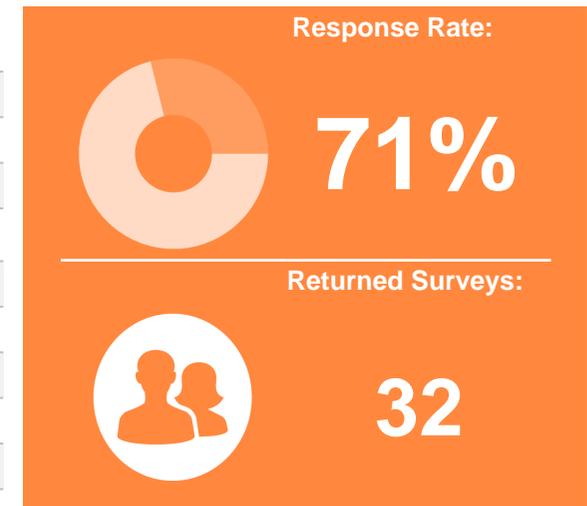


## Office of the Information Commissioner Report Content

## Highlight Report

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### Purpose

The Highlight Report presents key results from the 2016 Working for Queensland survey, which was conducted from mid April to early May 2016. 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) for March 2016.

# 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 calculated as a per cent positive average for the items in the grouping.

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.

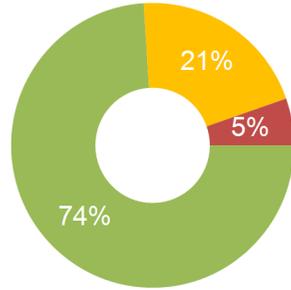


# 01 Driver analysis scorecard

## Purpose

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

### Agency engagement



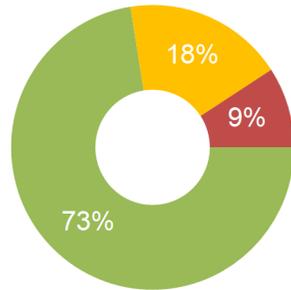
% positive change since 2015  
**+7**

#### Top 3 drivers

#### % Positive

Driver	2015	2016
Organisational leadership	74%	72%
Organisational fairness <i>This factor has been altered between 2015 and 2016- it is, therefore, not trended over time</i>	0%	63%
My workgroup	89%	92%

### Organisational leadership



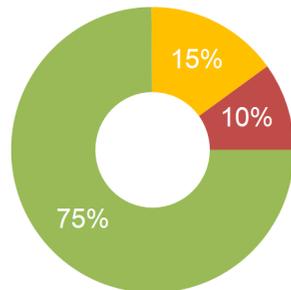
% positive change since 2015  
**-1**

#### Top 3 drivers

#### % Positive

Driver	2015	2016
Innovation	69%	75%
Organisational fairness <i>This factor has been altered between 2015 and 2016- it is, therefore, not trended over time</i>	0%	63%
Learning and development	58%	63%

### Innovation



% positive change since 2015  
**+6**

#### Top 3 drivers

#### % Positive

Driver	2015	2016
Organisational leadership	74%	72%
Learning and development	58%	63%
Anti-discrimination	87%	87%

## 02 Factors



### Purpose

This section provides an overview of your agency's 2016 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 2015	vs Qld public sector 2016	Range of all agencies	Your agency quintile
Agency engagement*	74	21	5	74%	+7	+14	41 - 81	1
Job empowerment	82	7	11	82%	+9	+10	55 - 86	1
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	78	14	8	78%	+8	+40	28 - 78	1
Learning and development	63	25	12	63%	+5	+6	28 - 78	1
My workgroup	92	5	3	92%	+3	+15	64 - 92	1
My manager	87	9	5	87%	+3	+16	57 - 89	1
Organisational leadership*	73	18	9	72%	-1	+20	32 - 81	1
Organisational fairness <i>This factor has been altered between 2015 and 2016- it is, therefore, not trended over time</i>	63	21	16	63%	-	+19	25 - 63	1
Anti-discrimination	87	12	1	87%	-1	+16	52 - 97	1
Innovation*	75	15	10	75%	+6	+14	46 - 80	1

