Energy & Water Ombudsman Queensland

Highlight Report

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Response Rate:

89%

Returned Surveys:

34
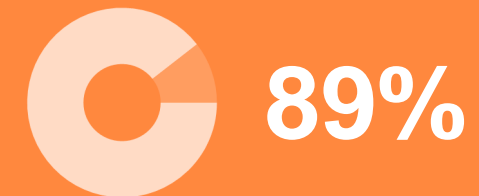
Purpose

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).

Energy & Water Ombudsman Queensland
Working for Queensland survey 2017

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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.
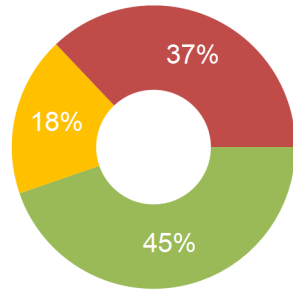

Job empowerment

Workload and health

Learning and development

My workgroup

My manager

Organisational fairness

Anti-discrimination

Agency engagement

Organisational leadership

Innovation

Safety, health and wellness

My job

Effectiveness and innovation

Leadership and engagement

Workplace climate

People and relationships

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.
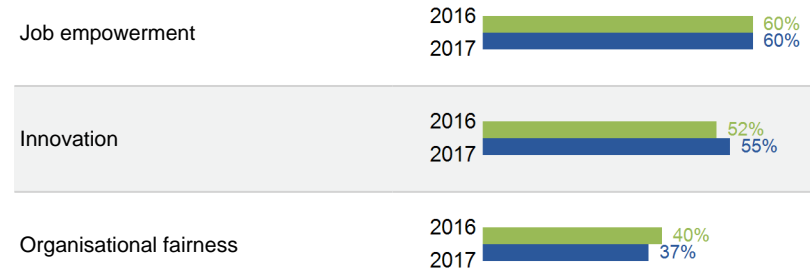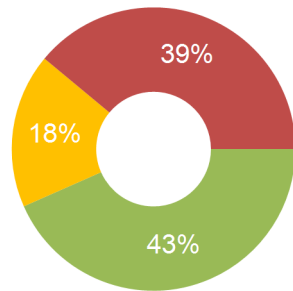
Agency Engagement

37%
18%
45%

% positive change since 2016

+3

Top 3 drivers	% Positive	
Job empowerment	2016	60%
	2017	60%
Innovation	2016	52%
	2017	55%
Organisational fairness	2016	40%
	2017	37%

Organisational leadership

39%
18%
43%

% positive change since 2016

-5

Top 3 drivers	% Positive	
Organisational fairness	2016	40%
	2017	37%
Innovation	2016	52%
	2017	55%
Job empowerment	2016	60%
	2017	60%

Innovation

29%
16%
55%

% positive change since 2016

+3

Top 3 drivers	% Positive	
Organisational fairness	2016	40%
	2017	37%
Job empowerment	2016	60%
	2017	60%
Anti-discrimination	2016	70%
	2017	69%

Energy & Water Ombudsman Queensland | Highlight Report
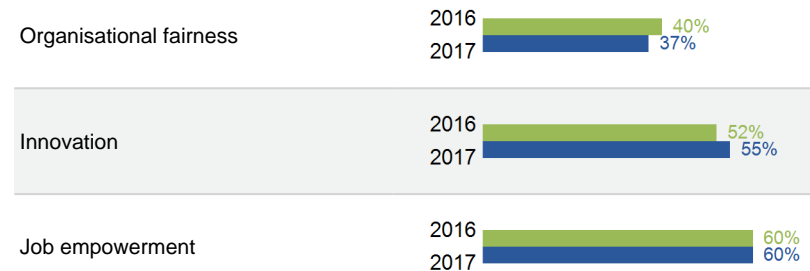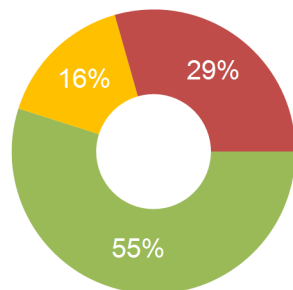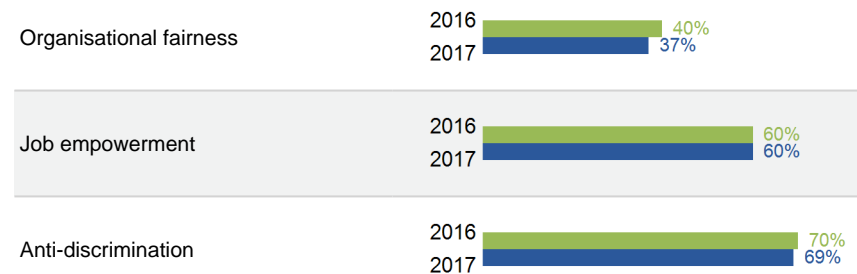
02 Factors
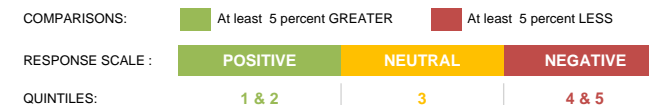
Purpose

