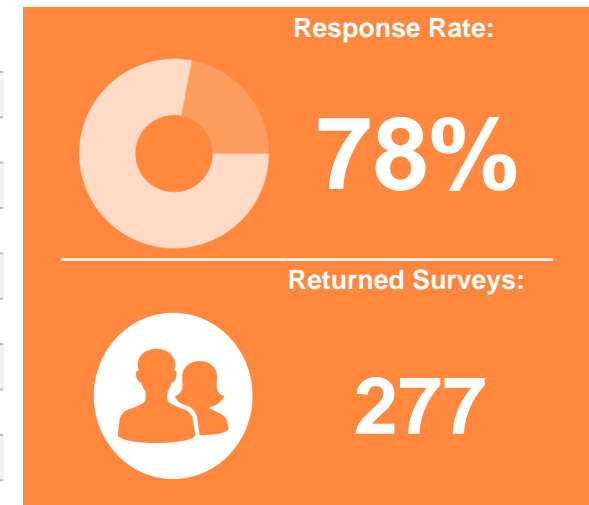


Crime & Corruption Commission

Highlight Report

Report Content

Reporting Framework	
STRATEGIC PRIORITIES	01 Driver analysis scorecard
	02 Factors
	03 Factors by division
WORKPLACE CLIMATE	04 Workplace climate
	05 Workplace climate by division
	06 Workplace climate by item
	07 Most changed since 2016, by item
	08 Leadership behaviour in your agency
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APPENDICES	14 Agency specific questions
	15 Appendix A – Strategic priorities by demographics
	16 Appendix B – Strategic priorities and factors by item
	17 Appendix C – How to interpret this report



