53%
● Performance and development	43%	61%	47%	49%	38%	45%
● Leadership and engagement	49%	56%	57%	54%	43%	53%
● My job	71%	68%	69%	80%	73%	72%

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

06 Workplace climate by item

Purpose

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

New items were added to this index in 2017.

		Response scale (%)			% positive	vs 2016	vs Qld public sector
● Safety, health and wellness							
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement	33	32	35	33%	+1	+2
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	43	29	28	43%	-3	0
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	38	32	29	38%	-9	-7
Q23f	My work contributes positively to my quality of life*	39	29	32	39%	-	-5
Q24h	People in my workgroup are committed to workplace safety	76	18	6	76%	-4	-6
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	62	21	17	62%	-	-5
Q25b	My workplace culture supports people to achieve a good work/life balance	49	25	26	49%	-16	-13
Q25c	There is adequate focus on workplace safety at my workplace	63	25	12	63%	-12	-15

* 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*	44	26	30	44%	-	-5
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	36	25	40	36%	-	-15
Q31h	The wellbeing of employees is a priority for my organisation*	34	26	39	34%	-	-15
Q31j	My commitment to this organisation would be questioned if I chose to use flexible work options* % <small>positive indicates those who "strongly disagree" or "disagree" with this statement</small>	42	30	28	42%	-	0
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	56	25	19	56%	-12	-9
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	50	27	23	50%	-	-5

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

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	61	22	17	61%	-11	-10
Q22c	I get the information I need to do my job well	53	21	26	53%	-13	-14
Q22d	I have the authority necessary to do my job effectively	61	20	19	61%	-7	-9
Q23c	I feel my job is secure	50	24	26	50%	+2	-8
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>	20	31	49	20%	-8	+1
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	57	24	19	57%	-	-8
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	25	32	43	25%	-6	+6
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>	43	30	27	43%	-7	-2
Q26a	My workplace has undergone significant change in the past 12 months	49	27	24	49%	-13	-3

* 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	46	27	26	46%	-13	-11
Q27b	I am encouraged to make suggestions about improving work processes and/or services	58	20	22	58%	-10	-10
Q27c	Management is willing to act on suggestions to improve how things are done	44	23	33	44%	-10	-9
Q27d	My workgroup uses research and expertise to identify better practice	46	27	26	46%	-5	-9
Q27e	My workgroup always tries to improve its performance	61	20	19	61%	-8	-8
Q27f	My organisation is open to new ideas	39	32	29	39%	-13	-16
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	74	13	13	74%	+5	+5
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	73	17	11	73%	-6	-5
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	52	30	18	52%	-10	-12

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	62	11	27	62%	-7	-12
Q24b	I receive help and support from other people in my workgroup	78	13	9	78%	-3	-5
Q24c	People in my workgroup are honest, open and transparent in their dealings	58	20	22	58%	-4	-10
Q24d	People in my workgroup use their time and resources efficiently	57	22	21	57%	-4	-7
Q24e	People in my workgroup treat customers with respect	87	9	4	87%	+1	+1
Q24f	People in my workgroup are committed to delivering excellent service to customers	83	11	5	83%	+4	0
Q24g	People in my workgroup do their jobs effectively	67	19	14	67%	-2	-8
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	66	19	15	66%	-5	-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.

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	60	22	18	60%	-12	-13
Q25f	Performance is assessed and rewarded fairly in my workplace	24	24	52	24%	-4	-12
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	22	20	58	22%	-8	-17
Q25h	People are treated fairly and consistently in my workplace	30	20	51	30%	-13	-21
Q25i	People take responsibility for their decisions and actions in my workplace	34	26	40	34%	-6	-18
Q25j	I am able to speak up and share a different view to my colleagues and manager*	58	17	24	58%	-	-13
Q30a	My senior manager demonstrates honesty and integrity	61	20	19	61%	-4	-9
Q31e	Recruitment and promotion decisions in this organisation are fair	22	24	54	22%	-8	-15

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Fairness and trust (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31i	My responsibilities outside of work restrict my opportunities for promotion* % positive indicates those who "strongly disagree" or "disagree" with this statement	57	26	18	57%	-	+4
Q32a	Age is not a barrier to success in my organisation	54	29	18	54%	-10	-11
Q32b	Gender is not a barrier to success in my organisation	57	23	19	57%	-6	-12
Q32c	Disability is not a barrier to success in my organisation	55	38	8	55%	-1	-2
Q32d	Cultural background is not a barrier to success in my organisation	50	19	32	50%	-11	-20
Q32e	Sexual orientation is not a barrier to success in my organisation	60	34	6	60%	+2	-9
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	37	19	44	37%	-11	-17
Q32g	Women and men have equal access to work experiences that support career progression*	56	27	17	56%	-	-11

