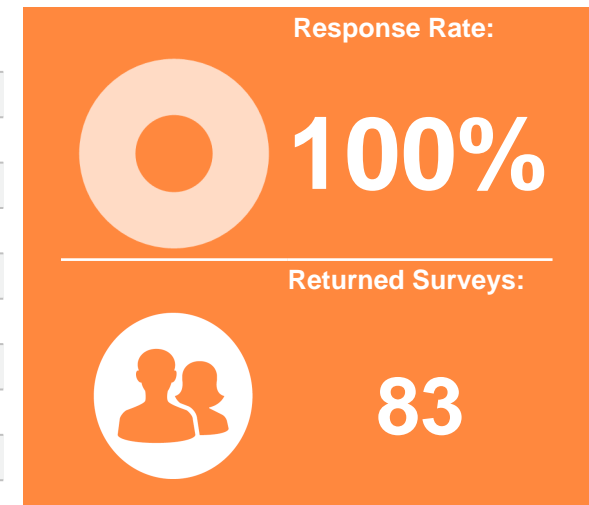


## Queensland Reconstruction Authority

## Highlight Report

### Report Content

Reporting Framework	
STRATEGIC PRIORITIES	01 Driver analysis scorecard
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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.

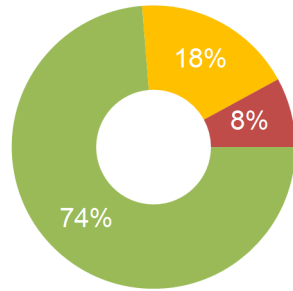


# 01 Driver analysis scorecard

## Purpose

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

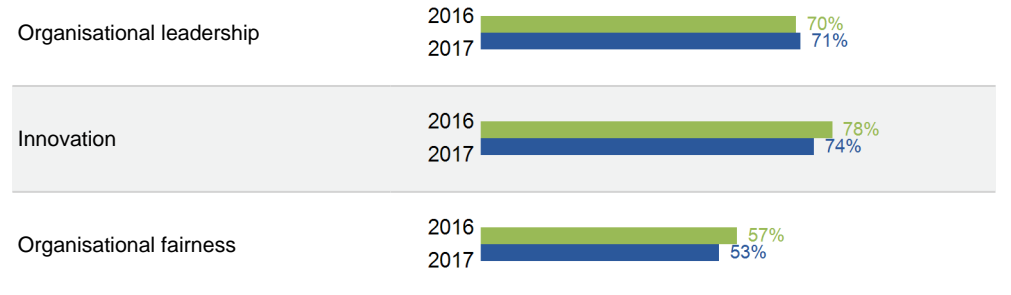
### Agency Engagement



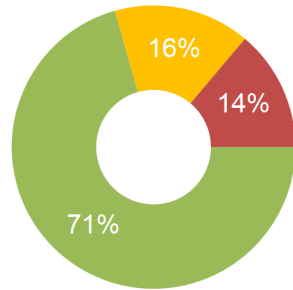
% positive change since 2016  
**+1**

#### Top 3 drivers

#### % Positive



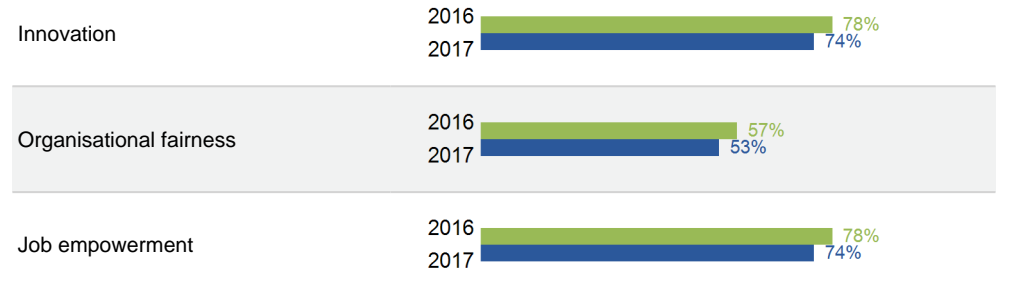
### Organisational leadership



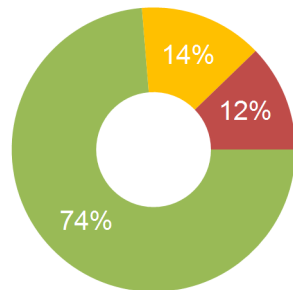
% positive change since 2016  
**+1**

#### Top 3 drivers

#### % Positive



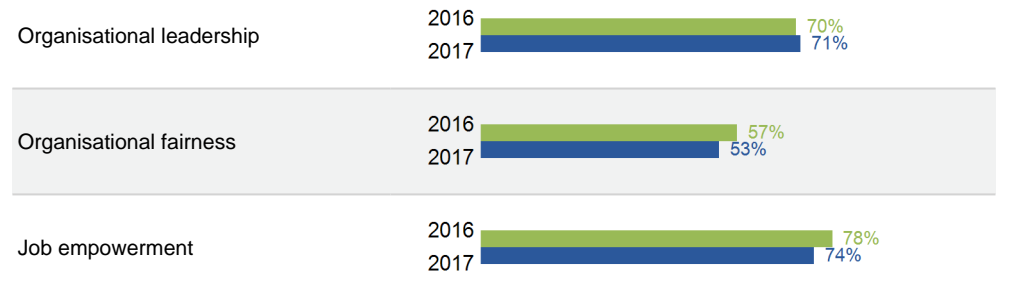
### Innovation



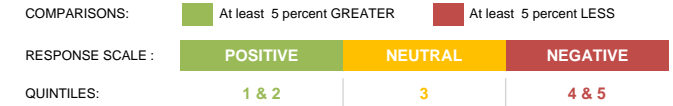
% positive change since 2016  
**-5**

#### 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*	74	18	8	74%	+1	+15	41 - 82	1
Job empowerment	74	15	11	74%	-4	+3	60 - 86	2
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	41	36	23	41%	-15	+1	29 - 68	3
Learning and development	60	24	16	60%	+17	+4	33 - 82	2
My workgroup	82	12	5	82%	-6	+6	58 - 92	2
My manager	74	13	13	74%	-6	+4	57 - 84	3
Organisational leadership*	71	16	14	71%	+1	+20	29 - 85	1
Organisational fairness	53	25	22	53%	-4	+10	26 - 67	1
Anti-discrimination	80	17	3	80%	0	+14	48 - 96	1
Innovation*	74	14	12	74%	-5	+14	46 - 89	1