# 03 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.

	Response scale (%)			% positive	vs 2015	vs Qld public sector 2016	Range of all agencies	Your agency quintile
<span style="color: red;">●</span> Safety, health and wellness	83	13	5	<b>83%</b>	+3	+26	<b>45 - 83</b>	<b>1</b>
<span style="color: green;">●</span> Effectiveness and innovation	69	15	16	<b>69%</b>	+2	+11	<b>47 - 76</b>	<b>1</b>
<span style="color: purple;">●</span> People and relationships	92	5	3	<b>92%</b>	+4	+14	<b>65 - 92</b>	<b>1</b>
<span style="color: blue;">●</span> Fairness and trust	77	16	7	<b>77%</b>	+4	+17	<b>43 - 77</b>	<b>1</b>
<span style="color: orange;">●</span> Performance and development	69	21	10	<b>69%</b>	+14	+13	<b>37 - 73</b>	<b>1</b>
<span style="color: blue;">●</span> Leadership and engagement	79	15	6	<b>79%</b>	+3	+16	<b>48 - 83</b>	<b>1</b>
<span style="color: blue;">●</span> My job	85	8	8	<b>85%</b>	+9	+7	<b>60 - 87</b>	<b>1</b>

# 04 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.

		Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
<span style="color: red;">●</span>	<b>Safety, health and wellness</b>						
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement	75	13	13	<b>75%</b>	+24	+46
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	78	16	6	<b>78%</b>	+4	+37
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	81	13	6	<b>81%</b>	-4	+37
Q24h	People in my workgroup are committed to workplace safety	88	13	0	<b>88%</b>	-4	+5
Q25b	My workplace culture supports people to achieve a good work/life balance	88	9	3	<b>88%</b>	+5	+26
Q25c	There is adequate focus on workplace safety at my workplace	88	9	3	<b>88%</b>	-4	+8
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	83	17	0	<b>83%</b>	0	+21

## 04 Workplace climate by item (cont.)

### Purpose

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

		Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
<b>Effectiveness and innovation</b>							
Q22b	I have the tools I need to do my job effectively	88	6	6	88%	-4	+17
Q22c	I get the information I need to do my job well	88	6	6	88%	+2	+19
Q22d	I have the authority necessary to do my job effectively	72	13	16	72%	+12	+1
Q23c	I feel my job is secure	50	16	34	50%	+10	-6
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>	53	22	25	53%	+5	+34
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	47	19	34	47%	+7	+28
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>	75	6	19	75%	-2	+28
Q26a	My workplace has undergone significant change in the past 12 months	19	28	53	19%	-4	-34
Q27a	I get the opportunity to develop new and better ways of doing my job	66	19	16	66%	0	+7

## 04 Workplace climate by item (cont.)

### Purpose

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

		Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
<b>Effectiveness and innovation (cont.)</b>							
Q27b	I am encouraged to make suggestions about improving work processes and/or services	81	6	13	81%	+4	+13
Q27c	Management is willing to act on suggestions to improve how things are done	68	16	16	68%	+19	+14
Q27d	My workgroup uses research and expertise to identify better practice	78	22	0	78%	+1	+20
Q27e	My workgroup always tries to improve its performance	84	16	0	84%	-4	+12
Q27f	My organisation is open to new ideas	72	13	16	72%	+18	+16
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	77	13	10	77%	-15	+7
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	80	17	3	80%	-9	0
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	80	20	0	80%	+3	+14

## 04 Workplace climate by item (cont.)

### Purpose

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

		Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
<b>●</b>	<b>People and relationships</b>						
Q24a	People in my workgroup treat each other with respect	94	3	3	94%	+5	+18
Q24b	I receive help and support from other people in my workgroup	88	13	0	88%	-1	+4
Q24c	People in my workgroup are honest, open and transparent in their dealings	91	6	3	91%	+5	+22
Q24d	People in my workgroup use their time and resources efficiently	87	3	10	87%	+7	+21
Q24e	People in my workgroup treat customers with respect	100	0	0	100%	0	+14
Q24f	People in my workgroup are committed to delivering excellent service to customers	97	3	0	97%	+3	+13
Q24g	People in my workgroup do their jobs effectively	88	9	3	88%	+5	+12
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	91	6	3	91%	+8	+12

## 04 Workplace climate by item (cont.)

### Purpose

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

		Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
<b>Fairness and trust</b>							
Q25a	My workplace has an inclusive culture where diversity is valued and respected	94	3	3	94%	+11	+19
Q25f	Performance is assessed and rewarded fairly in my workplace	59	31	9	59%	+22	+24
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	53	13	34	53%	-1	+13
Q25h	People are treated fairly and consistently in my workplace	63	19	19	62%	+11	+10
Q25i	People take responsibility for their decisions and actions in my workplace	69	19	13	69%	+3	+15
Q30a	My senior manager demonstrates honesty and integrity	77	16	6	77%	-2	+10
Q31e	Recruitment and promotion decisions in this organisation are fair	73	23	3	73%	+13	+33
Q32a	Age is not a barrier to success in my organisation	90	7	3	90%	+1	+19

