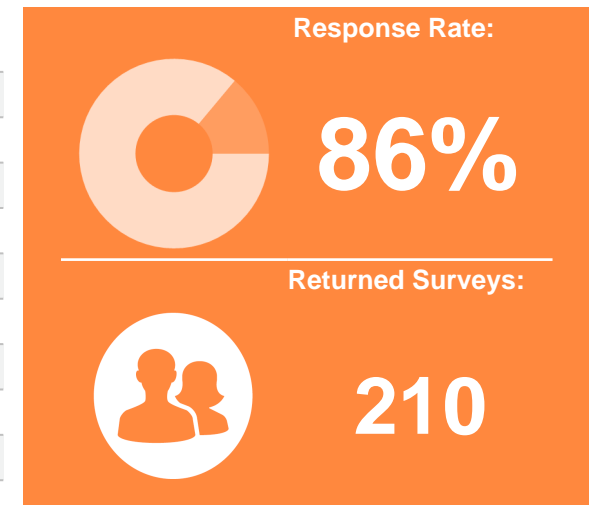


Residential Tenancies Authority

Highlight Report

Report Content

Reporting Framework	
STRATEGIC PRIORITIES	01 Driver analysis scorecard
	02 Factors
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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.

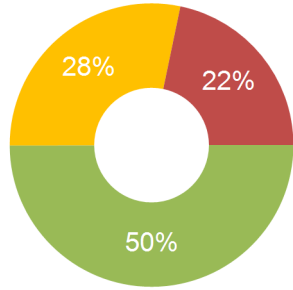


01 Driver analysis scorecard

Purpose

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

Agency engagement



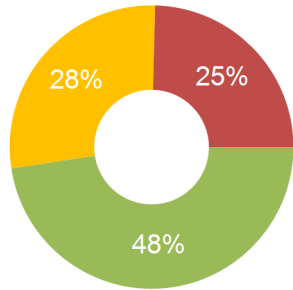
% positive change since 2016
-10

Top 3 drivers

% Positive

Organisational leadership	2016	<div style="width: 49%;"></div> 49%
	2017	<div style="width: 48%;"></div> 48%
Job empowerment	2016	<div style="width: 75%;"></div> 75%
	2017	<div style="width: 63%;"></div> 63%
Workload and health	2016	<div style="width: 44%;"></div> 44%
	2017	<div style="width: 45%;"></div> 45%

Organisational Leadership



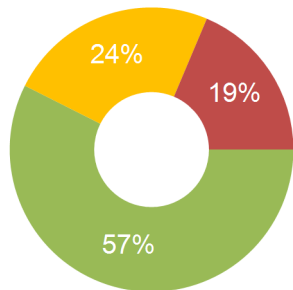
% positive change since 2016
-2

Top 3 drivers

% Positive

Organisational fairness	2016	<div style="width: 45%;"></div> 45%
	2017	<div style="width: 38%;"></div> 38%
Learning and development	2016	<div style="width: 53%;"></div> 53%
	2017	<div style="width: 51%;"></div> 51%
My manager	2016	<div style="width: 74%;"></div> 74%
	2017	<div style="width: 74%;"></div> 74%

Innovation



% positive change since 2016
-9

Top 3 drivers

% Positive

Job empowerment	2016	<div style="width: 75%;"></div> 75%
	2017	<div style="width: 63%;"></div> 63%
Learning and development	2016	<div style="width: 53%;"></div> 53%
	2017	<div style="width: 51%;"></div> 51%
Anti-discrimination	2016	<div style="width: 72%;"></div> 72%
	2017	<div style="width: 68%;"></div> 68%

02 Factors

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

Purpose

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

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

	Response scale (%)			% positive	vs 2016	vs Qld public sector	Range of all agencies	Your agency quintile
Agency engagement*	50	28	22	50%	-10	-9	41 - 82	5
Job empowerment	63	18	19	63%	-12	-9	60 - 86	5
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	45	31	24	45%	+1	+5	29 - 68	2
Learning and development	51	26	23	51%	-2	-5	33 - 82	4
My workgroup	77	13	10	77%	-3	+1	58 - 92	3
My manager	74	16	11	74%	0	+3	57 - 84	3
Organisational leadership*	48	28	25	48%	-2	-3	29 - 85	4
Organisational fairness	38	29	33	38%	-7	-5	26 - 67	4
Anti-discrimination	68	24	8	68%	-4	+2	48 - 96	3
Innovation*	57	24	19	57%	-9	-2	46 - 89	4

03 Factors by division

Purpose

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

	Residential Tenancies Authority % positive	Corporate Support Services	Digital Business Centre	Policy and Stakeholder Engagement	Service Delivery
<i>This section shows the % positive scores for divisions within the agency</i>					
Number of respondents	210	66	26	14	97
Agency engagement*	50%	53%	55%	50%	49%
Job empowerment	63%	63%	74%	76%	59%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	45%	48%	49%	36%	43%
Learning and development	51%	47%	62%	63%	50%
My workgroup	77%	77%	83%	81%	77%
My manager	74%	76%	74%	65%	75%
Organisational leadership*	48%	51%	51%	36%	48%
Organisational fairness	38%	43%	42%	33%	36%
Anti-discrimination	68%	65%	87%	74%	66%
Innovation*	57%	58%	73%	74%	52%

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	19	55%	-9	+1	43 - 82	3
● Effectiveness and innovation*	58	23	19	58%	-5	0	49 - 77	4
● People and relationships	76	14	10	76%	-4	0	56 - 92	3
● Fairness and trust*	56	25	19	56%	-4	-2	46 - 78	4
● Performance and development	53	25	22	53%	-3	-3	41 - 74	4
● Leadership and engagement	60	23	18	60%	-3	-2	49 - 81	4
● My job	66	16	19	66%	-10	-12	58 - 89	5

* 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.

