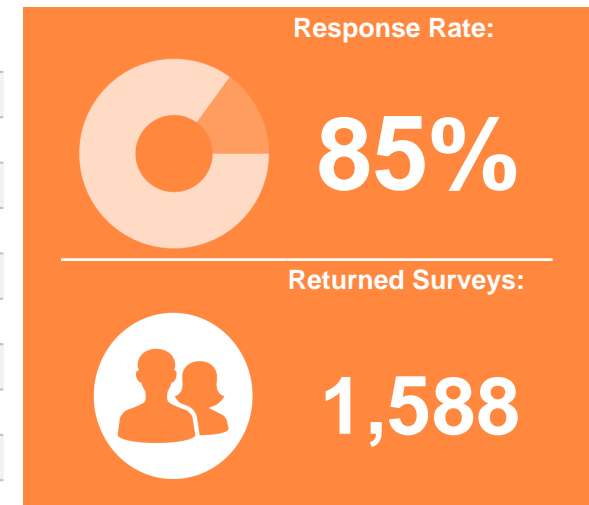


Queensland Treasury

Report Content

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Highlight 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.

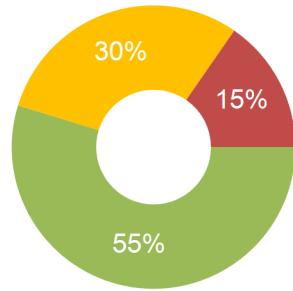


01 Driver analysis scorecard

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

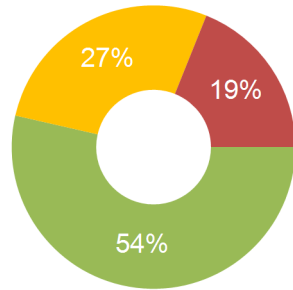
+1

Top 3 drivers

% Positive

Driver	2016	2017
Organisational leadership	52%	54%
Job empowerment	73%	74%
Learning and development	54%	55%

Organisational Leadership



% positive change since 2016

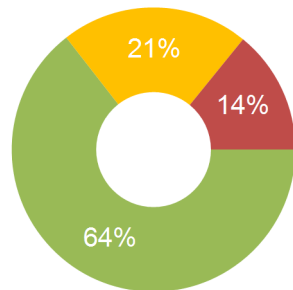
+1

Top 3 drivers

% Positive

Driver	2016	2017
Organisational fairness	43%	44%
Learning and development	54%	55%
Innovation	63%	64%

Innovation



% positive change since 2016

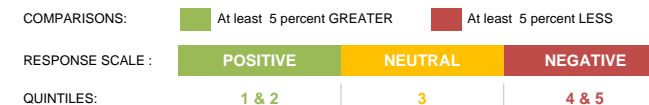
+1

Top 3 drivers

% Positive

Driver	2016	2017
Learning and development	54%	55%
Job empowerment	73%	74%
My manager	75%	75%

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*	55	30	15	55%	+1	-4	41 - 82	4
Job empowerment	74	14	12	74%	+1	+2	60 - 86	2
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	48	30	22	48%	0	+8	29 - 68	1
Learning and development	55	25	20	55%	+1	-1	33 - 82	3
My workgroup	79	14	8	79%	-1	+2	58 - 92	3
My manager	75	15	11	75%	0	+4	57 - 84	2
Organisational leadership*	54	27	19	54%	+1	+3	29 - 85	3
Organisational fairness	44	29	27	44%	0	+1	26 - 67	3
Anti-discrimination	68	24	8	68%	-1	+2	48 - 96	3
Innovation*	64	21	14	64%	+1	+5	46 - 89	2

03 Factors by division

Purpose

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

	Queensland Treasury % positive	Agency Performance and Investment Group	Agency Performance Group	Commercial Group	Economics and Fiscal Coordination Group/OUT	Office of Industrial Relations	Office of State Revenue	Operations and Change Group	Risk and Intelligence Group
<i>This section shows the % positive scores for divisions within the agency</i>									
Number of respondents	1,588	50	40	50	133	620	475	96	111
Agency engagement*	55%	75%	66%	71%	68%	48%	50%	58%	72%
Job empowerment	74%	88%	74%	81%	82%	69%	72%	77%	87%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	48%	52%	46%	58%	62%	44%	46%	49%	55%
Learning and development	55%	66%	63%	61%	65%	44%	61%	57%	66%
My workgroup	79%	90%	90%	85%	87%	74%	76%	78%	90%
My manager	75%	92%	84%	85%	84%	68%	73%	77%	86%
Organisational leadership*	54%	66%	54%	73%	69%	42%	53%	56%	79%
Organisational fairness	44%	55%	51%	58%	60%	38%	41%	45%	55%
Anti-discrimination	68%	65%	55%	62%	73%	62%	73%	71%	76%
Innovation*	64%	82%	73%	70%	76%	56%	65%	69%	80%

04 Workplace climate

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 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	23	15	61%	-3	+7	43 - 82	1
● Effectiveness and innovation*	60	22	18	60%	+1	+3	49 - 77	2
● People and relationships	78	14	8	78%	-1	+2	56 - 92	3
● Fairness and trust*	60	24	16	60%	+2	+2	46 - 78	3
● Performance and development	55	25	20	55%	0	-1	41 - 74	3
● Leadership and engagement	63	23	14	63%	+1	+1	49 - 81	3
● My job	76	13	11	76%	+1	-1	58 - 89	4