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*	45	18	37	45%	+3	-14	41 - 82	5
Job empowerment	60	16	25	60%	0	-12	60 - 86	5
Workload and health *% positive indicates those who have limited to no issues with workload and health*	49	25	25	49%	-15	+10	29 - 68	1
Learning and development	38	20	42	38%	+9	-18	33 - 82	5
My workgroup	58	20	22	58%	-11	-18	58 - 92	5
My manager	60	12	28	60%	-10	-11	57 - 84	5
Organisational leadership*	43	18	39	43%	-5	-8	29 - 85	4
Organisational fairness	37	23	40	37%	-3	-6	26 - 67	5
Anti-discrimination	69	18	13	69%	0	+3	48 - 96	3
Innovation*	55	16	29	55%	+3	-5	46 - 89	5

03 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 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*	48	25	27	48%	-13	-6	43 - 82	5
Effectiveness and innovation*	52	22	26	52%	-3	-5	49 - 77	5
People and relationships	56	20	23	56%	-10	-20	56 - 92	5
Fairness and trust*	55	19	27	55%	-2	-4	46 - 78	5
Performance and development	41	21	38	41%	+3	-15	41 - 74	5
Leadership and engagement	51	15	34	51%	-5	-11	49 - 81	5
My job	58	15	27	58%	-2	-19	58 - 89	5

* 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

04 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*	48	33	18	**48%**	-25	+17
Q23b	I feel burned out by my work *% positive indicates those who "strongly disagree" or "disagree" with this statement*	64	15	21	**64%**	-3	+21
Q23e	My work has a negative impact on my health *% positive indicates those who "strongly disagree" or "disagree" with this statement*	36	27	36	**36%**	-17	-9
Q23f	My work contributes positively to my quality of life*	24	33	42	**24%**	-	-20
Q24h	People in my workgroup are committed to workplace safety	68	15	18	**68%**	+6	-14
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	56	12	32	**56%**	-	-11
Q25b	My workplace culture supports people to achieve a good work/life balance	53	12	35	**53%**	0	-9
Q25c	There is adequate focus on workplace safety at my workplace	65	18	18	**65%**	+11	-14

* New in 2017, no trend

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

04   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*	26	41	32	**26%**	-	-23
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	41	26	32	**41%**	-	-10
Q31h	The wellbeing of employees is a priority for my organisation*	35	35	29	**35%**	-	-14
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*	62	21	18	**62%**	-	+21
Q34e	Your work-life balance *% positive indicates those who responded with "very satisfied" or "satisfied"*	53	32	15	**53%**	-13	-11
Q34g	Your ability to access and use flexible work arrangements* *% positive indicates those who responded with "very satisfied" or "satisfied"*	41	24	35	**41%**	-	-14

* New in 2017, no trend

At least 5 percent GREATER		At least 5 percent LESS

RESPONSE SCALE : | POSITIVE | NEUTRAL | NEGATIVE |

04   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	68	15	18	**68%**	+1	-3
Q22c	I get the information I need to do my job well	50	18	32	**50%**	-17	-17
Q22d	I have the authority necessary to do my job effectively	71	9	21	**71%**	+4	+1
Q23c	I feel my job is secure	67	27	6	**67%**	+17	+9
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*	21	30	48	**21%**	-19	+2
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	38	32	29	**38%**	-	-27
Q25d	Approval processes at my workplace are excessive *% positive indicates those who "strongly disagree" or "disagree" with this statement*	15	21	64	**15%**	-5	-4
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	18	35	**47%**	-3	+2
Q26a	My workplace has undergone significant change in the past 12 months	62	24	15	**62%**	+8	+10

* New in 2017, no trend

04   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	3	41	**56%**	+23	-2
Q27b	I am encouraged to make suggestions about improving work processes and/or services	68	12	21	**68%**	+11	0
Q27c	Management is willing to act on suggestions to improve how things are done	53	18	29	**53%**	0	0
Q27d	My workgroup uses research and expertise to identify better practice	44	26	29	**44%**	-16	-11
Q27e	My workgroup always tries to improve its performance	50	21	29	**50%**	-20	-20
Q27f	My organisation is open to new ideas	59	15	26	**59%**	+22	+4
Q34c	Your physical working environment *% positive indicates those who responded with "very satisfied" or "satisfied"*	53	32	15	**53%**	-16	-16
Q34d	The location of your work *% positive indicates those who responded with "very satisfied" or "satisfied"*	65	32	3	**65%**	-18	-13
Q34f	Your ability to 'make a difference' to the community *% positive indicates those who responded with "very satisfied" or "satisfied"*	50	41	9	**50%**	-5	-14

04   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	50	18	32	**50%**	-23	-24
Q24b	I receive help and support from other people in my workgroup	59	26	15	**59%**	-28	-24
Q24c	People in my workgroup are honest, open and transparent in their dealings	50	21	29	**50%**	-10	-17
Q24d	People in my workgroup use their time and resources efficiently	50	18	32	**50%**	+17	-14
Q24e	People in my workgroup treat customers with respect	67	18	15	**67%**	-10	-19
Q24f	People in my workgroup are committed to delivering excellent service to customers	71	18	12	**71%**	-9	-12
Q24g	People in my workgroup do their jobs effectively	59	24	18	**59%**	-10	-16
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	47	21	32	**47%**	-6	-31

