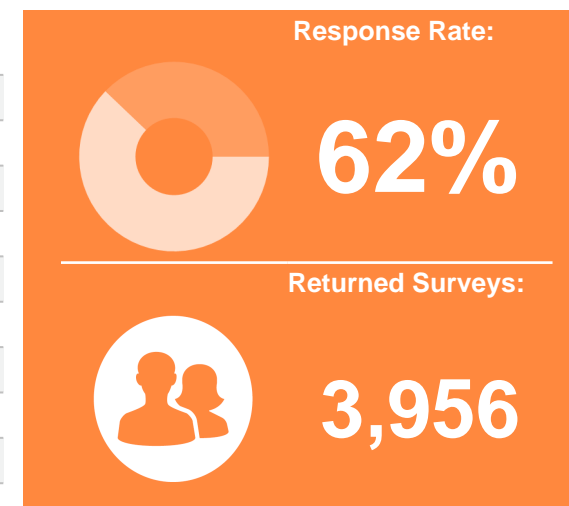


Department of Communities, Child Safety & Disability Services

Highlight Report

Report Content

Reporting Framework	
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Purpose

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

Note on the response rate

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

Reporting Framework

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

Strategic priorities: driver analysis

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

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



Workplace climate

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

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

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

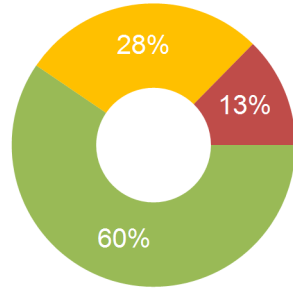


01 Driver analysis scorecard

Purpose

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

Agency engagement

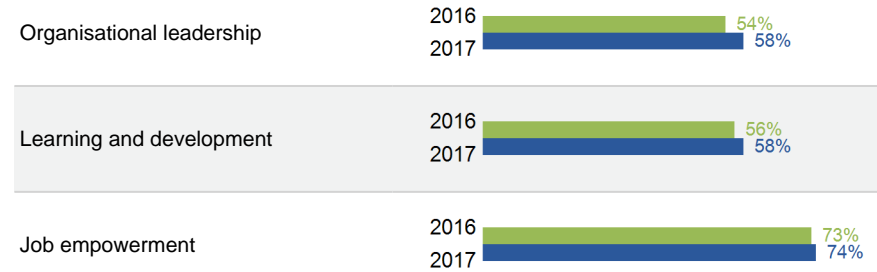


% positive change since 2016

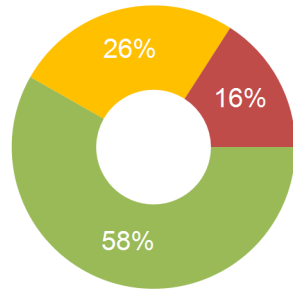
+1

Top 3 drivers

% Positive



Organisational Leadership

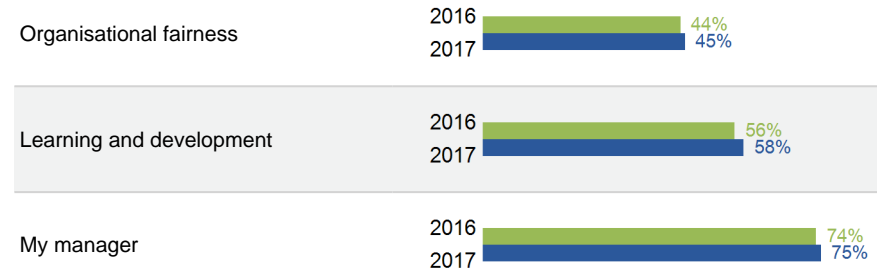


% positive change since 2016

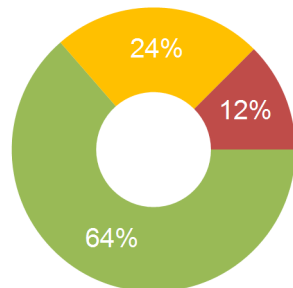
+4

Top 3 drivers

% Positive



Innovation

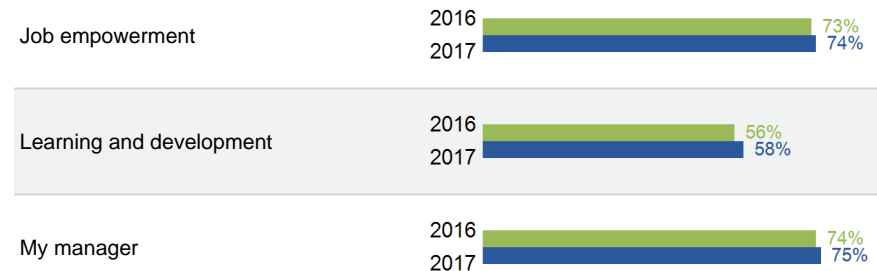


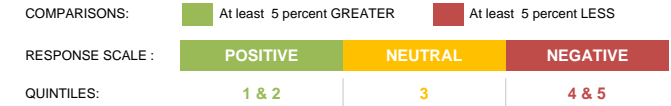
% positive change since 2016

+1

Top 3 drivers

% Positive





02 Factors

Purpose

This section provides an overview of your agency's 2017 strategic priorities* and factor results. This data is benchmarked against the Queensland public sector and other agency results, as well as being compared with the previous year's results.

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

	Response scale (%)			% positive	vs 2016	vs Qld public sector	Range of all agencies	Your agency quintile
Agency engagement*	60	28	13	60%	+1	+1	41 - 82	3
Job empowerment	74	15	11	74%	+1	+3	60 - 86	2
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	41	33	27	41%	0	+1	29 - 68	3
Learning and development	58	24	18	58%	+2	+2	33 - 82	2
My workgroup	79	14	7	79%	0	+3	58 - 92	3
My manager	75	15	10	75%	+1	+4	57 - 84	2
Organisational leadership*	58	26	16	58%	+4	+7	29 - 85	2
Organisational fairness	45	29	26	45%	+1	+2	26 - 67	2
Anti-discrimination	75	19	6	75%	-2	+9	48 - 96	1
Innovation*	64	24	12	64%	+1	+4	46 - 89	3