## 03 Factors by division

### Purpose

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

	Queensland Reconstruction Authority % positive	Finance & ICT	Operations	Resilience & Recovery	Strategy & Engagement
<i>This section shows the % positive scores for divisions within the agency</i>					
Number of respondents	83	23	29	14	13
Agency engagement*	<b>74%</b>	85%	63%	90%	78%
Job empowerment	<b>74%</b>	77%	73%	84%	71%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	<b>41%</b>	55%	31%	60%	28%
Learning and development	<b>60%</b>	69%	52%	76%	57%
My workgroup	<b>82%</b>	84%	79%	93%	80%
My manager	<b>74%</b>	82%	72%	83%	69%
Organisational leadership*	<b>71%</b>	80%	63%	81%	73%
Organisational fairness	<b>53%</b>	61%	47%	70%	44%
Anti-discrimination	<b>80%</b>	90%	76%	83%	89%
Innovation*	<b>74%</b>	83%	68%	86%	69%

# 04 Workplace climate

## Purpose

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

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

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

	Response scale (%)			% positive	vs 2016	vs Qld public sector	Range of all agencies	Your agency quintile
<span style="color: red;">●</span> Safety, health and wellness*	59	26	15	<b>59%</b>	<b>-11</b>	<b>+5</b>	<b>43 - 82</b>	<b>3</b>
<span style="color: green;">●</span> Effectiveness and innovation*	68	18	15	<b>68%</b>	<b>-7</b>	<b>+10</b>	<b>49 - 77</b>	<b>1</b>
<span style="color: purple;">●</span> People and relationships	83	12	5	<b>83%</b>	<b>-7</b>	<b>+6</b>	<b>56 - 92</b>	<b>2</b>
<span style="color: blue;">●</span> Fairness and trust*	70	18	12	<b>70%</b>	<b>0</b>	<b>+11</b>	<b>46 - 78</b>	<b>1</b>
<span style="color: orange;">●</span> Performance and development	61	23	16	<b>61%</b>	<b>+14</b>	<b>+5</b>	<b>41 - 74</b>	<b>2</b>
<span style="color: blue;">●</span> Leadership and engagement	73	15	12	<b>73%</b>	<b>-2</b>	<b>+11</b>	<b>49 - 81</b>	<b>1</b>
<span style="color: blue;">●</span> My job	77	13	10	<b>77%</b>	<b>+1</b>	<b>0</b>	<b>58 - 89</b>	<b>3</b>

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

## 05 Workplace climate by division

### Purpose

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

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

	Queensland Reconstruction Authority % positive	Finance & ICT	Operations	Resilience & Recovery	Strategy & Engagement
<i>This section shows the % positive scores for divisions within the agency</i>					
Number of respondents	83	23	29	14	13
<span style="color: red;">●</span> Safety, health and wellness*	59%	75%	57%	61%	42%
<span style="color: green;">●</span> Effectiveness and innovation*	68%	75%	65%	73%	63%
<span style="color: purple;">●</span> People and relationships	83%	86%	78%	94%	81%
<span style="color: teal;">●</span> Fairness and trust*	70%	80%	67%	77%	66%
<span style="color: orange;">●</span> Performance and development	61%	73%	57%	69%	52%
<span style="color: blue;">●</span> Leadership and engagement	73%	83%	67%	85%	72%
<span style="color: lightblue;">●</span> My job	77%	85%	76%	79%	70%

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

## 06 Workplace climate by item

### Purpose

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

New items were added to this index in 2017.

		Response scale (%)			% positive	vs 2016	vs Qld public sector
<b>Safety, health and wellness</b>							
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement	30	33	37	30%	-17	-1
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	43	38	20	43%	-15	0
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	49	38	13	49%	-13	+4
Q23f	My work contributes positively to my quality of life*	41	38	21	41%	-	-3
Q24h	People in my workgroup are committed to workplace safety	86	11	2	86%	-3	+4
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	76	19	5	76%	-	+9
Q25b	My workplace culture supports people to achieve a good work/life balance	63	24	13	63%	-9	+1
Q25c	There is adequate focus on workplace safety at my workplace	89	10	1	89%	+3	+10

\* New in 2017, no trend



## 06 Workplace climate by item

### Purpose

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

New items were added to this index in 2017.

<span style="color: red;">●</span> Safety, health and wellness (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29h	My manager proactively discusses flexible work arrangements*	56	25	19	56%	-	+7
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	69	19	12	69%	-	+18
Q31h	The wellbeing of employees is a priority for my organisation*	68	19	12	68%	-	+19
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>	41	28	31	41%	-	-1
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	55	36	9	55%	-18	-9
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	64	24	12	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.