* 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	44	29	27	44%	-11	-13
Q28b	My performance is assessed against clear criteria	43	27	30	43%	-4	-8
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	48	20	32	48%	-7	-15
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	38	27	35	38%	+1	-3
Q28e	I am able to access relevant learning and development opportunities	50	27	24	50%	-6	-12
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	41	30	29	41%	-5	-18
Q28g	I am satisfied with the opportunities available for career development	31	28	41	31%	-3	-13
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	46	25	29	46%	-3	-10
Q28i	I develop new knowledge and skills through undertaking tasks at work	58	24	18	58%	-7	-14
Q31b	My organisation is committed to developing its employees	31	24	45	31%	-17	-21

06 Workplace climate by item (cont.)

Purpose

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

● Leadership and engagement		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29a	My manager treats employees with dignity and respect	70	17	13	70%	-4	-8
Q29b	My manager listens to what I have to say	72	15	13	72%	-2	-5
Q29c	My manager keeps me informed about what's going on	55	20	25	55%	-13	-12
Q29d	My manager understands my work	66	14	20	66%	-4	-7
Q29e	My manager creates a shared sense of purpose	61	19	20	61%	-4	-7
Q29f	My manager demonstrates honesty and integrity	69	18	14	69%	-5	-8
Q29g	My manager draws the best out of me	49	28	23	49%	-3	-8
Q31a	In my organisation, the leadership is of high quality	35	22	43	35%	-13	-18

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	34	23	43	34%	-12	-15
Q31d	In my organisation, the leadership operates with a high level of integrity	37	28	35	37%	-15	-18
Q31f	My organisation is well managed	30	22	47	30%	-10	-17
Q33a	I would recommend my organisation as a great place to work	36	26	38	36%	-10	-25
Q33b	I am proud to tell others I work for my organisation	46	29	25	46%	-10	-21
Q33c	I feel strong personal attachment to my organisation	49	27	24	49%	-4	-10
Q33d	My organisation motivates me to help it achieve its objectives	38	33	29	38%	-9	-15
Q33e	My organisation inspires me to do the best in my job	36	32	32	36%	-9	-17

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	81	10	9	81%	-4	-9
Q21b	I understand how my work contributes to my organisation's objectives	84	10	6	84%	-4	-7
Q22a	I have a choice in deciding how I do my work	68	14	18	68%	-2	+1
Q22e	My job gives me opportunities to utilise my skills	67	14	18	67%	-4	-8
Q22f	I enjoy the work in my current job	69	15	16	69%	-1	-6
Q22g	My job gives me a feeling of personal accomplishment	65	17	18	65%	+4	-4
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	71	15	13	71%	-4	-4
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	77	11	13	77%	-1	-3
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	57	17	26	57%	-11	-16

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
Your physical working environment % positive indicates those who responded with "very satisfied" or "satisfied"	Effectiveness and innovation	74%	+5
People in my workgroup are committed to delivering excellent service to customers	People and relationships	83%	+4
My job gives me a feeling of personal accomplishment	My job	65%	+4
Sexual orientation is not a barrier to success in my organisation	Fairness and trust	60%	+2
I feel my job is secure	Effectiveness and innovation	50%	+2

The survey items with the most negative change	Index	% positive 2017	vs 2016
My organisation is committed to developing its employees	Performance and development	31%	-17
My workplace culture supports people to achieve a good work/life balance	Safety, health and wellness	49%	-16
In my organisation, the leadership operates with a high level of integrity	Leadership and engagement	37%	-15
I get the information I need to do my job well	Effectiveness and innovation	53%	-13
My manager keeps me informed about what's going on	Leadership and engagement	55%	-13

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	37%	+6
Encourages a strong customer and stakeholder focus	35%	+10
Describes how their team's work aligns to organisational objectives	32%	+15
Builds effective working relationships with others	31%	+2
Demonstrates sound judgment	31%	+3
Empowers their team to perform at their best	26%	-6
Supports their team to adapt to change	23%	-5
Delegates work effectively and monitors performance	19%	-4
Responds confidently when faced with uncertainty	19%	-6
Applies sound business management skills	13%	-1
Takes responsibility for team development	8%	-8
Implements improved ways of doing things	6%	-13
Actively seeks feedback for personal development	3%	-4
Builds effective working relationships with others	45%	+6
Empowers their team to perform at their best	32%	-4
Implements improved ways of doing things	32%	+6
Upholds ethical standards and principles	32%	+4
Encourages a strong customer and stakeholder focus	28%	+10
Demonstrates sound judgment	27%	-3
Delegates work effectively and monitors performance	18%	0
Takes responsibility for team development	17%	-2
Actively seeks feedback for personal development	15%	-6
Applies sound business management skills	15%	+1
Responds confidently when faced with uncertainty	15%	-11
Describes how their team's work aligns to organisational objectives	13%	+5
Supports their team to adapt to change	12%	-7