	Residential Tenancies Authority % positive	Corporate Support Services	Digital Business Centre	Policy and Stakeholder Engagement	Service Delivery
<i>This section shows the % positive scores for divisions within the agency</i>					
Number of respondents	210	66	26	14	97
● Safety, health and wellness*	55%	58%	67%	51%	53%
● Effectiveness and innovation*	58%	58%	67%	66%	55%
● People and relationships	76%	77%	83%	83%	75%
● Fairness and trust*	56%	57%	69%	60%	54%
● Performance and development	53%	48%	65%	55%	54%
● Leadership and engagement	60%	63%	62%	53%	61%
● My job	66%	65%	78%	82%	62%

* 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	43	32	25	43%	+8	+11
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	43	33	24	43%	0	0
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	49	27	24	49%	-5	+4
Q23f	My work contributes positively to my quality of life*	40	32	29	40%	-	-5
Q24h	People in my workgroup are committed to workplace safety	86	11	2	86%	-2	+4
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	67	22	10	67%	-	0
Q25b	My workplace culture supports people to achieve a good work/life balance	60	21	19	60%	-13	-2
Q25c	There is adequate focus on workplace safety at my workplace	82	13	5	82%	-10	+3

* New in 2017, no trend

06 Workplace climate by item

Purpose

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

New items were added to this index in 2017.

● Safety, health and wellness (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29h	My manager proactively discusses flexible work arrangements*	51	29	20	51%	-	+2
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	49	25	27	49%	-	-2
Q31h	The wellbeing of employees is a priority for my organisation*	42	29	29	42%	-	-7
Q31j	My commitment to this organisation would be questioned if I chose to use flexible work options* % <small>positive indicates those who "strongly disagree" or "disagree" with this statement</small>	41	35	25	41%	-	-1
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	64	20	15	64%	-6	0
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	58	28	14	58%	-	+3

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Effectiveness and innovation		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q22b	I have the tools I need to do my job effectively	68	16	16	68%	-13	-3
Q22c	I get the information I need to do my job well	68	16	17	68%	-8	0
Q22d	I have the authority necessary to do my job effectively	65	21	13	65%	-13	-4
Q23c	I feel my job is secure	29	21	50	29%	-3	-29
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	37	35	29%	0	+10
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	60	28	11	60%	-	-5
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	31	38	31	31%	+6	+12
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	28	22	50%	-3	+4
Q26a	My workplace has undergone significant change in the past 12 months	94	5	1	94%	+19	+42

* 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	54	19	27	54%	-5	-3	
Q27b	I am encouraged to make suggestions about improving work processes and/or services	64	20	16	64%	-14	-4	
Q27c	Management is willing to act on suggestions to improve how things are done	54	26	20	54%	-6	0	
Q27d	My workgroup uses research and expertise to identify better practice	49	32	19	49%	-6	-7	
Q27e	My workgroup always tries to improve its performance	67	22	11	67%	-14	-3	
Q27f	My organisation is open to new ideas	57	25	18	57%	-10	+3	
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	66	19	15	66%	-10	-3	
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	78	15	7	78%	-2	+1	
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	58	31	11	58%	-5	-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.

● People and relationships		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q24a	People in my workgroup treat each other with respect	80	10	11	80%	-3	+5
Q24b	I receive help and support from other people in my workgroup	89	5	7	89%	0	+5
Q24c	People in my workgroup are honest, open and transparent in their dealings	70	15	15	70%	-4	+2
Q24d	People in my workgroup use their time and resources efficiently	60	24	16	60%	-6	-5
Q24e	People in my workgroup treat customers with respect	87	9	4	87%	-1	+1
Q24f	People in my workgroup are committed to delivering excellent service to customers	84	10	6	84%	-3	+1
Q24g	People in my workgroup do their jobs effectively	70	21	9	70%	-6	-5
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	73	15	12	73%	-7	-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.

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	69	17	14	69%	-4	-4
Q25f	Performance is assessed and rewarded fairly in my workplace	33	32	35	33%	-6	-3
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	38	26	35	38%	0	0
Q25h	People are treated fairly and consistently in my workplace	46	21	33	46%	-4	-5
Q25i	People take responsibility for their decisions and actions in my workplace	42	34	24	42%	-12	-10
Q25j	I am able to speak up and share a different view to my colleagues and manager*	64	17	19	64%	-	-7
Q30a	My senior manager demonstrates honesty and integrity	60	23	18	60%	-9	-11
Q31e	Recruitment and promotion decisions in this organisation are fair	30	31	39	30%	-12	-7

* 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	55	28	18	55%	-	+2
Q32a	Age is not a barrier to success in my organisation	61	21	18	61%	-11	-4
Q32b	Gender is not a barrier to success in my organisation	72	19	8	72%	-3	+2
Q32c	Disability is not a barrier to success in my organisation	65	29	5	65%	-1	+9
Q32d	Cultural background is not a barrier to success in my organisation	70	25	5	70%	-3	0
Q32e	Sexual orientation is not a barrier to success in my organisation	70	27	3	70%	-4	+1
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	53	23	24	53%	-4	-2
Q32g	Women and men have equal access to work experiences that support career progression*	69	23	8	69%	-	+2

