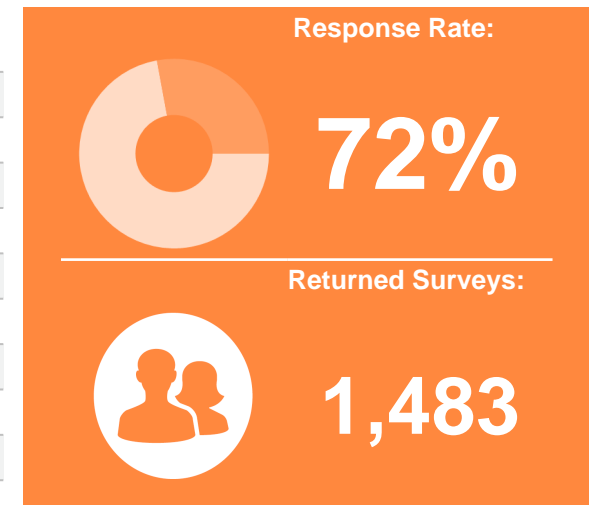


Department of Agriculture & Fisheries

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 2016, by item
	08 Leadership behaviour 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
APPENDICES	14 Agency specific questions
	15 Appendix A – Strategic priorities by demographics
	16 Appendix B – Strategic priorities and factors by item
	17 Appendix C – How to interpret this report



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.

