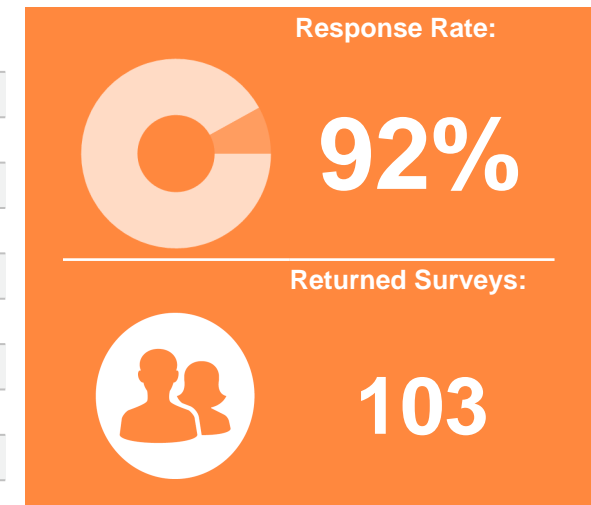


Trade and Investment Queensland

Highlight Report

Report Content

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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.

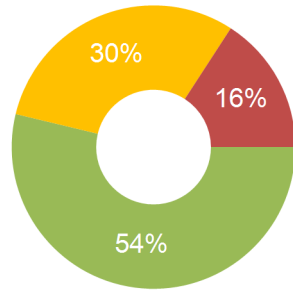


01 Driver analysis scorecard

Purpose

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

Agency Engagement



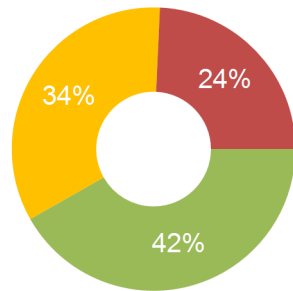
% positive change since 2016
+9

Top 3 drivers

% Positive

Driver	2016	2017
Organisational leadership	32%	42%
Organisational fairness	25%	30%
Job empowerment	61%	67%

Organisational leadership



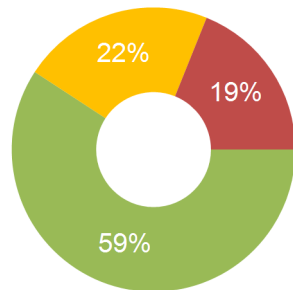
% positive change since 2016
+10

Top 3 drivers

% Positive

Driver	2016	2017
Organisational fairness	25%	30%
Innovation	52%	59%
Learning and development	34%	41%

Innovation



% positive change since 2016
+8

Top 3 drivers

% Positive

Driver	2016	2017
Learning and development	34%	41%
My manager	60%	65%
Organisational leadership	32%	42%

02 Factors

COMPARISONS: ■ At least 5 percent GREATER ■ At least 5 percent LESSRESPONSE SCALE: POSITIVE NEUTRAL NEGATIVEQUINTILES: 1 & 2 3 4 & 5

Purpose

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

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

	Response scale (%)			% positive	vs 2016	vs Qld public sector	Range of all agencies	Your agency quintile
Agency engagement*	54	30	16	54%	+9	-5	41 - 82	4
Job empowerment	67	20	13	67%	+6	-5	60 - 86	5
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	43	28	29	43%	+15	+3	29 - 68	2
Learning and development	41	31	28	41%	+8	-15	33 - 82	5
My workgroup	80	15	6	80%	0	+3	58 - 92	2
My manager	65	16	19	65%	+5	-6	57 - 84	4
Organisational leadership*	42	34	24	42%	+10	-9	29 - 85	5
Organisational fairness	30	32	38	30%	+5	-13	26 - 67	5
Anti-discrimination	58	33	9	58%	+3	-8	48 - 96	5
Innovation*	59	22	19	59%	+8	0	46 - 89	4

03 Factors by division

Purpose

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

	Trade and Investment Queensland % positive	CEO's Office, Corporate Services, P&C, Strategy Implementation, Policy, Corporate Comms and Missions	International Education and Training	International Operations (Directorate, BSMQ, Int'l Markets)	Queensland Operations and Regional Network
<i>This section shows the % positive scores for divisions within the agency</i>					
Number of respondents	103	37	11	18	28
Agency engagement*	54%	67%	40%	65%	44%
Job empowerment	67%	73%	44%	86%	61%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	43%	50%	24%	57%	41%
Learning and development	41%	47%	38%	46%	36%
My workgroup	80%	85%	61%	90%	78%
My manager	65%	75%	49%	67%	52%
Organisational leadership*	42%	57%	36%	38%	33%
Organisational fairness	30%	42%	26%	28%	19%
Anti-discrimination	58%	65%	36%	69%	58%
Innovation*	59%	67%	52%	60%	51%

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*	55	25	20	55%	+9	0	43 - 82	4
● Effectiveness and innovation*	56	24	20	56%	+4	-2	49 - 77	4
● People and relationships	79	15	6	79%	+1	+3	56 - 92	3
● Fairness and trust*	52	28	20	52%	+8	-7	46 - 78	5
● Performance and development	46	28	27	46%	+3	-10	41 - 74	5
● Leadership and engagement	56	25	19	56%	+8	-6	49 - 81	5
● My job	77	13	10	77%	+7	-1	58 - 89	4

* 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.

