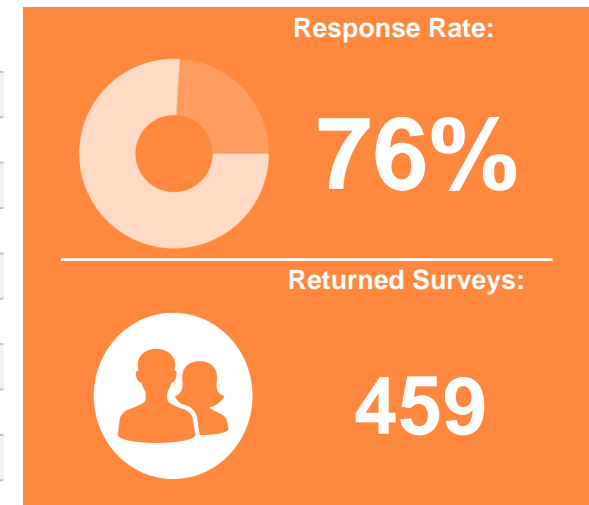


## The Public Trustee

## Highlight Report

### Report Content

Reporting Framework	
STRATEGIC PRIORITIES	01 Driver analysis scorecard
	02 Factors
	03 Factors by division
WORKPLACE CLIMATE	04 Workplace climate
	05 Workplace climate by division
	06 Workplace climate by item
	07 Most changed since 2016, by item
	08 Leadership behaviour in your agency
	09 Flexible work options
	10 Domestic and family violence
	11 Intention to leave your organisation
	12 Bullying and sexual harassment
	13 Your view
APPENDICES	14 Appendix A – Strategic priorities by demographics
	15 Appendix B – Strategic priorities and factors by item
	16 Appendix C – How to interpret this report



### Purpose

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

### Note on the response rate

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

# Reporting Framework

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

## Strategic priorities: driver analysis

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

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



## Workplace climate

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

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

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

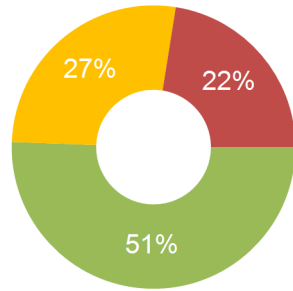


# 01 Driver analysis scorecard

## Purpose

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

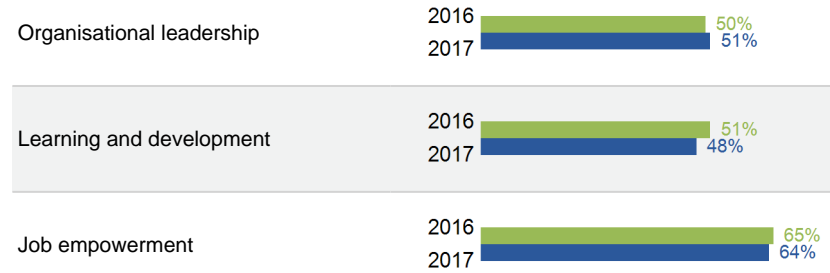
### Agency engagement



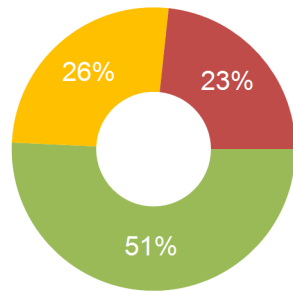
% positive change since 2016  
**+5**

#### Top 3 drivers

#### % Positive



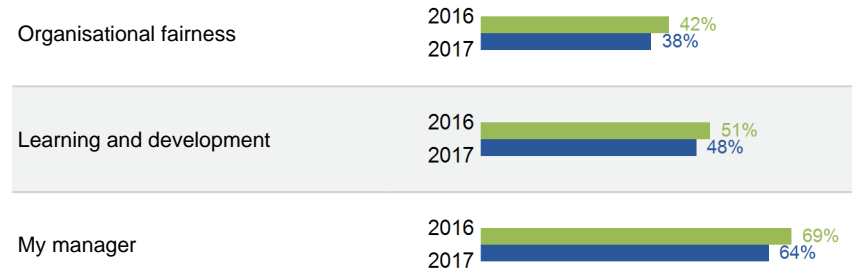
### Organisational Leadership



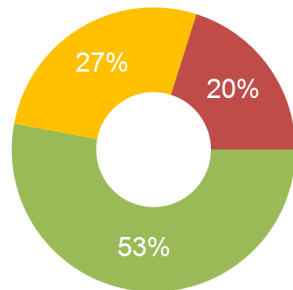
% positive change since 2016  
**0**

#### Top 3 drivers

#### % Positive



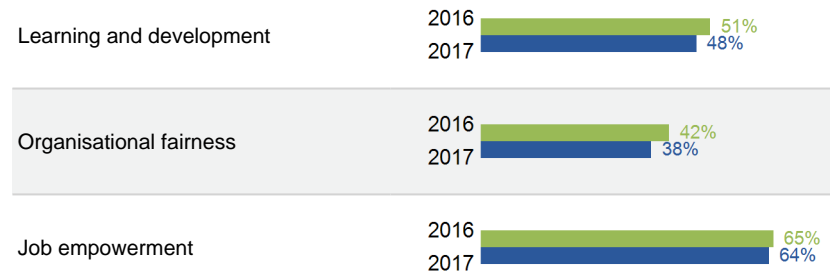
### Innovation



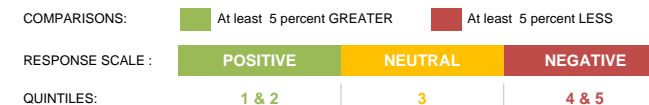
% positive change since 2016  
**+2**

#### Top 3 drivers

#### % Positive



## 02 Factors



### Purpose

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

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

	Response scale (%)			% positive	vs 2016	vs Qld public sector	Range of all agencies	Your agency quintile
Agency engagement*	51	27	22	51%	+5	-8	41 - 82	5
Job empowerment	64	18	18	64%	-1	-7	60 - 86	5
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	32	30	38	32%	+4	-8	29 - 68	5
Learning and development	48	26	26	48%	-2	-8	33 - 82	4
My workgroup	75	15	10	75%	-2	-1	58 - 92	4
My manager	64	17	19	64%	-6	-7	57 - 84	5
Organisational leadership*	51	26	23	51%	0	0	29 - 85	3
Organisational fairness	38	28	34	38%	-4	-5	26 - 67	4
Anti-discrimination	64	26	9	64%	-1	-2	48 - 96	4
Innovation*	53	27	20	53%	+2	-7	46 - 89	5