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

RESPONSE SCALE: POSITIVE | NEUTRAL | NEGATIVE

04   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	56	9	35	**56%**	-4	-17
Q25f	Performance is assessed and rewarded fairly in my workplace	29	29	41	**29%**	-1	-6
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	30	24	45	**30%**	-3	-8
Q25h	People are treated fairly and consistently in my workplace	44	15	41	**44%**	-3	-7
Q25i	People take responsibility for their decisions and actions in my workplace	41	21	38	**41%**	+5	-11
Q25j	I am able to speak up and share a different view to my colleagues and manager*	53	15	32	**53%**	-	-18
Q30a	My senior manager demonstrates honesty and integrity	56	24	21	**56%**	-13	-14
Q31e	Recruitment and promotion decisions in this organisation are fair	41	26	32	**41%**	-14	+4

* New in 2017, no trend

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

04 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*	62	21	18	**62%**	-	+9
Q32a	Age is not a barrier to success in my organisation	71	12	18	**71%**	-5	+5
Q32b	Gender is not a barrier to success in my organisation	65	12	24	**65%**	-8	-5
Q32c	Disability is not a barrier to success in my organisation	68	21	12	**68%**	+12	+11
Q32d	Cultural background is not a barrier to success in my organisation	71	24	6	**71%**	-2	+1
Q32e	Sexual orientation is not a barrier to success in my organisation	74	21	6	**74%**	+1	+4
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	50	15	35	**50%**	-5	-4
Q32g	Women and men have equal access to work experiences that support career progression*	62	18	21	**62%**	-	-5

* New in 2017, no trend

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

RESPONSE SCALE : POSITIVE   NEUTRAL   NEGATIVE

04   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	59	9	32	59%	+9	+2
Q28b	My performance is assessed against clear criteria	47	24	29	47%	-13	-4
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	44	18	38	44%	+14	-19
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	24	32	44	24%	+7	-17
Q28e	I am able to access relevant learning and development opportunities	38	21	41	38%	+12	-24
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	31	28	41	31%	-1	-28
Q28g	I am satisfied with the opportunities available for career development	24	21	56	24%	+7	-21
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	44	18	38	44%	-16	-11
Q28i	I develop new knowledge and skills through undertaking tasks at work	47	24	29	47%	-6	-25
Q31b	My organisation is committed to developing its employees	50	15	35	50%	+14	-2

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

RESPONSE SCALE : | POSITIVE | NEUTRAL | NEGATIVE

04   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	65	9	26	**65%**	-18	-13
Q29b	My manager listens to what I have to say	65	9	26	**65%**	-18	-12
Q29c	My manager keeps me informed about what's going on	62	6	32	**62%**	-11	-6
Q29d	My manager understands my work	62	12	26	**62%**	-21	-11
Q29e	My manager creates a shared sense of purpose	59	12	29	**59%**	+4	-9
Q29f	My manager demonstrates honesty and integrity	61	12	27	**61%**	-15	-16
Q29g	My manager draws the best out of me	47	24	29	**47%**	+13	-10
Q31a	In my organisation, the leadership is of high quality	41	18	41	**41%**	+7	-12

04 Workplace climate by item *(cont.)*

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

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	35	26	38	**35%**	-13	-14
Q31d	In my organisation, the leadership operates with a high level of integrity	50	12	38	**50%**	-9	-4
Q31f	My organisation is well managed	47	15	38	**47%**	-5	0
Q33a	I would recommend my organisation as a great place to work	47	12	41	**47%**	-1	-14
Q33b	I am proud to tell others I work for my organisation	53	18	29	**53%**	-6	-14
Q33c	I feel strong personal attachment to my organisation	35	29	35	**35%**	+1	-24
Q33d	My organisation motivates me to help it achieve its objectives	47	12	41	**47%**	+9	-6
Q33e	My organisation inspires me to do the best in my job	41	21	38	**41%**	+10	-12

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

RESPONSE SCALE : | POSITIVE | NEUTRAL | NEGATIVE |

04 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	82	3	15	**82%**	-4	-7
Q21b	I understand how my work contributes to my organisation's objectives	82	9	9	**82%**	-8	-8
Q22a	I have a choice in deciding how I do my work	59	24	18	**59%**	+15	-9
Q22e	My job gives me opportunities to utilise my skills	56	12	32	**56%**	+3	-19
Q22f	I enjoy the work in my current job	50	24	26	**50%**	-3	-26
Q22g	My job gives me a feeling of personal accomplishment	38	26	35	**38%**	-8	-31
Q34a	The degree to which your work is interesting/challenging *% positive indicates those who responded with "very satisfied" or "satisfied"*	50	9	41	**50%**	+5	-26
Q34b	Your ability to work on your own initiative *% positive indicates those who responded with "very satisfied" or "satisfied"*	56	18	26	**56%**	-6	-24
Q35	All things considered, how satisfied are you with your current job? *% positive indicates those who responded with "very satisfied" or "satisfied"*	52	9	39	**52%**	-8	-21

