Building Queensland

Highlight Report

Report Content

Reporting Framework

Response Rate:

72%

Returned Surveys:

21

Purpose

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

Note on the response rate

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

Reporting Framework

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

Strategic priorities: driver analysis

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

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

Workplace climate

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

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

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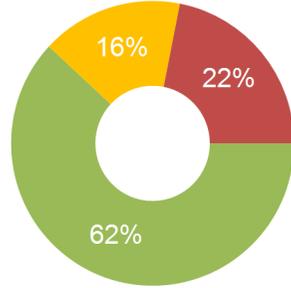
01   Driver analysis scorecard

Purpose

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

Agency Engagement

16%
22%
62%

Top 3 drivers	% Positive		
Learning and development	2017		53%
Organisational fairness	2017		41%
Organisational leadership	2017		67%

Organisational leadership

18%
15%
67%
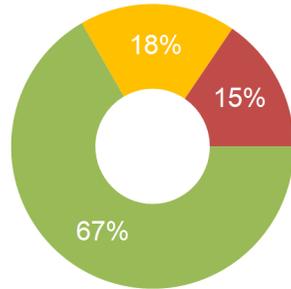
Top 3 drivers	% Positive		
Innovation	2017		65%
Organisational fairness	2017		41%
Learning and development	2017		53%

Innovation

21%
14%
65%
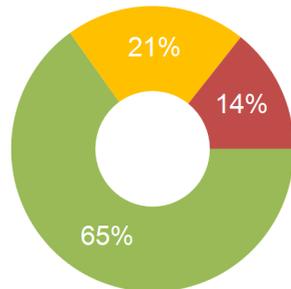
Top 3 drivers	% Positive		
Organisational leadership	2017		67%
Learning and development	2017		53%
My manager	2017		82%

02   Factors

Purpose

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

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

	Response scale (%)			% positive	vs Qld public sector	Range of all agencies	Your agency quintile
Agency engagement*	62	16	22	62%	+3	41 - 82	2
Job empowerment	75	13	12	75%	+4	60 - 86	2
Workload and health *% positive indicates those who have limited to no issues with workload and health*	33	32	35	33%	-7	29 - 68	5
Learning and development	53	24	23	53%	-3	33 - 82	4
My workgroup	81	13	6	81%	+5	58 - 92	2
My manager	82	10	9	82%	+11	57 - 84	1
Organisational leadership*	67	18	15	67%	+16	29 - 85	1
Organisational fairness	41	30	29	41%	-2	26 - 67	4
Anti-discrimination	76	24	0	76%	+10	48 - 96	1
Innovation*	65	21	14	65%	+5	46 - 89	2

03 Workplace climate

Purpose

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

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

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

	Response scale (%)			% positive	vs Qld public sector	Range of all agencies	Your agency quintile
● Safety, health and wellness*	58	23	19	58%	+3	43 - 82	3
● Effectiveness and innovation*	65	19	16	65%	+8	49 - 77	1
● People and relationships	77	13	10	77%	0	56 - 92	3
● Fairness and trust*	67	22	11	67%	+9	46 - 78	1
● Performance and development	51	26	23	51%	-5	41 - 74	4
● Leadership and engagement	72	14	15	72%	+9	49 - 81	1
● My job	80	8	12	80%	+3	58 - 89	1

Index impacted by the addition of new survey items in 2017

COMPARISONS:　　At least 5 percent GREATER　　At least 5 percent LESS

RESPONSE SCALE :　　POSITIVE　　NEUTRAL　　NEGATIVE

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.

New items were added to this index in 2017.