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

05 Workplace climate by division

Purpose

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

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

	Queensland Treasury % positive	Agency Performance and Investment Group	Agency Performance Group	Commercial Group	Economics and Fiscal Coordination Group/OUT	Office of Industrial Relations	Office of State Revenue	Operations and Change Group	Risk and Intelligence Group
<i>This section shows the % positive scores for divisions within the agency</i>									
Number of respondents	1,588	50	40	50	133	620	475	96	111
● Safety, health and wellness*	61%	70%	62%	66%	72%	58%	59%	68%	70%
● Effectiveness and innovation*	60%	72%	66%	63%	68%	55%	59%	62%	69%
● People and relationships	78%	91%	90%	86%	87%	74%	76%	78%	91%
● Fairness and trust*	60%	67%	58%	65%	71%	55%	61%	63%	70%
● Performance and development	55%	66%	61%	59%	65%	46%	59%	56%	63%
● Leadership and engagement	63%	80%	71%	78%	75%	56%	61%	66%	80%
● My job	76%	93%	80%	84%	82%	73%	74%	78%	86%

* 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	37	35	27	37%	-1	+6
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	51	28	21	51%	0	+8
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	56	25	19	56%	+1	+11
Q23f	My work contributes positively to my quality of life*	46	36	19	46%	-	+1
Q24h	People in my workgroup are committed to workplace safety	82	16	2	82%	0	0
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	73	18	10	73%	-	+6
Q25b	My workplace culture supports people to achieve a good work/life balance	72	16	12	72%	0	+10
Q25c	There is adequate focus on workplace safety at my workplace	77	17	7	77%	-1	-2

* 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*	59	22	19	59%	-	+10
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	58	24	19	58%	-	+7
Q31h	The wellbeing of employees is a priority for my organisation*	56	27	18	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>	54	28	18	54%	-	+12
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	71	17	12	71%	-1	+7
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	70	19	11	70%	-	+15

* 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	73	14	13	73%	-1	+2
Q22c	I get the information I need to do my job well	69	18	13	69%	+1	+1
Q22d	I have the authority necessary to do my job effectively	73	16	12	73%	0	+3
Q23c	I feel my job is secure	58	22	19	58%	+2	+1
Q23d	There is too much 'red tape' in my work (e.g. Regulatory or administrative processes) <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	26	34	41	26%	0	+7
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	67	21	12	67%	-	+2
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	27	36	37	27%	0	+8
Q25e	Disruptions and/or noise at my workplace make it hard to get things done <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	41	25	34	41%	-6	-4
Q26a	My workplace has undergone significant change in the past 12 months	66	23	11	66%	+9	+14

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Effectiveness and innovation (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q27a	I get the opportunity to develop new and better ways of doing my job	63	20	16	63%	+2	+6
Q27b	I am encouraged to make suggestions about improving work processes and/or services	73	15	12	73%	+1	+5
Q27c	Management is willing to act on suggestions to improve how things are done	59	22	19	59%	+3	+6
Q27d	My workgroup uses research and expertise to identify better practice	58	28	14	58%	+1	+3
Q27e	My workgroup always tries to improve its performance	72	20	8	72%	0	+2
Q27f	My organisation is open to new ideas	61	24	15	61%	+3	+6
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	73	14	12	73%	+2	+4
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	65	17	18	65%	-13	-12
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	55	32	13	55%	0	-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.

● People and relationships		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q24a	People in my workgroup treat each other with respect	79	11	10	79%	0	+5
Q24b	I receive help and support from other people in my workgroup	85	10	5	85%	0	+2
Q24c	People in my workgroup are honest, open and transparent in their dealings	72	16	11	72%	-1	+5
Q24d	People in my workgroup use their time and resources efficiently	66	21	12	66%	-2	+2
Q24e	People in my workgroup treat customers with respect	88	10	2	88%	0	+2
Q24f	People in my workgroup are committed to delivering excellent service to customers	84	12	4	84%	0	+1
Q24g	People in my workgroup do their jobs effectively	75	17	8	75%	0	0
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	77	15	8	77%	-1	-2

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Fairness and trust		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q25a	My workplace has an inclusive culture where diversity is valued and respected	73	20	7	73%	+1	0
Q25f	Performance is assessed and rewarded fairly in my workplace	36	35	30	36%	+2	0
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	37	28	34	37%	-1	-1
Q25h	People are treated fairly and consistently in my workplace	53	23	24	53%	+2	+2
Q25i	People take responsibility for their decisions and actions in my workplace	52	27	21	52%	-2	+1
Q25j	I am able to speak up and share a different view to my colleagues and manager*	75	12	12	75%	-	+4
Q30a	My senior manager demonstrates honesty and integrity	76	14	10	76%	+8	+6
Q31e	Recruitment and promotion decisions in this organisation are fair	40	33	28	40%	0	+3

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Fairness and trust (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31i	My responsibilities outside of work restrict my opportunities for promotion* % positive indicates those who "strongly disagree" or "disagree" with this statement	60	24	16	60%	-	+7
Q32a	Age is not a barrier to success in my organisation	64	21	14	64%	-2	-1
Q32b	Gender is not a barrier to success in my organisation	70	19	11	70%	0	+1
Q32c	Disability is not a barrier to success in my organisation	65	30	5	65%	-1	+8
Q32d	Cultural background is not a barrier to success in my organisation	69	24	7	69%	-2	-1
Q32e	Sexual orientation is not a barrier to success in my organisation	70	26	4	70%	+1	0
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	57	24	19	57%	-2	+3
Q32g	Women and men have equal access to work experiences that support career progression*	68	21	11	68%	-	+1

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

		Performance and development			Response scale (%)	% positive	vs 2016	vs Qld public sector
Q28a	I receive useful feedback on my performance	59	21	20	59%	-2	+2	
Q28b	My performance is assessed against clear criteria	45	32	24	45%	-3	-6	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	63	19	18	63%	+2	0	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	41	34	25	41%	+1	0	
Q28e	I am able to access relevant learning and development opportunities	60	23	17	60%	+1	-2	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	54	28	17	54%	0	-5	
Q28g	I am satisfied with the opportunities available for career development	42	28	30	42%	+3	-2	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	55	23	22	55%	-2	0	
Q28i	I develop new knowledge and skills through undertaking tasks at work	73	17	10	73%	0	+1	
Q31b	My organisation is committed to developing its employees	55	28	17	55%	-1	+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.