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

05   Most changed since 2016, by item

Purpose

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

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

The survey items with the most positive change

	Index	% positive 2017	vs 2016
I get the opportunity to develop new and better ways of doing my job	**Effectiveness and innovation**	**56%**	**+23**
My organisation is open to new ideas	**Effectiveness and innovation**	**59%**	**+22**
I feel my job is secure	**Effectiveness and innovation**	**67%**	**+17**
People in my workgroup use their time and resources efficiently	**People and relationships**	**50%**	**+17**
I have a choice in deciding how I do my work	**My job**	**59%**	**+15**

The survey items with the most negative change

	Index	% positive 2017	vs 2016
I receive help and support from other people in my workgroup	**People and relationships**	**59%**	**-28**
I am overloaded with work *% positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with overload*	**Safety, health and wellness**	**48%**	**-25**
People in my workgroup treat each other with respect	**People and relationships**	**50%**	**-23**
My manager understands my work	**Leadership and engagement**	**62%**	**-21**
My workgroup always tries to improve its performance	**Effectiveness and innovation**	**50%**	**-20**

06 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
Encourages a strong customer and stakeholder focus	39%	+13
Applies sound business management skills	33%	+19
Supports their team to adapt to change	33%	+6
Delegates work effectively and monitors performance	28%	+4
Describes how their team's work aligns to organisational objectives	28%	+10
Demonstrates sound judgment	22%	-5
Upholds ethical standards and principles	22%	-9
Actively seeks feedback for personal development	17%	+9
Implements improved ways of doing things	17%	-3
Builds effective working relationships with others	11%	-18
Empowers their team to perform at their best	6%	-26
Responds confidently when faced with uncertainty	6%	-19
Takes responsibility for team development	6%	-11

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
Empowers their team to perform at their best	44%	+9
Actively seeks feedback for personal development	39%	+18
Builds effective working relationships with others	33%	-6
Responds confidently when faced with uncertainty	33%	+7
Demonstrates sound judgment	28%	-2
Implements improved ways of doing things	22%	-3
Upholds ethical standards and principles	22%	-5
Applies sound business management skills	17%	+2
Encourages a strong customer and stakeholder focus	17%	-2
Takes responsibility for team development	17%	-2
Delegates work effectively and monitors performance	11%	-7
Supports their team to adapt to change	6%	-13
Describes how their team's work aligns to organisational objectives	0%	-9

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06 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		
Encourages a strong customer and stakeholder focus	**35%**	+8
Delegates work effectively and monitors performance	**29%**	+6
Describes how their team's work aligns to organisational objectives	**29%**	+11
Implements improved ways of doing things	**29%**	+10
Applies sound business management skills	**24%**	+6
Demonstrates sound judgment	**24%**	-6
Supports their team to adapt to change	**24%**	-2
Takes responsibility for team development	**24%**	+6
Responds confidently when faced with uncertainty	**18%**	-7
Upholds ethical standards and principles	**18%**	-14
Empowers their team to perform at their best	**12%**	-15
Actively seeks feedback for personal development	**6%**	-1
Builds effective working relationships with others	**6%**	-22
NOT DEMONSTRATED — Please indicate the three leadership behaviours that you would like to see demonstrated more frequently by your direct manager		
Builds effective working relationships with others	**50%**	+26
Empowers their team to perform at their best	**44%**	+9
Responds confidently when faced with uncertainty	**33%**	+15
Delegates work effectively and monitors performance	**28%**	-2
Demonstrates sound judgment	**28%**	+14
Implements improved ways of doing things	**28%**	-4
Takes responsibility for team development	**28%**	-3
Applies sound business management skills	**17%**	+3
Actively seeks feedback for personal development	**11%**	-19
Supports their team to adapt to change	**6%**	-21
Upholds ethical standards and principles	**6%**	-7
Describes how their team's work aligns to organisational objectives	**0%**	-20
Encourages a strong customer and stakeholder focus	**0%**	-11

06   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		Proportion	vs Qld public sector
Please indicate the three leadership behaviours, displayed by your direct manager, that have the greatest positive impact on engaging you in your work	Creates a culture of continuous improvement	50%	+27
	Builds strong relationships that influence organisational and sector outcomes	40%	+13
	Directs and prioritises resources to achieve the best outcomes	40%	+11
	Adopts a system-wide view of issues to inform action	30%	+10
	Navigates complex issues, politics and ambiguous situations effectively	30%	-6
	Demonstrates commercial acumen in managing corporate risk	20%	+7
	Models high levels of ethical and professional behaviour	20%	-19
	Nurtures a learning and development culture	20%	+4
	Stands behind their decisions in the face of adversity	20%	-9
	Inspires others to perform at their best	10%	-12
	Leads change with agility	10%	-3
	Seeks feedback to strengthen leadership approach	10%	-3
	Is compelling when communicating the organisational strategy	0%	-14