● **Safety, health and wellness**

		Response scale (%)			% positive	vs Qld public sector
Q23a	I am overloaded with work *% positive indicates those who "strongly disagree" or "disagree" with this statement*	14	19	67	**14%**	-17
Q23b	I feel burned out by my work *% positive indicates those who "strongly disagree" or "disagree" with this statement*	38	43	19	**38%**	-5
Q23e	My work has a negative impact on my health *% positive indicates those who "strongly disagree" or "disagree" with this statement*	48	33	19	**48%**	+2
Q23f	My work contributes positively to my quality of life*	48	33	19	**48%**	+3
Q24h	People in my workgroup are committed to workplace safety	90	5	5	**90%**	+9
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	62	14	24	**62%**	-5
Q25b	My workplace culture supports people to achieve a good work/life balance	67	14	19	**67%**	+5
Q25c	There is adequate focus on workplace safety at my workplace	80	15	5	**80%**	+2

* New in 2017, no trend

COMPARISONS: [green] At least 5 percent GREATER   [red] At least 5 percent LESS

RESPONSE SCALE : [green] POSITIVE [orange] NEUTRAL [red] NEGATIVE

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.

New items were added to this index in 2017.

● Safety, health and wellness *(cont.)*

		Response scale (%)			% positive	vs Qld public sector
Q29h	My manager proactively discusses flexible work arrangements*	52	29	19	**52%**	+3
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	67	14	19	**67%**	+16
Q31h	The wellbeing of employees is a priority for my organisation*	57	24	19	**57%**	+8
Q31j	My commitment to this organisation would be questioned if I chose to use flexible work options* *% positive indicates those who "strongly disagree" or "disagree" with this statement*	67	19	14	**67%**	+26
Q34e	Your work-life balance *% positive indicates those who responded with "very satisfied" or "satisfied"*	62	19	19	**62%**	-2
Q34g	Your ability to access and use flexible work arrangements* *% positive indicates those who responded with "very satisfied" or "satisfied"*	57	43	0	**57%**	+2

* New in 2017, no trend

COMPARISONS: [At least 5 percent GREATER] [At least 5 percent LESS]

RESPONSE SCALE : [POSITIVE] [NEUTRAL] [NEGATIVE]

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.

New items were added to this index in 2017.

● **Effectiveness and innovation**

		Response scale (%)			% positive	vs Qld public sector
Q22b	I have the tools I need to do my job effectively	62	24	14	**62%**	-9
Q22c	I get the information I need to do my job well	62	24	14	**62%**	-6
Q22d	I have the authority necessary to do my job effectively	76	10	14	**76%**	+6
Q23c	I feel my job is secure	62	24	14	**62%**	+4
Q23d	There is too much 'red tape' in my work (e.g. Regulatory or administrative processes) *% positive indicates those who "strongly disagree" or "disagree" with this statement*	24	38	38	**24%**	+5
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	76	14	10	**76%**	+11
Q25d	Approval processes at my workplace are excessive *% positive indicates those who "strongly disagree" or "disagree" with this statement*	48	29	24	**48%**	+29
Q25e	Disruptions and/or noise at my workplace make it hard to get things done *% positive indicates those who "strongly disagree" or "disagree" with this statement*	52	19	29	**52%**	+7
Q26a	My workplace has undergone significant change in the past 12 months	90	5	5	**90%**	+39

* New in 2017, no trend

COMPARISONS: At least 5 percent GREATER | At least 5 percent LESS

RESPONSE SCALE : POSITIVE | NEUTRAL | NEGATIVE

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.

New items were added to this index in 2017.

● Effectiveness and innovation *(cont.)*

		Response scale (%)			% positive	vs Qld public sector
Q27a	I get the opportunity to develop new and better ways of doing my job	71	19	10	**71%**	+14
Q27b	I am encouraged to make suggestions about improving work processes and/or services	71	14	14	**71%**	+4
Q27c	Management is willing to act on suggestions to improve how things are done	52	33	14	**52%**	-1
Q27d	My workgroup uses research and expertise to identify better practice	62	19	19	**62%**	+7
Q27e	My workgroup always tries to improve its performance	71	19	10	**71%**	+2
Q27f	My organisation is open to new ideas	62	19	19	**62%**	+7
Q34c	Your physical working environment *% positive indicates those who responded with "very satisfied" or "satisfied"*	67	19	14	**67%**	-2
Q34d	The location of your work *% positive indicates those who responded with "very satisfied" or "satisfied"*	95	5	0	**95%**	+18
Q34f	Your ability to 'make a difference' to the community *% positive indicates those who responded with "very satisfied" or "satisfied"*	67	10	24	**67%**	+3

COMPARISONS: ▇ At least 5 percent GREATER ▇ At least 5 percent LESS

RESPONSE SCALE : **POSITIVE** **NEUTRAL** **NEGATIVE**

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.