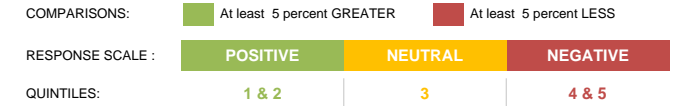
## 03 Factors by division

### Purpose

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

	The Public Trustee % positive	Client Services	Digital and Technology (Information Services)	HR & MarComms	Investment Services & Finance and Property	Legal Services	Office of the CEO (Executive), Governance and Risk & Audit and Evaluation
<i>This section shows the % positive scores for divisions within the agency</i>							
Number of respondents	459	288	31	26	56	34	10
Agency engagement*	<b>51%</b>	49%	51%	47%	59%	58%	56%
Job empowerment	<b>64%</b>	64%	68%	63%	68%	65%	73%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	<b>32%</b>	25%	42%	56%	42%	48%	40%
Learning and development	<b>48%</b>	49%	41%	46%	46%	61%	60%
My workgroup	<b>75%</b>	73%	78%	76%	82%	78%	93%
My manager	<b>64%</b>	63%	67%	58%	73%	60%	71%
Organisational leadership*	<b>51%</b>	51%	49%	31%	56%	64%	61%
Organisational fairness	<b>38%</b>	38%	36%	29%	43%	47%	44%
Anti-discrimination	<b>64%</b>	66%	59%	49%	64%	83%	64%
Innovation*	<b>53%</b>	52%	63%	57%	57%	40%	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*	52	25	24	<b>52%</b>	+2	-3	<b>43 - 82</b>	<b>4</b>
<span style="color: green;">●</span> Effectiveness and innovation*	51	24	24	<b>51%</b>	+2	-6	<b>49 - 77</b>	<b>5</b>
<span style="color: purple;">●</span> People and relationships	75	15	10	<b>75%</b>	-2	-1	<b>56 - 92</b>	<b>4</b>
<span style="color: teal;">●</span> Fairness and trust*	55	26	20	<b>55%</b>	-1	-3	<b>46 - 78</b>	<b>4</b>
<span style="color: orange;">●</span> Performance and development	49	25	25	<b>49%</b>	-3	-6	<b>41 - 74</b>	<b>4</b>
<span style="color: blue;">●</span> Leadership and engagement	57	22	21	<b>57%</b>	-1	-6	<b>49 - 81</b>	<b>4</b>
<span style="color: lightblue;">●</span> My job	72	15	13	<b>72%</b>	0	-5	<b>58 - 89</b>	<b>5</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.

	The Public Trustee % positive	Client Services	Digital and Technology (Information Services)	HR & MarComms	Investment Services & Finance and Property	Legal Services	Office of the CEO (Executive), Governance and Risk & Audit and Evaluation
<i>This section shows the % positive scores for divisions within the agency</i>							
Number of respondents	459	288	31	26	56	34	10
<span style="color: red;">●</span> Safety, health and wellness*	52%	49%	53%	60%	58%	57%	60%
<span style="color: green;">●</span> Effectiveness and innovation*	51%	51%	54%	52%	54%	47%	60%
<span style="color: purple;">●</span> People and relationships	75%	73%	78%	76%	83%	78%	91%
<span style="color: teal;">●</span> Fairness and trust*	55%	55%	54%	45%	58%	68%	58%
<span style="color: orange;">●</span> Performance and development	49%	51%	43%	40%	49%	56%	57%
<span style="color: blue;">●</span> Leadership and engagement	57%	56%	58%	48%	64%	60%	64%
<span style="color: lightblue;">●</span> My job	72%	73%	73%	70%	68%	73%	80%

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

## 06 Workplace climate by item

### Purpose

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

New items were added to this index in 2017.

		Response scale (%)			% positive	vs 2016	vs Qld public sector
<span style="color: red;">●</span>	<b>Safety, health and wellness</b>						
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement	23	29	48	<b>23%</b>	+4	-9
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	33	31	36	<b>33%</b>	+3	-10
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	41	31	28	<b>41%</b>	+6	-4
Q23f	My work contributes positively to my quality of life*	38	33	29	<b>38%</b>	-	-6
Q24h	People in my workgroup are committed to workplace safety	81	15	4	<b>81%</b>	+1	-1
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	72	16	12	<b>72%</b>	-	+5
Q25b	My workplace culture supports people to achieve a good work/life balance	58	23	19	<b>58%</b>	+5	-4
Q25c	There is adequate focus on workplace safety at my workplace	75	14	11	<b>75%</b>	+6	-3

\* 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*	46	25	29	46%	-	-3
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	45	28	26	45%	-	-5
Q31h	The wellbeing of employees is a priority for my organisation*	43	27	29	43%	-	-6
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>	37	33	30	37%	-	-4
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	65	19	16	65%	+8	+1
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	64	21	16	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	60	17	23	60%	-2	-11
Q22c	I get the information I need to do my job well	60	20	20	60%	-1	-7
Q22d	I have the authority necessary to do my job effectively	63	21	16	63%	+2	-7
Q23c	I feel my job is secure	59	21	20	59%	+6	+1
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>	14	32	55	14%	-3	-6
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	62	25	13	62%	-	-3
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	16	28	56	16%	+1	-3
Q25e	Disruptions and/or noise at my workplace make it hard to get things done <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	43	22	35	43%	-4	-3
Q26a	My workplace has undergone significant change in the past 12 months	47	33	20	47%	+10	-5