	Trade and Investment Queensland % positive	CEO's Office, Corporate Services, P&C, Strategy Implementation, Policy, Corporate Comms and Missions	International Education and Training	International Operations (Directorate, BSMC, Int'l Markets)	Queensland Operations and Regional Network
<i>This section shows the % positive scores for divisions within the agency</i>					
Number of respondents	103	37	11	18	28
● Safety, health and wellness*	55%	62%	40%	68%	48%
● Effectiveness and innovation*	56%	63%	52%	62%	44%
● People and relationships	79%	86%	64%	87%	76%
● Fairness and trust*	52%	61%	38%	54%	45%
● Performance and development	46%	47%	41%	54%	43%
● Leadership and engagement	56%	68%	43%	60%	45%
● My job	77%	79%	54%	94%	79%

* 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	28	31	42	28%	+12	-4
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	52	21	27	52%	+23	+9
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	50	32	19	50%	+12	+4
Q23f	My work contributes positively to my quality of life*	47	33	20	47%	-	+3
Q24h	People in my workgroup are committed to workplace safety	83	16	1	83%	+5	+1
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	75	16	9	75%	-	+8
Q25b	My workplace culture supports people to achieve a good work/life balance	62	22	16	62%	+17	0
Q25c	There is adequate focus on workplace safety at my workplace	77	17	6	77%	+13	-1

* 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*	41	27	33	41%	-	-8
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	52	28	20	52%	-	+1
Q31h	The wellbeing of employees is a priority for my organisation*	48	32	20	48%	-	-1
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>	35	35	31	35%	-	-6
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	66	16	18	66%	+17	+2
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	51	31	19	51%	-	-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		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q22b	I have the tools I need to do my job effectively	62	18	20	62%	+7	-8
Q22c	I get the information I need to do my job well	54	30	16	54%	+1	-13
Q22d	I have the authority necessary to do my job effectively	61	28	11	61%	+8	-8
Q23c	I feel my job is secure	46	28	27	46%	+12	-12
Q23d	There is too much 'red tape' in my work (e.g. Regulatory or administrative processes) <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	29	38	34	29%	+5	+10
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	65	27	8	65%	-	0
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	27	35	38	27%	-5	+8
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>	36	21	43	36%	+1	-10
Q26a	My workplace has undergone significant change in the past 12 months	74	21	5	74%	-2	+22

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● 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	60	17	23	60%	+8	+3
Q27b	I am encouraged to make suggestions about improving work processes and/or services	70	13	17	70%	+9	+2
Q27c	Management is willing to act on suggestions to improve how things are done	52	24	24	52%	+10	-1
Q27d	My workgroup uses research and expertise to identify better practice	50	27	23	50%	+7	-5
Q27e	My workgroup always tries to improve its performance	69	22	9	69%	-3	-1
Q27f	My organisation is open to new ideas	55	28	17	55%	+15	0
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	74	11	15	74%	+1	+5
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	64	16	20	64%	-21	-14
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	60	31	8	60%	-1	-4

06 Workplace climate by item (cont.)

Purpose

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

● People and relationships		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q24a	People in my workgroup treat each other with respect	82	14	4	82%	+3	+8
Q24b	I receive help and support from other people in my workgroup	85	11	4	85%	+5	+2
Q24c	People in my workgroup are honest, open and transparent in their dealings	70	22	8	70%	-3	+3
Q24d	People in my workgroup use their time and resources efficiently	65	21	13	65%	+3	+1
Q24e	People in my workgroup treat customers with respect	94	5	1	94%	+1	+8
Q24f	People in my workgroup are committed to delivering excellent service to customers	88	11	1	88%	-3	+5
Q24g	People in my workgroup do their jobs effectively	73	18	9	73%	-2	-2
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	75	15	10	75%	+2	-4

06 Workplace climate by item (cont.)

Purpose

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

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	81	10	9	81%	+8	+8
Q25f	Performance is assessed and rewarded fairly in my workplace	23	35	42	23%	-1	-13
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	24	30	46	24%	+7	-14
Q25h	People are treated fairly and consistently in my workplace	43	23	33	43%	+14	-8
Q25i	People take responsibility for their decisions and actions in my workplace	37	33	29	37%	+6	-14
Q25j	I am able to speak up and share a different view to my colleagues and manager*	74	13	13	74%	-	+3
Q30a	My senior manager demonstrates honesty and integrity	70	20	10	70%	+15	0
Q31e	Recruitment and promotion decisions in this organisation are fair	23	40	38	23%	-2	-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.

● 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	53	31	16	53%	-	0
Q32a	Age is not a barrier to success in my organisation	60	29	10	60%	+6	-5
Q32b	Gender is not a barrier to success in my organisation	66	22	13	66%	+11	-4
Q32c	Disability is not a barrier to success in my organisation	43	51	6	43%	-5	-14
Q32d	Cultural background is not a barrier to success in my organisation	66	21	14	66%	+6	-4
Q32e	Sexual orientation is not a barrier to success in my organisation	55	42	3	55%	-2	-15
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	45	23	32	45%	+8	-9
Q32g	Women and men have equal access to work experiences that support career progression*	62	29	8	62%	-	-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.

