Working for Queensland survey

Queensland Fire and Emergency Services

Highlight Report

Report Content

		Reporting Framework
STRATEGIC PRIORITIES	01	Driver analysis scorecard
	02	Factors
	03	Factors by division
WORKPLACE CLIMATE	04	Workplace climate
	05	Workplace climate by division
	06	Workplace climate by item
	07	Most changed since 2015, by item
	08	Executive capabilities in your agency
	09	Flexible work options
	10	Domestic and family violence
	11	Intention to leave your organisation
	12	Bullying and sexual harassment
	13	Your view
	14	Agency specific questions
APPENDICES	15	Appendix A – Strategic priorities by demographics
	16	Appendix B – Strategic priorities and factors by item
	17	Appendix C – How to interpret this report
	18	Appendix D – Evolutions in the Working for Queensland research program

Response Rate:

38%

Returned Surveys:

1,853

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.

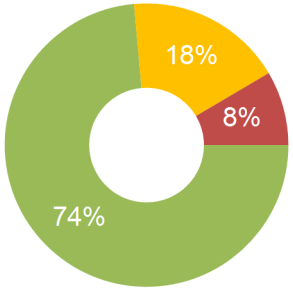
RESPONSE SCALE : POSITIVE NEUTRAL NEGATIVE

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

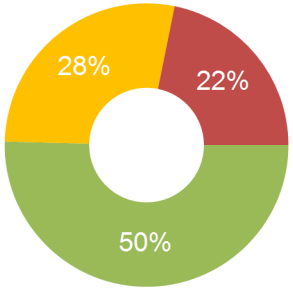


% positive change since 2015

+4

Top 3 drivers	% Positive 2015	% Positive 2016
Organisational leadership	42%	50%
Learning and development	56%	61%
Job empowerment	70%	73%

Organisational leadership

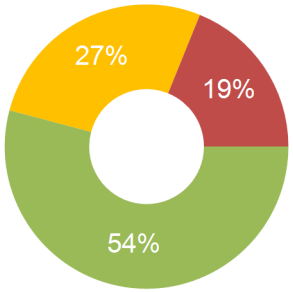


% positive change since 2015

+9

Top 3 drivers	% Positive 2015	% Positive 2016
Organisational fairness *This factor has been altered between 2015 and 2016- it is, therefore, not trended over time*		45%
Innovation	53%	54%
Learning and development	56%	61%

Innovation



% positive change since 2015

+1

Top 3 drivers	% Positive 2015	% Positive 2016
Organisational leadership	42%	50%
Job empowerment	70%	73%
Learning and development	56%	61%

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*	74	18	8	74%	+4	+14	41 - 81	1
Job empowerment	73	16	11	73%	+3	+1	55 - 86	3
Workload and health *% positive indicates those who have limited to no issues with workload and health*	45	34	21	45%	+11	+7	28 - 78	2
Learning and development	61	22	17	61%	+5	+5	28 - 78	2
My workgroup	81	13	7	81%	+2	+3	64 - 92	2
My manager	72	16	12	72%	+4	+1	57 - 89	3
Organisational leadership*	50	28	22	50%	+9	-2	32 - 81	3
Organisational fairness *This factor has been altered between 2015 and 2016- it is, therefore, not trended over time*	45	25	30	45%	-	0	25 - 63	2
Anti-discrimination	58	27	15	58%	-3	-12	52 - 97	5
Innovation*	54	27	19	54%	+1	-7	46 - 80	5

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

03 Factors by division

Purpose

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

This section shows the % positive scores for divisions within the agency	Queensland Fire and Emergency Services % positive	Capability & Performance Division	Commissioner (incl. Office of the Commissioner)	Emergency Service Volunteers Division	Operations & Emergency Management Division
Number of respondents	1,853	181	22	200	1262
Agency engagement*	**74%**	69%	81%	70%	76%
Job empowerment	**73%**	73%	75%	70%	74%
Workload and health *% positive indicates those who have limited to no issues with workload and health*	**45%**	40%	50%	33%	48%
Learning and development	**61%**	58%	57%	54%	64%
My workgroup	**81%**	81%	90%	70%	83%
My manager	**72%**	69%	69%	72%	73%
Organisational leadership*	**50%**	45%	61%	53%	51%
Organisational fairness *This factor has been altered between 2015 and 2016- it is, therefore, not trended over time*	**45%**	40%	43%	40%	46%
Anti-discrimination	**58%**	63%	65%	60%	58%
Innovation*	**54%**	63%	60%	61%	53%