● Leadership and engagement		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29a	My manager treats employees with dignity and respect	83	9	8	83%	0	+5
Q29b	My manager listens to what I have to say	81	11	9	81%	-1	+4
Q29c	My manager keeps me informed about what's going on	73	14	13	73%	+1	+5
Q29d	My manager understands my work	75	13	12	75%	-1	+2
Q29e	My manager creates a shared sense of purpose	70	19	12	70%	-1	+2
Q29f	My manager demonstrates honesty and integrity	80	12	8	80%	+1	+4
Q29g	My manager draws the best out of me	60	24	15	60%	+1	+3
Q31a	In my organisation, the leadership is of high quality	55	26	19	55%	+3	+2

06 Workplace climate by item (cont.)

Purpose

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

● Leadership and engagement (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31c	Management model the behaviours expected of all employees	51	28	21	51%	-1	+2
Q31d	In my organisation, the leadership operates with a high level of integrity	57	28	16	57%	+2	+2
Q31f	My organisation is well managed	51	28	20	51%	+1	+4
Q33a	I would recommend my organisation as a great place to work	59	26	15	59%	+1	-1
Q33b	I am proud to tell others I work for my organisation	63	26	12	63%	+3	-5
Q33c	I feel strong personal attachment to my organisation	53	31	16	53%	+1	-6
Q33d	My organisation motivates me to help it achieve its objectives	50	33	17	50%	-1	-3
Q33e	My organisation inspires me to do the best in my job	49	33	18	49%	0	-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.

● My job		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q21a	I understand what is expected of me to do well in my job	86	7	7	86%	+1	-4
Q21b	I understand how my work contributes to my organisation's objectives	88	6	6	88%	-1	-3
Q22a	I have a choice in deciding how I do my work	74	14	12	74%	+1	+7
Q22e	My job gives me opportunities to utilise my skills	75	13	12	75%	+3	0
Q22f	I enjoy the work in my current job	73	15	11	73%	+2	-2
Q22g	My job gives me a feeling of personal accomplishment	66	18	15	66%	+3	-3
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	73	14	13	73%	+1	-2
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	81	11	9	81%	-1	+1
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	71	15	14	71%	+1	-2

07 Most changed since 2016, by item

Purpose

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

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

The survey items with the most positive change	Index	% positive 2017	vs 2016
My senior manager demonstrates honesty and integrity	Fairness and trust	76%	+8
My job gives me opportunities to utilise my skills	My job	75%	+3
I am satisfied with the opportunities available for career development	Performance and development	42%	+3
My organisation is open to new ideas	Effectiveness and innovation	61%	+3
My job gives me a feeling of personal accomplishment	My job	66%	+3

The survey items with the most negative change	Index	% positive 2017	vs 2016
The location of your work % positive indicates those who responded with "very satisfied" or "satisfied"	Effectiveness and innovation	65%	-13
Disruptions and/or noise at my workplace make it hard to get things done % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with disruptions and/or noise	Effectiveness and innovation	41%	-6
My performance is assessed against clear criteria	Performance and development	45%	-3
Age is not a barrier to success in my organisation	Fairness and trust	64%	-2
People in my workgroup use their time and resources efficiently	People and relationships	66%	-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

	Proportion	vs Qld public sector
Builds effective working relationships with others	33%	+4
Empowers their team to perform at their best	32%	+1
Demonstrates sound judgment	29%	+2
Supports their team to adapt to change	28%	+1
Upholds ethical standards and principles	28%	-4
Encourages a strong customer and stakeholder focus	27%	+1
Delegates work effectively and monitors performance	25%	+2
Responds confidently when faced with uncertainty	25%	0
Describes how their team's work aligns to organisational objectives	18%	+1
Implements improved ways of doing things	17%	-2
Takes responsibility for team development	15%	-1
Applies sound business management skills	12%	-2
Actively seeks feedback for personal development	7%	-1
Builds effective working relationships with others	42%	+3
Demonstrates sound judgment	34%	+4
Empowers their team to perform at their best	33%	-2
Responds confidently when faced with uncertainty	28%	+1
Implements improved ways of doing things	26%	0
Encourages a strong customer and stakeholder focus	22%	+4
Upholds ethical standards and principles	20%	-7
Supports their team to adapt to change	19%	+1
Actively seeks feedback for personal development	19%	-1
Delegates work effectively and monitors performance	17%	-1
Applies sound business management skills	16%	+2
Takes responsibility for team development	14%	-5
Describes how their team's work aligns to organisational objectives	9%	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

	Proportion	vs Qld public sector
Demonstrates sound judgment	33%	+4
Builds effective working relationships with others	31%	+2
Upholds ethical standards and principles	28%	-4
Empowers their team to perform at their best	27%	+1
Encourages a strong customer and stakeholder focus	27%	0
Supports their team to adapt to change	27%	+1
Responds confidently when faced with uncertainty	26%	+1
Delegates work effectively and monitors performance	23%	0
Describes how their team's work aligns to organisational objectives	22%	+3
Applies sound business management skills	17%	0
Implements improved ways of doing things	16%	-4
Takes responsibility for team development	14%	-3
Actively seeks feedback for personal development	7%	0
Actively seeks feedback for personal development	33%	+2
Empowers their team to perform at their best	32%	-3
Takes responsibility for team development	32%	+2
Implements improved ways of doing things	31%	-1
Delegates work effectively and monitors performance	27%	-3
Supports their team to adapt to change	25%	-2
Describes how their team's work aligns to organisational objectives	23%	+2
Builds effective working relationships with others	22%	-2
Responds confidently when faced with uncertainty	19%	0
Applies sound business management skills	14%	+1
Encourages a strong customer and stakeholder focus	13%	+2
Demonstrates sound judgment	13%	-1
Upholds ethical standards and principles	12%	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	36%	0
Manages and prioritises resources to achieve the best outcomes	32%	0
Encourages collaboration and inclusion across workgroups	31%	+3
Empowers individuals and teams to build capability	30%	+3
Demonstrates sound judgment	27%	-1
Encourages innovative ideas and solutions	26%	+1
Leads change and culture initiatives	21%	+7
Builds effective networks across the organisation and sector	21%	+1
Manages ambiguity and politics effectively	20%	+3
Takes responsibility for upholding ethical standards and principles	19%	-5
Motivates others to perform at their best	16%	-3
Demonstrates sound business acumen	16%	0
Actively seeks feedback for personal development	3%	-4
Manages and prioritises resources to achieve the best outcomes	36%	0
Empowers individuals and teams to build capability	33%	+1
Takes a 'big picture' view of issues or problems	31%	+4
Motivates others to perform at their best	31%	-5
Demonstrates sound judgment	28%	+1
Leads change and culture initiatives	26%	+4
Builds effective networks across the organisation and sector	25%	+5
Encourages innovative ideas and solutions	19%	-2
Encourages collaboration and inclusion across workgroups	18%	+1
Manages ambiguity and politics effectively	17%	+3
Actively seeks feedback for personal development	15%	-2
Demonstrates sound business acumen	10%	0
Takes responsibility for upholding ethical standards and principles	10%	-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

