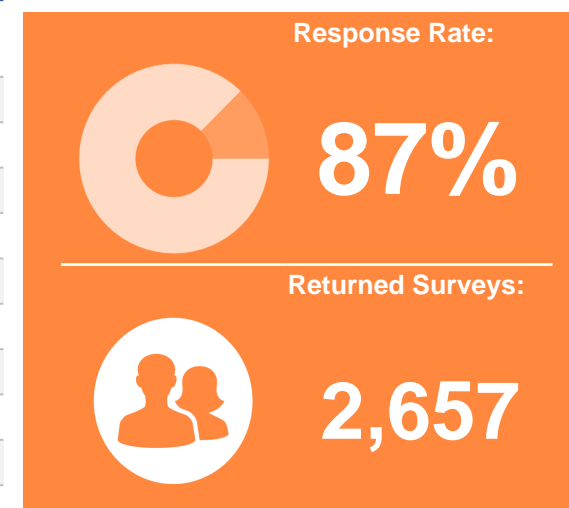


## Department of Housing and Public Works

## Highlight Report

### Report Content

Reporting Framework	
STRATEGIC PRIORITIES	01 Driver analysis scorecard
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	15 Appendix A – Strategic priorities by demographics
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	17 Appendix C – How to interpret this report



### Purpose

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

### Note on the response rate

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

# Reporting Framework

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

## Strategic priorities: driver analysis

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

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



## Workplace climate

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

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

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

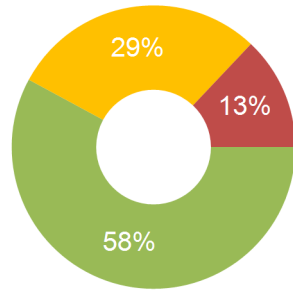


# 01 Driver analysis scorecard

## Purpose

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

### Agency engagement

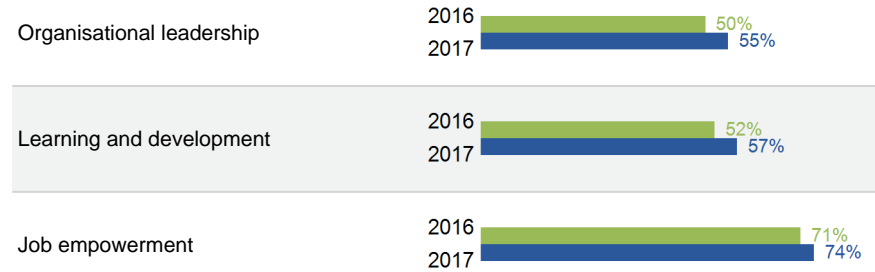


% positive change since 2016

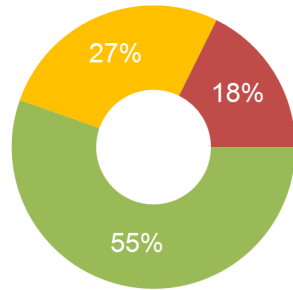
**+3**

#### Top 3 drivers

#### % Positive



### Organisational Leadership

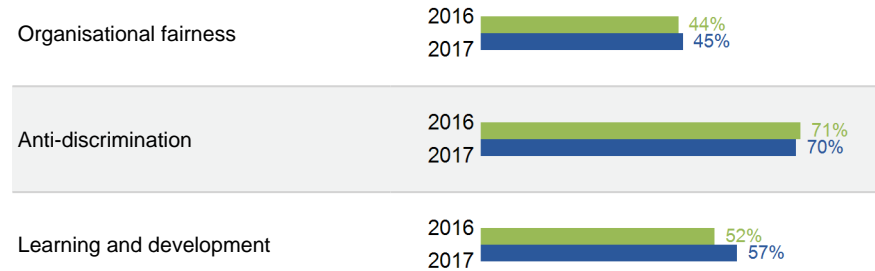


% positive change since 2016

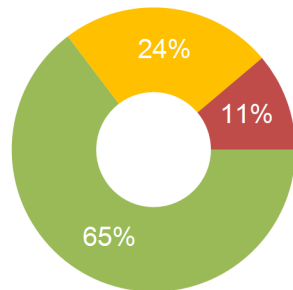
**+5**

#### Top 3 drivers

#### % Positive



### Innovation

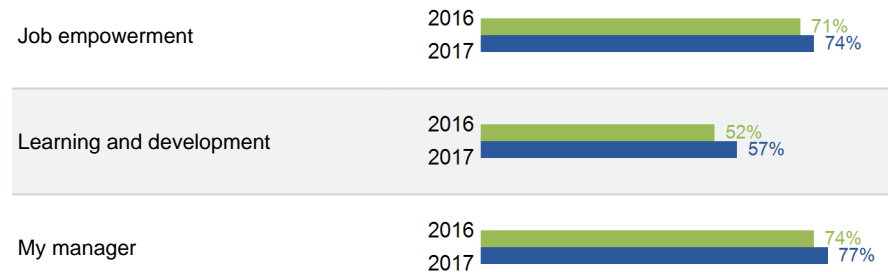


% positive change since 2016

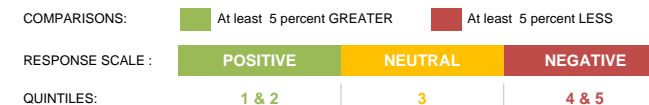
**+2**

#### 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*	58	29	13	58%	+3	-1	41 - 82	3
Job empowerment	74	16	10	74%	+3	+2	60 - 86	2
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	41	34	25	41%	+2	+1	29 - 68	3
Learning and development	57	26	17	57%	+4	+1	33 - 82	3
My workgroup	80	14	7	80%	0	+4	58 - 92	2
My manager	77	15	9	77%	+3	+6	57 - 84	2
Organisational leadership*	55	27	18	55%	+5	+4	29 - 85	2
Organisational fairness	45	30	26	45%	+1	+2	26 - 67	2
Anti-discrimination	70	22	8	70%	-1	+4	48 - 96	2
Innovation*	65	24	11	65%	+2	+5	46 - 89	2

## 03 Factors by division

### Purpose

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

	Department of Housing and Public Works % positive	Building and Asset Services	Building Industry and Policy	Corporate Services	Government Employee Housing	Housing and Homelessness Services	Queensland Government Accommodation Office	Queensland Government Procurement
<i>This section shows the % positive scores for divisions within the agency</i>								
Number of respondents	2,657	935	50	392	23	1077	82	78
Agency engagement*	<b>58%</b>	55%	41%	56%	69%	63%	59%	55%
Job empowerment	<b>74%</b>	71%	65%	77%	80%	76%	78%	76%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	<b>41%</b>	37%	33%	47%	36%	41%	50%	50%
Learning and development	<b>57%</b>	46%	42%	63%	61%	63%	61%	60%
My workgroup	<b>80%</b>	78%	81%	82%	77%	80%	83%	86%
My manager	<b>77%</b>	72%	73%	80%	85%	80%	77%	82%
Organisational leadership*	<b>55%</b>	50%	47%	57%	60%	60%	50%	67%
Organisational fairness	<b>45%</b>	40%	36%	49%	45%	48%	43%	47%
Anti-discrimination	<b>70%</b>	63%	52%	71%	75%	76%	67%	72%
Innovation*	<b>65%</b>	58%	57%	68%	72%	69%	62%	73%