\* 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	48	29	24	48%	+2	-10
Q27b	I am encouraged to make suggestions about improving work processes and/or services	66	20	13	66%	+1	-1
Q27c	Management is willing to act on suggestions to improve how things are done	46	28	26	46%	+1	-7
Q27d	My workgroup uses research and expertise to identify better practice	43	34	23	43%	+2	-13
Q27e	My workgroup always tries to improve its performance	68	19	13	68%	+2	-2
Q27f	My organisation is open to new ideas	47	31	22	47%	+5	-7
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	49	20	31	49%	-5	-20
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	71	15	13	71%	-2	-6
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	67	24	9	67%	+6	+3

## 06 Workplace climate by item (cont.)

### Purpose

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

<span style="color: purple;">●</span> People and relationships		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q24a	People in my workgroup treat each other with respect	78	11	10	78%	-1	+4
Q24b	I receive help and support from other people in my workgroup	84	10	6	84%	0	+1
Q24c	People in my workgroup are honest, open and transparent in their dealings	72	16	12	72%	-1	+4
Q24d	People in my workgroup use their time and resources efficiently	64	20	16	64%	-2	0
Q24e	People in my workgroup treat customers with respect	80	12	8	80%	-3	-5
Q24f	People in my workgroup are committed to delivering excellent service to customers	79	14	7	79%	-3	-4
Q24g	People in my workgroup do their jobs effectively	68	20	12	68%	-3	-6
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	76	15	9	76%	-4	-2

## 06 Workplace climate by item (cont.)

### Purpose

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

New items were added to this index in 2017.

<span style="color: #0070c0;">●</span> Fairness and trust		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q25a	My workplace has an inclusive culture where diversity is valued and respected	65	25	10	65%	-1	-7
Q25f	Performance is assessed and rewarded fairly in my workplace	29	31	40	29%	0	-7
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	35	25	40	35%	-9	-4
Q25h	People are treated fairly and consistently in my workplace	41	26	33	41%	-5	-10
Q25i	People take responsibility for their decisions and actions in my workplace	44	30	26	44%	-5	-8
Q25j	I am able to speak up and share a different view to my colleagues and manager*	66	15	19	66%	-	-5
Q30a	My senior manager demonstrates honesty and integrity	72	16	12	72%	0	+2
Q31e	Recruitment and promotion decisions in this organisation are fair	41	30	30	41%	0	+4

\* New in 2017, no trend

## 06 Workplace climate by item (cont.)

### Purpose

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

New items were added to this index in 2017.

● Fairness and trust (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31i	My responsibilities outside of work restrict my opportunities for promotion* % positive indicates those who "strongly disagree" or "disagree" with this statement	52	31	17	52%	-	-1
Q32a	Age is not a barrier to success in my organisation	60	26	14	60%	-5	-5
Q32b	Gender is not a barrier to success in my organisation	68	19	13	68%	+1	-2
Q32c	Disability is not a barrier to success in my organisation	60	31	9	60%	-2	+3
Q32d	Cultural background is not a barrier to success in my organisation	68	26	6	68%	+1	-2
Q32e	Sexual orientation is not a barrier to success in my organisation	67	28	5	67%	+1	-3
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	50	25	25	50%	-6	-4
Q32g	Women and men have equal access to work experiences that support career progression*	64	24	12	64%	-	-2

\* New in 2017, no trend

## 06 Workplace climate by item (cont.)

### Purpose

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

		Performance and development			Response scale (%)	% positive	vs 2016	vs Qld public sector
Q28a	I receive useful feedback on my performance	55	22	24	55%	-5	-2	
Q28b	My performance is assessed against clear criteria	48	27	25	48%	-5	-3	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	53	22	25	53%	0	-10	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	27	30	43	27%	+1	-14	
Q28e	I am able to access relevant learning and development opportunities	51	27	22	51%	-4	-11	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	50	28	22	50%	-6	-9	
Q28g	I am satisfied with the opportunities available for career development	37	29	34	37%	-2	-7	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	50	26	23	50%	-12	-5	
Q28i	I develop new knowledge and skills through undertaking tasks at work	70	19	12	70%	-1	-2	
Q31b	My organisation is committed to developing its employees	51	24	25	51%	+1	-1	

## 06 Workplace climate by item (cont.)

### Purpose

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

		Leadership and engagement			Response scale (%)	% positive	vs 2016	vs Qld public sector
Q29a	My manager treats employees with dignity and respect	68	16	16	68%	-9	-10	
Q29b	My manager listens to what I have to say	68	15	16	68%	-5	-8	
Q29c	My manager keeps me informed about what's going on	57	15	28	57%	-8	-10	
Q29d	My manager understands my work	70	13	17	70%	-3	-3	
Q29e	My manager creates a shared sense of purpose	61	18	21	61%	-2	-6	
Q29f	My manager demonstrates honesty and integrity	71	16	13	71%	-7	-5	
Q29g	My manager draws the best out of me	52	26	22	52%	-6	-5	
Q31a	In my organisation, the leadership is of high quality	52	25	23	52%	+2	-1	