		Performance and development			Response scale (%)	% positive	vs 2016	vs Qld public sector
Q28a	I receive useful feedback on my performance	59	21	20	59%	-1	+2	
Q28b	My performance is assessed against clear criteria	48	28	23	48%	-2	-2	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	54	23	23	54%	+17	-9	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	28	37	36	28%	+2	-13	
Q28e	I am able to access relevant learning and development opportunities	43	36	21	43%	+3	-19	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	38	42	20	38%	-8	-21	
Q28g	I am satisfied with the opportunities available for career development	35	22	43	35%	+12	-10	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	45	25	29	45%	-16	-10	
Q28i	I develop new knowledge and skills through undertaking tasks at work	67	14	19	67%	+6	-5	
Q31b	My organisation is committed to developing its employees	37	34	29	37%	+12	-15	

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	75	14	11	75%	+11	-3
Q29b	My manager listens to what I have to say	72	13	15	72%	+6	-5
Q29c	My manager keeps me informed about what's going on	58	19	23	58%	0	-9
Q29d	My manager understands my work	67	14	19	67%	+7	-6
Q29e	My manager creates a shared sense of purpose	58	16	26	58%	0	-10
Q29f	My manager demonstrates honesty and integrity	72	14	14	72%	+11	-4
Q29g	My manager draws the best out of me	52	25	23	52%	0	-6
Q31a	In my organisation, the leadership is of high quality	43	28	28	43%	+9	-10

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	38	38	25	38%	+5	-12
Q31d	In my organisation, the leadership operates with a high level of integrity	46	34	20	46%	+13	-8
Q31f	My organisation is well managed	40	36	24	40%	+13	-7
Q33a	I would recommend my organisation as a great place to work	49	32	19	49%	+13	-12
Q33b	I am proud to tell others I work for my organisation	65	28	7	65%	+12	-3
Q33c	I feel strong personal attachment to my organisation	56	30	14	56%	+12	-3
Q33d	My organisation motivates me to help it achieve its objectives	52	27	21	52%	+6	-1
Q33e	My organisation inspires me to do the best in my job	47	34	19	47%	+3	-6

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	86	6	8	86%	+10	-4
Q21b	I understand how my work contributes to my organisation's objectives	91	5	4	91%	+10	0
Q22a	I have a choice in deciding how I do my work	77	15	8	77%	+12	+10
Q22e	My job gives me opportunities to utilise my skills	72	17	11	72%	+5	-3
Q22f	I enjoy the work in my current job	77	14	9	77%	+8	+1
Q22g	My job gives me a feeling of personal accomplishment	70	15	15	70%	+4	+1
Q34a	The degree to which your work is interesting/challenging <i>% positive indicates those who responded with "very satisfied" or "satisfied"</i>	71	19	10	71%	-1	-4
Q34b	Your ability to work on your own initiative <i>% positive indicates those who responded with "very satisfied" or "satisfied"</i>	72	12	15	72%	+1	-8
Q35	All things considered, how satisfied are you with your current job? <i>% positive indicates those who responded with "very satisfied" or "satisfied"</i>	74	13	13	74%	+14	+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
I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with burn out	Safety, health and wellness	52%	+23
My workplace culture supports people to achieve a good work/life balance	Safety, health and wellness	62%	+17
Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	Safety, health and wellness	66%	+17
In my organisation, there are opportunities for me to develop my skills and knowledge	Performance and development	54%	+17
My senior manager demonstrates honesty and integrity	Fairness and trust	70%	+15

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	64%	-21
I have had productive conversations with my manager on my performance in the past 12 months	Performance and development	45%	-16
Learning and development activities I have completed in the past 12 months have helped to improve my performance	Performance and development	38%	-8
Approval processes at my workplace are excessive % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with approval processes	Effectiveness and innovation	27%	-5
Disability is not a barrier to success in my organisation	Fairness and trust	43%	-5

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
Encourages a strong customer and stakeholder focus	34%	+8
Responds confidently when faced with uncertainty	34%	+9
Implements improved ways of doing things	32%	+12
Upholds ethical standards and principles	32%	0
Describes how their team's work aligns to organisational objectives	29%	+12
Builds effective working relationships with others	27%	-2
Demonstrates sound judgment	22%	-5
Empowers their team to perform at their best	22%	-9
Delegates work effectively and monitors performance	20%	-4
Supports their team to adapt to change	20%	-8
Actively seeks feedback for personal development	12%	+5
Applies sound business management skills	12%	-2
Takes responsibility for team development	5%	-11
Builds effective working relationships with others	52%	+13
Responds confidently when faced with uncertainty	34%	+8
Demonstrates sound judgment	27%	-2
Encourages a strong customer and stakeholder focus	27%	+9
Applies sound business management skills	25%	+11
Empowers their team to perform at their best	25%	-10
Actively seeks feedback for personal development	18%	-3
Delegates work effectively and monitors performance	18%	0
Implements improved ways of doing things	18%	-7
Upholds ethical standards and principles	18%	-9
Describes how their team's work aligns to organisational objectives	14%	+5
Takes responsibility for team development	14%	-5
Supports their team to adapt to change	9%	-10

