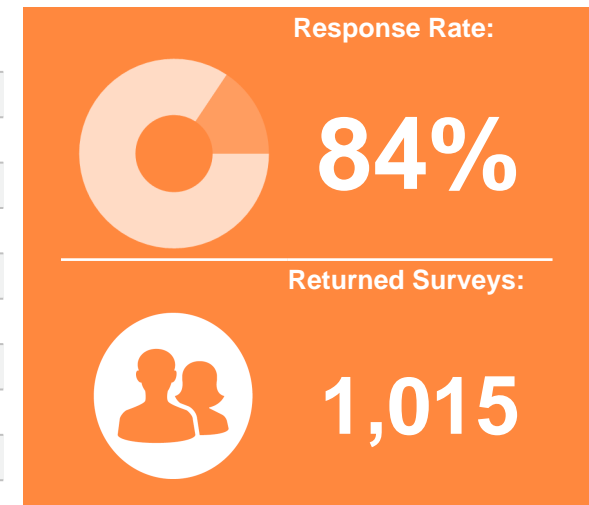


Department of Environment & Heritage Protection

Highlight Report

Report Content

Reporting Framework	
STRATEGIC PRIORITIES	01 Driver analysis scorecard
	02 Factors
	03 Factors by division
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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.

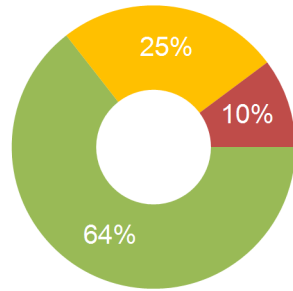


01 Driver analysis scorecard

Purpose

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

Agency engagement



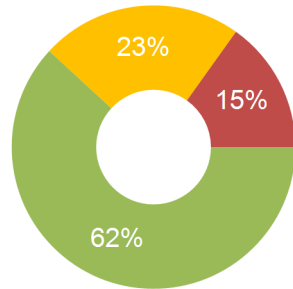
% positive change since 2016
+2

Top 3 drivers

% Positive

Driver	2016	2017
Organisational leadership	61%	62%
Anti-discrimination	73%	72%
Learning and development	56%	62%

Organisational Leadership



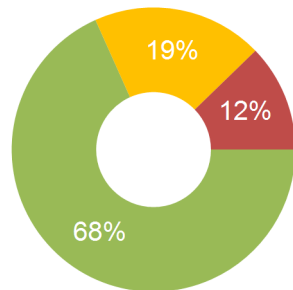
% positive change since 2016
+1

Top 3 drivers

% Positive

Driver	2016	2017
Organisational fairness	54%	52%
Learning and development	56%	62%
Innovation	66%	68%

Innovation



% positive change since 2016
+2

Top 3 drivers

% Positive

Driver	2016	2017
Job empowerment	74%	74%
Learning and development	56%	62%
Organisational fairness	54%	52%

02 Factors

COMPARISONS:	■ At least 5 percent GREATER	■ At least 5 percent LESS	
RESPONSE SCALE :	POSITIVE	NEUTRAL	NEGATIVE
QUINTILES:	1 & 2	3	4 & 5

Purpose

This section provides an overview of your agency's 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*	64	25	10	64%	+2	+6	41 - 82	2
Job empowerment	74	15	11	74%	0	+3	60 - 86	2
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	45	32	24	45%	-2	+5	29 - 68	2
Learning and development	62	21	17	62%	+6	+6	33 - 82	2
My workgroup	85	10	5	85%	0	+9	58 - 92	1
My manager	80	11	9	80%	-1	+9	57 - 84	1
Organisational leadership*	62	23	15	62%	+1	+11	29 - 85	2
Organisational fairness	52	28	21	52%	-2	+9	26 - 67	1
Anti-discrimination	72	22	6	72%	-1	+5	48 - 96	2
Innovation*	68	19	12	68%	+2	+9	46 - 89	1

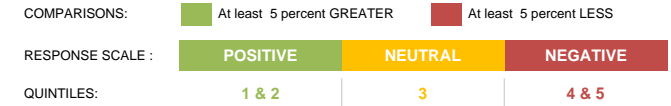
03 Factors by division

Purpose

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

	Department of Environment & Heritage Protection % positive	Conservation and Sustainability Services	Corporate Services (incl ODDG)	Environmental Policy and Planning (incl ODDG)	Environmental Services and Regulation (incl ODDG)	Wet Tropics Management Authority
<i>This section shows the % positive scores for divisions within the agency</i>						
Number of respondents	1,015	200	151	117	480	36
Agency engagement*	64%	59%	60%	71%	66%	74%
Job empowerment	74%	73%	75%	81%	73%	78%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	45%	42%	46%	39%	47%	42%
Learning and development	62%	60%	55%	67%	65%	69%
My workgroup	85%	85%	79%	89%	87%	88%
My manager	80%	73%	76%	83%	84%	80%
Organisational leadership*	62%	50%	59%	74%	66%	52%
Organisational fairness	52%	48%	46%	56%	54%	54%
Anti-discrimination	72%	68%	67%	73%	76%	67%
Innovation*	68%	63%	66%	75%	71%	71%

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*	65	22	13	65%	-2	+10	43 - 82	1
● Effectiveness and innovation*	62	21	16	62%	+2	+5	49 - 77	2
● People and relationships	85	10	5	85%	0	+9	56 - 92	1
● Fairness and trust*	66	21	12	66%	0	+8	46 - 78	1
● Performance and development	63	21	16	63%	+4	+7	41 - 74	1
● Leadership and engagement	71	19	11	71%	+1	+8	49 - 81	1
● My job	79	13	8	79%	0	+1	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.