## 04 Workplace climate by item (cont.)

### Purpose

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

		Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
<b>Fairness and trust (cont.)</b>							
Q32b	Gender is not a barrier to success in my organisation	90	7	3	90%	-1	+16
Q32c	Disability is not a barrier to success in my organisation	77	23	0	77%	0	+14
Q32d	Cultural background is not a barrier to success in my organisation	90	10	0	90%	-4	+17
Q32e	Sexual orientation is not a barrier to success in my organisation	87	13	0	87%	+1	+14
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	80	20	0	80%	0	+20

## 04 Workplace climate by item (cont.)

### Purpose

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

		Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
<span style="color: orange;">●</span>	<b>Performance and development</b>						
Q28a	I receive useful feedback on my performance	84	13	3	84%	+27	+27
Q28b	My performance is assessed against clear criteria	77	16	6	77%	+29	+27
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	71	19	10	71%	+8	+8
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	45	32	23	45%	+25	+7
Q28e	I am able to access relevant learning and development opportunities	77	16	6	77%	+9	+16
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	61	25	14	61%	0	+1
Q28g	I am satisfied with the opportunities available for career development	29	45	26	29%	-8	-15
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	90	3	6	90%	+33	+35
Q28i	I develop new knowledge and skills through undertaking tasks at work	77	16	6	77%	+3	+4
Q31b	My organisation is committed to developing its employees	77	20	3	77%	+17	+23

## 04 Workplace climate by item (cont.)

### Purpose

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

		Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
<b>● Leadership and engagement</b>							
Q29a	My manager treats employees with dignity and respect	90	6	3	90%	-4	+12
Q29b	My manager listens to what I have to say	87	10	3	87%	-1	+10
Q29c	My manager keeps me informed about what's going on	81	13	6	81%	-2	+13
Q29d	My manager understands my work	87	6	6	87%	+1	+15
Q29e	My manager creates a shared sense of purpose	87	6	6	87%	+4	+19
Q29f	My manager demonstrates honesty and integrity	90	6	3	90%	-4	+14
Q29g	My manager draws the best out of me	84	13	3	84%	+24	+26
Q31a	In my organisation, the leadership is of high quality	73	20	7	73%	+8	+20

## 04 Workplace climate by item (cont.)

### Purpose

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

		Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
<b>● Leadership and engagement (cont.)</b>							
Q31c	Management model the behaviours expected of all employees	73	13	13	<b>73%</b>	-4	+21
Q31d	In my organisation, the leadership operates with a high level of integrity	77	17	7	<b>77%</b>	-6	+21
Q31f	My organisation is well managed	67	23	10	<b>67%</b>	-2	+18
Q33a	I would recommend my organisation as a great place to work	80	13	7	<b>80%</b>	0	+19
Q33b	I am proud to tell others I work for my organisation	80	17	3	<b>80%</b>	+11	+12
Q33c	I feel strong personal attachment to my organisation	70	20	10	<b>70%</b>	+19	+9
Q33d	My organisation motivates me to help it achieve its objectives	67	30	3	<b>67%</b>	-2	+12
Q33e	My organisation inspires me to do the best in my job	73	23	3	<b>73%</b>	+8	+19

## 04 Workplace climate by item (cont.)

### Purpose

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

		Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
<span style="color: blue;">●</span>	<b>My job</b>						
Q21a	I understand what is expected of me to do well in my job	94	3	3	94%	+5	+4
Q21b	I understand how my work contributes to my organisation's objectives	94	3	3	94%	-1	+2
Q22a	I have a choice in deciding how I do my work	72	13	16	72%	+20	+4
Q22e	My job gives me opportunities to utilise my skills	88	0	13	88%	+10	+11
Q22f	I enjoy the work in my current job	78	16	6	78%	-2	+2
Q22g	My job gives me a feeling of personal accomplishment	81	13	6	81%	+13	+11
Q34a	The degree to which your work is interesting/challenging <i>% positive indicates those who responded with "very satisfied" or "satisfied"</i>	90	7	3	90%	+13	+14
Q34b	Your ability to work on your own initiative <i>% positive indicates those who responded with "very satisfied" or "satisfied"</i>	87	7	7	87%	+15	+6
Q35	All things considered, how satisfied are you with your current job? <i>% positive indicates those who responded with "very satisfied" or "satisfied"</i>	83	7	10	83%	+5	+9