Purpose

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

Note on the response rate

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

Reporting Framework

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

Strategic priorities: driver analysis

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

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



Workplace climate

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

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

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

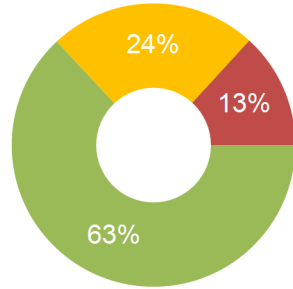


01 Driver analysis scorecard

Purpose

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

Agency engagement

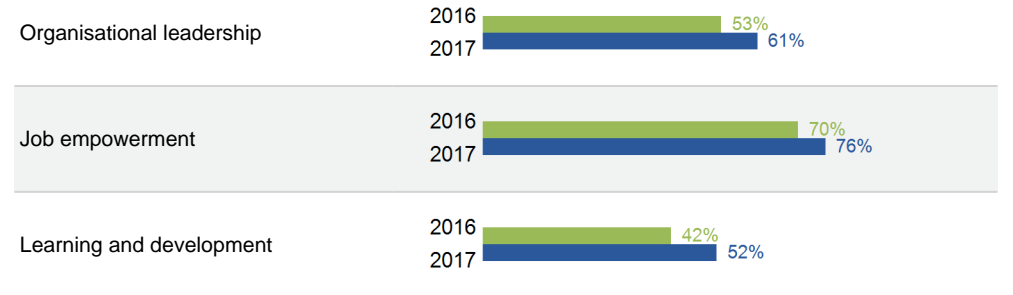


% positive change since 2016

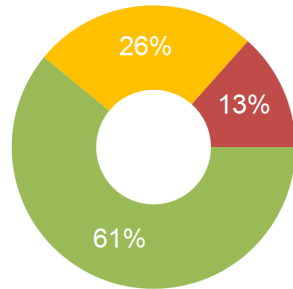
+7

Top 3 drivers

% Positive



Organisational Leadership

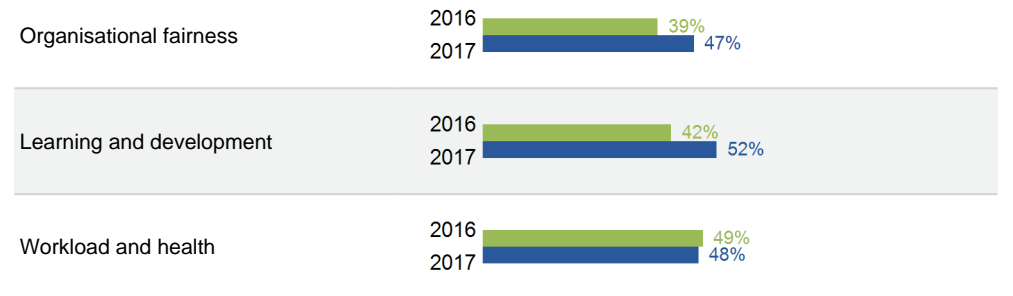


% positive change since 2016

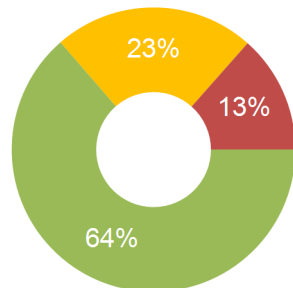
+8

Top 3 drivers

% Positive



Innovation

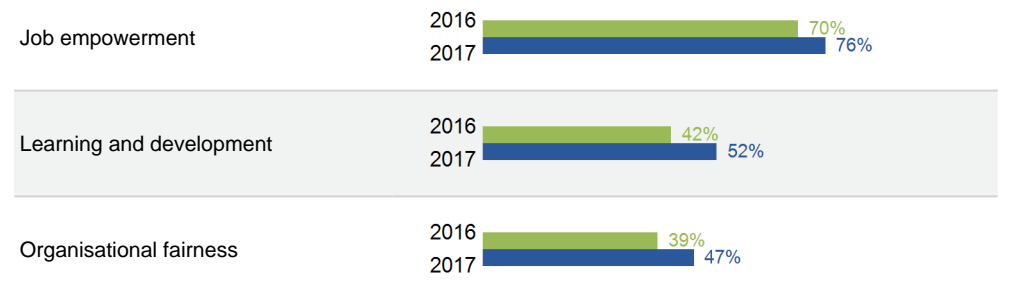


% positive change since 2016

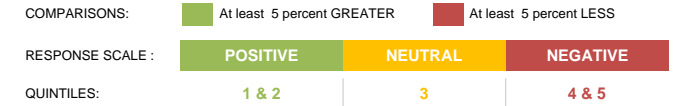
+12

Top 3 drivers

% Positive



02 Factors



Purpose

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

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

	Response scale (%)			% positive	vs 2016	vs Qld public sector	Range of all agencies	Your agency quintile
Agency engagement*	63	24	13	63%	+7	+4	41 - 82	2
Job empowerment	76	14	10	76%	+6	+4	60 - 86	1
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	48	30	22	48%	-1	+8	29 - 68	1
Learning and development	52	28	20	52%	+10	-4	33 - 82	4
My workgroup	85	10	5	85%	+7	+8	58 - 92	1
My manager	79	12	8	79%	+5	+9	57 - 84	1
Organisational leadership*	61	26	13	61%	+8	+10	29 - 85	2
Organisational fairness	47	29	24	47%	+7	+4	26 - 67	2
Anti-discrimination	73	21	5	73%	+3	+7	48 - 96	2
Innovation*	64	23	13	64%	+12	+4	46 - 89	3

03 Factors by division

Purpose

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

	Crime & Corruption Commission % positive	Corruption	Crime	Intelligence	Legal Services	Operations Support	Policy and Research	Proceeds of Crime	Strategic & Corporate Services & Office of the Commission
<i>This section shows the % positive scores for divisions within the agency</i>									
Number of respondents	277	55	42	33	14	24	12	21	65
Agency engagement*	63%	55%	67%	76%	65%	55%	74%	82%	60%
Job empowerment	76%	71%	76%	88%	77%	76%	81%	97%	68%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	48%	39%	55%	55%	54%	50%	61%	65%	39%
Learning and development	52%	39%	50%	62%	55%	53%	81%	72%	52%
My workgroup	85%	84%	83%	89%	94%	76%	89%	91%	86%
My manager	79%	82%	74%	79%	92%	83%	88%	95%	75%
Organisational leadership*	61%	61%	54%	73%	63%	68%	78%	74%	53%
Organisational fairness	47%	43%	37%	62%	44%	51%	63%	56%	45%
Anti-discrimination	73%	77%	62%	77%	71%	74%	86%	79%	77%
Innovation*	64%	50%	57%	76%	71%	67%	91%	81%	66%

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*	61	24	14	61%	-1	+7	43 - 82	2
● Effectiveness and innovation*	62	22	17	62%	+7	+4	49 - 77	2
● People and relationships	85	10	5	85%	+7	+8	56 - 92	1
● Fairness and trust*	65	22	13	65%	+7	+7	46 - 78	2
● Performance and development	54	25	21	54%	+9	-1	41 - 74	3
● Leadership and engagement	70	19	11	70%	+7	+8	49 - 81	1
● My job	80	12	8	80%	+6	+3	58 - 89	1

* 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.

<i>This section shows the % positive scores for divisions within the agency</i>		Crime & Corruption Commission % positive	Corruption	Crime	Intelligence	Legal Services	Operations Support	Policy and Research	Proceeds of Crime	Strategic & Corporate Services & Office of the Commission
Number of respondents	277		55	42	33	14	24	12	21	65
● Safety, health and wellness*	61%		52%	62%	71%	62%	60%	71%	83%	57%
● Effectiveness and innovation*	62%		56%	63%	72%	61%	62%	73%	73%	59%
● People and relationships	85%		83%	84%	89%	95%	78%	87%	91%	86%
● Fairness and trust*	65%		67%	56%	73%	63%	67%	77%	73%	64%
● Performance and development	54%		45%	52%	61%	56%	55%	74%	74%	54%
● Leadership and engagement	70%		68%	67%	77%	76%	71%	81%	86%	65%
● My job	80%		73%	80%	91%	81%	85%	88%	99%	75%

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

06 Workplace climate by item

Purpose

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

New items were added to this index in 2017.

		Response scale (%)			% positive	vs 2016	vs Qld public sector	
● Safety, health and wellness	Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement	40	32	28	40%	-2	+9
	Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	51	30	20	51%	-3	+8
	Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	54	28	18	54%	+3	+9
	Q23f	My work contributes positively to my quality of life*	46	34	19	46%	-	+2
	Q24h	People in my workgroup are committed to workplace safety	86	12	2	86%	+7	+4
	Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	75	20	4	75%	-	+8
	Q25b	My workplace culture supports people to achieve a good work/life balance	72	17	11	72%	+9	+10
	Q25c	There is adequate focus on workplace safety at my workplace	83	13	4	83%	+5	+4

* 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*	55	25	20	55%	-	+6
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	56	25	18	56%	-	+5
Q31h	The wellbeing of employees is a priority for my organisation*	56	24	19	56%	-	+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>	51	31	18	51%	-	+10
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	71	20	9	71%	+4	+6
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	59	29	12	59%	-	+4

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Effectiveness and innovation		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q22b	I have the tools I need to do my job effectively	77	10	12	77%	+4	+6
Q22c	I get the information I need to do my job well	74	17	9	74%	+6	+7
Q22d	I have the authority necessary to do my job effectively	75	13	12	75%	+6	+5
Q23c	I feel my job is secure	55	24	21	55%	+11	-3
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>	23	35	42	23%	+2	+4
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	74	18	8	74%	-	+8
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	18	33	49	18%	0	-1
Q25e	Disruptions and/or noise at my workplace make it hard to get things done <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	60	21	19	60%	0	+14
Q26a	My workplace has undergone significant change in the past 12 months	47	34	19	47%	-12	-5

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Effectiveness and innovation (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q27a	I get the opportunity to develop new and better ways of doing my job	64	19	16	64%	+13	+7
Q27b	I am encouraged to make suggestions about improving work processes and/or services	74	13	13	74%	+11	+7
Q27c	Management is willing to act on suggestions to improve how things are done	59	26	15	59%	+10	+6
Q27d	My workgroup uses research and expertise to identify better practice	56	31	12	56%	+16	+1
Q27e	My workgroup always tries to improve its performance	75	16	8	75%	+14	+5
Q27f	My organisation is open to new ideas	53	32	15	53%	+9	-2
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	80	11	9	80%	+2	+11
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	80	12	8	80%	+6	+3
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	67	24	9	67%	+5	+3