SUCCESSION			
Which three of the following leadership behaviours do you think are MOST important for YOU to demonstrate your readiness for promotion?	Builds strong relationships that influence organisational and sector outcomes	50%	+14
	Inspires others to perform at their best	42%	-1
	Models high levels of ethical and professional behaviour	42%	+4
	Navigates complex issues, politics and ambiguous situations effectively	42%	+12
	Creates a culture of continuous improvement	25%	0
	Leads change with agility	25%	+4
	Seeks feedback to strengthen leadership approach	25%	+5
	Stands behind their decisions in the face of adversity	25%	+10
	Directs and prioritises resources to achieve the best outcomes	8%	-17
	Is compelling when communicating the organisational strategy	8%	-5
	Nurtures a learning and development culture	8%	-5
	Adopts a system-wide view of issues to inform action	0%	-12
	Demonstrates commercial acumen in managing corporate risk	0%	-7

06 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
Builds strong relationships that influence organisational and sector outcomes	40%	+12
Creates a culture of continuous improvement	40%	+18
Demonstrates commercial acumen in managing corporate risk	40%	+25
Directs and prioritises resources to achieve the best outcomes	30%	0
Inspires others to perform at their best	30%	+9
Leads change with agility	30%	+15
Models high levels of ethical and professional behaviour	30%	-5
Seeks feedback to strengthen leadership approach	20%	+6
Adopts a system-wide view of issues to inform action	10%	-12
Is compelling when communicating the organisational strategy	10%	-7
Nurtures a learning and development culture	10%	-5
Stands behind their decisions in the face of adversity	10%	-17
Navigates complex issues, politics and ambiguous situations effectively	0%	-36
Is compelling when communicating the organisational strategy	50%	+30
Creates a culture of continuous improvement	33%	+7
Directs and prioritises resources to achieve the best outcomes	33%	+7
Navigates complex issues, politics and ambiguous situations effectively	33%	+17
Inspires others to perform at their best	25%	-12
Models high levels of ethical and professional behaviour	25%	+7
Nurtures a learning and development culture	25%	-1
Adopts a system-wide view of issues to inform action	17%	-1
Seeks feedback to strengthen leadership approach	17%	-19
Stands behind their decisions in the face of adversity	17%	-2
Builds strong relationships that influence organisational and sector outcomes	8%	-14
Demonstrates commercial acumen in managing corporate risk	8%	-2
Leads change with agility	8%	-13

07   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	**24%**	-36	-20
Used flexible workplace option *% proportion indicates those that used at least one of the 13 work place options*	**76%**	+36	+20
Flexible work hours for example accumulated hours as 'flexitime'*	**71%**	-	+41
None of the above	**24%**	-36	-20
Part time work	**12%**	+5	-5
Flexible work hours for example start late or early to meet responsibilities external to work*	**9%**	-	-3
Telecommuting	**3%**	+3	-1
Casual/on call	**0%**	0	-3
Compressed work hours	**0%**	0	-2
Hot desks	**0%**	0	-3
Job sharing	**0%**	-3	-2
Leave at half pay	**0%**	-3	-4
Other, please specify	**0%**	0	-2
Part-year work/annualised hours	**0%**	0	0
Purchased leave/extended leave/deferred salary schemes	**0%**	0	-1
Term-time working	**0%**	0	0

* New in 2017, no trend

07 Flexible work options *(cont.)*

Purpose

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

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

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

	Proportion	vs 2016	vs Qld public sector
Yes, I requested flexibility	9%	+2	-11
No, I have not made a request but I am content with my current arrangements	62%	-7	-7
No, I have not made a request but I am not content with my current arrangements	29%	+5	+18

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

	Proportion	vs Qld public sector
Due to insufficient responses, the remaining data within this section has been restricted.		

* New in 2017, no trend

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

	Proportion	vs 2016	vs Qld public sector
Flexible working is frowned upon/not supported by my workplace culture	70%	+70	+40
I don't feel confident in my manager's ability to manage staff working flexibly	20%	+20	+8
I feel flexibility is not possible in my current job	20%	+20	-10
I feel the technology I currently have access to does not support flexible working	20%	+20	+14
None of the Above*	20%	-	-4
I felt it would limit my access to training and development	10%	+10	+3
I felt it would limit my career	10%	+10	-10
I didn't feel confident presenting my case or negotiating arrangements with my manager	0%	0	-22
I didn't feel I had the right to	0%	0	-17
I was concerned that it may negatively impact my team	0%	0	-19

* New in 2017, no trend

RESPONSE SCALE : | POSITIVE | NEUTRAL | NEGATIVE

08   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	79%	+17	+4
No	18%	+4	+6
Don't know	3%	-21	-10
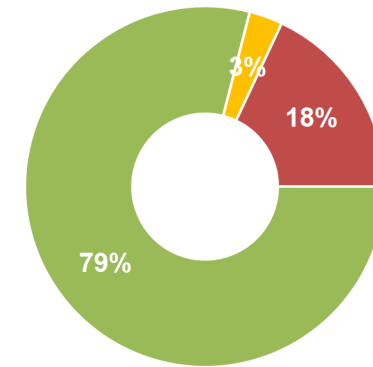
Managers *Manage one or more employees*	% proportion	vs 2016	vs Qld public sector
Yes	100%	+40	+14
No	0%	-20	-8
Don't Know	0%	-20	-6

