



# Working for Queensland Survey 2024

## Explanatory Notes for Interpreting Results

The Working for Queensland survey is conducted each year across all Queensland Government agencies. All employees are invited to participate by completing an anonymous online survey which is available for a four-week period. The survey measures employees experience with work, workgroup, manager and organisation. These experiences are grouped into three categories – resources, demands and outcomes. It is conducted by an independent third-party. Agency level results for Queensland Corrective Services (QCS) are available at: <https://www.forgov.qld.gov.au/working-in-the-public-service/about-the-public-service/working-for-queensland-survey>

Results for QCS prior to 2018 can be found within the results for the Department of Justice and Attorney-General.

The structure of the Working for Queensland survey changed considerably in 2022 and this restructure has likely impacted trend data.

### Summary Correctional Centre results

| CORRECTIONAL CENTRE | Arthur Gorrie | Borallon Training | Brisbane | Brisbane Women's | Capricornia | Lotus Glen | Maryborough | Numinbah | Palen Creek | Southern Queensland | Townsville | Wolston | Woodford |
|---------------------|---------------|-------------------|----------|------------------|-------------|------------|-------------|----------|-------------|---------------------|------------|---------|----------|
| Response rate       | 27            | 44                | 21       | 46               | 17          | 25         | 37          | 33       | 42          | 37                  | 24         | 17      | 22       |
| Employee engagement | 52            | 36                | 37       | 46               | 45          | 30         | 50          | 46       | 58          | 56                  | 40         | 55      | 34       |
| RESOURCE MEASURES   |               |                   |          |                  |             |            |             |          |             |                     |            |         |          |
| YOUR JOB            |               |                   |          |                  |             |            |             |          |             |                     |            |         |          |
| Autonomy            | 56            | 49                | 51       | 54               | 73          | 59         | 66          | 67       | 79          | 67                  | 54         | 57      | 43       |
| Clarity             | 77            | 70                | 62       | 72               | 80          | 70         | 81          | 79       | 88          | 76                  | 72         | 76      | 63       |
| Task Significance   | 67            | 57                | 57       | 64               | 76          | 63         | 72          | 86       | 81          | 80                  | 64         | 67      | 56       |
| Task Identity       | 63            | 47                | 54       | 58               | 65          | 49         | 63          | 57       | 86          | 74                  | 53         | 54      | 41       |
| Task Variety        | 57            | 59                | 51       | 56               | 74          | 58         | 68          | 50       | 86          | 74                  | 62         | 67      | 49       |

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|---|---------------|-------------------|----------|------------------|-------------|------------|-------------|----------|-------------|---------------------|------------|---------|----------|
| Human Rights and My Job                             | 78            | 72                | 75       | 75               | 87          | 75         | 79          | 93       | 76          | 91                  | 75         | 79      | 73       |
| SOCIAL SUPPORT                                      |               |                   |          |                  |             |            |             |          |             |                     |            |         |          |
| My Workgroup Effectiveness                          | 69            | 59                | 62       | 72               | 79          | 72         | 76          | 76       | 94          | 76                  | 66         | 67      | 61       |
| Workgroup Respect and Psychological Safety          | 56            | 49                | 56       | 57               | 75          | 57         | 70          | 55       | 87          | 66                  | 51         | 55      | 48       |
| My Manager and Workgroup Performance                | 54            | 53                | 47       | 53               | 68          | 52         | 65          | 60       | 79          | 65                  | 54         | 56      | 47       |
| My Manager and Respectful Relationship              | 61            | 56                | 52       | 56               | 79          | 58         | 71          | 77       | 82          | 67                  | 58         | 63      | 50       |
| My Manager Honesty and Integrity                    | 60            | 58                | 50       | 57               | 77          | 58         | 67          | 86       | 86          | 70                  | 57         | 58      | 51       |
| BUILDING YOUR FUTURE                                |               |                   |          |                  |             |            |             |          |             |                     |            |         |          |
| Professional Development                            | 8             | 9                 | 6        | 10               | 17          | 11         | 25          | 7        | 24          | 21                  | 16         | 10      | 10       |
| Performance Discussions                             | 13            | 13                | 9        | 15               | 22          | 13         | 26          | 21       | 35          | 24                  | 18         | 14      | 11       |
| KEEPING YOU WELL                                    |               |                   |          |                  |             |            |             |          |             |                     |            |         |          |
| My Obligations                                      | 81            | 71                | 69       | 80               | 92          | 80         | 83          | 100      | 85          | 77                  | 78         | 88      | 77       |
| My Confidence Discussing Wellbeing with My Manager  | 50            | 40                | 41       | 47               | 67          | 45         | 59          | 67       | 73          | 51                  | 43         | 50      | 35       |
| In My Workgroup                                     | 29            | 22                | 13       | 24               | 35          | 26         | 37          | 22       | 38          | 25                  | 27         | 22      | 26       |
| Leadership  | 51            | 43                | 40       | 42               | 58          | 38         | 57          | 67       | 63          | 53                  | 49         | 46      | 36       |
| My Organisation Values My Wellbeing                 | 46            | 36                | 37       | 42               | 42          | 37         | 56          | 50       | 50          | 56                  | 41         | 41      | 41       |
| Cultural Safety - Aboriginal/Torres Strait Islander | 55            | 49                | 50       | 66               | 69          | 48         | 66          | 72       | 70          | 56                  | 54         | 55      | 50       |
| Cultural Safety - CALD                              | 51            | 45                | 43       | 55               | 64          | 43         | 61          | 72       | 70          | 52                  | 50         | 48      | 44       |
| LEADERSHIP  |               |                   |          |                  |             |            |             |          |             |                     |            |         |          |
| Senior Managers                                     | 48            | 34                | 32       | 35               | 44          | 27         | 51          | 49       | 60          | 52                  | 42         | 36      | 33       |