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

		Response scale (%)			% positive	vs 2016	vs Qld public sector
● Performance and development							
Q28a	I receive useful feedback on my performance	59	24	17	59%	-7	+2
Q28b	My performance is assessed against clear criteria	57	25	18	57%	-3	+6
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	52	22	26	52%	-8	-11
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	42	28	30	42%	0	+1
Q28e	I am able to access relevant learning and development opportunities	56	27	17	56%	-2	-6
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	55	30	15	55%	-4	-4
Q28g	I am satisfied with the opportunities available for career development	39	29	32	39%	+2	-5
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	51	24	26	51%	-13	-5
Q28i	I develop new knowledge and skills through undertaking tasks at work	67	19	14	67%	0	-5
Q31b	My organisation is committed to developing its employees	53	24	23	53%	+2	+1

06 Workplace climate by item (cont.)

Purpose

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

● Leadership and engagement		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29a	My manager treats employees with dignity and respect	83	11	7	83%	0	+5
Q29b	My manager listens to what I have to say	82	12	7	82%	+2	+5
Q29c	My manager keeps me informed about what's going on	74	14	13	74%	0	+6
Q29d	My manager understands my work	71	14	15	71%	-4	-2
Q29e	My manager creates a shared sense of purpose	72	15	13	72%	+1	+4
Q29f	My manager demonstrates honesty and integrity	79	14	7	79%	0	+3
Q29g	My manager draws the best out of me	56	31	14	56%	-1	-2
Q31a	In my organisation, the leadership is of high quality	49	26	25	49%	-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.

● Leadership and engagement (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31c	Management model the behaviours expected of all employees	46	30	24	46%	-1	-3
Q31d	In my organisation, the leadership operates with a high level of integrity	50	29	21	50%	-1	-5
Q31f	My organisation is well managed	46	26	28	46%	-3	-2
Q33a	I would recommend my organisation as a great place to work	51	27	22	51%	-16	-10
Q33b	I am proud to tell others I work for my organisation	56	25	19	56%	-11	-12
Q33c	I feel strong personal attachment to my organisation	55	23	22	55%	+1	-4
Q33d	My organisation motivates me to help it achieve its objectives	45	31	23	45%	-10	-8
Q33e	My organisation inspires me to do the best in my job	43	35	22	43%	-13	-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.

● 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	85	7	8	85%	-5	-4
Q21b	I understand how my work contributes to my organisation's objectives	88	7	5	88%	-8	-3
Q22a	I have a choice in deciding how I do my work	51	20	29	51%	-12	-16
Q22e	My job gives me opportunities to utilise my skills	59	18	24	59%	-13	-16
Q22f	I enjoy the work in my current job	63	19	18	63%	-10	-12
Q22g	My job gives me a feeling of personal accomplishment	56	18	26	56%	-11	-13
Q34a	The degree to which your work is interesting/challenging <i>% positive indicates those who responded with "very satisfied" or "satisfied"</i>	58	18	24	58%	-15	-18
Q34b	Your ability to work on your own initiative <i>% positive indicates those who responded with "very satisfied" or "satisfied"</i>	68	17	15	68%	-10	-12
Q35	All things considered, how satisfied are you with your current job? <i>% positive indicates those who responded with "very satisfied" or "satisfied"</i>	63	17	20	63%	-8	-10

07 Most changed since 2016, by item

Purpose

This section identifies your agency's areas of improvement and highlights good news stories, while also identifying areas that may need attention.

NOTE:

Survey items in scope for this section were single response non-demographic questions that were asked of all respondents in 2017 as well as in 2016 and that excluded a 'na' option. 'My workplace has undergone significant change in the past 12 months' has not been included in the analysis.

The survey items with the most positive change	Index	% positive 2017	vs 2016
I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with overload	Safety, health and wellness	43%	+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	31%	+6
I am satisfied with the opportunities available for career development	Performance and development	39%	+2
My organisation is committed to developing its employees	Performance and development	53%	+2
My manager listens to what I have to say	Leadership and engagement	82%	+2

The survey items with the most negative change	Index	% positive 2017	vs 2016
I would recommend my organisation as a great place to work	Leadership and engagement	51%	-16
The degree to which your work is interesting/challenging % positive indicates those who responded with "very satisfied" or "satisfied"	My job	58%	-15
I am encouraged to make suggestions about improving work processes and/or services	Effectiveness and innovation	64%	-14
My workgroup always tries to improve its performance	Effectiveness and innovation	67%	-14
I have the authority necessary to do my job effectively	Effectiveness and innovation	65%	-13

08 Leadership behaviour in your agency: Team Leader

Purpose

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

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

Leadership levels are defined as follows:

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

POSITIVE IMPACT

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

SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Supports their team to adapt to change	38%	+10
Empowers their team to perform at their best	37%	+6
Builds effective working relationships with others	36%	+8
Responds confidently when faced with uncertainty	23%	-2
Demonstrates sound judgment	23%	-5
Encourages a strong customer and stakeholder focus	23%	-3
Delegates work effectively and monitors performance	21%	-2
Actively seeks feedback for personal development	19%	+12
Upholds ethical standards and principles	19%	-12
Describes how their team's work aligns to organisational objectives	18%	0
Implements improved ways of doing things	18%	-2
Takes responsibility for team development	18%	+1
Applies sound business management skills	7%	-7
Builds effective working relationships with others	36%	-3
Actively seeks feedback for personal development	35%	+14
Implements improved ways of doing things	31%	+5
Empowers their team to perform at their best	27%	-8
Responds confidently when faced with uncertainty	26%	0
Supports their team to adapt to change	25%	+7
Demonstrates sound judgment	25%	-5
Upholds ethical standards and principles	25%	-2
Encourages a strong customer and stakeholder focus	20%	+2
Takes responsibility for team development	15%	-4
Delegates work effectively and monitors performance	12%	-6
Describes how their team's work aligns to organisational objectives	12%	+4
Applies sound business management skills	11%	-3

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
Supports their team to adapt to change	34%	+8
Builds effective working relationships with others	31%	+3
Empowers their team to perform at their best	31%	+4
Encourages a strong customer and stakeholder focus	28%	0
Implements improved ways of doing things	25%	+5
Responds confidently when faced with uncertainty	25%	0
Describes how their team's work aligns to organisational objectives	23%	+4
Demonstrates sound judgment	22%	-7
Takes responsibility for team development	20%	+3
Upholds ethical standards and principles	18%	-14
Applies sound business management skills	16%	-1
Delegates work effectively and monitors performance	16%	-7
Actively seeks feedback for personal development	11%	+4
Implements improved ways of doing things	44%	+12
Takes responsibility for team development	37%	+7
Empowers their team to perform at their best	29%	-6
Delegates work effectively and monitors performance	25%	-4
Describes how their team's work aligns to organisational objectives	25%	+5
Actively seeks feedback for personal development	24%	-6
Supports their team to adapt to change	24%	-2
Responds confidently when faced with uncertainty	22%	+3
Builds effective working relationships with others	18%	-6
Upholds ethical standards and principles	14%	+1
Demonstrates sound judgment	12%	-1
Applies sound business management skills	12%	-2
Encourages a strong customer and stakeholder focus	11%	0

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	52%	+17
Empowers individuals and teams to build capability	38%	+11
Encourages innovative ideas and solutions	38%	+13
Manages ambiguity and politics effectively	33%	+16
Builds effective networks across the organisation and sector	29%	+8
Demonstrates sound judgment	24%	-5
Manages and prioritises resources to achieve the best outcomes	24%	-8
Motivates others to perform at their best	19%	0
Demonstrates sound business acumen	14%	-2
Leads change and culture initiatives	14%	0
Encourages collaboration and inclusion across workgroups	10%	-19
Takes responsibility for upholding ethical standards and principles	5%	-20
Actively seeks feedback for personal development	0%	-7

	Proportion	vs Qld public sector
Takes a 'big picture' view of issues or problems	48%	+21
Encourages innovative ideas and solutions	33%	+13
Empowers individuals and teams to build capability	29%	-3
Encourages collaboration and inclusion across workgroups	29%	+12
Manages and prioritises resources to achieve the best outcomes	29%	-7
Motivates others to perform at their best	29%	-7
Demonstrates sound judgment	24%	-4
Leads change and culture initiatives	24%	+1
Builds effective networks across the organisation and sector	19%	-1
Manages ambiguity and politics effectively	19%	+5
Takes responsibility for upholding ethical standards and principles	14%	-6
Actively seeks feedback for personal development	5%	-13
Demonstrates sound business acumen	0%	-10

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	76%	+41
Empowers individuals and teams to build capability	33%	+10
Manages ambiguity and politics effectively	33%	+15
Builds effective networks across the organisation and sector	29%	+4
Encourages innovative ideas and solutions	29%	+6
Demonstrates sound business acumen	19%	+1
Manages and prioritises resources to achieve the best outcomes	19%	-14
Demonstrates sound judgment	14%	-16
Encourages collaboration and inclusion across workgroups	14%	-12
Leads change and culture initiatives	10%	-6
Motivates others to perform at their best	10%	-10
Takes responsibility for upholding ethical standards and principles	10%	-14
Actively seeks feedback for personal development	5%	-2
Motivates others to perform at their best	33%	0
Actively seeks feedback for personal development	29%	0
Demonstrates sound judgment	29%	+15
Manages ambiguity and politics effectively	29%	+2
Builds effective networks across the organisation and sector	24%	+7
Demonstrates sound business acumen	24%	+15
Empowers individuals and teams to build capability	24%	-11
Encourages collaboration and inclusion across workgroups	24%	0
Leads change and culture initiatives	19%	-6
Manages and prioritises resources to achieve the best outcomes	19%	-7
Encourages innovative ideas and solutions	14%	-12
Takes a 'big picture' view of issues or problems	14%	-5
Takes responsibility for upholding ethical standards and principles	10%	-4