## 04 Workplace climate

### Purpose

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

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

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

	Response scale (%)			% positive	vs 2016	vs Qld public sector	Range of all agencies	Your agency quintile
<span style="color: red;">●</span> Safety, health and wellness*	59	25	15	<b>59%</b>	-1	+5	<b>43 - 82</b>	<b>2</b>
<span style="color: green;">●</span> Effectiveness and innovation*	59	24	16	<b>59%</b>	+2	+2	<b>49 - 77</b>	<b>3</b>
<span style="color: purple;">●</span> People and relationships	80	13	7	<b>80%</b>	+1	+4	<b>56 - 92</b>	<b>2</b>
<span style="color: teal;">●</span> Fairness and trust*	61	23	15	<b>61%</b>	+1	+3	<b>46 - 78</b>	<b>2</b>
<span style="color: orange;">●</span> Performance and development	57	26	17	<b>57%</b>	+4	+1	<b>41 - 74</b>	<b>3</b>
<span style="color: blue;">●</span> Leadership and engagement	66	22	12	<b>66%</b>	+4	+3	<b>49 - 81</b>	<b>3</b>
<span style="color: lightblue;">●</span> My job	79	13	8	<b>79%</b>	+3	+1	<b>58 - 89</b>	<b>3</b>

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

## 05 Workplace climate by division

### Purpose

This section shows the breakdown of division and agency results for each workplace climate index.

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

	Department of Housing and Public Works % positive	Building and Asset Services	Building Industry and Policy	Corporate Services	Government Employee Housing	Housing and Homelessness Services	Queensland Government Accommodation Office	Queensland Government Procurement
<i>This section shows the % positive scores for divisions within the agency</i>								
Number of respondents	2,657	935	50	392	23	1077	82	78
<span style="color: red;">●</span> Safety, health and wellness*	<b>59%</b>	54%	49%	64%	61%	62%	66%	63%
<span style="color: green;">●</span> Effectiveness and innovation*	<b>59%</b>	56%	52%	60%	65%	63%	59%	63%
<span style="color: purple;">●</span> People and relationships	<b>80%</b>	78%	80%	82%	78%	81%	83%	86%
<span style="color: teal;">●</span> Fairness and trust*	<b>61%</b>	56%	49%	64%	67%	66%	59%	66%
<span style="color: orange;">●</span> Performance and development	<b>57%</b>	48%	46%	61%	52%	63%	61%	60%
<span style="color: blue;">●</span> Leadership and engagement	<b>66%</b>	61%	57%	67%	74%	69%	65%	70%
<span style="color: lightblue;">●</span> My job	<b>79%</b>	76%	64%	79%	83%	81%	84%	80%

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

## 06 Workplace climate by item

### Purpose

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

New items were added to this index in 2017.

		Response scale (%)			% positive	vs 2016	vs Qld public sector
<b>Safety, health and wellness</b>							
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement	29	38	33	29%	+3	-2
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	44	32	23	44%	+4	+1
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	48	32	20	48%	+1	+3
Q23f	My work contributes positively to my quality of life*	42	40	18	42%	-	-2
Q24h	People in my workgroup are committed to workplace safety	87	11	2	87%	+1	+5
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	75	17	8	75%	-	+9
Q25b	My workplace culture supports people to achieve a good work/life balance	70	19	11	70%	+1	+8
Q25c	There is adequate focus on workplace safety at my workplace	85	12	4	85%	+1	+7

\* New in 2017, no trend



## 06 Workplace climate by item

### Purpose

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

New items were added to this index in 2017.

<span style="color: red;">●</span> Safety, health and wellness (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29h	My manager proactively discusses flexible work arrangements*	56	25	19	56%	-	+7
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	58	24	18	58%	-	+7
Q31h	The wellbeing of employees is a priority for my organisation*	57	26	18	57%	-	+7
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>	45	33	22	45%	-	+4
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	69	19	11	69%	+2	+5
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	63	26	11	63%	-	+8

\* 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
		At least 5 percent GREATER	NEUTRAL	At least 5 percent LESS			
Q22b	I have the tools I need to do my job effectively	72	15	12	72%	+5	+1
Q22c	I get the information I need to do my job well	68	19	12	68%	+4	+1
Q22d	I have the authority necessary to do my job effectively	72	18	10	72%	+1	+2
Q23c	I feel my job is secure	50	25	25	50%	+3	-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>	21	35	43	21%	0	+2
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	70	21	8	70%	-	+5
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	21	38	41	21%	+2	+1
Q25e	Disruptions and/or noise at my workplace make it hard to get things done <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	48	26	26	48%	0	+2
Q26a	My workplace has undergone significant change in the past 12 months	51	32	18	51%	-2	-1

\* New in 2017, no trend

## 06 Workplace climate by item (cont.)

### Purpose

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

New items were added to this index in 2017.

<span style="color: green;">●</span> Effectiveness and innovation (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q27a	I get the opportunity to develop new and better ways of doing my job	63	26	12	63%	+4	+5
Q27b	I am encouraged to make suggestions about improving work processes and/or services	73	17	10	73%	+3	+5
Q27c	Management is willing to act on suggestions to improve how things are done	60	25	15	60%	+2	+7
Q27d	My workgroup uses research and expertise to identify better practice	57	31	13	57%	+1	+1
Q27e	My workgroup always tries to improve its performance	75	19	6	75%	+1	+5
Q27f	My organisation is open to new ideas	61	27	12	61%	+3	+6
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	70	16	14	70%	+1	+1
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	77	14	9	77%	+1	0
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	61	31	9	61%	+1	-3

## 06 Workplace climate by item (cont.)

### Purpose

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

<span style="color: purple;">●</span> People and relationships		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q24a	People in my workgroup treat each other with respect	80	12	9	80%	0	+5
Q24b	I receive help and support from other people in my workgroup	86	10	4	86%	+2	+3
Q24c	People in my workgroup are honest, open and transparent in their dealings	74	16	9	74%	-1	+7
Q24d	People in my workgroup use their time and resources efficiently	67	21	12	67%	-1	+3
Q24e	People in my workgroup treat customers with respect	87	10	3	87%	-1	+1
Q24f	People in my workgroup are committed to delivering excellent service to customers	86	10	3	86%	0	+3
Q24g	People in my workgroup do their jobs effectively	77	16	7	77%	+1	+2
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	82	12	6	82%	+3	+4

## 06 Workplace climate by item (cont.)

### Purpose

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

New items were added to this index in 2017.

