

Department of Agriculture & Fisheries

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.

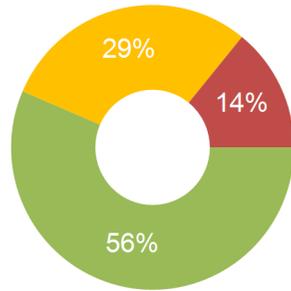


01 Driver analysis scorecard

Purpose

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

Agency engagement

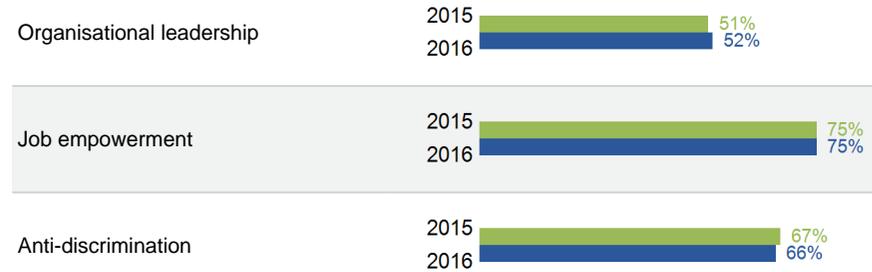


% positive change since 2015

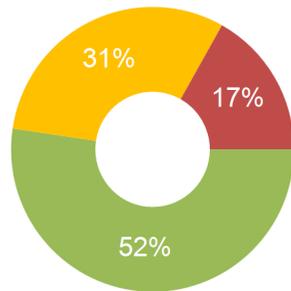
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Top 3 drivers

% Positive



Organisational leadership

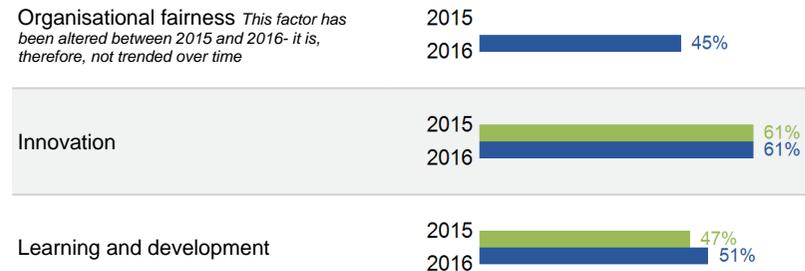


% positive change since 2015

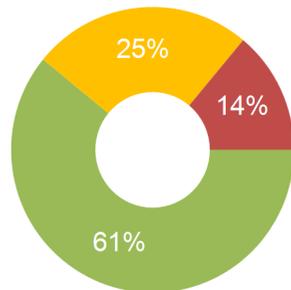
+1

Top 3 drivers

% Positive



Innovation

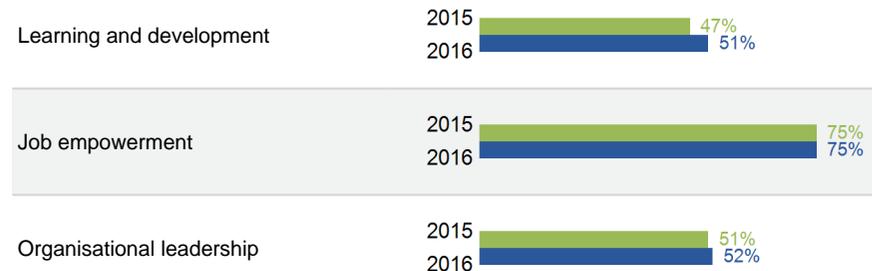


% positive change since 2015

0

Top 3 drivers

% Positive



02 Factors

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

Purpose

This section provides an overview of your agency's 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*	56	29	14	56%	0	-3	41 - 81	4
Job empowerment	75	15	10	75%	0	+3	55 - 86	2
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	38	35	26	38%	0	0	28 - 78	4
Learning and development	51	26	23	51%	+3	-6	28 - 78	4
My workgroup	80	13	7	80%	+1	+3	64 - 92	2
My manager	75	15	11	75%	+1	+4	57 - 89	2
Organisational leadership*	52	31	17	52%	+1	0	32 - 81	3
Organisational fairness <i>This factor has been altered between 2015 and 2016- it is, therefore, not trended over time</i>	45	28	27	45%	-	+1	25 - 63	2
Anti-discrimination	66	27	7	66%	-1	-4	52 - 97	5
Innovation*	61	25	14	61%	0	0	46 - 80	3