	Department of Environment & Heritage Protection % positive	Conservation and Sustainability Services	Corporate Services (incl ODDG)	Environmental Policy and Planning (incl ODDG)	Environmental Services and Regulation (incl ODDG)	Wet Tropics Management Authority
<i>This section shows the % positive scores for divisions within the agency</i>						
Number of respondents	1,015	200	151	117	480	36
● Safety, health and wellness*	65%	64%	64%	63%	66%	66%
● Effectiveness and innovation*	62%	61%	62%	66%	63%	68%
● People and relationships	85%	84%	80%	88%	87%	87%
● Fairness and trust*	66%	62%	62%	69%	70%	66%
● Performance and development	63%	59%	56%	64%	67%	66%
● Leadership and engagement	71%	63%	67%	77%	74%	71%
● My job	79%	78%	78%	86%	78%	85%

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

06 Workplace climate by item

Purpose

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

New items were added to this index in 2017.

		Response scale (%)			% positive	vs 2016	vs Qld public sector
Safety, health and wellness							
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement	33	35	32	33%	-1	+1
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	48	30	22	48%	-2	+5
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	53	30	17	53%	-3	+8
Q23f	My work contributes positively to my quality of life*	50	36	14	50%	-	+6
Q24h	People in my workgroup are committed to workplace safety	91	8	1	91%	+1	+9
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	80	15	5	80%	-	+13
Q25b	My workplace culture supports people to achieve a good work/life balance	74	16	10	74%	-3	+12
Q25c	There is adequate focus on workplace safety at my workplace	90	8	2	90%	+1	+12

* 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*	58	26	16	58%	-	+9
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	68	19	13	68%	-	+17
Q31h	The wellbeing of employees is a priority for my organisation*	66	23	12	66%	-	+17
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>	52	28	21	52%	-	+11
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	72	16	11	72%	-2	+8
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	70	19	11	70%	-	+15

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Effectiveness and innovation		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q22b	I have the tools I need to do my job effectively	73	13	14	73%	+2	+2
Q22c	I get the information I need to do my job well	70	18	12	70%	+1	+2
Q22d	I have the authority necessary to do my job effectively	73	17	11	73%	0	+3
Q23c	I feel my job is secure	54	20	25	54%	+4	-4
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>	28	36	36	28%	0	+9
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	76	17	7	76%	-	+11
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	25	38	37	25%	0	+6
Q25e	Disruptions and/or noise at my workplace make it hard to get things done <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	45	27	29	45%	-2	-1
Q26a	My workplace has undergone significant change in the past 12 months	49	28	23	49%	+7	-3

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Effectiveness and innovation (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q27a	I get the opportunity to develop new and better ways of doing my job	64	21	15	64%	+2	+7
Q27b	I am encouraged to make suggestions about improving work processes and/or services	75	15	10	75%	+2	+8
Q27c	Management is willing to act on suggestions to improve how things are done	64	21	15	64%	+2	+11
Q27d	My workgroup uses research and expertise to identify better practice	63	23	14	63%	+1	+7
Q27e	My workgroup always tries to improve its performance	76	16	7	76%	-2	+7
Q27f	My organisation is open to new ideas	67	21	12	67%	+7	+12
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	80	12	8	80%	+4	+11
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	86	10	4	86%	0	+8
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	57	31	12	57%	0	-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.

● People and relationships		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q24a	People in my workgroup treat each other with respect	84	10	6	84%	-1	+10
Q24b	I receive help and support from other people in my workgroup	90	7	3	90%	0	+7
Q24c	People in my workgroup are honest, open and transparent in their dealings	82	11	7	82%	0	+14
Q24d	People in my workgroup use their time and resources efficiently	75	16	9	75%	-1	+10
Q24e	People in my workgroup treat customers with respect	93	6	2	93%	0	+7
Q24f	People in my workgroup are committed to delivering excellent service to customers	91	7	2	91%	+2	+8
Q24g	People in my workgroup do their jobs effectively	83	12	5	83%	0	+8
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	85	11	4	85%	+3	+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.

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	82	13	5	82%	0	+9
Q25f	Performance is assessed and rewarded fairly in my workplace	45	34	22	45%	0	+9
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	41	30	28	41%	-3	+3
Q25h	People are treated fairly and consistently in my workplace	62	20	18	62%	0	+11
Q25i	People take responsibility for their decisions and actions in my workplace	64	24	12	64%	-4	+12
Q25j	I am able to speak up and share a different view to my colleagues and manager*	81	10	9	81%	-	+10
Q30a	My senior manager demonstrates honesty and integrity	82	10	8	82%	+4	+12
Q31e	Recruitment and promotion decisions in this organisation are fair	46	31	23	46%	-1	+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.

● 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	58	23	19	58%	-	+5
Q32a	Age is not a barrier to success in my organisation	71	20	9	71%	-1	+6
Q32b	Gender is not a barrier to success in my organisation	77	15	8	77%	0	+8
Q32c	Disability is not a barrier to success in my organisation	64	30	6	64%	-1	+7
Q32d	Cultural background is not a barrier to success in my organisation	72	23	5	72%	-2	+3
Q32e	Sexual orientation is not a barrier to success in my organisation	74	24	2	74%	0	+4
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	67	18	15	67%	-3	+13
Q32g	Women and men have equal access to work experiences that support career progression*	74	18	8	74%	-	+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.