06 Workplace climate by item (cont.)

Purpose

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

● People and relationships		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q24a	People in my workgroup treat each other with respect	85	8	7	85%	+6	+10
Q24b	I receive help and support from other people in my workgroup	90	8	2	90%	+4	+7
Q24c	People in my workgroup are honest, open and transparent in their dealings	83	11	6	83%	+9	+16
Q24d	People in my workgroup use their time and resources efficiently	75	14	10	75%	+7	+11
Q24e	People in my workgroup treat customers with respect	88	10	3	88%	+8	+2
Q24f	People in my workgroup are committed to delivering excellent service to customers	88	9	3	88%	+6	+5
Q24g	People in my workgroup do their jobs effectively	84	11	5	84%	+7	+9
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	85	9	6	85%	+10	+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.

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	82	14	5	82%	+13	+9
Q25f	Performance is assessed and rewarded fairly in my workplace	38	36	25	38%	+10	+3
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	41	27	32	41%	+5	+3
Q25h	People are treated fairly and consistently in my workplace	56	21	23	56%	+12	+5
Q25i	People take responsibility for their decisions and actions in my workplace	55	30	15	55%	+6	+3
Q25j	I am able to speak up and share a different view to my colleagues and manager*	78	12	10	78%	-	+6
Q30a	My senior manager demonstrates honesty and integrity	79	14	7	79%	+5	+9
Q31e	Recruitment and promotion decisions in this organisation are fair	43	33	24	43%	+5	+6

* 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	63	23	14	63%	-	+9
Q32a	Age is not a barrier to success in my organisation	71	23	7	71%	0	+5
Q32b	Gender is not a barrier to success in my organisation	77	16	8	77%	+1	+7
Q32c	Disability is not a barrier to success in my organisation	68	28	4	68%	+6	+11
Q32d	Cultural background is not a barrier to success in my organisation	76	19	5	76%	+6	+6
Q32e	Sexual orientation is not a barrier to success in my organisation	75	22	4	75%	+3	+5
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	66	20	14	66%	+5	+12
Q32g	Women and men have equal access to work experiences that support career progression*	76	18	6	76%	-	+9

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

		Performance and development			Response scale (%)	% positive	vs 2016	vs Qld public sector
Q28a	I receive useful feedback on my performance	63	21	17	63%	+5	+6	
Q28b	My performance is assessed against clear criteria	50	30	20	50%	+3	-1	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	59	20	21	59%	+13	-4	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	35	28	37	35%	+12	-6	
Q28e	I am able to access relevant learning and development opportunities	59	26	15	59%	+6	-2	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	52	34	14	52%	+8	-7	
Q28g	I am satisfied with the opportunities available for career development	38	31	31	38%	+10	-6	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	59	21	20	59%	+8	+4	
Q28i	I develop new knowledge and skills through undertaking tasks at work	74	15	11	74%	+8	+2	
Q31b	My organisation is committed to developing its employees	51	29	20	51%	+12	-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	86	9	6	86%	+7	+8
Q29b	My manager listens to what I have to say	86	9	5	86%	+8	+9
Q29c	My manager keeps me informed about what's going on	74	15	10	74%	+2	+7
Q29d	My manager understands my work	81	9	10	81%	+4	+9
Q29e	My manager creates a shared sense of purpose	75	15	9	75%	+2	+8
Q29f	My manager demonstrates honesty and integrity	87	10	4	87%	+8	+10
Q29g	My manager draws the best out of me	67	19	14	67%	+7	+10
Q31a	In my organisation, the leadership is of high quality	61	25	14	61%	+5	+8

06 Workplace climate by item (cont.)

Purpose

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

● Leadership and engagement (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31c	Management model the behaviours expected of all employees	56	30	14	56%	+4	+6
Q31d	In my organisation, the leadership operates with a high level of integrity	72	20	8	72%	+11	+17
Q31f	My organisation is well managed	56	27	17	56%	+10	+9
Q33a	I would recommend my organisation as a great place to work	66	20	14	66%	+6	+5
Q33b	I am proud to tell others I work for my organisation	67	22	11	67%	+6	0
Q33c	I feel strong personal attachment to my organisation	59	29	12	59%	+1	0
Q33d	My organisation motivates me to help it achieve its objectives	61	24	15	61%	+10	+8
Q33e	My organisation inspires me to do the best in my job	62	23	15	62%	+13	+9

06 Workplace climate by item (cont.)

Purpose

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

● 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	94	4	3	94%	+7	+4
Q21b	I understand how my work contributes to my organisation's objectives	95	3	2	95%	+6	+4
Q22a	I have a choice in deciding how I do my work	70	17	13	70%	+7	+2
Q22e	My job gives me opportunities to utilise my skills	76	14	9	76%	+5	+1
Q22f	I enjoy the work in my current job	79	13	7	79%	+4	+4
Q22g	My job gives me a feeling of personal accomplishment	71	17	12	71%	+4	+2
Q34a	The degree to which your work is interesting/challenging <i>% positive indicates those who responded with "very satisfied" or "satisfied"</i>	80	11	8	80%	+8	+5
Q34b	Your ability to work on your own initiative <i>% positive indicates those who responded with "very satisfied" or "satisfied"</i>	82	11	7	82%	+9	+3
Q35	All things considered, how satisfied are you with your current job? <i>% positive indicates those who responded with "very satisfied" or "satisfied"</i>	76	13	11	76%	+6	+3

07 Most changed since 2016, by item

Purpose

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

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

The survey items with the most positive change	Index	% positive 2017	vs 2016
My workgroup uses research and expertise to identify better practice	Effectiveness and innovation	56%	+16
My workgroup always tries to improve its performance	Effectiveness and innovation	75%	+14
My organisation inspires me to do the best in my job	Leadership and engagement	62%	+13
My workplace has an inclusive culture where diversity is valued and respected	Fairness and trust	82%	+13
In my organisation, there are opportunities for me to develop my skills and knowledge	Performance and development	59%	+13