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|---|---------------|-------------------|----------|------------------|-------------|------------|-------------|----------|-------------|---------------------|------------|---------|----------|
| Executive Group                                 | 45            | 30                | 26       | 32               | 38          | 26         | 43          | 45       | 41          | 46                  | 34         | 33      | 31       |
| FAIR AND EQUITABLE TREATMENT                    |               |                   |          |                  |             |            |             |          |             |                     |            |         |          |
| Fair and Equitable Treatment                    | 33            | 21                | 28       | 36               | 39          | 18         | 52          | 50       | 55          | 38                  | 33         | 34      | 21       |
| Promotion Process                               | 27            | 21                | 23       | 23               | 33          | 16         | 38          | 17       | 30          | 33                  | 33         | 16      | 13       |
| Backfilling Process                             | 29            | 23                | 23       | 31               | 36          | 16         | 46          | 25       | 50          | 37                  | 35         | 16      | 15       |
| Performance management                          | 31            | 22                | 29       | 32               | 40          | 19         | 43          | 52       | 45          | 43                  | 32         | 33      | 23       |
| Recruitment Process                             | 29            | 19                | 25       | 22               | 30          | 16         | 41          | 33       | 45          | 38                  | 38         | 21      | 19       |
| Gender  | 54            | 45                | 48       | 58               | 59          | 44         | 60          | 62       | 61          | 65                  | 56         | 59      | 51       |
| Age   | 51            | 50                | 45       | 55               | 60          | 50         | 72          | 50       | 75          | 66                  | 57         | 62      | 50       |
| Aboriginal and/or Torres Strait Islander People | 60            | 55                | 53       | 72               | 73          | 64         | 65          | 67       | 70          | 69                  | 77         | 71      | 63       |
| Australian South Sea Islander People            | 59            | 53                | 53       | 72               | 72          | 65         | 64          | 67       | 70          | 68                  | 77         | 73      | 62       |
| Cultural Background                             | 56            | 54                | 59       | 66               | 74          | 66         | 64          | 50       | 70          | 65                  | 74         | 57      | 60       |
| Disability                                      | 43            | 38                | 38       | 47               | 44          | 46         | 48          | 33       | 65          | 53                  | 57         | 49      | 44       |
| Sexual Orientation                              | 58            | 53                | 56       | 70               | 63          | 63         | 65          | 83       | 65          | 67                  | 72         | 58      | 64       |
| FLEXIBLE WORK                                   |               |                   |          |                  |             |            |             |          |             |                     |            |         |          |
| Flexibility I need                              | 60            | 56                | 59       | 60               | 73          | 69         | 71          | n/a      | 83          | 62                  | 58         | 64      | 43       |
| Work Together to make Flexibility Work          | 34            | 38                | 43       | 36               | 63          | 38         | 53          | n/a      | 67          | 58                  | 43         | 45      | 21       |
| Free to use Flexibility                         | 25            | 32                | 47       | 36               | 38          | 28         | 40          | n/a      | 42          | 50                  | 43         | 38      | 33       |
| CODE OF CONDUCT                                 |               |                   |          |                  |             |            |             |          |             |                     |            |         |          |
| Integrity                                       | 68            | 57                | 61       | 69               | 67          | 58         | 70          | 73       | 70          | 70                  | 66         | 64      | 56       |