<span style="color: #0070c0;">●</span> Fairness and trust		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q25a	My workplace has an inclusive culture where diversity is valued and respected	77	16	7	77%	+1	+5
Q25f	Performance is assessed and rewarded fairly in my workplace	38	35	28	38%	+2	+2
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	40	28	32	40%	+2	+1
Q25h	People are treated fairly and consistently in my workplace	54	24	22	54%	+1	+3
Q25i	People take responsibility for their decisions and actions in my workplace	54	29	17	54%	+1	+2
Q25j	I am able to speak up and share a different view to my colleagues and manager*	77	13	10	77%	-	+6
Q30a	My senior manager demonstrates honesty and integrity	78	14	8	78%	+4	+8
Q31e	Recruitment and promotion decisions in this organisation are fair	39	32	30	39%	0	+2

\* 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	53	29	19	<b>53%</b>	-	0
Q32a	Age is not a barrier to success in my organisation	67	21	12	<b>67%</b>	-1	+2
Q32b	Gender is not a barrier to success in my organisation	71	18	11	<b>71%</b>	-1	+1
Q32c	Disability is not a barrier to success in my organisation	67	26	6	<b>67%</b>	-2	+11
Q32d	Cultural background is not a barrier to success in my organisation	73	21	6	<b>73%</b>	-1	+3
Q32e	Sexual orientation is not a barrier to success in my organisation	71	25	4	<b>71%</b>	-1	+2
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	57	24	18	<b>57%</b>	-3	+3
Q32g	Women and men have equal access to work experiences that support career progression*	69	20	11	<b>69%</b>	-	+2

\* 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	59	24	17	59%	+2	+3	
Q28b	My performance is assessed against clear criteria	52	31	18	52%	+3	+1	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	63	21	16	63%	+4	0	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	45	33	23	45%	+4	+4	
Q28e	I am able to access relevant learning and development opportunities	63	25	12	63%	+5	+1	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	55	30	15	55%	+5	-4	
Q28g	I am satisfied with the opportunities available for career development	46	29	25	46%	+3	+2	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	58	23	19	58%	+3	+3	
Q28i	I develop new knowledge and skills through undertaking tasks at work	74	18	8	74%	+3	+2	
Q31b	My organisation is committed to developing its employees	56	27	17	56%	+4	+4	

## 06 Workplace climate by item (cont.)

### Purpose

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

<span style="color: blue;">●</span> Leadership and engagement		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29a	My manager treats employees with dignity and respect	84	9	7	<b>84%</b>	+2	+6
Q29b	My manager listens to what I have to say	83	11	6	<b>83%</b>	+2	+6
Q29c	My manager keeps me informed about what's going on	73	15	12	<b>73%</b>	+2	+6
Q29d	My manager understands my work	78	13	9	<b>78%</b>	+4	+5
Q29e	My manager creates a shared sense of purpose	73	16	10	<b>73%</b>	+3	+6
Q29f	My manager demonstrates honesty and integrity	82	12	6	<b>82%</b>	+2	+6
Q29g	My manager draws the best out of me	63	24	12	<b>63%</b>	+4	+6
Q31a	In my organisation, the leadership is of high quality	56	26	18	<b>56%</b>	+7	+3



## 06 Workplace climate by item (cont.)

### Purpose

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

● Leadership and engagement (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31c	Management model the behaviours expected of all employees	55	26	19	<b>55%</b>	+5	+5
Q31d	In my organisation, the leadership operates with a high level of integrity	60	26	14	<b>60%</b>	+5	+5
Q31f	My organisation is well managed	51	30	20	<b>51%</b>	+4	+4
Q33a	I would recommend my organisation as a great place to work	59	27	13	<b>59%</b>	+3	-1
Q33b	I am proud to tell others I work for my organisation	63	27	10	<b>63%</b>	+4	-5
Q33c	I feel strong personal attachment to my organisation	57	30	13	<b>57%</b>	+3	-1
Q33d	My organisation motivates me to help it achieve its objectives	56	30	14	<b>56%</b>	+4	+3
Q33e	My organisation inspires me to do the best in my job	54	32	14	<b>54%</b>	+3	+1

## 06 Workplace climate by item (cont.)

### Purpose

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

<span style="color: blue;">●</span> My job		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q21a	I understand what is expected of me to do well in my job	90	5	5	90%	+3	+1
Q21b	I understand how my work contributes to my organisation's objectives	92	5	3	92%	+1	+1
Q22a	I have a choice in deciding how I do my work	73	17	10	73%	+2	+6
Q22e	My job gives me opportunities to utilise my skills	75	14	10	75%	+4	0
Q22f	I enjoy the work in my current job	76	15	9	76%	+4	0
Q22g	My job gives me a feeling of personal accomplishment	68	20	12	68%	+2	-1
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	76	15	9	76%	+5	0
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	84	10	6	84%	+2	+4
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	75	16	9	75%	+4	+2

## 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
In my organisation, the leadership is of high quality	Leadership and engagement	56%	+7
The degree to which your work is interesting/challenging % positive indicates those who responded with "very satisfied" or "satisfied"	My job	76%	+5
Learning and development activities I have completed in the past 12 months have helped to improve my performance	Performance and development	55%	+5
In my organisation, the leadership operates with a high level of integrity	Leadership and engagement	60%	+5
I am able to access relevant learning and development opportunities	Performance and development	63%	+5

The survey items with the most negative change	Index	% positive 2017	vs 2016
If I raised a complaint, I feel confident that it would be taken seriously	Fairness and trust	57%	-3
Disability is not a barrier to success in my organisation	Fairness and trust	67%	-2
Age is not a barrier to success in my organisation	Fairness and trust	67%	-1
Cultural background is not a barrier to success in my organisation	Fairness and trust	73%	-1
Sexual orientation is not a barrier to success in my organisation	Fairness and trust	71%	-1

## 08 Leadership behaviour in your agency: Team Leader

### Purpose

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

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

Leadership levels are defined as follows:

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

### POSITIVE IMPACT

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

### 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
Empowers their team to perform at their best	33%	+1
Upholds ethical standards and principles	32%	0
Builds effective working relationships with others	31%	+2
Encourages a strong customer and stakeholder focus	29%	+3
Demonstrates sound judgment	28%	+1
Responds confidently when faced with uncertainty	27%	+2
Supports their team to adapt to change	25%	-2
Delegates work effectively and monitors performance	22%	-2
Implements improved ways of doing things	19%	-1
Takes responsibility for team development	15%	-1
Describes how their team's work aligns to organisational objectives	15%	-3
Applies sound business management skills	14%	0
Actively seeks feedback for personal development	6%	-1
Builds effective working relationships with others	40%	+1
Empowers their team to perform at their best	34%	-1
Implements improved ways of doing things	28%	+3
Demonstrates sound judgment	27%	-2
Responds confidently when faced with uncertainty	24%	-2
Upholds ethical standards and principles	23%	-4
Encourages a strong customer and stakeholder focus	22%	+4
Supports their team to adapt to change	20%	+2
Actively seeks feedback for personal development	20%	0
Takes responsibility for team development	17%	-2
Applies sound business management skills	16%	+2
Delegates work effectively and monitors performance	16%	-2
Describes how their team's work aligns to organisational objectives	10%	+2