## 05 Most changed since 2015, 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 2016 as well as in 2015 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 2016	percentage change
I have had productive conversations with my manager on my performance in the past 12 months	Performance and development	90%	+33
My performance is assessed against clear criteria	Performance and development	77%	+29
I receive useful feedback on my performance	Performance and development	84%	+27
I am encouraged to pursue developmental opportunities in other workplaces	Performance and development	45%	+25
My manager draws the best out of me	Leadership and engagement	84%	+24

### The survey items with the most negative change

	Index	% positive 2016	percentage change
Your physical working environment % positive indicates those who responded with "very satisfied" or "satisfied"	Effectiveness and innovation	77%	-15
The location of your work % positive indicates those who responded with "very satisfied" or "satisfied"	Effectiveness and innovation	80%	-9
I am satisfied with the opportunities available for career development	Performance and development	29%	-8
In my organisation, the leadership operates with a high level of integrity	Leadership and engagement	77%	-6
Cultural background is not a barrier to success in my organisation	Fairness and trust	90%	-4

## 06 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 Qld public sector
Used no flexible work option	26%	-30
Used flexible workplace option <i>% proportion indicates those that used at least one of the 11 work place options</i>	74%	+30
Part time work	42%	+24
Part-year work/annualised hours	0%	0
Job sharing	16%	+14
Compressed work hours	0%	-2
Flexible work hours/shifts	29%	+10
Term-time working	0%	-1
Casual/on call	0%	-3
Telecommuting	13%	+11
Hot desks	3%	+1
Purchased leave/extended leave/deferred salary schemes	0%	-1
Leave at half pay	0%	-4
Other, please specify	3%	+1
None of the above	26%	-30

## 06 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 for a flexible work arrangement over the past 12 months?

	Proportion	vs Qld public sector
Yes, I requested flexibility	30%	+13
No, I have not made a request but I am content with my current arrangements	60%	-12
No, I have not made a request but I am not content with my current arrangements	10%	-1

### Why haven't you made a request to change your work arrangements?

	Proportion	vs Qld public sector
--	------------	----------------------

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

# 07 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

Yes	100%
No	0%
Don't know	0%



### Managers

Yes	100%
No	0%
Don't Know	0%

### Non-managers

Yes	100%
No	0%
Don't Know	0%

### Managers

Manage one or more employees

% positive vs Qld public sector

I am confident that I could sensitively communicate with employees affected by domestic and family violence	100%	+22
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	100%	+24
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	100%	+23

### Non-managers

Manage no employees

% positive vs Qld public sector

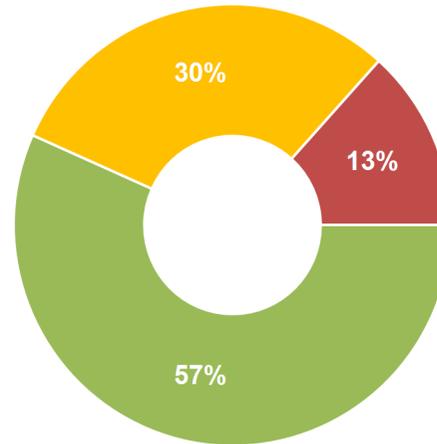
I am confident that I could sensitively communicate with colleagues affected by domestic and family violence	84%	+17
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	94%	+27

## 08 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.



% positive change since 2015

# 57%

# +5

of employees agreed with the statement:

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

Reasons for leaving

Proportion

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

## 09 Bullying and sexual harassment

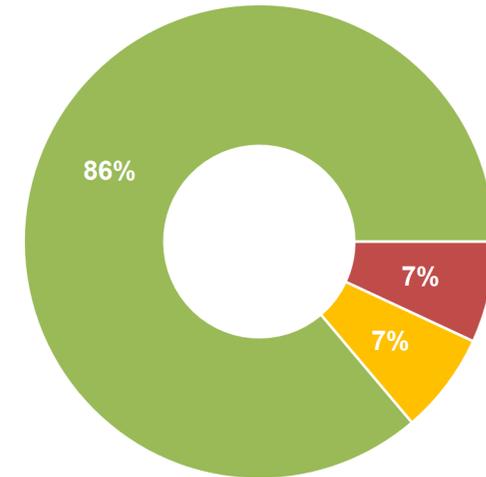
### Purpose

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.