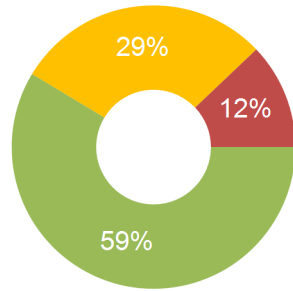


01 Driver analysis scorecard

Purpose

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

Agency engagement

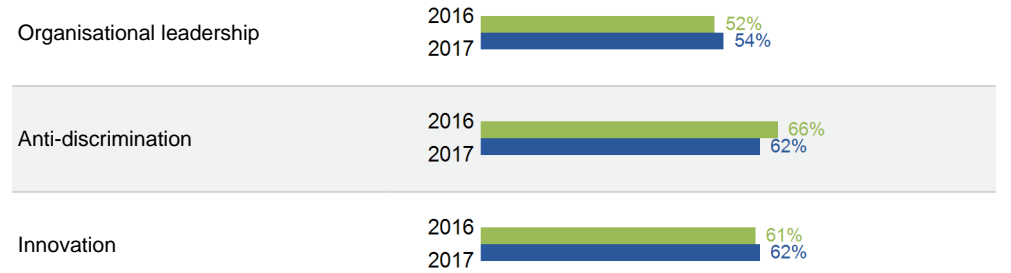


% positive change since 2016

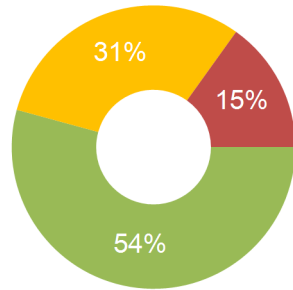
+2

Top 3 drivers

% Positive



Organisational Leadership

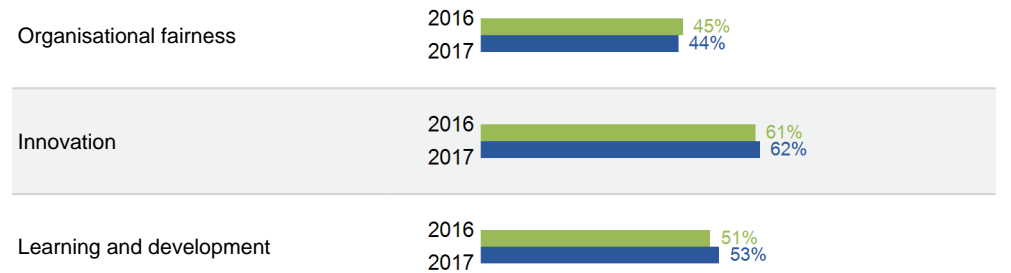


% positive change since 2016

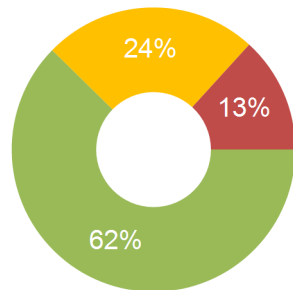
+2

Top 3 drivers

% Positive



Innovation

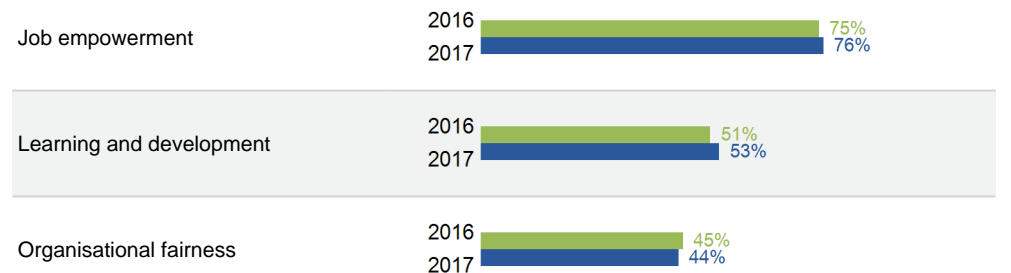


% positive change since 2016

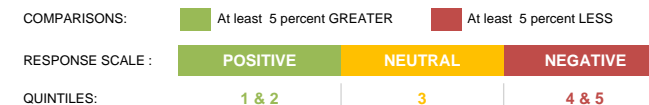
+1

Top 3 drivers

% Positive



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 2016	vs Qld public sector	Range of all agencies	Your agency quintile
Agency engagement*	59	29	12	59%	+2	0	41 - 82	3
Job empowerment	76	15	9	76%	0	+4	60 - 86	2
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	39	35	26	39%	0	-1	29 - 68	4
Learning and development	53	26	21	53%	+3	-3	33 - 82	4
My workgroup	80	14	7	80%	0	+3	58 - 92	3
My manager	75	15	10	75%	0	+4	57 - 84	2
Organisational leadership*	54	31	15	54%	+2	+3	29 - 85	3
Organisational fairness	44	29	26	44%	-1	+1	26 - 67	3
Anti-discrimination	62	29	9	62%	-4	-4	48 - 96	5
Innovation*	62	24	13	62%	+1	+3	46 - 89	3

03 Factors by division

Purpose

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

	Department of Agriculture & Fisheries % positive	Agriculture	Biosecurity Qld	Corporate	Fisheries & Forestry
<i>This section shows the % positive scores for divisions within the agency</i>					
Number of respondents	1,483	609	329	320	182
Agency engagement*	59%	62%	59%	51%	61%
Job empowerment	76%	79%	73%	74%	74%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	39%	42%	39%	38%	32%
Learning and development	53%	59%	47%	51%	49%
My workgroup	80%	83%	75%	80%	80%
My manager	75%	78%	71%	73%	79%
Organisational leadership*	54%	58%	52%	52%	53%
Organisational fairness	44%	47%	38%	45%	48%
Anti-discrimination	62%	63%	58%	64%	66%
Innovation*	62%	68%	56%	60%	62%

04 Workplace climate

Purpose

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

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

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

	Response scale (%)			% positive	vs 2016	vs Qld public sector	Range of all agencies	Your agency quintile
● Safety, health and wellness*	59	25	15	59%	0	+5	43 - 82	2
● Effectiveness and innovation*	58	24	18	58%	+2	+1	49 - 77	3
● People and relationships	80	14	7	80%	0	+3	56 - 92	2
● Fairness and trust*	59	26	16	59%	0	+1	46 - 78	3
● Performance and development	55	25	19	55%	+1	0	41 - 74	3
● Leadership and engagement	65	23	12	65%	+1	+3	49 - 81	3
● My job	79	13	8	79%	0	+2	58 - 89	2

* Index impacted by the addition of new survey items in 2017

05 Workplace climate by division

Purpose

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

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

	Department of Agriculture & Fisheries % positive	Agriculture	Biosecurity Qld	Corporate	Fisheries & Forestry
<i>This section shows the % positive scores for divisions within the agency</i>					
Number of respondents	1,483	609	329	320	182
● Safety, health and wellness*	59%	64%	57%	56%	56%
● Effectiveness and innovation*	58%	61%	55%	56%	57%
● People and relationships	80%	83%	75%	80%	80%
● Fairness and trust*	59%	61%	54%	59%	62%
● Performance and development	55%	61%	48%	55%	53%
● Leadership and engagement	65%	68%	62%	61%	67%
● My job	79%	83%	77%	75%	80%

* Index impacted by the addition of new survey items in 2017

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.

New items were added to this index in 2017.

● Safety, health and wellness		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement	27	39	34	27%	0	-5
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	41	35	23	41%	0	-2
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	49	31	20	49%	+1	+3
Q23f	My work contributes positively to my quality of life*	48	36	16	48%	-	+4
Q24h	People in my workgroup are committed to workplace safety	84	14	2	84%	+2	+2
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	77	16	7	77%	-	+10
Q25b	My workplace culture supports people to achieve a good work/life balance	69	19	12	69%	0	+7
Q25c	There is adequate focus on workplace safety at my workplace	83	12	5	83%	+1	+5

* New in 2017, no trend

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.

New items were added to this index in 2017.

● Safety, health and wellness (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29h	My manager proactively discusses flexible work arrangements*	56	26	18	56%	-	+7
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	57	26	17	57%	-	+7
Q31h	The wellbeing of employees is a priority for my organisation*	53	30	16	53%	-	+4
Q31j	My commitment to this organisation would be questioned if I chose to use flexible work options* % <small>positive indicates those who "strongly disagree" or "disagree" with this statement</small>	50	32	18	50%	-	+8
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	69	18	12	69%	+2	+5
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	69	20	11	69%	-	+14

* New in 2017, no trend

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.