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

Proportion vs Qld public sector

DEMONSTRATED

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

	Proportion	vs Qld public sector
Encourages a strong customer and stakeholder focus	41%	+13
Upholds ethical standards and principles	36%	+5
Describes how their team's work aligns to organisational objectives	34%	+15
Demonstrates sound judgment	32%	+2
Applies sound business management skills	23%	+5
Empowers their team to perform at their best	23%	-4
Implements improved ways of doing things	23%	+3
Supports their team to adapt to change	23%	-3
Responds confidently when faced with uncertainty	18%	-7
Delegates work effectively and monitors performance	16%	-7
Builds effective working relationships with others	14%	-15
Takes responsibility for team development	9%	-8
Actively seeks feedback for personal development	5%	-2

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
Takes responsibility for team development	45%	+15
Delegates work effectively and monitors performance	41%	+11
Builds effective working relationships with others	36%	+12
Implements improved ways of doing things	27%	-4
Supports their team to adapt to change	25%	-1
Responds confidently when faced with uncertainty	23%	+4
Actively seeks feedback for personal development	20%	-10
Empowers their team to perform at their best	20%	-15
Describes how their team's work aligns to organisational objectives	18%	-2
Demonstrates sound judgment	16%	+2
Applies sound business management skills	9%	-4
Encourages a strong customer and stakeholder focus	9%	-2
Upholds ethical standards and principles	9%	-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
Encourages innovative ideas and solutions	44%	+18
Empowers individuals and teams to build capability	38%	+10
Encourages collaboration and inclusion across workgroups	31%	+3
Takes a 'big picture' view of issues or problems	31%	-4
Leads change and culture initiatives	25%	+10
Manages ambiguity and politics effectively	25%	+8
Builds effective networks across the organisation and sector	19%	-2
Demonstrates sound business acumen	19%	+3
Motivates others to perform at their best	19%	-1
Demonstrates sound judgment	13%	-16
Manages and prioritises resources to achieve the best outcomes	13%	-19
Takes responsibility for upholding ethical standards and principles	13%	-12
Actively seeks feedback for personal development	0%	-7

	Proportion	vs Qld public sector
Empowers individuals and teams to build capability	53%	+21
Encourages innovative ideas and solutions	32%	+11
Manages and prioritises resources to achieve the best outcomes	32%	-4
Builds effective networks across the organisation and sector	26%	+6
Demonstrates sound judgment	26%	-1
Leads change and culture initiatives	26%	+4
Demonstrates sound business acumen	21%	+11
Motivates others to perform at their best	21%	-15
Takes a 'big picture' view of issues or problems	21%	-6
Takes responsibility for upholding ethical standards and principles	16%	-5
Actively seeks feedback for personal development	11%	-7
Manages ambiguity and politics effectively	11%	-3
Encourages collaboration and inclusion across workgroups	5%	-11

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	38%	+7
Manages ambiguity and politics effectively	38%	+19
Takes a 'big picture' view of issues or problems	38%	+3
Encourages collaboration and inclusion across workgroups	31%	+4
Manages and prioritises resources to achieve the best outcomes	31%	-2
Builds effective networks across the organisation and sector	25%	+1
Motivates others to perform at their best	19%	-1
Takes responsibility for upholding ethical standards and principles	19%	-4
Demonstrates sound business acumen	13%	-5
Empowers individuals and teams to build capability	13%	-11
Encourages innovative ideas and solutions	13%	-11
Leads change and culture initiatives	13%	-3
Actively seeks feedback for personal development	0%	-7
Empowers individuals and teams to build capability	35%	+1
Motivates others to perform at their best	35%	+2
Demonstrates sound business acumen	29%	+20
Encourages collaboration and inclusion across workgroups	29%	+6
Takes a 'big picture' view of issues or problems	29%	+11
Actively seeks feedback for personal development	24%	-5
Builds effective networks across the organisation and sector	24%	+7
Encourages innovative ideas and solutions	24%	-3
Leads change and culture initiatives	24%	-2
Demonstrates sound judgment	18%	+4
Manages and prioritises resources to achieve the best outcomes	18%	-8
Manages ambiguity and politics effectively	12%	-15
Takes responsibility for upholding ethical standards and principles	0%	-14

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
Models high levels of ethical and professional behaviour	48%	+9
Navigates complex issues, politics and ambiguous situations effectively	48%	+11
Builds strong relationships that influence organisational and sector outcomes	35%	+7
Creates a culture of continuous improvement	26%	+3
Seeks feedback to strengthen leadership approach	22%	+9
Stands behind their decisions in the face of adversity	22%	-7
Demonstrates commercial acumen in managing corporate risk	17%	+4
Is compelling when communicating the organisational strategy	17%	+3
Leads change with agility	17%	+4
Directs and prioritises resources to achieve the best outcomes	13%	-16
Inspires others to perform at their best	13%	-9
Adopts a system-wide view of issues to inform action	9%	-12
Nurtures a learning and development culture	4%	-11
Builds strong relationships that influence organisational and sector outcomes	46%	+10
Models high levels of ethical and professional behaviour	38%	-1
Directs and prioritises resources to achieve the best outcomes	29%	+4
Inspires others to perform at their best	29%	-13
Navigates complex issues, politics and ambiguous situations effectively	29%	-1
Creates a culture of continuous improvement	25%	0
Demonstrates commercial acumen in managing corporate risk	25%	+18
Seeks feedback to strengthen leadership approach	25%	+5
Leads change with agility	17%	-5
Adopts a system-wide view of issues to inform action	13%	0
Stands behind their decisions in the face of adversity	13%	-2
Is compelling when communicating the organisational strategy	8%	-5
Nurtures a learning and development culture	4%	-10