04 Workplace climate

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

RESPONSE SCALE :	POSITIVE	NEUTRAL	NEGATIVE
QUINTILES:	1 & 2	3	4 & 5

Purpose

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

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

	Response scale (%)			% positive	vs 2015	vs Qld public sector 2016	Range of all agencies	Your agency quintile
Safety, health and wellness	65	22	13	65%	+8	+8	45 - 83	1
Effectiveness and innovation	58	23	19	58%	+3	0	47 - 76	3
People and relationships	81	12	7	81%	+2	+4	65 - 92	2
Fairness and trust	54	25	21	54%	+2	-5	43 - 77	5
Performance and development	57	24	19	57%	+5	+1	37 - 73	3
Leadership and engagement	67	19	13	67%	+5	+4	48 - 83	2
My job	82	11	7	82%	+2	+4	60 - 87	1

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

05 Workplace climate by division

Purpose

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

This section shows the % positive scores for divisions within the agency	Queensland Fire and Emergency Services % positive	Capability & Performance Division	Commissioner (incl. Office of the Commissioner)	Emergency Service Volunteers Division	Operations & Emergency Management Division
Number of respondents	1,853	181	22	200	1262
Safety, health and wellness	**65%**	59%	68%	56%	67%
Effectiveness and innovation	**58%**	59%	60%	57%	59%
People and relationships	**81%**	81%	90%	70%	83%
Fairness and trust	**54%**	55%	58%	53%	55%
Performance and development	**57%**	55%	52%	53%	58%
Leadership and engagement	**67%**	63%	71%	67%	68%
My job	**82%**	80%	79%	80%	83%

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

RESPONSE SCALE : POSITIVE | NEUTRAL | NEGATIVE

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.

	Safety, health and wellness	Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
Q23a	I am overloaded with work *% positive indicates those who "strongly disagree" or "disagree" with this statement*	40	38	22	40%	+14	+11
Q23b	I feel burned out by my work *% positive indicates those who "strongly disagree" or "disagree" with this statement*	52	31	17	52%	+13	+10
Q23e	My work has a negative impact on my health *% positive indicates those who "strongly disagree" or "disagree" with this statement*	44	32	24	44%	+8	-1
Q24h	People in my workgroup are committed to workplace safety	90	8	2	90%	+2	+7
Q25b	My workplace culture supports people to achieve a good work/life balance	69	20	12	69%	+5	+7
Q25c	There is adequate focus on workplace safety at my workplace	88	9	3	88%	+4	+8
Q34e	Your work-life balance *% positive indicates those who responded with "very satisfied" or "satisfied"*	72	16	12	72%	+7	+10

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

RESPONSE SCALE : POSITIVE | NEUTRAL | NEGATIVE

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.

	Effectiveness and innovation	Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
Q22b	I have the tools I need to do my job effectively	73	13	13	73%	+8	+2
Q22c	I get the information I need to do my job well	67	19	14	67%	+5	-2
Q22d	I have the authority necessary to do my job effectively	76	15	9	76%	+4	+6
Q23c	I feel my job is secure	65	18	17	65%	+11	+9
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*	14	33	53	14%	0	-5
Q25d	Approval processes at my workplace are excessive *% positive indicates those who "strongly disagree" or "disagree" with this statement*	14	41	46	14%	0	-5
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*	53	28	19	53%	+4	+6
Q26a	My workplace has undergone significant change in the past 12 months	56	28	16	56%	-5	+3
Q27a	I get the opportunity to develop new and better ways of doing my job	53	27	19	53%	+2	-6

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

RESPONSE SCALE : POSITIVE | NEUTRAL | NEGATIVE

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.

	Effectiveness and innovation *(cont.)*	Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
Q27b	I am encouraged to make suggestions about improving work processes and/or services	59	22	18	59%	+1	-9
Q27c	Management is willing to act on suggestions to improve how things are done	44	29	27	44%	-1	-10
Q27d	My workgroup uses research and expertise to identify better practice	52	30	19	52%	+1	-6
Q27e	My workgroup always tries to improve its performance	72	20	8	72%	-1	-1
Q27f	My organisation is open to new ideas	45	33	22	45%	+2	-11
Q34c	Your physical working environment *% positive indicates those who responded with "very satisfied" or "satisfied"*	80	12	8	80%	+4	+10
Q34d	The location of your work *% positive indicates those who responded with "very satisfied" or "satisfied"*	81	11	8	81%	+3	+1
Q34f	Your ability to 'make a difference' to the community *% positive indicates those who responded with "very satisfied" or "satisfied"*	84	12	3	84%	+5	+18