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

### Purpose

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

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

Leadership levels are defined as follows:

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

### DEMONSTRATED

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

### NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Upholds ethical standards and principles	32%	0
Builds effective working relationships with others	30%	+2
Demonstrates sound judgment	30%	0
Encourages a strong customer and stakeholder focus	30%	+2
Empowers their team to perform at their best	29%	+2
Responds confidently when faced with uncertainty	26%	+1
Supports their team to adapt to change	25%	-1
Delegates work effectively and monitors performance	22%	-1
Implements improved ways of doing things	18%	-2
Applies sound business management skills	18%	+1
Takes responsibility for team development	17%	0
Describes how their team's work aligns to organisational objectives	16%	-3
Actively seeks feedback for personal development	6%	-1
Implements improved ways of doing things	35%	+4
Actively seeks feedback for personal development	33%	+3
Empowers their team to perform at their best	32%	-3
Takes responsibility for team development	30%	0
Delegates work effectively and monitors performance	27%	-3
Supports their team to adapt to change	26%	0
Describes how their team's work aligns to organisational objectives	23%	+3
Builds effective working relationships with others	21%	-3
Responds confidently when faced with uncertainty	19%	+1
Applies sound business management skills	14%	+1
Demonstrates sound judgment	12%	-2
Encourages a strong customer and stakeholder focus	12%	0
Upholds ethical standards and principles	10%	-3

## 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
Takes a 'big picture' view of issues or problems	38%	+2
Manages and prioritises resources to achieve the best outcomes	31%	-1
Encourages collaboration and inclusion across workgroups	31%	+3
Demonstrates sound judgment	30%	+2
Empowers individuals and teams to build capability	27%	0
Encourages innovative ideas and solutions	25%	0
Takes responsibility for upholding ethical standards and principles	24%	0
Motivates others to perform at their best	20%	0
Builds effective networks across the organisation and sector	20%	-1
Demonstrates sound business acumen	16%	0
Manages ambiguity and politics effectively	16%	-1
Leads change and culture initiatives	13%	-2
Actively seeks feedback for personal development	7%	0
Manages and prioritises resources to achieve the best outcomes	38%	+2
Motivates others to perform at their best	33%	-3
Empowers individuals and teams to build capability	31%	-1
Takes a 'big picture' view of issues or problems	26%	0
Demonstrates sound judgment	26%	-2
Encourages innovative ideas and solutions	24%	+3
Builds effective networks across the organisation and sector	23%	+3
Actively seeks feedback for personal development	19%	+2
Leads change and culture initiatives	19%	-4
Takes responsibility for upholding ethical standards and principles	19%	-2
Encourages collaboration and inclusion across workgroups	16%	0
Demonstrates sound business acumen	14%	+4
Manages ambiguity and politics effectively	13%	-1

## 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
Takes a 'big picture' view of issues or problems	36%	+2
Manages and prioritises resources to achieve the best outcomes	34%	+1
Demonstrates sound judgment	31%	+1
Encourages collaboration and inclusion across workgroups	25%	-1
Builds effective networks across the organisation and sector	25%	+1
Empowers individuals and teams to build capability	24%	+1
Encourages innovative ideas and solutions	24%	+1
Takes responsibility for upholding ethical standards and principles	22%	-2
Motivates others to perform at their best	20%	0
Manages ambiguity and politics effectively	18%	0
Demonstrates sound business acumen	17%	-1
Leads change and culture initiatives	12%	-3
Actively seeks feedback for personal development	7%	0
Empowers individuals and teams to build capability	35%	0
Actively seeks feedback for personal development	34%	+6
Motivates others to perform at their best	33%	-1
Manages and prioritises resources to achieve the best outcomes	29%	+3
Encourages innovative ideas and solutions	24%	-2
Leads change and culture initiatives	23%	-2
Encourages collaboration and inclusion across workgroups	22%	-1
Manages ambiguity and politics effectively	21%	-6
Takes a 'big picture' view of issues or problems	18%	-1
Builds effective networks across the organisation and sector	17%	+1
Takes responsibility for upholding ethical standards and principles	15%	+1
Demonstrates sound judgment	14%	+1
Demonstrates sound business acumen	10%	+1

## 08 Leadership behaviour in your agency: Senior Officer

### Purpose

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

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

Leadership levels are defined as follows:

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

### POSITIVE IMPACT

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

### SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Models high levels of ethical and professional behaviour	40%	+1
Navigates complex issues, politics and ambiguous situations effectively	38%	+1
Builds strong relationships that influence organisational and sector outcomes	34%	+7
Directs and prioritises resources to achieve the best outcomes	33%	+3
Stands behind their decisions in the face of adversity	29%	0
Inspires others to perform at their best	24%	+2
Creates a culture of continuous improvement	18%	-5
Adopts a system-wide view of issues to inform action	17%	-3
Demonstrates commercial acumen in managing corporate risk	14%	0
Leads change with agility	13%	0
Is compelling when communicating the organisational strategy	13%	-2
Nurtures a learning and development culture	13%	-3
Seeks feedback to strengthen leadership approach	12%	-2
Inspires others to perform at their best	42%	0
Builds strong relationships that influence organisational and sector outcomes	42%	+6
Models high levels of ethical and professional behaviour	33%	-5
Navigates complex issues, politics and ambiguous situations effectively	29%	-1
Directs and prioritises resources to achieve the best outcomes	27%	+1
Creates a culture of continuous improvement	24%	-1
Leads change with agility	20%	-1
Seeks feedback to strengthen leadership approach	19%	-1
Stands behind their decisions in the face of adversity	17%	+3
Is compelling when communicating the organisational strategy	14%	+1
Nurtures a learning and development culture	11%	-2
Demonstrates commercial acumen in managing corporate risk	11%	+3
Adopts a system-wide view of issues to inform action	10%	-2



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

### Purpose

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

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

Leadership levels are defined as follows:

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

### DEMONSTRATED

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

### NOT DEMONSTRATED

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

	Proportion	vs Qld public sector
Navigates complex issues, politics and ambiguous situations effectively	37%	+2
Models high levels of ethical and professional behaviour	37%	+1
Directs and prioritises resources to achieve the best outcomes	33%	+2
Builds strong relationships that influence organisational and sector outcomes	31%	+3
Stands behind their decisions in the face of adversity	26%	-1
Adopts a system-wide view of issues to inform action	21%	-1
Inspires others to perform at their best	21%	0
Creates a culture of continuous improvement	18%	-3
Leads change with agility	17%	+2
Is compelling when communicating the organisational strategy	16%	0
Nurtures a learning and development culture	16%	+1
Seeks feedback to strengthen leadership approach	14%	0
Demonstrates commercial acumen in managing corporate risk	11%	-4
Seeks feedback to strengthen leadership approach	35%	0
Inspires others to perform at their best	35%	-2
Directs and prioritises resources to achieve the best outcomes	30%	+4
Creates a culture of continuous improvement	25%	-1
Is compelling when communicating the organisational strategy	24%	+3
Nurtures a learning and development culture	23%	-3
Leads change with agility	23%	+2
Builds strong relationships that influence organisational and sector outcomes	22%	+1
Models high levels of ethical and professional behaviour	18%	0
Adopts a system-wide view of issues to inform action	17%	0
Stands behind their decisions in the face of adversity	17%	-2
Navigates complex issues, politics and ambiguous situations effectively	14%	-3
Demonstrates commercial acumen in managing corporate risk	10%	0