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

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED

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

NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Models high levels of ethical and professional behaviour	46%	+10
Navigates complex issues, politics and ambiguous situations effectively	46%	+10
Builds strong relationships that influence organisational and sector outcomes	38%	+10
Leads change with agility	33%	+19
Creates a culture of continuous improvement	25%	+3
Stands behind their decisions in the face of adversity	25%	-2
Is compelling when communicating the organisational strategy	17%	0
Nurtures a learning and development culture	17%	+2
Directs and prioritises resources to achieve the best outcomes	13%	-18
Inspires others to perform at their best	13%	-8
Seeks feedback to strengthen leadership approach	13%	-1
Adopts a system-wide view of issues to inform action	4%	-18
Demonstrates commercial acumen in managing corporate risk	4%	-11
Directs and prioritises resources to achieve the best outcomes	61%	+34
Builds strong relationships that influence organisational and sector outcomes	30%	+9
Stands behind their decisions in the face of adversity	30%	+12
Creates a culture of continuous improvement	26%	0
Navigates complex issues, politics and ambiguous situations effectively	26%	+9
Seeks feedback to strengthen leadership approach	26%	-9
Models high levels of ethical and professional behaviour	17%	-1
Nurtures a learning and development culture	17%	-9
Inspires others to perform at their best	13%	-24
Adopts a system-wide view of issues to inform action	9%	-9
Demonstrates commercial acumen in managing corporate risk	9%	-1
Is compelling when communicating the organisational strategy	9%	-12
Leads change with agility	9%	-13

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	47%	-14	+3
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	53%	+14	-3
Flexible work hours for example accumulated hours as 'flexitime'*	47%	-	+17
None of the above	47%	-14	+3
Flexible work hours for example start late or early to meet responsibilities external to work*	19%	-	+7
Telecommuting	6%	-4	+2
Leave at half pay	4%	0	0
Part time work	4%	-2	-13
Casual/on call	0%	0	-3
Compressed work hours	0%	-1	-2
Hot desks	0%	-1	-3
Job sharing	0%	-2	-2
Other, please specify	0%	-4	-2
Part-year work/annualised hours	0%	0	0
Purchased leave/extended leave/deferred salary schemes	0%	-1	-1
Term-time working	0%	0	0

* New in 2017, no trend

09 Flexible work options (cont.)

Purpose

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

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

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

	Proportion	vs 2016	vs Qld public sector
Yes, I requested flexibility	25%	-5	+5
No, I have not made a request but I am content with my current arrangements	57%	+3	-12
No, I have not made a request but I am not content with my current arrangements	18%	+2	+6

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	58%	-8
Partially granted	21%	+7
Declined – no reason given	8%	+1
Declined – reason provided	13%	+5
I have not received a reply as yet	0%	-5

* 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	39%	-1	+9
I don't feel confident in my manager's ability to manage staff working flexibly	39%	+26	+27
I didn't feel confident presenting my case or negotiating arrangements with my manager	33%	+13	+11
I feel flexibility is not possible in my current job	28%	+1	-2
I felt it would limit my career	22%	+9	+3
I was concerned that it may negatively impact my team	22%	+9	+3
I didn't feel I had the right to	6%	-8	-11
I feel the technology I currently have access to does not support flexible working	6%	-8	0
I felt it would limit my access to training and development	6%	-1	-1
None of the Above*	6%	-	-18

* New in 2017, no trend

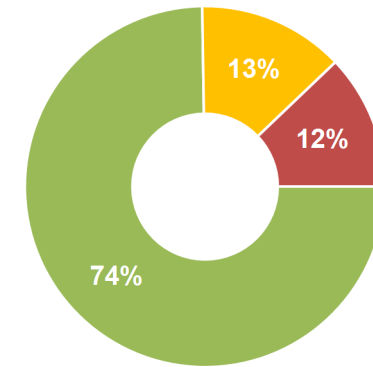
10 Domestic and family violence

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	74%	+2	-1
No	12%	-3	0
Don't know	13%	0	+1



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	92%	+14	+6
No	8%	-9	0
Don't Know	0%	-4	-6

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	68%	-2	-4
No	14%	-1	0
Don't Know	18%	+2	+4

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	80%	+2	-2
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	80%	+6	-2
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	88%	+11	+7

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	42%	-5	-29
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	49%	0	-22

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	16%	0	Yes	6%	-1
No	80%	0	No	83%	-5
Don't Know	0%	-2	Don't Know	8%	+6
Prefer not to say	4%	+1	Prefer not to say	3%	0

