

Department of Agriculture & Fisheries

Highlight Report

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Purpose

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

Note on the response rate

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

Reporting Framework

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

Strategic priorities: driver analysis

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

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



Workplace climate

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

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

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

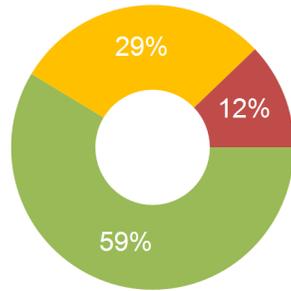


01 Driver analysis scorecard

Purpose

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

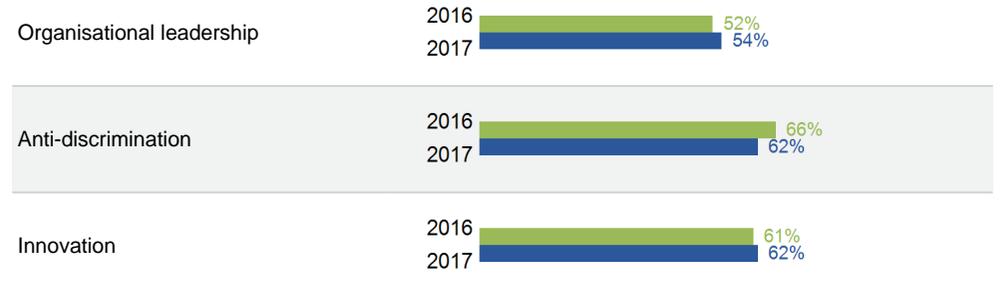
Agency engagement



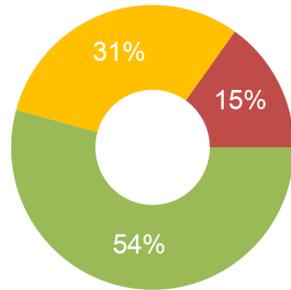
% positive change since 2016
+2

Top 3 drivers

% Positive



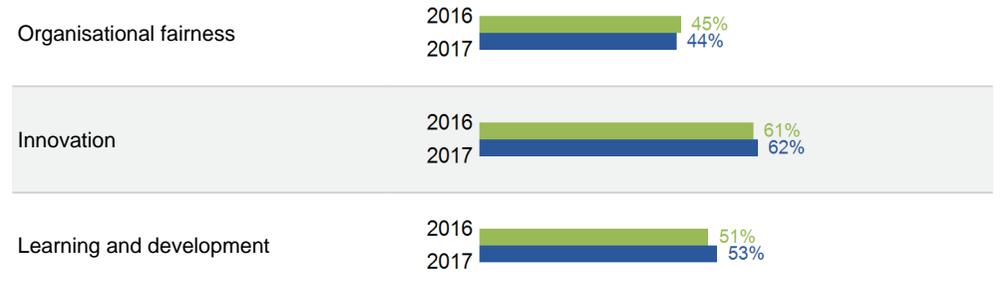
Organisational Leadership



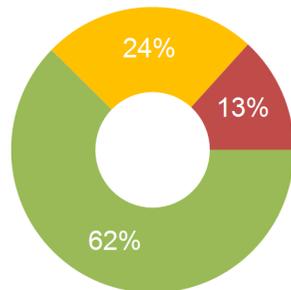
% positive change since 2016
+2

Top 3 drivers

% Positive



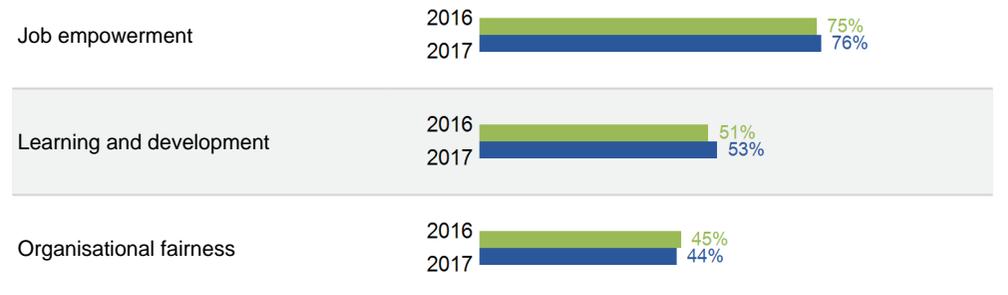
Innovation



% positive change since 2016
+1

Top 3 drivers

% Positive



02 Factors



Purpose

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

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

| | Response scale (%) | | | % positive | vs 2016 | vs Qld public sector | Range of all agencies | Your agency quintile |
|--|--------------------|----|----|------------|---------|----------------------|-----------------------|----------------------|
| Agency engagement* | 59 | 29 | 12 | 59% | +2 | 0 | 41 - 82 | 3 |
| Job empowerment | 76 | 15 | 9 | 76% | 0 | +4 | 60 - 86 | 2 |
| Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i> | 39 | 35 | 26 | 39% | 0 | -1 | 29 - 68 | 4 |
| Learning and development | 53 | 26 | 21 | 53% | +3 | -3 | 33 - 82 | 4 |
| My workgroup | 80 | 14 | 7 | 80% | 0 | +3 | 58 - 92 | 3 |
| My manager | 75 | 15 | 10 | 75% | 0 | +4 | 57 - 84 | 2 |
| Organisational leadership* | 54 | 31 | 15 | 54% | +2 | +3 | 29 - 85 | 3 |
| Organisational fairness | 44 | 29 | 26 | 44% | -1 | +1 | 26 - 67 | 3 |
| Anti-discrimination | 62 | 29 | 9 | 62% | -4 | -4 | 48 - 96 | 5 |
| Innovation* | 62 | 24 | 13 | 62% | +1 | +3 | 46 - 89 | 3 |

03 Factors by division

Purpose

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

| | Department of Agriculture & Fisheries % positive | Agriculture | Biosecurity Qld | Corporate | Fisheries & Forestry |
|--|--|-------------|-----------------|-----------|----------------------|
| <i>This section shows the % positive scores for divisions within the agency</i> | | | | | |
| Number of respondents | 1,483 | 609 | 329 | 320 | 182 |
| Agency engagement* | 59% | 62% | 59% | 51% | 61% |
| Job empowerment | 76% | 79% | 73% | 74% | 74% |
| Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small> | 39% | 42% | 39% | 38% | 32% |
| Learning and development | 53% | 59% | 47% | 51% | 49% |
| My workgroup | 80% | 83% | 75% | 80% | 80% |
| My manager | 75% | 78% | 71% | 73% | 79% |
| Organisational leadership* | 54% | 58% | 52% | 52% | 53% |
| Organisational fairness | 44% | 47% | 38% | 45% | 48% |
| Anti-discrimination | 62% | 63% | 58% | 64% | 66% |
| Innovation* | 62% | 68% | 56% | 60% | 62% |

04 Workplace climate

Purpose

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

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

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

| | Response scale (%) | | | % positive | vs 2016 | vs Qld public sector | Range of all agencies | Your agency quintile |
|--|--------------------|----|----|------------|---------|----------------------|-----------------------|----------------------|
| ● Safety, health and wellness* | 59 | 25 | 15 | 59% | 0 | +5 | 43 - 82 | 2 |
| ● Effectiveness and innovation* | 58 | 24 | 18 | 58% | +2 | +1 | 49 - 77 | 3 |
| ● People and relationships | 80 | 14 | 7 | 80% | 0 | +3 | 56 - 92 | 2 |
| ● Fairness and trust* | 59 | 26 | 16 | 59% | 0 | +1 | 46 - 78 | 3 |
| ● Performance and development | 55 | 25 | 19 | 55% | +1 | 0 | 41 - 74 | 3 |
| ● Leadership and engagement | 65 | 23 | 12 | 65% | +1 | +3 | 49 - 81 | 3 |
| ● My job | 79 | 13 | 8 | 79% | 0 | +2 | 58 - 89 | 2 |