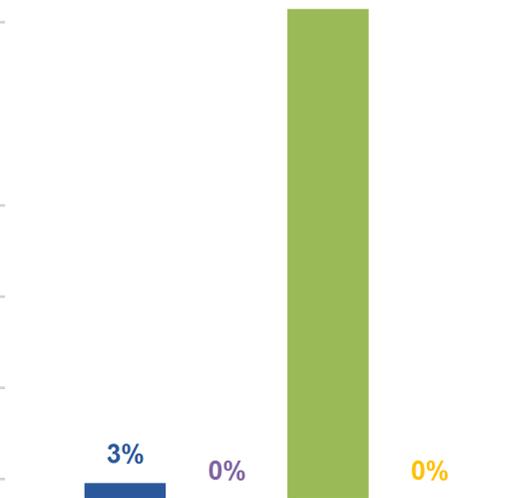
**During the last 12 months have you witnessed bullying or sexual harassment in your workplace?**

<b>Yes</b>	<b>7%</b>
<b>No</b>	<b>86%</b>
<b>Don't know</b>	<b>7%</b>



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

<b>Bullying</b>	<b>3%</b>
<b>Sexual Harassment</b>	<b>0%</b>
<b>No</b>	<b>97%</b>
<b>Don't Know</b>	<b>0%</b>



## 10 Your view

### Purpose

This section is focused on understanding workplace improvement.

The first question relates to the one realistic, practical and implementable change employees would make in their agency.

The second aspect of this section refers to the visibility of change attributable to past Working for Queensland surveys as well as satisfaction with the change implemented.

If you could make one realistic, practical and implementable change in your organisation, what would it be?	Proportion	vs Qld public sector
<b>Other</b>	<b>21%</b>	<b>+12</b>
<b>Greater career development opportunities</b>	<b>14%</b>	<b>+5</b>
<b>An improvement in/better quality senior leadership (i.e. DG and executive team)</b>	<b>11%</b>	<b>+7</b>
Better management of staffing levels (i.e. under or over)	11%	+4
Better quality or more appropriate work environment and facilities	11%	+7
A reduction in red tape and bureaucracy	7%	-6
More frequent and more effective performance management discussions	7%	+5
Improved work/life balance/flexible work arrangements	7%	0
An improvement in availability/communication of information	4%	0
More effective rewards and recognition	4%	-1
Reduction in bullying and sexual harassment	4%	+3

## 10 Your view (cont.)

### Purpose

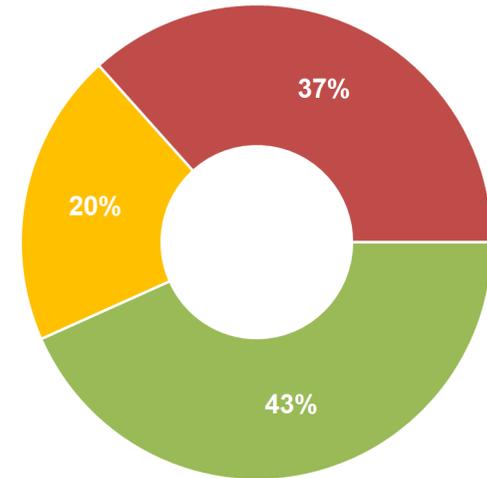
This section is focused on understanding workplace improvement.

The first question relates to the one realistic, practical and implementable change employees would make in their agency.

The second aspect of this section refers to the visibility of change attributable to past Working for Queensland surveys as well as satisfaction with the change implemented.

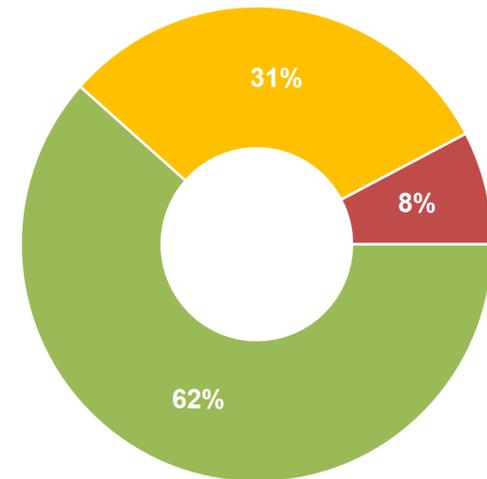
### Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

Yes	43%
No	37%
No, but I have not worked long in my organisation	20%



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

Positive	62%
Neutral	31%
Negative	8%



## 11 Appendix A – Strategic priorities by demographics

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### 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).