03 Factors by division

Purpose

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

	Department of Agriculture & Fisheries % positive	Agriculture	Biosecurity Qld	Corporate	Fisheries & Forestry
<i>This section shows the % positive scores for divisions within the agency</i>					
Number of respondents	1,551	648	355	301	214
Agency engagement*	56%	57%	57%	51%	63%
Job empowerment	75%	79%	72%	72%	75%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	38%	40%	39%	39%	34%
Learning and development	51%	54%	45%	51%	52%
My workgroup	80%	82%	76%	78%	84%
My manager	75%	77%	73%	71%	78%
Organisational leadership*	52%	53%	51%	49%	60%
Organisational fairness <small>This factor has been altered between 2015 and 2016- it is, therefore, not trended over time</small>	45%	47%	40%	44%	51%
Anti-discrimination	66%	66%	66%	67%	70%
Innovation*	61%	64%	56%	61%	61%

04 Workplace climate

Purpose

This section provides an overview of your agency's workplace climate index results. This data is benchmarked against the Queensland public sector and other agency results, as well as being compared with the previous year's results.

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

	Response scale (%)			% positive	vs 2015	vs Qld public sector 2016	Range of all agencies	Your agency quintile
● Safety, health and wellness	59	24	16	59%	-1	+2	45 - 83	3
● Effectiveness and innovation	56	24	20	56%	0	-2	47 - 76	4
● People and relationships	80	13	7	80%	+1	+3	65 - 92	3
● Fairness and trust	58	26	16	58%	+1	-1	43 - 77	3
● Performance and development	54	25	21	54%	+2	-2	37 - 73	3
● Leadership and engagement	63	23	13	63%	+1	+1	48 - 83	3
● My job	79	13	8	79%	0	+1	60 - 87	2

05 Workplace climate by division

Purpose

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

<i>This section shows the % positive scores for divisions within the agency</i>		Department of Agriculture & Fisheries % positive	Agriculture	Biosecurity Qld	Corporate	Fisheries & Forestry
Number of respondents	1,551		648	355	301	214
● Safety, health and wellness	59%		62%	57%	58%	60%
● Effectiveness and innovation	56%		58%	53%	56%	57%
● People and relationships	80%		82%	75%	78%	85%
● Fairness and trust	58%		60%	56%	57%	63%
● Performance and development	54%		58%	47%	54%	57%
● Leadership and engagement	63%		65%	63%	59%	69%
● My job	79%		82%	78%	74%	79%

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.

		Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
● Safety, health and wellness							
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement	27	38	36	27%	+1	-2
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	41	36	22	41%	0	0
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	47	32	21	47%	-2	+2
Q24h	People in my workgroup are committed to workplace safety	82	14	4	82%	-3	-1
Q25b	My workplace culture supports people to achieve a good work/life balance	69	19	12	69%	+1	+7
Q25c	There is adequate focus on workplace safety at my workplace	83	11	6	83%	0	+4
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	67	19	14	67%	-1	+5

06 Workplace climate by item (cont.)

Purpose

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

		Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
Effectiveness and innovation							
Q22b	I have the tools I need to do my job effectively	74	14	12	74%	+2	+3
Q22c	I get the information I need to do my job well	70	19	11	70%	+1	+2
Q22d	I have the authority necessary to do my job effectively	70	18	11	70%	0	0
Q23c	I feel my job is secure	48	23	30	48%	+4	-8
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>	18	33	49	18%	+1	-1
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	19	37	44	19%	+1	0
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>	52	24	23	52%	+2	+5
Q26a	My workplace has undergone significant change in the past 12 months	28	36	36	28%	-5	-24
Q27a	I get the opportunity to develop new and better ways of doing my job	61	23	15	61%	+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.

		Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
Effectiveness and innovation (cont.)							
Q27b	I am encouraged to make suggestions about improving work processes and/or services	71	18	11	71%	0	+2
Q27c	Management is willing to act on suggestions to improve how things are done	52	29	19	52%	+1	-2
Q27d	My workgroup uses research and expertise to identify better practice	58	29	13	58%	+1	0
Q27e	My workgroup always tries to improve its performance	70	22	8	70%	-3	-2
Q27f	My organisation is open to new ideas	53	29	18	53%	+2	-3
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	73	16	11	73%	-2	+4
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	79	12	9	79%	0	0
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	57	32	12	57%	-3	-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.

		Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
People and relationships							
Q24a	People in my workgroup treat each other with respect	80	11	9	80%	+1	+4
Q24b	I receive help and support from other people in my workgroup	86	9	5	86%	+2	+2
Q24c	People in my workgroup are honest, open and transparent in their dealings	73	17	10	73%	+1	+5
Q24d	People in my workgroup use their time and resources efficiently	68	20	12	68%	0	+1
Q24e	People in my workgroup treat customers with respect	90	8	3	90%	+1	+3
Q24f	People in my workgroup are committed to delivering excellent service to customers	86	11	4	86%	+1	+2
Q24g	People in my workgroup do their jobs effectively	77	15	8	77%	0	+1
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	79	14	6	79%	-2	+1

06 Workplace climate by item (cont.)

Purpose

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

		Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
●	Fairness and trust						
Q25a	My workplace has an inclusive culture where diversity is valued and respected	72	20	8	72%	0	-3
Q25f	Performance is assessed and rewarded fairly in my workplace	33	32	35	33%	+5	-2
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	37	28	36	37%	+2	-3
Q25h	People are treated fairly and consistently in my workplace	57	22	21	57%	-1	+4
Q25i	People take responsibility for their decisions and actions in my workplace	57	26	17	57%	0	+3
Q30a	My senior manager demonstrates honesty and integrity	71	20	9	71%	-1	+4
Q31e	Recruitment and promotion decisions in this organisation are fair	40	31	28	40%	+1	0
Q32a	Age is not a barrier to success in my organisation	68	22	10	68%	+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.

		Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
Fairness and trust (cont.)							
Q32b	Gender is not a barrier to success in my organisation	72	18	9	72%	0	-2
Q32c	Disability is not a barrier to success in my organisation	57	37	6	57%	-1	-6
Q32d	Cultural background is not a barrier to success in my organisation	68	27	5	68%	-1	-5
Q32e	Sexual orientation is not a barrier to success in my organisation	66	31	3	66%	-2	-7
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	62	20	18	62%	+8	+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.

		Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
●	Performance and development						
Q28a	I receive useful feedback on my performance	64	22	14	64%	+2	+6
Q28b	My performance is assessed against clear criteria	58	25	16	58%	+3	+8
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	60	21	20	60%	+2	-4
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	32	34	34	32%	+1	-7
Q28e	I am able to access relevant learning and development opportunities	60	23	16	60%	+6	-1
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	52	31	17	52%	0	-7
Q28g	I am satisfied with the opportunities available for career development	35	27	38	35%	+4	-9
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	61	21	18	61%	+1	+6
Q28i	I develop new knowledge and skills through undertaking tasks at work	73	17	10	73%	0	0
Q31b	My organisation is committed to developing its employees	45	30	24	45%	+4	-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.

		Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
Leadership and engagement							
Q29a	My manager treats employees with dignity and respect	82	10	8	82%	0	+4
Q29b	My manager listens to what I have to say	81	11	8	81%	0	+4
Q29c	My manager keeps me informed about what's going on	70	16	14	70%	-1	+2
Q29d	My manager understands my work	77	14	10	77%	+1	+4
Q29e	My manager creates a shared sense of purpose	71	17	12	71%	+2	+3
Q29f	My manager demonstrates honesty and integrity	82	11	7	82%	+1	+6
Q29g	My manager draws the best out of me	60	25	15	60%	+2	+2
Q31a	In my organisation, the leadership is of high quality	53	29	18	53%	+3	0

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 2015	vs Qld public sector 2016
Q31c	Management model the behaviours expected of all employees	51	32	17	51%	+1	-2
Q31d	In my organisation, the leadership operates with a high level of integrity	58	30	12	58%	0	+3
Q31f	My organisation is well managed	47	33	20	47%	+1	-2
Q33a	I would recommend my organisation as a great place to work	60	27	13	60%	+2	-1
Q33b	I am proud to tell others I work for my organisation	67	23	10	67%	0	0
Q33c	I feel strong personal attachment to my organisation	58	28	14	58%	-3	-2
Q33d	My organisation motivates me to help it achieve its objectives	49	34	17	49%	+1	-6
Q33e	My organisation inspires me to do the best in my job	48	35	17	48%	+1	-7

06 Workplace climate by item (cont.)

Purpose

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

		Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
● My job							
Q21a	I understand what is expected of me to do well in my job	89	6	4	89%	+2	-1
Q21b	I understand how my work contributes to my organisation's objectives	89	7	4	89%	+1	-2
Q22a	I have a choice in deciding how I do my work	78	14	8	78%	+1	+10
Q22e	My job gives me opportunities to utilise my skills	76	14	10	76%	-2	0
Q22f	I enjoy the work in my current job	78	15	7	78%	+1	+1
Q22g	My job gives me a feeling of personal accomplishment	70	18	12	70%	-1	-1
Q34a	The degree to which your work is interesting/challenging <i>% positive indicates those who responded with "very satisfied" or "satisfied"</i>	75	15	10	75%	0	-1
Q34b	Your ability to work on your own initiative <i>% positive indicates those who responded with "very satisfied" or "satisfied"</i>	83	11	6	83%	-2	+3
Q35	All things considered, how satisfied are you with your current job? <i>% positive indicates those who responded with "very satisfied" or "satisfied"</i>	73	15	11	73%	-3	0