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

05 Workplace climate by division

Purpose

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

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

| | Department of Agriculture & Fisheries % positive | Agriculture | Biosecurity Qld | Corporate | Fisheries & Forestry |
|---|---|-------------|-----------------|-----------|----------------------|
| <i>This section shows the % positive scores for divisions within the agency</i> | | | | | |
| Number of respondents | 1,483 | 609 | 329 | 320 | 182 |
| ● Safety, health and wellness* | 59% | 64% | 57% | 56% | 56% |
| ● Effectiveness and innovation* | 58% | 61% | 55% | 56% | 57% |
| ● People and relationships | 80% | 83% | 75% | 80% | 80% |
| ● Fairness and trust* | 59% | 61% | 54% | 59% | 62% |
| ● Performance and development | 55% | 61% | 48% | 55% | 53% |
| ● Leadership and engagement | 65% | 68% | 62% | 61% | 67% |
| ● My job | 79% | 83% | 77% | 75% | 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.

| ● Safety, health and wellness | | Response scale (%) | | | % positive | vs 2016 | vs Qld public sector |
|--|---|--------------------|----|----|------------|---------|----------------------|
| Q23a | I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement | 27 | 39 | 34 | 27% | 0 | -5 |
| Q23b | I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement | 41 | 35 | 23 | 41% | 0 | -2 |
| Q23e | My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement | 49 | 31 | 20 | 49% | +1 | +3 |
| Q23f | My work contributes positively to my quality of life* | 48 | 36 | 16 | 48% | - | +4 |
| Q24h | People in my workgroup are committed to workplace safety | 84 | 14 | 2 | 84% | +2 | +2 |
| Q24j | People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs* | 77 | 16 | 7 | 77% | - | +10 |
| Q25b | My workplace culture supports people to achieve a good work/life balance | 69 | 19 | 12 | 69% | 0 | +7 |
| Q25c | There is adequate focus on workplace safety at my workplace | 83 | 12 | 5 | 83% | +1 | +5 |

* New in 2017, no trend

06 Workplace climate by item

Purpose

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

New items were added to this index in 2017.

| ● Safety, health and wellness (cont.) | | Response scale (%) | | | % positive | vs 2016 | vs Qld public sector |
|--|--|--------------------|----|----|------------|---------|----------------------|
| Q29h | My manager proactively discusses flexible work arrangements* | 56 | 26 | 18 | 56% | - | +7 |
| Q31g | In my organisation, senior leaders clearly consider the wellbeing of employees to be important* | 57 | 26 | 17 | 57% | - | +7 |
| Q31h | The wellbeing of employees is a priority for my organisation* | 53 | 30 | 16 | 53% | - | +4 |
| 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> | 50 | 32 | 18 | 50% | - | +8 |
| Q34e | Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied" | 69 | 18 | 12 | 69% | +2 | +5 |
| Q34g | Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied" | 69 | 20 | 11 | 69% | - | +14 |

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

| ● Effectiveness and innovation | | Response scale (%) | | | % positive | vs 2016 | vs Qld public sector |
|---|---|--------------------|----|----|------------|---------|----------------------|
| Q22b | I have the tools I need to do my job effectively | 75 | 15 | 10 | 75% | +1 | +4 |
| Q22c | I get the information I need to do my job well | 71 | 18 | 11 | 71% | +1 | +4 |
| Q22d | I have the authority necessary to do my job effectively | 72 | 16 | 11 | 72% | +2 | +3 |
| Q23c | I feel my job is secure | 50 | 23 | 26 | 50% | +3 | -7 |
| 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> | 19 | 32 | 49 | 19% | +2 | 0 |
| Q24k | People in my workgroup share diverse ideas to develop innovative solutions* | 71 | 19 | 10 | 71% | - | +6 |
| Q25d | Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small> | 20 | 37 | 43 | 20% | +1 | +1 |
| Q25e | Disruptions and/or noise at my workplace make it hard to get things done <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small> | 50 | 26 | 24 | 50% | -3 | +4 |
| Q26a | My workplace has undergone significant change in the past 12 months | 38 | 31 | 31 | 38% | +9 | -14 |

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

| ● Effectiveness and innovation (cont.) | | Response scale (%) | | | % positive | vs 2016 | vs Qld public sector |
|---|---|--------------------|----|----|------------|---------|----------------------|
| Q27a | I get the opportunity to develop new and better ways of doing my job | 64 | 22 | 13 | 64% | +3 | +7 |
| Q27b | I am encouraged to make suggestions about improving work processes and/or services | 71 | 19 | 11 | 71% | 0 | +3 |
| Q27c | Management is willing to act on suggestions to improve how things are done | 53 | 28 | 19 | 53% | 0 | -1 |
| Q27d | My workgroup uses research and expertise to identify better practice | 59 | 28 | 13 | 59% | +1 | +4 |
| Q27e | My workgroup always tries to improve its performance | 71 | 22 | 7 | 71% | +1 | +1 |
| Q27f | My organisation is open to new ideas | 56 | 28 | 16 | 56% | +3 | +2 |
| Q34c | Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small> | 73 | 15 | 13 | 73% | -1 | +4 |
| Q34d | The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small> | 74 | 14 | 12 | 74% | -5 | -3 |
| Q34f | Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small> | 56 | 33 | 11 | 56% | -1 | -8 |

06 Workplace climate by item (cont.)

Purpose

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

| ● People and relationships | | Response scale (%) | | | % positive | vs 2016 | vs Qld public sector |
|--|---|--------------------|----|----|------------|---------|----------------------|
| Q24a | People in my workgroup treat each other with respect | 79 | 12 | 9 | 79% | 0 | +5 |
| Q24b | I receive help and support from other people in my workgroup | 85 | 10 | 5 | 85% | -1 | +2 |
| Q24c | People in my workgroup are honest, open and transparent in their dealings | 74 | 16 | 10 | 74% | 0 | +6 |
| Q24d | People in my workgroup use their time and resources efficiently | 68 | 20 | 11 | 68% | 0 | +4 |
| Q24e | People in my workgroup treat customers with respect | 89 | 9 | 2 | 89% | -1 | +3 |
| Q24f | People in my workgroup are committed to delivering excellent service to customers | 84 | 11 | 4 | 84% | -2 | +1 |
| Q24g | People in my workgroup do their jobs effectively | 77 | 16 | 7 | 77% | 0 | +3 |
| Q24i | People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers | 80 | 13 | 7 | 80% | +1 | +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.

| ● 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 | 73 | 19 | 8 | 73% | +2 | +1 |
| Q25f | Performance is assessed and rewarded fairly in my workplace | 35 | 35 | 31 | 35% | +1 | -1 |
| Q25g | I am confident that poor performance will be appropriately addressed in my workplace | 36 | 29 | 35 | 36% | -1 | -3 |
| Q25h | People are treated fairly and consistently in my workplace | 56 | 22 | 21 | 56% | -1 | +5 |
| Q25i | People take responsibility for their decisions and actions in my workplace | 55 | 28 | 17 | 55% | -2 | +3 |
| Q25j | I am able to speak up and share a different view to my colleagues and manager* | 76 | 14 | 10 | 76% | - | +4 |
| Q30a | My senior manager demonstrates honesty and integrity | 76 | 17 | 7 | 76% | +5 | +6 |
| Q31e | Recruitment and promotion decisions in this organisation are fair | 40 | 33 | 27 | 40% | 0 | +3 |