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

### Purpose

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

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

Leadership levels are defined as follows:

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

### POSITIVE IMPACT

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

### SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Inspires others to perform at their best	49%	-2
Models high levels of ethical and professional behaviour	46%	-3
Builds strong relationships that influence organisational and sector outcomes	39%	+7
Navigates complex issues, politics and ambiguous situations effectively	37%	+10
Directs and prioritises resources to achieve the best outcomes	24%	+5
Creates a culture of continuous improvement	22%	-9
Is compelling when communicating the organisational strategy	22%	+9
Stands behind their decisions in the face of adversity	17%	0
Leads change with agility	15%	+2
Nurtures a learning and development culture	15%	-8
Seeks feedback to strengthen leadership approach	10%	-6
Adopts a system-wide view of issues to inform action	5%	-3
Demonstrates commercial acumen in managing corporate risk	2%	0

	Proportion	vs Qld public sector
Inspires others to perform at their best	45%	+6
Navigates complex issues, politics and ambiguous situations effectively	43%	+7
Builds strong relationships that influence organisational and sector outcomes	35%	+2
Leads change with agility	28%	+7
Models high levels of ethical and professional behaviour	28%	-10
Creates a culture of continuous improvement	23%	-3
Directs and prioritises resources to achieve the best outcomes	23%	-1
Seeks feedback to strengthen leadership approach	18%	-3
Adopts a system-wide view of issues to inform action	15%	-3
Demonstrates commercial acumen in managing corporate risk	13%	+6
Is compelling when communicating the organisational strategy	13%	0
Stands behind their decisions in the face of adversity	13%	0
Nurtures a learning and development culture	8%	-7

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

### Purpose

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

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

Leadership levels are defined as follows:

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

### DEMONSTRATED

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

### NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Navigates complex issues, politics and ambiguous situations effectively	44%	+9
Builds strong relationships that influence organisational and sector outcomes	41%	+14
Is compelling when communicating the organisational strategy	38%	+19
Adopts a system-wide view of issues to inform action	33%	+3
Directs and prioritises resources to achieve the best outcomes	33%	+3
Models high levels of ethical and professional behaviour	33%	+3
Inspires others to perform at their best	21%	+5
Creates a culture of continuous improvement	13%	-12
Nurtures a learning and development culture	10%	-6
Stands behind their decisions in the face of adversity	10%	-12
Demonstrates commercial acumen in managing corporate risk	8%	-11
Leads change with agility	8%	-3
Seeks feedback to strengthen leadership approach	8%	-6
Creates a culture of continuous improvement	34%	+6
Inspires others to perform at their best	32%	-2
Demonstrates commercial acumen in managing corporate risk	27%	+19
Directs and prioritises resources to achieve the best outcomes	27%	-2
Builds strong relationships that influence organisational and sector outcomes	24%	+2
Leads change with agility	24%	+3
Models high levels of ethical and professional behaviour	24%	-1
Nurtures a learning and development culture	24%	+1
Navigates complex issues, politics and ambiguous situations effectively	22%	+3
Is compelling when communicating the organisational strategy	17%	-4
Stands behind their decisions in the face of adversity	17%	+1
Adopts a system-wide view of issues to inform action	15%	-4
Seeks feedback to strengthen leadership approach	12%	-19

## 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	46%	-18	+2
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	54%	+18	-2
None of the above	46%	-18	+2
Flexible work hours for example accumulated hours as 'flexitime'*	34%	-	+4
Flexible work hours for example start late or early to meet responsibilities external to work*	14%	-	+2
Part time work	10%	+1	-7
Telecommuting	7%	+2	+3
Hot desks	4%	+2	+1
Leave at half pay	3%	0	-1
Compressed work hours	2%	0	0
Other, please specify	2%	0	0
Job sharing	1%	0	0
Casual/on call	1%	0	-3
Purchased leave/extended leave/deferred salary schemes	0%	0	0
Part-year work/annualised hours	0%	0	0
Term-time working	0%	0	0

\* New in 2017, no trend

## 09 Flexible work options (cont.)

### Purpose

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

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

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

	Proportion	vs 2016	vs Qld public sector
Yes, I requested flexibility	22%	+2	+3
No, I have not made a request but I am content with my current arrangements	68%	-1	-1
No, I have not made a request but I am not content with my current arrangements	10%	-1	-2

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

	Proportion	vs Qld public sector
Fully granted	76%	+10
Partially granted	12%	-2
Declined – no reason given	3%	-4
Declined – reason provided	4%	-3
I have not received a reply as yet	5%	0

\* 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
None of the Above*	33%	-	+9
I feel flexibility is not possible in my current job	23%	-15	-7
I didn't feel confident presenting my case or negotiating arrangements with my manager	20%	-1	-2
Flexible working is frowned upon/not supported by my workplace culture	19%	+3	-10
I felt it would limit my career	19%	+2	-1
I was concerned that it may negatively impact my team	17%	-9	-1
I didn't feel I had the right to	15%	-3	-2
I don't feel confident in my manager's ability to manage staff working flexibly	10%	+1	-2
I felt it would limit my access to training and development	6%	+1	-1
I feel the technology I currently have access to does not support flexible working	4%	-5	-2

\* New in 2017, no trend

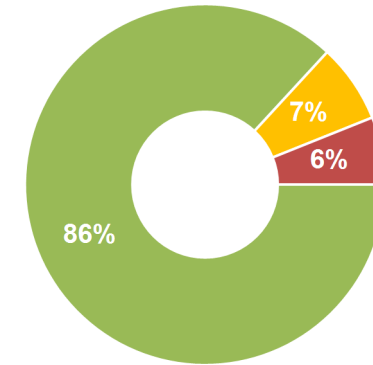
## 10 Domestic and family violence

### Purpose

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

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

Overall	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	86%	+3	+11
<b>No</b>	6%	0	-6
<b>Don't know</b>	7%	-3	-5



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	94%	+4	+8
<b>No</b>	3%	-1	-5
<b>Don't Know</b>	3%	-2	-3

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	83%	+3	+11
<b>No</b>	8%	+1	-5
<b>Don't Know</b>	9%	-3	-5