## 06 Workplace climate by item (cont.)

### Purpose

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

● Leadership and engagement (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31c	Management model the behaviours expected of all employees	47	27	26	47%	-4	-2
Q31d	In my organisation, the leadership operates with a high level of integrity	57	26	17	57%	+1	+3
Q31f	My organisation is well managed	47	26	27	47%	+2	-1
Q33a	I would recommend my organisation as a great place to work	45	28	27	45%	+2	-16
Q33b	I am proud to tell others I work for my organisation	56	22	22	56%	+6	-11
Q33c	I feel strong personal attachment to my organisation	52	27	21	52%	+6	-7
Q33d	My organisation motivates me to help it achieve its objectives	50	29	21	50%	+5	-3
Q33e	My organisation inspires me to do the best in my job	49	29	22	49%	+5	-4

## 06 Workplace climate by item (cont.)

### Purpose

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

<span style="color: blue;">●</span> 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	84	8	8	84%	-2	-5
Q21b	I understand how my work contributes to my organisation's objectives	91	5	4	91%	0	+1
Q22a	I have a choice in deciding how I do my work	59	21	21	59%	-2	-9
Q22e	My job gives me opportunities to utilise my skills	71	16	14	71%	+2	-4
Q22f	I enjoy the work in my current job	68	19	13	68%	+2	-8
Q22g	My job gives me a feeling of personal accomplishment	63	22	15	63%	+3	-6
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	75	13	11	75%	0	0
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	74	14	11	74%	-2	-6
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	62	18	20	62%	+2	-11

## 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
Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	Safety, health and wellness	65%	+8
I feel strong personal attachment to my organisation	Leadership and engagement	52%	+6
I feel my job is secure	Effectiveness and innovation	59%	+6
There is adequate focus on workplace safety at my workplace	Safety, health and wellness	75%	+6
I am proud to tell others I work for my organisation	Leadership and engagement	56%	+6

The survey items with the most negative change	Index	% positive 2017	vs 2016
I have had productive conversations with my manager on my performance in the past 12 months	Performance and development	50%	-12
I am confident that poor performance will be appropriately addressed in my workplace	Fairness and trust	35%	-9
My manager treats employees with dignity and respect	Leadership and engagement	68%	-9
My manager keeps me informed about what's going on	Leadership and engagement	57%	-8
My manager demonstrates honesty and integrity	Leadership and engagement	71%	-7

## 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
Upholds ethical standards and principles	37%	+5
Demonstrates sound judgment	35%	+8
Empowers their team to perform at their best	30%	-1
Encourages a strong customer and stakeholder focus	29%	+3
Responds confidently when faced with uncertainty	28%	+4
Delegates work effectively and monitors performance	24%	0
Builds effective working relationships with others	23%	-5
Supports their team to adapt to change	19%	-8
Describes how their team's work aligns to organisational objectives	19%	+1
Applies sound business management skills	15%	+1
Implements improved ways of doing things	15%	-5
Takes responsibility for team development	14%	-2
Actively seeks feedback for personal development	6%	-2
Builds effective working relationships with others	33%	-6
Demonstrates sound judgment	31%	+2
Empowers their team to perform at their best	31%	-5
Takes responsibility for team development	27%	+8
Encourages a strong customer and stakeholder focus	26%	+8
Upholds ethical standards and principles	26%	-1
Actively seeks feedback for personal development	22%	+1
Implements improved ways of doing things	22%	-4
Responds confidently when faced with uncertainty	22%	-5
Delegates work effectively and monitors performance	18%	0
Supports their team to adapt to change	18%	-1
Applies sound business management skills	14%	0
Describes how their team's work aligns to organisational objectives	10%	+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
Upholds ethical standards and principles	36%	+5
Demonstrates sound judgment	35%	+6
Encourages a strong customer and stakeholder focus	28%	+1
Empowers their team to perform at their best	27%	+1
Responds confidently when faced with uncertainty	26%	+2
Delegates work effectively and monitors performance	25%	+2
Applies sound business management skills	23%	+6
Builds effective working relationships with others	22%	-6
Supports their team to adapt to change	21%	-5
Describes how their team's work aligns to organisational objectives	19%	0
Takes responsibility for team development	15%	-2
Implements improved ways of doing things	13%	-7
Actively seeks feedback for personal development	7%	0
Empowers their team to perform at their best	37%	+2
Implements improved ways of doing things	33%	+2
Actively seeks feedback for personal development	33%	+2
Delegates work effectively and monitors performance	29%	0
Takes responsibility for team development	29%	-1
Builds effective working relationships with others	29%	+5
Supports their team to adapt to change	29%	+2
Responds confidently when faced with uncertainty	23%	+5
Applies sound business management skills	13%	0
Demonstrates sound judgment	13%	-1
Describes how their team's work aligns to organisational objectives	13%	-8
Upholds ethical standards and principles	9%	-4
Encourages a strong customer and stakeholder focus	8%	-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	37%	+5
Demonstrates sound judgment	31%	+3
Takes a 'big picture' view of issues or problems	30%	-5
Takes responsibility for upholding ethical standards and principles	29%	+5
Demonstrates sound business acumen	24%	+8
Encourages collaboration and inclusion across workgroups	24%	-4
Builds effective networks across the organisation and sector	23%	+2
Manages ambiguity and politics effectively	22%	+5
Empowers individuals and teams to build capability	19%	-8
Motivates others to perform at their best	19%	0
Leads change and culture initiatives	18%	+3
Encourages innovative ideas and solutions	13%	-12
Actively seeks feedback for personal development	5%	-2
Motivates others to perform at their best	40%	+4
Manages and prioritises resources to achieve the best outcomes	38%	+3
Empowers individuals and teams to build capability	34%	+2
Leads change and culture initiatives	30%	+8
Takes a 'big picture' view of issues or problems	26%	-1
Demonstrates sound judgment	24%	-3
Encourages innovative ideas and solutions	21%	+1
Takes responsibility for upholding ethical standards and principles	21%	0
Actively seeks feedback for personal development	20%	+2
Builds effective networks across the organisation and sector	19%	-2
Manages ambiguity and politics effectively	14%	0
Encourages collaboration and inclusion across workgroups	8%	-8
Demonstrates sound business acumen	6%	-4