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

| ● 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 | 57 | 27 | 16 | 57% | - | +4 |
| Q32a | Age is not a barrier to success in my organisation | 63 | 24 | 13 | 63% | -5 | -2 |
| Q32b | Gender is not a barrier to success in my organisation | 68 | 19 | 13 | 68% | -4 | -2 |
| Q32c | Disability is not a barrier to success in my organisation | 53 | 40 | 8 | 53% | -4 | -4 |
| Q32d | Cultural background is not a barrier to success in my organisation | 65 | 30 | 5 | 65% | -3 | -4 |
| Q32e | Sexual orientation is not a barrier to success in my organisation | 63 | 33 | 4 | 63% | -3 | -7 |
| Q32f | If I raised a complaint, I feel confident that it would be taken seriously | 59 | 21 | 20 | 59% | -3 | +5 |
| Q32g | Women and men have equal access to work experiences that support career progression* | 67 | 21 | 12 | 67% | - | 0 |

* 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 | 61 | 22 | 16 | 61% | -2 | +4 | |
| Q28b | My performance is assessed against clear criteria | 54 | 28 | 17 | 54% | -4 | +4 | |
| Q28c | In my organisation, there are opportunities for me to develop my skills and knowledge | 62 | 21 | 17 | 62% | +3 | -1 | |
| Q28d | I am encouraged to pursue developmental opportunities in other workplaces | 36 | 33 | 31 | 36% | +4 | -5 | |
| Q28e | I am able to access relevant learning and development opportunities | 63 | 23 | 14 | 63% | +2 | +1 | |
| Q28f | Learning and development activities I have completed in the past 12 months have helped to improve my performance | 55 | 30 | 15 | 55% | +3 | -4 | |
| Q28g | I am satisfied with the opportunities available for career development | 39 | 29 | 32 | 39% | +4 | -5 | |
| Q28h | I have had productive conversations with my manager on my performance in the past 12 months | 60 | 22 | 18 | 60% | -1 | +5 | |
| Q28i | I develop new knowledge and skills through undertaking tasks at work | 76 | 16 | 9 | 76% | +2 | +4 | |
| Q31b | My organisation is committed to developing its employees | 47 | 29 | 24 | 47% | +2 | -5 | |

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 | 82 | 10 | 8 | 82% | 0 | +4 |
| Q29b | My manager listens to what I have to say | 83 | 9 | 8 | 83% | +1 | +6 |
| Q29c | My manager keeps me informed about what's going on | 70 | 16 | 14 | 70% | 0 | +3 |
| Q29d | My manager understands my work | 77 | 14 | 9 | 77% | +1 | +4 |
| Q29e | My manager creates a shared sense of purpose | 70 | 18 | 12 | 70% | -1 | +3 |
| Q29f | My manager demonstrates honesty and integrity | 83 | 11 | 6 | 83% | +1 | +6 |
| Q29g | My manager draws the best out of me | 60 | 27 | 14 | 60% | 0 | +2 |
| Q31a | In my organisation, the leadership is of high quality | 55 | 30 | 15 | 55% | +1 | +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.

| ● Leadership and engagement (cont.) | | Response scale (%) | | | % positive | vs 2016 | vs Qld public sector |
|-------------------------------------|--|--------------------|----|----|------------|---------|----------------------|
| Q31c | Management model the behaviours expected of all employees | 51 | 33 | 16 | 51% | 0 | +2 |
| Q31d | In my organisation, the leadership operates with a high level of integrity | 61 | 27 | 12 | 61% | +3 | +7 |
| Q31f | My organisation is well managed | 50 | 33 | 17 | 50% | +3 | +3 |
| Q33a | I would recommend my organisation as a great place to work | 64 | 26 | 11 | 64% | +4 | +3 |
| Q33b | I am proud to tell others I work for my organisation | 68 | 25 | 8 | 68% | 0 | 0 |
| Q33c | I feel strong personal attachment to my organisation | 60 | 28 | 12 | 60% | +2 | +1 |
| Q33d | My organisation motivates me to help it achieve its objectives | 52 | 34 | 15 | 52% | +2 | -2 |
| Q33e | My organisation inspires me to do the best in my job | 50 | 34 | 15 | 50% | +3 | -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.

| ● My job | | Response scale (%) | | | % positive | vs 2016 | vs Qld public sector |
|--|--|--------------------|----|----|------------|---------|----------------------|
| Q21a | I understand what is expected of me to do well in my job | 90 | 5 | 5 | 90% | 0 | 0 |
| Q21b | I understand how my work contributes to my organisation's objectives | 90 | 5 | 5 | 90% | +1 | -1 |
| Q22a | I have a choice in deciding how I do my work | 75 | 16 | 8 | 75% | -2 | +8 |
| Q22e | My job gives me opportunities to utilise my skills | 78 | 13 | 9 | 78% | +2 | +3 |
| Q22f | I enjoy the work in my current job | 77 | 16 | 8 | 77% | -1 | +1 |
| Q22g | My job gives me a feeling of personal accomplishment | 69 | 19 | 12 | 69% | 0 | 0 |
| Q34a | The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small> | 76 | 15 | 9 | 76% | +1 | +1 |
| Q34b | Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small> | 83 | 11 | 6 | 83% | 0 | +3 |
| Q35 | All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small> | 74 | 16 | 10 | 74% | +1 | +1 |

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 |
|--|-----------------------------|-----------------|---------|
| My senior manager demonstrates honesty and integrity | Fairness and trust | 76% | +5 |
| I am satisfied with the opportunities available for career development | Performance and development | 39% | +4 |
| I am encouraged to pursue developmental opportunities in other workplaces | Performance and development | 36% | +4 |
| I would recommend my organisation as a great place to work | Leadership and engagement | 64% | +4 |
| In my organisation, the leadership operates with a high level of integrity | Leadership and engagement | 61% | +3 |

| The survey items with the most negative change | Index | % positive 2017 | vs 2016 |
|---|------------------------------|-----------------|---------|
| The location of your work % positive indicates those who responded with "very satisfied" or "satisfied" | Effectiveness and innovation | 74% | -5 |
| Age is not a barrier to success in my organisation | Fairness and trust | 63% | -5 |
| Gender is not a barrier to success in my organisation | Fairness and trust | 68% | -4 |
| My performance is assessed against clear criteria | Performance and development | 54% | -4 |
| Disability is not a barrier to success in my organisation | Fairness and trust | 53% | -4 |

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 | 34% | +3 |
| Builds effective working relationships with others | 33% | +4 |
| Demonstrates sound judgment | 29% | +2 |
| Empowers their team to perform at their best | 29% | -2 |
| Supports their team to adapt to change | 28% | +1 |
| Encourages a strong customer and stakeholder focus | 25% | -1 |
| Delegates work effectively and monitors performance | 24% | +1 |
| Responds confidently when faced with uncertainty | 22% | -3 |
| Implements improved ways of doing things | 20% | 0 |
| Describes how their team's work aligns to organisational objectives | 17% | -1 |
| Takes responsibility for team development | 15% | -1 |
| Applies sound business management skills | 14% | 0 |
| Actively seeks feedback for personal development | 7% | 0 |
| Builds effective working relationships with others | 45% | +6 |
| Implements improved ways of doing things | 32% | +7 |
| Demonstrates sound judgment | 30% | +1 |
| Empowers their team to perform at their best | 30% | -5 |
| Responds confidently when faced with uncertainty | 26% | -1 |
| Encourages a strong customer and stakeholder focus | 21% | +2 |
| Upholds ethical standards and principles | 20% | -7 |
| Applies sound business management skills | 20% | +5 |
| Delegates work effectively and monitors performance | 18% | 0 |
| Actively seeks feedback for personal development | 17% | -4 |
| Takes responsibility for team development | 16% | -2 |
| Supports their team to adapt to change | 14% | -4 |
| 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 |
|---|------------|----------------------|
| Builds effective working relationships with others | 35% | +7 |
| Upholds ethical standards and principles | 34% | +3 |
| Demonstrates sound judgment | 31% | +1 |
| Encourages a strong customer and stakeholder focus | 26% | -1 |
| Empowers their team to perform at their best | 25% | -2 |
| Supports their team to adapt to change | 24% | -2 |
| Delegates work effectively and monitors performance | 22% | -1 |
| Responds confidently when faced with uncertainty | 21% | -4 |
| Implements improved ways of doing things | 20% | 0 |
| Describes how their team's work aligns to organisational objectives | 19% | 0 |
| Applies sound business management skills | 18% | +1 |
| Takes responsibility for team development | 17% | 0 |
| Actively seeks feedback for personal development | 7% | 0 |
| Empowers their team to perform at their best | 35% | 0 |
| Takes responsibility for team development | 33% | +3 |
| Actively seeks feedback for personal development | 32% | +2 |
| Implements improved ways of doing things | 29% | -2 |
| Supports their team to adapt to change | 27% | +1 |
| Delegates work effectively and monitors performance | 27% | -3 |
| Describes how their team's work aligns to organisational objectives | 25% | +5 |
| Builds effective working relationships with others | 23% | -1 |
| Responds confidently when faced with uncertainty | 19% | +1 |
| Applies sound business management skills | 13% | 0 |
| Encourages a strong customer and stakeholder focus | 12% | 0 |
| Demonstrates sound judgment | 11% | -2 |
| Upholds ethical standards and principles | 8% | -4 |