Non-managers *Manage no employees*	% proportion	vs 2016	vs Qld public sector
Yes	74%	+11	+2
No	26%	+16	+13
Don't Know	0%	-26	-14

08   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	**90%**	+30	+8
If I was approached directly by an employee affected by domestic and family violence, I am confident in my ability to provide appropriate levels of support	**90%**	+30	+8
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	**80%**	+30	-1

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	**79%**	+5	+8
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	**88%**	+14	+16

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	**0%**	-16
No	**100%**	+20
Don't Know	**0%**	-2
Prefer not to say	**0%**	-3

* New in 2017, no trend

Non-managers *Manage no employees*	% proportion	vs Qld public sector
Yes	**9%**	+2
No	**91%**	+3
Don't Know	**0%**	-3
Prefer not to say	**0%**	-3

* New in 2017, no trend

RESPONSE SCALE : | POSITIVE | NEUTRAL | NEGATIVE |
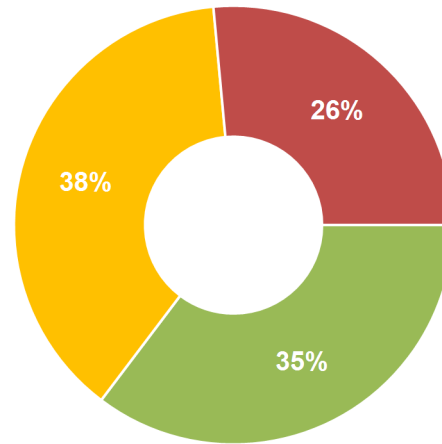
09 Intention to leave your organisation

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.

26%

38%

35%

% positive change since 2016

-6

vs Qld public sector

-31

35%

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
The workplace culture	**68%**	+29
Career or job opportunities	**64%**	+11
Professional/personal development	**55%**	+19
Your relationship with your manager	**50%**	+28
Pay and conditions	**32%**	+5
Stress/Health	**23%**	-10
Balancing work and life commitments	**18%**	-4
Other (please specify)	**18%**	+8
The location of your workplace or the time spent commuting	**18%**	0
Family/carer responsibilities	**14%**	+1
Work hours	**14%**	-1
Your relationship with your colleagues	**14%**	+3
Fit between work and your interests	**9%**	-2
Job security	**9%**	-9
Retirement	**5%**	-4
Travel plans	**5%**	-2
Contract expiring	**0%**	-12

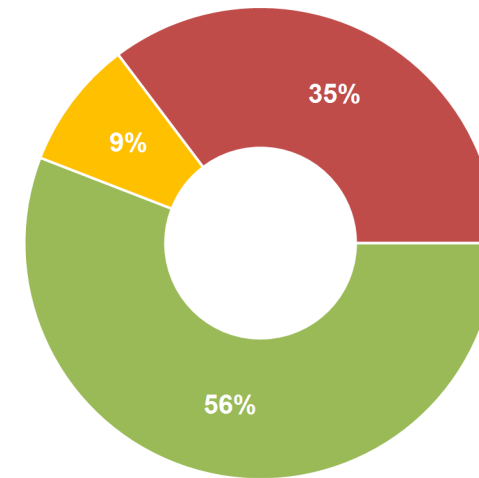# 10   Bullying and sexual harassment

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	35%	0	+7
No	56%	-1	-11
Don't know	9%	+2	+3

35%

9%

56%

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	32%	+5	+16
Sexual Harassment	3%	-1	+2
No	59%	-7	-19
Don't Know	9%	+2	+4

32%   3%   59%   9%
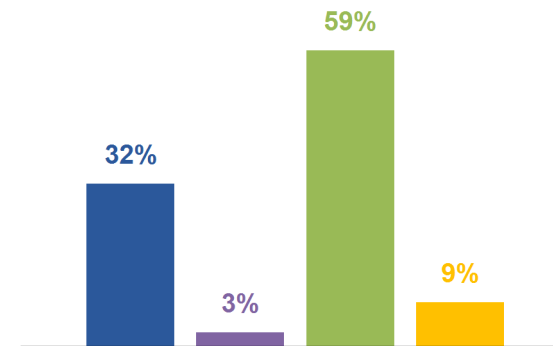
10   Bullying and sexual harassment *(cont.)*

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	**64%**	+64	+32
Your immediate manager/supervisor	**45%**	+45	+12
A fellow worker	**27%**	+27	-16
A group of fellow workers	**27%**	+27	+13
A client/customer	**9%**	+9	+2
A worker that reports to you	**9%**	+9	+4
Prefer not to specify	**9%**	+9	+1
A consultant/service provider	**0%**	0	-2
A member of the public	**0%**	0	-5
A representative of another agency	**0%**	0	-2
Other	**0%**	0	-2

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Inappropriate and unfair application of work policies or rules	**73%**	+73	+31
Verbal abuse	**64%**	+64	+6
Cyber bullying	**27%**	+27	+21
Other	**27%**	+27	+1
Interference with your personal property or work equipment	**9%**	+9	+1
'Initiations' or pranks	**0%**	0	-7
Physical behaviour (e.g. assault or aggressive body language)	**0%**	0	-11

Did you report the BULLYING?