<span style="color: green;">●</span> Effectiveness and innovation		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q22b	I have the tools I need to do my job effectively	77	18	5	77%	-10	+6
Q22c	I get the information I need to do my job well	65	25	10	65%	-11	-2
Q22d	I have the authority necessary to do my job effectively	70	14	16	70%	-8	0
Q23c	I feel my job is secure	46	32	22	46%	-7	-12
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>	43	20	38	43%	-5	+24
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	73	16	11	73%	-	+7
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	26	28	46	26%	-18	+7
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>	58	17	26	58%	-7	+12
Q26a	My workplace has undergone significant change in the past 12 months	74	20	6	74%	-18	+22

\* New in 2017, no trend

## 06 Workplace climate by item (cont.)

### Purpose

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

New items were added to this index in 2017.

<span style="color: green;">●</span> Effectiveness and innovation (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q27a	I get the opportunity to develop new and better ways of doing my job	74	11	15	74%	-4	+16
Q27b	I am encouraged to make suggestions about improving work processes and/or services	81	10	9	81%	-2	+14
Q27c	Management is willing to act on suggestions to improve how things are done	68	13	19	68%	-4	+15
Q27d	My workgroup uses research and expertise to identify better practice	63	22	15	63%	-11	+8
Q27e	My workgroup always tries to improve its performance	78	16	5	78%	-6	+9
Q27f	My organisation is open to new ideas	77	13	10	77%	-2	+22
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	77	17	5	77%	-8	+8
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	92	8	0	92%	+5	+15
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	77	16	7	77%	-6	+13

## 06 Workplace climate by item (cont.)

### Purpose

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

<span style="color: purple;">●</span> People and relationships		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q24a	People in my workgroup treat each other with respect	80	9	11	<b>80%</b>	-1	+6
Q24b	I receive help and support from other people in my workgroup	84	12	4	<b>84%</b>	-9	+1
Q24c	People in my workgroup are honest, open and transparent in their dealings	77	17	6	<b>77%</b>	-8	+9
Q24d	People in my workgroup use their time and resources efficiently	69	21	10	<b>69%</b>	-10	+5
Q24e	People in my workgroup treat customers with respect	91	6	2	<b>91%</b>	-4	+6
Q24f	People in my workgroup are committed to delivering excellent service to customers	93	8	0	<b>93%</b>	-2	+10
Q24g	People in my workgroup do their jobs effectively	83	14	4	<b>83%</b>	-11	+8
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	85	11	4	<b>85%</b>	-7	+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.

<span style="color: #0070c0;">●</span> <b>Fairness and trust</b>		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q25a	My workplace has an inclusive culture where diversity is valued and respected	89	8	4	<b>89%</b>	+8	+16
Q25f	Performance is assessed and rewarded fairly in my workplace	41	30	30	<b>41%</b>	+1	+5
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	53	23	25	<b>53%</b>	-9	+14
Q25h	People are treated fairly and consistently in my workplace	60	21	19	<b>60%</b>	0	+9
Q25i	People take responsibility for their decisions and actions in my workplace	62	25	13	<b>62%</b>	-12	+10
Q25j	I am able to speak up and share a different view to my colleagues and manager*	71	13	16	<b>71%</b>	-	0
Q30a	My senior manager demonstrates honesty and integrity	83	8	9	<b>83%</b>	+6	+13
Q31e	Recruitment and promotion decisions in this organisation are fair	50	26	24	<b>50%</b>	+1	+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.

● 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	21	22	58%	-	+5
Q32a	Age is not a barrier to success in my organisation	81	16	3	81%	+6	+16
Q32b	Gender is not a barrier to success in my organisation	83	13	4	83%	+2	+13
Q32c	Disability is not a barrier to success in my organisation	76	21	3	76%	+3	+19
Q32d	Cultural background is not a barrier to success in my organisation	80	15	5	80%	-3	+10
Q32e	Sexual orientation is not a barrier to success in my organisation	79	19	3	79%	-6	+9
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	73	17	9	73%	+1	+19
Q32g	Women and men have equal access to work experiences that support career progression*	80	15	5	80%	-	+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.

		Performance and development			Response scale (%)	% positive	vs 2016	vs Qld public sector
Q28a	I receive useful feedback on my performance	69	16	15	69%	+13	+12	
Q28b	My performance is assessed against clear criteria	56	26	18	56%	+20	+5	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	65	18	18	65%	+8	+2	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	43	37	20	43%	+11	+2	
Q28e	I am able to access relevant learning and development opportunities	66	23	11	66%	+32	+4	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	58	30	13	58%	+19	-1	
Q28g	I am satisfied with the opportunities available for career development	49	29	23	49%	+15	+4	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	68	14	18	68%	+14	+13	
Q28i	I develop new knowledge and skills through undertaking tasks at work	73	18	9	73%	-4	+1	
Q31b	My organisation is committed to developing its employees	61	24	15	61%	+13	+9	

## 06 Workplace climate by item (cont.)

### Purpose

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

<span style="color: blue;">●</span> Leadership and engagement		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29a	My manager treats employees with dignity and respect	76	13	11	76%	-7	-2
Q29b	My manager listens to what I have to say	78	8	15	78%	-7	+1
Q29c	My manager keeps me informed about what's going on	71	18	11	71%	-6	+4
Q29d	My manager understands my work	76	9	15	76%	-10	+3
Q29e	My manager creates a shared sense of purpose	75	15	10	75%	-7	+7
Q29f	My manager demonstrates honesty and integrity	81	13	6	81%	-5	+5
Q29g	My manager draws the best out of me	64	15	21	64%	0	+6
Q31a	In my organisation, the leadership is of high quality	71	17	12	71%	0	+18