08 Leadership behaviour in your agency: Program Manager

Purpose

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

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

Leadership levels are defined as follows:

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

POSITIVE IMPACT

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

SUCCESSION

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

Proportion vs Qld public sector

| | Proportion | vs Qld public sector |
|---|------------|----------------------|
| Takes a 'big picture' view of issues or problems | 44% | +8 |
| Manages and prioritises resources to achieve the best outcomes | 32% | 0 |
| Encourages collaboration and inclusion across workgroups | 30% | +2 |
| Encourages innovative ideas and solutions | 29% | +4 |
| Demonstrates sound judgment | 28% | 0 |
| Takes responsibility for upholding ethical standards and principles | 24% | 0 |
| Builds effective networks across the organisation and sector | 24% | +3 |
| Empowers individuals and teams to build capability | 22% | -5 |
| Manages ambiguity and politics effectively | 18% | +1 |
| Demonstrates sound business acumen | 15% | -1 |
| Motivates others to perform at their best | 15% | -5 |
| Leads change and culture initiatives | 8% | -7 |
| Actively seeks feedback for personal development | 7% | -1 |
| Manages and prioritises resources to achieve the best outcomes | 39% | +3 |
| Motivates others to perform at their best | 37% | +1 |
| Empowers individuals and teams to build capability | 34% | +2 |
| Builds effective networks across the organisation and sector | 33% | +13 |
| Takes a 'big picture' view of issues or problems | 30% | +3 |
| Encourages innovative ideas and solutions | 26% | +6 |
| Demonstrates sound judgment | 25% | -2 |
| Leads change and culture initiatives | 18% | -4 |
| Encourages collaboration and inclusion across workgroups | 18% | +1 |
| Takes responsibility for upholding ethical standards and principles | 11% | -10 |
| Demonstrates sound business acumen | 10% | 0 |
| Actively seeks feedback for personal development | 10% | -7 |
| Manages ambiguity and politics effectively | 9% | -5 |

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 |
|---|------------|----------------------|
| Takes a 'big picture' view of issues or problems | 42% | +8 |
| Manages and prioritises resources to achieve the best outcomes | 34% | +1 |
| Demonstrates sound judgment | 30% | 0 |
| Encourages collaboration and inclusion across workgroups | 30% | +3 |
| Builds effective networks across the organisation and sector | 26% | +1 |
| Manages ambiguity and politics effectively | 23% | +5 |
| Takes responsibility for upholding ethical standards and principles | 22% | -1 |
| Encourages innovative ideas and solutions | 21% | -2 |
| Empowers individuals and teams to build capability | 20% | -3 |
| Motivates others to perform at their best | 16% | -4 |
| Demonstrates sound business acumen | 14% | -4 |
| Leads change and culture initiatives | 11% | -4 |
| Actively seeks feedback for personal development | 6% | -1 |
| Empowers individuals and teams to build capability | 37% | +2 |
| Motivates others to perform at their best | 34% | +1 |
| Encourages innovative ideas and solutions | 30% | +4 |
| Actively seeks feedback for personal development | 28% | -1 |
| Manages and prioritises resources to achieve the best outcomes | 26% | 0 |
| Encourages collaboration and inclusion across workgroups | 25% | +1 |
| Builds effective networks across the organisation and sector | 25% | +8 |
| Leads change and culture initiatives | 24% | -1 |
| Manages ambiguity and politics effectively | 24% | -3 |
| Takes a 'big picture' view of issues or problems | 16% | -3 |
| Demonstrates sound judgment | 11% | -3 |
| Demonstrates sound business acumen | 9% | 0 |
| Takes responsibility for upholding ethical standards and principles | 8% | -6 |

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 | 49% | +13 |
| Models high levels of ethical and professional behaviour | 41% | +3 |
| Directs and prioritises resources to achieve the best outcomes | 33% | +3 |
| Builds strong relationships that influence organisational and sector outcomes | 26% | -2 |
| Stands behind their decisions in the face of adversity | 26% | -3 |
| Adopts a system-wide view of issues to inform action | 21% | +1 |
| Nurtures a learning and development culture | 18% | +2 |
| Seeks feedback to strengthen leadership approach | 15% | +2 |
| Inspires others to perform at their best | 15% | -7 |
| Creates a culture of continuous improvement | 14% | -9 |
| Demonstrates commercial acumen in managing corporate risk | 13% | -1 |
| Is compelling when communicating the organisational strategy | 12% | -2 |
| Leads change with agility | 12% | -1 |
| Builds strong relationships that influence organisational and sector outcomes | 42% | +7 |
| Navigates complex issues, politics and ambiguous situations effectively | 38% | +8 |
| Directs and prioritises resources to achieve the best outcomes | 35% | +9 |
| Inspires others to perform at their best | 35% | -7 |
| Models high levels of ethical and professional behaviour | 29% | -10 |
| Creates a culture of continuous improvement | 26% | +1 |
| Leads change with agility | 25% | +4 |
| Adopts a system-wide view of issues to inform action | 15% | +2 |
| Seeks feedback to strengthen leadership approach | 14% | -6 |
| Stands behind their decisions in the face of adversity | 13% | -2 |
| Is compelling when communicating the organisational strategy | 11% | -2 |
| Demonstrates commercial acumen in managing corporate risk | 9% | +2 |
| Nurtures a learning and development culture | 8% | -5 |

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 | 44% | +9 |
| Models high levels of ethical and professional behaviour | 38% | +3 |
| Directs and prioritises resources to achieve the best outcomes | 32% | +2 |
| Adopts a system-wide view of issues to inform action | 29% | +7 |
| Builds strong relationships that influence organisational and sector outcomes | 29% | +1 |
| Stands behind their decisions in the face of adversity | 28% | 0 |
| Creates a culture of continuous improvement | 19% | -3 |
| Is compelling when communicating the organisational strategy | 15% | -1 |
| Inspires others to perform at their best | 14% | -6 |
| Seeks feedback to strengthen leadership approach | 14% | +1 |
| Demonstrates commercial acumen in managing corporate risk | 13% | -2 |
| Nurtures a learning and development culture | 13% | -2 |
| Leads change with agility | 11% | -4 |
| Seeks feedback to strengthen leadership approach | 34% | -1 |
| Creates a culture of continuous improvement | 32% | +6 |
| Directs and prioritises resources to achieve the best outcomes | 32% | +6 |
| Inspires others to perform at their best | 32% | -5 |
| Nurtures a learning and development culture | 29% | +3 |
| Is compelling when communicating the organisational strategy | 29% | +8 |
| Builds strong relationships that influence organisational and sector outcomes | 21% | -1 |
| Leads change with agility | 20% | -1 |
| Stands behind their decisions in the face of adversity | 19% | 0 |
| Adopts a system-wide view of issues to inform action | 16% | -2 |
| Navigates complex issues, politics and ambiguous situations effectively | 14% | -3 |
| Models high levels of ethical and professional behaviour | 10% | -8 |
| Demonstrates commercial acumen in managing corporate risk | 9% | 0 |