*Due to insufficient responses, this section has been restricted.*

## 12 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 2015	% neutral	Vs 2015	% negative	Vs 2015
<b>Agency engagement</b>							
Q33a	I would recommend my organisation as a great place to work	80%	0	13%	+2	7%	-2
Q33b	I am proud to tell others I work for my organisation	80%	+11	17%	-6	3%	-5
Q33c	I feel strong personal attachment to my organisation	70%	+19	20%	-11	10%	-7
Q33d	My organisation motivates me to help it achieve its objectives	67%	-2	30%	+19	3%	-17
Q33e	My organisation inspires me to do the best in my job	73%	+8	23%	+9	3%	-17
<b>Organisational leadership</b>							
Q31a	In my organisation, the leadership is of high quality	73%	+8	20%	+9	7%	-16
Q31c	Management model the behaviours expected of all employees	73%	-4	13%	+8	13%	-4
Q31d	In my organisation, the leadership operates with a high level of integrity	77%	-6	17%	+8	7%	-2
Q31f	My organisation is well managed	67%	-2	23%	+15	10%	-13
<b>Innovation</b>							
Q27a	I get the opportunity to develop new and better ways of doing my job	66%	0	19%	+2	16%	-2
Q27b	I am encouraged to make suggestions about improving work processes and/or services	81%	+4	6%	-2	13%	-2
Q27c	Management is willing to act on suggestions to improve how things are done	68%	+19	16%	-15	16%	-4
Q27d	My workgroup uses research and expertise to identify better practice	78%	+1	22%	+16	0%	-17
Q27e	My workgroup always tries to improve its performance	84%	-4	16%	+10	0%	-6
Q27f	My organisation is open to new ideas	72%	+18	13%	-13	16%	-4

## 12 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 2015	% neutral	Vs 2015	% negative	Vs 2015
<b>Job empowerment</b>							
Q22a	I have a choice in deciding how I do my work	72%	+20	13%	-13	16%	-7
Q22b	I have the tools I need to do my job effectively	88%	-4	6%	+3	6%	+1
Q22c	I get the information I need to do my job well	88%	+2	6%	+1	6%	-2
Q22d	I have the authority necessary to do my job effectively	72%	+12	13%	-5	16%	-7
Q22e	My job gives me opportunities to utilise my skills	88%	+10	0%	-9	13%	-2
Q34b	Your ability to work on your own initiative	87%	+15	7%	+1	7%	-16
<b>Workload and health</b>							
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	75%	+24	13%	-22	13%	-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	78%	+4	16%	-2	6%	-2
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	81%	-4	13%	+1	6%	+3
<b>Learning and development</b>							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	71%	+8	19%	-1	10%	-7
Q28e	I am able to access relevant learning and development opportunities	77%	+9	16%	+5	6%	-14
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	61%	0	25%	+3	14%	-3
Q28g	I am satisfied with the opportunities available for career development	29%	-8	45%	+14	26%	-6
Q31b	My organisation is committed to developing its employees	77%	+17	20%	0	3%	-17

## 12 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 2015	% neutral	Vs 2015	% negative	Vs 2015
<b>My workgroup</b>							
Q24a	People in my workgroup treat each other with respect	94%	+5	3%	-5	3%	0
Q24b	I receive help and support from other people in my workgroup	88%	-1	13%	+7	0%	-6
Q24c	People in my workgroup are honest, open and transparent in their dealings	91%	+5	6%	-2	3%	-3
Q24d	People in my workgroup use their time and resources efficiently	87%	+7	3%	-8	10%	+1
Q24e	People in my workgroup treat customers with respect	100%	0	0%	0	0%	0
Q24f	People in my workgroup are committed to delivering excellent service to customers	97%	+3	3%	0	0%	-3
Q24g	People in my workgroup do their jobs effectively	88%	+5	9%	-5	3%	0
<b>My manager</b>							
Q29a	My manager treats employees with dignity and respect	90%	-4	6%	+1	3%	+3
Q29b	My manager listens to what I have to say	87%	-1	10%	-2	3%	+3
Q29c	My manager keeps me informed about what's going on	81%	-2	13%	-1	6%	+4
Q29d	My manager understands my work	87%	+1	6%	-2	6%	+1
Q29e	My manager creates a shared sense of purpose	87%	+4	6%	-5	6%	+1
Q29f	My manager demonstrates honesty and integrity	90%	-4	6%	+1	3%	+3
Q29g	My manager draws the best out of me	84%	+24	13%	-13	3%	-11