\*n/a do not have enough data to be reported (<10 responses)



## Calculation of Indicators

The results of each indicator outlined in the above table are a proportion of respondents who expressed a positive opinion ('agree' or 'strongly agree'), reported as a percentage.

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

The following definitions were used in the survey:

**Your job:** your job, your workgroup, manager and leaders, demands of your job and your health, safety and wellbeing.

**Your workplace:** the place where you work, i.e. the correctional centre.

**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 immediate co-worker(s):** the person(s) in your agency you spend the majority of your time with.

**Your organisation:** Queensland Corrective Services.

**Your manager/supervisor:** 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.

**Your leader:** The person who sets the strategic direction for your organisation, i.e. the Commissioner and Executive Leadership Team.

| Factor Measures                            | Questions included in calculation of measure   |
|--|--|
| <b>YOUR JOB</b>                            |  |
| Autonomy                                   | I have the authority necessary to do my job effectively.<br>I have choice in deciding how I carry out day to day work tasks.<br>I am encouraged to take part in decisions that affect my job, where appropriate. |
| Clarity                                    | I understand what is expected of me to do well in my job.<br>I get the information I need to do my job well.   |
| Task Significance                          | I understand how my work contributes to my organisation's strategic objectives.  |
| Task Identity                              | My job gives me a feeling of accomplishment.   |
| Task Variety                               | My job gives me the opportunity to utilise my skills and knowledge.  |
| Human Rights and My Job                    | I understand how the <i>Human Rights Act 2019</i> applies to my work.  |
| <b>SOCIAL SUPPORT</b>                      |  |
| My Workgroup Effectiveness                 | I discuss my work challenges with the people in my workgroup.<br>In my workgroup, we work together to manage workload.<br>In my workgroup, we share lessons learned.   |
| Workgroup Respect and Psychological Safety | In my workgroup, we treat each other respectfully.<br>In my workgroup, I am comfortable speaking up to share a different view to my colleagues.<br>In my workgroup, we welcome diverse ideas and thoughts.       |



|   |  |
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| My Manager and Workgroup Performance                | <p>My manager or supervisor encourages discussion on ways to improve workgroup performance.</p> <p>My manager or supervisor clearly communicates performance expectations.</p> <p>My manager or supervisor shows appreciation for my contribution to our work objectives.</p>  |
| My Manager and Respectful Relationship              | <p>My manager or supervisor treats people in our work environment respectfully.</p> <p>My manager or supervisor listens to what I have to say.</p> <p>I feel comfortable discussing my work challenges with my manager or supervisor.</p> <p>I can rely on my manager or supervisor to help me work through work challenges.</p>   |
| My Manager Honesty and Integrity                    | My manager or supervisor demonstrates honesty and integrity.   |
| <b>BUILDING YOUR FUTURE</b>                         |  |
| Professional Development                            | <p>My manager or supervisor and I discuss my professional development.</p> <p>My manager or supervisor supports my professional development by connecting me with learning and development opportunities.</p>  |
| Performance Discussions                             | <p>My manager or supervisor takes the time to provide informal feedback on my performance.</p> <p>My manager or supervisor provides me with constructive feedback to help improve my performance.</p> <p>My manager or supervisor acknowledges when I do something well.</p>   |
| <b>KEEPING YOU WELL</b>                             |  |
| My Obligations                                      | I am confident in my understanding of my health and safety obligations.  |
| My Confidence Discussing Wellbeing with My Manager  | <p>I am confident discussing my wellbeing with my manager or supervisor.</p> <p>I am confident discussing my mental health with my manager or supervisor.</p>  |
| In My Workgroup                                     | <p>In my workgroup, we proactively discuss workplace safety.</p> <p>In my workgroup, we discuss ways to promote wellbeing.</p> <p>In my workgroup, we discuss ways to promote mental health.</p>   |
| Leadership  | <p>My manager or supervisor proactively encourages people to speak up if they feel something could be a risk to their health, safety or wellbeing.</p> <p>In my workplace senior management acts quickly to correct problems or issues that affect employees' health, safety and wellbeing.</p>  |
| My Organisation Values My Wellbeing                 | I feel that my organisation considers the wellbeing of employees to be important.  |
| Cultural Safety - Aboriginal/Torres Strait Islander | <p>My workgroup cares about the cultural safety of Aboriginal and Torres Strait Islander colleagues.</p> <p>I feel that my organisation provides a culturally safe work environment for Aboriginal and Torres Strait Islander employees.</p> <p>I feel that my manager or supervisor takes responsibility for ensuring the cultural safety of Aboriginal and Torres Strait Islander employees.</p>                                   |
| Cultural Safety - CALD                              | <p>My workgroup cares about the cultural safety of culturally and linguistically diverse colleagues.</p> <p>I feel that my manager or supervisor takes responsibility for ensuring the cultural safety of employees from culturally and linguistically diverse backgrounds.</p> <p>I feel that my organisation provides a culturally safe work environment for employees from culturally and linguistically diverse backgrounds.</p> |
| <b>LEADERSHIP</b>                                   |  |
| Senior Managers                                     | <p>Senior managers provide clear direction for the future of the organisation.</p> <p>Senior managers model the values/principles of my organisation.</p> <p>Senior managers keep employees informed about what's going on.</p> <p>Senior managers create an environment where employees feel heard.</p> <p>Senior managers demonstrate honesty and integrity.</p>   |