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

Purpose

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

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

Leadership levels are defined as follows:

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

POSITIVE IMPACT

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

SUCCESSION

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

Proportion vs Qld public sector

| | Proportion | vs Qld public sector |
|---|------------|----------------------|
| Inspires others to perform at their best | 63% | +12 |
| Models high levels of ethical and professional behaviour | 53% | +4 |
| Navigates complex issues, politics and ambiguous situations effectively | 32% | +5 |
| Creates a culture of continuous improvement | 26% | -4 |
| Is compelling when communicating the organisational strategy | 26% | +13 |
| Directs and prioritises resources to achieve the best outcomes | 21% | +1 |
| Stands behind their decisions in the face of adversity | 21% | +4 |
| Builds strong relationships that influence organisational and sector outcomes | 16% | -16 |
| Seeks feedback to strengthen leadership approach | 16% | 0 |
| Leads change with agility | 11% | -2 |
| Nurtures a learning and development culture | 11% | -12 |
| Adopts a system-wide view of issues to inform action | 5% | -2 |
| Demonstrates commercial acumen in managing corporate risk | 0% | -2 |

| | Proportion | vs Qld public sector |
|---|------------|----------------------|
| Inspires others to perform at their best | 47% | +8 |
| Navigates complex issues, politics and ambiguous situations effectively | 47% | +12 |
| Directs and prioritises resources to achieve the best outcomes | 32% | +8 |
| Models high levels of ethical and professional behaviour | 32% | -6 |
| Builds strong relationships that influence organisational and sector outcomes | 26% | -7 |
| Creates a culture of continuous improvement | 26% | +1 |
| Adopts a system-wide view of issues to inform action | 21% | +3 |
| Is compelling when communicating the organisational strategy | 21% | +9 |
| Leads change with agility | 16% | -4 |
| Stands behind their decisions in the face of adversity | 16% | +3 |
| Nurtures a learning and development culture | 11% | -4 |
| Seeks feedback to strengthen leadership approach | 5% | -15 |
| Demonstrates commercial acumen in managing corporate risk | 0% | -7 |

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

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED

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

NOT DEMONSTRATED

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

Proportion vs Qld public sector

| | Proportion | vs Qld public sector |
|---|------------|----------------------|
| Navigates complex issues, politics and ambiguous situations effectively | 65% | +30 |
| Models high levels of ethical and professional behaviour | 47% | +17 |
| Builds strong relationships that influence organisational and sector outcomes | 41% | +14 |
| Creates a culture of continuous improvement | 35% | +11 |
| Adopts a system-wide view of issues to inform action | 29% | -1 |
| Seeks feedback to strengthen leadership approach | 18% | +4 |
| Directs and prioritises resources to achieve the best outcomes | 12% | -18 |
| Inspires others to perform at their best | 12% | -4 |
| Is compelling when communicating the organisational strategy | 12% | -8 |
| Nurtures a learning and development culture | 12% | -5 |
| Demonstrates commercial acumen in managing corporate risk | 6% | -13 |
| Leads change with agility | 6% | -5 |
| Stands behind their decisions in the face of adversity | 6% | -16 |
| Directs and prioritises resources to achieve the best outcomes | 53% | +24 |
| Adopts a system-wide view of issues to inform action | 42% | +23 |
| Is compelling when communicating the organisational strategy | 42% | +21 |
| Leads change with agility | 37% | +15 |
| Creates a culture of continuous improvement | 26% | -2 |
| Nurtures a learning and development culture | 26% | +3 |
| Stands behind their decisions in the face of adversity | 21% | +5 |
| Demonstrates commercial acumen in managing corporate risk | 16% | +8 |
| Builds strong relationships that influence organisational and sector outcomes | 11% | -12 |
| Inspires others to perform at their best | 11% | -23 |
| Models high levels of ethical and professional behaviour | 5% | -20 |
| Navigates complex issues, politics and ambiguous situations effectively | 5% | -14 |
| Seeks feedback to strengthen leadership approach | 5% | -26 |

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 | 25% | -20 | -19 |
| Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i> | 75% | +20 | +19 |
| Flexible work hours for example accumulated hours as 'flexitime'* | 59% | - | +29 |
| Flexible work hours for example start late or early to meet responsibilities external to work* | 26% | - | +14 |
| None of the above | 25% | -20 | -19 |
| Telecommuting | 12% | +4 | +8 |
| Part time work | 9% | 0 | -8 |
| Leave at half pay | 6% | -2 | +2 |
| Hot desks | 2% | 0 | -1 |
| Other, please specify | 2% | 0 | 0 |
| Casual/on call | 1% | 0 | -2 |
| Compressed work hours | 1% | -1 | 0 |
| Purchased leave/extended leave/deferred salary schemes | 0% | 0 | 0 |
| Job sharing | 0% | 0 | -1 |
| Term-time working | 0% | 0 | 0 |
| Part-year work/annualised hours | 0% | 0 | 0 |

* New in 2017, no trend

09 Flexible work options (cont.)

Purpose

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

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

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

| | Proportion | vs 2016 | vs Qld public sector |
|---|------------|---------|----------------------|
| Yes, I requested flexibility | 20% | +1 | 0 |
| No, I have not made a request but I am content with my current arrangements | 71% | -1 | +2 |
| No, I have not made a request but I am not content with my current arrangements | 10% | 0 | -2 |

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

| | Proportion | vs Qld public sector |
|------------------------------------|------------|----------------------|
| Fully granted | 74% | +7 |
| Partially granted | 10% | -4 |
| Declined – no reason given | 6% | -1 |
| Declined – reason provided | 3% | -4 |
| I have not received a reply as yet | 6% | +1 |

* New in 2017, no trend

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

| | Proportion | vs 2016 | vs Qld public sector |
|--|------------|---------|----------------------|
| Flexible working is frowned upon/not supported by my workplace culture | 31% | -4 | +1 |
| I didn't feel confident presenting my case or negotiating arrangements with my manager | 23% | -3 | +1 |
| None of the Above* | 22% | - | -2 |
| I feel flexibility is not possible in my current job | 20% | -10 | -9 |
| I felt it would limit my career | 18% | -4 | -1 |
| I was concerned that it may negatively impact my team | 18% | -7 | -1 |
| I didn't feel I had the right to | 15% | 0 | -1 |
| I felt it would limit my access to training and development | 7% | +2 | 0 |
| I feel the technology I currently have access to does not support flexible working | 6% | -3 | 0 |
| I don't feel confident in my manager's ability to manage staff working flexibly | 5% | -11 | -7 |

* New in 2017, no trend

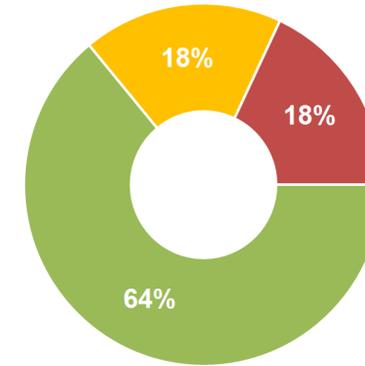
10 Domestic and family violence

Purpose

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

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

| Overall | % proportion | vs 2016 | vs Qld public sector |
|-------------------|--------------|---------|----------------------|
| Yes | 64% | +3 | -11 |
| No | 18% | -1 | +6 |
| Don't know | 18% | -2 | +6 |



| Managers <i>Manage one or more employees</i> | % proportion | vs 2016 | vs Qld public sector |
|---|--------------|---------|----------------------|
| Yes | 76% | +7 | -10 |
| No | 12% | -3 | +5 |
| Don't Know | 12% | -3 | +5 |

| Non-managers <i>Manage no employees</i> | % proportion | vs 2016 | vs Qld public sector |
|--|--------------|---------|----------------------|
| Yes | 59% | +1 | -13 |
| No | 20% | 0 | +7 |
| Don't Know | 21% | -1 | +6 |