New items were added to this index in 2017.

● Effectiveness and innovation		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q22b	I have the tools I need to do my job effectively	75	15	10	75%	+1	+4
Q22c	I get the information I need to do my job well	71	18	11	71%	+1	+4
Q22d	I have the authority necessary to do my job effectively	72	16	11	72%	+2	+3
Q23c	I feel my job is secure	50	23	26	50%	+3	-7
Q23d	There is too much 'red tape' in my work (e.g. Regulatory or administrative processes) <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	19	32	49	19%	+2	0
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	71	19	10	71%	-	+6
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	20	37	43	20%	+1	+1
Q25e	Disruptions and/or noise at my workplace make it hard to get things done <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	50	26	24	50%	-3	+4
Q26a	My workplace has undergone significant change in the past 12 months	38	31	31	38%	+9	-14

* New in 2017, no trend

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.

New items were added to this index in 2017.

		Effectiveness and innovation (cont.)			Response scale (%)	% positive	vs 2016	vs Qld public sector
Q27a	I get the opportunity to develop new and better ways of doing my job	64	22	13	64%	+3	+7	
Q27b	I am encouraged to make suggestions about improving work processes and/or services	71	19	11	71%	0	+3	
Q27c	Management is willing to act on suggestions to improve how things are done	53	28	19	53%	0	-1	
Q27d	My workgroup uses research and expertise to identify better practice	59	28	13	59%	+1	+4	
Q27e	My workgroup always tries to improve its performance	71	22	7	71%	+1	+1	
Q27f	My organisation is open to new ideas	56	28	16	56%	+3	+2	
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	73	15	13	73%	-1	+4	
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	74	14	12	74%	-5	-3	
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	56	33	11	56%	-1	-8	

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 2016	vs Qld public sector
Q24a	People in my workgroup treat each other with respect	79	12	9	79%	0	+5
Q24b	I receive help and support from other people in my workgroup	85	10	5	85%	-1	+2
Q24c	People in my workgroup are honest, open and transparent in their dealings	74	16	10	74%	0	+6
Q24d	People in my workgroup use their time and resources efficiently	68	20	11	68%	0	+4
Q24e	People in my workgroup treat customers with respect	89	9	2	89%	-1	+3
Q24f	People in my workgroup are committed to delivering excellent service to customers	84	11	4	84%	-2	+1
Q24g	People in my workgroup do their jobs effectively	77	16	7	77%	0	+3
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	80	13	7	80%	+1	+2

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Fairness and trust		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q25a	My workplace has an inclusive culture where diversity is valued and respected	73	19	8	73%	+2	+1
Q25f	Performance is assessed and rewarded fairly in my workplace	35	35	31	35%	+1	-1
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	36	29	35	36%	-1	-3
Q25h	People are treated fairly and consistently in my workplace	56	22	21	56%	-1	+5
Q25i	People take responsibility for their decisions and actions in my workplace	55	28	17	55%	-2	+3
Q25j	I am able to speak up and share a different view to my colleagues and manager*	76	14	10	76%	-	+4
Q30a	My senior manager demonstrates honesty and integrity	76	17	7	76%	+5	+6
Q31e	Recruitment and promotion decisions in this organisation are fair	40	33	27	40%	0	+3

* New in 2017, no trend

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.

New items were added to this index in 2017.

● Fairness and trust (cont.)		Response scale (%)			% positive	vs 2016	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	57	27	16	57%	-	+4
Q32a	Age is not a barrier to success in my organisation	63	24	13	63%	-5	-2
Q32b	Gender is not a barrier to success in my organisation	68	19	13	68%	-4	-2
Q32c	Disability is not a barrier to success in my organisation	53	40	8	53%	-4	-4
Q32d	Cultural background is not a barrier to success in my organisation	65	30	5	65%	-3	-4
Q32e	Sexual orientation is not a barrier to success in my organisation	63	33	4	63%	-3	-7
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	59	21	20	59%	-3	+5
Q32g	Women and men have equal access to work experiences that support career progression*	67	21	12	67%	-	0

* New in 2017, no trend

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 2016	vs Qld public sector
Q28a	I receive useful feedback on my performance	61	22	16	61%	-2	+4	
Q28b	My performance is assessed against clear criteria	54	28	17	54%	-4	+4	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	62	21	17	62%	+3	-1	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	36	33	31	36%	+4	-5	
Q28e	I am able to access relevant learning and development opportunities	63	23	14	63%	+2	+1	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	55	30	15	55%	+3	-4	
Q28g	I am satisfied with the opportunities available for career development	39	29	32	39%	+4	-5	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	60	22	18	60%	-1	+5	
Q28i	I develop new knowledge and skills through undertaking tasks at work	76	16	9	76%	+2	+4	
Q31b	My organisation is committed to developing its employees	47	29	24	47%	+2	-5	