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
Takes a 'big picture' view of issues or problems	40%	+5
Encourages collaboration and inclusion across workgroups	34%	+7
Demonstrates sound judgment	32%	+1
Manages and prioritises resources to achieve the best outcomes	31%	-2
Empowers individuals and teams to build capability	27%	+4
Encourages innovative ideas and solutions	23%	0
Builds effective networks across the organisation and sector	23%	-2
Manages ambiguity and politics effectively	22%	+3
Leads change and culture initiatives	21%	+6
Motivates others to perform at their best	16%	-4
Takes responsibility for upholding ethical standards and principles	13%	-10
Demonstrates sound business acumen	13%	-5
Actively seeks feedback for personal development	3%	-4

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
Motivates others to perform at their best	36%	+2
Empowers individuals and teams to build capability	35%	+1
Manages ambiguity and politics effectively	31%	+4
Actively seeks feedback for personal development	29%	+1
Manages and prioritises resources to achieve the best outcomes	26%	0
Leads change and culture initiatives	26%	0
Encourages innovative ideas and solutions	24%	-2
Builds effective networks across the organisation and sector	20%	+3
Encourages collaboration and inclusion across workgroups	19%	-5
Takes a 'big picture' view of issues or problems	16%	-3
Takes responsibility for upholding ethical standards and principles	13%	-1
Demonstrates sound judgment	12%	-2
Demonstrates sound business acumen	9%	0

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	46%	+10
Models high levels of ethical and professional behaviour	44%	+5
Directs and prioritises resources to achieve the best outcomes	28%	-1
Builds strong relationships that influence organisational and sector outcomes	27%	0
Creates a culture of continuous improvement	26%	+3
Stands behind their decisions in the face of adversity	23%	-5
Adopts a system-wide view of issues to inform action	23%	+2
Leads change with agility	17%	+4
Is compelling when communicating the organisational strategy	15%	0
Inspires others to perform at their best	14%	-8
Demonstrates commercial acumen in managing corporate risk	12%	-1
Nurtures a learning and development culture	12%	-4
Seeks feedback to strengthen leadership approach	10%	-3
Builds strong relationships that influence organisational and sector outcomes	41%	+5
Navigates complex issues, politics and ambiguous situations effectively	39%	+9
Inspires others to perform at their best	36%	-6
Leads change with agility	26%	+5
Models high levels of ethical and professional behaviour	25%	-13
Directs and prioritises resources to achieve the best outcomes	24%	-2
Creates a culture of continuous improvement	21%	-4
Seeks feedback to strengthen leadership approach	21%	+1
Is compelling when communicating the organisational strategy	18%	+5
Adopts a system-wide view of issues to inform action	16%	+3
Demonstrates commercial acumen in managing corporate risk	11%	+4
Stands behind their decisions in the face of adversity	11%	-4
Nurtures a learning and development culture	11%	-3

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

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED

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

NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Models high levels of ethical and professional behaviour	40%	+5
Navigates complex issues, politics and ambiguous situations effectively	39%	+4
Builds strong relationships that influence organisational and sector outcomes	30%	+2
Directs and prioritises resources to achieve the best outcomes	29%	-1
Stands behind their decisions in the face of adversity	25%	-2
Adopts a system-wide view of issues to inform action	25%	+2
Creates a culture of continuous improvement	22%	0
Is compelling when communicating the organisational strategy	20%	+3
Nurtures a learning and development culture	16%	+1
Leads change with agility	16%	+1
Demonstrates commercial acumen in managing corporate risk	15%	-1
Inspires others to perform at their best	12%	-9
Seeks feedback to strengthen leadership approach	9%	-5
Seeks feedback to strengthen leadership approach	41%	+6
Inspires others to perform at their best	40%	+4
Is compelling when communicating the organisational strategy	29%	+9
Directs and prioritises resources to achieve the best outcomes	27%	+1
Nurtures a learning and development culture	25%	-2
Creates a culture of continuous improvement	24%	-2
Leads change with agility	24%	+3
Builds strong relationships that influence organisational and sector outcomes	19%	-3
Stands behind their decisions in the face of adversity	16%	-3
Navigates complex issues, politics and ambiguous situations effectively	15%	-2
Adopts a system-wide view of issues to inform action	15%	-3
Models high levels of ethical and professional behaviour	11%	-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
Builds strong relationships that influence organisational and sector outcomes	49%	+17
Inspires others to perform at their best	46%	-5
Navigates complex issues, politics and ambiguous situations effectively	46%	+19
Models high levels of ethical and professional behaviour	37%	-12
Is compelling when communicating the organisational strategy	21%	+8
Nurtures a learning and development culture	21%	-1
Creates a culture of continuous improvement	19%	-11
Directs and prioritises resources to achieve the best outcomes	18%	-2
Leads change with agility	12%	-1
Stands behind their decisions in the face of adversity	12%	-5
Adopts a system-wide view of issues to inform action	9%	+1
Seeks feedback to strengthen leadership approach	7%	-8
Demonstrates commercial acumen in managing corporate risk	4%	+1
Navigates complex issues, politics and ambiguous situations effectively	46%	+10
Builds strong relationships that influence organisational and sector outcomes	42%	+9
Inspires others to perform at their best	39%	-1
Adopts a system-wide view of issues to inform action	26%	+8
Directs and prioritises resources to achieve the best outcomes	26%	+3
Leads change with agility	23%	+3
Seeks feedback to strengthen leadership approach	21%	+1
Is compelling when communicating the organisational strategy	19%	+7
Creates a culture of continuous improvement	18%	-8
Models high levels of ethical and professional behaviour	18%	-20
Demonstrates commercial acumen in managing corporate risk	12%	+5
Stands behind their decisions in the face of adversity	7%	-6
Nurtures a learning and development culture	4%	-11