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

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED

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

NOT DEMONSTRATED

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

Proportion vs Qld public sector

Demonstrates sound judgment	42%	+12
Upholds ethical standards and principles	34%	+2
Builds effective working relationships with others	31%	+2
Describes how their team's work aligns to organisational objectives	31%	+12
Encourages a strong customer and stakeholder focus	31%	+3
Delegates work effectively and monitors performance	27%	+4
Empowers their team to perform at their best	21%	-6
Responds confidently when faced with uncertainty	18%	-7
Implements improved ways of doing things	16%	-4
Applies sound business management skills	15%	-3
Supports their team to adapt to change	15%	-11
Takes responsibility for team development	6%	-11
Actively seeks feedback for personal development	5%	-2
Actively seeks feedback for personal development	38%	+7
Delegates work effectively and monitors performance	31%	+2
Empowers their team to perform at their best	31%	-4
Takes responsibility for team development	31%	+1
Applies sound business management skills	21%	+8
Describes how their team's work aligns to organisational objectives	21%	+1
Implements improved ways of doing things	21%	-10
Demonstrates sound judgment	20%	+6
Supports their team to adapt to change	20%	-6
Builds effective working relationships with others	18%	-6
Responds confidently when faced with uncertainty	15%	-4
Upholds ethical standards and principles	13%	0
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

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
Builds effective networks across the organisation and sector	34%	+14
Takes a 'big picture' view of issues or problems	34%	-1
Manages and prioritises resources to achieve the best outcomes	31%	-1
Empowers individuals and teams to build capability	28%	+1
Encourages collaboration and inclusion across workgroups	28%	0
Manages ambiguity and politics effectively	28%	+11
Demonstrates sound business acumen	22%	+6
Encourages innovative ideas and solutions	22%	-3
Demonstrates sound judgment	19%	-10
Takes responsibility for upholding ethical standards and principles	19%	-6
Leads change and culture initiatives	13%	-2
Actively seeks feedback for personal development	6%	-1
Motivates others to perform at their best	6%	-13
Empowers individuals and teams to build capability	59%	+27
Motivates others to perform at their best	38%	+2
Manages and prioritises resources to achieve the best outcomes	34%	-1
Leads change and culture initiatives	25%	+2
Builds effective networks across the organisation and sector	22%	+1
Demonstrates sound judgment	22%	-6
Takes responsibility for upholding ethical standards and principles	22%	+1
Manages ambiguity and politics effectively	19%	+5
Takes a 'big picture' view of issues or problems	16%	-11
Actively seeks feedback for personal development	13%	-5
Demonstrates sound business acumen	13%	+3
Encourages innovative ideas and solutions	13%	-8
Encourages collaboration and inclusion across workgroups	6%	-10

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

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED

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

NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Builds effective networks across the organisation and sector	34%	+10
Encourages collaboration and inclusion across workgroups	34%	+8
Empowers individuals and teams to build capability	31%	+8
Demonstrates sound judgment	28%	-3
Manages and prioritises resources to achieve the best outcomes	28%	-5
Demonstrates sound business acumen	25%	+7
Encourages innovative ideas and solutions	25%	+2
Takes a 'big picture' view of issues or problems	25%	-10
Manages ambiguity and politics effectively	19%	0
Takes responsibility for upholding ethical standards and principles	19%	-4
Leads change and culture initiatives	13%	-3
Actively seeks feedback for personal development	6%	-1
Motivates others to perform at their best	6%	-14
Actively seeks feedback for personal development	31%	+3
Leads change and culture initiatives	31%	+6
Motivates others to perform at their best	31%	-2
Empowers individuals and teams to build capability	28%	-6
Manages ambiguity and politics effectively	28%	+1
Takes a 'big picture' view of issues or problems	28%	+9
Builds effective networks across the organisation and sector	22%	+5
Encourages innovative ideas and solutions	22%	-4
Demonstrates sound judgment	19%	+5
Encourages collaboration and inclusion across workgroups	19%	-5
Manages and prioritises resources to achieve the best outcomes	19%	-7
Takes responsibility for upholding ethical standards and principles	13%	-1
Demonstrates sound business acumen	9%	0

08 Leadership behaviour in your agency: Senior Officer

Purpose

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

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

Leadership levels are defined as follows:

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

POSITIVE IMPACT

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

SUCCESSION

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

Proportion vs Qld public sector

Navigates complex issues, politics and ambiguous situations effectively	40%	+4
Stands behind their decisions in the face of adversity	35%	+6
Models high levels of ethical and professional behaviour	33%	-5
Directs and prioritises resources to achieve the best outcomes	29%	0
Builds strong relationships that influence organisational and sector outcomes	26%	-1
Creates a culture of continuous improvement	25%	+2
Adopts a system-wide view of issues to inform action	24%	+3
Demonstrates commercial acumen in managing corporate risk	24%	+10
Inspires others to perform at their best	15%	-7
Seeks feedback to strengthen leadership approach	13%	-1
Leads change with agility	11%	-2
Nurtures a learning and development culture	10%	-6
Is compelling when communicating the organisational strategy	6%	-9
Inspires others to perform at their best	49%	+7
Builds strong relationships that influence organisational and sector outcomes	39%	+4
Models high levels of ethical and professional behaviour	37%	-1
Navigates complex issues, politics and ambiguous situations effectively	32%	+2
Creates a culture of continuous improvement	27%	+1
Leads change with agility	24%	+3
Seeks feedback to strengthen leadership approach	24%	+4
Directs and prioritises resources to achieve the best outcomes	20%	-6
Is compelling when communicating the organisational strategy	20%	+6
Stands behind their decisions in the face of adversity	14%	-1
Adopts a system-wide view of issues to inform action	6%	-7
Nurtures a learning and development culture	6%	-8
Demonstrates commercial acumen in managing corporate risk	3%	-5

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

Navigates complex issues, politics and ambiguous situations effectively	50%	+14
Builds strong relationships that influence organisational and sector outcomes	30%	+2
Demonstrates commercial acumen in managing corporate risk	30%	+15
Models high levels of ethical and professional behaviour	30%	-5
Directs and prioritises resources to achieve the best outcomes	29%	-2
Stands behind their decisions in the face of adversity	29%	+1
Adopts a system-wide view of issues to inform action	23%	0
Inspires others to perform at their best	16%	-5
Creates a culture of continuous improvement	14%	-8
Seeks feedback to strengthen leadership approach	14%	+1
Is compelling when communicating the organisational strategy	13%	-4
Nurtures a learning and development culture	13%	-2
Leads change with agility	7%	-7
Inspires others to perform at their best	48%	+11
Seeks feedback to strengthen leadership approach	30%	-6
Directs and prioritises resources to achieve the best outcomes	27%	0
Builds strong relationships that influence organisational and sector outcomes	25%	+3
Stands behind their decisions in the face of adversity	24%	+5
Models high levels of ethical and professional behaviour	23%	+4
Is compelling when communicating the organisational strategy	21%	+1
Nurtures a learning and development culture	20%	-7
Adopts a system-wide view of issues to inform action	18%	+1
Creates a culture of continuous improvement	18%	-8
Leads change with agility	18%	-3
Navigates complex issues, politics and ambiguous situations effectively	13%	-4
Demonstrates commercial acumen in managing corporate risk	11%	+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	42%	-22	-2
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	58%	+22	+2
None of the above	42%	-22	-2
Flexible work hours for example accumulated hours as 'flexitime'*	37%	-	+8
Flexible work hours for example start late or early to meet responsibilities external to work*	16%	-	+3
Part time work	9%	-2	-8
Telecommuting	5%	+3	+1
Other, please specify	4%	+2	+2
Leave at half pay	4%	0	0
Compressed work hours	2%	0	0
Hot desks	2%	+1	-1
Purchased leave/extended leave/deferred salary schemes	2%	0	+1
Job sharing	1%	0	-1
Casual/on call	1%	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	20%	0	+1
No, I have not made a request but I am content with my current arrangements	65%	-4	-4
No, I have not made a request but I am not content with my current arrangements	15%	+3	+4

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

	Proportion	vs 2016	vs Qld public sector
Fully granted	54%		-12
Partially granted	11%		-3
Declined – no reason given	5%		-2
Declined – reason provided	16%		+8
I have not received a reply as yet	14%		+9

* 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	54%	+21	+24
Flexible working is frowned upon/not supported by my workplace culture	36%	+18	+6
I was concerned that it may negatively impact my team	29%	+4	+10
I felt it would limit my career	21%	-14	+2
I didn't feel confident presenting my case or negotiating arrangements with my manager	18%	-4	-4
I feel the technology I currently have access to does not support flexible working	18%	+4	+12
I don't feel confident in my manager's ability to manage staff working flexibly	14%	+4	+2
I didn't feel I had the right to	7%	-18	-10
I felt it would limit my access to training and development	7%	-4	0
None of the Above*	7%	-	-17