07 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
If I raised a complaint, I feel confident that it would be taken seriously	Fairness and trust	62%	+8
I am able to access relevant learning and development opportunities	Performance and development	60%	+6
Performance is assessed and rewarded fairly in my workplace	Fairness and trust	33%	+5
I feel my job is secure	Effectiveness and innovation	48%	+4
My organisation is committed to developing its employees	Performance and development	45%	+4

The survey items with the most negative change

	Index	% positive 2016	percentage change
I feel strong personal attachment to my organisation	Leadership and engagement	58%	-3
My workgroup always tries to improve its performance	Effectiveness and innovation	70%	-3
People in my workgroup are committed to workplace safety	Safety, health and wellness	82%	-3
Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	Effectiveness and innovation	57%	-3
All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	My job	73%	-3

08 Executive capabilities in your agency



Number of Respondents:
61

Purpose

In this section, respondents who indicated having salaries of \$120,000 or more were asked about their managers' capabilities, as outlined in the Queensland Public Service Workforce Capability Success Profile.

The purpose of this section is to assist in identifying priorities for executive development programs.

	Response scale (%)			% positive 2016	Percentage change
Leads strategically with vision	69	19	12	69%	-4
Navigates complex, ambiguous and political environments	78	15	7	78%	-6
Leads change with agility	65	25	10	65%	-12
Operates across boundaries	85	7	8	85%	0
Engages with ideas, innovation and risk	80	8	12	80%	-7
Manages organisational performance	72	13	15	72%	-1
Manages internal and external relationships	83	7	10	83%	-5
Builds organisational capability	77	13	10	77%	-2
Inspires individual and team commitment in the pursuit of results	68	17	15	68%	+2
Models professional and ethical behaviour	87	7	7	87%	+2
Displays courage in the provision of advice and decision-making	78	12	10	78%	+1
Applies sound corporate governance	82	13	5	82%	-5
Commits to personal development	70	17	13	70%	+3

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 Qld public sector
Used no flexible work option	45%	-10
Used flexible workplace option <i>% proportion indicates those that used at least one of the 11 work place options</i>	55%	+10
Part time work	10%	-8
Part-year work/annualised hours	0%	0
Job sharing	0%	-2
Compressed work hours	2%	0
Flexible work hours/shifts	40%	+21
Term-time working	0%	-1
Casual/on call	1%	-2
Telecommuting	8%	+5
Hot desks	2%	0
Purchased leave/extended leave/deferred salary schemes	0%	0
Leave at half pay	8%	+4
Other, please specify	2%	0
None of the above	45%	-10

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 for a flexible work arrangement over the past 12 months?

	Proportion	vs Qld public sector
Yes, I requested flexibility	19%	+2
No, I have not made a request but I am content with my current arrangements	72%	-1
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
Flexible working is frowned upon/not supported by my workplace culture	35%	+5
I feel flexibility is not possible in my current job	30%	-8
I didn't feel confident presenting my case or negotiating arrangements with my manager	27%	+4
I was concerned that it may negatively impact my team	25%	+3
I felt it would limit my career	22%	+2
I don't feel confident in my manager's ability to manage staff working flexibly	16%	+2
I didn't feel I had the right to	15%	-6
I feel the technology I currently have access to does not support flexible working	9%	+1
I felt it would limit my access to training and development	5%	-2

10 Domestic and family violence

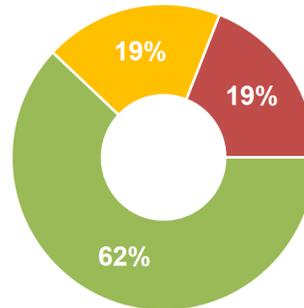
Purpose

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

Yes	62%
No	19%
Don't know	19%



Managers

Yes	69%
No	16%
Don't Know	15%

Non-managers

Yes	58%
No	20%
Don't Know	22%

Managers

Manage one or more employees

% positive vs Qld public sector

Statement	% positive	vs Qld public sector
I am confident that I could sensitively communicate with employees affected by domestic and family violence	62%	-16
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	57%	-19
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	57%	-20