## 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
Demonstrates sound judgment	34%	+3
Manages and prioritises resources to achieve the best outcomes	33%	-1
Encourages collaboration and inclusion across workgroups	30%	+3
Motivates others to perform at their best	30%	+10
Takes a 'big picture' view of issues or problems	30%	-5
Takes responsibility for upholding ethical standards and principles	30%	+7
Builds effective networks across the organisation and sector	23%	-2
Empowers individuals and teams to build capability	22%	-1
Encourages innovative ideas and solutions	18%	-5
Manages ambiguity and politics effectively	17%	-2
Demonstrates sound business acumen	14%	-3
Leads change and culture initiatives	14%	-1
Actively seeks feedback for personal development	2%	-4
Empowers individuals and teams to build capability	37%	+3
Motivates others to perform at their best	35%	+1
Leads change and culture initiatives	31%	+6
Manages and prioritises resources to achieve the best outcomes	29%	+3
Actively seeks feedback for personal development	28%	-1
Encourages innovative ideas and solutions	27%	0
Manages ambiguity and politics effectively	22%	-5
Encourages collaboration and inclusion across workgroups	19%	-5
Takes a 'big picture' view of issues or problems	19%	0
Demonstrates sound judgment	15%	+2
Takes responsibility for upholding ethical standards and principles	15%	+1
Builds effective networks across the organisation and sector	14%	-3
Demonstrates sound business acumen	7%	-2

## 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	39%	+3
Creates a culture of continuous improvement	37%	+14
Directs and prioritises resources to achieve the best outcomes	30%	+1
Models high levels of ethical and professional behaviour	27%	-12
Demonstrates commercial acumen in managing corporate risk	25%	+12
Inspires others to perform at their best	23%	+1
Nurtures a learning and development culture	20%	+5
Builds strong relationships that influence organisational and sector outcomes	19%	-8
Is compelling when communicating the organisational strategy	19%	+5
Stands behind their decisions in the face of adversity	19%	-10
Adopts a system-wide view of issues to inform action	16%	-4
Leads change with agility	10%	-3
Seeks feedback to strengthen leadership approach	8%	-6
Models high levels of ethical and professional behaviour	49%	+11
Inspires others to perform at their best	39%	-3
Builds strong relationships that influence organisational and sector outcomes	33%	-3
Navigates complex issues, politics and ambiguous situations effectively	32%	+2
Directs and prioritises resources to achieve the best outcomes	29%	+3
Leads change with agility	20%	-1
Creates a culture of continuous improvement	18%	-7
Nurtures a learning and development culture	18%	+5
Seeks feedback to strengthen leadership approach	17%	-3
Is compelling when communicating the organisational strategy	16%	+3
Stands behind their decisions in the face of adversity	14%	0
Adopts a system-wide view of issues to inform action	8%	-5
Demonstrates commercial acumen in managing corporate risk	7%	-1



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

### Purpose

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

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

Leadership levels are defined as follows:

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

### DEMONSTRATED

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

### NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Navigates complex issues, politics and ambiguous situations effectively	36%	0
Models high levels of ethical and professional behaviour	32%	-4
Demonstrates commercial acumen in managing corporate risk	28%	+12
Directs and prioritises resources to achieve the best outcomes	28%	-3
Stands behind their decisions in the face of adversity	26%	-1
Builds strong relationships that influence organisational and sector outcomes	24%	-4
Is compelling when communicating the organisational strategy	22%	+6
Creates a culture of continuous improvement	21%	-1
Adopts a system-wide view of issues to inform action	18%	-4
Nurtures a learning and development culture	18%	+3
Inspires others to perform at their best	17%	-4
Leads change with agility	13%	-1
Seeks feedback to strengthen leadership approach	13%	0
Inspires others to perform at their best	36%	-1
Seeks feedback to strengthen leadership approach	32%	-3
Nurtures a learning and development culture	31%	+5
Directs and prioritises resources to achieve the best outcomes	29%	+3
Leads change with agility	26%	+4
Creates a culture of continuous improvement	23%	-3
Models high levels of ethical and professional behaviour	21%	+2
Stands behind their decisions in the face of adversity	19%	0
Adopts a system-wide view of issues to inform action	18%	+1
Builds strong relationships that influence organisational and sector outcomes	18%	-4
Is compelling when communicating the organisational strategy	18%	-2
Navigates complex issues, politics and ambiguous situations effectively	15%	-1
Demonstrates commercial acumen in managing corporate risk	12%	+2

## 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	16%	-29	-27
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	84%	+29	+27
Flexible work hours for example accumulated hours as 'flexitime'*	75%	-	+46
Flexible work hours for example start late or early to meet responsibilities external to work*	20%	-	+7
None of the above	16%	-29	-27
Part time work	8%	+2	-9
Job sharing	2%	0	+1
Purchased leave/extended leave/deferred salary schemes	2%	+1	+1
Compressed work hours	1%	0	-1
Leave at half pay	1%	+1	-3
Other, please specify	1%	-1	-2
Casual/on call	0%	0	-3
Term-time working	0%	0	0
Telecommuting	0%	0	-4
Hot desks	0%	0	-3
Part-year work/annualised hours	0%	0	0

\* New in 2017, no trend

## 09 Flexible work options (cont.)

### Purpose

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

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

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

	Proportion	vs 2016	vs Qld public sector
Yes, I requested flexibility	17%	-1	-3
No, I have not made a request but I am content with my current arrangements	71%	-2	+2
No, I have not made a request but I am not content with my current arrangements	12%	+3	0

### 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	66%	0
Partially granted	17%	+3
Declined – no reason given	12%	+5
Declined – reason provided	4%	-4
I have not received a reply as yet	1%	-3