		Performance and development			Response scale (%)	% positive	vs 2016	vs Qld public sector
Q28a	I receive useful feedback on my performance	67	19	13	67%	+2	+10	
Q28b	My performance is assessed against clear criteria	55	26	19	55%	+1	+4	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	70	15	15	70%	+5	+7	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	49	32	19	49%	+8	+8	
Q28e	I am able to access relevant learning and development opportunities	68	19	13	68%	+9	+6	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	62	23	14	62%	+6	+3	
Q28g	I am satisfied with the opportunities available for career development	48	25	27	48%	+5	+4	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	64	19	17	64%	-2	+8	
Q28i	I develop new knowledge and skills through undertaking tasks at work	79	13	8	79%	+1	+7	
Q31b	My organisation is committed to developing its employees	64	21	15	64%	+6	+12	

06 Workplace climate by item (cont.)

Purpose

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

		Leadership and engagement			Response scale (%)	% positive	vs 2016	vs Qld public sector
Q29a	My manager treats employees with dignity and respect	86	7	6	86%	-1	+8	
Q29b	My manager listens to what I have to say	86	7	7	86%	-1	+9	
Q29c	My manager keeps me informed about what's going on	76	12	12	76%	-1	+8	
Q29d	My manager understands my work	82	10	8	82%	-1	+9	
Q29e	My manager creates a shared sense of purpose	76	14	10	76%	-3	+9	
Q29f	My manager demonstrates honesty and integrity	86	9	6	86%	-3	+10	
Q29g	My manager draws the best out of me	67	20	13	67%	0	+9	
Q31a	In my organisation, the leadership is of high quality	64	21	15	64%	+4	+11	

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	60	23	17	60%	+1	+10
Q31d	In my organisation, the leadership operates with a high level of integrity	67	20	13	67%	+2	+12
Q31f	My organisation is well managed	57	27	16	57%	-1	+10
Q33a	I would recommend my organisation as a great place to work	70	21	9	70%	+2	+10
Q33b	I am proud to tell others I work for my organisation	73	21	7	73%	0	+5
Q33c	I feel strong personal attachment to my organisation	61	28	11	61%	+2	+2
Q33d	My organisation motivates me to help it achieve its objectives	59	29	12	59%	+2	+6
Q33e	My organisation inspires me to do the best in my job	60	28	12	60%	+4	+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.

● 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	89	6	5	89%	0	0
Q21b	I understand how my work contributes to my organisation's objectives	91	5	4	91%	0	0
Q22a	I have a choice in deciding how I do my work	73	16	11	73%	0	+6
Q22e	My job gives me opportunities to utilise my skills	76	13	11	76%	+1	+1
Q22f	I enjoy the work in my current job	76	16	8	76%	+1	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	14	9	76%	0	+1
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	81	12	7	81%	-1	+2
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	78	13	9	78%	+1	+5

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 able to access relevant learning and development opportunities	Performance and development	68%	+9
I am encouraged to pursue developmental opportunities in other workplaces	Performance and development	49%	+8
My organisation is open to new ideas	Effectiveness and innovation	67%	+7
My organisation is committed to developing its employees	Performance and development	64%	+6
Learning and development activities I have completed in the past 12 months have helped to improve my performance	Performance and development	62%	+6

The survey items with the most negative change	Index	% positive 2017	vs 2016
People take responsibility for their decisions and actions in my workplace	Fairness and trust	64%	-4
I am confident that poor performance will be appropriately addressed in my workplace	Fairness and trust	41%	-3
My manager creates a shared sense of purpose	Leadership and engagement	76%	-3
My manager demonstrates honesty and integrity	Leadership and engagement	86%	-3
My workplace culture supports people to achieve a good work/life balance	Safety, health and wellness	74%	-3

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
Builds effective working relationships with others	36%	+8
Empowers their team to perform at their best	34%	+2
Demonstrates sound judgment	33%	+6
Responds confidently when faced with uncertainty	30%	+5
Delegates work effectively and monitors performance	28%	+5
Upholds ethical standards and principles	28%	-4
Supports their team to adapt to change	27%	-1
Implements improved ways of doing things	17%	-2
Encourages a strong customer and stakeholder focus	17%	-9
Takes responsibility for team development	16%	0
Applies sound business management skills	14%	0
Describes how their team's work aligns to organisational objectives	11%	-6
Actively seeks feedback for personal development	6%	-2
Builds effective working relationships with others	38%	-1
Responds confidently when faced with uncertainty	36%	+9
Empowers their team to perform at their best	33%	-2
Demonstrates sound judgment	33%	+3
Implements improved ways of doing things	27%	+2
Delegates work effectively and monitors performance	23%	+4
Actively seeks feedback for personal development	21%	0
Upholds ethical standards and principles	19%	-8
Applies sound business management skills	18%	+4
Supports their team to adapt to change	17%	-2
Takes responsibility for team development	15%	-4
Encourages a strong customer and stakeholder focus	13%	-5
Describes how their team's work aligns to organisational objectives	8%	-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

	Proportion	vs Qld public sector
Demonstrates sound judgment	36%	+7
Builds effective working relationships with others	32%	+4
Empowers their team to perform at their best	31%	+4
Upholds ethical standards and principles	28%	-4
Responds confidently when faced with uncertainty	27%	+2
Supports their team to adapt to change	26%	0
Delegates work effectively and monitors performance	26%	+3
Encourages a strong customer and stakeholder focus	20%	-8
Takes responsibility for team development	18%	+1
Implements improved ways of doing things	17%	-3
Describes how their team's work aligns to organisational objectives	16%	-3
Applies sound business management skills	16%	-1
Actively seeks feedback for personal development	7%	0
Empowers their team to perform at their best	34%	-1
Implements improved ways of doing things	34%	+2
Takes responsibility for team development	34%	+3
Actively seeks feedback for personal development	33%	+2
Delegates work effectively and monitors performance	28%	-2
Supports their team to adapt to change	26%	0
Describes how their team's work aligns to organisational objectives	25%	+5
Responds confidently when faced with uncertainty	22%	+4
Builds effective working relationships with others	19%	-5
Applies sound business management skills	15%	+2
Encourages a strong customer and stakeholder focus	12%	0
Demonstrates sound judgment	9%	-4
Upholds ethical standards and principles	8%	-5