## 10 Domestic and family violence (cont.)

### Purpose

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

<b>Managers</b> <i>Manage one or more employees</i>	<b>% positive</b>	<b>vs 2016</b>	<b>vs Qld public sector</b>
I am confident that I could sensitively communicate with employees affected by domestic and family violence	<b>84%</b>	+4	+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	<b>84%</b>	+4	+2
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	<b>84%</b>	+5	+2

<b>Non-managers</b> <i>Manage no employees</i>	<b>% positive</b>	<b>vs 2016</b>	<b>vs Qld public sector</b>
I am confident that I could sensitively communicate with colleagues affected by domestic and family violence	<b>73%</b>	+3	+2
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	<b>77%</b>	+4	+6

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

<b>Managers</b> <i>Manage one or more employees</i>	<b>% proportion</b>	<b>vs Qld public sector</b>	<b>Non-managers</b> <i>Manage no employees</i>	<b>% proportion</b>	<b>vs Qld public sector</b>
<b>Yes</b>	<b>19%</b>	+3	<b>Yes</b>	<b>8%</b>	+1
<b>No</b>	<b>76%</b>	-4	<b>No</b>	<b>86%</b>	-2
<b>Don't Know</b>	<b>2%</b>	0	<b>Don't Know</b>	<b>2%</b>	0
<b>Prefer not to say</b>	<b>3%</b>	+1	<b>Prefer not to say</b>	<b>4%</b>	+1

\* New in 2017, no trend

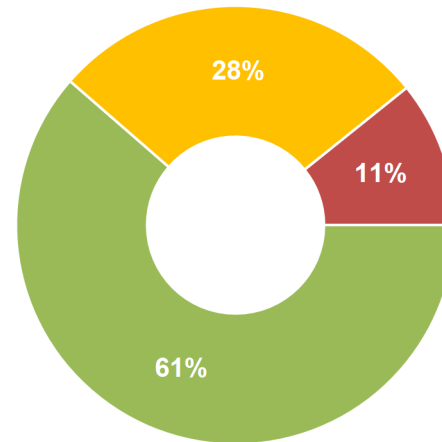
\* New in 2017, no trend

# 11 Intention to leave your organisation

## Purpose

The purpose of this section is to show the intention of employees to leave the organisation and their reasons for leaving.

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



# 61%

of employees agreed with the statement:

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

% positive change since 2016

**+4**

vs Qld public sector

**-5**

Reasons for leaving	Proportion	vs Qld public sector
Career or job opportunities	51%	-1
The workplace culture	35%	-4
Professional/personal development	30%	-5
Stress/Health	30%	-3
Pay and conditions	26%	-2
Job security	20%	+1
Balancing work and life commitments	20%	-2
Your relationship with your manager	18%	-5
The location of your workplace or the time spent commuting	17%	0
Contract expiring	14%	+2
Family/carer responsibilities	11%	-2
Fit between work and your interests	10%	-1
Retirement	9%	0
Work hours	9%	-6
Other (please specify)	9%	-2
Your relationship with your colleagues	8%	-3
Travel plans	5%	-2



## 12 Bullying and sexual harassment

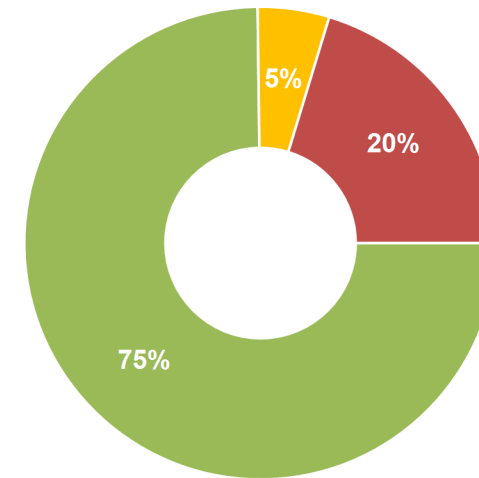
### Purpose

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

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

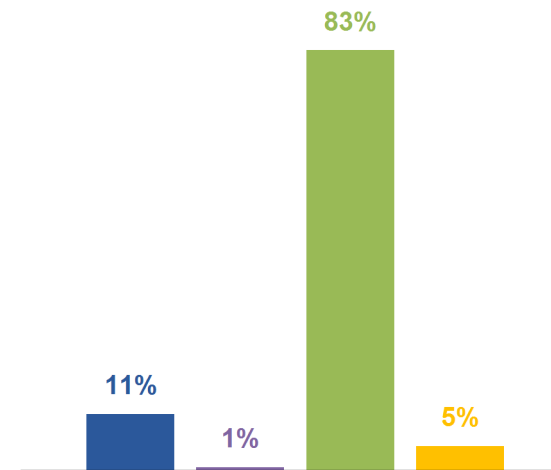
### During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
<b>Yes</b>	20%	-2	-8
<b>No</b>	75%	+3	+8
<b>Don't know</b>	5%	-1	0



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

	Proportion	vs 2016	vs Qld public sector
<b>Bullying</b>	11%	-1	-6
<b>Sexual Harassment</b>	1%	0	0
<b>No</b>	83%	+1	+5
<b>Don't Know</b>	5%	+1	0



## 12 Bullying and sexual harassment (cont.)

### Purpose

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

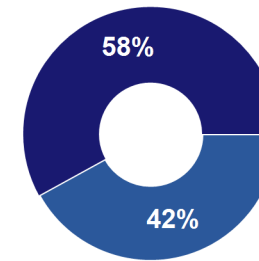
**NOTE:** Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	38%	0	-5
A senior manager	37%	+8	+6
Your immediate manager/supervisor	30%	-5	-4
A group of fellow workers	11%	+3	-3
Prefer not to specify	10%	-2	+2
A client/customer	7%	-1	0
A worker that reports to you	5%	0	0
A member of the public	4%	+2	-1
A representative of another agency	3%	+1	+1
A consultant/service provider	2%	+1	0
Other	1%	+1	0

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	58%	+2	-1
Inappropriate and unfair application of work policies or rules	37%	-7	-5
Other	32%	-1	+6
Cyber bullying	8%	+3	+2
Physical behaviour (e.g. assault or aggressive body language)	7%	-3	-4
Interference with your personal property or work equipment	6%	+3	-1
'Initiations' or pranks	5%	+4	-3

### Did you report the BULLYING?

No



Yes

Why did you not report the BULLYING?	Proportion	vs 2016	vs Qld public sector
I did not think any action would be taken	50%	-4	-6
It could affect my career	45%	-1	0
I did not want to upset relationships in the workplace	37%	-5	-3
Managers accepted the behaviour	34%	+7	+1
I did not think it was worth the hassle of going through the report process	31%	-7	-7
I did not have enough evidence	18%	+1	-3
I did not think the bullying was serious enough	13%	-1	-4
Other	10%	-3	-1
The matter was resolved informally	9%	+5	+2
I did not know how to report it	3%	0	-2

## 12 Bullying and sexual harassment (cont.)

### Purpose

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

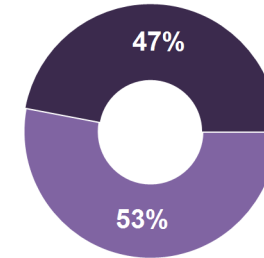
**NOTE:** Multi-select questions may not add up to 100 per cent.