03 Factors by division

Purpose

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

<i>This section shows the % positive scores for divisions within the agency</i>		Department of Communities, Child Safety & Disability Services % positive										
		Brisbane Region	Central Region	Child, Family & Community Services	Corporate & Executive Services	Disability Services and Seniors	Far North Qld Region	North Coast Region	North Qld Region	Office of the Director General	South East Region	South West Region
Number of respondents	3,956	520	370	166	571	104	268	459	225	29	572	415
Agency engagement*	60%	63%	63%	57%	58%	55%	61%	60%	59%	64%	63%	54%
Job empowerment	74%	75%	76%	68%	75%	75%	74%	75%	74%	81%	76%	70%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	41%	39%	40%	47%	49%	48%	36%	38%	34%	53%	36%	35%
Learning and development	58%	61%	63%	54%	53%	66%	62%	62%	55%	57%	60%	54%
My workgroup	79%	80%	77%	82%	81%	80%	79%	81%	73%	80%	82%	75%
My manager	75%	77%	74%	72%	77%	76%	75%	76%	71%	82%	78%	66%
Organisational leadership*	58%	62%	63%	53%	54%	64%	65%	56%	63%	69%	62%	48%
Organisational fairness	45%	49%	46%	43%	45%	44%	48%	44%	43%	53%	47%	38%
Anti-discrimination	75%	76%	75%	72%	70%	69%	78%	76%	77%	78%	80%	76%
Innovation*	64%	62%	65%	63%	68%	67%	64%	64%	61%	79%	66%	55%

03 Factors by division (cont.)

Purpose

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

	Department of Communities, Child Safety & Disability Services % positive	Strategy, Engagement & Innovation
<i>This section shows the % positive scores for divisions within the agency</i>		
Number of respondents	3,956	190
Agency engagement	60%	53%
Job empowerment	74%	70%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	41%	53%
Learning and development	58%	51%
My workgroup	79%	84%
My manager	75%	77%
Organisational leadership	58%	57%
Organisational fairness	45%	44%
Anti-discrimination	75%	71%
Innovation	64%	63%

04 Workplace climate

Purpose

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

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

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

	Response scale (%)			% positive	vs 2016	vs Qld public sector	Range of all agencies	Your agency quintile
● Safety, health and wellness*	58	26	17	58%	-1	+3	43 - 82	3
● Effectiveness and innovation*	60	23	18	60%	+1	+2	49 - 77	3
● People and relationships	79	14	7	79%	+1	+3	56 - 92	2
● Fairness and trust*	63	22	15	63%	+1	+5	46 - 78	2
● Performance and development	57	24	19	57%	+2	+2	41 - 74	2
● Leadership and engagement	66	22	12	66%	+2	+4	49 - 81	2
● My job	80	12	8	80%	+1	+2	58 - 89	2

* 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.

<i>This section shows the % positive scores for divisions within the agency</i>		Department of Communities, Child Safety & Disability Services % positive	Brisbane Region	Central Region	Child, Family & Community Services	Corporate & Executive Services	Disability Services and Seniors	Far North Qld Region	North Coast Region	North Qld Region	Office of the Director General	South East Region	South West Region
Number of respondents	3,956		520	370	166	571	104	268	459	225	29	572	415
● Safety, health and wellness*	58%		59%	59%	58%	63%	61%	52%	59%	55%	72%	57%	49%
● Effectiveness and innovation*	60%		59%	61%	57%	61%	60%	61%	60%	59%	67%	62%	55%
● People and relationships	79%		80%	78%	82%	81%	80%	80%	82%	73%	81%	82%	75%
● Fairness and trust*	63%		65%	64%	60%	62%	61%	66%	62%	63%	70%	66%	60%
● Performance and development	57%		60%	62%	53%	53%	61%	60%	61%	55%	55%	59%	52%
● Leadership and engagement	66%		69%	68%	63%	66%	66%	68%	66%	65%	73%	69%	58%
● My job	80%		80%	83%	73%	78%	78%	80%	82%	78%	86%	83%	77%

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

05 Workplace climate by division (cont.)

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 Communities, Child Safety & Disability Services % positive	Strategy, Engagement & Innovation
<i>This section shows the % positive scores for divisions within the agency</i>		
Number of respondents	3,956	190
● Safety, health and wellness*	58%	62%
● Effectiveness and innovation*	60%	57%
● People and relationships	79%	83%
● Fairness and trust*	63%	61%
● Performance and development	57%	52%
● Leadership and engagement	66%	65%
● My job	80%	72%

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

06 Workplace climate by item

Purpose

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

New items were added to this index in 2017.

● 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	30	35	35	30%	-1	-1
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	45	31	24	45%	0	+2
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	47	32	22	47%	+1	+1
Q23f	My work contributes positively to my quality of life*	43	38	18	43%	-	-1
Q24h	People in my workgroup are committed to workplace safety	79	17	4	79%	-1	-3
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	72	19	9	72%	-	+5
Q25b	My workplace culture supports people to achieve a good work/life balance	69	18	13	69%	0	+7
Q25c	There is adequate focus on workplace safety at my workplace	76	17	6	76%	0	-2

* New in 2017, no trend

06 Workplace climate by item

Purpose

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

New items were added to this index in 2017.

● Safety, health and wellness (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29h	My manager proactively discusses flexible work arrangements*	56	25	19	56%	-	+7
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	58	25	17	58%	-	+7
Q31h	The wellbeing of employees is a priority for my organisation*	54	27	19	54%	-	+5
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>	49	31	20	49%	-	+8
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	65	20	15	65%	-1	+1
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	64	23	13	64%	-	+9

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Effectiveness and innovation		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q22b	I have the tools I need to do my job effectively	72	15	13	72%	+1	+2
Q22c	I get the information I need to do my job well	69	19	13	69%	0	+1
Q22d	I have the authority necessary to do my job effectively	72	17	11	72%	+2	+2
Q23c	I feel my job is secure	41	20	39	41%	-3	-17
Q23d	There is too much 'red tape' in my work (e.g. Regulatory or administrative processes) <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	17	32	51	17%	+1	-2
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	71	20	9	71%	-	+6
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	22	39	39	22%	+1	+3
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>	46	28	26	46%	-1	0
Q26a	My workplace has undergone significant change in the past 12 months	65	24	11	65%	+5	+13

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Effectiveness and innovation (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q27a	I get the opportunity to develop new and better ways of doing my job	62	24	15	62%	+2	+4
Q27b	I am encouraged to make suggestions about improving work processes and/or services	71	17	12	71%	-1	+3
Q27c	Management is willing to act on suggestions to improve how things are done	59	25	15	59%	+1	+6
Q27d	My workgroup uses research and expertise to identify better practice	59	28	13	59%	+1	+4
Q27e	My workgroup always tries to improve its performance	73	20	7	73%	+1	+3
Q27f	My organisation is open to new ideas	58	29	13	58%	-1	+3
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	71	16	14	71%	-1	+2
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	81	12	7	81%	0	+3
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	65	25	10	65%	+1	+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.