|   |  |
|---|--|
| Executive Group                                 | <p>The executive group communicates a clear direction for the future of the organisation.</p> <p>The executive group model the values or principles of my organisation.</p> <p>The executive group keep employees informed about what is going on.</p> <p>The executive group creates an environment where employees feel heard.</p> <p>The executive group acts with a high level of integrity.</p>   |
| <b>FAIR AND EQUITABLE TREATMENT</b>             |  |
| Fair and Equitable Treatment                    | People are treated fairly and equitably in my workplace.   |
| Promotion Process                               | Promotion decisions are based on clear criteria.   |
| Backfilling Process                             | The process for backfilling roles is transparent.  |
| Performance management                          | <p>Performance is assessed fairly.</p> <p>I understand the process to manage poor performance in my workgroup.</p>   |
| Recruitment Process                             | Recruitment strategies and/or processes are fair and transparent.  |
| Gender  | <p>All employees, regardless of gender, have equitable access to work experiences that support career progression.</p> <p>Being a woman is not a barrier to success in my organisation.</p> <p>Being a man is not a barrier to success in my organisation.</p> <p>Being transgender, non-binary and/or gender diverse is not a barrier to success in my organisation.</p>                              |
| Age   | Age is not a barrier to success in my organisation.  |
| Aboriginal and/or Torres Strait Islander People | Being an Aboriginal and/or Torres Strait Islander person is not a barrier to success in my organisation.   |
| Australian South Sea Islander People            | Being an Australian South Sea Islander person is not a barrier to success in my organisation.  |
| Cultural Background                             | Cultural background is not a barrier to success in my organisation.  |
| Disability                                      | Disability is not a barrier to success in my organisation.   |
| Sexual Orientation                              | Sexual orientation is not a barrier to success in my organisation.   |
| <b>FLEXIBLE WORK</b>                            |  |
| Flexibility I need                              | I have the flexibility I need to manage my work and non-work interests.  |
| Work Together to make Flexibility Work          | In my workgroup, we discuss individual needs for flexible work arrangements, and we work together to accommodate them.   |
| Free to use Flexibility                         | My commitment to this organisation would be questioned if I chose to use flexible work options. <sup>1</sup>   |
| <b>CODE OF CONDUCT</b>                          |  |
| Integrity                                       | <p>Discussions about appropriate and ethical behaviour are common in my workplace.</p> <p>I am confident in my understanding of what ethical behaviour means within my workplace.</p> <p>I am confident I would know how to report unethical behaviour if I became aware of it.</p> <p>I feel confident that if I reported unethical behaviour in my workplace, it would be appropriately managed.</p> |

<sup>1</sup>Indicates a negatively worded question that has been reversed.