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	41%	+6
Manages and prioritises resources to achieve the best outcomes	37%	+5
Demonstrates sound judgment	33%	+5
Empowers individuals and teams to build capability	28%	+1
Encourages innovative ideas and solutions	23%	-2
Encourages collaboration and inclusion across workgroups	22%	-6
Manages ambiguity and politics effectively	22%	+5
Takes responsibility for upholding ethical standards and principles	22%	-2
Builds effective networks across the organisation and sector	21%	0
Motivates others to perform at their best	18%	-2
Leads change and culture initiatives	12%	-2
Demonstrates sound business acumen	12%	-4
Actively seeks feedback for personal development	4%	-3
Manages and prioritises resources to achieve the best outcomes	47%	+11
Motivates others to perform at their best	36%	0
Empowers individuals and teams to build capability	35%	+3
Demonstrates sound judgment	33%	+5
Takes a 'big picture' view of issues or problems	31%	+4
Builds effective networks across the organisation and sector	22%	+2
Leads change and culture initiatives	21%	-2
Manages ambiguity and politics effectively	19%	+5
Encourages innovative ideas and solutions	14%	-6
Actively seeks feedback for personal development	14%	-4
Encourages collaboration and inclusion across workgroups	11%	-6
Takes responsibility for upholding ethical standards and principles	10%	-10
Demonstrates sound business acumen	7%	-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	40%	+7
Demonstrates sound judgment	40%	+9
Takes a 'big picture' view of issues or problems	36%	+2
Manages ambiguity and politics effectively	28%	+10
Builds effective networks across the organisation and sector	25%	0
Empowers individuals and teams to build capability	24%	+1
Encourages collaboration and inclusion across workgroups	23%	-4
Takes responsibility for upholding ethical standards and principles	21%	-2
Encourages innovative ideas and solutions	18%	-5
Demonstrates sound business acumen	14%	-4
Motivates others to perform at their best	12%	-8
Leads change and culture initiatives	11%	-5
Actively seeks feedback for personal development	5%	-2
Empowers individuals and teams to build capability	35%	+1
Motivates others to perform at their best	35%	+1
Leads change and culture initiatives	32%	+7
Actively seeks feedback for personal development	29%	0
Manages ambiguity and politics effectively	28%	+1
Manages and prioritises resources to achieve the best outcomes	28%	+2
Encourages innovative ideas and solutions	28%	+1
Builds effective networks across the organisation and sector	20%	+3
Encourages collaboration and inclusion across workgroups	18%	-6
Takes a 'big picture' view of issues or problems	14%	-5
Demonstrates sound judgment	11%	-3
Takes responsibility for upholding ethical standards and principles	10%	-3
Demonstrates sound business acumen	9%	0

08 Leadership behaviour in your agency: Senior Officer

Purpose

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

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

Leadership levels are defined as follows:

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

POSITIVE IMPACT

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

SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Navigates complex issues, politics and ambiguous situations effectively	48%	+12
Models high levels of ethical and professional behaviour	35%	-3
Builds strong relationships that influence organisational and sector outcomes	32%	+4
Directs and prioritises resources to achieve the best outcomes	29%	0
Stands behind their decisions in the face of adversity	27%	-1
Inspires others to perform at their best	22%	0
Creates a culture of continuous improvement	20%	-3
Adopts a system-wide view of issues to inform action	18%	-2
Is compelling when communicating the organisational strategy	15%	+1
Leads change with agility	14%	+2
Demonstrates commercial acumen in managing corporate risk	12%	-1
Nurtures a learning and development culture	12%	-3
Seeks feedback to strengthen leadership approach	9%	-5
Builds strong relationships that influence organisational and sector outcomes	46%	+10
Navigates complex issues, politics and ambiguous situations effectively	46%	+16
Inspires others to perform at their best	34%	-8
Directs and prioritises resources to achieve the best outcomes	26%	+1
Models high levels of ethical and professional behaviour	26%	-12
Creates a culture of continuous improvement	24%	-1
Seeks feedback to strengthen leadership approach	24%	+4
Leads change with agility	17%	-4
Stands behind their decisions in the face of adversity	14%	-1
Adopts a system-wide view of issues to inform action	13%	+1
Is compelling when communicating the organisational strategy	13%	0
Nurtures a learning and development culture	11%	-3
Demonstrates commercial acumen in managing corporate risk	4%	-3

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	46%	+11
Models high levels of ethical and professional behaviour	42%	+7
Directs and prioritises resources to achieve the best outcomes	30%	-1
Stands behind their decisions in the face of adversity	28%	+1
Builds strong relationships that influence organisational and sector outcomes	28%	0
Creates a culture of continuous improvement	23%	+1
Adopts a system-wide view of issues to inform action	21%	-2
Inspires others to perform at their best	21%	0
Is compelling when communicating the organisational strategy	15%	-2
Demonstrates commercial acumen in managing corporate risk	13%	-3
Leads change with agility	13%	-2
Seeks feedback to strengthen leadership approach	10%	-4
Nurtures a learning and development culture	8%	-7
Seeks feedback to strengthen leadership approach	40%	+5
Inspires others to perform at their best	37%	+1
Builds strong relationships that influence organisational and sector outcomes	29%	+7
Creates a culture of continuous improvement	27%	0
Directs and prioritises resources to achieve the best outcomes	23%	-3
Is compelling when communicating the organisational strategy	22%	+2
Nurtures a learning and development culture	22%	-4
Leads change with agility	21%	-1
Adopts a system-wide view of issues to inform action	18%	+1
Models high levels of ethical and professional behaviour	17%	-1
Navigates complex issues, politics and ambiguous situations effectively	15%	-2
Stands behind their decisions in the face of adversity	15%	-4
Demonstrates commercial acumen in managing corporate risk	8%	-2