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

RESPONSE SCALE : POSITIVE | NEUTRAL | NEGATIVE

06 Workplace climate by item *(cont.)*

Purpose

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

	People and relationships	Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
Q24a	People in my workgroup treat each other with respect	80	11	10	80%	+1	+4
Q24b	I receive help and support from other people in my workgroup	85	10	5	85%	+2	+1
Q24c	People in my workgroup are honest, open and transparent in their dealings	71	17	12	71%	+2	+2
Q24d	People in my workgroup use their time and resources efficiently	69	20	11	69%	+3	+3
Q24e	People in my workgroup treat customers with respect	90	8	2	90%	+2	+4
Q24f	People in my workgroup are committed to delivering excellent service to customers	88	9	3	88%	+3	+4
Q24g	People in my workgroup do their jobs effectively	81	13	6	81%	+3	+5
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	84	11	5	84%	+2	+6

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

RESPONSE SCALE : POSITIVE | NEUTRAL | NEGATIVE

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.

	Fairness and trust	Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
Q25a	My workplace has an inclusive culture where diversity is valued and respected	71	20	10	71%	+3	-4
Q25f	Performance is assessed and rewarded fairly in my workplace	35	33	32	35%	+6	0
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	44	23	34	44%	+7	+4
Q25h	People are treated fairly and consistently in my workplace	56	20	23	56%	+6	+4
Q25i	People take responsibility for their decisions and actions in my workplace	55	25	20	55%	+6	+1
Q30a	My senior manager demonstrates honesty and integrity	65	21	14	65%	+4	-2
Q31e	Recruitment and promotion decisions in this organisation are fair	34	27	40	34%	+5	-6
Q32a	Age is not a barrier to success in my organisation	62	22	15	62%	-4	-8

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

RESPONSE SCALE : POSITIVE | NEUTRAL | NEGATIVE

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.

Fairness and trust *(cont.)*

		Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
Q32b	Gender is not a barrier to success in my organisation	61	18	21	61%	-3	-13
Q32c	Disability is not a barrier to success in my organisation	36	41	23	36%	-4	-27
Q32d	Cultural background is not a barrier to success in my organisation	68	25	7	68%	-1	-5
Q32e	Sexual orientation is not a barrier to success in my organisation	64	28	8	64%	-3	-9
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	56	22	23	56%	+7	-4

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

RESPONSE SCALE : POSITIVE | NEUTRAL | NEGATIVE

06 Workplace climate by item *(cont.)*

Purpose

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

	Performance and development	Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
Q28a	I receive useful feedback on my performance	50	26	24	50%	+5	-7
Q28b	My performance is assessed against clear criteria	44	32	25	44%	+4	-7
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	71	16	13	71%	+4	+8
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	41	30	29	41%	+4	+2
Q28e	I am able to access relevant learning and development opportunities	64	21	15	64%	+6	+2
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	64	25	11	64%	+5	+5
Q28g	I am satisfied with the opportunities available for career development	51	22	27	51%	+6	+7
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	49	26	24	49%	+2	-6
Q28i	I develop new knowledge and skills through undertaking tasks at work	76	17	7	76%	+3	+3
Q31b	My organisation is committed to developing its employees	56	26	18	56%	+8	+2

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

RESPONSE SCALE : POSITIVE | NEUTRAL | NEGATIVE

06 Workplace climate by item *(cont.)*

Purpose

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

	Leadership and engagement	Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
Q29a	My manager treats employees with dignity and respect	78	12	10	78%	+2	0
Q29b	My manager listens to what I have to say	77	13	10	77%	+2	0
Q29c	My manager keeps me informed about what's going on	68	16	16	68%	+5	0
Q29d	My manager understands my work	76	14	10	76%	+5	+4
Q29e	My manager creates a shared sense of purpose	69	19	13	69%	+5	+1
Q29f	My manager demonstrates honesty and integrity	77	14	9	77%	+3	0
Q29g	My manager draws the best out of me	60	24	17	60%	+6	+2
Q31a	In my organisation, the leadership is of high quality	53	27	20	53%	+11	-1

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

RESPONSE SCALE : POSITIVE | NEUTRAL | NEGATIVE

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	53	24	22	53%	+10	+1
Q31d	In my organisation, the leadership operates with a high level of integrity	54	28	19	54%	+8	-2
Q31f	My organisation is well managed	42	32	26	42%	+7	-7
Q33a	I would recommend my organisation as a great place to work	77	17	7	77%	+5	+15
Q33b	I am proud to tell others I work for my organisation	87	9	4	87%	+3	+20
Q33c	I feel strong personal attachment to my organisation	79	15	6	79%	0	+18
Q33d	My organisation motivates me to help it achieve its objectives	62	25	13	62%	+6	+7
Q33e	My organisation inspires me to do the best in my job	63	24	13	63%	+5	+8