* New in 2017, no trend

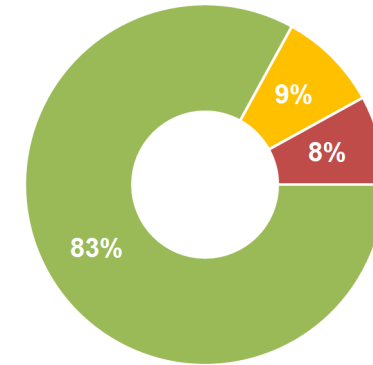
10 Domestic and family violence

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	83%	-1	+7
No	8%	-2	-4
Don't know	9%	+3	-4



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	91%	-3	+5
No	7%	+2	0
Don't Know	2%	+1	-4

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	79%	0	+7
No	9%	-3	-5
Don't Know	12%	+4	-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	80%	-1	-2
If I was approached directly by an employee affected by domestic and family violence, I am confident in my ability to provide appropriate levels of support	87%	+2	+6
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	85%	+3	+4

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	69%	-5	-2
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	73%	-2	+2

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	25%	+10	Yes	11%	+5
No	69%	-11	No	79%	-9
Don't Know	4%	+2	Don't Know	1%	-2
Prefer not to say	2%	-1	Prefer not to say	9%	+6

* New in 2017, no trend

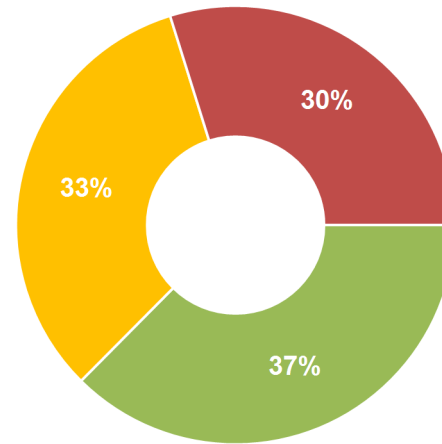
* New in 2017, no trend

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.



37% of employees agreed with the statement:
I intend to stay in my organisation within the next 12 months.

% positive change since 2016
-9
vs Qld public sector
-29

Reasons for leaving	Proportion	vs Qld public sector
The workplace culture	61%	+22
Career or job opportunities	57%	+5
Professional/personal development	37%	+2
Stress/Health	27%	-6
Balancing work and life commitments	20%	-2
Your relationship with your manager	19%	-3
Pay and conditions	18%	-9
Other (please specify)	17%	+7
Job security	14%	-4
Family/carer responsibilities	11%	-2
Work hours	11%	-3
The location of your workplace or the time spent commuting	10%	-7
Contract expiring	10%	-3
Your relationship with your colleagues	10%	-1
Fit between work and your interests	9%	-3
Retirement	7%	-2
Travel plans	4%	-3

12 Bullying and sexual harassment

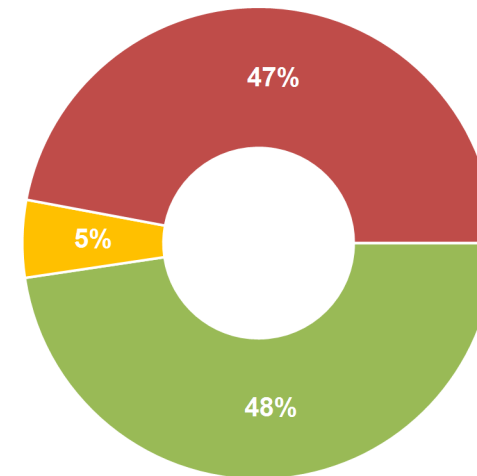
Purpose

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

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

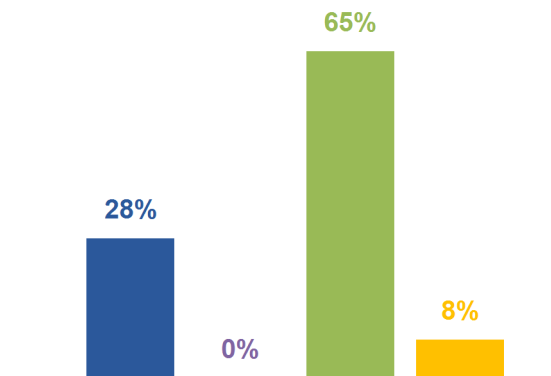
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
Yes	47%	+16	+19
No	48%	-15	-19
Don't know	5%	0	0



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

	Proportion	vs 2016	vs Qld public sector
Bullying	28%	+9	+11
Sexual Harassment	0%	-1	-1
No	65%	-12	-13
Don't Know	8%	+3	+3



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.