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
Models high levels of ethical and professional behaviour	50%	+1
Builds strong relationships that influence organisational and sector outcomes	43%	+11
Inspires others to perform at their best	43%	-8
Creates a culture of continuous improvement	29%	-2
Navigates complex issues, politics and ambiguous situations effectively	29%	+2
Stands behind their decisions in the face of adversity	29%	+11
Is compelling when communicating the organisational strategy	21%	+8
Leads change with agility	14%	+1
Nurtures a learning and development culture	14%	-8
Seeks feedback to strengthen leadership approach	14%	-1
Demonstrates commercial acumen in managing corporate risk	7%	+5
Directs and prioritises resources to achieve the best outcomes	7%	-13
Adopts a system-wide view of issues to inform action	0%	-8

	Proportion	vs Qld public sector
Inspires others to perform at their best	57%	+18
Navigates complex issues, politics and ambiguous situations effectively	50%	+15
Builds strong relationships that influence organisational and sector outcomes	36%	+2
Creates a culture of continuous improvement	29%	+3
Models high levels of ethical and professional behaviour	29%	-9
Adopts a system-wide view of issues to inform action	21%	+4
Demonstrates commercial acumen in managing corporate risk	14%	+7
Directs and prioritises resources to achieve the best outcomes	14%	-10
Is compelling when communicating the organisational strategy	14%	+2
Nurtures a learning and development culture	14%	0
Leads change with agility	7%	-13
Seeks feedback to strengthen leadership approach	7%	-13
Stands behind their decisions in the face of adversity	7%	-5

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	57%	+22
Models high levels of ethical and professional behaviour	50%	+20
Creates a culture of continuous improvement	36%	+11
Builds strong relationships that influence organisational and sector outcomes	29%	+2
Stands behind their decisions in the face of adversity	29%	+6
Adopts a system-wide view of issues to inform action	21%	-9
Directs and prioritises resources to achieve the best outcomes	21%	-8
Inspires others to perform at their best	14%	-1
Leads change with agility	14%	+3
Seeks feedback to strengthen leadership approach	14%	0
Is compelling when communicating the organisational strategy	7%	-13
Nurtures a learning and development culture	7%	-10
Demonstrates commercial acumen in managing corporate risk	0%	-19
Adopts a system-wide view of issues to inform action	36%	+17
Directs and prioritises resources to achieve the best outcomes	36%	+7
Inspires others to perform at their best	36%	+2
Is compelling when communicating the organisational strategy	36%	+15
Nurtures a learning and development culture	29%	+5
Builds strong relationships that influence organisational and sector outcomes	21%	-1
Demonstrates commercial acumen in managing corporate risk	21%	+13
Models high levels of ethical and professional behaviour	21%	-4
Seeks feedback to strengthen leadership approach	21%	-10
Creates a culture of continuous improvement	14%	-14
Leads change with agility	14%	-7
Navigates complex issues, politics and ambiguous situations effectively	7%	-12
Stands behind their decisions in the face of adversity	7%	-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	27%	-23	-17
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	73%	+23	+17
Flexible work hours for example accumulated hours as 'flexitime'*	53%	-	+24
None of the above	27%	-23	-17
Flexible work hours for example start late or early to meet responsibilities external to work*	21%	-	+9
Part time work	13%	0	-4
Leave at half pay	9%	0	+5
Telecommuting	6%	+2	+2
Compressed work hours	4%	0	+2
Other, please specify	2%	0	0
Hot desks	2%	0	-1
Casual/on call	1%	+1	-3
Job sharing	1%	-1	-1
Purchased leave/extended leave/deferred salary schemes	1%	0	0
Part-year work/annualised hours	0%	0	0
Term-time working	0%	0	0

* New in 2017, no trend

09 Flexible work options (cont.)

Purpose

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

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

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

	Proportion	vs 2016	vs Qld public sector
Yes, I requested flexibility	25%	+3	+6
No, I have not made a request but I am content with my current arrangements	66%	-3	-3
No, I have not made a request but I am not content with my current arrangements	9%	0	-3

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	79%	+13
Partially granted	10%	-4
Declined – no reason given	2%	-5
Declined – reason provided	3%	-5
I have not received a reply as yet	6%	+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 didn't feel confident presenting my case or negotiating arrangements with my manager	30%	+9	+8
Flexible working is frowned upon/not supported by my workplace culture	29%	+6	-1
I was concerned that it may negatively impact my team	26%	+5	+7
I feel flexibility is not possible in my current job	24%	-9	-6
I didn't feel I had the right to	20%	-2	+3
None of the Above*	19%	-	-5
I felt it would limit my career	13%	0	-6
I feel the technology I currently have access to does not support flexible working	10%	-6	+4
I don't feel confident in my manager's ability to manage staff working flexibly	9%	0	-3
I felt it would limit my access to training and development	6%	-2	-1