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

RESPONSE SCALE : POSITIVE | NEUTRAL | NEGATIVE

06 Workplace climate by item *(cont.)*

Purpose

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

	My job	Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
Q21a	I understand what is expected of me to do well in my job	92	4	4	92%	+5	+1
Q21b	I understand how my work contributes to my organisation's objectives	92	5	3	92%	+2	0
Q22a	I have a choice in deciding how I do my work	59	24	18	59%	-2	-9
Q22e	My job gives me opportunities to utilise my skills	82	11	7	82%	+3	+6
Q22f	I enjoy the work in my current job	84	11	4	84%	+1	+8
Q22g	My job gives me a feeling of personal accomplishment	80	13	7	80%	+1	+10
Q34a	The degree to which your work is interesting/challenging *% positive indicates those who responded with "very satisfied" or "satisfied"*	86	10	5	86%	+4	+9
Q34b	Your ability to work on your own initiative *% positive indicates those who responded with "very satisfied" or "satisfied"*	81	13	5	81%	-2	+1
Q35	All things considered, how satisfied are you with your current job? *% positive indicates those who responded with "very satisfied" or "satisfied"*	82	11	7	82%	+3	+8

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

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
I am overloaded with work *% positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with overload*	**Safety, heath and wellness**	**40%**	**+14**
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*	**Safety, heath and wellness**	**52%**	**+13**
I feel my job is secure	**Effectiveness and innovation**	**65%**	**+11**
In my organisation, the leadership is of high quality	**Leadership and engagement**	**53%**	**+11**
Management model the behaviours expected of all employees	**Leadership and engagement**	**53%**	**+10**

The survey items with the most negative change	Index	% positive 2016	percentage change
Disability is not a barrier to success in my organisation	**Fairness and trust**	**36%**	**-4**
Age is not a barrier to success in my organisation	**Fairness and trust**	**62%**	**-4**
Gender is not a barrier to success in my organisation	**Fairness and trust**	**61%**	**-3**
Sexual orientation is not a barrier to success in my organisation	**Fairness and trust**	**64%**	**-3**
Your ability to work on your own initiative *% positive indicates those who responded with "very satisfied" or "satisfied"*	**My job**	**81%**	**-2**

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

RESPONSE SCALE : POSITIVE | NEUTRAL | NEGATIVE

08 Executive capabilities in your agency

Number of Respondents:

68

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	65	17	18	65%	-11
Navigates complex, ambiguous and political environments	68	18	14	68%	-11
Leads change with agility	65	22	14	65%	-8
Operates across boundaries	77	11	12	77%	-5
Engages with ideas, innovation and risk	71	17	12	71%	-8
Manages organisational performance	72	12	15	72%	0
Manages internal and external relationships	77	14	9	77%	+4
Builds organisational capability	65	25	11	65%	-5
Inspires individual and team commitment in the pursuit of results	63	22	15	63%	-7
Models professional and ethical behaviour	85	6	9	85%	0
Displays courage in the provision of advice and decision-making	68	17	15	68%	-14
Applies sound corporate governance	82	9	9	82%	+3
Commits to personal development	74	17	9	74%	-8

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

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	54%	-2
Used flexible workplace option *% proportion indicates those that used at least one of the 11 work place options*	46%	+2
Part time work	11%	-7
Part-year work/annualised hours	0%	0
Job sharing	1%	-1
Compressed work hours	0%	-1
Flexible work hours/shifts	19%	0
Term-time working	0%	0
Casual/on call	19%	+16
Telecommuting	1%	-1
Hot desks	1%	-1
Purchased leave/extended leave/deferred salary schemes	0%	-1
Leave at half pay	2%	-2
Other, please specify	2%	0
None of the above	54%	-2

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

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	10%	-7
No, I have not made a request but I am content with my current arrangements	80%	+8
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
I feel flexibility is not possible in my current job	39%	0
I didn't feel I had the right to	26%	+5
Flexible working is frowned upon/not supported by my workplace culture	18%	-12
I didn't feel confident presenting my case or negotiating arrangements with my manager	18%	-5
I felt it would limit my career	18%	-2
I don't feel confident in my manager's ability to manage staff working flexibly	15%	+2
I was concerned that it may negatively impact my team	14%	-8
I felt it would limit my access to training and development	11%	+4
I feel the technology I currently have access to does not support flexible working	7%	-1