* New in 2017, no trend

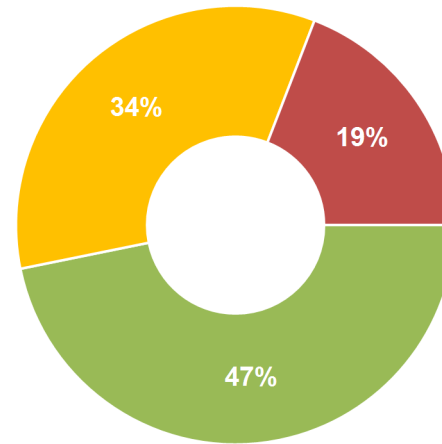
* New in 2017, no trend

11 Intention to leave your organisation

Purpose

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

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



47%

% positive change since 2016

+12

vs Qld public sector

-20

of employees agreed with the statement:

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

Reasons for leaving	Proportion	vs Qld public sector
Career or job opportunities	57%	+5
Pay and conditions	37%	+10
Professional/personal development	35%	-1
Your relationship with your manager	35%	+12
The workplace culture	31%	-9
Stress/Health	27%	-6
Balancing work and life commitments	24%	+2
Contract expiring	22%	+10
Job security	22%	+4
The location of your workplace or the time spent commuting	16%	-1
Fit between work and your interests	12%	+1
Other (please specify)	10%	0
Work hours	10%	-4
Your relationship with your colleagues	8%	-3
Family/carer responsibilities	4%	-9
Retirement	2%	-6
Travel plans	0%	-7

12 Bullying and sexual harassment

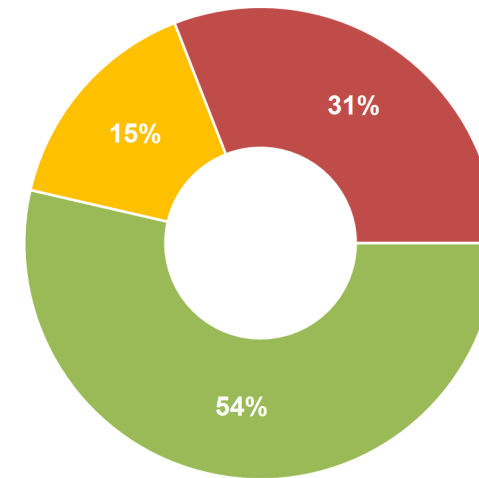
Purpose

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

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

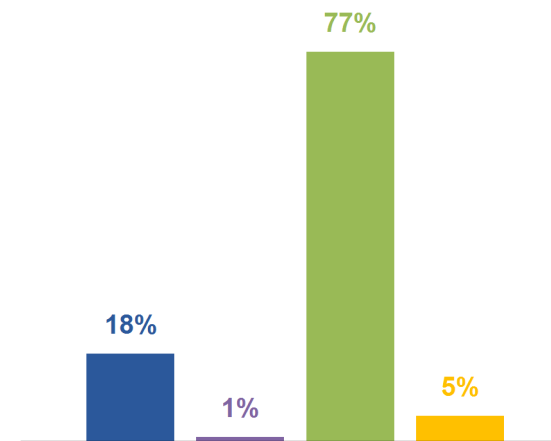
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
Yes	31%	-4	+3
No	54%	-2	-13
Don't know	15%	+6	+10



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	18%	-1	+1
Sexual Harassment	1%	+1	0
No	77%	+4	-1
Don't Know	5%	-3	+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.

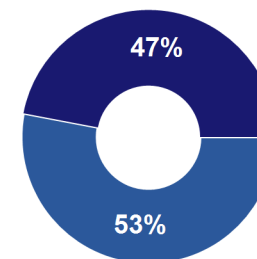
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	47%	+19	+4
Your immediate manager/supervisor	41%	-14	+7
A senior manager	35%	-4	+4
A client/customer	12%	+12	+5
A consultant/service provider	6%	+6	+4
A group of fellow workers	6%	0	-8
Prefer not to specify	6%	-5	-3
A member of the public	0%	-6	-5
A representative of another agency	0%	-6	-2
A worker that reports to you	0%	0	-5
Other	0%	0	-2

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Inappropriate and unfair application of work policies or rules	53%	+3	+11
Verbal abuse	53%	+3	-5
Other	29%	+18	+3
Physical behaviour (e.g. assault or aggressive body language)	12%	-5	+1
Cyber bullying	6%	+6	0
'Initiations' or pranks	0%	0	-7
Interference with your personal property or work equipment	0%	0	-8

Did you report the BULLYING?

No



Yes

Why did you not report the BULLYING?

Proportion vs 2016 vs Qld public sector

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

13 Your view

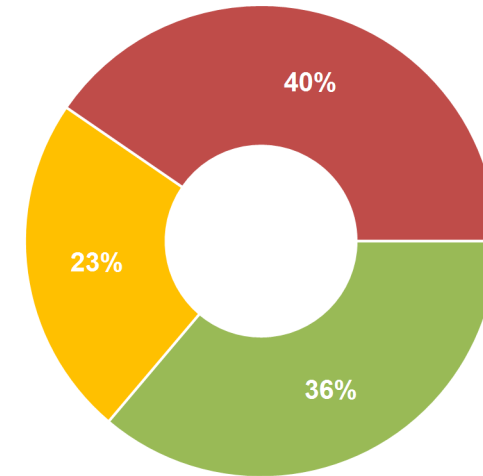
Purpose

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.