Who were you <b>SEXUALLY HARASSED</b> by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	47%	+16	-5
A senior manager	29%	+4	+15
Your immediate manager/supervisor	18%	-1	+4
A client/customer	6%	0	-7
A consultant/service provider	6%	0	+3
A worker that reports to you	6%	+6	+3
Prefer not to specify	6%	-13	-6
A group of fellow workers	0%	0	-8
A member of the public	0%	0	-8
A representative of another agency	0%	0	-3
Other	0%	-6	-2

What type of <b>SEXUAL HARASSMENT</b> did you experience?	Proportion	vs 2016	vs Qld public sector
Remarks of a sexual nature	71%	-	-2
Unwanted physical intimacy	29%	-	-7
Any other unwelcome conduct of a sexual nature in relation to you	24%	-	-3
Unwelcome demand or request, either directly or implied, for sexual favours	0%	-	-16

### Did you report the **SEXUAL HARASSMENT**?

No



Yes

### Why did you not report the **SEXUAL HARASSMENT**?

Why did you not report the <b>SEXUAL HARASSMENT</b> ?	Proportion	vs 2016	vs Qld public sector
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*Due to insufficient responses, the remaining data within this section has been restricted.*

## 13 Your view

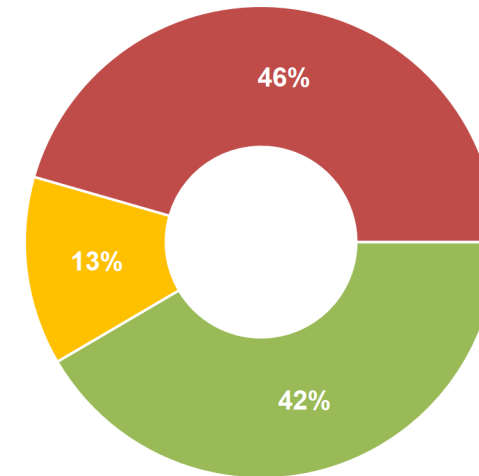
### Purpose

This section is focused on understanding workplace improvement.

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

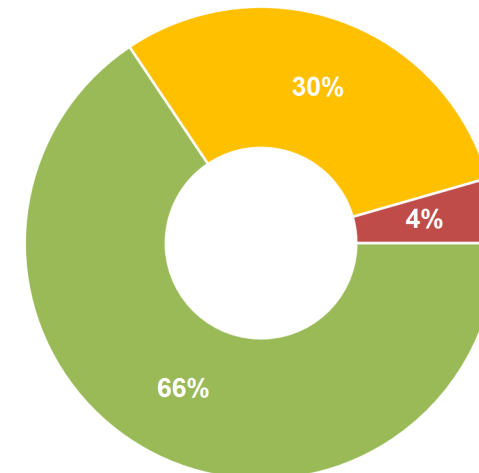
### Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
<b>Yes</b>	42%	-3	+11
<b>No</b>	46%	+3	-10
<b>No, but I have not worked long in my organisation</b>	13%	0	-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
<b>Positive</b>	66%	+3	+3
<b>Neutral</b>	30%	0	-2
<b>Negative</b>	4%	-2	-1



## 14 Agency specific questions

### Purpose

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

	Response scale (%)			% positive 2017	vs 2016
I understand what my health, safety and wellbeing responsibilities are	96	4	1	96%	+1
My manager considers health, safety and wellbeing when they make decisions	83	13	4	83%	+3
People in my workgroup are consulted about health, safety and wellbeing	76	18	6	76%	+1
People in my workgroup are encouraged to find ways to improve our health, safety and wellbeing	71	22	7	71%	0
My manager is as concerned about people's health, safety and wellbeing as they are for other operational requirements	77	16	7	77%	+2
Health, safety and wellbeing has priority even when we are busy	74	17	9	74%	+1
I know how to report incidents, hazards and near-misses in my workplace	90	7	3	90%	+1
People in my workgroup are encouraged to report health, safety and wellbeing issues	86	11	3	86%	+1
I am confident that when I report a health, safety and wellbeing concern to my manager, it will be appropriately addressed	83	12	5	83%	+2
My workgroup demonstrates the healthy and safe workforce value	83	13	3	83%	+2

## 15 Appendix A – Strategic priorities by demographics

### Purpose

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

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

	Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
<b>Department of Housing and Public Works</b>	2,657	58%	55%	65%
<b>Managerial status</b>				
Yes	778	62%	58%	73%
No	1,866	56%	54%	61%
<b>Employment status</b>				
Permanent	2,059	55%	52%	64%
Non-permanent	585	67%	68%	69%
<b>Full-time status</b>				
Full-time basis	2,415	57%	55%	64%
Part-time basis	228	66%	65%	70%
<b>FTE Salary</b>				
Under \$50,000	158	71%	77%	64%
\$50,000 - \$69,999	793	61%	59%	63%
\$70,000 - \$89,999	868	57%	54%	63%
\$90,000 or over	803	55%	50%	69%
<b>Time in agency</b>				
Less than 2 years	573	70%	70%	68%
2 to less than 6 years	546	57%	57%	66%
6 to less than 10 years	391	58%	51%	66%
10 to less than 14 years	387	51%	47%	64%
14 to less than 16 years	117	51%	44%	59%
16 to less than 20 years	202	54%	50%	66%
20 years or more	422	55%	53%	60%

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

### Purpose

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

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

		Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
<b>Department of Housing and Public Works</b>		2,657	58%	55%	65%
<b>Age</b>	34 years or younger	632	65%	63%	69%
	35 to 44 years	687	54%	53%	64%
	45 to 54 years	772	58%	54%	66%
	55 years or older	529	57%	54%	62%
<b>Gender*</b>	Female	1,534	60%	57%	68%
	Male	1,086	55%	54%	61%
	X	16	51%	44%	64%
<b>Type of work</b>	Direct service delivery	776	66%	62%	67%
	Corporate services and administrative support/clerical	994	58%	57%	67%
	Other	875	51%	48%	60%
<b>Shiftwork</b>	Yes	24	75%	72%	78%
	No	2,620	58%	55%	65%