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

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED

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

NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Navigates complex issues, politics and ambiguous situations effectively	47%	+13
Models high levels of ethical and professional behaviour	40%	+10
Directs and prioritises resources to achieve the best outcomes	35%	+5
Adopts a system-wide view of issues to inform action	30%	-1
Creates a culture of continuous improvement	28%	+3
Builds strong relationships that influence organisational and sector outcomes	26%	-1
Demonstrates commercial acumen in managing corporate risk	25%	+6
Nurtures a learning and development culture	18%	+1
Stands behind their decisions in the face of adversity	18%	-5
Inspires others to perform at their best	14%	-1
Is compelling when communicating the organisational strategy	12%	-8
Leads change with agility	7%	-4
Seeks feedback to strengthen leadership approach	2%	-12
Is compelling when communicating the organisational strategy	49%	+28
Creates a culture of continuous improvement	39%	+10
Inspires others to perform at their best	33%	0
Directs and prioritises resources to achieve the best outcomes	32%	+3
Builds strong relationships that influence organisational and sector outcomes	21%	-1
Seeks feedback to strengthen leadership approach	21%	-10
Stands behind their decisions in the face of adversity	21%	+5
Leads change with agility	19%	-2
Nurtures a learning and development culture	19%	-4
Navigates complex issues, politics and ambiguous situations effectively	18%	-2
Adopts a system-wide view of issues to inform action	14%	-5
Demonstrates commercial acumen in managing corporate risk	7%	-1
Models high levels of ethical and professional behaviour	7%	-18

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	28%	-18	-16
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	72%	+18	+16
Flexible work hours for example accumulated hours as 'flexitime'*	52%	-	+22
None of the above	28%	-18	-16
Flexible work hours for example start late or early to meet responsibilities external to work*	23%	-	+10
Telecommuting	19%	+6	+15
Part time work	13%	0	-4
Leave at half pay	9%	0	+5
Hot desks	3%	+1	0
Other, please specify	3%	0	0
Compressed work hours	2%	0	0
Purchased leave/extended leave/deferred salary schemes	2%	0	+1
Casual/on call	1%	0	-3
Job sharing	0%	0	-1
Term-time working	0%	0	0
Part-year work/annualised hours	0%	0	0

* New in 2017, no trend

09 Flexible work options (cont.)

Purpose

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

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

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

	Proportion	vs 2016	vs Qld public sector
Yes, I requested flexibility	26%	+1	+6
No, I have not made a request but I am content with my current arrangements	64%	-3	-5
No, I have not made a request but I am not content with my current arrangements	10%	+2	-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%		+11
Partially granted	11%		-4
Declined – no reason given	1%		-6
Declined – reason provided	7%		-1
I have not received a reply as yet	4%		-1

* New in 2017, no trend

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

	Proportion	vs 2016	vs Qld public sector
I feel flexibility is not possible in my current job	28%	+1	-2
Flexible working is frowned upon/not supported by my workplace culture	26%	-4	-4
I felt it would limit my career	24%	-6	+4
I didn't feel confident presenting my case or negotiating arrangements with my manager	22%	-3	0
None of the Above*	20%	-	-4
I was concerned that it may negatively impact my team	19%	-7	0
I didn't feel I had the right to	19%	-2	+2
I feel the technology I currently have access to does not support flexible working	9%	-5	+3
I don't feel confident in my manager's ability to manage staff working flexibly	8%	-1	-3
I felt it would limit my access to training and development	4%	-3	-3

* New in 2017, no trend

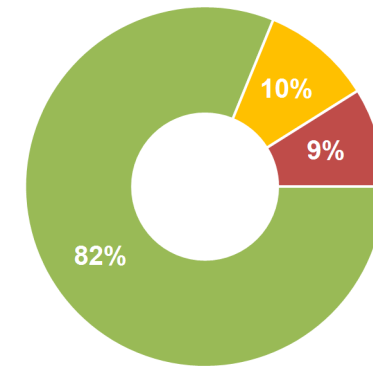
10 Domestic and family violence

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	82%	+13	+6
No	9%	-7	-3
Don't know	10%	-7	-3



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	95%	+10	+9
No	3%	-6	-5
Don't Know	2%	-4	-5

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	77%	+14	+5
No	10%	-7	-3
Don't Know	12%	-7	-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	85%	+11	+3
If I was approached directly by an employee affected by domestic and family violence, I am confident in my ability to provide appropriate levels of support	84%	+11	+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	84%	+13	+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	61%	+3	-10
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	64%	+7	-8

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	14%	-1	Yes	4%	-3
No	82%	+1	No	92%	+4
Don't Know	1%	-1	Don't Know	3%	0
Prefer not to say	4%	+1	Prefer not to say	2%	-1

* New in 2017, no trend

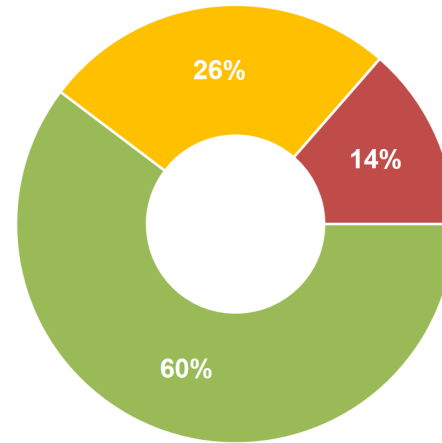
* New in 2017, no trend

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.