06 Workplace climate by item (cont.)

Purpose

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

● Leadership and engagement		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29a	My manager treats employees with dignity and respect	82	10	8	82%	0	+4
Q29b	My manager listens to what I have to say	83	9	8	83%	+1	+6
Q29c	My manager keeps me informed about what's going on	70	16	14	70%	0	+3
Q29d	My manager understands my work	77	14	9	77%	+1	+4
Q29e	My manager creates a shared sense of purpose	70	18	12	70%	-1	+3
Q29f	My manager demonstrates honesty and integrity	83	11	6	83%	+1	+6
Q29g	My manager draws the best out of me	60	27	14	60%	0	+2
Q31a	In my organisation, the leadership is of high quality	55	30	15	55%	+1	+2

06 Workplace climate by item (cont.)

Purpose

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

● Leadership and engagement (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31c	Management model the behaviours expected of all employees	51	33	16	51%	0	+2
Q31d	In my organisation, the leadership operates with a high level of integrity	61	27	12	61%	+3	+7
Q31f	My organisation is well managed	50	33	17	50%	+3	+3
Q33a	I would recommend my organisation as a great place to work	64	26	11	64%	+4	+3
Q33b	I am proud to tell others I work for my organisation	68	25	8	68%	0	0
Q33c	I feel strong personal attachment to my organisation	60	28	12	60%	+2	+1
Q33d	My organisation motivates me to help it achieve its objectives	52	34	15	52%	+2	-2
Q33e	My organisation inspires me to do the best in my job	50	34	15	50%	+3	-3

06 Workplace climate by item (cont.)

Purpose

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

● My job		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q21a	I understand what is expected of me to do well in my job	90	5	5	90%	0	0
Q21b	I understand how my work contributes to my organisation's objectives	90	5	5	90%	+1	-1
Q22a	I have a choice in deciding how I do my work	75	16	8	75%	-2	+8
Q22e	My job gives me opportunities to utilise my skills	78	13	9	78%	+2	+3
Q22f	I enjoy the work in my current job	77	16	8	77%	-1	+1
Q22g	My job gives me a feeling of personal accomplishment	69	19	12	69%	0	0
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	76	15	9	76%	+1	+1
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	83	11	6	83%	0	+3
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	74	16	10	74%	+1	+1

07 Most changed since 2016, 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 2017 as well as in 2016 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 2017	vs 2016
My senior manager demonstrates honesty and integrity	Fairness and trust	76%	+5
I am satisfied with the opportunities available for career development	Performance and development	39%	+4
I am encouraged to pursue developmental opportunities in other workplaces	Performance and development	36%	+4
I would recommend my organisation as a great place to work	Leadership and engagement	64%	+4
In my organisation, the leadership operates with a high level of integrity	Leadership and engagement	61%	+3

The survey items with the most negative change	Index	% positive 2017	vs 2016
The location of your work % positive indicates those who responded with "very satisfied" or "satisfied"	Effectiveness and innovation	74%	-5
Age is not a barrier to success in my organisation	Fairness and trust	63%	-5
Gender is not a barrier to success in my organisation	Fairness and trust	68%	-4
My performance is assessed against clear criteria	Performance and development	54%	-4
Disability is not a barrier to success in my organisation	Fairness and trust	53%	-4

08 Leadership behaviour in your agency: Team Leader

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

SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Upholds ethical standards and principles	34%	+3
Builds effective working relationships with others	33%	+4
Demonstrates sound judgment	29%	+2
Empowers their team to perform at their best	29%	-2
Supports their team to adapt to change	28%	+1
Encourages a strong customer and stakeholder focus	25%	-1
Delegates work effectively and monitors performance	24%	+1
Responds confidently when faced with uncertainty	22%	-3
Implements improved ways of doing things	20%	0
Describes how their team's work aligns to organisational objectives	17%	-1
Takes responsibility for team development	15%	-1
Applies sound business management skills	14%	0
Actively seeks feedback for personal development	7%	0
Builds effective working relationships with others	45%	+6
Implements improved ways of doing things	32%	+7
Demonstrates sound judgment	30%	+1
Empowers their team to perform at their best	30%	-5
Responds confidently when faced with uncertainty	26%	-1
Encourages a strong customer and stakeholder focus	21%	+2
Upholds ethical standards and principles	20%	-7
Applies sound business management skills	20%	+5
Delegates work effectively and monitors performance	18%	0
Actively seeks feedback for personal development	17%	-4
Takes responsibility for team development	16%	-2
Supports their team to adapt to change	14%	-4
Describes how their team's work aligns to organisational objectives	10%	+1

08 Leadership behaviour in your agency: Team Leader (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

DEMONSTRATED

Please indicate the three leadership behaviours that you see most frequently demonstrated by your direct manager