No

36%

Yes

64%
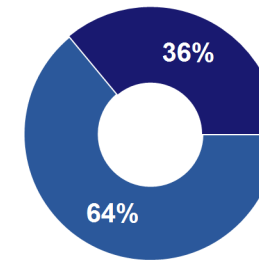
Why did you not report the BULLYING?	Proportion	vs 2016	vs Qld public sector

Due to insufficient responses, the remaining data within this section has been restricted.

RESPONSE SCALE : | POSITIVE | NEUTRAL | NEGATIVE |

11   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	**56%**	+48	+25
No	**38%**	-45	-18
No, but I have not worked long in my organisation	**6%**	-2	-8

38%
6%
56%
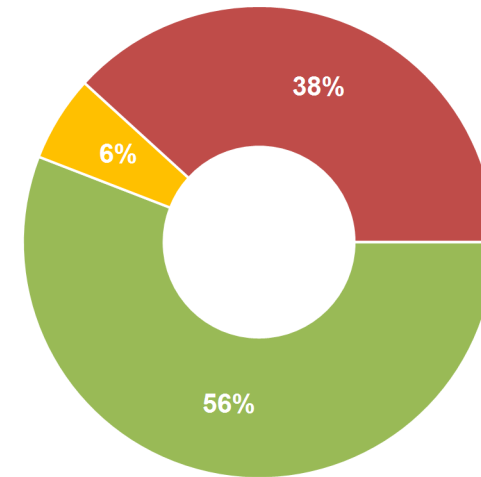
How satisfied are you with your organisation's action in response to last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Positive	**63%**	+63	+1
Neutral	**32%**	+32	0
Negative	**5%**	+5	0

32%
5%
63%
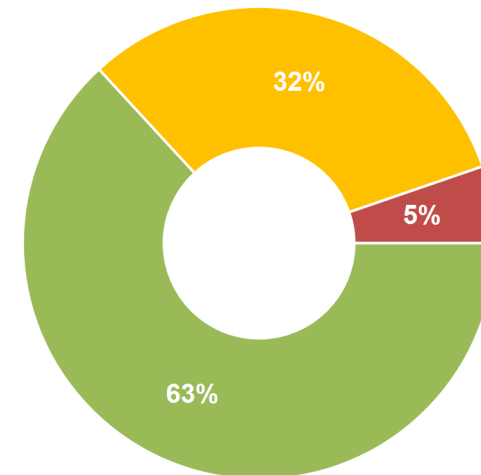
12   Agency specific questions

Purpose

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

	Response scale (%)			% positive 2017	vs 2016
I am feeling positive about the future direction of EWOQ	59	21	21	59%	-
I feel I am supported through the EWOQ change process	53	26	21	53%	-
I feel encouraged and supported by my direct manager to improve my skills and knowledge	53	9	38	53%	-
My direct manager communicates clearly and appropriately	59	15	26	59%	-
My senior manager communicates clearly and appropriately	53	15	32	53%	-
The EMG team communicates clearly and appropriately	41	32	26	41%	-

13   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).

Due to insufficient responses, this section has been restricted.

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

14   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	**47%**	-1	**12%**	-19	**41%**	+20
Q33b	I am proud to tell others I work for my organisation	**53%**	-6	**18%**	0	**29%**	+5
Q33c	I feel strong personal attachment to my organisation	**35%**	+1	**29%**	-9	**35%**	+8
Q33d	My organisation motivates me to help it achieve its objectives	**47%**	+9	**12%**	-23	**41%**	+14
Q33e	My organisation inspires me to do the best in my job	**41%**	+10	**21%**	-21	**38%**	+11
Organisational leadership							
Q31a	In my organisation, the leadership is of high quality	**41%**	+7	**18%**	-13	**41%**	+7
Q31c	Management model the behaviours expected of all employees	**35%**	-13	**26%**	+13	**38%**	0
Q31d	In my organisation, the leadership operates with a high level of integrity	**50%**	-9	**12%**	-9	**38%**	+18
Q31f	My organisation is well managed	**47%**	-5	**15%**	-3	**38%**	+7
Innovation							
Q27a	I get the opportunity to develop new and better ways of doing my job	**56%**	+23	**3%**	-34	**41%**	+11
Q27b	I am encouraged to make suggestions about improving work processes and/or services	**68%**	+11	**12%**	-5	**21%**	-6
Q27c	Management is willing to act on suggestions to improve how things are done	**53%**	0	**18%**	-2	**29%**	+3
Q27d	My workgroup uses research and expertise to identify better practice	**44%**	-16	**26%**	+6	**29%**	+9
Q27e	My workgroup always tries to improve its performance	**50%**	-20	**21%**	-3	**29%**	+23
Q27f	My organisation is open to new ideas	**59%**	+22	**15%**	-22	**26%**	0