## 06 Workplace climate by item (cont.)

### Purpose

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

● Leadership and engagement (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31c	Management model the behaviours expected of all employees	69	14	18	69%	+2	+20
Q31d	In my organisation, the leadership operates with a high level of integrity	76	12	12	76%	+1	+21
Q31f	My organisation is well managed	67	19	14	67%	0	+20
Q33a	I would recommend my organisation as a great place to work	71	18	11	71%	+3	+11
Q33b	I am proud to tell others I work for my organisation	82	14	4	82%	-1	+15
Q33c	I feel strong personal attachment to my organisation	70	22	8	70%	-2	+11
Q33d	My organisation motivates me to help it achieve its objectives	74	19	7	74%	+5	+21
Q33e	My organisation inspires me to do the best in my job	71	19	10	71%	+1	+18

## 06 Workplace climate by item (cont.)

### Purpose

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

<span style="color: blue;">●</span> My job		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q21a	I understand what is expected of me to do well in my job	82	10	8	82%	0	-8
Q21b	I understand how my work contributes to my organisation's objectives	90	8	1	90%	-2	0
Q22a	I have a choice in deciding how I do my work	77	10	13	77%	+3	+10
Q22e	My job gives me opportunities to utilise my skills	76	10	14	76%	+2	+1
Q22f	I enjoy the work in my current job	72	14	13	72%	+3	-3
Q22g	My job gives me a feeling of personal accomplishment	70	17	13	70%	-1	+1
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	73	19	8	73%	+6	-2
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	81	11	8	81%	+3	+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>	70	16	14	70%	-7	-3

## 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	66%	+32
My performance is assessed against clear criteria	Performance and development	56%	+20
Learning and development activities I have completed in the past 12 months have helped to improve my performance	Performance and development	58%	+19
I am satisfied with the opportunities available for career development	Performance and development	49%	+15
I have had productive conversations with my manager on my performance in the past 12 months	Performance and development	68%	+14

The survey items with the most negative change	Index	% positive 2017	vs 2016
Approval processes at my workplace are excessive % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with approval processes	Effectiveness and innovation	26%	-18
Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	Safety, health and wellness	55%	-18
I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with overload	Safety, health and wellness	30%	-17
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	Safety, health and wellness	43%	-15
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	Safety, health and wellness	49%	-13

## 08 Leadership behaviour in your agency: Team Leader

### Purpose

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

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

Leadership levels are defined as follows:

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

### POSITIVE IMPACT

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

### SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Delegates work effectively and monitors performance	50%	+26
Describes how their team's work aligns to organisational objectives	37%	+19
Empowers their team to perform at their best	30%	-1
Encourages a strong customer and stakeholder focus	27%	+1
Supports their team to adapt to change	27%	-1
Responds confidently when faced with uncertainty	23%	-2
Upholds ethical standards and principles	23%	-8
Applies sound business management skills	20%	+6
Demonstrates sound judgment	20%	-7
Implements improved ways of doing things	17%	-3
Builds effective working relationships with others	13%	-15
Takes responsibility for team development	10%	-6
Actively seeks feedback for personal development	3%	-4
Empowers their team to perform at their best	38%	+3
Responds confidently when faced with uncertainty	38%	+12
Implements improved ways of doing things	34%	+9
Demonstrates sound judgment	24%	-5
Takes responsibility for team development	24%	+6
Applies sound business management skills	21%	+6
Builds effective working relationships with others	21%	-18
Delegates work effectively and monitors performance	21%	+2
Encourages a strong customer and stakeholder focus	21%	+2
Supports their team to adapt to change	21%	+2
Actively seeks feedback for personal development	17%	-3
Upholds ethical standards and principles	17%	-10
Describes how their team's work aligns to organisational objectives	3%	-5

## 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
Delegates work effectively and monitors performance	45%	+22
Encourages a strong customer and stakeholder focus	41%	+14
Demonstrates sound judgment	31%	+2
Describes how their team's work aligns to organisational objectives	31%	+12
Empowers their team to perform at their best	28%	+1
Responds confidently when faced with uncertainty	28%	+3
Builds effective working relationships with others	24%	-4
Supports their team to adapt to change	24%	-2
Upholds ethical standards and principles	24%	-7
Implements improved ways of doing things	10%	-9
Applies sound business management skills	7%	-11
Actively seeks feedback for personal development	3%	-4
Takes responsibility for team development	3%	-14
Delegates work effectively and monitors performance	38%	+8
Implements improved ways of doing things	31%	0
Builds effective working relationships with others	28%	+4
Describes how their team's work aligns to organisational objectives	28%	+7
Empowers their team to perform at their best	28%	-8
Supports their team to adapt to change	28%	+2
Takes responsibility for team development	24%	-6
Applies sound business management skills	21%	+7
Responds confidently when faced with uncertainty	21%	+2
Encourages a strong customer and stakeholder focus	17%	+6
Actively seeks feedback for personal development	14%	-17
Upholds ethical standards and principles	14%	+1
Demonstrates sound judgment	10%	-3

## 08 Leadership behaviour in your agency: Program Manager

### Purpose

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

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

Leadership levels are defined as follows:

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

### POSITIVE IMPACT

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

### SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Manages and prioritises resources to achieve the best outcomes	53%	+21
Encourages innovative ideas and solutions	40%	+15
Manages ambiguity and politics effectively	40%	+23
Demonstrates sound judgment	27%	-2
Encourages collaboration and inclusion across workgroups	27%	-2
Takes a 'big picture' view of issues or problems	27%	-9
Builds effective networks across the organisation and sector	20%	-1
Leads change and culture initiatives	20%	+5
Takes responsibility for upholding ethical standards and principles	20%	-4
Empowers individuals and teams to build capability	13%	-14
Demonstrates sound business acumen	7%	-9
Motivates others to perform at their best	7%	-13
Actively seeks feedback for personal development	0%	-7