60%

of employees agreed with the statement:

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

% positive change since 2016

+3

vs Qld public sector

-6

Reasons for leaving	Proportion	vs Qld public sector
Career or job opportunities	60%	+8
Professional/personal development	42%	+6
The workplace culture	38%	-1
Pay and conditions	32%	+5
Stress/Health	26%	-7
The location of your workplace or the time spent commuting	21%	+4
Your relationship with your manager	20%	-2
Balancing work and life commitments	20%	-2
Job security	16%	-2
Fit between work and your interests	14%	+3
Contract expiring	12%	0
Family/carer responsibilities	10%	-3
Work hours	10%	-5
Your relationship with your colleagues	9%	-1
Other (please specify)	9%	-1
Retirement	6%	-2
Travel plans	4%	-2

12 Bullying and sexual harassment

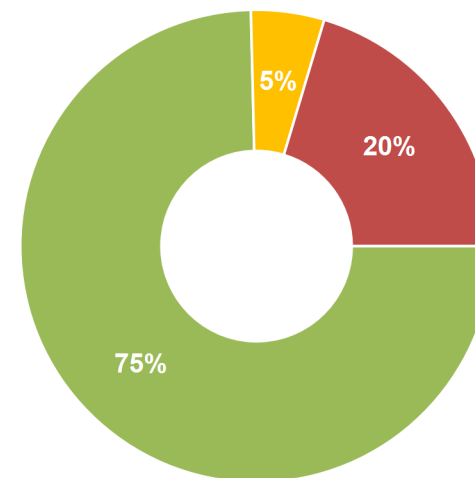
Purpose

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.

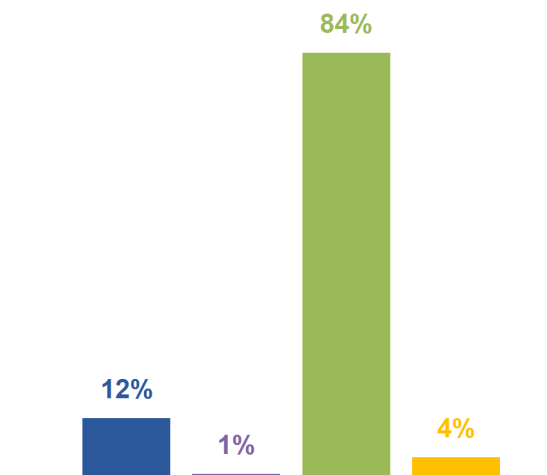
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
Yes	20%	0	-7
No	75%	+2	+8
Don't know	5%	-1	0



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

	Proportion	vs 2016	vs Qld public sector
Bullying	12%	0	-5
Sexual Harassment	1%	0	0
No	84%	+1	+6
Don't Know	4%	-1	-1



12 Bullying and sexual harassment (cont.)

Purpose

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

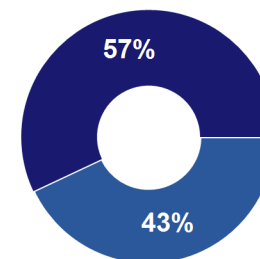
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	36%	-2	-7
A senior manager	29%	-1	-2
Your immediate manager/supervisor	29%	-1	-5
A group of fellow workers	16%	+5	+2
Prefer not to specify	10%	-3	+1
A worker that reports to you	8%	+5	+3
A client/customer	6%	-1	-1
A consultant/service provider	2%	+2	0
A member of the public	2%	-1	-3
Other	2%	-2	0
A representative of another agency	1%	-2	-1

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	56%	-1	-2
Inappropriate and unfair application of work policies or rules	36%	-2	-6
Other	35%	+2	+8
Physical behaviour (e.g. assault or aggressive body language)	8%	-3	-3
Cyber bullying	8%	+4	+2
'Initiations' or pranks	6%	+2	-2
Interference with your personal property or work equipment	5%	+1	-3

Did you report the BULLYING?

No



Yes

Why did you not report the BULLYING?	Proportion	vs 2016	vs Qld public sector
I did not think any action would be taken	63%	+9	+7
It could affect my career	53%	+8	+8
I did not want to upset relationships in the workplace	41%	+9	+1
I did not think it was worth the hassle of going through the report process	40%	+8	+3
Managers accepted the behaviour	40%	+3	+7
I did not have enough evidence	31%	+9	+10
I did not think the bullying was serious enough	23%	+10	+7
Other	11%	+1	0
I did not know how to report it	9%	+6	+4
The matter was resolved informally	8%	-2	+1

12 Bullying and sexual harassment (cont.)

Purpose

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

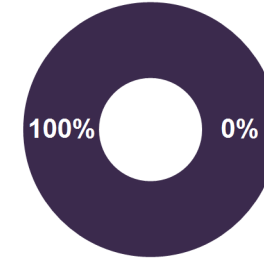
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you SEXUALLY HARASSED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	50%	0	-2
A senior manager	30%	+20	+15
A member of the public	20%	+20	+12
A consultant/service provider	10%	0	+8
Prefer not to specify	10%	-10	-2
A client/customer	0%	0	-13
A group of fellow workers	0%	0	-8
A representative of another agency	0%	0	-3
A worker that reports to you	0%	0	-3
Other	0%	-10	-2
Your immediate manager/supervisor	0%	-10	-14

What type of SEXUAL HARASSMENT did you experience?	Proportion	vs 2016	vs Qld public sector
Remarks of a sexual nature	60%	-	-13
Unwanted physical intimacy	60%	-	+24
Unwelcome demand or request, either directly or implied, for sexual favours	20%	-	+4
Any other unwelcome conduct of a sexual nature in relation to you	10%	-	-16

Did you report the **SEXUAL HARASSMENT**?