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
Creates a culture of continuous improvement	42%	+19
Demonstrates commercial acumen in managing corporate risk	37%	+23
Directs and prioritises resources to achieve the best outcomes	32%	+2
Leads change with agility	26%	+13
Models high levels of ethical and professional behaviour	26%	-12
Nurtures a learning and development culture	26%	+11
Adopts a system-wide view of issues to inform action	21%	+1
Is compelling when communicating the organisational strategy	21%	+7
Navigates complex issues, politics and ambiguous situations effectively	21%	-15
Stands behind their decisions in the face of adversity	21%	-8
Inspires others to perform at their best	11%	-11
Seeks feedback to strengthen leadership approach	11%	-3
Builds strong relationships that influence organisational and sector outcomes	5%	-22
Creates a culture of continuous improvement	45%	+20
Inspires others to perform at their best	45%	+3
Navigates complex issues, politics and ambiguous situations effectively	45%	+15
Models high levels of ethical and professional behaviour	25%	-13
Directs and prioritises resources to achieve the best outcomes	20%	-5
Leads change with agility	20%	-1
Nurtures a learning and development culture	20%	+6
Stands behind their decisions in the face of adversity	20%	+5
Builds strong relationships that influence organisational and sector outcomes	15%	-21
Demonstrates commercial acumen in managing corporate risk	15%	+8
Is compelling when communicating the organisational strategy	15%	+2
Adopts a system-wide view of issues to inform action	10%	-2
Seeks feedback to strengthen leadership approach	5%	-15

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
Creates a culture of continuous improvement	58%	+36
Demonstrates commercial acumen in managing corporate risk	37%	+21
Directs and prioritises resources to achieve the best outcomes	32%	+1
Models high levels of ethical and professional behaviour	26%	-9
Adopts a system-wide view of issues to inform action	21%	-1
Builds strong relationships that influence organisational and sector outcomes	21%	-7
Inspires others to perform at their best	21%	0
Leads change with agility	21%	+6
Navigates complex issues, politics and ambiguous situations effectively	21%	-15
Nurtures a learning and development culture	16%	+1
Is compelling when communicating the organisational strategy	11%	-6
Seeks feedback to strengthen leadership approach	11%	-3
Stands behind their decisions in the face of adversity	5%	-22
Is compelling when communicating the organisational strategy	35%	+15
Nurtures a learning and development culture	35%	+9
Builds strong relationships that influence organisational and sector outcomes	30%	+8
Inspires others to perform at their best	30%	-7
Seeks feedback to strengthen leadership approach	30%	-5
Directs and prioritises resources to achieve the best outcomes	25%	-2
Stands behind their decisions in the face of adversity	25%	+6
Adopts a system-wide view of issues to inform action	20%	+3
Creates a culture of continuous improvement	20%	-7
Navigates complex issues, politics and ambiguous situations effectively	20%	+3
Leads change with agility	15%	-6
Models high levels of ethical and professional behaviour	15%	-3
Demonstrates commercial acumen in managing corporate risk	0%	-10

09 Flexible work options

Purpose

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

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

Do you currently use any of the following flexible work options?	Proportion	vs 2016	vs Qld public sector
Used no flexible work option	23%	-28	-21
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	77%	+28	+21
Flexible work hours for example accumulated hours as 'flexitime'*	61%	-	+31
None of the above	23%	-28	-21
Flexible work hours for example start late or early to meet responsibilities external to work*	20%	-	+7
Part time work	17%	-1	0
Leave at half pay	6%	+2	+2
Casual/on call	5%	+4	+1
Telecommuting	3%	+2	-1
Hot desks	2%	+2	-1
Other, please specify	2%	-3	0
Part-year work/annualised hours	1%	0	+1
Purchased leave/extended leave/deferred salary schemes	1%	0	0
Job sharing	0%	0	-1
Compressed work hours	0%	-1	-2
Term-time working	0%	-1	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%	+2	+1
No, I have not made a request but I am content with my current arrangements	67%	-2	-2
No, I have not made a request but I am not content with my current arrangements	13%	0	+1

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

	Proportion	vs 2016	vs Qld public sector
Fully granted	77%		+10
Partially granted	9%		-5
Declined – no reason given	2%		-5
Declined – reason provided	5%		-3
I have not received a reply as yet	7%		+2

* New in 2017, no trend

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

	Proportion	vs 2016	vs Qld public sector
I didn't feel confident presenting my case or negotiating arrangements with my manager	33%	+18	+11
I don't feel confident in my manager's ability to manage staff working flexibly	22%	+22	+10
None of the Above*	22%	-	-2
Flexible working is frowned upon/not supported by my workplace culture	19%	+3	-11
I feel flexibility is not possible in my current job	19%	-13	-11
I felt it would limit my career	19%	-8	-1
I felt it would limit my access to training and development	15%	+15	+8
I was concerned that it may negatively impact my team	15%	+4	-4
I didn't feel I had the right to	7%	-24	-9
I feel the technology I currently have access to does not support flexible working	0%	-11	-6

* New in 2017, no trend

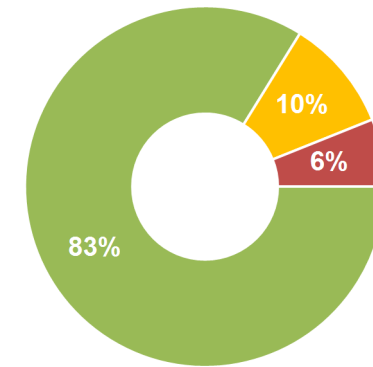
10 Domestic and family violence

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	83%	+12	+8
No	6%	-4	-6
Don't know	10%	-8	-2



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	93%	+2	+7
No	7%	-2	0
Don't Know	0%	0	-6

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	82%	+15	+10
No	6%	-4	-7
Don't Know	12%	-11	-2

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	96%	+14	+14
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	89%	+10	+7
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	85%	+15	+4