● People and relationships

		Response scale (%)			% positive	vs Qld public sector
Q24a	People in my workgroup treat each other with respect	71	24	5	**71%**	-3
Q24b	I receive help and support from other people in my workgroup	86	10	5	**86%**	+3
Q24c	People in my workgroup are honest, open and transparent in their dealings	71	19	10	**71%**	+4
Q24d	People in my workgroup use their time and resources efficiently	71	24	5	**71%**	+7
Q24e	People in my workgroup treat customers with respect	90	5	5	**90%**	+5
Q24f	People in my workgroup are committed to delivering excellent service to customers	95	0	5	**95%**	+12
Q24g	People in my workgroup do their jobs effectively	81	10	10	**81%**	+6
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	48	14	38	**48%**	-31

COMPARISONS: | At least 5 percent GREATER | At least 5 percent LESS

RESPONSE SCALE : | **POSITIVE** | **NEUTRAL** | **NEGATIVE**

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.

New items were added to this index in 2017.

● Fairness and trust

		Response scale (%)			% positive	vs Qld public sector
Q25a	My workplace has an inclusive culture where diversity is valued and respected	81	19	0	**81%**	+8
Q25f	Performance is assessed and rewarded fairly in my workplace	14	57	29	**14%**	-22
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	33	29	38	**33%**	-5
Q25h	People are treated fairly and consistently in my workplace	67	10	24	**67%**	+16
Q25i	People take responsibility for their decisions and actions in my workplace	57	19	24	**57%**	+5
Q25j	I am able to speak up and share a different view to my colleagues and manager*	86	10	5	**86%**	+14
Q30a	My senior manager demonstrates honesty and integrity	86	5	10	**86%**	+15
Q31e	Recruitment and promotion decisions in this organisation are fair	33	38	29	**33%**	-4

* New in 2017, no trend

COMPARISONS: | At least 5 percent GREATER | At least 5 percent LESS
RESPONSE SCALE : | POSITIVE | NEUTRAL | NEGATIVE

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.

New items were added to this index in 2017.

● Fairness and trust *(cont.)*

		Response scale (%)			% positive	vs Qld public sector
Q31i	My responsibilities outside of work restrict my opportunities for promotion* *% positive indicates those who "strongly disagree" or "disagree" with this statement*	67	19	14	**67%**	+14
Q32a	Age is not a barrier to success in my organisation	81	19	0	**81%**	+16
Q32b	Gender is not a barrier to success in my organisation	81	19	0	**81%**	+11
Q32c	Disability is not a barrier to success in my organisation	67	33	0	**67%**	+10
Q32d	Cultural background is not a barrier to success in my organisation	81	19	0	**81%**	+11
Q32e	Sexual orientation is not a barrier to success in my organisation	71	29	0	**71%**	+2
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	81	10	10	**81%**	+27
Q32g	Women and men have equal access to work experiences that support career progression*	86	14	0	**86%**	+19

* New in 2017, no trend

COMPARISONS: | At least 5 percent GREATER | At least 5 percent LESS

RESPONSE SCALE : | POSITIVE | NEUTRAL | NEGATIVE

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.

⬤ **Performance and development**

		Response scale (%)			% positive	vs Qld public sector
Q28a	I receive useful feedback on my performance	52	29	19	**52%**	-4
Q28b	My performance is assessed against clear criteria	33	38	29	**33%**	-18
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	62	14	24	**62%**	-1
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	24	38	38	**24%**	-17
Q28e	I am able to access relevant learning and development opportunities	67	24	10	**67%**	+5
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	65	29	6	**65%**	+6
Q28g	I am satisfied with the opportunities available for career development	24	33	43	**24%**	-21
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	52	24	24	**52%**	-3
Q28i	I develop new knowledge and skills through undertaking tasks at work	81	14	5	**81%**	+9
Q31b	My organisation is committed to developing its employees	52	19	29	**52%**	0

COMPARISONS: At least 5 percent GREATER   At least 5 percent LESS

RESPONSE SCALE :   POSITIVE   NEUTRAL   NEGATIVE

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.