● People and relationships		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q24a	People in my workgroup treat each other with respect	78	12	10	78%	0	+4
Q24b	I receive help and support from other people in my workgroup	87	9	4	87%	0	+4
Q24c	People in my workgroup are honest, open and transparent in their dealings	72	17	11	72%	+1	+4
Q24d	People in my workgroup use their time and resources efficiently	68	20	11	68%	+1	+4
Q24e	People in my workgroup treat customers with respect	87	10	3	87%	0	+1
Q24f	People in my workgroup are committed to delivering excellent service to customers	86	11	3	86%	0	+3
Q24g	People in my workgroup do their jobs effectively	76	16	7	76%	+1	+2
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	82	13	5	82%	+2	+3

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

		Fairness and trust			Response scale (%)	% positive	vs 2016	vs Qld public sector
Q25a	My workplace has an inclusive culture where diversity is valued and respected	79	14	7	79%	+1	+7	
Q25f	Performance is assessed and rewarded fairly in my workplace	38	34	28	38%	+3	+2	
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	38	27	35	38%	+1	0	
Q25h	People are treated fairly and consistently in my workplace	54	23	23	54%	+3	+3	
Q25i	People take responsibility for their decisions and actions in my workplace	54	29	18	54%	0	+2	
Q25j	I am able to speak up and share a different view to my colleagues and manager*	75	14	11	75%	-	+4	
Q30a	My senior manager demonstrates honesty and integrity	74	17	9	74%	+5	+4	
Q31e	Recruitment and promotion decisions in this organisation are fair	41	33	26	41%	-1	+4	

* 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	54	27	19	54%	-	+1
Q32a	Age is not a barrier to success in my organisation	72	18	9	72%	-3	+7
Q32b	Gender is not a barrier to success in my organisation	80	14	7	80%	-1	+10
Q32c	Disability is not a barrier to success in my organisation	69	25	6	69%	-2	+12
Q32d	Cultural background is not a barrier to success in my organisation	76	18	5	76%	-1	+7
Q32e	Sexual orientation is not a barrier to success in my organisation	78	19	2	78%	-1	+8
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	57	22	20	57%	-1	+3
Q32g	Women and men have equal access to work experiences that support career progression*	74	18	7	74%	-	+7

* 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	60	22	18	60%	+1	+3	
Q28b	My performance is assessed against clear criteria	45	33	22	45%	+1	-6	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	64	19	16	64%	+2	+2	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	46	30	24	46%	+6	+5	
Q28e	I am able to access relevant learning and development opportunities	66	20	14	66%	+3	+4	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	62	26	12	62%	0	+3	
Q28g	I am satisfied with the opportunities available for career development	43	27	29	43%	+3	-1	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	54	23	23	54%	+1	-1	
Q28i	I develop new knowledge and skills through undertaking tasks at work	75	15	9	75%	+1	+3	
Q31b	My organisation is committed to developing its employees	56	26	18	56%	+1	+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.

● Leadership and engagement		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29a	My manager treats employees with dignity and respect	81	11	8	81%	+1	+3
Q29b	My manager listens to what I have to say	80	12	8	80%	0	+3
Q29c	My manager keeps me informed about what's going on	72	16	12	72%	+1	+4
Q29d	My manager understands my work	78	13	10	78%	+2	+5
Q29e	My manager creates a shared sense of purpose	72	17	11	72%	+2	+5
Q29f	My manager demonstrates honesty and integrity	79	13	8	79%	+1	+3
Q29g	My manager draws the best out of me	61	25	14	61%	+1	+4
Q31a	In my organisation, the leadership is of high quality	60	25	15	60%	+5	+7

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	57	25	18	57%	+4	+7
Q31d	In my organisation, the leadership operates with a high level of integrity	61	24	14	61%	+5	+7
Q31f	My organisation is well managed	55	29	16	55%	+3	+7
Q33a	I would recommend my organisation as a great place to work	58	27	15	58%	0	-3
Q33b	I am proud to tell others I work for my organisation	64	26	10	64%	0	-3
Q33c	I feel strong personal attachment to my organisation	60	28	12	60%	+2	+1
Q33d	My organisation motivates me to help it achieve its objectives	58	29	13	58%	+2	+5
Q33e	My organisation inspires me to do the best in my job	58	29	13	58%	+2	+4

06 Workplace climate by item (cont.)

Purpose

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

● 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	4	90%	-1	0
Q21b	I understand how my work contributes to my organisation's objectives	93	4	3	93%	0	+2
Q22a	I have a choice in deciding how I do my work	73	17	10	73%	+1	+5
Q22e	My job gives me opportunities to utilise my skills	78	12	10	78%	+2	+3
Q22f	I enjoy the work in my current job	77	15	8	77%	+1	+1
Q22g	My job gives me a feeling of personal accomplishment	71	18	11	71%	+1	+2
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	77	14	9	77%	+1	+1
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	82	11	7	82%	+1	+3
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	75	14	11	75%	+2	+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
I am encouraged to pursue developmental opportunities in other workplaces	Performance and development	46%	+6
In my organisation, the leadership operates with a high level of integrity	Leadership and engagement	61%	+5
My senior manager demonstrates honesty and integrity	Fairness and trust	74%	+5
In my organisation, the leadership is of high quality	Leadership and engagement	60%	+5
Management model the behaviours expected of all employees	Leadership and engagement	57%	+4

The survey items with the most negative change

	Index	% positive 2017	vs 2016
Age is not a barrier to success in my organisation	Fairness and trust	72%	-3
I feel my job is secure	Effectiveness and innovation	41%	-3
Disability is not a barrier to success in my organisation	Fairness and trust	69%	-2
Cultural background is not a barrier to success in my organisation	Fairness and trust	76%	-1
Sexual orientation is not a barrier to success in my organisation	Fairness and trust	78%	-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

Empowers their team to perform at their best	35%	+4
Demonstrates sound judgment	31%	+4
Upholds ethical standards and principles	30%	-1
Responds confidently when faced with uncertainty	30%	+5
Supports their team to adapt to change	29%	+1
Builds effective working relationships with others	27%	-1
Delegates work effectively and monitors performance	24%	0
Encourages a strong customer and stakeholder focus	23%	-3
Implements improved ways of doing things	17%	-3
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	7%	-1
Builds effective working relationships with others	39%	0
Empowers their team to perform at their best	36%	0
Demonstrates sound judgment	30%	+1
Responds confidently when faced with uncertainty	29%	+3
Upholds ethical standards and principles	26%	-1
Implements improved ways of doing things	24%	-1
Actively seeks feedback for personal development	23%	+2
Encourages a strong customer and stakeholder focus	20%	+1
Delegates work effectively and monitors performance	18%	0
Supports their team to adapt to change	17%	-2
Takes responsibility for team development	15%	-4
Applies sound business management skills	12%	-2
Describes how their team's work aligns to organisational objectives	9%	+1