Non-managers

Manage no employees

% positive vs Qld public sector

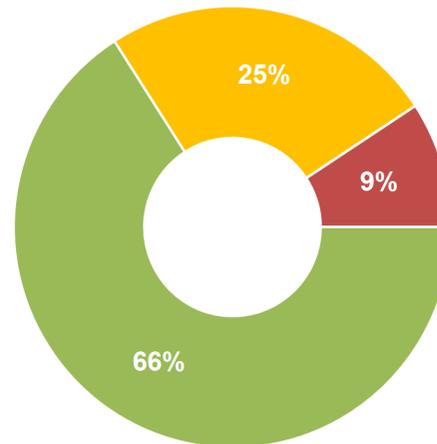
Statement	% positive	vs Qld public sector
I am confident that I could sensitively communicate with colleagues affected by domestic and family violence	56%	-12
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	58%	-9

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.



% positive change since 2015

66%

+1

of employees agreed with the statement:

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

Reasons for leaving	Proportion
Career or job opportunities	71%
Professional/personal development	54%
The workplace culture	44%
Pay and conditions	36%
Stress/Health	30%
Job security	28%
Your relationship with your manager	26%
The location of your workplace or the time spent commuting	20%
Balancing work and life commitments	17%
Contract expiring	16%
Your relationship with your colleagues	16%
Fit between work and your interests	15%
Other (please specify)	12%
Work hours	10%
Family/carer responsibilities	9%
Travel plans	7%
Retirement	6%

12 Bullying and sexual harassment

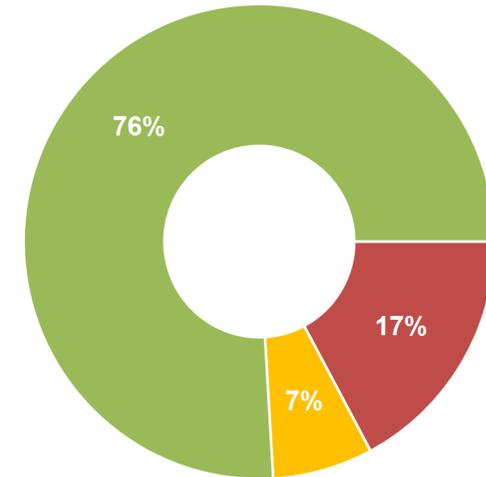
Purpose

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

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

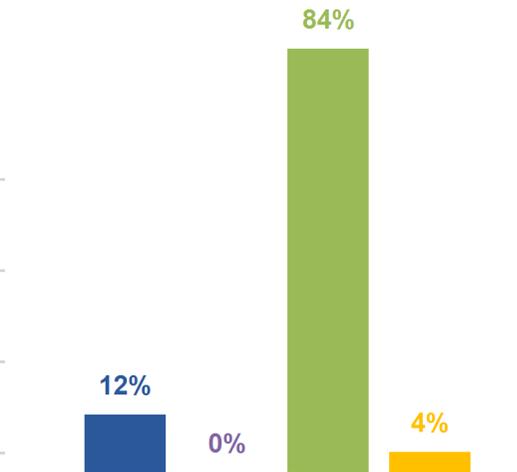
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

Yes	17%
No	76%
Don't know	7%



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

Bullying	12%
Sexual Harassment	0%
No	84%
Don't Know	4%



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.

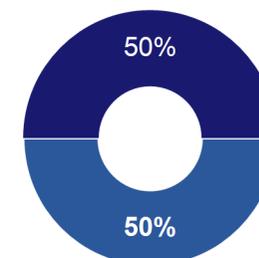
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion
A fellow worker	43%
Your immediate manager/supervisor	28%
A senior manager	22%
A group of fellow workers	14%
Prefer not to specify	10%
A client/customer	8%
A member of the public	7%
A worker that reports to you	6%
A representative of another agency	5%
A consultant/service provider	4%
Other	1%

What type of BULLYING did you experience?	Proportion
Verbal abuse	56%
Inappropriate and unfair application of work policies or rules	38%
Other	28%
Physical behaviour	12%
Cyber bullying	6%
Interference with your personal property or work equipment	4%
'Initiations' or pranks	2%

Did you report the BULLYING?