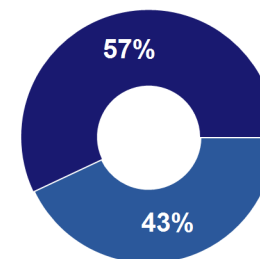
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A senior manager	45%	+4	+14
A fellow worker	36%	+6	-7
Your immediate manager/supervisor	23%	-13	-10
A group of fellow workers	15%	+13	+1
Prefer not to specify	15%	+9	+6
A worker that reports to you	6%	+2	+1
A client/customer	4%	0	-3
A member of the public	4%	+4	-1
A representative of another agency	4%	+2	+2
Other	2%	+2	0
A consultant/service provider	0%	0	-2

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	53%	0	-5
Inappropriate and unfair application of work policies or rules	45%	+6	+3
Other	34%	+2	+8
Physical behaviour (e.g. assault or aggressive body language)	11%	0	0
Cyber bullying	6%	-2	0
'Initiations' or pranks	4%	0	-3
Interference with your personal property or work equipment	4%	-2	-4

Did you report the BULLYING?

No



Yes

Why did you not report the BULLYING?

Why did you not report the BULLYING?	Proportion	vs 2016	vs Qld public sector
I did not think any action would be taken	63%	+13	+7
I did not want to upset relationships in the workplace	48%	+2	+9
I did not think it was worth the hassle of going through the report process	41%	+16	+3
It could affect my career	37%	-9	-8
Managers accepted the behaviour	30%	+5	-3
I did not think the bullying was serious enough	19%	+6	+2
Other	19%	+2	+8
I did not have enough evidence	15%	+11	-5
I did not know how to report it	4%	0	-1
The matter was resolved informally	4%	0	-4

13 Your view

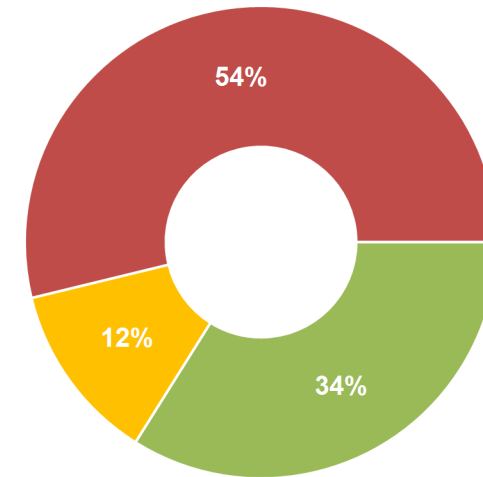
Purpose

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.

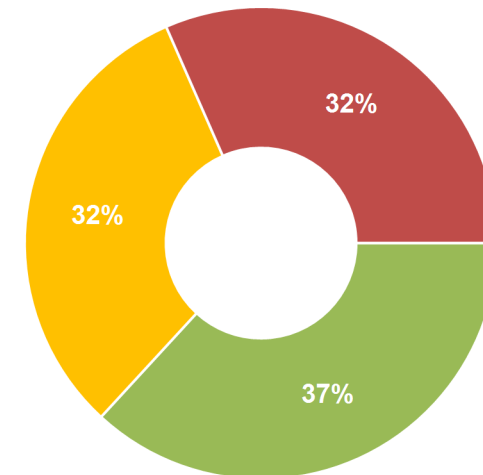
Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Yes	34%	-5	+3
No	54%	+11	-2
No, but I have not worked long in my organisation	12%	-6	-1



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	37%	-11	-25
Neutral	32%	-8	0
Negative	32%	+20	+26



14 Agency specific questions

Purpose

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

	Response scale (%)			% positive 2017	vs 2016
Achievement planning provides me the opportunity to discuss my learning needs with my supervisor	56	22	22	56%	-1
The department effectively utilises a range of informal learning opportunities to complement formal training	34	31	35	34%	-4
My manager actively encourages my career development	47	22	31	47%	-2
Situations of bullying or harassment that you have either witnessed or were subjected to, have been to your knowledge, satisfactorily resolved by the department	15	45	40	15%	-8
I would feel comfortable reporting an incident of workplace bullying or harassment.	50	16	35	50%	-10
The department is achieving outcomes for Aboriginal and Torres Strait Islander people	66	23	11	66%	-6
I believe that Senior Managers demonstrate workplace behaviour which is consistent with the Public Service values of Customers First, Ideas into Action, Unleash Potential, Be Courageous, and Empower People	38	28	34	38%	-13
I believe that my Manager demonstrates workplace behaviour which is consistent with the Public Service values of Customers First, Ideas into Action, Unleash Potential, Be Courageous, and Empower People	58	25	17	58%	-10
I have the knowledge, skills and abilities to respond to the questions or concerns that are raised by DATSIP's customers	75	18	6	75%	-1
The department effectively communicates with its employees.	35	28	38	35%	-