\* New in 2017, no trend

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

	Proportion	vs 2016	vs Qld public sector
Flexible working is frowned upon/not supported by my workplace culture	44%	+15	+14
I feel flexibility is not possible in my current job	36%	-20	+7
I didn't feel confident presenting my case or negotiating arrangements with my manager	31%	0	+9
I feel the technology I currently have access to does not support flexible working	27%	+2	+21
I felt it would limit my career	25%	-5	+6
I was concerned that it may negatively impact my team	24%	-10	+5
I don't feel confident in my manager's ability to manage staff working flexibly	18%	+8	+6
I didn't feel I had the right to	15%	-1	-2
None of the Above*	13%	-	-11
I felt it would limit my access to training and development	7%	-3	0

\* New in 2017, no trend

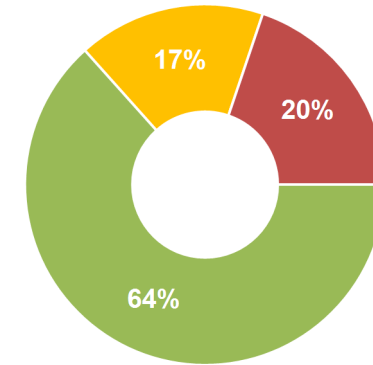
# 10 Domestic and family violence

## 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>	64%	-11	-12
<b>No</b>	20%	+9	+8
<b>Don't know</b>	17%	+2	+4



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	66%	-21	-20
<b>No</b>	20%	+15	+13
<b>Don't Know</b>	13%	+6	+7

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	63%	-8	-10
<b>No</b>	20%	+7	+6
<b>Don't Know</b>	18%	+1	+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.

<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>79%</b>	+1	-3
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>78%</b>	+2	-3
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>75%</b>	+3	-6

<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>63%</b>	0	-8
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	<b>65%</b>	+2	-7

### 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>	-6
<b>No</b>	<b>83%</b>	+3
<b>Don't Know</b>	<b>3%</b>	+1
<b>Prefer not to say</b>	<b>5%</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>5%</b>	-2
<b>No</b>	<b>89%</b>	+1
<b>Don't Know</b>	<b>2%</b>	0
<b>Prefer not to say</b>	<b>4%</b>	+1

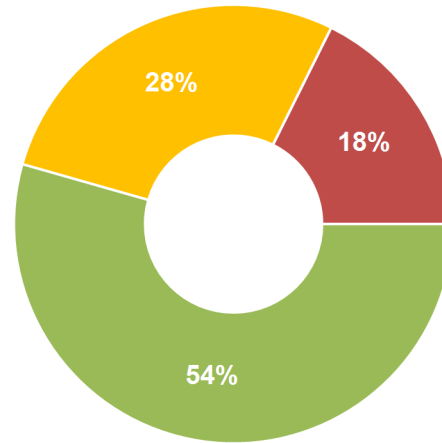
\* New in 2017, no trend

# 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.



# 54%

of employees agreed with the statement:

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

% positive change since 2016

**+4**

vs Qld public sector

**-12**

Reasons for leaving	Proportion	vs Qld public sector
Career or job opportunities	58%	+6
Stress/Health	51%	+18
The workplace culture	46%	+7
Pay and conditions	45%	+18
Professional/personal development	44%	+9
Your relationship with your manager	32%	+10
Balancing work and life commitments	19%	-3
The location of your workplace or the time spent commuting	15%	-3
Work hours	13%	-1
Family/carer responsibilities	12%	-1
Fit between work and your interests	12%	0
Job security	11%	-7
Your relationship with your colleagues	10%	-1
Other (please specify)	9%	-1
Contract expiring	8%	-4
Retirement	6%	-3
Travel plans	5%	-1

## 12 Bullying and sexual harassment

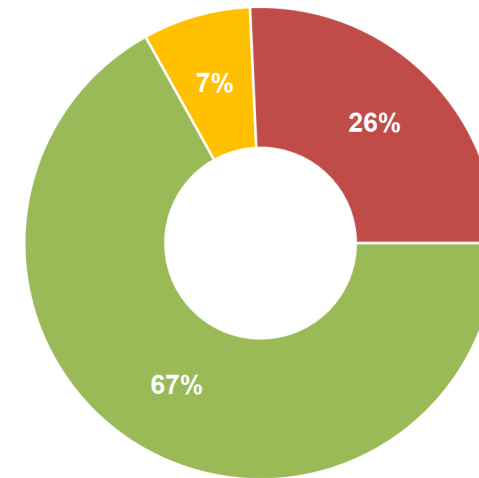
### Purpose

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.

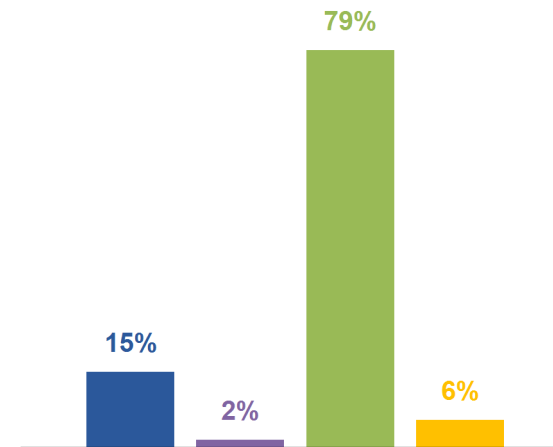
### During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
<b>Yes</b>	26%	+2	-2
<b>No</b>	67%	-1	0
<b>Don't know</b>	7%	-1	+2



### 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>	15%	+2	-2
<b>Sexual Harassment</b>	2%	+1	+1
<b>No</b>	79%	-2	+1
<b>Don't Know</b>	6%	0	+1