No



Yes

Why did you not report the BULLYING?	Proportion
I did not think any action would be taken	63%
I did not want to upset relationships in the workplace	43%
It could affect my career	42%
I did not think it was worth the hassle of going through the report process	42%
Managers accepted the behaviour	32%
I did not have enough evidence	27%
Other	18%
I did not think the bullying was serious enough	18%
I did not know how to report it	7%
The matter was resolved informally	6%

13 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
A reduction in red tape and bureaucracy	15%	+2
Greater career development opportunities	13%	+4
Other	11%	+2
An improvement in/better quality senior/middle management	8%	+1
More effective rewards and recognition	7%	+2
Better management of staffing levels (i.e. under or over)	6%	-1
Better management of work load/stress	5%	-2
Improved teamwork and team relationships	5%	0
Improved work/life balance/flexible work arrangements	5%	-3
More clarity on the agency's strategic direction, planning and objectives	4%	+1
Greater access to training	4%	-1
An improvement/better quality in line manager	3%	0
An improvement in availability/communication of information	3%	0
An improvement in/better quality senior leadership (i.e. DG and executive team)	2%	-1
More frequent and more effective performance management discussions	2%	0
More effective recruitment and selection	2%	-1
Greater access to resources (i.e. tools and equipment)	2%	-1
Better quality or more appropriate work environment and facilities	2%	-1
Relationship with customer/client service	1%	0

13 Your view (cont.)

Purpose

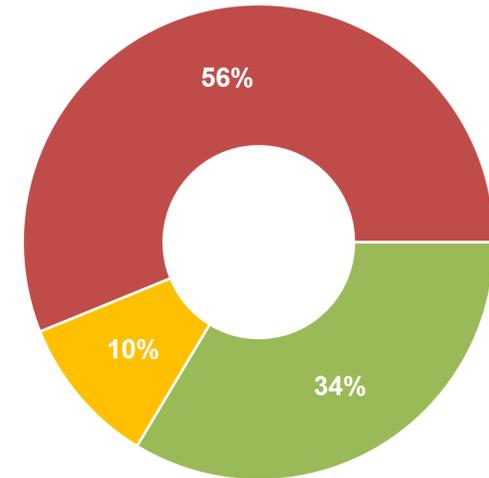
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The first question relates to the one realistic, practical and implementable change employees would make in their agency.

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.

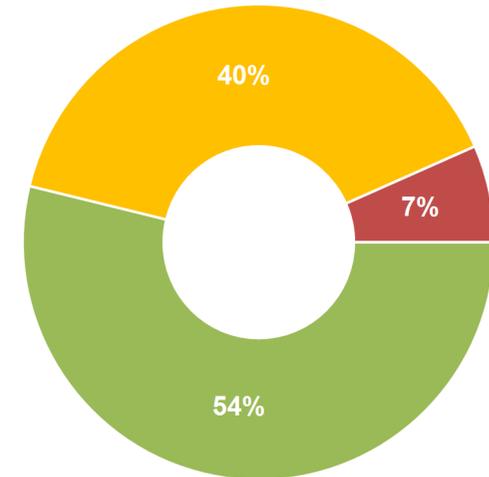
Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

Yes	34%
No	56%
No, but I have not worked long in my organisation	10%



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

Positive	54%
Neutral	40%
Negative	7%



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 2016	percentage change
DAF's Board of Management (BoM) has been more active in communicating with staff	45	41	14	45%	+4
Senior Leaders in your work group have spent more time and effort to engage with staff over the past 12 months	44	35	21	44%	+2
DAF has placed a higher priority on offering and promoting opportunities for further career development and training over the past 12 months	21	41	38	21%	+2
Work done over the past 12 months to further consolidate workplace change has meant that DAF is now functioning in a more efficient and transparent way today	20	57	23	20%	0
DAF has provided staff with opportunities to improve work life balance and care about staff's health and wellbeing	43	37	21	43%	+2
My workgroup is adequately resourced to deliver quality services	39	24	37	39%	-
In the past 12 months I have had productive conversations with my manager on my performance	62	23	16	62%	-
I am trusted to undertake my work	89	7	4	89%	-
I feel valued for the work I do	67	20	13	67%	-
My manager is supportive of my professional development	69	22	9	69%	-

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)
Department of Agriculture & Fisheries	1551	56%	52%	61%
Managerial status				
Managers	521	60%	56%	66%
Non-managers	1019	55%	51%	58%
Employment status				
Permanent	1257	56%	51%	61%
Non-permanent	286	59%	58%	62%
Full-time status				
Full-time basis	1392	56%	52%	61%
Part-time basis	152	60%	53%	59%
FTE Salary				
Under \$50,000	124	53%	47%	49%
\$50,000 - \$69,999	351	59%	52%	58%
\$70,000 - \$89,999	525	52%	50%	59%
\$90,000 or over	534	60%	57%	68%
Time in agency				
Less than 2 years	242	66%	68%	71%
2 to less than 6 years	265	50%	48%	56%
6 to less than 10 years	255	50%	46%	57%
10 years or more	781	58%	51%	61%