No



Yes

Why did you not report the **SEXUAL HARASSMENT**?

Why did you not report the SEXUAL HARASSMENT ?	Proportion	vs 2016	vs Qld public sector
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Due to insufficient responses, the remaining data within this section has been restricted.

13 Your view

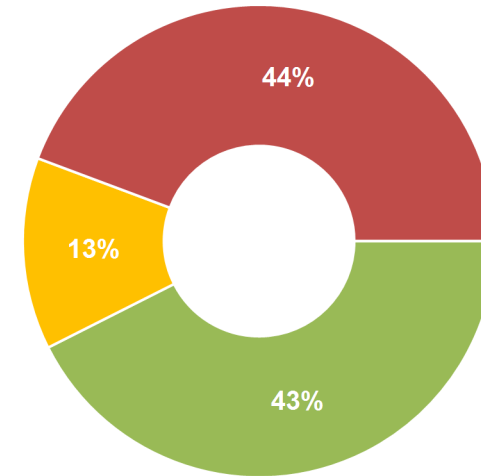
Purpose

This section is focused on understanding workplace improvement.

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

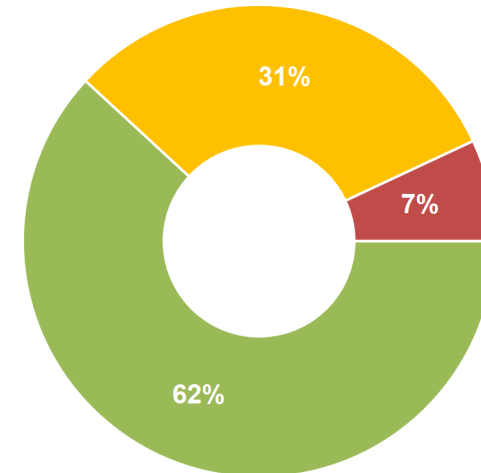
Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Yes	43%	-4	+12
No	44%	+3	-12
No, but I have not worked long in my organisation	13%	+1	-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	62%	+1	0
Neutral	31%	-1	-1
Negative	7%	0	+1



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 am confident that I could begin a conversation with an employee I recognised as possibly being affected by domestic and family violence	59	28	13	59%	-
The training provided on the workplace response to domestic and family violence builds my confidence/capability to address such matters in the workplace	38	42	20	38%	-
I am confident my manager could assist anyone affected by domestic and family violence	68	24	8	68%	-
I am aware of the support available for myself when supporting a colleague affected by domestic and family violence	60	24	16	60%	-
I understand why domestic and family violence is a workplace issue	84	12	4	84%	-
I feel safe from domestic and family violence in my workplace	86	13	1	86%	-
Genders are equally respected in my workplace	79	14	7	79%	-

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)
Queensland Treasury	1,588	55%	54%	64%
Managerial status				
Yes	371	67%	63%	77%
No	1,205	51%	51%	61%
Employment status				
Permanent	1,357	52%	51%	63%
Non-permanent	221	72%	72%	75%
Full-time status				
Full-time basis	1,392	55%	53%	64%
Part-time basis	184	57%	60%	70%
FTE Salary				
Under \$50,000	49	51%	63%	66%
\$50,000 - \$69,999	310	55%	60%	63%
\$70,000 - \$89,999	490	50%	49%	60%
\$90,000 or over	717	58%	54%	68%
Time in agency				
Less than 2 years	317	71%	72%	74%
2 to less than 6 years	363	51%	52%	63%
6 to less than 10 years	309	47%	46%	59%
10 to less than 14 years	230	48%	49%	61%
14 to less than 16 years	68	47%	43%	67%
16 to less than 20 years	115	53%	47%	63%
20 years or more	170	61%	55%	67%

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

Purpose

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

"Restricted" indicates a group with less than 10 respondents

	Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
Queensland Treasury	1,588	55%	54%	64%
Age				
34 years or younger	373	57%	61%	68%
35 to 44 years	472	55%	54%	67%
45 to 54 years	458	54%	51%	62%
55 years or older	262	55%	48%	61%
Gender*				
Female	882	56%	54%	66%
Male	689	54%	53%	64%
X	7	Restricted	Restricted	Restricted
Type of work				
Direct service delivery	201	51%	46%	53%
Corporate services and administrative support/clerical	581	56%	56%	66%
Other	799	55%	54%	66%
Shiftwork				
Yes	14	49%	38%	51%
No	1,564	55%	54%	65%

**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	59%	+1	26%	-1	15%	0
Q33b	I am proud to tell others I work for my organisation	63%	+3	26%	-1	12%	-1
Q33c	I feel strong personal attachment to my organisation	53%	+1	31%	0	16%	-1
Q33d	My organisation motivates me to help it achieve its objectives	50%	-1	33%	+3	17%	-2
Q33e	My organisation inspires me to do the best in my job	49%	0	33%	+1	18%	-1
Organisational leadership							
Q31a	In my organisation, the leadership is of high quality	55%	+3	26%	0	19%	-2
Q31c	Management model the behaviours expected of all employees	51%	-1	28%	+1	21%	0
Q31d	In my organisation, the leadership operates with a high level of integrity	57%	+2	28%	+1	16%	-2
Q31f	My organisation is well managed	51%	+1	28%	0	20%	-1
Innovation							
Q27a	I get the opportunity to develop new and better ways of doing my job	63%	+2	20%	-1	16%	-1
Q27b	I am encouraged to make suggestions about improving work processes and/or services	73%	+1	15%	-1	12%	0
Q27c	Management is willing to act on suggestions to improve how things are done	59%	+3	22%	-3	19%	+1
Q27d	My workgroup uses research and expertise to identify better practice	58%	+1	28%	-1	14%	0
Q27e	My workgroup always tries to improve its performance	72%	0	20%	0	8%	0
Q27f	My organisation is open to new ideas	61%	+3	24%	-2	15%	0