● Leadership and engagement

		Response scale (%)			% positive	vs Qld public sector
Q29a	My manager treats employees with dignity and respect	90	5	5	**90%**	+13
Q29b	My manager listens to what I have to say	90	0	10	**90%**	+14
Q29c	My manager keeps me informed about what's going on	62	19	19	**62%**	-6
Q29d	My manager understands my work	81	14	5	**81%**	+8
Q29e	My manager creates a shared sense of purpose	90	5	5	**90%**	+23
Q29f	My manager demonstrates honesty and integrity	90	5	5	**90%**	+14
Q29g	My manager draws the best out of me	67	19	14	**67%**	+9
Q31a	In my organisation, the leadership is of high quality	62	19	19	**62%**	+9

COMPARISONS: At least 5 percent GREATER At least 5 percent LESS

RESPONSE SCALE : POSITIVE NEUTRAL NEGATIVE

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.

● Leadership and engagement *(cont.)*

		Response scale (%)			% positive	vs Qld public sector
Q31c	Management model the behaviours expected of all employees	62	24	14	**62%**	+13
Q31d	In my organisation, the leadership operates with a high level of integrity	90	10	0	**90%**	+36
Q31f	My organisation is well managed	52	19	29	**52%**	+5
Q33a	I would recommend my organisation as a great place to work	57	10	33	**57%**	-3
Q33b	I am proud to tell others I work for my organisation	71	19	10	**71%**	+4
Q33c	I feel strong personal attachment to my organisation	62	19	19	**62%**	+3
Q33d	My organisation motivates me to help it achieve its objectives	62	14	24	**62%**	+9
Q33e	My organisation inspires me to do the best in my job	57	19	24	**57%**	+4

COMPARISONS: At least 5 percent GREATER | At least 5 percent LESS

RESPONSE SCALE : POSITIVE | NEUTRAL | NEGATIVE

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.

🔵 **My job**

		Response scale (%)			% positive	vs Qld public sector
Q21a	I understand what is expected of me to do well in my job	86	5	10	**86%**	-4
Q21b	I understand how my work contributes to my organisation's objectives	86	5	10	**86%**	-5
Q22a	I have a choice in deciding how I do my work	86	5	10	**86%**	+18
Q22e	My job gives me opportunities to utilise my skills	81	5	14	**81%**	+6
Q22f	I enjoy the work in my current job	76	19	5	**76%**	0
Q22g	My job gives me a feeling of personal accomplishment	76	10	14	**76%**	+7
Q34a	The degree to which your work is interesting/challenging *% positive indicates those who responded with "very satisfied" or "satisfied"*	81	5	14	**81%**	+5
Q34b	Your ability to work on your own initiative *% positive indicates those who responded with "very satisfied" or "satisfied"*	86	10	5	**86%**	+6
Q35	All things considered, how satisfied are you with your current job? *% positive indicates those who responded with "very satisfied" or "satisfied"*	67	10	24	**67%**	-6

05   Leadership behaviour in your agency: Senior Officer

Purpose

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

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

Leadership levels are defined as follows:

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

POSITIVE IMPACT

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

	Proportion	vs Qld public sector
Builds strong relationships that influence organisational and sector outcomes	64%	+36
Directs and prioritises resources to achieve the best outcomes	45%	+16
Models high levels of ethical and professional behaviour	45%	+7
Adopts a system-wide view of issues to inform action	27%	+7
Navigates complex issues, politics and ambiguous situations effectively	27%	-9
Creates a culture of continuous improvement	18%	-5
Inspires others to perform at their best	18%	-4
Leads change with agility	18%	+5
Is compelling when communicating the organisational strategy	9%	-5
Nurtures a learning and development culture	9%	-7
Seeks feedback to strengthen leadership approach	9%	-4
Stands behind their decisions in the face of adversity	9%	-20
Demonstrates commercial acumen in managing corporate risk	0%	-13