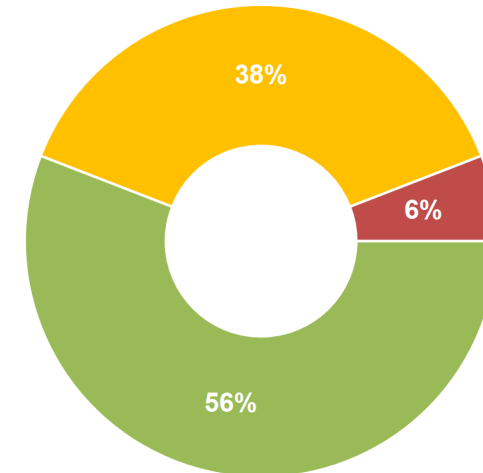
Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Yes	36%	-18	+6
No	40%	+4	-16
No, but I have not worked long in my organisation	23%	+14	+10



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	56%	+14	-6
Neutral	38%	-2	+6
Negative	6%	-13	0



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
Bullying is not tolerated in my workplace	59	23	18	59%	+13
In the past 12 months, I have received feedback on my performance as part of a scheduled performance conversation	57	22	21	57%	-24
My manager is supportive of my professional development	59	24	17	59%	-11
I feel satisfied with TIQ's management of Workplace Health and Safety	67	28	5	67%	+16
I feel satisfied that TIQ's Workplace Health and Safety procedures have improved in the past 12 months	57	38	4	57%	-
The availability of training and development opportunities has improved in the past 12 months	32	40	28	32%	+5
I feel satisfied that TIQ have better policies and procedures in place compared with this time last year	46	43	11	46%	-
In the last 12 months there have been new ways for me to utilise my skills and knowledge at TIQ	43	37	20	43%	-
The Advancing Trade and Investment: Queensland Trade and Investment Strategy 2017-2022 sets a clear vision for TIQ	65	17	18	65%	-

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)
Trade and Investment Queensland	103	54%	42%	59%
Managerial status				
Yes	25	65%	59%	67%
No	76	50%	36%	57%
Employment status				
Permanent	64	49%	33%	51%
Non-permanent	36	63%	58%	75%
Full-time status				
Full-time basis	97	55%	44%	59%
Part-time basis	2	Restricted	Restricted	Restricted
FTE Salary				
Under \$50,000	1	Restricted	Restricted	Restricted
\$50,000 - \$69,999	4	Restricted	Restricted	Restricted
\$70,000 - \$89,999	31	61%	48%	61%
\$90,000 or over	62	49%	39%	58%
Time in agency				
Less than 2 years	39	74%	68%	76%
2 to less than 6 years	19	42%	26%	51%
6 to less than 10 years	22	34%	27%	54%
10 to less than 14 years	9	Restricted	Restricted	Restricted
14 to less than 16 years	7	Restricted	Restricted	Restricted
16 to less than 20 years	3	Restricted	Restricted	Restricted
20 years or more	3	Restricted	Restricted	Restricted

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).

		Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
		<i>"Restricted" indicates a group with less than 10 respondents</i>			
Trade and Investment Queensland		103	54%	42%	59%
Age	34 years or younger	14	52%	54%	65%
	35 to 44 years	31	64%	48%	76%
	45 to 54 years	33	53%	45%	55%
	55 years or older	17	41%	21%	43%
Gender*	Female	61	51%	42%	57%
	Male	37	58%	42%	62%
	X	1	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
Type of work	Direct service delivery	31	37%	28%	54%
	Corporate services and administrative support/clerical	37	64%	51%	60%
	Other	33	58%	45%	63%
Shiftwork	Yes	0	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
	No	103	54%	42%	59%

*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 workshoping.

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	49%	+13	32%	+6	19%	-19
Q33b	I am proud to tell others I work for my organisation	65%	+12	28%	+5	7%	-16
Q33c	I feel strong personal attachment to my organisation	56%	+12	30%	+3	14%	-15
Q33d	My organisation motivates me to help it achieve its objectives	52%	+6	27%	+8	21%	-14
Q33e	My organisation inspires me to do the best in my job	47%	+3	34%	+13	19%	-16
Organisational leadership							
Q31a	In my organisation, the leadership is of high quality	43%	+9	28%	+7	28%	-15
Q31c	Management model the behaviours expected of all employees	38%	+5	38%	+10	25%	-15
Q31d	In my organisation, the leadership operates with a high level of integrity	46%	+13	34%	+3	20%	-16
Q31f	My organisation is well managed	40%	+13	36%	+7	24%	-20
Innovation							
Q27a	I get the opportunity to develop new and better ways of doing my job	60%	+8	17%	+1	23%	-9
Q27b	I am encouraged to make suggestions about improving work processes and/or services	70%	+9	13%	-1	17%	-7
Q27c	Management is willing to act on suggestions to improve how things are done	52%	+10	24%	+2	24%	-12
Q27d	My workgroup uses research and expertise to identify better practice	50%	+7	27%	-1	23%	-6
Q27e	My workgroup always tries to improve its performance	69%	-3	22%	+6	9%	-4
Q27f	My organisation is open to new ideas	55%	+15	28%	-1	17%	-14