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

## 16 Appendix B – Strategic priorities and factors by item

### Purpose

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

Strategic priorities		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>Agency engagement</b>							
Q33a	I would recommend my organisation as a great place to work	59%	+3	27%	-1	13%	-2
Q33b	I am proud to tell others I work for my organisation	63%	+4	27%	-2	10%	-3
Q33c	I feel strong personal attachment to my organisation	57%	+3	30%	0	13%	-3
Q33d	My organisation motivates me to help it achieve its objectives	56%	+4	30%	-1	14%	-3
Q33e	My organisation inspires me to do the best in my job	54%	+3	32%	-1	14%	-2
<b>Organisational leadership</b>							
Q31a	In my organisation, the leadership is of high quality	56%	+7	26%	-4	18%	-2
Q31c	Management model the behaviours expected of all employees	55%	+5	26%	-3	19%	-2
Q31d	In my organisation, the leadership operates with a high level of integrity	60%	+5	26%	-4	14%	-1
Q31f	My organisation is well managed	51%	+4	30%	-2	20%	-2
<b>Innovation</b>							
Q27a	I get the opportunity to develop new and better ways of doing my job	63%	+4	26%	0	12%	-4
Q27b	I am encouraged to make suggestions about improving work processes and/or services	73%	+3	17%	-2	10%	-2
Q27c	Management is willing to act on suggestions to improve how things are done	60%	+2	25%	-1	15%	-2
Q27d	My workgroup uses research and expertise to identify better practice	57%	+1	31%	0	13%	-2
Q27e	My workgroup always tries to improve its performance	75%	+1	19%	0	6%	-1
Q27f	My organisation is open to new ideas	61%	+3	27%	-1	12%	-2



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

### Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>Job empowerment</b>							
Q22a	I have a choice in deciding how I do my work	73%	+2	17%	-1	10%	-1
Q22b	I have the tools I need to do my job effectively	72%	+5	15%	-1	12%	-4
Q22c	I get the information I need to do my job well	68%	+4	19%	-1	12%	-3
Q22d	I have the authority necessary to do my job effectively	72%	+1	18%	0	10%	-2
Q22e	My job gives me opportunities to utilise my skills	75%	+4	14%	-1	10%	-3
Q34b	Your ability to work on your own initiative	84%	+2	10%	-1	6%	-1
<b>Workload and health</b>							
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with overload	29%	+3	38%	+1	33%	-3
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	44%	+4	32%	-2	23%	-2
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with negative health impacts	48%	+1	32%	-1	20%	0
<b>Learning and development</b>							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	63%	+4	21%	-2	16%	-3
Q28e	I am able to access relevant learning and development opportunities	63%	+5	25%	-1	12%	-4
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	55%	+5	30%	-4	15%	-1
Q28g	I am satisfied with the opportunities available for career development	46%	+3	29%	0	25%	-3
Q31b	My organisation is committed to developing its employees	56%	+4	27%	-4	17%	0

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

### Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>My workgroup</b>							
Q24a	People in my workgroup treat each other with respect	80%	0	12%	0	9%	0
Q24b	I receive help and support from other people in my workgroup	86%	+2	10%	-1	4%	-1
Q24c	People in my workgroup are honest, open and transparent in their dealings	74%	-1	16%	+1	9%	-1
Q24d	People in my workgroup use their time and resources efficiently	67%	-1	21%	+1	12%	0
Q24e	People in my workgroup treat customers with respect	87%	-1	10%	+1	3%	0
Q24f	People in my workgroup are committed to delivering excellent service to customers	86%	0	10%	0	3%	0
Q24g	People in my workgroup do their jobs effectively	77%	+1	16%	-1	7%	-1
<b>My manager</b>							
Q29a	My manager treats employees with dignity and respect	84%	+2	9%	-1	7%	-2
Q29b	My manager listens to what I have to say	83%	+2	11%	0	6%	-2
Q29c	My manager keeps me informed about what's going on	73%	+2	15%	0	12%	-2
Q29d	My manager understands my work	78%	+4	13%	-1	9%	-2
Q29e	My manager creates a shared sense of purpose	73%	+3	16%	-1	10%	-2
Q29f	My manager demonstrates honesty and integrity	82%	+2	12%	0	6%	-2
Q29g	My manager draws the best out of me	63%	+4	24%	-1	12%	-2

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

### Purpose

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

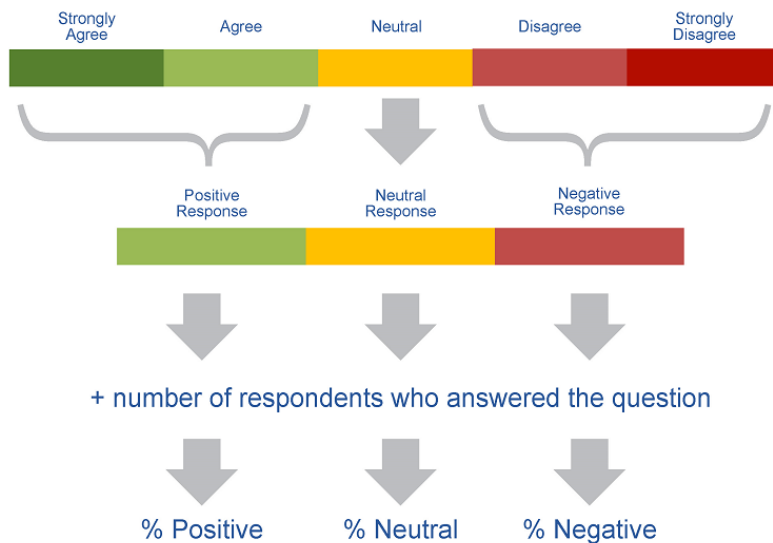
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>Organisational fairness</b>							
Q25f	Performance is assessed and rewarded fairly in my workplace	38%	+2	35%	0	28%	-2
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	40%	+2	28%	-1	32%	-2
Q25h	People are treated fairly and consistently in my workplace	54%	+1	24%	0	22%	-1
Q25i	People take responsibility for their decisions and actions in my workplace	54%	+1	29%	+1	17%	-2
Q31e	Recruitment and promotion decisions in this organisation are fair	39%	0	32%	0	30%	+1
<b>Anti-discrimination</b>							
Q32a	Age is not a barrier to success in my organisation	67%	-1	21%	-1	12%	+2
Q32b	Gender is not a barrier to success in my organisation	71%	-1	18%	-2	11%	+2
Q32c	Disability is not a barrier to success in my organisation	67%	-2	26%	0	6%	+2
Q32d	Cultural background is not a barrier to success in my organisation	73%	-1	21%	0	6%	+1
Q32e	Sexual orientation is not a barrier to success in my organisation	71%	-1	25%	0	4%	+1

# 17 Appendix C – How to interpret this report

## % Positive, neutral and negative scores

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

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



## Negatively Worded Questions: An example

*What are negatively worded questions?*

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

*How are the negatively worded responses scored?*

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

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

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

### EXAMPLE

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

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

OR

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

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

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

*How will I know if I am interpreting this correctly?*

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

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

### Rounding

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

### Factor scores

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

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

### Workplace climate index scores

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

### % Change and division comparisons

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

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

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

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

### Quintile

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

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

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

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

### Number of respondents

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

### Base size for Working for Queensland 2017

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

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

### Definitions

The following definitions were used in the survey:

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

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

#### Your organisation

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

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

**Your manager** - The person you usually report to.

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

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

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

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