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

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED

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

NOT DEMONSTRATED

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

Proportion vs Qld public sector

Demonstrates sound judgment	31%	+2
Empowers their team to perform at their best	31%	+4
Supports their team to adapt to change	30%	+4
Responds confidently when faced with uncertainty	29%	+4
Upholds ethical standards and principles	29%	-2
Builds effective working relationships with others	28%	0
Encourages a strong customer and stakeholder focus	25%	-3
Delegates work effectively and monitors performance	23%	0
Applies sound business management skills	17%	0
Describes how their team's work aligns to organisational objectives	17%	-2
Implements improved ways of doing things	16%	-4
Takes responsibility for team development	16%	-1
Actively seeks feedback for personal development	5%	-2
Implements improved ways of doing things	36%	+4
Empowers their team to perform at their best	34%	-1
Takes responsibility for team development	33%	+3
Actively seeks feedback for personal development	31%	+1
Delegates work effectively and monitors performance	31%	+1
Supports their team to adapt to change	27%	+1
Describes how their team's work aligns to organisational objectives	22%	+2
Builds effective working relationships with others	19%	-5
Responds confidently when faced with uncertainty	18%	0
Demonstrates sound judgment	13%	-1
Upholds ethical standards and principles	11%	-1
Encourages a strong customer and stakeholder focus	11%	0
Applies sound business management skills	11%	-2

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
Manages and prioritises resources to achieve the best outcomes	36%	+4
Takes a 'big picture' view of issues or problems	34%	-1
Demonstrates sound judgment	32%	+4
Encourages collaboration and inclusion across workgroups	28%	-1
Empowers individuals and teams to build capability	26%	-1
Encourages innovative ideas and solutions	26%	+1
Takes responsibility for upholding ethical standards and principles	24%	0
Manages ambiguity and politics effectively	18%	+1
Builds effective networks across the organisation and sector	18%	-3
Demonstrates sound business acumen	18%	+2
Leads change and culture initiatives	16%	+1
Motivates others to perform at their best	14%	-5
Actively seeks feedback for personal development	5%	-3
Motivates others to perform at their best	38%	+2
Manages and prioritises resources to achieve the best outcomes	35%	0
Empowers individuals and teams to build capability	32%	0
Leads change and culture initiatives	29%	+6
Takes a 'big picture' view of issues or problems	26%	0
Demonstrates sound judgment	24%	-3
Builds effective networks across the organisation and sector	23%	+3
Takes responsibility for upholding ethical standards and principles	21%	0
Actively seeks feedback for personal development	17%	-1
Encourages innovative ideas and solutions	15%	-5
Encourages collaboration and inclusion across workgroups	14%	-3
Manages ambiguity and politics effectively	14%	0
Demonstrates sound business acumen	12%	+2

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

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED

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

NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Manages and prioritises resources to achieve the best outcomes	35%	+1
Takes a 'big picture' view of issues or problems	34%	0
Demonstrates sound judgment	33%	+2
Encourages collaboration and inclusion across workgroups	29%	+2
Takes responsibility for upholding ethical standards and principles	23%	0
Encourages innovative ideas and solutions	23%	0
Empowers individuals and teams to build capability	21%	-2
Builds effective networks across the organisation and sector	20%	-4
Manages ambiguity and politics effectively	20%	+2
Demonstrates sound business acumen	19%	+1
Leads change and culture initiatives	19%	+4
Motivates others to perform at their best	18%	-2
Actively seeks feedback for personal development	5%	-2
Empowers individuals and teams to build capability	38%	+4
Motivates others to perform at their best	35%	+1
Actively seeks feedback for personal development	31%	+3
Manages ambiguity and politics effectively	28%	+1
Leads change and culture initiatives	27%	+2
Encourages innovative ideas and solutions	25%	-2
Encourages collaboration and inclusion across workgroups	23%	-1
Manages and prioritises resources to achieve the best outcomes	23%	-3
Builds effective networks across the organisation and sector	18%	+2
Takes a 'big picture' view of issues or problems	16%	-2
Takes responsibility for upholding ethical standards and principles	12%	-2
Demonstrates sound judgment	10%	-3
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
Navigates complex issues, politics and ambiguous situations effectively	40%	+3
Models high levels of ethical and professional behaviour	38%	-1
Builds strong relationships that influence organisational and sector outcomes	30%	+2
Directs and prioritises resources to achieve the best outcomes	28%	-2
Stands behind their decisions in the face of adversity	24%	-5
Adopts a system-wide view of issues to inform action	23%	+3
Creates a culture of continuous improvement	23%	0
Inspires others to perform at their best	23%	+1
Nurtures a learning and development culture	18%	+2
Leads change with agility	15%	+2
Seeks feedback to strengthen leadership approach	14%	+1
Is compelling when communicating the organisational strategy	14%	-1
Demonstrates commercial acumen in managing corporate risk	10%	-4
Inspires others to perform at their best	42%	-1
Builds strong relationships that influence organisational and sector outcomes	39%	+3
Models high levels of ethical and professional behaviour	34%	-4
Navigates complex issues, politics and ambiguous situations effectively	34%	+4
Leads change with agility	24%	+3
Directs and prioritises resources to achieve the best outcomes	22%	-3
Seeks feedback to strengthen leadership approach	21%	+1
Creates a culture of continuous improvement	20%	-5
Adopts a system-wide view of issues to inform action	15%	+3
Is compelling when communicating the organisational strategy	15%	+2
Stands behind their decisions in the face of adversity	12%	-2
Nurtures a learning and development culture	12%	-2
Demonstrates commercial acumen in managing corporate risk	9%	+1

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

Purpose

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

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

Leadership levels are defined as follows:

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

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
Navigates complex issues, politics and ambiguous situations effectively	39%	+4
Directs and prioritises resources to achieve the best outcomes	34%	+3
Models high levels of ethical and professional behaviour	34%	-2
Builds strong relationships that influence organisational and sector outcomes	32%	+5
Adopts a system-wide view of issues to inform action	23%	0
Stands behind their decisions in the face of adversity	23%	-5
Creates a culture of continuous improvement	22%	0
Inspires others to perform at their best	20%	-1
Leads change with agility	17%	+3
Is compelling when communicating the organisational strategy	17%	0
Nurtures a learning and development culture	14%	0
Seeks feedback to strengthen leadership approach	14%	0
Demonstrates commercial acumen in managing corporate risk	10%	-6
Seeks feedback to strengthen leadership approach	39%	+4
Inspires others to perform at their best	37%	+1
Nurtures a learning and development culture	30%	+4
Directs and prioritises resources to achieve the best outcomes	27%	+1
Creates a culture of continuous improvement	26%	0
Leads change with agility	23%	+1
Is compelling when communicating the organisational strategy	22%	+2
Builds strong relationships that influence organisational and sector outcomes	18%	-4
Adopts a system-wide view of issues to inform action	17%	-1
Stands behind their decisions in the face of adversity	16%	-3
Models high levels of ethical and professional behaviour	15%	-3
Navigates complex issues, politics and ambiguous situations effectively	14%	-3
Demonstrates commercial acumen in managing corporate risk	11%	+1

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

Purpose

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

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

Leadership levels are defined as follows:

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

POSITIVE IMPACT

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

SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Inspires others to perform at their best	49%	-2
Models high levels of ethical and professional behaviour	39%	-10
Creates a culture of continuous improvement	34%	+3
Navigates complex issues, politics and ambiguous situations effectively	34%	+7
Builds strong relationships that influence organisational and sector outcomes	24%	-8
Is compelling when communicating the organisational strategy	24%	+11
Directs and prioritises resources to achieve the best outcomes	22%	+2
Leads change with agility	20%	+7
Stands behind their decisions in the face of adversity	15%	-3
Adopts a system-wide view of issues to inform action	12%	+4
Nurtures a learning and development culture	12%	-10
Demonstrates commercial acumen in managing corporate risk	7%	+5
Seeks feedback to strengthen leadership approach	7%	-8
Navigates complex issues, politics and ambiguous situations effectively	48%	+12
Builds strong relationships that influence organisational and sector outcomes	40%	+7
Leads change with agility	35%	+15
Directs and prioritises resources to achieve the best outcomes	33%	+9
Adopts a system-wide view of issues to inform action	30%	+12
Inspires others to perform at their best	30%	-9
Models high levels of ethical and professional behaviour	25%	-13
Is compelling when communicating the organisational strategy	18%	+5
Creates a culture of continuous improvement	13%	-13
Seeks feedback to strengthen leadership approach	10%	-10
Demonstrates commercial acumen in managing corporate risk	8%	+1
Nurtures a learning and development culture	8%	-7
Stands behind their decisions in the face of adversity	5%	-8

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
Builds strong relationships that influence organisational and sector outcomes	49%	+22
Navigates complex issues, politics and ambiguous situations effectively	46%	+11
Models high levels of ethical and professional behaviour	36%	+5
Adopts a system-wide view of issues to inform action	31%	0
Directs and prioritises resources to achieve the best outcomes	23%	-7
Creates a culture of continuous improvement	18%	-7
Is compelling when communicating the organisational strategy	18%	-2
Inspires others to perform at their best	15%	0
Leads change with agility	15%	+4
Demonstrates commercial acumen in managing corporate risk	13%	-6
Seeks feedback to strengthen leadership approach	13%	-1
Stands behind their decisions in the face of adversity	13%	-9
Nurtures a learning and development culture	8%	-9
Directs and prioritises resources to achieve the best outcomes	40%	+11
Seeks feedback to strengthen leadership approach	38%	+6
Stands behind their decisions in the face of adversity	38%	+21
Leads change with agility	30%	+9
Adopts a system-wide view of issues to inform action	25%	+6
Nurtures a learning and development culture	25%	+2
Inspires others to perform at their best	23%	-11
Is compelling when communicating the organisational strategy	23%	+1
Creates a culture of continuous improvement	13%	-16
Models high levels of ethical and professional behaviour	13%	-13
Builds strong relationships that influence organisational and sector outcomes	10%	-13
Demonstrates commercial acumen in managing corporate risk	10%	+2
Navigates complex issues, politics and ambiguous situations effectively	10%	-9

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	34%	-20	-9
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	66%	+20	+9
Flexible work hours for example accumulated hours as 'flexitime'*	42%	-	+12
None of the above	34%	-20	-9
Flexible work hours for example start late or early to meet responsibilities external to work*	16%	-	+4
Part time work	16%	0	-1
Telecommuting	5%	+2	+1
Compressed work hours	4%	0	+3
Leave at half pay	4%	+1	0
Hot desks	2%	+1	-1
Casual/on call	2%	0	-2
Other, please specify	2%	0	0
Purchased leave/extended leave/deferred salary schemes	2%	0	+1
Job sharing	1%	0	-1
Term-time working	0%	0	0
Part-year work/annualised hours	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	29%	+3	+9
No, I have not made a request but I am content with my current arrangements	61%	-2	-8
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	77%	+10
Partially granted	11%	-3
Declined – no reason given	3%	-4
Declined – reason provided	4%	-4
I have not received a reply as yet	5%	+1

* New in 2017, no trend

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

	Proportion	vs 2016	vs Qld public sector
I feel flexibility is not possible in my current job	35%	0	+5
I was concerned that it may negatively impact my team	29%	-5	+10
Flexible working is frowned upon/not supported by my workplace culture	28%	0	-2
I didn't feel confident presenting my case or negotiating arrangements with my manager	27%	0	+5
None of the Above*	20%	-	-4
I felt it would limit my career	17%	+1	-2
I didn't feel I had the right to	17%	-2	0
I don't feel confident in my manager's ability to manage staff working flexibly	8%	-2	-3
I feel the technology I currently have access to does not support flexible working	6%	-10	0
I felt it would limit my access to training and development	6%	+2	-1

* New in 2017, no trend

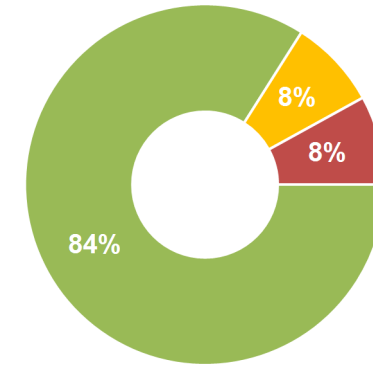
10 Domestic and family violence

Purpose

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

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

Overall	% proportion	vs 2016	vs Qld public sector
Yes	84%	+9	+8
No	8%	-4	-4
Don't know	8%	-5	-4



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	94%	+7	+8
No	4%	-2	-4
Don't Know	2%	-5	-4

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	81%	+10	+9
No	9%	-4	-4
Don't Know	10%	-5	-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.