The survey items with the most negative 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	51%	-3
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	40%	-2

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

Upholds ethical standards and principles	39%	+8
Demonstrates sound judgment	34%	+7
Delegates work effectively and monitors performance	33%	+10
Builds effective working relationships with others	31%	+2
Empowers their team to perform at their best	31%	0
Responds confidently when faced with uncertainty	27%	+2
Supports their team to adapt to change	21%	-7
Encourages a strong customer and stakeholder focus	20%	-6
Implements improved ways of doing things	19%	-1
Takes responsibility for team development	14%	-3
Applies sound business management skills	12%	-2
Describes how their team's work aligns to organisational objectives	11%	-7
Actively seeks feedback for personal development	6%	-2
Builds effective working relationships with others	41%	+2
Demonstrates sound judgment	39%	+10
Responds confidently when faced with uncertainty	36%	+10
Implements improved ways of doing things	29%	+4
Upholds ethical standards and principles	27%	-1
Empowers their team to perform at their best	26%	-9
Actively seeks feedback for personal development	19%	-1
Delegates work effectively and monitors performance	18%	0
Encourages a strong customer and stakeholder focus	15%	-3
Takes responsibility for team development	14%	-4
Applies sound business management skills	13%	-1
Supports their team to adapt to change	13%	-5
Describes how their team's work aligns to organisational objectives	8%	0

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

Upholds ethical standards and principles	40%	+9
Demonstrates sound judgment	37%	+8
Delegates work effectively and monitors performance	37%	+14
Empowers their team to perform at their best	24%	-2
Responds confidently when faced with uncertainty	24%	0
Builds effective working relationships with others	22%	-6
Supports their team to adapt to change	21%	-5
Encourages a strong customer and stakeholder focus	21%	-7
Implements improved ways of doing things	21%	+1
Takes responsibility for team development	18%	+1
Describes how their team's work aligns to organisational objectives	14%	-5
Applies sound business management skills	13%	-4
Actively seeks feedback for personal development	5%	-2
Implements improved ways of doing things	40%	+8
Actively seeks feedback for personal development	33%	+2
Empowers their team to perform at their best	33%	-2
Takes responsibility for team development	27%	-3
Describes how their team's work aligns to organisational objectives	24%	+4
Responds confidently when faced with uncertainty	23%	+5
Delegates work effectively and monitors performance	21%	-9
Supports their team to adapt to change	21%	-5
Applies sound business management skills	16%	+3
Builds effective working relationships with others	16%	-8
Encourages a strong customer and stakeholder focus	15%	+4
Demonstrates sound judgment	13%	0
Upholds ethical standards and principles	11%	-1

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
Demonstrates sound judgment	46%	+18
Manages and prioritises resources to achieve the best outcomes	38%	+6
Takes a 'big picture' view of issues or problems	34%	-2
Encourages collaboration and inclusion across workgroups	30%	+2
Empowers individuals and teams to build capability	29%	+2
Builds effective networks across the organisation and sector	23%	+3
Encourages innovative ideas and solutions	20%	-6
Manages ambiguity and politics effectively	20%	+2
Leads change and culture initiatives	16%	+1
Motivates others to perform at their best	14%	-5
Takes responsibility for upholding ethical standards and principles	14%	-10
Demonstrates sound business acumen	9%	-7
Actively seeks feedback for personal development	4%	-4

	Proportion	vs Qld public sector
Manages and prioritises resources to achieve the best outcomes	45%	+10
Demonstrates sound judgment	36%	+9
Motivates others to perform at their best	29%	-7
Builds effective networks across the organisation and sector	27%	+7
Empowers individuals and teams to build capability	27%	-5
Leads change and culture initiatives	24%	+1
Takes a 'big picture' view of issues or problems	22%	-5
Encourages collaboration and inclusion across workgroups	20%	+3
Encourages innovative ideas and solutions	18%	-2
Manages ambiguity and politics effectively	18%	+4
Takes responsibility for upholding ethical standards and principles	13%	-8
Demonstrates sound business acumen	11%	+1
Actively seeks feedback for personal development	9%	-8

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	50%	+19
Manages and prioritises resources to achieve the best outcomes	38%	+4
Takes a 'big picture' view of issues or problems	30%	-4
Empowers individuals and teams to build capability	23%	0
Encourages innovative ideas and solutions	23%	0
Builds effective networks across the organisation and sector	21%	-3
Motivates others to perform at their best	21%	+2
Encourages collaboration and inclusion across workgroups	20%	-7
Manages ambiguity and politics effectively	20%	+1
Demonstrates sound business acumen	16%	-2
Leads change and culture initiatives	14%	-1
Takes responsibility for upholding ethical standards and principles	14%	-9
Actively seeks feedback for personal development	4%	-3
Empowers individuals and teams to build capability	44%	+10
Actively seeks feedback for personal development	31%	+3
Motivates others to perform at their best	31%	-2
Leads change and culture initiatives	30%	+4
Manages ambiguity and politics effectively	30%	+3
Manages and prioritises resources to achieve the best outcomes	26%	0
Encourages innovative ideas and solutions	24%	-2
Builds effective networks across the organisation and sector	20%	+4
Takes a 'big picture' view of issues or problems	20%	+1
Encourages collaboration and inclusion across workgroups	15%	-9
Demonstrates sound judgment	7%	-6
Demonstrates sound business acumen	6%	-3
Takes responsibility for upholding ethical standards and principles	4%	-10

08 Leadership behaviour in your agency: Senior Officer

Purpose

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

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

Leadership levels are defined as follows:

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

POSITIVE IMPACT

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

SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Navigates complex issues, politics and ambiguous situations effectively	47%	+11
Models high levels of ethical and professional behaviour	46%	+7
Directs and prioritises resources to achieve the best outcomes	39%	+9
Builds strong relationships that influence organisational and sector outcomes	28%	+1
Stands behind their decisions in the face of adversity	25%	-4
Adopts a system-wide view of issues to inform action	23%	+2
Is compelling when communicating the organisational strategy	21%	+7
Inspires others to perform at their best	18%	-4
Creates a culture of continuous improvement	16%	-7
Demonstrates commercial acumen in managing corporate risk	14%	+1
Nurtures a learning and development culture	11%	-5
Seeks feedback to strengthen leadership approach	7%	-6
Leads change with agility	4%	-9