NOT DEMONSTRATED

Please indicate the three leadership behaviours that you would like to see demonstrated more frequently by your direct manager

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Builds effective working relationships with others	35%	+7
Upholds ethical standards and principles	34%	+3
Demonstrates sound judgment	31%	+1
Encourages a strong customer and stakeholder focus	26%	-1
Empowers their team to perform at their best	25%	-2
Supports their team to adapt to change	24%	-2
Delegates work effectively and monitors performance	22%	-1
Responds confidently when faced with uncertainty	21%	-4
Implements improved ways of doing things	20%	0
Describes how their team's work aligns to organisational objectives	19%	0
Applies sound business management skills	18%	+1
Takes responsibility for team development	17%	0
Actively seeks feedback for personal development	7%	0
Empowers their team to perform at their best	35%	0
Takes responsibility for team development	33%	+3
Actively seeks feedback for personal development	32%	+2
Implements improved ways of doing things	29%	-2
Supports their team to adapt to change	27%	+1
Delegates work effectively and monitors performance	27%	-3
Describes how their team's work aligns to organisational objectives	25%	+5
Builds effective working relationships with others	23%	-1
Responds confidently when faced with uncertainty	19%	+1
Applies sound business management skills	13%	0
Encourages a strong customer and stakeholder focus	12%	0
Demonstrates sound judgment	11%	-2
Upholds ethical standards and principles	8%	-4

08 Leadership behaviour in your agency: Program Manager

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

SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Takes a 'big picture' view of issues or problems	44%	+8
Manages and prioritises resources to achieve the best outcomes	32%	0
Encourages collaboration and inclusion across workgroups	30%	+2
Encourages innovative ideas and solutions	29%	+4
Demonstrates sound judgment	28%	0
Takes responsibility for upholding ethical standards and principles	24%	0
Builds effective networks across the organisation and sector	24%	+3
Empowers individuals and teams to build capability	22%	-5
Manages ambiguity and politics effectively	18%	+1
Demonstrates sound business acumen	15%	-1
Motivates others to perform at their best	15%	-5
Leads change and culture initiatives	8%	-7
Actively seeks feedback for personal development	7%	-1
Manages and prioritises resources to achieve the best outcomes	39%	+3
Motivates others to perform at their best	37%	+1
Empowers individuals and teams to build capability	34%	+2
Builds effective networks across the organisation and sector	33%	+13
Takes a 'big picture' view of issues or problems	30%	+3
Encourages innovative ideas and solutions	26%	+6
Demonstrates sound judgment	25%	-2
Leads change and culture initiatives	18%	-4
Encourages collaboration and inclusion across workgroups	18%	+1
Takes responsibility for upholding ethical standards and principles	11%	-10
Demonstrates sound business acumen	10%	0
Actively seeks feedback for personal development	10%	-7
Manages ambiguity and politics effectively	9%	-5

08 Leadership behaviour in your agency: Program Manager (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

DEMONSTRATED

Please indicate the three leadership behaviours that you see most frequently demonstrated by your direct manager

NOT DEMONSTRATED

Please indicate the three leadership behaviours that you would like to see demonstrated more frequently by your direct manager

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Takes a 'big picture' view of issues or problems	42%	+8
Manages and prioritises resources to achieve the best outcomes	34%	+1
Demonstrates sound judgment	30%	0
Encourages collaboration and inclusion across workgroups	30%	+3
Builds effective networks across the organisation and sector	26%	+1
Manages ambiguity and politics effectively	23%	+5
Takes responsibility for upholding ethical standards and principles	22%	-1
Encourages innovative ideas and solutions	21%	-2
Empowers individuals and teams to build capability	20%	-3
Motivates others to perform at their best	16%	-4
Demonstrates sound business acumen	14%	-4
Leads change and culture initiatives	11%	-4
Actively seeks feedback for personal development	6%	-1
Empowers individuals and teams to build capability	37%	+2
Motivates others to perform at their best	34%	+1
Encourages innovative ideas and solutions	30%	+4
Actively seeks feedback for personal development	28%	-1
Manages and prioritises resources to achieve the best outcomes	26%	0
Encourages collaboration and inclusion across workgroups	25%	+1
Builds effective networks across the organisation and sector	25%	+8
Leads change and culture initiatives	24%	-1
Manages ambiguity and politics effectively	24%	-3
Takes a 'big picture' view of issues or problems	16%	-3
Demonstrates sound judgment	11%	-3
Demonstrates sound business acumen	9%	0
Takes responsibility for upholding ethical standards and principles	8%	-6