	Proportion	vs Qld public sector
Manages and prioritises resources to achieve the best outcomes	53%	+17
Takes a 'big picture' view of issues or problems	53%	+27
Empowers individuals and teams to build capability	33%	+1
Manages ambiguity and politics effectively	27%	+13
Motivates others to perform at their best	27%	-9
Takes responsibility for upholding ethical standards and principles	27%	+6
Demonstrates sound judgment	20%	-7
Encourages innovative ideas and solutions	20%	0
Actively seeks feedback for personal development	13%	-4
Builds effective networks across the organisation and sector	13%	-7
Demonstrates sound business acumen	7%	-3
Leads change and culture initiatives	7%	-16
Encourages collaboration and inclusion across workgroups	0%	-17

## 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 ambiguity and politics effectively	40%	+22
Motivates others to perform at their best	40%	+20
Takes responsibility for upholding ethical standards and principles	40%	+17
Leads change and culture initiatives	27%	+12
Takes a 'big picture' view of issues or problems	27%	-8
Builds effective networks across the organisation and sector	20%	-4
Demonstrates sound business acumen	20%	+2
Encourages collaboration and inclusion across workgroups	20%	-7
Encourages innovative ideas and solutions	20%	-3
Demonstrates sound judgment	13%	-17
Empowers individuals and teams to build capability	13%	-10
Manages and prioritises resources to achieve the best outcomes	13%	-20
Actively seeks feedback for personal development	7%	0
Manages and prioritises resources to achieve the best outcomes	60%	+34
Leads change and culture initiatives	40%	+15
Actively seeks feedback for personal development	33%	+5
Motivates others to perform at their best	33%	0
Takes a 'big picture' view of issues or problems	27%	+8
Builds effective networks across the organisation and sector	20%	+3
Encourages collaboration and inclusion across workgroups	20%	-4
Manages ambiguity and politics effectively	20%	-7
Demonstrates sound judgment	13%	0
Empowers individuals and teams to build capability	13%	-21
Demonstrates sound business acumen	7%	-2
Encourages innovative ideas and solutions	7%	-20
Takes responsibility for upholding ethical standards and principles	7%	-7

## 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	50%	+14
Adopts a system-wide view of issues to inform action	38%	+18
Is compelling when communicating the organisational strategy	35%	+20
Models high levels of ethical and professional behaviour	27%	-12
Builds strong relationships that influence organisational and sector outcomes	23%	-4
Stands behind their decisions in the face of adversity	23%	-6
Creates a culture of continuous improvement	19%	-4
Inspires others to perform at their best	19%	-3
Leads change with agility	19%	+6
Demonstrates commercial acumen in managing corporate risk	15%	+2
Directs and prioritises resources to achieve the best outcomes	12%	-18
Nurtures a learning and development culture	12%	-4
Seeks feedback to strengthen leadership approach	0%	-13
Builds strong relationships that influence organisational and sector outcomes	50%	+14
Navigates complex issues, politics and ambiguous situations effectively	50%	+20
Models high levels of ethical and professional behaviour	35%	-3
Adopts a system-wide view of issues to inform action	27%	+15
Inspires others to perform at their best	27%	-15
Leads change with agility	27%	+6
Directs and prioritises resources to achieve the best outcomes	19%	-6
Seeks feedback to strengthen leadership approach	15%	-5
Stands behind their decisions in the face of adversity	15%	+1
Creates a culture of continuous improvement	12%	-14
Is compelling when communicating the organisational strategy	12%	-2
Demonstrates commercial acumen in managing corporate risk	8%	0
Nurtures a learning and development culture	4%	-10



## 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	54%	+18
Is compelling when communicating the organisational strategy	35%	+18
Models high levels of ethical and professional behaviour	35%	-1
Adopts a system-wide view of issues to inform action	31%	+8
Builds strong relationships that influence organisational and sector outcomes	23%	-5
Leads change with agility	23%	+8
Directs and prioritises resources to achieve the best outcomes	19%	-11
Creates a culture of continuous improvement	15%	-7
Demonstrates commercial acumen in managing corporate risk	15%	0
Inspires others to perform at their best	15%	-5
Stands behind their decisions in the face of adversity	15%	-12
Nurtures a learning and development culture	8%	-7
Seeks feedback to strengthen leadership approach	4%	-10
Seeks feedback to strengthen leadership approach	48%	+13
Nurtures a learning and development culture	44%	+18
Directs and prioritises resources to achieve the best outcomes	40%	+13
Inspires others to perform at their best	36%	-1
Creates a culture of continuous improvement	28%	+1
Adopts a system-wide view of issues to inform action	20%	+3
Builds strong relationships that influence organisational and sector outcomes	20%	-2
Leads change with agility	16%	-5
Models high levels of ethical and professional behaviour	16%	-2
Stands behind their decisions in the face of adversity	16%	-3
Navigates complex issues, politics and ambiguous situations effectively	12%	-5
Is compelling when communicating the organisational strategy	4%	-16
Demonstrates commercial acumen in managing corporate risk	0%	-10

## 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%	-31	-10
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	66%	+31	+10
Flexible work hours for example accumulated hours as 'flexitime'*	55%	-	+26
None of the above	34%	-31	-10
Flexible work hours for example start late or early to meet responsibilities external to work*	11%	-	-1
Part time work	8%	+4	-9
Telecommuting	5%	+2	+1
Compressed work hours	4%	0	+2
Leave at half pay	1%	0	-3
Casual/on call	0%	0	-3
Hot desks	0%	-1	-3
Job sharing	0%	0	-2
Other, please specify	0%	-1	-2
Part-year work/annualised hours	0%	0	0
Purchased leave/extended leave/deferred salary schemes	0%	-2	-1
Term-time working	0%	0	0