10 Domestic and family violence (cont.)

Purpose

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

| Managers <i>Manage one or more employees</i> | % positive | vs 2016 | vs Qld public sector |
|---|-------------------|----------------|-----------------------------|
| I am confident that I could sensitively communicate with employees affected by domestic and family violence | 65% | +4 | -17 |
| 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 | 63% | +5 | -19 |
| 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 | 63% | +6 | -18 |

| Non-managers <i>Manage no employees</i> | % positive | vs 2016 | vs Qld public sector |
|---|-------------------|----------------|-----------------------------|
| I am confident that I could sensitively communicate with colleagues affected by domestic and family violence | 57% | +1 | -14 |
| I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support | 58% | 0 | -13 |

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

| Managers <i>Manage one or more employees</i> | % proportion | vs Qld public sector | Non-managers <i>Manage no employees</i> | % proportion | vs Qld public sector |
|--|---------------------|-----------------------------|---|---------------------|-----------------------------|
| Yes | 6% | -10 | Yes | 4% | -3 |
| No | 91% | +11 | No | 92% | +4 |
| Don't Know | 1% | 0 | Don't Know | 3% | 0 |
| Prefer not to say | 2% | -1 | Prefer not to say | 2% | -1 |

* New in 2017, no trend

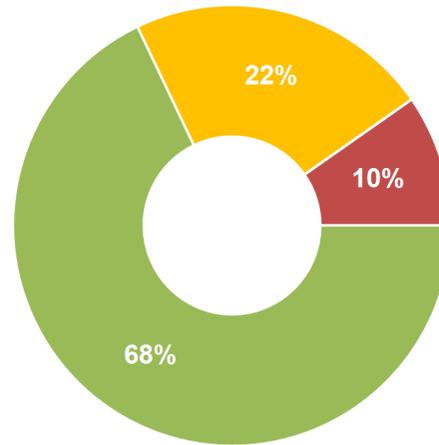
* New in 2017, no trend

11 Intention to leave your organisation

Purpose

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

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



68%

of employees agreed with the statement:

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

% positive change since 2016

+2

vs Qld public sector

+1

| Reasons for leaving | Proportion | vs Qld public sector |
|--|------------|----------------------|
| Career or job opportunities | 59% | +7 |
| Professional/personal development | 42% | +6 |
| The workplace culture | 37% | -2 |
| Pay and conditions | 34% | +6 |
| Stress/Health | 29% | -4 |
| The location of your workplace or the time spent commuting | 25% | +7 |
| Job security | 25% | +6 |
| Your relationship with your manager | 23% | 0 |
| Balancing work and life commitments | 20% | -2 |
| Contract expiring | 13% | +1 |
| Family/carer responsibilities | 13% | 0 |
| Fit between work and your interests | 13% | +2 |
| Retirement | 12% | +3 |
| Work hours | 10% | -4 |
| Your relationship with your colleagues | 10% | -1 |
| Other (please specify) | 7% | -4 |
| Travel plans | 5% | -1 |

12 Bullying and sexual harassment

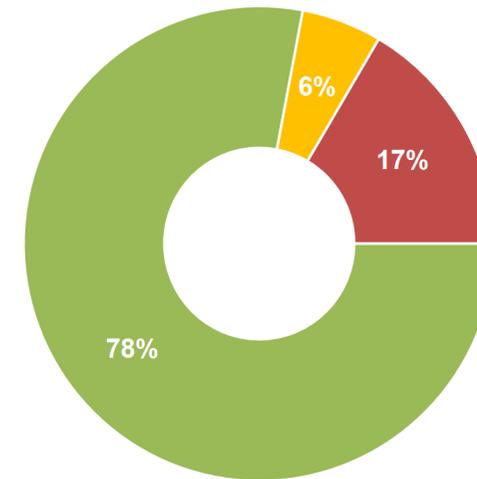
Purpose

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.

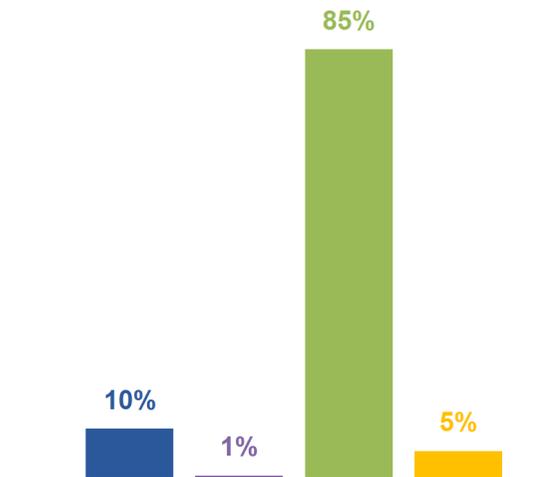
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

| | Proportion | vs 2016 | vs Qld public sector |
|-------------------|------------|---------|----------------------|
| Yes | 17% | -1 | -11 |
| No | 78% | +2 | +11 |
| Don't know | 6% | -1 | 0 |



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

| | Proportion | vs 2016 | vs Qld public sector |
|--------------------------|------------|---------|----------------------|
| Bullying | 10% | -2 | -7 |
| Sexual Harassment | 1% | 0 | 0 |
| No | 85% | +1 | +6 |
| Don't Know | 5% | +1 | +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.

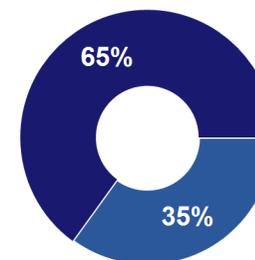
NOTE: Multi-select questions may not add up to 100 per cent.

| Who were you BULLIED by? | Proportion | vs 2016 | vs Qld public sector |
|------------------------------------|------------|---------|----------------------|
| A fellow worker | 38% | -5 | -5 |
| Your immediate manager/supervisor | 38% | +10 | +4 |
| A senior manager | 27% | +5 | -4 |
| A group of fellow workers | 11% | -3 | -3 |
| A client/customer | 8% | 0 | +1 |
| A member of the public | 8% | +1 | +3 |
| Prefer not to specify | 7% | -3 | -1 |
| A representative of another agency | 5% | 0 | +3 |
| Other | 4% | +3 | +3 |
| A worker that reports to you | 4% | -3 | -1 |
| A consultant/service provider | 1% | -3 | -1 |

| What type of BULLYING did you experience? | Proportion | vs 2016 | vs Qld public sector |
|--|------------|---------|----------------------|
| Verbal abuse | 68% | +11 | +10 |
| Inappropriate and unfair application of work policies or rules | 36% | -1 | -5 |
| Other | 24% | -4 | -2 |
| Physical behaviour (e.g. assault or aggressive body language) | 17% | +5 | +6 |
| Interference with your personal property or work equipment | 9% | +5 | +1 |
| Cyber bullying | 8% | +2 | +2 |
| 'Initiations' or pranks | 8% | +6 | +1 |

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 | 52% | -11 | -4 |
| It could affect my career | 45% | +3 | 0 |
| I did not want to upset relationships in the workplace | 40% | -3 | 0 |
| I did not think it was worth the hassle of going through the report process | 36% | -5 | -1 |
| Managers accepted the behaviour | 29% | -3 | -4 |
| I did not have enough evidence | 21% | -6 | +1 |
| I did not think the bullying was serious enough | 13% | -5 | -3 |
| Other | 13% | -5 | +2 |
| I did not know how to report it | 5% | -2 | 0 |
| The matter was resolved informally | 4% | -2 | -4 |

13 Your view

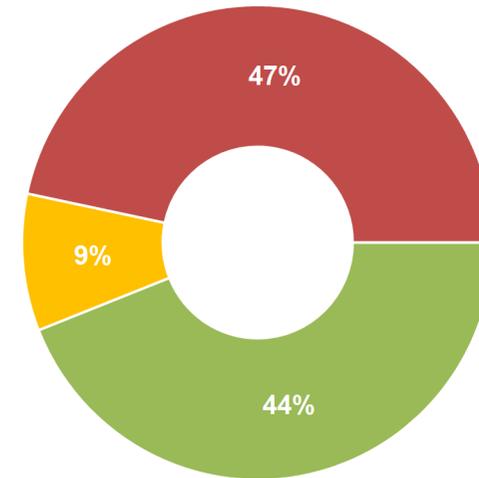
Purpose

This section is focused on understanding workplace improvement.