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	77%	+12	15%	-2	8%	-11
Q22b	I have the tools I need to do my job effectively	62%	+7	18%	+4	20%	-11
Q22c	I get the information I need to do my job well	54%	+1	30%	+11	16%	-12
Q22d	I have the authority necessary to do my job effectively	61%	+8	28%	+8	11%	-16
Q22e	My job gives me opportunities to utilise my skills	72%	+5	17%	+7	11%	-12
Q34b	Your ability to work on your own initiative	72%	+1	12%	+1	15%	-3
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	28%	+12	31%	+8	42%	-19
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	52%	+23	21%	-3	27%	-21
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	50%	+12	32%	+10	19%	-21
Learning and development							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	54%	+17	23%	0	23%	-17
Q28e	I am able to access relevant learning and development opportunities	43%	+3	36%	+9	21%	-12
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	38%	-8	42%	+19	20%	-10
Q28g	I am satisfied with the opportunities available for career development	35%	+12	22%	-4	43%	-8
Q31b	My organisation is committed to developing its employees	37%	+12	34%	-3	29%	-10

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	82%	+3	14%	0	4%	-3
Q24b	I receive help and support from other people in my workgroup	85%	+5	11%	+1	4%	-6
Q24c	People in my workgroup are honest, open and transparent in their dealings	70%	-3	22%	+6	8%	-4
Q24d	People in my workgroup use their time and resources efficiently	65%	+3	21%	-1	13%	-2
Q24e	People in my workgroup treat customers with respect	94%	+1	5%	0	1%	-1
Q24f	People in my workgroup are committed to delivering excellent service to customers	88%	-3	11%	+5	1%	-2
Q24g	People in my workgroup do their jobs effectively	73%	-2	18%	0	9%	+2
My manager							
Q29a	My manager treats employees with dignity and respect	75%	+11	14%	-2	11%	-9
Q29b	My manager listens to what I have to say	72%	+6	13%	-1	15%	-6
Q29c	My manager keeps me informed about what's going on	58%	0	19%	+7	23%	-7
Q29d	My manager understands my work	67%	+7	14%	+2	19%	-9
Q29e	My manager creates a shared sense of purpose	58%	0	16%	+1	26%	-1
Q29f	My manager demonstrates honesty and integrity	72%	+11	14%	-4	14%	-7
Q29g	My manager draws the best out of me	52%	0	25%	+10	23%	-9

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.

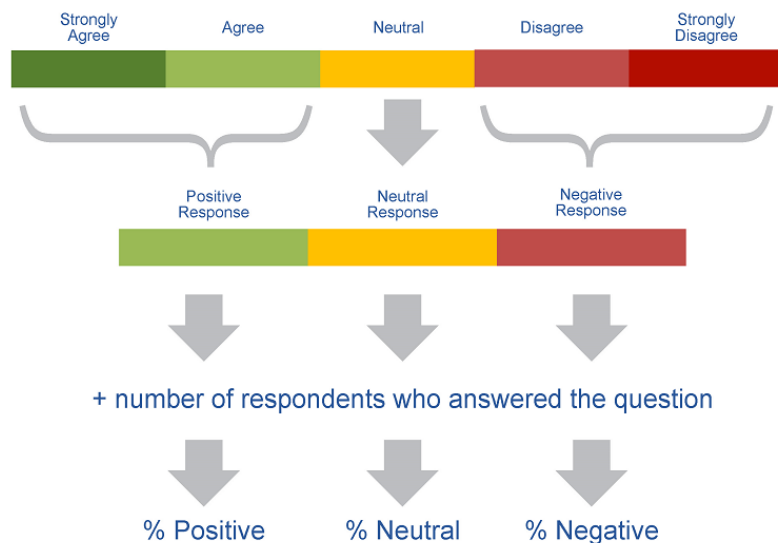
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Organisational fairness							
Q25f	Performance is assessed and rewarded fairly in my workplace	23%	-1	35%	+5	42%	-4
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	24%	+7	30%	+5	46%	-12
Q25h	People are treated fairly and consistently in my workplace	43%	+14	23%	-4	33%	-10
Q25i	People take responsibility for their decisions and actions in my workplace	37%	+6	33%	-1	29%	-5
Q31e	Recruitment and promotion decisions in this organisation are fair	23%	-2	40%	+14	38%	-13
Anti-discrimination							
Q32a	Age is not a barrier to success in my organisation	60%	+6	29%	-1	10%	-5
Q32b	Gender is not a barrier to success in my organisation	66%	+11	22%	-16	13%	+5
Q32c	Disability is not a barrier to success in my organisation	43%	-5	51%	+2	6%	+3
Q32d	Cultural background is not a barrier to success in my organisation	66%	+6	21%	-11	14%	+5
Q32e	Sexual orientation is not a barrier to success in my organisation	55%	-2	42%	+2	3%	0

17 Appendix C – How to interpret this report

% Positive, neutral and negative scores

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

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



Negatively Worded Questions: An example

What are negatively worded questions?

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

How are the negatively worded responses scored?

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

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

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

EXAMPLE

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

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

OR

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

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

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

How will I know if I am interpreting this correctly?

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

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

Rounding

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

Factor scores

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

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

Workplace climate index scores

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

% Change and division comparisons

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

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

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

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

Quintile

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

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

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

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

Number of respondents

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

Base size for Working for Queensland 2017

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

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

Definitions

The following definitions were used in the survey:

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

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

Your organisation

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

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

Your manager - The person you usually report to.

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

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

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

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