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

RESPONSE SCALE : POSITIVE | NEUTRAL | NEGATIVE

10 Domestic and family violence

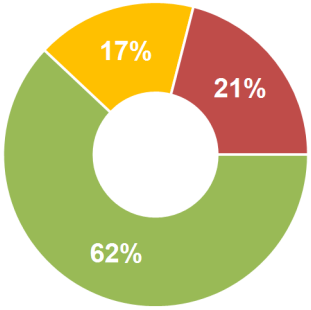
Purpose

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	21%
Don't know	17%



Managers

Yes	67%
No	21%
Don't Know	12%

Non-managers

Yes	59%
No	20%
Don't Know	20%

Managers *Manage one or more employees*	% positive	vs Qld public sector
I am confident that I could sensitively communicate with employees affected by domestic and family violence	70%	-8
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	70%	-7
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	70%	-7

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	70%	+2
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	73%	+6

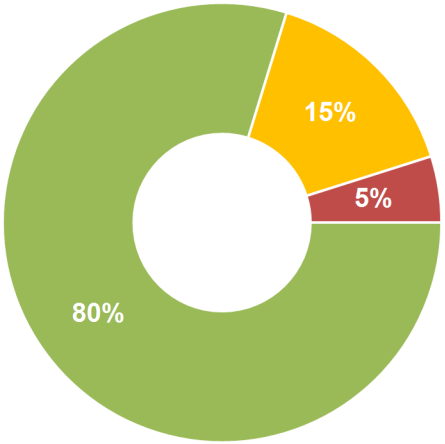
RESPONSE SCALE : POSITIVE NEUTRAL NEGATIVE

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

+3

80%

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	51%
The workplace culture	35%
Professional/personal development	30%
Pay and conditions	28%
Your relationship with your manager	25%
Stress/Health	23%
Other (please specify)	22%
Balancing work and life commitments	21%
Job security	20%
Retirement	19%
Contract expiring	14%
The location of your workplace or the time spent commuting	11%
Family/carer responsibilities	10%
Your relationship with your colleagues	9%
Fit between work and your interests	9%
Work hours	7%
Travel plans	1%

RESPONSE SCALE : POSITIVE NEUTRAL NEGATIVE

12 Bullying and sexual harassment

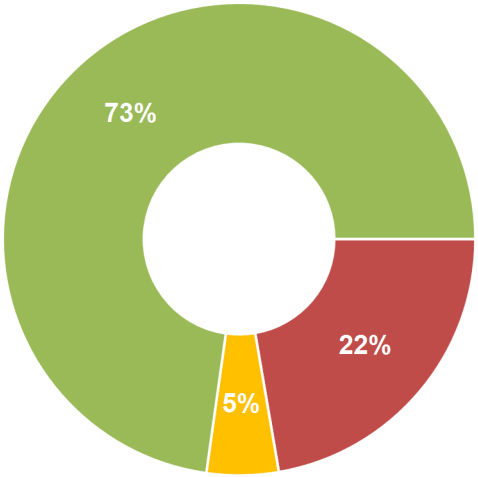
Purpose

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.

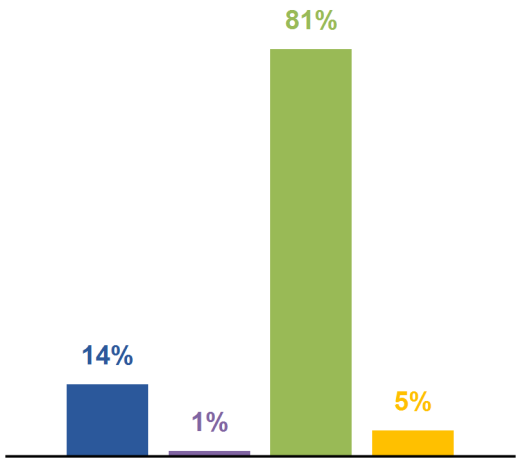
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

Yes	22%
No	73%
Don't know	5%



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

Bullying	14%
Sexual Harassment	1%
No	81%
Don't Know	5%



12 Bullying and sexual harassment *(cont.)*

Purpose

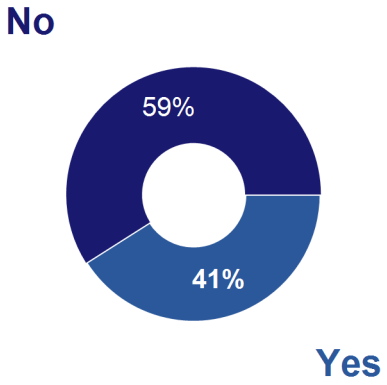
This section is focused on understanding the prevalence and sources of bullying and sexual harassment as well as the rate of reporting and barriers to reporting such incidences.