Managers <i>Manage one or more employees</i>	% positive	vs 2016	vs Qld public sector
I am confident that I could sensitively communicate with employees affected by domestic and family violence	92%	+3	+10
If I was approached directly by an employee affected by domestic and family violence, I am confident in my ability to provide appropriate levels of support	92%	+3	+10
If I was made aware (e.g. by other colleagues) that domestic and family violence was affecting an employee, I am confident that I could respond appropriately	91%	+1	+10

Non-managers <i>Manage no employees</i>	% positive	vs 2016	vs Qld public sector
I am confident that I could sensitively communicate with colleagues affected by domestic and family violence	80%	+3	+9
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	80%	+2	+9

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

Managers <i>Manage one or more employees</i>	% proportion	vs Qld public sector	Non-managers <i>Manage no employees</i>	% proportion	vs Qld public sector
Yes	26%	+10	Yes	9%	+3
No	72%	-8	No	85%	-3
Don't Know	0%	-1	Don't Know	2%	0
Prefer not to say	2%	-1	Prefer not to say	3%	0

* New in 2017, no trend

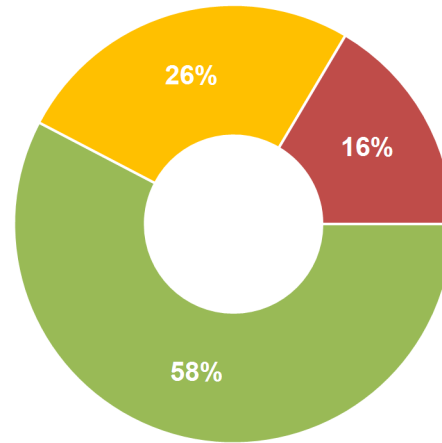
* New in 2017, no trend

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.



% positive change since 2016

-1

vs Qld public sector

-9

58%

of employees agreed with the statement:

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

Reasons for leaving	Proportion	vs Qld public sector
Career or job opportunities	49%	-3
Job security	31%	+13
Professional/personal development	30%	-5
The workplace culture	30%	-9
Stress/Health	29%	-4
Pay and conditions	22%	-5
Other (please specify)	21%	+11
Balancing work and life commitments	21%	-1
Your relationship with your manager	16%	-6
The location of your workplace or the time spent commuting	15%	-2
Family/carer responsibilities	13%	0
Contract expiring	13%	+1
Work hours	12%	-3
Fit between work and your interests	10%	-2
Your relationship with your colleagues	8%	-3
Retirement	6%	-2
Travel plans	5%	-2

12 Bullying and sexual harassment

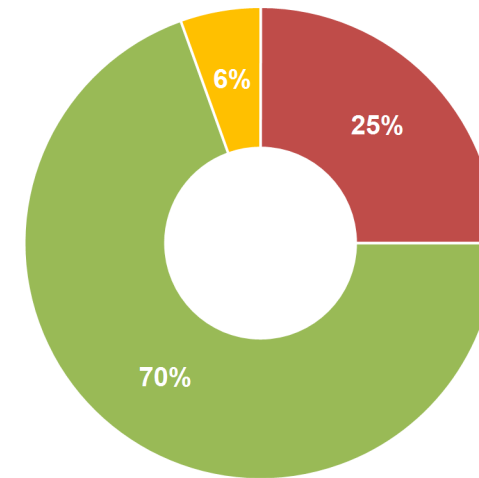
Purpose

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.

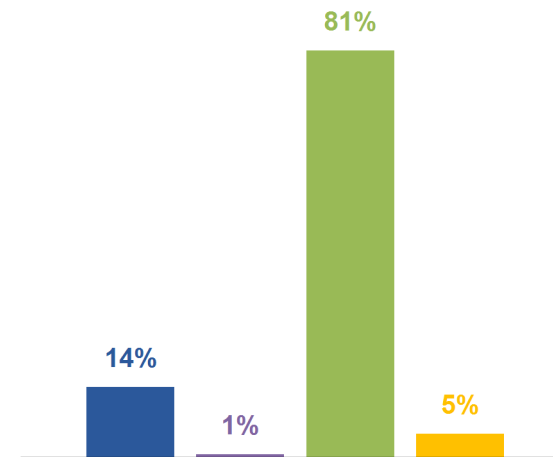
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
Yes	25%	-1	-3
No	70%	+1	+3
Don't know	6%	-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
Bullying	14%	-1	-3
Sexual Harassment	1%	0	0
No	81%	+1	+3
Don't Know	5%	0	0



12 Bullying and sexual harassment (cont.)

Purpose

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

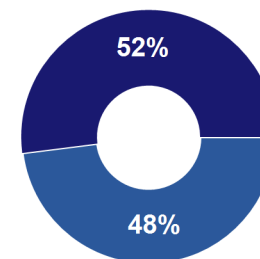
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	45%	+3	+1
Your immediate manager/supervisor	35%	+2	+1
A senior manager	28%	+4	-3
A group of fellow workers	13%	+3	-1
Prefer not to specify	10%	-2	+2
A client/customer	8%	+1	+1
A worker that reports to you	4%	-2	-1
A representative of another agency	3%	+1	+1
A member of the public	2%	+1	-3
Other	2%	0	+1
A consultant/service provider	1%	0	-1

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	55%	0	-3
Inappropriate and unfair application of work policies or rules	40%	+1	-1
Other	28%	-5	+1
'Initiations' or pranks	13%	+10	+6
Physical behaviour (e.g. assault or aggressive body language)	9%	+2	-2
Interference with your personal property or work equipment	9%	+3	+1
Cyber bullying	7%	+2	+1

Did you report the BULLYING?

No



Yes

Why did you not report the BULLYING?

Why did you not report the BULLYING?	Proportion	vs 2016	vs Qld public sector
I did not think any action would be taken	61%	+1	+5
It could affect my career	44%	-1	-1
I did not think it was worth the hassle of going through the report process	40%	+7	+3
I did not want to upset relationships in the workplace	37%	-4	-3
Managers accepted the behaviour	33%	0	0
I did not have enough evidence	20%	0	0
I did not think the bullying was serious enough	16%	-1	0
Other	12%	0	+1
I did not know how to report it	9%	+3	+4
The matter was resolved informally	7%	-2	-1

12 Bullying and sexual harassment (cont.)

Purpose

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

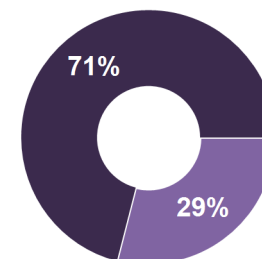
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you SEXUALLY HARASSED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	54%	-10	+2
A senior manager	18%	+6	+3
A client/customer	14%	+6	+1
Your immediate manager/supervisor	14%	+10	0
Prefer not to specify	11%	+3	-1
A group of fellow workers	4%	0	-5
A member of the public	4%	+4	-4
A consultant/service provider	0%	0	-2
A representative of another agency	0%	0	-3
A worker that reports to you	0%	0	-3
Other	0%	-8	-2

What type of SEXUAL HARASSMENT did you experience?	Proportion	vs 2016	vs Qld public sector
Remarks of a sexual nature	61%	-	-12
Unwanted physical intimacy	43%	-	+7
Any other unwelcome conduct of a sexual nature in relation to you	25%	-	-1
Unwelcome demand or request, either directly or implied, for sexual favours	11%	-	-6

Did you report the **SEXUAL HARASSMENT**?