SUCCESSION

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

Directs and prioritises resources to achieve the best outcomes	64%	+38
Navigates complex issues, politics and ambiguous situations effectively	64%	+34
Builds strong relationships that influence organisational and sector outcomes	55%	+19
Inspires others to perform at their best	27%	-15
Adopts a system-wide view of issues to inform action	18%	+6
Is compelling when communicating the organisational strategy	18%	+5
Leads change with agility	18%	-3
Creates a culture of continuous improvement	9%	-16
Models high levels of ethical and professional behaviour	9%	-29
Nurtures a learning and development culture	9%	-5
Seeks feedback to strengthen leadership approach	9%	-11
Demonstrates commercial acumen in managing corporate risk	0%	-7
Stands behind their decisions in the face of adversity	0%	-15

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

Purpose

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

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

Leadership levels are defined as follows:

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

	Proportion	vs Qld public sector
DEMONSTRATED Please indicate the three leadership behaviours that you see most frequently demonstrated by your direct manager		
Navigates complex issues, politics and ambiguous situations effectively	**64%**	+28
Builds strong relationships that influence organisational and sector outcomes	**45%**	+18
Adopts a system-wide view of issues to inform action	**36%**	+14
Directs and prioritises resources to achieve the best outcomes	**36%**	+6
Models high levels of ethical and professional behaviour	**27%**	-8
Creates a culture of continuous improvement	**18%**	-4
Is compelling when communicating the organisational strategy	**18%**	+1
Seeks feedback to strengthen leadership approach	**18%**	+5
Demonstrates commercial acumen in managing corporate risk	**9%**	-6
Leads change with agility	**9%**	-6
Nurtures a learning and development culture	**9%**	-6
Stands behind their decisions in the face of adversity	**9%**	-18
Inspires others to perform at their best	**0%**	-21
NOT DEMONSTRATED Please indicate the three leadership behaviours that you would like to see demonstrated more frequently by your direct manager		
Creates a culture of continuous improvement	**55%**	+28
Nurtures a learning and development culture	**55%**	+28
Seeks feedback to strengthen leadership approach	**36%**	+1
Adopts a system-wide view of issues to inform action	**27%**	+10
Builds strong relationships that influence organisational and sector outcomes	**27%**	+5
Directs and prioritises resources to achieve the best outcomes	**27%**	+1
Is compelling when communicating the organisational strategy	**27%**	+7
Stands behind their decisions in the face of adversity	**27%**	+8
Inspires others to perform at their best	**9%**	-28
Leads change with agility	**9%**	-12
Demonstrates commercial acumen in managing corporate risk	**0%**	-10
Models high levels of ethical and professional behaviour	**0%**	-18
Navigates complex issues, politics and ambiguous situations effectively	**0%**	-17

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	**35%**	-9
Used flexible workplace option *% proportion indicates those that used at least one of the 13 work place options*	**65%**	+9
Flexible work hours for example accumulated hours as 'flexitime'*	**60%**	+31
Flexible work hours for example start late or early to meet responsibilities external to work*	**35%**	+23
None of the above	**35%**	-9
Telecommuting	**10%**	+6
Other, please specify	**5%**	+3
Casual/on call	**0%**	-3
Compressed work hours	**0%**	-2
Hot desks	**0%**	-3
Job sharing	**0%**	-2
Leave at half pay	**0%**	-4
Part time work	**0%**	-17
Part-year work/annualised hours	**0%**	0
Purchased leave/extended leave/deferred salary schemes	**0%**	-1
Term-time working	**0%**	0

* New in 2017, no trend

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 regarding flexible work arrangements in the last 12 months?

	Proportion	vs Qld public sector
Yes, I requested flexibility	**19%**	0
No, I have not made a request but I am content with my current arrangements	**76%**	+7
No, I have not made a request but I am not content with my current arrangements	**5%**	-7

If yes to having made a request regarding flexible work arrangements, was your request for flexible work arrangements*:

	Proportion	vs Qld public sector
Due to insufficient responses, the remaining data within this section has been restricted.		