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

Who were you BULLIED by?	Proportion
A senior manager	40%
A fellow worker	36%
Your immediate manager/supervisor	30%
A group of fellow workers	18%
Prefer not to specify	9%
A worker that reports to you	4%
A member of the public	3%
Other	3%
A representative of another agency	2%
A client/customer	2%
A consultant/service provider	1%

What type of BULLYING did you experience?	Proportion
Verbal abuse	55%
Inappropriate and unfair application of work policies or rules	52%
Other	27%
Physical behaviour	12%
Interference with your personal property or work equipment	10%
'Initiations' or pranks	7%
Cyber bullying	7%

Did you report the BULLYING?



Why did you not report the BULLYING?	Proportion
I did not think any action would be taken	59%
It could affect my career	45%
I did not think it was worth the hassle of going through the report process	41%
I did not want to upset relationships in the workplace	36%
Managers accepted the behaviour	30%
I did not have enough evidence	21%
I did not think the bullying was serious enough	14%
Other	11%
The matter was resolved informally	10%
I did not know how to report it	5%

12 Bullying and sexual harassment *(cont.)*

Purpose

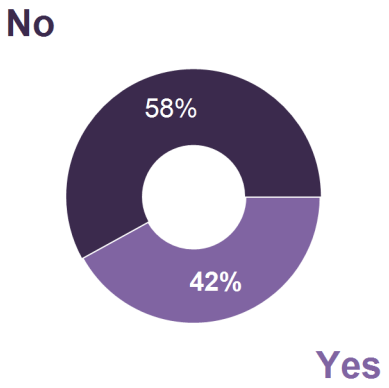
This section is focused on understanding the prevalence and sources of bullying and sexual harassment as well as the rate of reporting and barriers to reporting such incidences.

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

Who were you SEXUALLY HARASSED by?	Proportion
A fellow worker	43%
Your immediate manager/supervisor	29%
Prefer not to specify	21%
A group of fellow workers	21%
A senior manager	14%
A member of the public	7%
Other	7%
A consultant/service provider	0%
A client/customer	0%
A worker that reports to you	0%
A representative of another agency	0%

What type of SEXUAL HARASSMENT did you experience?	Proportion
Verbal abuse	57%
Physical behaviour	43%
'Initiations' or pranks	36%
Interference with your personal property or work equipment	21%
Inappropriate and unfair application of work policies or rules	14%
Other	14%
Cyber harassment	14%

Did you report the SEXUAL HARASSMENT?



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

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

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

RESPONSE SCALE : POSITIVE NEUTRAL NEGATIVE

13 Your view *(cont.)*

Purpose

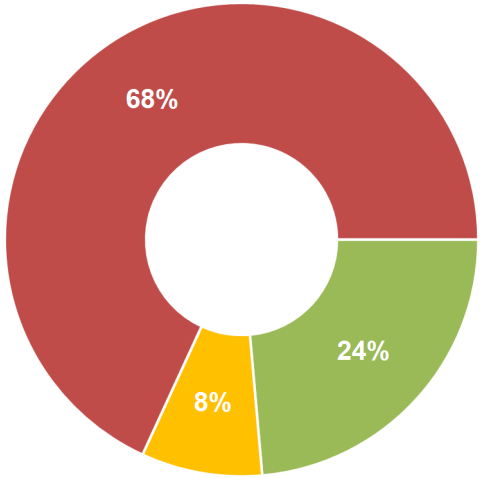
This section is focused on understanding workplace improvement.

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

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

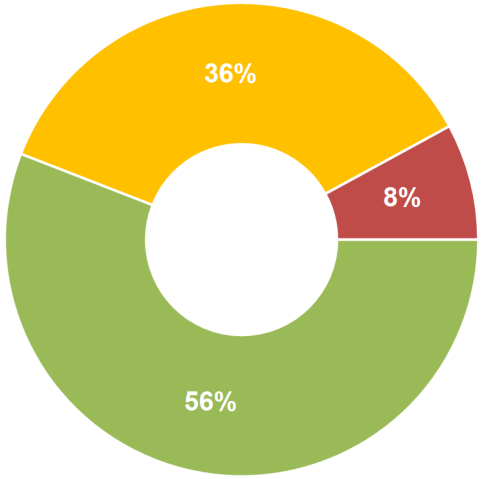
Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