* New in 2017, no trend

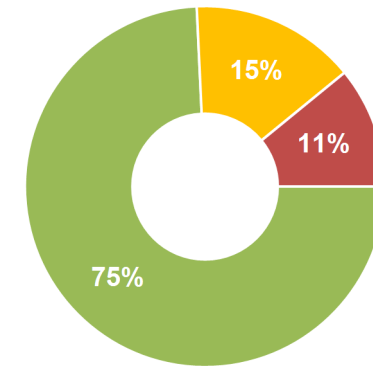
10 Domestic and family violence

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	75%	-4	-1
No	11%	+2	-2
Don't know	15%	+2	+2



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	88%	+2	+2
No	5%	-2	-3
Don't Know	7%	0	+1

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	69%	-7	-3
No	13%	+3	-1
Don't Know	18%	+4	+3

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	82%	+4	0
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	78%	+3	-4
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	78%	+1	-3

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	63%	-1	-8
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	67%	-3	-4

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	10%	-6	Yes	3%	-3
No	87%	+7	No	93%	+5
Don't Know	2%	0	Don't Know	2%	0
Prefer not to say	1%	-1	Prefer not to say	1%	-2

* New in 2017, no trend

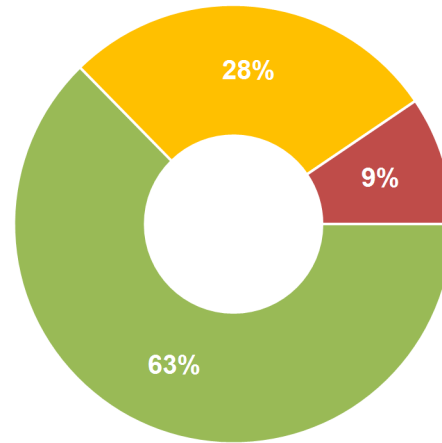
* New in 2017, no trend

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.



63%

of employees agreed with the statement:

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

% positive change since 2016

+2

vs Qld public sector

-4

Reasons for leaving	Proportion	vs Qld public sector
Career or job opportunities	62%	+10
Professional/personal development	43%	+8
The workplace culture	28%	-11
Pay and conditions	26%	-1
Stress/Health	24%	-9
Contract expiring	21%	+9
Your relationship with your manager	21%	-2
Job security	21%	+2
Balancing work and life commitments	18%	-4
The location of your workplace or the time spent commuting	18%	0
Fit between work and your interests	17%	+6
Family/carer responsibilities	11%	-2
Other (please specify)	10%	0
Your relationship with your colleagues	9%	-1
Work hours	8%	-6
Travel plans	7%	+1
Retirement	7%	-2

12 Bullying and sexual harassment

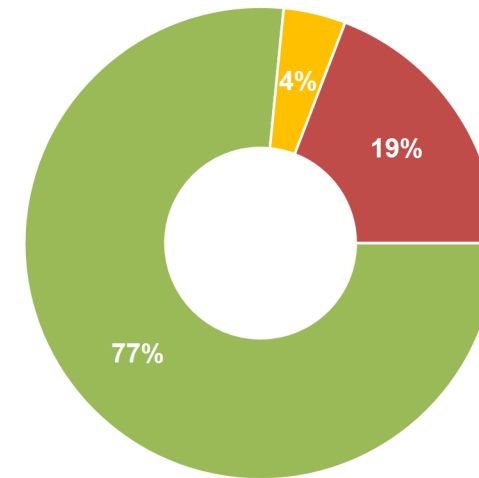
Purpose

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.

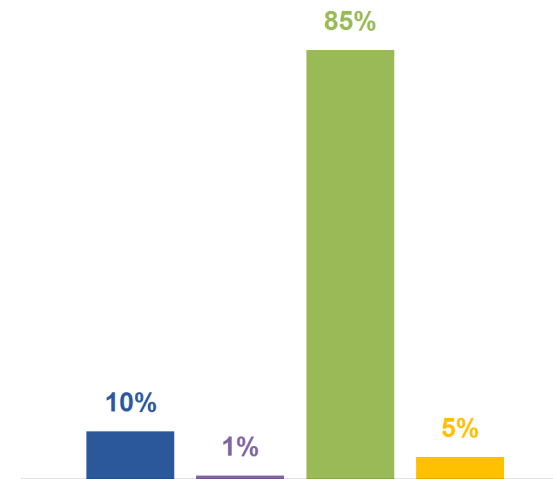
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
Yes	19%	+6	-9
No	77%	-4	+10
Don't know	4%	-1	-1



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

	Proportion	vs 2016	vs Qld public sector
Bullying	10%	+1	-7
Sexual Harassment	1%	+1	0
No	85%	-2	+7
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.

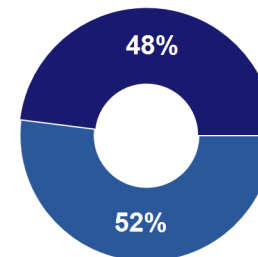
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	35%	-15	-8
Your immediate manager/supervisor	35%	+3	+2
A senior manager	27%	+4	-4
Prefer not to specify	16%	+4	+7
A group of fellow workers	7%	-2	-7
A worker that reports to you	4%	0	-1
A client/customer	3%	+1	-4
A representative of another agency	2%	0	0
Other	2%	+1	0
A consultant/service provider	1%	0	-1
A member of the public	1%	0	-4

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	53%	+4	-5
Inappropriate and unfair application of work policies or rules	40%	+1	-2
Other	39%	0	+12
Physical behaviour (e.g. assault or aggressive body language)	9%	0	-2
Interference with your personal property or work equipment	4%	-1	-3
Cyber bullying	3%	-3	-3
'Initiations' or pranks	1%	-1	-6

Did you report the BULLYING?