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

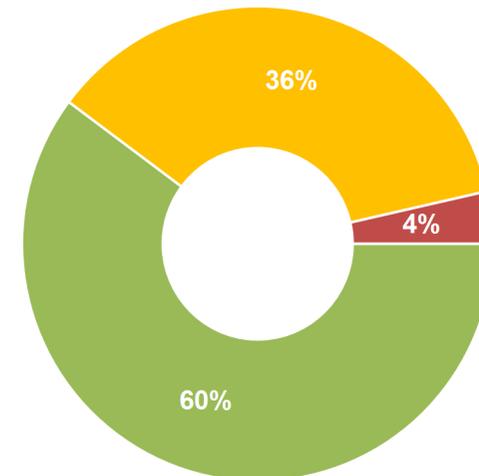
Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

| | Proportion | vs 2016 | vs Qld public sector |
|--|------------|---------|----------------------|
| Yes | 44% | +10 | +14 |
| No | 47% | -9 | -9 |
| No, but I have not worked long in my organisation | 9% | -1 | -4 |



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

| | Proportion | vs 2016 | vs Qld public sector |
|-----------------|------------|---------|----------------------|
| Positive | 60% | +6 | -2 |
| Neutral | 36% | -4 | +4 |
| Negative | 4% | -3 | -2 |



14 Agency specific questions

Purpose

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

| | Response scale (%) | | | % positive 2017 | vs 2016 |
|--|--------------------|----|----|-----------------|---------|
| DAF's Board of Management (BoM) has been more active in communicating with staff. | 57 | 33 | 10 | 57% | +11 |
| Senior Leaders in your work group have spent more time and effort to engage with staff over the past 12 months. | 46 | 35 | 18 | 46% | +2 |
| DAF has placed a higher priority on offering and promoting opportunities for further career development and training over the past 12 months | 37 | 38 | 25 | 37% | +16 |
| Work done over the past 12 months to further consolidate workplace change has meant that DAF is now functioning in a more efficient and transparent way today. | 26 | 55 | 19 | 26% | +6 |
| DAF has provided staff with opportunities to improve work life balance and care about staff's health and wellbeing. | 49 | 34 | 17 | 49% | +6 |
| My workgroup is adequately resourced to deliver quality services. | 43 | 24 | 33 | 43% | +4 |
| I have had productive conversations with my manager on my performance in the last 12 months. | 63 | 19 | 17 | 63% | +1 |
| I am trusted to undertake my work. | 89 | 8 | 3 | 89% | 0 |
| I feel valued for the work I do | 67 | 20 | 13 | 67% | 0 |
| My manager is supportive of my professional development | 71 | 21 | 9 | 71% | +2 |

15 Appendix A – Strategic priorities by demographics

Purpose

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

"Restricted" indicates a group with less than 10 respondents

| | Number of respondents | Agency engagement (% positive) | Organisational leadership (% positive) | Innovation (% positive) |
|--|-----------------------|--------------------------------|--|-------------------------|
| Department of Agriculture & Fisheries | 1,483 | 59% | 54% | 62% |
| Managerial status | | | | |
| Yes | 453 | 62% | 58% | 71% |
| No | 1,016 | 57% | 53% | 59% |
| Employment status | | | | |
| Permanent | 1,199 | 58% | 53% | 62% |
| Non-permanent | 275 | 64% | 61% | 65% |
| Full-time status | | | | |
| Full-time basis | 1,327 | 58% | 54% | 62% |
| Part-time basis | 147 | 66% | 61% | 64% |
| FTE Salary | | | | |
| Under \$50,000 | 95 | 60% | 56% | 54% |
| \$50,000 - \$69,999 | 309 | 56% | 52% | 54% |
| \$70,000 - \$89,999 | 458 | 58% | 53% | 62% |
| \$90,000 or over | 585 | 61% | 58% | 69% |
| Time in agency | | | | |
| Less than 2 years | 212 | 74% | 71% | 73% |
| 2 to less than 6 years | 244 | 53% | 55% | 59% |
| 6 to less than 10 years | 232 | 48% | 47% | 56% |
| 10 to less than 14 years | 199 | 61% | 55% | 61% |
| 14 to less than 16 years | 77 | 52% | 41% | 56% |
| 16 to less than 20 years | 136 | 62% | 54% | 62% |
| 20 years or more | 371 | 61% | 53% | 65% |

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

Purpose

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

"Restricted" indicates a group with less than 10 respondents

| | | Number of respondents | Agency engagement (% positive) | Organisational leadership (% positive) | Innovation (% positive) |
|--|--|-----------------------|--------------------------------|--|-------------------------|
| Department of Agriculture & Fisheries | | 1,483 | 59% | 54% | 62% |
| Age | 34 years or younger | 237 | 61% | 63% | 65% |
| | 35 to 44 years | 364 | 59% | 53% | 63% |
| | 45 to 54 years | 491 | 57% | 53% | 63% |
| | 55 years or older | 368 | 60% | 53% | 60% |
| Gender* | Female | 659 | 62% | 57% | 65% |
| | Male | 797 | 57% | 53% | 61% |
| | X | 11 | 18% | 9% | 4% |
| Type of work | Direct service delivery | 198 | 55% | 45% | 53% |
| | Corporate services and administrative support/clerical | 470 | 57% | 55% | 61% |
| | Other | 800 | 61% | 57% | 66% |
| Shiftwork | Yes | 30 | 64% | 61% | 61% |
| | No | 1,445 | 59% | 54% | 62% |

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

16 Appendix B – Strategic priorities and factors by item

Purpose

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

| Strategic priorities | | % positive | vs 2016 | % neutral | vs 2016 | % negative | vs 2016 |
|----------------------------------|--|------------|---------|-----------|---------|------------|---------|
| Agency engagement | | | | | | | |
| Q33a | I would recommend my organisation as a great place to work | 64% | +4 | 26% | -1 | 11% | -2 |
| Q33b | I am proud to tell others I work for my organisation | 68% | 0 | 25% | +1 | 8% | -2 |
| Q33c | I feel strong personal attachment to my organisation | 60% | +2 | 28% | 0 | 12% | -2 |
| Q33d | My organisation motivates me to help it achieve its objectives | 52% | +2 | 34% | 0 | 15% | -2 |
| Q33e | My organisation inspires me to do the best in my job | 50% | +3 | 34% | -1 | 15% | -2 |
| Organisational leadership | | | | | | | |
| Q31a | In my organisation, the leadership is of high quality | 55% | +1 | 30% | +1 | 15% | -3 |
| Q31c | Management model the behaviours expected of all employees | 51% | 0 | 33% | +1 | 16% | -1 |
| Q31d | In my organisation, the leadership operates with a high level of integrity | 61% | +3 | 27% | -3 | 12% | 0 |
| Q31f | My organisation is well managed | 50% | +3 | 33% | 0 | 17% | -3 |
| Innovation | | | | | | | |
| Q27a | I get the opportunity to develop new and better ways of doing my job | 64% | +3 | 22% | -1 | 13% | -2 |
| Q27b | I am encouraged to make suggestions about improving work processes and/or services | 71% | 0 | 19% | 0 | 11% | 0 |
| Q27c | Management is willing to act on suggestions to improve how things are done | 53% | 0 | 28% | 0 | 19% | 0 |
| Q27d | My workgroup uses research and expertise to identify better practice | 59% | +1 | 28% | -1 | 13% | 0 |
| Q27e | My workgroup always tries to improve its performance | 71% | +1 | 22% | 0 | 7% | 0 |
| Q27f | My organisation is open to new ideas | 56% | +3 | 28% | -1 | 16% | -2 |