* New in 2017, no trend

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

	Proportion	vs Qld public sector
Due to insufficient responses, the remaining data within this section has been restricted.		

* New in 2017, no trend

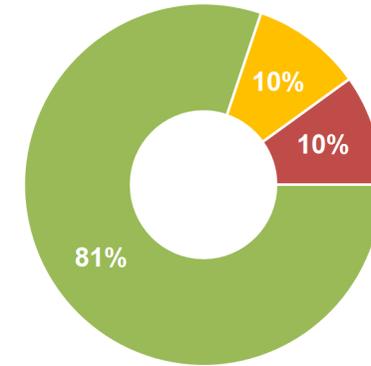RESPONSE SCALE : | POSITIVE | NEUTRAL | NEGATIVE |

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	% proportion	vs Qld public sector
Yes	**81%**	+5
No	**10%**	-3
Don't know	**10%**	-3

Managers *Manage one or more employees*	% proportion	vs Qld public sector
Due to insufficient responses, the remaining data within this section has been restricted.		

Non-managers *Manage no employees*	% proportion	vs Qld public sector
Yes	**87%**	+15
No	**7%**	-7
Don't Know	**7%**	-8

07   Domestic and family violence *(cont.)*

Purpose

The Government has committed to a 15 year reform agenda with respect to domestic and family violence. This section is focused on understanding the confidence levels of Queensland public sector employees in dealing with domestic and family violence in the workplace.

Managers *Manage one or more employees*	% positive	vs Qld public sector
Due to insufficient responses, the remaining data within this section has been restricted.		

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	**87%**	+16
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	**93%**	+22

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

Managers *Manage one or more employees*	% proportion	vs Qld public sector
Due to insufficient responses, the remaining data within this section has been restricted.		

Non-managers *Manage no employees*	% proportion	vs Qld public sector
Yes	**0%**	-7
No	**100%**	+12
Don't Know	**0%**	-3
Prefer not to say	**0%**	-3

* New in 2017, no trend

* New in 2017, no trend

RESPONSE SCALE : | POSITIVE | NEUTRAL | NEGATIVE |
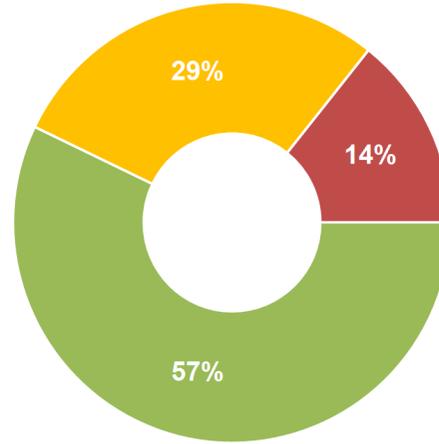
08   Intention to leave your organisation

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.

29%

14%

57%

Reasons for leaving	Proportion	vs Qld public sector
Due to insufficient responses, the remaining data within this section has been restricted.		

57%

of employees <u>agreed</u> with the statement:

I intend to <u>stay</u> in my organisation within the next 12 months.

| POSITIVE	NEUTRAL	NEGATIVE

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?

	Proportion	vs Qld public sector
Yes	10%	-18
No	86%	+19
Don't know	5%	-1
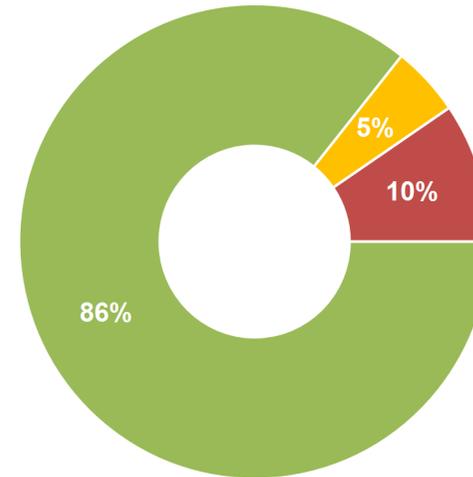
During the last 12 months, have you been subjected to any of the following in your workplace?