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	74%	+7	+3
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	78%	+8	+6

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	26%	+10	Yes	14%	+7
No	67%	-13	No	81%	-7
Don't Know	4%	+2	Don't Know	3%	0
Prefer not to say	4%	+1	Prefer not to say	2%	-1

* New in 2017, no trend

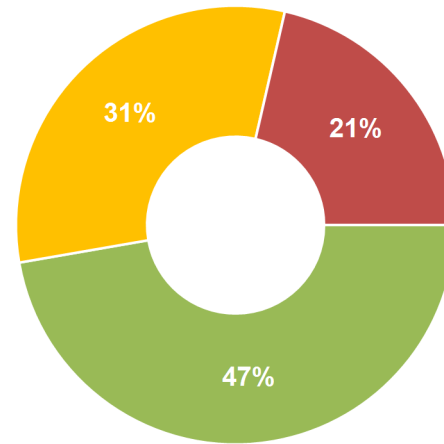
* New in 2017, no trend

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.



47%

of employees agreed with the statement:

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

% positive change since 2016

-6

vs Qld public sector

-20

Reasons for leaving	Proportion	vs Qld public sector
Career or job opportunities	68%	+16
The workplace culture	41%	+1
Job security	40%	+21
Professional/personal development	40%	+4
Stress/Health	36%	+3
Pay and conditions	32%	+5
The location of your workplace or the time spent commuting	21%	+3
Balancing work and life commitments	20%	-2
Contract expiring	19%	+7
Your relationship with your manager	18%	-5
Work hours	12%	-2
Fit between work and your interests	11%	0
Your relationship with your colleagues	10%	0
Other (please specify)	9%	-1
Family/carer responsibilities	8%	-5
Travel plans	6%	-1
Retirement	3%	-6

12 Bullying and sexual harassment

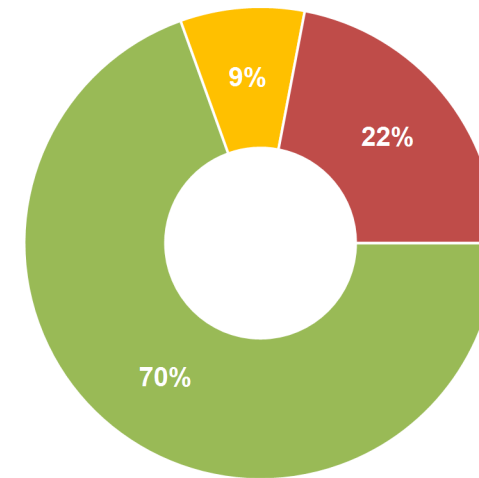
Purpose

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.

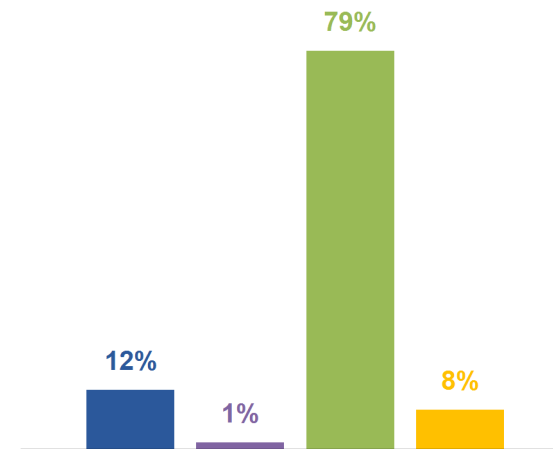
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
Yes	22%	-1	-6
No	70%	+5	+3
Don't know	9%	-3	+3



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

	Proportion	vs 2016	vs Qld public sector
Bullying	12%	0	-5
Sexual Harassment	1%	0	+1
No	79%	0	+1
Don't Know	8%	0	+3



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.

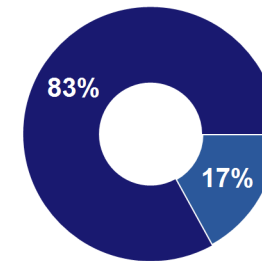
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A senior manager	46%	+22	+15
Your immediate manager/supervisor	42%	+18	+8
A fellow worker	33%	-14	-10
A group of fellow workers	17%	+2	+3
A client/customer	13%	+8	+5
A consultant/service provider	4%	-1	+2
A representative of another agency	4%	+4	+2
A member of the public	0%	0	-5
A worker that reports to you	0%	-5	-5
Other	0%	0	-2
Prefer not to specify	0%	-19	-8

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Inappropriate and unfair application of work policies or rules	58%	+30	+16
Verbal abuse	50%	-12	-8
Other	25%	-23	-2
'Initiations' or pranks	8%	+8	+1
Physical behaviour (e.g. assault or aggressive body language)	8%	+8	-3
Cyber bullying	4%	-1	-2
Interference with your personal property or work equipment	4%	-1	-4

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 it was worth the hassle of going through the report process	60%	+43	+23
I did not think any action would be taken	50%	-17	-6
It could affect my career	40%	+7	-5
Managers accepted the behaviour	40%	+23	+7
I did not have enough evidence	30%	+13	+10
I did not want to upset relationships in the workplace	25%	0	-15
I did not know how to report it	10%	+10	+5
I did not think the bullying was serious enough	10%	+2	-6
Other	5%	+5	-6
The matter was resolved informally	5%	+5	-2