	Proportion	vs Qld public sector
Inspires others to perform at their best	45%	+3
Directs and prioritises resources to achieve the best outcomes	36%	+11
Models high levels of ethical and professional behaviour	34%	-4
Leads change with agility	33%	+12
Creates a culture of continuous improvement	31%	+6
Navigates complex issues, politics and ambiguous situations effectively	31%	+1
Builds strong relationships that influence organisational and sector outcomes	24%	-12
Nurtures a learning and development culture	16%	+2
Is compelling when communicating the organisational strategy	14%	+1
Seeks feedback to strengthen leadership approach	14%	-6
Adopts a system-wide view of issues to inform action	9%	-4
Demonstrates commercial acumen in managing corporate risk	7%	0
Stands behind their decisions in the face of adversity	7%	-8

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

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
Models high levels of ethical and professional behaviour	40%	+5
Navigates complex issues, politics and ambiguous situations effectively	39%	+3
Directs and prioritises resources to achieve the best outcomes	37%	+6
Stands behind their decisions in the face of adversity	28%	+1
Adopts a system-wide view of issues to inform action	25%	+2
Inspires others to perform at their best	23%	+2
Nurtures a learning and development culture	23%	+8
Builds strong relationships that influence organisational and sector outcomes	19%	-8
Is compelling when communicating the organisational strategy	19%	+2
Demonstrates commercial acumen in managing corporate risk	14%	-1
Leads change with agility	14%	-1
Creates a culture of continuous improvement	12%	-10
Seeks feedback to strengthen leadership approach	7%	-7

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
Inspires others to perform at their best	38%	+1
Seeks feedback to strengthen leadership approach	36%	+1
Builds strong relationships that influence organisational and sector outcomes	31%	+9
Directs and prioritises resources to achieve the best outcomes	29%	+3
Nurtures a learning and development culture	29%	+3
Creates a culture of continuous improvement	26%	-1
Leads change with agility	24%	+3
Stands behind their decisions in the face of adversity	19%	0
Adopts a system-wide view of issues to inform action	17%	0
Navigates complex issues, politics and ambiguous situations effectively	17%	0
Is compelling when communicating the organisational strategy	10%	-10
Models high levels of ethical and professional behaviour	10%	-8
Demonstrates commercial acumen in managing corporate risk	9%	-1

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

Purpose

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

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

Leadership levels are defined as follows:

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

POSITIVE IMPACT

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

SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Inspires others to perform at their best	57%	+6
Models high levels of ethical and professional behaviour	57%	+8
Stands behind their decisions in the face of adversity	36%	+18
Builds strong relationships that influence organisational and sector outcomes	29%	-3
Creates a culture of continuous improvement	29%	-2
Navigates complex issues, politics and ambiguous situations effectively	29%	+2
Is compelling when communicating the organisational strategy	21%	+8
Adopts a system-wide view of issues to inform action	14%	+7
Seeks feedback to strengthen leadership approach	14%	-1
Directs and prioritises resources to achieve the best outcomes	7%	-13
Leads change with agility	7%	-6
Demonstrates commercial acumen in managing corporate risk	0%	-2
Nurtures a learning and development culture	0%	-22
Directs and prioritises resources to achieve the best outcomes	43%	+19
Models high levels of ethical and professional behaviour	43%	+5
Navigates complex issues, politics and ambiguous situations effectively	43%	+8
Creates a culture of continuous improvement	36%	+11
Builds strong relationships that influence organisational and sector outcomes	29%	-5
Adopts a system-wide view of issues to inform action	21%	+4
Leads change with agility	21%	+1
Seeks feedback to strengthen leadership approach	21%	+1
Demonstrates commercial acumen in managing corporate risk	14%	+7
Inspires others to perform at their best	14%	-25
Is compelling when communicating the organisational strategy	7%	-5
Stands behind their decisions in the face of adversity	7%	-5
Nurtures a learning and development culture	0%	-14

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

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED

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

NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Models high levels of ethical and professional behaviour	64%	+34
Navigates complex issues, politics and ambiguous situations effectively	57%	+22
Adopts a system-wide view of issues to inform action	43%	+13
Directs and prioritises resources to achieve the best outcomes	43%	+13
Creates a culture of continuous improvement	29%	+4
Demonstrates commercial acumen in managing corporate risk	21%	+2
Builds strong relationships that influence organisational and sector outcomes	14%	-13
Is compelling when communicating the organisational strategy	14%	-6
Inspires others to perform at their best	7%	-8
Nurtures a learning and development culture	7%	-10
Leads change with agility	0%	-11
Seeks feedback to strengthen leadership approach	0%	-14
Stands behind their decisions in the face of adversity	0%	-22
Adopts a system-wide view of issues to inform action	50%	+31
Directs and prioritises resources to achieve the best outcomes	36%	+7
Builds strong relationships that influence organisational and sector outcomes	29%	+6
Creates a culture of continuous improvement	29%	0
Inspires others to perform at their best	29%	-5
Seeks feedback to strengthen leadership approach	21%	-10
Stands behind their decisions in the face of adversity	21%	+5
Demonstrates commercial acumen in managing corporate risk	14%	+6
Is compelling when communicating the organisational strategy	14%	-7
Leads change with agility	14%	-7
Models high levels of ethical and professional behaviour	14%	-11
Navigates complex issues, politics and ambiguous situations effectively	14%	-5
Nurtures a learning and development culture	14%	-9

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	39%	-24	-5
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	61%	+24	+5
Flexible work hours for example accumulated hours as 'flexitime'*	47%	-	+17
None of the above	39%	-24	-5
Flexible work hours for example start late or early to meet responsibilities external to work*	15%	-	+3
Part time work	11%	+1	-6
Telecommuting	5%	+3	+1
Casual/on call	4%	0	+1
Leave at half pay	3%	-1	-1
Hot desks	2%	+1	-1
Job sharing	1%	0	-1
Other, please specify	1%	-1	-1
Compressed work hours	1%	0	-1
Purchased leave/extended leave/deferred salary schemes	0%	0	0
Part-year work/annualised hours	0%	0	0
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	22%	+4	+3
No, I have not made a request but I am content with my current arrangements	67%	-7	-2
No, I have not made a request but I am not content with my current arrangements	11%	+3	-1