15 Appendix A – Strategic priorities by demographics

Purpose

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

"Restricted" indicates a group with less than 10 respondents

	Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
Department of Aboriginal & Torres Strait Islander Partnerships	186	41%	34%	49%
Managerial status				
Yes	57	47%	33%	53%
No	129	38%	35%	47%
Employment status				
Permanent	154	38%	31%	46%
Non-permanent	30	61%	51%	68%
Full-time status				
Full-time basis	170	43%	35%	49%
Part-time basis	16	24%	21%	49%
FTE Salary				
Under \$50,000	3	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
\$50,000 - \$69,999	22	56%	40%	56%
\$70,000 - \$89,999	53	40%	39%	52%
\$90,000 or over	107	37%	29%	46%
Time in agency				
Less than 2 years	56	57%	50%	60%
2 to less than 6 years	54	33%	26%	45%
6 to less than 10 years	37	37%	35%	45%
10 to less than 14 years	19	36%	24%	39%
14 to less than 16 years	2	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
16 to less than 20 years	7	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
20 years or more	10	26%	15%	37%

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

Purpose

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

"Restricted" indicates a group with less than 10 respondents

		Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
Department of Aboriginal & Torres Strait Islander Partnerships		186	41%	34%	49%
Age	34 years or younger	40	48%	43%	60%
	35 to 44 years	56	44%	30%	50%
	45 to 54 years	47	36%	38%	45%
	55 years or older	39	36%	22%	42%
Gender*	Female	127	46%	35%	49%
	Male	54	31%	32%	51%
	X	2	Restricted	Restricted	Restricted
Type of work	Direct service delivery	53	42%	37%	49%
	Corporate services and administrative support/clerical	60	44%	36%	52%
	Other	72	38%	29%	46%
Shiftwork	Yes	1	Restricted	Restricted	Restricted
	No	184	41%	34%	49%

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

16 Appendix B – Strategic priorities and factors by item

Purpose

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

Strategic priorities		% positive vs 2016		% neutral vs 2016		% negative vs 2016	
Agency engagement							
Q33a	I would recommend my organisation as a great place to work	36%	-10	26%	-9	38%	+18
Q33b	I am proud to tell others I work for my organisation	46%	-10	29%	0	25%	+10
Q33c	I feel strong personal attachment to my organisation	49%	-4	27%	-3	24%	+6
Q33d	My organisation motivates me to help it achieve its objectives	38%	-9	33%	-3	29%	+12
Q33e	My organisation inspires me to do the best in my job	36%	-9	32%	-5	32%	+14
Organisational leadership							
Q31a	In my organisation, the leadership is of high quality	35%	-13	22%	-2	43%	+15
Q31c	Management model the behaviours expected of all employees	34%	-12	23%	-3	43%	+15
Q31d	In my organisation, the leadership operates with a high level of integrity	37%	-15	28%	+3	35%	+12
Q31f	My organisation is well managed	30%	-10	22%	-8	47%	+19
Innovation							
Q27a	I get the opportunity to develop new and better ways of doing my job	46%	-13	27%	+4	26%	+9
Q27b	I am encouraged to make suggestions about improving work processes and/or services	58%	-10	20%	+2	22%	+7
Q27c	Management is willing to act on suggestions to improve how things are done	44%	-10	23%	-3	33%	+13
Q27d	My workgroup uses research and expertise to identify better practice	46%	-5	27%	-4	26%	+9
Q27e	My workgroup always tries to improve its performance	61%	-8	20%	0	19%	+8
Q27f	My organisation is open to new ideas	39%	-13	32%	+3	29%	+10

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

Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Job empowerment							
Q22a	I have a choice in deciding how I do my work	68%	-2	14%	-2	18%	+4
Q22b	I have the tools I need to do my job effectively	61%	-11	22%	+9	17%	+2
Q22c	I get the information I need to do my job well	53%	-13	21%	+6	26%	+7
Q22d	I have the authority necessary to do my job effectively	61%	-7	20%	+3	19%	+4
Q22e	My job gives me opportunities to utilise my skills	67%	-4	14%	+1	18%	+3
Q34b	Your ability to work on your own initiative	77%	-1	11%	-1	13%	+2
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	33%	+1	32%	-5	35%	+4
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	43%	-3	29%	-2	28%	+4
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with negative health impacts	38%	-9	32%	+3	29%	+6
Learning and development							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	48%	-7	20%	-3	32%	+9
Q28e	I am able to access relevant learning and development opportunities	50%	-6	27%	-1	24%	+7
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	41%	-5	30%	-4	29%	+10
Q28g	I am satisfied with the opportunities available for career development	31%	-3	28%	-3	41%	+6
Q31b	My organisation is committed to developing its employees	31%	-17	24%	-4	45%	+21