## 12 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.

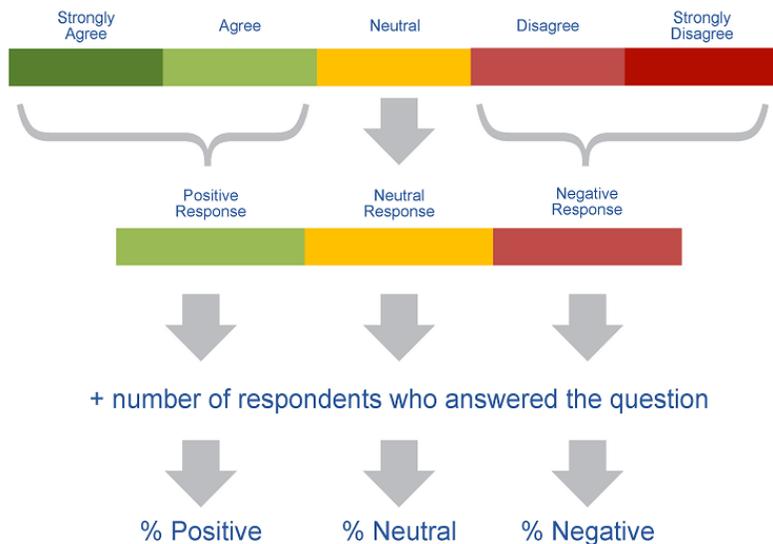
Factors		% positive	Vs 2015	% neutral	Vs 2015	% negative	Vs 2015
<b>Organisational fairness</b>							
Q25f	Performance is assessed and rewarded fairly in my workplace	59%	+22	31%	-17	9%	-5
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	53%	-1	13%	+4	34%	-3
Q25h	People are treated fairly and consistently in my workplace	63%	+11	19%	+2	19%	-13
Q25i	People take responsibility for their decisions and actions in my workplace	69%	+3	19%	+2	13%	-5
Q31e	Recruitment and promotion decisions in this organisation are fair	73%	+13	23%	+9	3%	-22
<b>Anti-discrimination</b>							
Q32a	Age is not a barrier to success in my organisation	90%	+1	7%	+1	3%	-2
Q32b	Gender is not a barrier to success in my organisation	90%	-1	7%	+4	3%	-2
Q32c	Disability is not a barrier to success in my organisation	77%	0	23%	0	0%	0
Q32d	Cultural background is not a barrier to success in my organisation	90%	-4	10%	+4	0%	0
Q32e	Sexual orientation is not a barrier to success in my organisation	87%	+1	13%	-1	0%	0

# 13 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 2015	% neutral	vs 2015	% negative	vs 2015
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.

## 13 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 2015 and 2016 % positive, negative and neutral scores, or
- the 2016 agency and Qld Public Sector % scores.

The % score is highlighted green when the 2016 work area result is five or more percentage points higher than the 2015 score. The % score is highlighted red where the 2016 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 58 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.

### 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.

## 14 Appendix D – Evolutions in the Working for Queensland research program



### Evolutions in the 2016 Working for Queensland research program

#### Questionnaire

- Reduction in the length of the questionnaire
- Amendment to the flexible work arrangements questions
- Addition of domestic and family violence questions
- Expansion of the bullying and harassment questions
- Amendment to the free text comment such that it is now based on a coded list.

#### Analysis

- The reduction in the length of the questionnaire has led to a reduction in the number of factors
- The focus of driver analysis has become three strategic priorities: agency engagement, organisational leadership and innovation
- Workplace climate indices will be 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.

#### Reporting

- In 2016, the driver analysis has been repositioned as a strategic tool, based on strategic priorities
  - Driver analysis is conducted at the agency level and, as such, informs discussions around strategic agency priorities
- Workplace climate indices have been developed to better meet the needs of workgroups
  - These indices are more closely aligned with the way work, roles and responsibilities are broken up across agencies.