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	74%	+1	14%	-4	12%	+2
Q22b	I have the tools I need to do my job effectively	73%	-1	14%	0	13%	+1
Q22c	I get the information I need to do my job well	69%	+1	18%	+1	13%	-2
Q22d	I have the authority necessary to do my job effectively	73%	0	16%	0	12%	0
Q22e	My job gives me opportunities to utilise my skills	75%	+3	13%	-2	12%	-2
Q34b	Your ability to work on your own initiative	81%	-1	11%	-1	9%	+1
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	37%	-1	35%	-1	27%	+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%	0	28%	-1	21%	+1
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with negative health impacts	56%	+1	25%	-3	19%	+2
Learning and development							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	63%	+2	19%	0	18%	-2
Q28e	I am able to access relevant learning and development opportunities	60%	+1	23%	0	17%	-1
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	54%	0	28%	+1	17%	-1
Q28g	I am satisfied with the opportunities available for career development	42%	+3	28%	0	30%	-3
Q31b	My organisation is committed to developing its employees	55%	-1	28%	+3	17%	-2

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

Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
My workgroup							
Q24a	People in my workgroup treat each other with respect	79%	0	11%	0	10%	+1
Q24b	I receive help and support from other people in my workgroup	85%	0	10%	0	5%	0
Q24c	People in my workgroup are honest, open and transparent in their dealings	72%	-1	16%	-1	11%	+2
Q24d	People in my workgroup use their time and resources efficiently	66%	-2	21%	+2	12%	0
Q24e	People in my workgroup treat customers with respect	88%	0	10%	0	2%	0
Q24f	People in my workgroup are committed to delivering excellent service to customers	84%	0	12%	+1	4%	-1
Q24g	People in my workgroup do their jobs effectively	75%	0	17%	0	8%	0
My manager							
Q29a	My manager treats employees with dignity and respect	83%	0	9%	-1	8%	+1
Q29b	My manager listens to what I have to say	81%	-1	11%	0	9%	+1
Q29c	My manager keeps me informed about what's going on	73%	+1	14%	-1	13%	0
Q29d	My manager understands my work	75%	-1	13%	0	12%	0
Q29e	My manager creates a shared sense of purpose	70%	-1	19%	+1	12%	0
Q29f	My manager demonstrates honesty and integrity	80%	+1	12%	-1	8%	0
Q29g	My manager draws the best out of me	60%	+1	24%	0	15%	-1

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

Purpose

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

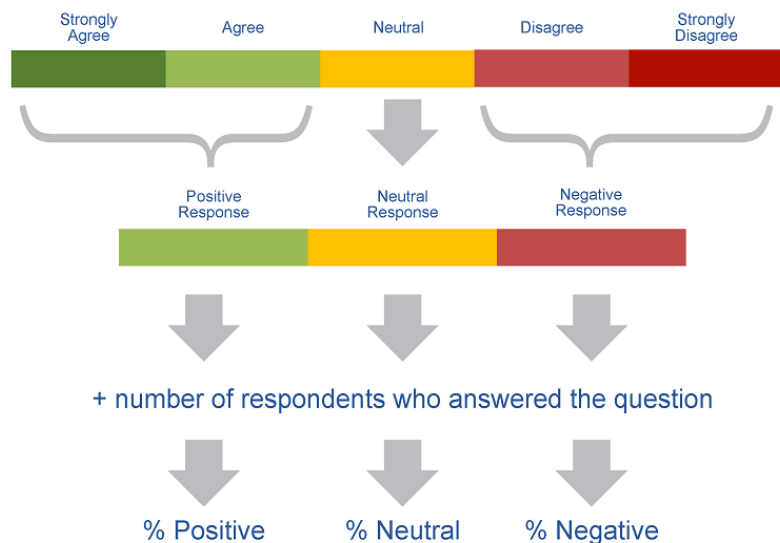
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Organisational fairness							
Q25f	Performance is assessed and rewarded fairly in my workplace	36%	+2	35%	0	30%	-2
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	37%	-1	28%	+2	34%	-1
Q25h	People are treated fairly and consistently in my workplace	53%	+2	23%	0	24%	-2
Q25i	People take responsibility for their decisions and actions in my workplace	52%	-2	27%	0	21%	+2
Q31e	Recruitment and promotion decisions in this organisation are fair	40%	0	33%	+1	28%	-2
Anti-discrimination							
Q32a	Age is not a barrier to success in my organisation	64%	-2	21%	-1	14%	+3
Q32b	Gender is not a barrier to success in my organisation	70%	0	19%	0	11%	0
Q32c	Disability is not a barrier to success in my organisation	65%	-1	30%	0	5%	+2
Q32d	Cultural background is not a barrier to success in my organisation	69%	-2	24%	-1	7%	+3
Q32e	Sexual orientation is not a barrier to success in my organisation	70%	+1	26%	-2	4%	+1

17 Appendix C – How to interpret this report

% Positive, neutral and negative scores

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

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



Negatively Worded Questions: An example

What are negatively worded questions?

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

How are the negatively worded responses scored?

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

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

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

EXAMPLE

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

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

OR

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

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

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

How will I know if I am interpreting this correctly?

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

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

Rounding

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

Factor scores

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

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

Workplace climate index scores

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

% Change and division comparisons

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

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

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

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

Quintile

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

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

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

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

Number of respondents

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

Base size for Working for Queensland 2017

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

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

Definitions

The following definitions were used in the survey:

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

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

Your organisation

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

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

Your manager - The person you usually report to.

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

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

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

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