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

Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
My workgroup							
Q24a	People in my workgroup treat each other with respect	62%	-7	11%	-5	27%	+13
Q24b	I receive help and support from other people in my workgroup	78%	-3	13%	+2	9%	+1
Q24c	People in my workgroup are honest, open and transparent in their dealings	58%	-4	20%	-2	22%	+6
Q24d	People in my workgroup use their time and resources efficiently	57%	-4	22%	+2	21%	+3
Q24e	People in my workgroup treat customers with respect	87%	+1	9%	-2	4%	0
Q24f	People in my workgroup are committed to delivering excellent service to customers	83%	+4	11%	-3	5%	0
Q24g	People in my workgroup do their jobs effectively	67%	-2	19%	-1	14%	+3
My manager							
Q29a	My manager treats employees with dignity and respect	70%	-4	17%	+2	13%	+3
Q29b	My manager listens to what I have to say	72%	-2	15%	0	13%	+2
Q29c	My manager keeps me informed about what's going on	55%	-13	20%	+5	25%	+8
Q29d	My manager understands my work	66%	-4	14%	-4	20%	+8
Q29e	My manager creates a shared sense of purpose	61%	-4	19%	-1	20%	+4
Q29f	My manager demonstrates honesty and integrity	69%	-5	18%	+2	14%	+3
Q29g	My manager draws the best out of me	49%	-3	28%	-1	23%	+5

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

Purpose

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

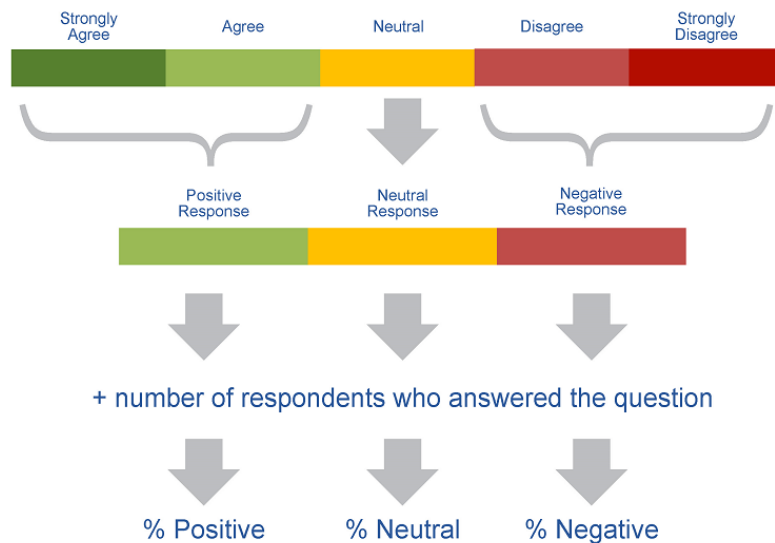
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Organisational fairness							
Q25f	Performance is assessed and rewarded fairly in my workplace	24%	-4	24%	-12	52%	+16
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	22%	-8	20%	-6	58%	+14
Q25h	People are treated fairly and consistently in my workplace	30%	-13	20%	-4	51%	+17
Q25i	People take responsibility for their decisions and actions in my workplace	34%	-6	26%	-8	40%	+14
Q31e	Recruitment and promotion decisions in this organisation are fair	22%	-8	24%	-12	54%	+20
Anti-discrimination							
Q32a	Age is not a barrier to success in my organisation	54%	-10	29%	+4	18%	+6
Q32b	Gender is not a barrier to success in my organisation	57%	-6	23%	0	19%	+5
Q32c	Disability is not a barrier to success in my organisation	55%	-1	38%	0	8%	+1
Q32d	Cultural background is not a barrier to success in my organisation	50%	-11	19%	-4	32%	+15
Q32e	Sexual orientation is not a barrier to success in my organisation	60%	+2	34%	-1	6%	0

17 Appendix C – How to interpret this report

% Positive, neutral and negative scores

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

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



Negatively Worded Questions: An example

What are negatively worded questions?

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

How are the negatively worded responses scored?

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

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

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

EXAMPLE

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

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

OR

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

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

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

How will I know if I am interpreting this correctly?

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

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

Rounding

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

Factor scores

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

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

Workplace climate index scores

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

% Change and division comparisons

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

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

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

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

Quintile

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

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

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

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

Number of respondents

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

Base size for Working for Queensland 2017

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

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

Definitions

The following definitions were used in the survey:

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

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

Your organisation

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

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

Your manager - The person you usually report to.

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

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

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

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