## 12 Bullying and sexual harassment (cont.)

### Purpose

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

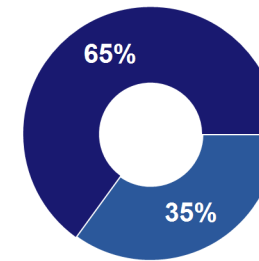
**NOTE:** Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	40%	-2	-4
Your immediate manager/supervisor	38%	+2	+4
A senior manager	33%	+1	+2
A client/customer	17%	+4	+10
A group of fellow workers	10%	-4	-4
Prefer not to specify	8%	-2	0
A member of the public	6%	-1	+1
A worker that reports to you	3%	+1	-2
A representative of another agency	2%	0	0
Other	2%	+2	0
A consultant/service provider	0%	0	-2

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	73%	+13	+15
Inappropriate and unfair application of work policies or rules	41%	0	-1
Other	25%	-4	-1
Physical behaviour (e.g. assault or aggressive body language)	8%	+6	-3
'Initiations' or pranks	6%	+1	-1
Interference with your personal property or work equipment	6%	+1	-1
Cyber bullying	3%	0	-3

### Did you report the BULLYING?

No



Yes

Why did you not report the BULLYING?	Proportion	vs 2016	vs Qld public sector
I did not think any action would be taken	68%	+14	+11
It could affect my career	65%	+21	+20
I did not think it was worth the hassle of going through the report process	43%	+11	+5
I did not want to upset relationships in the workplace	43%	0	+3
Managers accepted the behaviour	43%	+25	+9
I did not have enough evidence	40%	+33	+20
I did not think the bullying was serious enough	25%	+14	+9
I did not know how to report it	13%	+13	+7
Other	5%	-2	-6
The matter was resolved informally	3%	0	-5



# 13 Your view

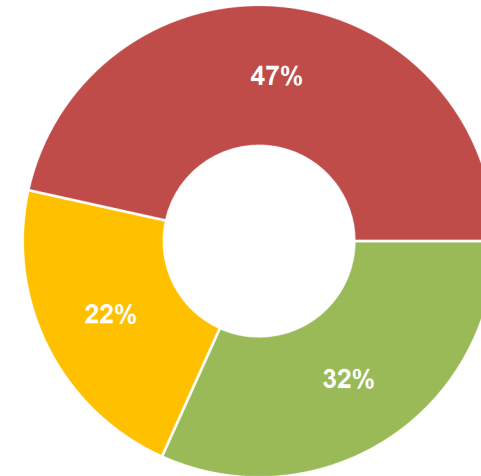
## Purpose

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.

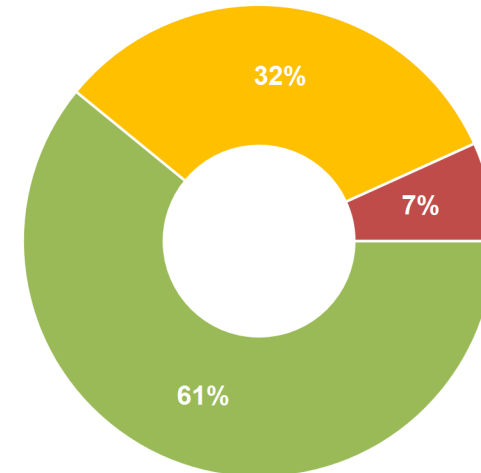
## Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
<b>Yes</b>	32%	+4	+1
<b>No</b>	47%	-8	-9
<b>No, but I have not worked long in my organisation</b>	22%	+4	+8



## 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>	61%	+5	-1
<b>Neutral</b>	32%	0	0
<b>Negative</b>	7%	-4	+1



## 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>The Public Trustee</b>	459	51%	51%	53%
<b>Managerial status</b>				
Yes	126	62%	59%	67%
No	330	46%	47%	48%
<b>Employment status</b>				
Permanent	377	48%	48%	51%
Non-permanent	81	60%	64%	61%
<b>Full-time status</b>				
Full-time basis	422	51%	51%	54%
Part-time basis	35	48%	45%	44%
<b>FTE Salary</b>				
Under \$50,000	32	56%	67%	45%
\$50,000 - \$69,999	223	47%	49%	50%
\$70,000 - \$89,999	101	41%	43%	48%
\$90,000 or over	103	65%	57%	66%
<b>Time in agency</b>				
Less than 2 years	150	57%	60%	59%
2 to less than 6 years	110	47%	47%	47%
6 to less than 10 years	73	42%	52%	55%
10 to less than 14 years	35	41%	35%	48%
14 to less than 16 years	15	48%	35%	43%
16 to less than 20 years	19	58%	46%	57%
20 years or more	52	60%	50%	52%

## 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>The Public Trustee</b>		459	51%	51%	53%
<b>Age</b>	34 years or younger	149	48%	52%	49%
	35 to 44 years	120	49%	50%	52%
	45 to 54 years	134	55%	53%	58%
	55 years or older	56	51%	44%	53%
<b>Gender*</b>	Female	328	51%	52%	53%
	Male	129	49%	47%	52%
	X	3	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
<b>Type of work</b>	Direct service delivery	195	47%	48%	52%
	Corporate services and administrative support/clerical	191	55%	55%	53%
	Other	73	50%	47%	55%
<b>Shiftwork</b>	Yes	1	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
	No	458	51%	51%	53%

*\*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 workshopping.