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

14   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	59%	+15	24%	-10	18%	-6
Q22b	I have the tools I need to do my job effectively	68%	+1	15%	-5	18%	+4
Q22c	I get the information I need to do my job well	50%	-17	18%	+1	32%	+16
Q22d	I have the authority necessary to do my job effectively	71%	+4	9%	-11	21%	+7
Q22e	My job gives me opportunities to utilise my skills	56%	+3	12%	-5	32%	+2
Q34b	Your ability to work on your own initiative	56%	-6	18%	+4	26%	+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*	48%	-25	33%	+13	18%	+12
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*	64%	-3	15%	-5	21%	+8
Q23e	My work has a negative impact on my health *% positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with negative health impacts*	36%	-17	27%	+1	36%	+16
Learning and development							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	44%	+14	18%	-12	38%	-2
Q28e	I am able to access relevant learning and development opportunities	38%	+12	21%	-13	41%	+1
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	31%	-1	28%	+7	41%	-6
Q28g	I am satisfied with the opportunities available for career development	24%	+7	21%	-6	56%	-1
Q31b	My organisation is committed to developing its employees	50%	+14	15%	-3	35%	-11

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

14   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	50%	-23	18%	-2	32%	+26
Q24b	I receive help and support from other people in my workgroup	59%	-28	26%	+16	15%	+11
Q24c	People in my workgroup are honest, open and transparent in their dealings	50%	-10	21%	-6	29%	+16
Q24d	People in my workgroup use their time and resources efficiently	50%	+17	18%	-26	32%	+9
Q24e	People in my workgroup treat customers with respect	67%	-10	18%	-5	15%	+15
Q24f	People in my workgroup are committed to delivering excellent service to customers	71%	-9	18%	-2	12%	+12
Q24g	People in my workgroup do their jobs effectively	59%	-10	24%	+3	18%	+7
My manager							
Q29a	My manager treats employees with dignity and respect	65%	-18	9%	+5	26%	+13
Q29b	My manager listens to what I have to say	65%	-18	9%	+5	26%	+13
Q29c	My manager keeps me informed about what's going on	62%	-11	6%	-11	32%	+22
Q29d	My manager understands my work	62%	-21	12%	+8	26%	+13
Q29e	My manager creates a shared sense of purpose	59%	+4	12%	-12	29%	+9
Q29f	My manager demonstrates honesty and integrity	61%	-15	12%	+2	27%	+13
Q29g	My manager draws the best out of me	47%	+13	24%	-18	29%	+5

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

14   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	**29%**	-1	**29%**	-17	**41%**	+18
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	**30%**	-3	**24%**	+4	**45%**	-1
Q25h	People are treated fairly and consistently in my workplace	**44%**	-3	**15%**	-9	**41%**	+11
Q25i	People take responsibility for their decisions and actions in my workplace	**41%**	+5	**21%**	-3	**38%**	-2
Q31e	Recruitment and promotion decisions in this organisation are fair	**41%**	-14	**26%**	+9	**32%**	+5
Anti-discrimination							
Q32a	Age is not a barrier to success in my organisation	**71%**	-5	**12%**	-5	**18%**	+11
Q32b	Gender is not a barrier to success in my organisation	**65%**	-8	**12%**	-2	**24%**	+10
Q32c	Disability is not a barrier to success in my organisation	**68%**	+12	**21%**	-17	**12%**	+5
Q32d	Cultural background is not a barrier to success in my organisation	**71%**	-2	**24%**	+3	**6%**	-1
Q32e	Sexual orientation is not a barrier to success in my organisation	**74%**	+1	**21%**	+3	**6%**	-4

15   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.
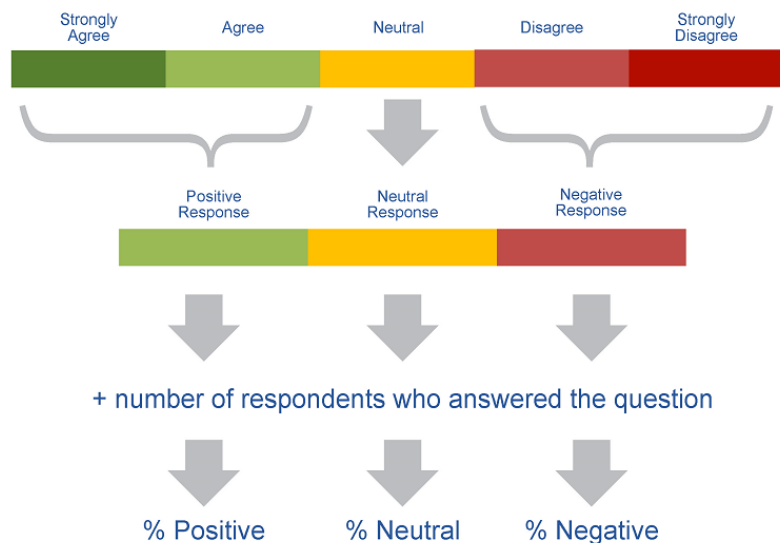
Negatively Worded Questions: An example

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.

15 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.