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	75%	+9
Partially granted	13%	-1
Declined – no reason given	5%	-2
Declined – reason provided	7%	-1
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	34%	-13	+5
I didn't feel I had the right to	34%	+29	+18
None of the Above*	31%	-	+7
I felt it would limit my career	24%	-13	+5
I was concerned that it may negatively impact my team	17%	+1	-2
I feel flexibility is not possible in my current job	14%	-28	-16
I didn't feel confident presenting my case or negotiating arrangements with my manager	10%	-21	-12
I don't feel confident in my manager's ability to manage staff working flexibly	7%	-9	-5
I felt it would limit my access to training and development	7%	-4	0
I feel the technology I currently have access to does not support flexible working	3%	-12	-3

* New in 2017, no trend

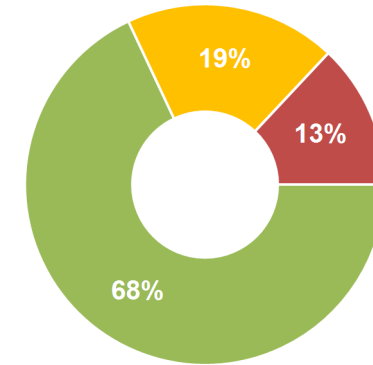
10 Domestic and family violence

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	68%	-4	-7
No	13%	+5	+1
Don't know	19%	-1	+6



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	81%	+3	-5
No	7%	+1	0
Don't Know	12%	-4	+6

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	62%	-7	-10
No	16%	+7	+3
Don't Know	22%	+1	+7

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	79%	+1	-4
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	80%	+7	-2

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	69%	+2	-2
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	71%	+5	0

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

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	4%	-12	Yes	2%	-5
No	93%	+13	No	94%	+6
Don't Know	2%	+1	Don't Know	1%	-1
Prefer not to say	1%	-2	Prefer not to say	3%	0

* New in 2017, no trend

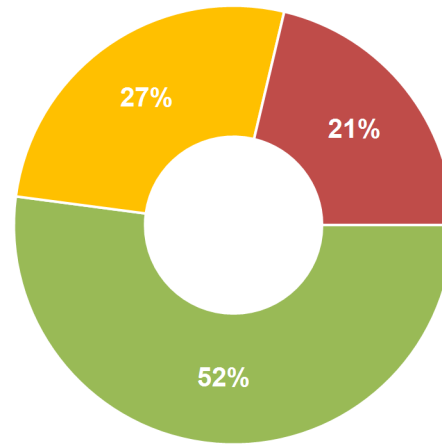
* New in 2017, no trend

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.



52%

of employees agreed with the statement:

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

% positive change since 2016

+4

vs Qld public sector

-15

Reasons for leaving	Proportion	vs Qld public sector
Career or job opportunities	53%	+1
Professional/personal development	38%	+3
The workplace culture	36%	-3
Pay and conditions	27%	-1
Stress/Health	23%	-10
Balancing work and life commitments	22%	0
Job security	22%	+3
Contract expiring	21%	+9
The location of your workplace or the time spent commuting	16%	-2
Other (please specify)	15%	+5
Your relationship with your manager	15%	-7
Fit between work and your interests	12%	+1
Family/carer responsibilities	9%	-4
Work hours	8%	-6
Your relationship with your colleagues	7%	-3
Travel plans	2%	-4
Retirement	2%	-7

12 Bullying and sexual harassment

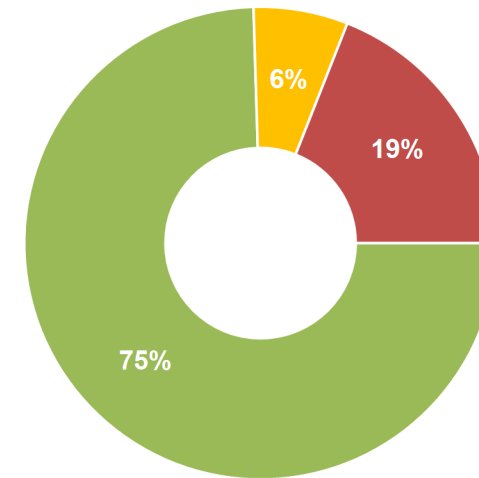
Purpose

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.

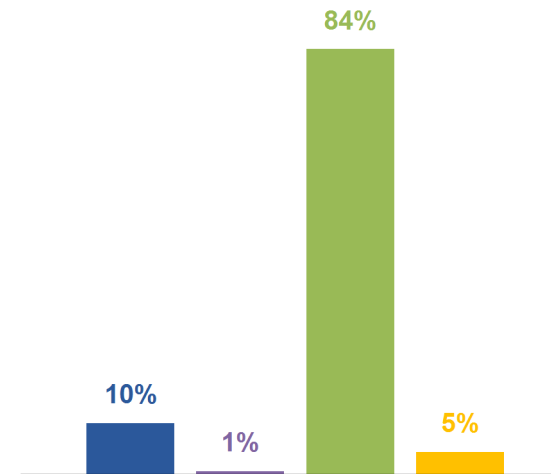
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
Yes	19%	-6	-9
No	75%	+6	+8
Don't know	6%	0	+1



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

	Proportion	vs 2016	vs Qld public sector
Bullying	10%	-3	-6
Sexual Harassment	1%	-1	0
No	84%	+5	+6
Don't Know	5%	-1	0



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.