No



Yes

Why did you not report the BULLYING?	Proportion	vs 2016	vs Qld public sector
It could affect my career	53%	+10	+8
I did not think any action would be taken	49%	+1	-7
I did not want to upset relationships in the workplace	40%	-8	0
Managers accepted the behaviour	27%	-18	-6
Other	24%	+14	+14
I did not think it was worth the hassle of going through the report process	22%	-13	-15
I did not have enough evidence	16%	-18	-5
I did not think the bullying was serious enough	11%	-21	-5
The matter was resolved informally	9%	-7	+2
I did not know how to report it	7%	+3	+2

13 Your view

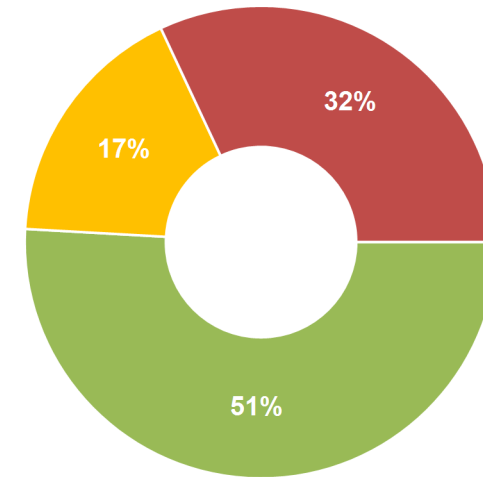
Purpose

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.

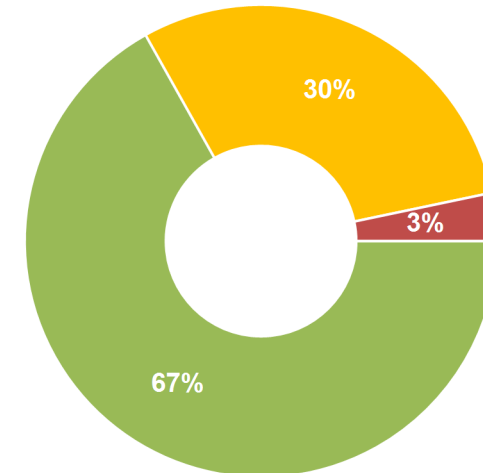
Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Yes	51%	-6	+20
No	32%	+4	-24
No, but I have not worked long in my organisation	17%	+3	+3



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	67%	+11	+5
Neutral	30%	-7	-2
Negative	3%	-3	-2



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 why a diverse and inclusive culture is important to my organisation	93	6	1	93%	-
I understand how I can contribute to a more inclusive culture	84	14	2	84%	-
I am doing all I can to create an inclusive culture	82	17	1	82%	-
My leadership team is committed to creating an inclusive culture	74	22	4	74%	-
I am able to be my true self at work	73	17	10	73%	-
My manager takes measures to identify and control exposure to physical risks	83	16	1	83%	-
My manager takes measures to identify and control exposure to psychological risks	65	24	10	65%	-
I am supported and encouraged to complete the learning and development activities identified in my performance and development plan.	70	20	10	70%	-
There is a strong feeling of teamwork and cooperation in my workplace.	74	15	10	74%	-
I understand how my work directly contributes to the overall success of my organisation.	84	12	5	84%	-

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 Environment & Heritage Protection		1,015	64%	62%	68%
Managerial status	Yes	294	68%	63%	76%
	No	715	63%	62%	65%
Employment status	Permanent	757	62%	58%	68%
	Non-permanent	254	72%	73%	69%
Full-time status	Full-time basis	903	65%	63%	69%
	Part-time basis	107	64%	56%	66%
FTE Salary	Under \$50,000	42	72%	65%	62%
	\$50,000 - \$69,999	219	71%	71%	68%
	\$70,000 - \$89,999	352	61%	58%	64%
	\$90,000 or over	390	64%	61%	74%
Time in agency	Less than 2 years	289	72%	71%	71%
	2 to less than 6 years	205	63%	61%	67%
	6 to less than 10 years	200	62%	60%	67%
	10 to less than 14 years	129	58%	54%	64%
	14 to less than 16 years	31	49%	48%	55%
	16 to less than 20 years	62	68%	61%	76%
	20 years or more	94	64%	60%	70%

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 Environment & Heritage Protection		1,015	64%	62%	68%
Age	34 years or younger	315	69%	69%	70%
	35 to 44 years	320	62%	59%	67%
	45 to 54 years	234	65%	59%	71%
	55 years or older	131	61%	60%	66%
Gender*	Female	629	67%	65%	71%
	Male	370	61%	57%	65%
	X	8	Restricted	Restricted	Restricted
Type of work	Direct service delivery	93	62%	53%	66%
	Corporate services and administrative support/clerical	284	66%	67%	72%
	Other	633	64%	61%	67%
Shiftwork	Yes	4	Restricted	Restricted	Restricted
	No	1,004	65%	62%	68%