08 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

SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Navigates complex issues, politics and ambiguous situations effectively	49%	+13
Models high levels of ethical and professional behaviour	41%	+3
Directs and prioritises resources to achieve the best outcomes	33%	+3
Builds strong relationships that influence organisational and sector outcomes	26%	-2
Stands behind their decisions in the face of adversity	26%	-3
Adopts a system-wide view of issues to inform action	21%	+1
Nurtures a learning and development culture	18%	+2
Seeks feedback to strengthen leadership approach	15%	+2
Inspires others to perform at their best	15%	-7
Creates a culture of continuous improvement	14%	-9
Demonstrates commercial acumen in managing corporate risk	13%	-1
Is compelling when communicating the organisational strategy	12%	-2
Leads change with agility	12%	-1
Builds strong relationships that influence organisational and sector outcomes	42%	+7
Navigates complex issues, politics and ambiguous situations effectively	38%	+8
Directs and prioritises resources to achieve the best outcomes	35%	+9
Inspires others to perform at their best	35%	-7
Models high levels of ethical and professional behaviour	29%	-10
Creates a culture of continuous improvement	26%	+1
Leads change with agility	25%	+4
Adopts a system-wide view of issues to inform action	15%	+2
Seeks feedback to strengthen leadership approach	14%	-6
Stands behind their decisions in the face of adversity	13%	-2
Is compelling when communicating the organisational strategy	11%	-2
Demonstrates commercial acumen in managing corporate risk	9%	+2
Nurtures a learning and development culture	8%	-5

08 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

DEMONSTRATED

Please indicate the three leadership behaviours that you see most frequently demonstrated by your direct manager

NOT DEMONSTRATED

Please indicate the three leadership behaviours that you would like to see demonstrated more frequently by your direct manager

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Navigates complex issues, politics and ambiguous situations effectively	44%	+9
Models high levels of ethical and professional behaviour	38%	+3
Directs and prioritises resources to achieve the best outcomes	32%	+2
Adopts a system-wide view of issues to inform action	29%	+7
Builds strong relationships that influence organisational and sector outcomes	29%	+1
Stands behind their decisions in the face of adversity	28%	0
Creates a culture of continuous improvement	19%	-3
Is compelling when communicating the organisational strategy	15%	-1
Inspires others to perform at their best	14%	-6
Seeks feedback to strengthen leadership approach	14%	+1
Demonstrates commercial acumen in managing corporate risk	13%	-2
Nurtures a learning and development culture	13%	-2
Leads change with agility	11%	-4
Seeks feedback to strengthen leadership approach	34%	-1
Creates a culture of continuous improvement	32%	+6
Directs and prioritises resources to achieve the best outcomes	32%	+6
Inspires others to perform at their best	32%	-5
Nurtures a learning and development culture	29%	+3
Is compelling when communicating the organisational strategy	29%	+8
Builds strong relationships that influence organisational and sector outcomes	21%	-1
Leads change with agility	20%	-1
Stands behind their decisions in the face of adversity	19%	0
Adopts a system-wide view of issues to inform action	16%	-2
Navigates complex issues, politics and ambiguous situations effectively	14%	-3
Models high levels of ethical and professional behaviour	10%	-8
Demonstrates commercial acumen in managing corporate risk	9%	0

08 Leadership behaviour in your agency: Exec. Perceptions of Senior Leaders

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

In your experience, which three leadership behaviours have the greatest positive impact on engaging people in their work?

SUCCESSION

Which of the following leadership behaviours do you think are MOST important for your direct reports to demonstrate their readiness for promotion to the Executive level or a more complex leadership role (if they're already executive)?

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Inspires others to perform at their best	63%	+12
Models high levels of ethical and professional behaviour	53%	+4
Navigates complex issues, politics and ambiguous situations effectively	32%	+5
Creates a culture of continuous improvement	26%	-4
Is compelling when communicating the organisational strategy	26%	+13
Directs and prioritises resources to achieve the best outcomes	21%	+1
Stands behind their decisions in the face of adversity	21%	+4
Builds strong relationships that influence organisational and sector outcomes	16%	-16
Seeks feedback to strengthen leadership approach	16%	0
Leads change with agility	11%	-2
Nurtures a learning and development culture	11%	-12
Adopts a system-wide view of issues to inform action	5%	-2
Demonstrates commercial acumen in managing corporate risk	0%	-2

	Proportion	vs Qld public sector
Inspires others to perform at their best	47%	+8
Navigates complex issues, politics and ambiguous situations effectively	47%	+12
Directs and prioritises resources to achieve the best outcomes	32%	+8
Models high levels of ethical and professional behaviour	32%	-6
Builds strong relationships that influence organisational and sector outcomes	26%	-7
Creates a culture of continuous improvement	26%	+1
Adopts a system-wide view of issues to inform action	21%	+3
Is compelling when communicating the organisational strategy	21%	+9
Leads change with agility	16%	-4
Stands behind their decisions in the face of adversity	16%	+3
Nurtures a learning and development culture	11%	-4
Seeks feedback to strengthen leadership approach	5%	-15
Demonstrates commercial acumen in managing corporate risk	0%	-7

08 Leadership behaviour in your agency: Exec. Perceptions of Senior Leaders (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

DEMONSTRATED

Please indicate the three leadership behaviours that you see most frequently demonstrated by your organisation's senior the Executive team

NOT DEMONSTRATED

Please indicate the three leadership behaviours that you would like to see demonstrated more frequently by your organisation's Executive team.