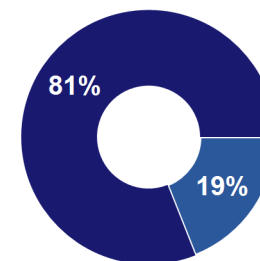
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A senior manager	48%	0	+17
Your immediate manager/supervisor	41%	+1	+7
A fellow worker	26%	-23	-17
Prefer not to specify	11%	+8	+3
A client/customer	0%	-3	-7
A consultant/service provider	0%	-3	-2
A group of fellow workers	0%	-20	-14
A member of the public	0%	-3	-5
A representative of another agency	0%	0	-2
A worker that reports to you	0%	-11	-5
Other	0%	-3	-2

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Inappropriate and unfair application of work policies or rules	48%	+5	+6
Other	44%	+4	+18
Verbal abuse	37%	-34	-21
Physical behaviour (e.g. assault or aggressive body language)	7%	+2	-4
Cyber bullying	4%	+1	-2
'Initiations' or pranks	4%	-8	-4
Interference with your personal property or work equipment	0%	-6	-8

Did you report the BULLYING?

No



Yes

Why did you not report the BULLYING?

	Proportion	vs 2016	vs Qld public sector
I did not think any action would be taken	52%	-16	-4
It could affect my career	38%	-20	-7
I did not think it was worth the hassle of going through the report process	33%	-4	-4
Other	29%	+13	+18
I did not want to upset relationships in the workplace	24%	-8	-16
Managers accepted the behaviour	24%	-8	-9
I did not think the bullying was serious enough	19%	+9	+3
I did not have enough evidence	14%	-12	-6
I did not know how to report it	10%	+4	+4
The matter was resolved informally	5%	-1	-2

13 Your view

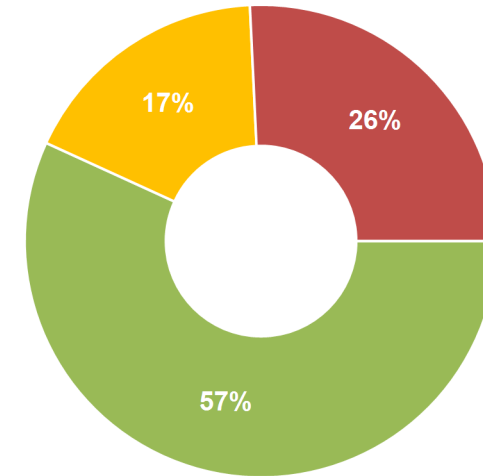
Purpose

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.

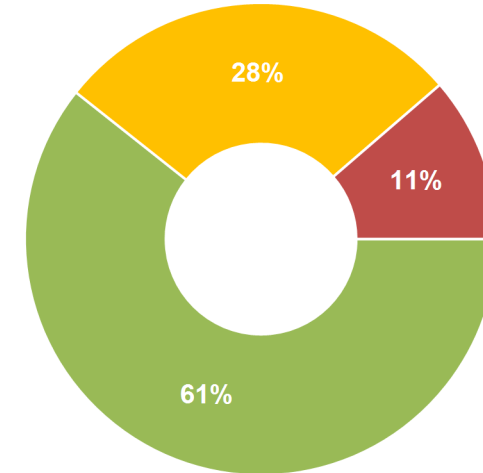
Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Yes	57%	+52	+26
No	26%	-49	-30
No, but I have not worked long in my organisation	17%	-3	+4



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

	Proportion	vs 2016	vs Qld public sector
Positive	61%	+19	-2
Neutral	28%	-30	-4
Negative	11%	+11	+6



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 receive important information about the organisation and its priorities in a timely manner.	71	21	8	71%	+4
I believe my work environment has improved over the past 12 months.	44	39	17	44%	-
In the last 12 months, I have seen evidence of us working across teams and divisions – as 1CCC - to deliver outcomes.	56	30	15	56%	-

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)
Crime & Corruption Commission	277	63%	61%	64%
Managerial status				
Yes	86	68%	64%	73%
No	189	61%	60%	59%
Employment status				
Permanent	217	60%	57%	62%
Non-permanent	59	75%	76%	69%
Full-time status				
Full-time basis	243	63%	61%	64%
Part-time basis	33	64%	62%	61%
FTE Salary				
Under \$50,000	15	87%	85%	70%
\$50,000 - \$69,999	53	69%	69%	66%
\$70,000 - \$89,999	61	59%	58%	61%
\$90,000 or over	147	61%	57%	63%
Time in agency				
Less than 2 years	78	70%	74%	64%
2 to less than 6 years	63	67%	60%	64%
6 to less than 10 years	62	60%	60%	68%
10 to less than 14 years	29	50%	50%	54%
14 to less than 16 years	6	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
16 to less than 20 years	20	43%	32%	65%
20 years or more	15	71%	55%	52%

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>					
Crime & Corruption Commission		277	63%	61%	64%
Age					
	34 years or younger	57	72%	67%	70%
	35 to 44 years	87	58%	60%	58%
	45 to 54 years	90	58%	57%	64%
	55 years or older	40	74%	64%	64%
Gender*					
	Female	157	65%	58%	64%
	Male	115	62%	66%	63%
	X	1	Restricted	Restricted	Restricted
Type of work					
	Direct service delivery	57	51%	56%	53%
	Corporate services and administrative support/clerical	115	66%	62%	67%
	Other	104	67%	63%	65%
Shiftwork					
	Yes	32	57%	60%	64%
	No	244	64%	61%	64%

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

16 Appendix B – Strategic priorities and factors by item

Purpose

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

Strategic priorities		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Agency engagement							
Q33a	I would recommend my organisation as a great place to work	66%	+6	20%	+1	14%	-7
Q33b	I am proud to tell others I work for my organisation	67%	+6	22%	-1	11%	-5
Q33c	I feel strong personal attachment to my organisation	59%	+1	29%	+7	12%	-7
Q33d	My organisation motivates me to help it achieve its objectives	61%	+10	24%	-4	15%	-6
Q33e	My organisation inspires me to do the best in my job	62%	+13	23%	-6	15%	-8
Organisational leadership							
Q31a	In my organisation, the leadership is of high quality	61%	+5	25%	-1	14%	-4
Q31c	Management model the behaviours expected of all employees	56%	+4	30%	+5	14%	-9
Q31d	In my organisation, the leadership operates with a high level of integrity	72%	+11	20%	-4	8%	-7
Q31f	My organisation is well managed	56%	+10	27%	-8	17%	-3
Innovation							
Q27a	I get the opportunity to develop new and better ways of doing my job	64%	+13	19%	-1	16%	-12
Q27b	I am encouraged to make suggestions about improving work processes and/or services	74%	+11	13%	-7	13%	-4
Q27c	Management is willing to act on suggestions to improve how things are done	59%	+10	26%	-2	15%	-8
Q27d	My workgroup uses research and expertise to identify better practice	56%	+16	31%	-5	12%	-11
Q27e	My workgroup always tries to improve its performance	75%	+14	16%	-8	8%	-6
Q27f	My organisation is open to new ideas	53%	+9	32%	+1	15%	-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 workshopping.