13 Your view

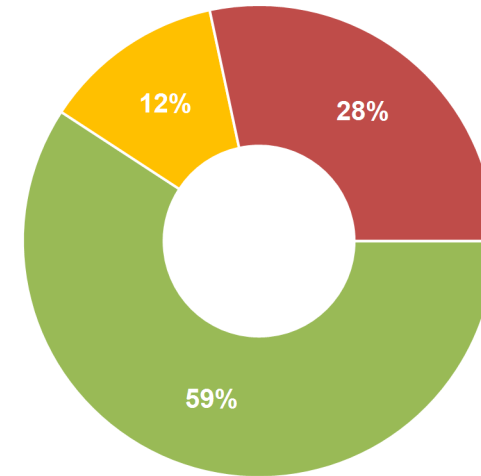
Purpose

This section is focused on understanding workplace improvement.

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

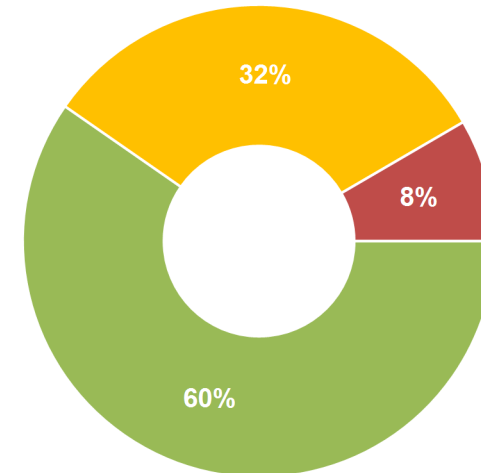
Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Yes	59%	+47	+29
No	28%	-41	-28
No, but I have not worked long in my organisation	12%	-5	-1



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%	-18	-3
Neutral	32%	+10	0
Negative	8%	+8	+3



14 Agency specific questions

Purpose

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

	Response scale (%)			% positive 2017	vs 2016
I understand the RTA's future direction	60	24	16	60%	-24
I understand the RTA's vision and values	79	15	6	79%	-11
The decisions made at the RTA are consistent with our culture and values	52	31	17	52%	-12
The RTA's leaders demonstrate our values and behaviours	50	27	23	50%	-7
The RTA works together as one team across business units, divisions and government	39	27	34	39%	-13
At the RTA we focus on making well-informed decisions and taking responsibility for the outcome	51	27	22	51%	-16
At the RTA, I feel we embrace change and always try and improve	60	23	17	60%	+4
At the RTA, I feel we provide responsive, targeted services to all our clients	68	18	14	68%	-13
I feel supported by my supervisor in relation to changes at the RTA	71	19	10	71%	+1
Our leaders communicate well and keep us informed	49	25	27	49%	-

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)
Residential Tenancies Authority	210	50%	48%	57%
Managerial status				
Yes	27	75%	67%	86%
No	183	46%	45%	53%
Employment status				
Permanent	140	44%	36%	58%
Non-permanent	70	63%	71%	56%
Full-time status				
Full-time basis	173	50%	46%	58%
Part-time basis	36	51%	58%	54%
FTE Salary				
Under \$50,000	37	49%	53%	39%
\$50,000 - \$69,999	91	46%	50%	53%
\$70,000 - \$89,999	48	45%	26%	63%
\$90,000 or over	34	68%	65%	82%
Time in agency				
Less than 2 years	74	63%	71%	61%
2 to less than 6 years	53	51%	47%	55%
6 to less than 10 years	36	48%	39%	67%
10 to less than 14 years	21	17%	8%	38%
14 to less than 16 years	5	Restricted	Restricted	Restricted
16 to less than 20 years	6	Restricted	Restricted	Restricted
20 years or more	13	45%	42%	55%

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>					
Residential Tenancies Authority		210	50%	48%	57%
Age					
	34 years or younger	57	55%	59%	60%
	35 to 44 years	70	49%	50%	61%
	45 to 54 years	59	44%	37%	55%
	55 years or older	23	58%	41%	46%
Gender*					
	Female	143	48%	46%	54%
	Male	66	52%	51%	64%
	X	2	Restricted	Restricted	Restricted
Type of work					
	Direct service delivery	64	49%	46%	50%
	Corporate services and administrative support/clerical	76	50%	46%	64%
	Other	68	52%	51%	58%
Shiftwork					
	Yes	1	Restricted	Restricted	Restricted
	No	208	50%	47%	57%