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	45%	+2	28%	0	27%	-2
Q33b	I am proud to tell others I work for my organisation	56%	+6	22%	-7	22%	+1
Q33c	I feel strong personal attachment to my organisation	52%	+6	27%	-6	21%	0
Q33d	My organisation motivates me to help it achieve its objectives	50%	+5	29%	-5	21%	0
Q33e	My organisation inspires me to do the best in my job	49%	+5	29%	-5	22%	-1
<b>Organisational leadership</b>							
Q31a	In my organisation, the leadership is of high quality	52%	+2	25%	-2	23%	0
Q31c	Management model the behaviours expected of all employees	47%	-4	27%	0	26%	+4
Q31d	In my organisation, the leadership operates with a high level of integrity	57%	+1	26%	-3	17%	+2
Q31f	My organisation is well managed	47%	+2	26%	-5	27%	+3
<b>Innovation</b>							
Q27a	I get the opportunity to develop new and better ways of doing my job	48%	+2	29%	-1	24%	-1
Q27b	I am encouraged to make suggestions about improving work processes and/or services	66%	+1	20%	+1	13%	-2
Q27c	Management is willing to act on suggestions to improve how things are done	46%	+1	28%	-3	26%	+2
Q27d	My workgroup uses research and expertise to identify better practice	43%	+2	34%	-3	23%	+1
Q27e	My workgroup always tries to improve its performance	68%	+2	19%	-4	13%	+2
Q27f	My organisation is open to new ideas	47%	+5	31%	-3	22%	-2

## 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	59%	-2	21%	-2	21%	+3
Q22b	I have the tools I need to do my job effectively	60%	-2	17%	0	23%	+2
Q22c	I get the information I need to do my job well	60%	-1	20%	-2	20%	+3
Q22d	I have the authority necessary to do my job effectively	63%	+2	21%	-2	16%	0
Q22e	My job gives me opportunities to utilise my skills	71%	+2	16%	-3	14%	+1
Q34b	Your ability to work on your own initiative	74%	-2	14%	-2	11%	+4
<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	23%	+4	29%	+4	48%	-8
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	33%	+3	31%	+2	36%	-5
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	41%	+6	31%	-4	28%	-2
<b>Learning and development</b>							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	53%	0	22%	-1	25%	+1
Q28e	I am able to access relevant learning and development opportunities	51%	-4	27%	+2	22%	+2
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	50%	-6	28%	0	22%	+6
Q28g	I am satisfied with the opportunities available for career development	37%	-2	29%	0	34%	+2
Q31b	My organisation is committed to developing its employees	51%	+1	24%	-6	25%	+4

## 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>My workgroup</b>							
Q24a	People in my workgroup treat each other with respect	78%	-1	11%	0	10%	0
Q24b	I receive help and support from other people in my workgroup	84%	0	10%	0	6%	0
Q24c	People in my workgroup are honest, open and transparent in their dealings	72%	-1	16%	-2	12%	+3
Q24d	People in my workgroup use their time and resources efficiently	64%	-2	20%	-2	16%	+4
Q24e	People in my workgroup treat customers with respect	80%	-3	12%	-2	8%	+4
Q24f	People in my workgroup are committed to delivering excellent service to customers	79%	-3	14%	0	7%	+3
Q24g	People in my workgroup do their jobs effectively	68%	-3	20%	+1	12%	+2
<b>My manager</b>							
Q29a	My manager treats employees with dignity and respect	68%	-9	16%	+1	16%	+7
Q29b	My manager listens to what I have to say	68%	-5	15%	-2	16%	+6
Q29c	My manager keeps me informed about what's going on	57%	-8	15%	-3	28%	+11
Q29d	My manager understands my work	70%	-3	13%	-1	17%	+4
Q29e	My manager creates a shared sense of purpose	61%	-2	18%	-6	21%	+8
Q29f	My manager demonstrates honesty and integrity	71%	-7	16%	+1	13%	+6
Q29g	My manager draws the best out of me	52%	-6	26%	0	22%	+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 workshopping.

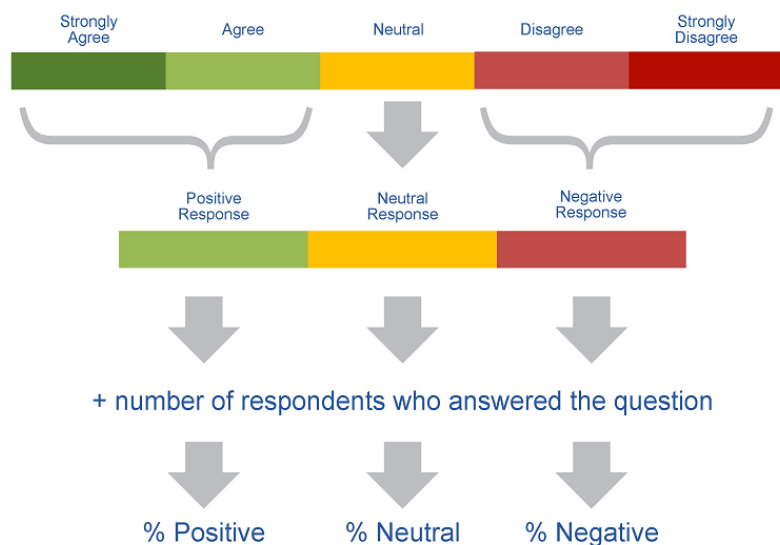
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>Organisational fairness</b>							
Q25f	Performance is assessed and rewarded fairly in my workplace	29%	0	31%	-3	40%	+3
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	35%	-9	25%	-1	40%	+10
Q25h	People are treated fairly and consistently in my workplace	41%	-5	26%	0	33%	+4
Q25i	People take responsibility for their decisions and actions in my workplace	44%	-5	30%	0	26%	+4
Q31e	Recruitment and promotion decisions in this organisation are fair	41%	0	30%	-2	30%	+2
<b>Anti-discrimination</b>							
Q32a	Age is not a barrier to success in my organisation	60%	-5	26%	+3	14%	+2
Q32b	Gender is not a barrier to success in my organisation	68%	+1	19%	-3	13%	+3
Q32c	Disability is not a barrier to success in my organisation	60%	-2	31%	-1	9%	+3
Q32d	Cultural background is not a barrier to success in my organisation	68%	+1	26%	-2	6%	+1
Q32e	Sexual orientation is not a barrier to success in my organisation	67%	+1	28%	-2	5%	0

## 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.