Yes	24%
No	68%
No, but I have not worked long in my organisation	8%



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

Positive	56%
Neutral	36%
Negative	8%



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

RESPONSE SCALE : POSITIVE | NEUTRAL | NEGATIVE

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
I am well informed about what is happening in QFES	60	26	13	60%	+8
If I have a problem or concern, I feel comfortable discussing it with my supervisor/manager	73	13	13	73%	+3
QFES has a 'one team' approach to service delivery	47	29	24	47%	+5
QFES has processes in place for me to participate in innovation and improvement activities	51	33	16	51%	+9
QFES policies and procedures contribute to a safe working environment	82	14	4	82%	-
I understand the operational services/capability that QFES and its partners can provide	82	14	3	82%	-3
Consultation and collaboration with external partners is promoted and encouraged	59	33	8	59%	+1
I am adequately equipped to perform my role safely	82	11	7	82%	-
Meeting community and customer needs is the primary driver for QFES	76	16	8	76%	0
QFES is actively engaged with the community to prevent and mitigate the frequency and impact of incidents	79	16	5	79%	-

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

15 Appendix A – Strategic priorities by demographics

Purpose

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

"Restricted" indicates a group with less than 10 respondents		Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
Queensland Fire and Emergency Services		1853	74%	50%	54%
Managerial status	Managers	691	71%	46%	53%
	Non-managers	1152	75%	53%	55%
Employment status	Permanent	1315	69%	42%	50%
	Non-permanent	511	86%	70%	65%
Full-time status	Full-time basis	1319	69%	43%	50%
	Part-time basis	523	85%	68%	64%
FTE Salary	Under $50,000	553	83%	69%	64%
	$50,000 - $69,999	285	75%	51%	54%
	$70,000 - $89,999	475	67%	36%	44%
	$90,000 or over	509	68%	42%	52%
Time in agency	Less than 2 years	255	87%	71%	69%
	2 to less than 6 years	344	77%	58%	58%
	6 to less than 10 years	271	75%	50%	53%
	10 years or more	974	69%	42%	49%

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

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

Purpose

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

"Restricted" indicates a group with less than 10 respondents		Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
Queensland Fire and Emergency Services		1853	74%	50%	54%
Age	34 years or younger	358	81%	66%	61%
	35 to 44 years	440	74%	49%	52%
	45 to 54 years	702	71%	46%	53%
	55 years or older	345	70%	45%	52%
Gender	Female	423	72%	51%	58%
	Male	1417	74%	50%	53%
Type of work	Direct service delivery	1175	74%	48%	50%
	Corporate services and administrative support/clerical	219	73%	59%	64%
	Other	416	71%	50%	58%

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

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	77%	+5	17%	-3	7%	-3
Q33b	I am proud to tell others I work for my organisation	87%	+3	9%	-1	4%	-2
Q33c	I feel strong personal attachment to my organisation	79%	0	15%	+2	6%	-2
Q33d	My organisation motivates me to help it achieve its objectives	62%	+6	25%	-2	13%	-4
Q33e	My organisation inspires me to do the best in my job	63%	+5	24%	-1	13%	-4
Organisational leadership							
Q31a	In my organisation, the leadership is of high quality	53%	+11	27%	-4	20%	-7
Q31c	Management model the behaviours expected of all employees	53%	+10	24%	-3	22%	-7
Q31d	In my organisation, the leadership operates with a high level of integrity	54%	+8	28%	-3	19%	-4
Q31f	My organisation is well managed	42%	+7	32%	-2	26%	-5
Innovation							
Q27a	I get the opportunity to develop new and better ways of doing my job	53%	+2	27%	+1	19%	-3
Q27b	I am encouraged to make suggestions about improving work processes and/or services	59%	+1	22%	+1	18%	-2
Q27c	Management is willing to act on suggestions to improve how things are done	44%	-1	29%	+4	27%	-3
Q27d	My workgroup uses research and expertise to identify better practice	52%	+1	30%	-1	19%	0
Q27e	My workgroup always tries to improve its performance	72%	-1	20%	+1	8%	0
Q27f	My organisation is open to new ideas	45%	+2	33%	-1	22%	-2

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

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	59%	-2	24%	+3	18%	-1
Q22b	I have the tools I need to do my job effectively	73%	+8	13%	-6	13%	-1
Q22c	I get the information I need to do my job well	67%	+5	19%	-2	14%	-3
Q22d	I have the authority necessary to do my job effectively	76%	+4	15%	0	9%	-4
Q22e	My job gives me opportunities to utilise my skills	82%	+3	11%	-2	7%	-1
Q34b	Your ability to work on your own initiative	81%	-2	13%	+3	5%	-1
Workload and health							
Q23a	I am overloaded with work *% positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with overload*	40%	+14	38%	-4	22%	-10
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*	52%	+13	31%	-7	17%	-6
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*	44%	+8	32%	-4	24%	-4
Learning and development							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	71%	+4	16%	-2	13%	-1
Q28e	I am able to access relevant learning and development opportunities	64%	+6	21%	-5	15%	0
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	64%	+5	25%	-2	11%	-3
Q28g	I am satisfied with the opportunities available for career development	51%	+6	22%	-3	27%	-3
Q31b	My organisation is committed to developing its employees	56%	+8	26%	-4	18%	-4