No



Yes

Why did you not report the SEXUAL HARASSMENT ?	Proportion	vs 2016	vs Qld public sector
I did not think any action would be taken	35%	-18	-7
It could affect my career	35%	-6	0
I did not think it was worth the hassle of going through the report process	30%	-17	-8
I did not want to upset relationships in the workplace	30%	-29	-8
I did not think the sexual harassment was serious enough	25%	-16	-5
Managers accepted the behaviour	25%	+13	+4
I did not have enough evidence	10%	-19	-11
I did not know how to report it	10%	-2	+2
The matter was resolved informally	10%	-2	-4
Other	5%	-19	-6

13 Your view

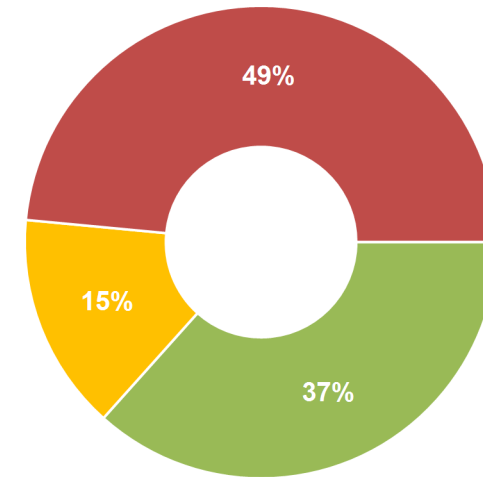
Purpose

This section is focused on understanding workplace improvement.

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

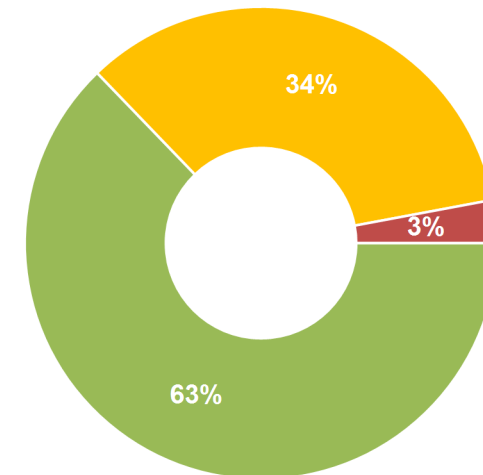
Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Yes	37%	-8	+6
No	49%	+5	-7
No, but I have not worked long in my organisation	15%	+3	+1



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

	Proportion	vs 2016	vs Qld public sector
Positive	63%	+4	+1
Neutral	34%	-2	+2
Negative	3%	-2	-3



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
Issues raised in the 2016 Employee Opinion Survey are being addressed by the department.	30	57	13	30%	-6
Senior leaders provide regular information on the future directions of the department.	65	23	12	65%	-2
I believe my work environment has improved over the last twelve months	32	45	24	32%	-1
I feel more informed about the department's future directions than I did twelve months ago.	43	38	20	43%	-4
I have opportunities to discuss the department's future directions with senior people.	47	33	20	47%	+1
I believe I can rise to the challenge that the department's future directions offer	66	28	6	66%	-3
The organisation has taken action over the past 12 months to improve the Aboriginal and Torres Strait Islander cultural capability of its employees	53	41	5	53%	+16
My Aboriginal and Torres Strait Islander cultural capability has improved over the past 12 months	49	44	7	49%	+17
People in my workgroup are committed to developing their Aboriginal and Torres Strait Islander cultural capability	58	36	6	58%	+11

15 Appendix A – Strategic priorities by demographics

Purpose

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

"Restricted" indicates a group with less than 10 respondents

	Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
Department of Communities, Child Safety & Disability Services	3,956	60%	58%	64%
Managerial status				
Yes	799	65%	64%	76%
No	3,139	58%	57%	61%
Employment status				
Permanent	3,188	57%	55%	63%
Non-permanent	743	70%	72%	69%
Full-time status				
Full-time basis	3,380	60%	58%	64%
Part-time basis	546	58%	58%	61%
FTE Salary				
Under \$50,000	240	64%	65%	59%
\$50,000 - \$69,999	1,144	64%	64%	61%
\$70,000 - \$89,999	1,330	56%	53%	60%
\$90,000 or over	1,201	59%	58%	71%
Time in agency				
Less than 2 years	863	70%	73%	67%
2 to less than 6 years	736	59%	57%	62%
6 to less than 10 years	792	57%	56%	63%
10 to less than 14 years	774	55%	54%	65%
14 to less than 16 years	182	53%	52%	59%
16 to less than 20 years	257	57%	49%	62%
20 years or more	333	56%	50%	61%

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

Purpose

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

"Restricted" indicates a group with less than 10 respondents

		Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
Department of Communities, Child Safety & Disability Services		3,956	60%	58%	64%
Age	34 years or younger	937	66%	66%	67%
	35 to 44 years	1,155	61%	61%	66%
	45 to 54 years	1,053	55%	53%	60%
	55 years or older	769	57%	53%	61%
Gender*	Female	3,161	60%	59%	64%
	Male	750	58%	57%	64%
	X	14	12%	15%	22%
Type of work	Direct service delivery	1,821	61%	58%	63%
	Corporate services and administrative support/clerical	1,230	59%	60%	65%
	Other	879	59%	56%	63%
Shiftwork	Yes	276	51%	36%	45%
	No	3,661	60%	60%	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 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	58%	0	27%	-2	15%	+2
Q33b	I am proud to tell others I work for my organisation	64%	0	26%	-1	10%	+1
Q33c	I feel strong personal attachment to my organisation	60%	+2	28%	-1	12%	-1
Q33d	My organisation motivates me to help it achieve its objectives	58%	+2	29%	-2	13%	0
Q33e	My organisation inspires me to do the best in my job	58%	+2	29%	-2	13%	0
Organisational leadership							
Q31a	In my organisation, the leadership is of high quality	60%	+5	25%	-3	15%	-1
Q31c	Management model the behaviours expected of all employees	57%	+4	25%	-4	18%	0
Q31d	In my organisation, the leadership operates with a high level of integrity	61%	+5	24%	-5	14%	0
Q31f	My organisation is well managed	55%	+3	29%	-2	16%	-1
Innovation							
Q27a	I get the opportunity to develop new and better ways of doing my job	62%	+2	24%	-1	15%	-1
Q27b	I am encouraged to make suggestions about improving work processes and/or services	71%	-1	17%	0	12%	+1
Q27c	Management is willing to act on suggestions to improve how things are done	59%	+1	25%	-1	15%	0
Q27d	My workgroup uses research and expertise to identify better practice	59%	+1	28%	-1	13%	0
Q27e	My workgroup always tries to improve its performance	73%	+1	20%	0	7%	0
Q27f	My organisation is open to new ideas	58%	-1	29%	0	13%	+1