	Proportion	vs Qld public sector
Bullying	0%	-17
Sexual Harassment	0%	-1
No	100%	+22
Don't Know	0%	-5
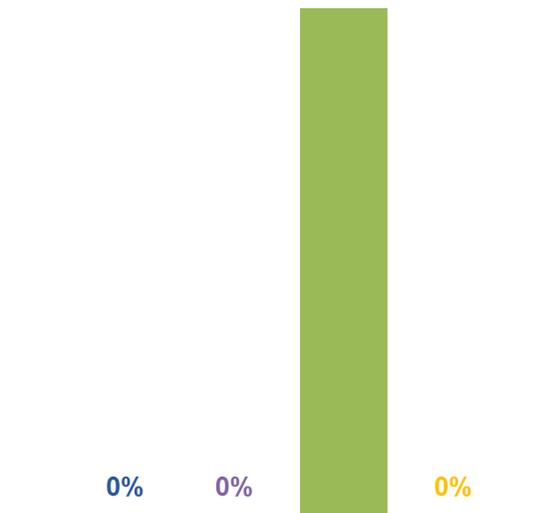
10   Appendix A – Strategic priorities by demographics

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).

Due to insufficient responses, this section has been restricted.

COMPARISONS: At least 5 percent GREATER   At least 5 percent LESS

11   Appendix B – Strategic priorities and factors by item

Strategic priorities			% positive	% neutral	% negative
Agency engagement					
	Q33a	I would recommend my organisation as a great place to work	57%	10%	33%
	Q33b	I am proud to tell others I work for my organisation	71%	19%	10%
	Q33c	I feel strong personal attachment to my organisation	62%	19%	19%
	Q33d	My organisation motivates me to help it achieve its objectives	62%	14%	24%
	Q33e	My organisation inspires me to do the best in my job	57%	19%	24%
Organisational leadership					
	Q31a	In my organisation, the leadership is of high quality	62%	19%	19%
	Q31c	Management model the behaviours expected of all employees	62%	24%	14%
	Q31d	In my organisation, the leadership operates with a high level of integrity	90%	10%	0%
	Q31f	My organisation is well managed	52%	19%	29%
Innovation					
	Q27a	I get the opportunity to develop new and better ways of doing my job	71%	19%	10%
	Q27b	I am encouraged to make suggestions about improving work processes and/or services	71%	14%	14%
	Q27c	Management is willing to act on suggestions to improve how things are done	52%	33%	14%
	Q27d	My workgroup uses research and expertise to identify better practice	62%	19%	19%
	Q27e	My workgroup always tries to improve its performance	71%	19%	10%
	Q27f	My organisation is open to new ideas	62%	19%	19%

COMPARISONS: ▮ At least 5 percent GREATER   ▮ At least 5 percent LESS

11   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	% neutral	% negative
Job empowerment				
Q22a	I have a choice in deciding how I do my work	86%	5%	10%
Q22b	I have the tools I need to do my job effectively	62%	24%	14%
Q22c	I get the information I need to do my job well	62%	24%	14%
Q22d	I have the authority necessary to do my job effectively	76%	10%	14%
Q22e	My job gives me opportunities to utilise my skills	81%	5%	14%
Q34b	Your ability to work on your own initiative	86%	10%	5%
Workload and health				
Q23a	I am overloaded with work *% positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with overload*	14%	19%	67%
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*	38%	43%	19%
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*	48%	33%	19%
Learning and development				
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	62%	14%	24%
Q28e	I am able to access relevant learning and development opportunities	67%	24%	10%
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	65%	29%	6%
Q28g	I am satisfied with the opportunities available for career development	24%	33%	43%
Q31b	My organisation is committed to developing its employees	52%	19%	29%