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

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%	0	10%	-1
Q24b	I receive help and support from other people in my workgroup	85%	+2	10%	-1	5%	-1
Q24c	People in my workgroup are honest, open and transparent in their dealings	71%	+2	17%	-1	12%	-1
Q24d	People in my workgroup use their time and resources efficiently	69%	+3	20%	-2	11%	-1
Q24e	People in my workgroup treat customers with respect	90%	+2	8%	-1	2%	-1
Q24f	People in my workgroup are committed to delivering excellent service to customers	88%	+3	9%	-2	3%	-1
Q24g	People in my workgroup do their jobs effectively	81%	+3	13%	-2	6%	-1
My manager							
Q29a	My manager treats employees with dignity and respect	78%	+2	12%	0	10%	-2
Q29b	My manager listens to what I have to say	77%	+2	13%	+1	10%	-2
Q29c	My manager keeps me informed about what's going on	68%	+5	16%	-2	16%	-3
Q29d	My manager understands my work	76%	+5	14%	-1	10%	-4
Q29e	My manager creates a shared sense of purpose	69%	+5	19%	-1	13%	-4
Q29f	My manager demonstrates honesty and integrity	77%	+3	14%	0	9%	-3
Q29g	My manager draws the best out of me	60%	+6	24%	-3	17%	-3

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

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.

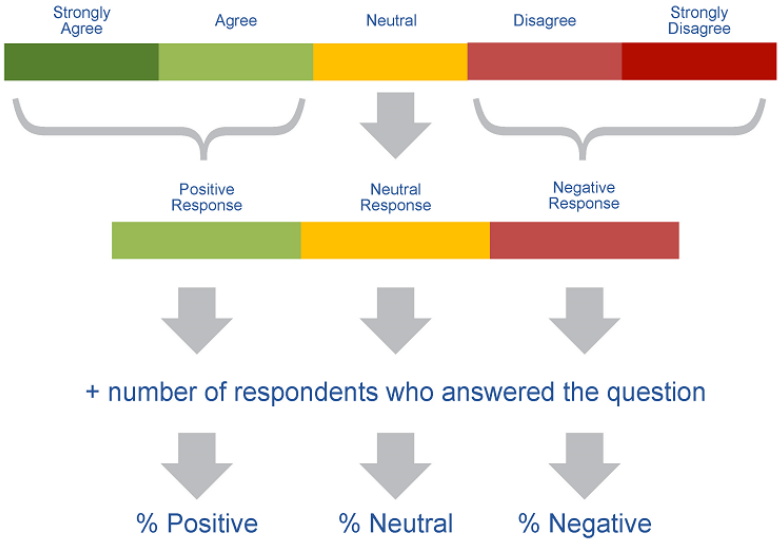
Factors		% positive	Vs 2015	% neutral	Vs 2015	% negative	Vs 2015
Organisational fairness							
Q25f	Performance is assessed and rewarded fairly in my workplace	35%	+6	33%	-3	32%	-3
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	44%	+7	23%	+2	34%	-9
Q25h	People are treated fairly and consistently in my workplace	56%	+6	20%	0	23%	-6
Q25i	People take responsibility for their decisions and actions in my workplace	55%	+6	25%	-2	20%	-4
Q31e	Recruitment and promotion decisions in this organisation are fair	34%	+5	27%	-2	40%	-4
Anti-discrimination							
Q32a	Age is not a barrier to success in my organisation	62%	-4	22%	+2	15%	+2
Q32b	Gender is not a barrier to success in my organisation	61%	-3	18%	0	21%	+2
Q32c	Disability is not a barrier to success in my organisation	36%	-4	41%	+4	23%	+1
Q32d	Cultural background is not a barrier to success in my organisation	68%	-1	25%	+1	7%	0
Q32e	Sexual orientation is not a barrier to success in my organisation	64%	-3	28%	+1	8%	+1

17 Appendix C – How to interpret this report

% Positive, neutral and negative scores

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

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



Negatively Worded Questions: An example

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

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

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

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

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

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

	% positive	vs 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

Inaugural WfQ survey

Survey tool developed through extensive consultation and piloting

2013

Minimal change to the survey tool

2014

Review of highlights reports

2015

Questionnaire and reporting review

2016

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 lead 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.