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

Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Job empowerment							
Q22a	I have a choice in deciding how I do my work	73%	+1	17%	-1	10%	0
Q22b	I have the tools I need to do my job effectively	72%	+1	15%	0	13%	-1
Q22c	I get the information I need to do my job well	69%	0	19%	0	13%	+1
Q22d	I have the authority necessary to do my job effectively	72%	+2	17%	-2	11%	-1
Q22e	My job gives me opportunities to utilise my skills	78%	+2	12%	-2	10%	-1
Q34b	Your ability to work on your own initiative	82%	+1	11%	-1	7%	0
Workload and health							
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with overload	30%	-1	35%	+2	35%	-1
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with burn out	45%	0	31%	-1	24%	+1
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with negative health impacts	47%	+1	32%	0	22%	-1
Learning and development							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	64%	+2	19%	-1	16%	-1
Q28e	I am able to access relevant learning and development opportunities	66%	+3	20%	-2	14%	-1
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	62%	0	26%	-1	12%	+1
Q28g	I am satisfied with the opportunities available for career development	43%	+3	27%	-2	29%	-1
Q31b	My organisation is committed to developing its employees	56%	+1	26%	-2	18%	+1

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

Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
My workgroup							
Q24a	People in my workgroup treat each other with respect	78%	0	12%	0	10%	0
Q24b	I receive help and support from other people in my workgroup	87%	0	9%	0	4%	0
Q24c	People in my workgroup are honest, open and transparent in their dealings	72%	+1	17%	0	11%	-1
Q24d	People in my workgroup use their time and resources efficiently	68%	+1	20%	0	11%	-1
Q24e	People in my workgroup treat customers with respect	87%	0	10%	0	3%	0
Q24f	People in my workgroup are committed to delivering excellent service to customers	86%	0	11%	0	3%	0
Q24g	People in my workgroup do their jobs effectively	76%	+1	16%	-1	7%	0
My manager							
Q29a	My manager treats employees with dignity and respect	81%	+1	11%	-1	8%	0
Q29b	My manager listens to what I have to say	80%	0	12%	0	8%	0
Q29c	My manager keeps me informed about what's going on	72%	+1	16%	0	12%	0
Q29d	My manager understands my work	78%	+2	13%	-2	10%	0
Q29e	My manager creates a shared sense of purpose	72%	+2	17%	-1	11%	-1
Q29f	My manager demonstrates honesty and integrity	79%	+1	13%	-1	8%	0
Q29g	My manager draws the best out of me	61%	+1	25%	-1	14%	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.

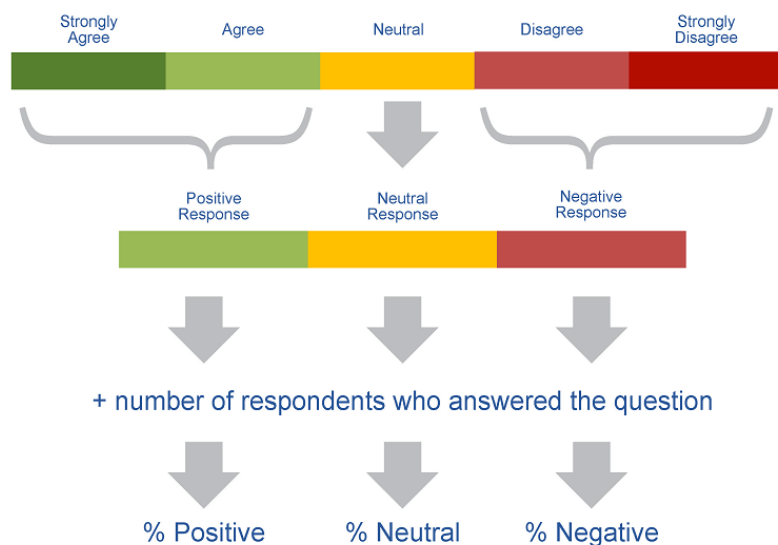
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Organisational fairness							
Q25f	Performance is assessed and rewarded fairly in my workplace	38%	+3	34%	-2	28%	-1
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	38%	+1	27%	-1	35%	0
Q25h	People are treated fairly and consistently in my workplace	54%	+3	23%	-2	23%	-1
Q25i	People take responsibility for their decisions and actions in my workplace	54%	0	29%	0	18%	0
Q31e	Recruitment and promotion decisions in this organisation are fair	41%	-1	33%	0	26%	+1
Anti-discrimination							
Q32a	Age is not a barrier to success in my organisation	72%	-3	18%	0	9%	+3
Q32b	Gender is not a barrier to success in my organisation	80%	-1	14%	0	7%	+1
Q32c	Disability is not a barrier to success in my organisation	69%	-2	25%	+1	6%	+1
Q32d	Cultural background is not a barrier to success in my organisation	76%	-1	18%	0	5%	+2
Q32e	Sexual orientation is not a barrier to success in my organisation	78%	-1	19%	+1	2%	0

17 Appendix C – How to interpret this report

% Positive, neutral and negative scores

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

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



Negatively Worded Questions: An example

What are negatively worded questions?

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

How are the negatively worded responses scored?

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

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

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

EXAMPLE

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

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

OR

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

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

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

How will I know if I am interpreting this correctly?

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

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

Rounding

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

Factor scores

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

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

Workplace climate index scores

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

% Change and division comparisons

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

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

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

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

Quintile

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

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

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

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

Number of respondents

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

Base size for Working for Queensland 2017

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

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

Definitions

The following definitions were used in the survey:

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

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

Your organisation

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

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

Your manager - The person you usually report to.

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

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

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

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