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Job empowerment							
Q22a	I have a choice in deciding how I do my work	70%	+7	17%	-1	13%	-6
Q22b	I have the tools I need to do my job effectively	77%	+4	10%	-2	12%	-2
Q22c	I get the information I need to do my job well	74%	+6	17%	-1	9%	-5
Q22d	I have the authority necessary to do my job effectively	75%	+6	13%	-4	12%	-2
Q22e	My job gives me opportunities to utilise my skills	76%	+5	14%	+1	9%	-6
Q34b	Your ability to work on your own initiative	82%	+9	11%	-3	7%	-5
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	40%	-2	32%	0	28%	+2
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	51%	-3	30%	+3	20%	0
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	54%	+3	28%	-1	18%	-2
Learning and development							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	59%	+13	20%	-3	21%	-10
Q28e	I am able to access relevant learning and development opportunities	59%	+6	26%	+5	15%	-11
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	52%	+8	34%	+4	14%	-12
Q28g	I am satisfied with the opportunities available for career development	38%	+10	31%	+7	31%	-17
Q31b	My organisation is committed to developing its employees	51%	+12	29%	+1	20%	-12

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	85%	+6	8%	-3	7%	-4
Q24b	I receive help and support from other people in my workgroup	90%	+4	8%	0	2%	-4
Q24c	People in my workgroup are honest, open and transparent in their dealings	83%	+9	11%	-3	6%	-6
Q24d	People in my workgroup use their time and resources efficiently	75%	+7	14%	-2	10%	-5
Q24e	People in my workgroup treat customers with respect	88%	+8	10%	-6	3%	-2
Q24f	People in my workgroup are committed to delivering excellent service to customers	88%	+6	9%	-4	3%	-3
Q24g	People in my workgroup do their jobs effectively	84%	+7	11%	-2	5%	-5
My manager							
Q29a	My manager treats employees with dignity and respect	86%	+7	9%	-1	6%	-6
Q29b	My manager listens to what I have to say	86%	+8	9%	-3	5%	-5
Q29c	My manager keeps me informed about what's going on	74%	+2	15%	0	10%	-2
Q29d	My manager understands my work	81%	+4	9%	-5	10%	+1
Q29e	My manager creates a shared sense of purpose	75%	+2	15%	+1	9%	-3
Q29f	My manager demonstrates honesty and integrity	87%	+8	10%	-3	4%	-5
Q29g	My manager draws the best out of me	67%	+7	19%	-4	14%	-3

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.

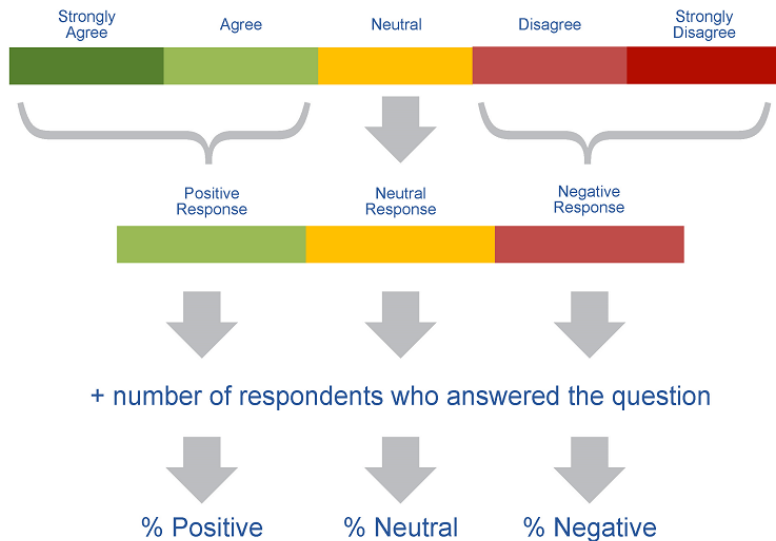
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Organisational fairness							
Q25f	Performance is assessed and rewarded fairly in my workplace	38%	+10	36%	+1	25%	-11
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	41%	+5	27%	+7	32%	-12
Q25h	People are treated fairly and consistently in my workplace	56%	+12	21%	-3	23%	-9
Q25i	People take responsibility for their decisions and actions in my workplace	55%	+6	30%	+6	15%	-12
Q31e	Recruitment and promotion decisions in this organisation are fair	43%	+5	33%	0	24%	-5
Anti-discrimination							
Q32a	Age is not a barrier to success in my organisation	71%	0	23%	+2	7%	-2
Q32b	Gender is not a barrier to success in my organisation	77%	+1	16%	-2	8%	0
Q32c	Disability is not a barrier to success in my organisation	68%	+6	28%	-6	4%	0
Q32d	Cultural background is not a barrier to success in my organisation	76%	+6	19%	-6	5%	+1
Q32e	Sexual orientation is not a barrier to success in my organisation	75%	+3	22%	-4	4%	+1

17 Appendix C – How to interpret this report

% Positive, neutral and negative scores

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

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



Negatively Worded Questions: An example

What are negatively worded questions?

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

How are the negatively worded responses scored?

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

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

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

EXAMPLE

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

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

OR

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

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

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

How will I know if I am interpreting this correctly?

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

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

Rounding

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

Factor scores

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

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

Workplace climate index scores

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

% Change and division comparisons

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

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

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

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

Quintile

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

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

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

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

Number of respondents

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

Base size for Working for Queensland 2017

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

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

Definitions

The following definitions were used in the survey:

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

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

Your organisation

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

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

Your manager - The person you usually report to.

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

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

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

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