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

Purpose

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

| Factors | | % positive | vs 2016 | % neutral | vs 2016 | % negative | vs 2016 |
|---------------------------------|--|------------|---------|-----------|---------|------------|---------|
| Job empowerment | | | | | | | |
| Q22a | I have a choice in deciding how I do my work | 75% | -2 | 16% | +2 | 8% | 0 |
| Q22b | I have the tools I need to do my job effectively | 75% | +1 | 15% | +1 | 10% | -2 |
| Q22c | I get the information I need to do my job well | 71% | +1 | 18% | -1 | 11% | 0 |
| Q22d | I have the authority necessary to do my job effectively | 72% | +2 | 16% | -2 | 11% | 0 |
| Q22e | My job gives me opportunities to utilise my skills | 78% | +2 | 13% | -1 | 9% | -1 |
| Q34b | Your ability to work on your own initiative | 83% | 0 | 11% | +1 | 6% | 0 |
| Workload and health | | | | | | | |
| Q23a | I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with overload | 27% | 0 | 39% | +1 | 34% | -1 |
| Q23b | I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with burn out | 41% | 0 | 35% | -1 | 23% | +1 |
| Q23e | My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with negative health impacts | 49% | +1 | 31% | -1 | 20% | -1 |
| Learning and development | | | | | | | |
| Q28c | In my organisation, there are opportunities for me to develop my skills and knowledge | 62% | +3 | 21% | 0 | 17% | -2 |
| Q28e | I am able to access relevant learning and development opportunities | 63% | +2 | 23% | 0 | 14% | -2 |
| Q28f | Learning and development activities I have completed in the past 12 months have helped to improve my performance | 55% | +3 | 30% | -1 | 15% | -2 |
| Q28g | I am satisfied with the opportunities available for career development | 39% | +4 | 29% | +2 | 32% | -6 |
| Q31b | My organisation is committed to developing its employees | 47% | +2 | 29% | -1 | 24% | -1 |

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

Purpose

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

| Factors | | % positive | vs 2016 | % neutral | vs 2016 | % negative | vs 2016 |
|---------------------|---|------------|---------|-----------|---------|------------|---------|
| My workgroup | | | | | | | |
| Q24a | People in my workgroup treat each other with respect | 79% | 0 | 12% | +1 | 9% | 0 |
| Q24b | I receive help and support from other people in my workgroup | 85% | -1 | 10% | +1 | 5% | 0 |
| Q24c | People in my workgroup are honest, open and transparent in their dealings | 74% | 0 | 16% | 0 | 10% | 0 |
| Q24d | People in my workgroup use their time and resources efficiently | 68% | 0 | 20% | 0 | 11% | -1 |
| Q24e | People in my workgroup treat customers with respect | 89% | -1 | 9% | +1 | 2% | -1 |
| Q24f | People in my workgroup are committed to delivering excellent service to customers | 84% | -2 | 11% | +1 | 4% | +1 |
| Q24g | People in my workgroup do their jobs effectively | 77% | 0 | 16% | +1 | 7% | -2 |
| My manager | | | | | | | |
| Q29a | My manager treats employees with dignity and respect | 82% | 0 | 10% | +1 | 8% | 0 |
| Q29b | My manager listens to what I have to say | 83% | +1 | 9% | -1 | 8% | 0 |
| Q29c | My manager keeps me informed about what's going on | 70% | 0 | 16% | 0 | 14% | 0 |
| Q29d | My manager understands my work | 77% | +1 | 14% | 0 | 9% | -1 |
| Q29e | My manager creates a shared sense of purpose | 70% | -1 | 18% | +2 | 12% | -1 |
| Q29f | My manager demonstrates honesty and integrity | 83% | +1 | 11% | +1 | 6% | -1 |
| Q29g | My manager draws the best out of me | 60% | 0 | 27% | +1 | 14% | -1 |

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

Purpose

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

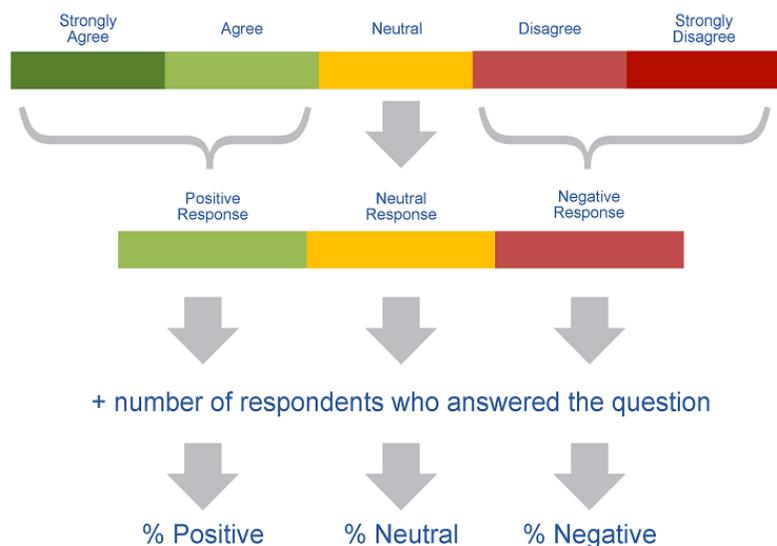
| Factors | | % positive | vs 2016 | % neutral | vs 2016 | % negative | vs 2016 |
|--------------------------------|--|------------|---------|-----------|---------|------------|---------|
| Organisational fairness | | | | | | | |
| Q25f | Performance is assessed and rewarded fairly in my workplace | 35% | +1 | 35% | +3 | 31% | -4 |
| Q25g | I am confident that poor performance will be appropriately addressed in my workplace | 36% | -1 | 29% | +2 | 35% | -1 |
| Q25h | People are treated fairly and consistently in my workplace | 56% | -1 | 22% | 0 | 21% | 0 |
| Q25i | People take responsibility for their decisions and actions in my workplace | 55% | -2 | 28% | +2 | 17% | 0 |
| Q31e | Recruitment and promotion decisions in this organisation are fair | 40% | 0 | 33% | +1 | 27% | -1 |
| Anti-discrimination | | | | | | | |
| Q32a | Age is not a barrier to success in my organisation | 63% | -5 | 24% | +2 | 13% | +4 |
| Q32b | Gender is not a barrier to success in my organisation | 68% | -4 | 19% | 0 | 13% | +4 |
| Q32c | Disability is not a barrier to success in my organisation | 53% | -4 | 40% | +3 | 8% | +1 |
| Q32d | Cultural background is not a barrier to success in my organisation | 65% | -3 | 30% | +2 | 5% | 0 |
| Q32e | Sexual orientation is not a barrier to success in my organisation | 63% | -3 | 33% | +2 | 4% | +1 |

17 Appendix C – How to interpret this report

% Positive, neutral and negative scores

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

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



Negatively Worded Questions: An example

What are negatively worded questions?

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

How are the negatively worded responses scored?

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

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

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

EXAMPLE

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

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

OR

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

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

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

How will I know if I am interpreting this correctly?

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

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

Rounding

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

Factor scores

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

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

Workplace climate index scores

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

% Change and division comparisons

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

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

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

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

Quintile

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

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

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

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

Number of respondents

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

Base size for Working for Queensland 2017

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

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

Definitions

The following definitions were used in the survey:

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

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

Your organisation

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

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

Your manager - The person you usually report to.

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

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

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

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