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)
Department of Agriculture & Fisheries	1551	56%	52%	61%
Age				
34 years or younger	264	58%	60%	63%
35 to 44 years	409	58%	53%	64%
45 to 54 years	512	56%	50%	59%
55 years or older	350	55%	50%	58%
Gender				
Female	657	58%	54%	61%
Male	874	56%	51%	61%
Type of work				
Direct service delivery	231	51%	44%	51%
Corporate services and administrative support/clerical	465	56%	52%	62%
Other	846	59%	55%	63%

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 2015	% neutral	Vs 2015	% negative	Vs 2015
Agency engagement							
Q33a	I would recommend my organisation as a great place to work	60%	+2	27%	-2	13%	0
Q33b	I am proud to tell others I work for my organisation	67%	0	23%	-1	10%	+1
Q33c	I feel strong personal attachment to my organisation	58%	-3	28%	+3	14%	0
Q33d	My organisation motivates me to help it achieve its objectives	49%	+1	34%	-1	17%	0
Q33e	My organisation inspires me to do the best in my job	48%	+1	35%	-1	17%	-1
Organisational leadership							
Q31a	In my organisation, the leadership is of high quality	53%	+3	29%	-4	18%	0
Q31c	Management model the behaviours expected of all employees	51%	+1	32%	-2	17%	+1
Q31d	In my organisation, the leadership operates with a high level of integrity	58%	0	30%	-1	12%	+1
Q31f	My organisation is well managed	47%	+1	33%	-1	20%	0
Innovation							
Q27a	I get the opportunity to develop new and better ways of doing my job	61%	+1	23%	0	15%	-1
Q27b	I am encouraged to make suggestions about improving work processes and/or services	71%	0	18%	0	11%	0
Q27c	Management is willing to act on suggestions to improve how things are done	52%	+1	29%	-1	19%	0
Q27d	My workgroup uses research and expertise to identify better practice	58%	+1	29%	0	13%	0
Q27e	My workgroup always tries to improve its performance	70%	-3	22%	+3	8%	0
Q27f	My organisation is open to new ideas	53%	+2	29%	-3	18%	+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 2015	% neutral	Vs 2015	% negative	Vs 2015
Job empowerment							
Q22a	I have a choice in deciding how I do my work	78%	+1	14%	-1	8%	0
Q22b	I have the tools I need to do my job effectively	74%	+2	14%	-2	12%	-1
Q22c	I get the information I need to do my job well	70%	+1	19%	0	11%	-1
Q22d	I have the authority necessary to do my job effectively	70%	0	18%	0	11%	0
Q22e	My job gives me opportunities to utilise my skills	76%	-2	14%	+1	10%	+1
Q34b	Your ability to work on your own initiative	83%	-2	11%	+2	6%	0
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	27%	+1	38%	+2	36%	-3
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	41%	0	36%	+3	22%	-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	47%	-2	32%	0	21%	+2
Learning and development							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	60%	+2	21%	-1	20%	-1
Q28e	I am able to access relevant learning and development opportunities	60%	+6	23%	-4	16%	-3
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	52%	0	31%	-2	17%	+2
Q28g	I am satisfied with the opportunities available for career development	35%	+4	27%	-2	38%	-2
Q31b	My organisation is committed to developing its employees	45%	+4	30%	-2	24%	-2

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

Purpose

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

Factors		% positive	Vs 2015	% neutral	Vs 2015	% negative	Vs 2015
My workgroup							
Q24a	People in my workgroup treat each other with respect	80%	+1	11%	-1	9%	0
Q24b	I receive help and support from other people in my workgroup	86%	+2	9%	-2	5%	0
Q24c	People in my workgroup are honest, open and transparent in their dealings	73%	+1	17%	0	10%	-1
Q24d	People in my workgroup use their time and resources efficiently	68%	0	20%	-1	12%	0
Q24e	People in my workgroup treat customers with respect	90%	+1	8%	-1	3%	0
Q24f	People in my workgroup are committed to delivering excellent service to customers	86%	+1	11%	-1	4%	0
Q24g	People in my workgroup do their jobs effectively	77%	0	15%	-1	8%	+1
My manager							
Q29a	My manager treats employees with dignity and respect	82%	0	10%	0	8%	0
Q29b	My manager listens to what I have to say	81%	0	11%	-2	8%	+2
Q29c	My manager keeps me informed about what's going on	70%	-1	16%	0	14%	0
Q29d	My manager understands my work	77%	+1	14%	-1	10%	0
Q29e	My manager creates a shared sense of purpose	71%	+2	17%	-2	12%	0
Q29f	My manager demonstrates honesty and integrity	82%	+1	11%	-1	7%	0
Q29g	My manager draws the best out of me	60%	+2	25%	-1	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.