**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	70%	+2	21%	-3	9%	+1
Q33b	I am proud to tell others I work for my organisation	73%	0	21%	-1	7%	0
Q33c	I feel strong personal attachment to my organisation	61%	+2	28%	-1	11%	-1
Q33d	My organisation motivates me to help it achieve its objectives	59%	+2	29%	-1	12%	-1
Q33e	My organisation inspires me to do the best in my job	60%	+4	28%	-3	12%	-1
Organisational leadership							
Q31a	In my organisation, the leadership is of high quality	64%	+4	21%	-5	15%	+1
Q31c	Management model the behaviours expected of all employees	60%	+1	23%	-3	17%	+3
Q31d	In my organisation, the leadership operates with a high level of integrity	67%	+2	20%	-5	13%	+3
Q31f	My organisation is well managed	57%	-1	27%	-2	16%	+3
Innovation							
Q27a	I get the opportunity to develop new and better ways of doing my job	64%	+2	21%	-2	15%	0
Q27b	I am encouraged to make suggestions about improving work processes and/or services	75%	+2	15%	-1	10%	-1
Q27c	Management is willing to act on suggestions to improve how things are done	64%	+2	21%	-1	15%	-1
Q27d	My workgroup uses research and expertise to identify better practice	63%	+1	23%	-3	14%	+2
Q27e	My workgroup always tries to improve its performance	76%	-2	16%	0	7%	+2
Q27f	My organisation is open to new ideas	67%	+7	21%	-6	12%	-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%	0	16%	0	11%	-1
Q22b	I have the tools I need to do my job effectively	73%	+2	13%	-3	14%	+1
Q22c	I get the information I need to do my job well	70%	+1	18%	-1	12%	0
Q22d	I have the authority necessary to do my job effectively	73%	0	17%	-1	11%	+1
Q22e	My job gives me opportunities to utilise my skills	76%	+1	13%	-1	11%	0
Q34b	Your ability to work on your own initiative	81%	-1	12%	+2	7%	-1
Workload and health							
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with overload	33%	-1	35%	-1	32%	+2
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with burn out	48%	-2	30%	-1	22%	+3
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	53%	-3	30%	+4	17%	-1
Learning and development							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	70%	+5	15%	-5	15%	-1
Q28e	I am able to access relevant learning and development opportunities	68%	+9	19%	-5	13%	-3
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	62%	+6	23%	-6	14%	0
Q28g	I am satisfied with the opportunities available for career development	48%	+5	25%	-4	27%	-2
Q31b	My organisation is committed to developing its employees	64%	+6	21%	-7	15%	+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	84%	-1	10%	+2	6%	-1
Q24b	I receive help and support from other people in my workgroup	90%	0	7%	0	3%	-1
Q24c	People in my workgroup are honest, open and transparent in their dealings	82%	0	11%	-1	7%	+1
Q24d	People in my workgroup use their time and resources efficiently	75%	-1	16%	0	9%	+1
Q24e	People in my workgroup treat customers with respect	93%	0	6%	0	2%	0
Q24f	People in my workgroup are committed to delivering excellent service to customers	91%	+2	7%	-2	2%	0
Q24g	People in my workgroup do their jobs effectively	83%	0	12%	-1	5%	+1
My manager							
Q29a	My manager treats employees with dignity and respect	86%	-1	7%	0	6%	+1
Q29b	My manager listens to what I have to say	86%	-1	7%	-1	7%	+2
Q29c	My manager keeps me informed about what's going on	76%	-1	12%	-1	12%	+1
Q29d	My manager understands my work	82%	-1	10%	0	8%	+1
Q29e	My manager creates a shared sense of purpose	76%	-3	14%	+1	10%	+2
Q29f	My manager demonstrates honesty and integrity	86%	-3	9%	+2	6%	+1
Q29g	My manager draws the best out of me	67%	0	20%	-2	13%	+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.

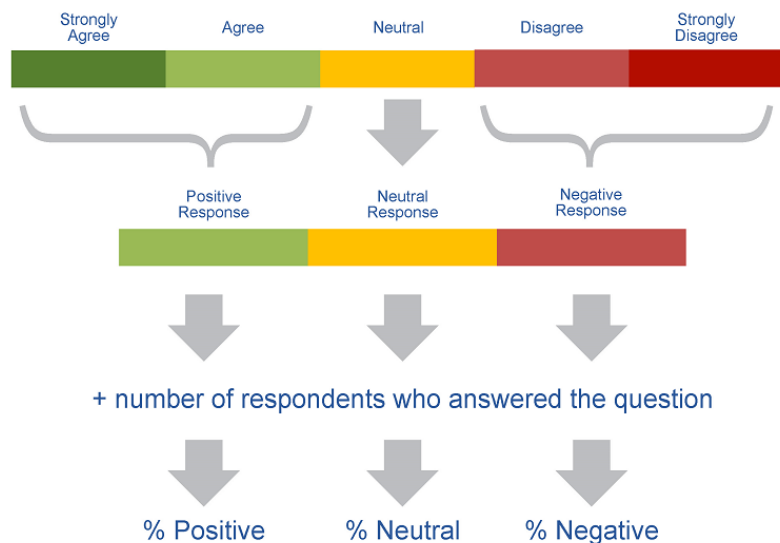
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Organisational fairness							
Q25f	Performance is assessed and rewarded fairly in my workplace	45%	0	34%	+2	22%	-1
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	41%	-3	30%	+4	28%	-1
Q25h	People are treated fairly and consistently in my workplace	62%	0	20%	0	18%	+1
Q25i	People take responsibility for their decisions and actions in my workplace	64%	-4	24%	+3	12%	+1
Q31e	Recruitment and promotion decisions in this organisation are fair	46%	-1	31%	-1	23%	+2
Anti-discrimination							
Q32a	Age is not a barrier to success in my organisation	71%	-1	20%	0	9%	+2
Q32b	Gender is not a barrier to success in my organisation	77%	0	15%	-1	8%	+2
Q32c	Disability is not a barrier to success in my organisation	64%	-1	30%	-2	6%	+3
Q32d	Cultural background is not a barrier to success in my organisation	72%	-2	23%	0	5%	+3
Q32e	Sexual orientation is not a barrier to success in my organisation	74%	0	24%	-1	2%	+2

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.