COMPARISONS: [green] At least 5 percent GREATER   [red] At least 5 percent LESS

11   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	% neutral	% negative
My workgroup				
Q24a	People in my workgroup treat each other with respect	71%	24%	5%
Q24b	I receive help and support from other people in my workgroup	86%	10%	5%
Q24c	People in my workgroup are honest, open and transparent in their dealings	71%	19%	10%
Q24d	People in my workgroup use their time and resources efficiently	71%	24%	5%
Q24e	People in my workgroup treat customers with respect	90%	5%	5%
Q24f	People in my workgroup are committed to delivering excellent service to customers	95%	0%	5%
Q24g	People in my workgroup do their jobs effectively	81%	10%	10%
My manager				
Q29a	My manager treats employees with dignity and respect	90%	5%	5%
Q29b	My manager listens to what I have to say	90%	0%	10%
Q29c	My manager keeps me informed about what's going on	62%	19%	19%
Q29d	My manager understands my work	81%	14%	5%
Q29e	My manager creates a shared sense of purpose	90%	5%	5%
Q29f	My manager demonstrates honesty and integrity	90%	5%	5%
Q29g	My manager draws the best out of me	67%	19%	14%

COMPARISONS: At least 5 percent GREATER   At least 5 percent LESS

11   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	% neutral	% negative
Organisational fairness				
Q25f	Performance is assessed and rewarded fairly in my workplace	14%	57%	29%
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	33%	29%	38%
Q25h	People are treated fairly and consistently in my workplace	67%	10%	24%
Q25i	People take responsibility for their decisions and actions in my workplace	57%	19%	24%
Q31e	Recruitment and promotion decisions in this organisation are fair	33%	38%	29%
Anti-discrimination				
Q32a	Age is not a barrier to success in my organisation	81%	19%	0%
Q32b	Gender is not a barrier to success in my organisation	81%	19%	0%
Q32c	Disability is not a barrier to success in my organisation	67%	33%	0%
Q32d	Cultural background is not a barrier to success in my organisation	81%	19%	0%
Q32e	Sexual orientation is not a barrier to success in my organisation	71%	29%	0%

12   Appendix C – How to interpret this report

% Positive, neutral and negative scores

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

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

- % neutral presents the proportion of respondents who expressed a neutral opinion or assessment.

- % negative presents the proportion of respondents who expressed a negative opinion or assessment i.e. combining 'Strongly disagree' and 'Disagree' responses.
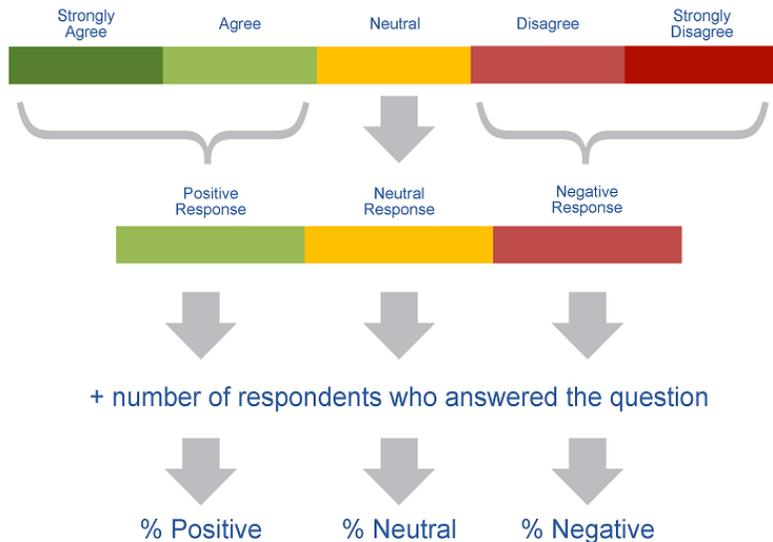
Negatively Worded Questions: An example

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

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

What does this mean for interpreting the % positive score for negatively worded questions?
The % positive score combines the negative responses as they are the "preferred" responses to this item.

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

| 82% disagreed that their "Approval processes at my work are excessive" | **OR** | 82% felt that the approval processes at their work are not excessive. |

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

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

How will I know if I am interpreting this correctly?
To assist in the interpretation, all negatively worded questions are accompanied by an explanatory statement.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Base size for Working for Queensland 2017
The base size of Working for Queensland refers to the number of people included in the data collection phase of the survey.

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

Definitions
The following definitions were used in the survey:

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

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

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

Your manager - The person you usually report to.

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

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

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

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