*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	51%	-16	27%	+5	22%	+10
Q33b	I am proud to tell others I work for my organisation	56%	-11	25%	0	19%	+12
Q33c	I feel strong personal attachment to my organisation	55%	+1	23%	-10	22%	+9
Q33d	My organisation motivates me to help it achieve its objectives	45%	-10	31%	-2	23%	+12
Q33e	My organisation inspires me to do the best in my job	43%	-13	35%	+4	22%	+8
Organisational leadership							
Q31a	In my organisation, the leadership is of high quality	49%	-2	26%	-3	25%	+5
Q31c	Management model the behaviours expected of all employees	46%	-1	30%	-1	24%	+2
Q31d	In my organisation, the leadership operates with a high level of integrity	50%	-1	29%	-3	21%	+4
Q31f	My organisation is well managed	46%	-3	26%	-11	28%	+14
Innovation							
Q27a	I get the opportunity to develop new and better ways of doing my job	54%	-5	19%	-9	27%	+13
Q27b	I am encouraged to make suggestions about improving work processes and/or services	64%	-14	20%	+7	16%	+8
Q27c	Management is willing to act on suggestions to improve how things are done	54%	-6	26%	-1	20%	+7
Q27d	My workgroup uses research and expertise to identify better practice	49%	-6	32%	0	19%	+6
Q27e	My workgroup always tries to improve its performance	67%	-14	22%	+10	11%	+4
Q27f	My organisation is open to new ideas	57%	-10	25%	+1	18%	+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 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	51%	-12	20%	+3	29%	+8
Q22b	I have the tools I need to do my job effectively	68%	-13	16%	+3	16%	+9
Q22c	I get the information I need to do my job well	68%	-8	16%	+1	17%	+7
Q22d	I have the authority necessary to do my job effectively	65%	-13	21%	+6	13%	+7
Q22e	My job gives me opportunities to utilise my skills	59%	-13	18%	+4	24%	+9
Q34b	Your ability to work on your own initiative	68%	-10	17%	+3	15%	+7
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	43%	+8	32%	-4	25%	-4
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with burn out	43%	0	33%	+2	24%	-3
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with negative health impacts	49%	-5	27%	-4	24%	+9
Learning and development							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	52%	-8	22%	+2	26%	+7
Q28e	I am able to access relevant learning and development opportunities	56%	-2	27%	-1	17%	+2
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	55%	-4	30%	+9	15%	-5
Q28g	I am satisfied with the opportunities available for career development	39%	+2	29%	-6	32%	+4
Q31b	My organisation is committed to developing its employees	53%	+2	24%	-8	23%	+6

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	80%	-3	10%	-1	11%	+4
Q24b	I receive help and support from other people in my workgroup	89%	0	5%	-3	7%	+2
Q24c	People in my workgroup are honest, open and transparent in their dealings	70%	-4	15%	-1	15%	+6
Q24d	People in my workgroup use their time and resources efficiently	60%	-6	24%	+2	16%	+4
Q24e	People in my workgroup treat customers with respect	87%	-1	9%	-2	4%	+3
Q24f	People in my workgroup are committed to delivering excellent service to customers	84%	-3	10%	0	6%	+3
Q24g	People in my workgroup do their jobs effectively	70%	-6	21%	+6	9%	0
My manager							
Q29a	My manager treats employees with dignity and respect	83%	0	11%	0	7%	0
Q29b	My manager listens to what I have to say	82%	+2	12%	0	7%	-1
Q29c	My manager keeps me informed about what's going on	74%	0	14%	-2	13%	+2
Q29d	My manager understands my work	71%	-4	14%	0	15%	+4
Q29e	My manager creates a shared sense of purpose	72%	+1	15%	-3	13%	+2
Q29f	My manager demonstrates honesty and integrity	79%	0	14%	-1	7%	+1
Q29g	My manager draws the best out of me	56%	-1	31%	+2	14%	-2

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

Purpose

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

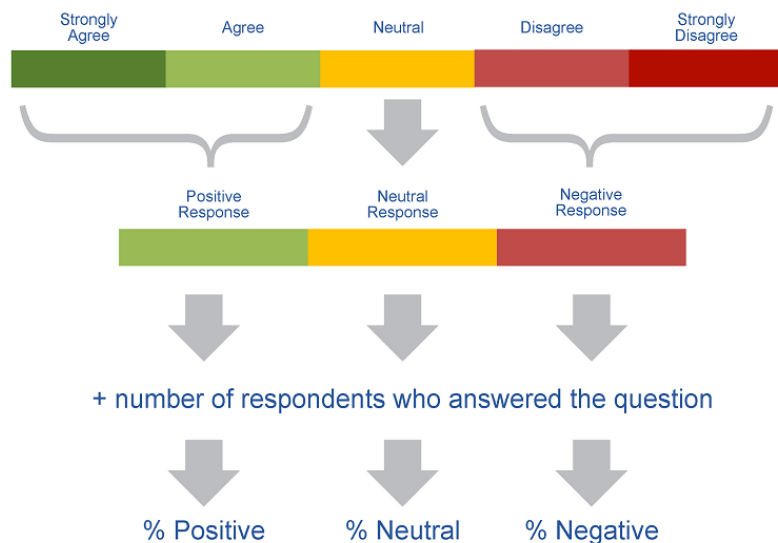
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Organisational fairness							
Q25f	Performance is assessed and rewarded fairly in my workplace	33%	-6	32%	+5	35%	+1
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	38%	0	26%	+1	35%	-1
Q25h	People are treated fairly and consistently in my workplace	46%	-4	21%	-1	33%	+5
Q25i	People take responsibility for their decisions and actions in my workplace	42%	-12	34%	+6	24%	+6
Q31e	Recruitment and promotion decisions in this organisation are fair	30%	-12	31%	+4	39%	+8
Anti-discrimination							
Q32a	Age is not a barrier to success in my organisation	61%	-11	21%	+2	18%	+9
Q32b	Gender is not a barrier to success in my organisation	72%	-3	19%	+2	8%	0
Q32c	Disability is not a barrier to success in my organisation	65%	-1	29%	0	5%	+1
Q32d	Cultural background is not a barrier to success in my organisation	70%	-3	25%	+3	5%	0
Q32e	Sexual orientation is not a barrier to success in my organisation	70%	-4	27%	+4	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.