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Navigates complex issues, politics and ambiguous situations effectively	65%	+30
Models high levels of ethical and professional behaviour	47%	+17
Builds strong relationships that influence organisational and sector outcomes	41%	+14
Creates a culture of continuous improvement	35%	+11
Adopts a system-wide view of issues to inform action	29%	-1
Seeks feedback to strengthen leadership approach	18%	+4
Directs and prioritises resources to achieve the best outcomes	12%	-18
Inspires others to perform at their best	12%	-4
Is compelling when communicating the organisational strategy	12%	-8
Nurtures a learning and development culture	12%	-5
Demonstrates commercial acumen in managing corporate risk	6%	-13
Leads change with agility	6%	-5
Stands behind their decisions in the face of adversity	6%	-16
Directs and prioritises resources to achieve the best outcomes	53%	+24
Adopts a system-wide view of issues to inform action	42%	+23
Is compelling when communicating the organisational strategy	42%	+21
Leads change with agility	37%	+15
Creates a culture of continuous improvement	26%	-2
Nurtures a learning and development culture	26%	+3
Stands behind their decisions in the face of adversity	21%	+5
Demonstrates commercial acumen in managing corporate risk	16%	+8
Builds strong relationships that influence organisational and sector outcomes	11%	-12
Inspires others to perform at their best	11%	-23
Models high levels of ethical and professional behaviour	5%	-20
Navigates complex issues, politics and ambiguous situations effectively	5%	-14
Seeks feedback to strengthen leadership approach	5%	-26

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 2016	vs Qld public sector
Used no flexible work option	25%	-20	-19
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	75%	+20	+19
Flexible work hours for example accumulated hours as 'flexitime'*	59%	-	+29
Flexible work hours for example start late or early to meet responsibilities external to work*	26%	-	+14
None of the above	25%	-20	-19
Telecommuting	12%	+4	+8
Part time work	9%	0	-8
Leave at half pay	6%	-2	+2
Hot desks	2%	0	-1
Other, please specify	2%	0	0
Casual/on call	1%	0	-2
Compressed work hours	1%	-1	0
Purchased leave/extended leave/deferred salary schemes	0%	0	0
Job sharing	0%	0	-1
Term-time working	0%	0	0
Part-year work/annualised hours	0%	0	0

* New in 2017, no trend

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 regarding flexible work arrangements in the last 12 months?

	Proportion	vs 2016	vs Qld public sector
Yes, I requested flexibility	20%	+1	0
No, I have not made a request but I am content with my current arrangements	71%	-1	+2
No, I have not made a request but I am not content with my current arrangements	10%	0	-2

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

	Proportion	vs Qld public sector
Fully granted	74%	+7
Partially granted	10%	-4
Declined – no reason given	6%	-1
Declined – reason provided	3%	-4
I have not received a reply as yet	6%	+1

* 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 2016	vs Qld public sector
Flexible working is frowned upon/not supported by my workplace culture	31%	-4	+1
I didn't feel confident presenting my case or negotiating arrangements with my manager	23%	-3	+1
None of the Above*	22%	-	-2
I feel flexibility is not possible in my current job	20%	-10	-9
I felt it would limit my career	18%	-4	-1
I was concerned that it may negatively impact my team	18%	-7	-1
I didn't feel I had the right to	15%	0	-1
I felt it would limit my access to training and development	7%	+2	0
I feel the technology I currently have access to does not support flexible working	6%	-3	0
I don't feel confident in my manager's ability to manage staff working flexibly	5%	-11	-7

* New in 2017, no trend

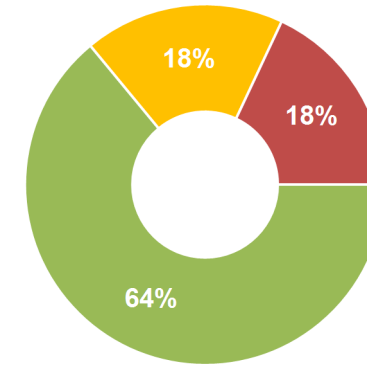
10 Domestic and family violence

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	% proportion	vs 2016	vs Qld public sector
Yes	64%	+3	-11
No	18%	-1	+6
Don't know	18%	-2	+6



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	76%	+7	-10
No	12%	-3	+5
Don't Know	12%	-3	+5

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	59%	+1	-13
No	20%	0	+7
Don't Know	21%	-1	+6

10 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 <i>Manage one or more employees</i>	% positive	vs 2016	vs Qld public sector
I am confident that I could sensitively communicate with employees affected by domestic and family violence	65%	+4	-17
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	63%	+5	-19
If I was made aware (e.g. by other colleagues) that domestic and family violence was affecting an employee, I am confident that I could respond appropriately	63%	+6	-18