\* New in 2017, no trend

## 09 Flexible work options (cont.)

### Purpose

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

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

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

	Proportion	vs 2016	vs Qld public sector
Yes, I requested flexibility	20%	0	+1
No, I have not made a request but I am content with my current arrangements	71%	+6	+2
No, I have not made a request but I am not content with my current arrangements	8%	-6	-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	59%	-7
Partially granted	18%	+3
Declined – no reason given	12%	+5
Declined – reason provided	0%	-8
I have not received a reply as yet	12%	+7

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

\* New in 2017, no trend

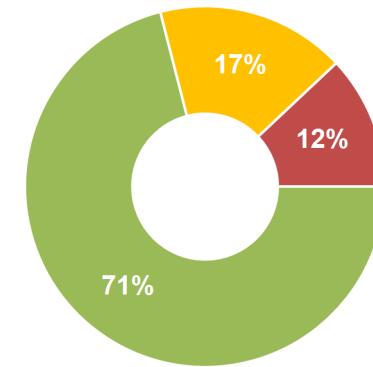
## 10 Domestic and family violence

### Purpose

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

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

Overall	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	71%	+24	-5
<b>No</b>	12%	-7	0
<b>Don't know</b>	17%	-17	+5



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	91%	+41	+5
<b>No</b>	4%	-21	-3
<b>Don't Know</b>	4%	-21	-2

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	62%	+16	-11
<b>No</b>	15%	-2	+2
<b>Don't Know</b>	23%	-14	+9

## 10 Domestic and family violence (cont.)

### Purpose

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

<b>Managers</b> <i>Manage one or more employees</i>	<b>% positive</b>	<b>vs 2016</b>	<b>vs Qld public sector</b>
I am confident that I could sensitively communicate with employees affected by domestic and family violence	<b>87%</b>	+8	+5
If I was approached directly by an employee affected by domestic and family violence, I am confident in my ability to provide appropriate levels of support	<b>96%</b>	+21	+14
If I was made aware (e.g. by other colleagues) that domestic and family violence was affecting an employee, I am confident that I could respond appropriately	<b>96%</b>	+12	+14

<b>Non-managers</b> <i>Manage no employees</i>	<b>% positive</b>	<b>vs 2016</b>	<b>vs Qld public sector</b>
I am confident that I could sensitively communicate with colleagues affected by domestic and family violence	<b>73%</b>	+9	+2
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	<b>71%</b>	+4	0

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

<b>Managers</b> <i>Manage one or more employees</i>	<b>% proportion</b>	<b>vs Qld public sector</b>
<b>Yes</b>	<b>9%</b>	-7
<b>No</b>	<b>83%</b>	+3
<b>Don't Know</b>	<b>4%</b>	+3
<b>Prefer not to say</b>	<b>4%</b>	+2

\* New in 2017, no trend

<b>Non-managers</b> <i>Manage no employees</i>	<b>% proportion</b>	<b>vs Qld public sector</b>
<b>Yes</b>	<b>14%</b>	+7
<b>No</b>	<b>80%</b>	-7
<b>Don't Know</b>	<b>4%</b>	+1
<b>Prefer not to say</b>	<b>2%</b>	-1

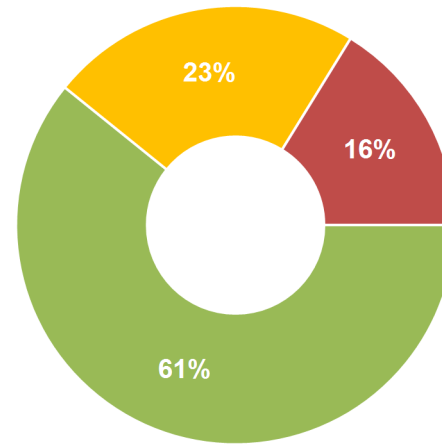
\* New in 2017, no trend

# 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

vs Qld public sector

# 61%

+1

-6

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	59%	+6
Professional/personal development	55%	+20
Your relationship with your manager	34%	+12
Pay and conditions	28%	0
The workplace culture	28%	-12
Balancing work and life commitments	17%	-5
Family/carer responsibilities	14%	+1
Job security	14%	-5
Stress/Health	14%	-19
Other (please specify)	10%	0
Contract expiring	7%	-5
Fit between work and your interests	7%	-4
Travel plans	7%	0
Work hours	7%	-7
Retirement	3%	-5
The location of your workplace or the time spent commuting	3%	-14
Your relationship with your colleagues	3%	-7

## 12 Bullying and sexual harassment

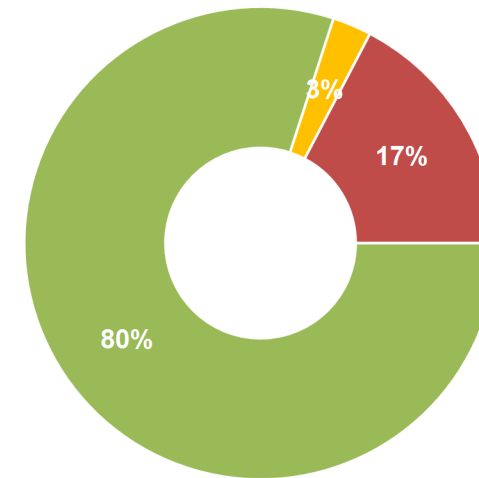
### Purpose

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

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

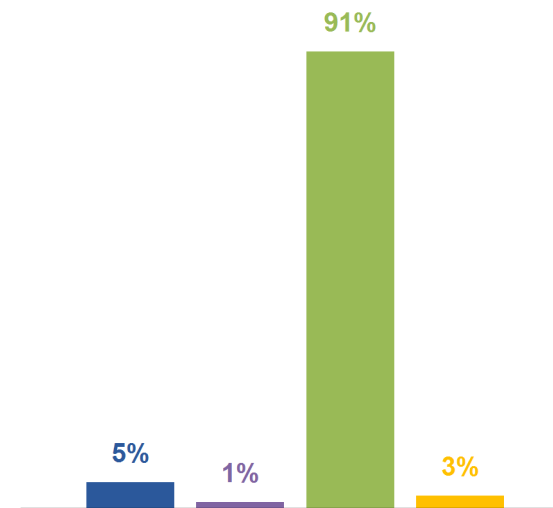
### During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
<b>Yes</b>	17%	+5	-11
<b>No</b>	80%	0	+13
<b>Don't know</b>	3%	-6	-3