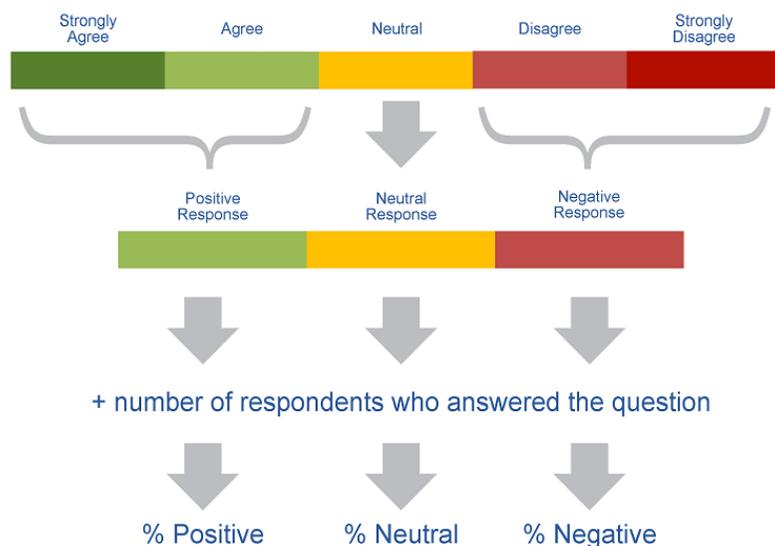
Factors		% positive	Vs 2015	% neutral	Vs 2015	% negative	Vs 2015
Organisational fairness							
Q25f	Performance is assessed and rewarded fairly in my workplace	33%	+5	32%	-5	35%	0
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	37%	+2	28%	+1	36%	-2
Q25h	People are treated fairly and consistently in my workplace	57%	-1	22%	0	21%	+1
Q25i	People take responsibility for their decisions and actions in my workplace	57%	0	26%	0	17%	0
Q31e	Recruitment and promotion decisions in this organisation are fair	40%	+1	31%	-2	28%	+1
Anti-discrimination							
Q32a	Age is not a barrier to success in my organisation	68%	+1	22%	-1	10%	0
Q32b	Gender is not a barrier to success in my organisation	72%	0	18%	0	9%	0
Q32c	Disability is not a barrier to success in my organisation	57%	-1	37%	-1	6%	+2
Q32d	Cultural background is not a barrier to success in my organisation	68%	-1	27%	0	5%	+2
Q32e	Sexual orientation is not a barrier to success in my organisation	66%	-2	31%	+2	3%	0

17 Appendix C – How to interpret this report

% Positive, neutral and negative scores

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

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



Negatively Worded Questions: An example

What are negatively worded questions?

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

How are the negatively worded responses scored?

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

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

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

EXAMPLE

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

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

OR

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

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

	% positive	vs 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.

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 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.

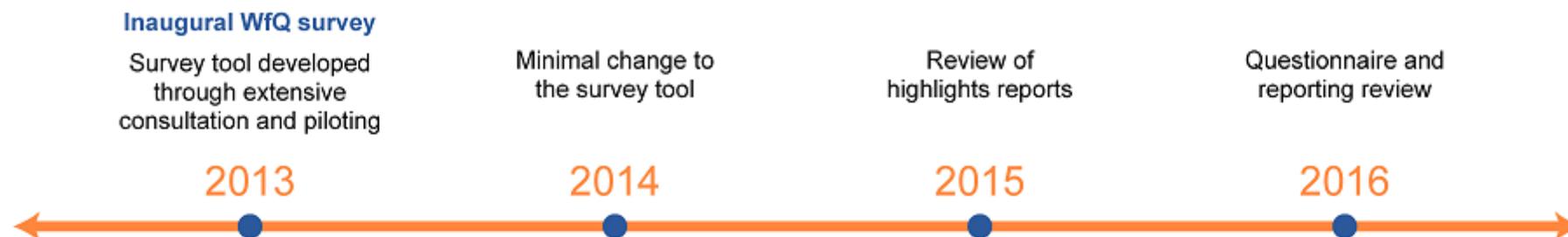
Your senior manager - The person your manager usually reports to.

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.

18 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.