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

	Proportion	vs 2016	vs Qld public sector
<b>Bullying</b>	5%	+1	-11
<b>Sexual Harassment</b>	1%	0	0
<b>No</b>	91%	+3	+12
<b>Don't Know</b>	3%	-4	-2



## 13 Your view

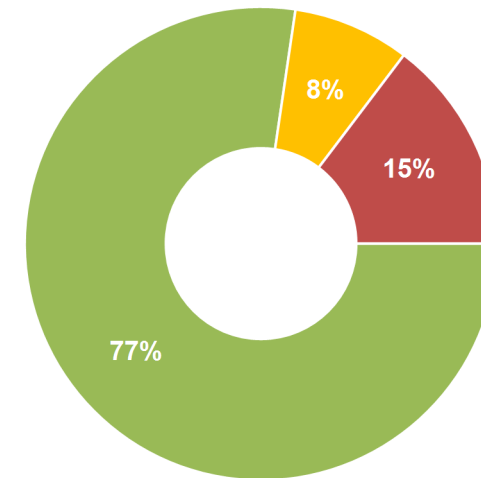
### Purpose

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.

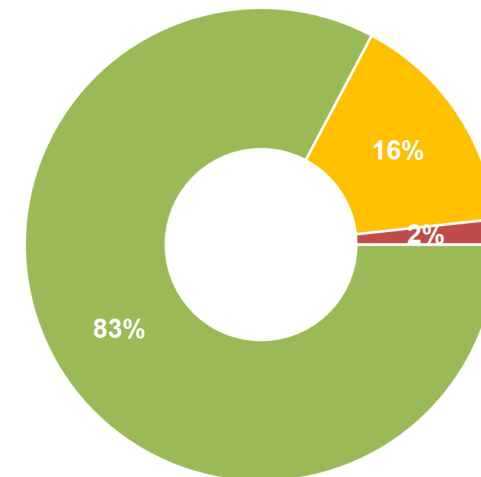
### Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
<b>Yes</b>	77%	+28	+47
<b>No</b>	15%	-19	-41
<b>No, but I have not worked long in my organisation</b>	8%	-9	-6



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

	Proportion	vs 2016	vs Qld public sector
<b>Positive</b>	83%	+6	+21
<b>Neutral</b>	16%	-7	-17
<b>Negative</b>	2%	+2	-4





# 14 Appendix A – Strategic priorities by demographics

## Purpose

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

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

	Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
<b>Queensland Reconstruction Authority</b>	83	74%	71%	74%
<b>Managerial status</b>				
Yes	24	90%	82%	84%
No	59	67%	66%	69%
<b>Employment status</b>				
Permanent	55	71%	68%	72%
Non-permanent	28	79%	77%	77%
<b>Full-time status</b>				
Full-time basis	76	73%	70%	74%
Part-time basis	7	Restricted	Restricted	Restricted
<b>FTE Salary</b>				
Under \$50,000	2	Restricted	Restricted	Restricted
\$50,000 - \$69,999	10	53%	33%	49%
\$70,000 - \$89,999	16	71%	63%	66%
\$90,000 or over	55	76%	76%	78%
<b>Time in agency</b>				
Less than 2 years	18	76%	76%	79%
2 to less than 6 years	47	69%	68%	71%
6 to less than 10 years	18	84%	70%	76%
10 to less than 14 years	0	Restricted	Restricted	Restricted
14 to less than 16 years	0	Restricted	Restricted	Restricted
16 to less than 20 years	0	Restricted	Restricted	Restricted
20 years or more	0	Restricted	Restricted	Restricted

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

### Purpose

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

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

		Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
<b>Queensland Reconstruction Authority</b>		83	74%	71%	74%
<b>Age</b>	34 years or younger	21	74%	71%	73%
	35 to 44 years	39	70%	71%	77%
	45 to 54 years	13	72%	67%	72%
	55 years or older	9	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
<b>Gender*</b>	Female	41	69%	63%	69%
	Male	40	79%	79%	76%
	X	1	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
<b>Type of work</b>	Direct service delivery	4	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
	Corporate services and administrative support/clerical	41	69%	68%	70%
	Other	38	81%	72%	77%
<b>Shiftwork</b>	Yes	0	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
	No	83	74%	71%	74%

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

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

### Purpose

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

Strategic priorities		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>Agency engagement</b>							
Q33a	I would recommend my organisation as a great place to work	71%	+3	18%	-7	11%	+4
Q33b	I am proud to tell others I work for my organisation	82%	-1	14%	-2	4%	+3
Q33c	I feel strong personal attachment to my organisation	70%	-2	22%	+1	8%	0
Q33d	My organisation motivates me to help it achieve its objectives	74%	+5	19%	-6	7%	+1
Q33e	My organisation inspires me to do the best in my job	71%	+1	19%	-1	10%	0
<b>Organisational leadership</b>							
Q31a	In my organisation, the leadership is of high quality	71%	0	17%	-3	12%	+3
Q31c	Management model the behaviours expected of all employees	69%	+2	14%	-7	18%	+5
Q31d	In my organisation, the leadership operates with a high level of integrity	76%	+1	12%	-5	12%	+4
Q31f	My organisation is well managed	67%	0	19%	-4	14%	+3
<b>Innovation</b>							
Q27a	I get the opportunity to develop new and better ways of doing my job	74%	-4	11%	-4	15%	+7
Q27b	I am encouraged to make suggestions about improving work processes and/or services	81%	-2	10%	+1	9%	+1
Q27c	Management is willing to act on suggestions to improve how things are done	68%	-4	13%	-4	19%	+9
Q27d	My workgroup uses research and expertise to identify better practice	63%	-11	22%	+2	15%	+8
Q27e	My workgroup always tries to improve its performance	78%	-6	16%	+2	5%	+4
Q27f	My organisation is open to new ideas	77%	-2	13%	-3	10%	+6

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

### Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>Job empowerment</b>							
Q22a	I have a choice in deciding how I do my work	77%	+3	10%	-10	13%	+6
Q22b	I have the tools I need to do my job effectively	77%	-10	18%	+10	5%	0
Q22c	I get the information I need to do my job well	65%	-11	25%	+9	10%	+2
Q22d	I have the authority necessary to do my job effectively	70%	-8	14%	+3	16%	+5
Q22e	My job gives me opportunities to utilise my skills	76%	+2	10%	-4	14%	+2
Q34b	Your ability to work on your own initiative	81%	+3	11%	-3	8%	0
<b>Workload and health</b>							
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with overload	30%	-17	33%	-2	37%	+18
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with burn out	43%	-15	38%	+12	20%	+4
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with negative health impacts	49%	-13	38%	+10	13%	+3
<b>Learning and development</b>							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	65%	+8	18%	-8	18%	-1
Q28e	I am able to access relevant learning and development opportunities	66%	+32	23%	-1	11%	-31
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	58%	+19	30%	+3	13%	-23
Q28g	I am satisfied with the opportunities available for career development	49%	+15	29%	+3	23%	-17
Q31b	My organisation is committed to developing its employees	61%	+13	24%	-5	15%	-8

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

### Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>My workgroup</b>							
Q24a	People in my workgroup treat each other with respect	80%	-1	9%	-5	11%	+6
Q24b	I receive help and support from other people in my workgroup	84%	-9	12%	+8	4%	+1
Q24c	People in my workgroup are honest, open and transparent in their dealings	77%	-8	17%	+6	6%	+2
Q24d	People in my workgroup use their time and resources efficiently	69%	-10	21%	+4	10%	+6
Q24e	People in my workgroup treat customers with respect	91%	-4	6%	+3	2%	+1
Q24f	People in my workgroup are committed to delivering excellent service to customers	93%	-2	8%	+2	0%	0
Q24g	People in my workgroup do their jobs effectively	83%	-11	14%	+8	4%	+3
<b>My manager</b>							
Q29a	My manager treats employees with dignity and respect	76%	-7	13%	-1	11%	+8
Q29b	My manager listens to what I have to say	78%	-7	8%	-4	15%	+10
Q29c	My manager keeps me informed about what's going on	71%	-6	18%	+4	11%	+2
Q29d	My manager understands my work	76%	-10	9%	+2	15%	+8
Q29e	My manager creates a shared sense of purpose	75%	-7	15%	+4	10%	+3
Q29f	My manager demonstrates honesty and integrity	81%	-5	13%	+2	6%	+3
Q29g	My manager draws the best out of me	64%	0	15%	-11	21%	+11

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

### Purpose

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

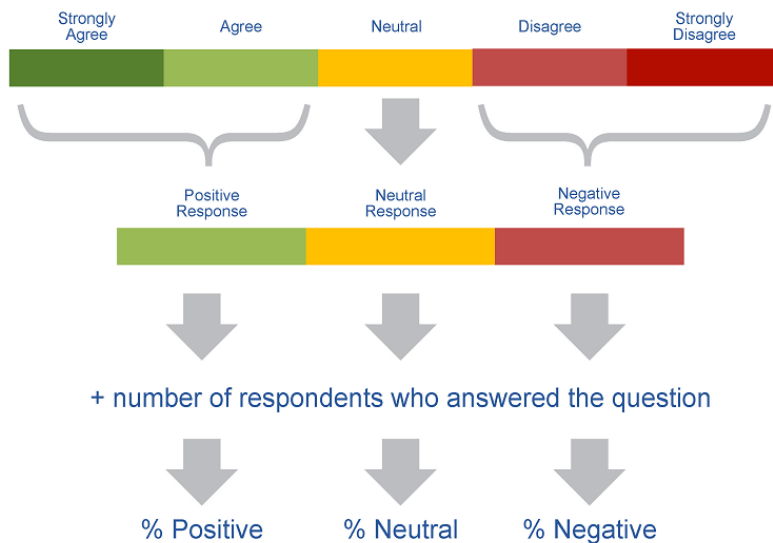
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>Organisational fairness</b>							
Q25f	Performance is assessed and rewarded fairly in my workplace	41%	+1	30%	0	30%	-1
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	53%	-9	23%	+2	25%	+7
Q25h	People are treated fairly and consistently in my workplace	60%	0	21%	-3	19%	+3
Q25i	People take responsibility for their decisions and actions in my workplace	62%	-12	25%	+12	13%	0
Q31e	Recruitment and promotion decisions in this organisation are fair	50%	+1	26%	-5	24%	+4
<b>Anti-discrimination</b>							
Q32a	Age is not a barrier to success in my organisation	81%	+6	16%	-4	3%	-2
Q32b	Gender is not a barrier to success in my organisation	83%	+2	13%	0	4%	-2
Q32c	Disability is not a barrier to success in my organisation	76%	+3	21%	-6	3%	+3
Q32d	Cultural background is not a barrier to success in my organisation	80%	-3	15%	+1	5%	+2
Q32e	Sexual orientation is not a barrier to success in my organisation	79%	-6	19%	+4	3%	+3

# 16 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.

## 16 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.