Non-managers <i>Manage no employees</i>	% positive	vs 2016	vs Qld public sector
I am confident that I could sensitively communicate with colleagues affected by domestic and family violence	57%	+1	-14
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	58%	0	-13

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 <i>Manage one or more employees</i>	% proportion	vs Qld public sector	Non-managers <i>Manage no employees</i>	% proportion	vs Qld public sector
Yes	6%	-10	Yes	4%	-3
No	91%	+11	No	92%	+4
Don't Know	1%	0	Don't Know	3%	0
Prefer not to say	2%	-1	Prefer not to say	2%	-1

* New in 2017, no trend

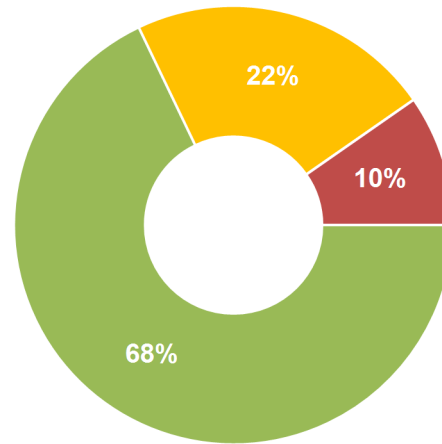
* New in 2017, no trend

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.



68%

of employees agreed with the statement:

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

% positive change since 2016

+2

vs Qld public sector

+1

Reasons for leaving	Proportion	vs Qld public sector
Career or job opportunities	59%	+7
Professional/personal development	42%	+6
The workplace culture	37%	-2
Pay and conditions	34%	+6
Stress/Health	29%	-4
The location of your workplace or the time spent commuting	25%	+7
Job security	25%	+6
Your relationship with your manager	23%	0
Balancing work and life commitments	20%	-2
Contract expiring	13%	+1
Family/carer responsibilities	13%	0
Fit between work and your interests	13%	+2
Retirement	12%	+3
Work hours	10%	-4
Your relationship with your colleagues	10%	-1
Other (please specify)	7%	-4
Travel plans	5%	-1

12 Bullying and sexual harassment

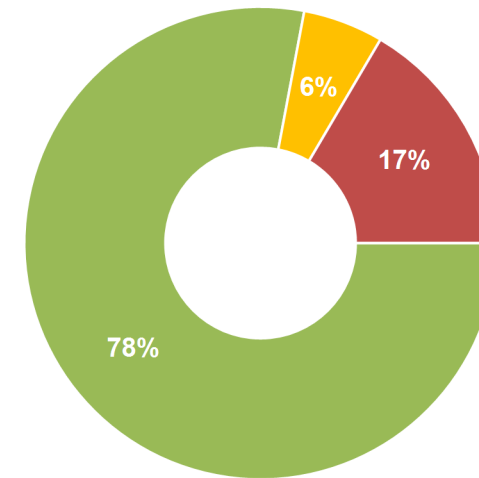
Purpose

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.

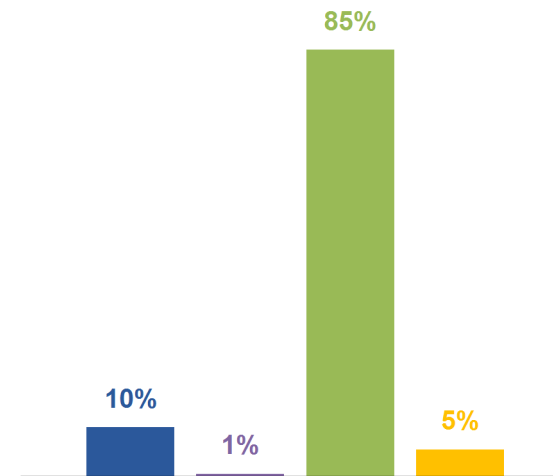
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
Yes	17%	-1	-11
No	78%	+2	+11
Don't know	6%	-1	0



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

	Proportion	vs 2016	vs Qld public sector
Bullying	10%	-2	-7
Sexual Harassment	1%	0	0
No	85%	+1	+6
Don't Know	5%	+1	+1



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.

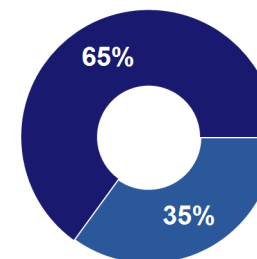
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	38%	-5	-5
Your immediate manager/supervisor	38%	+10	+4
A senior manager	27%	+5	-4
A group of fellow workers	11%	-3	-3
A client/customer	8%	0	+1
A member of the public	8%	+1	+3
Prefer not to specify	7%	-3	-1
A representative of another agency	5%	0	+3
Other	4%	+3	+3
A worker that reports to you	4%	-3	-1
A consultant/service provider	1%	-3	-1

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	68%	+11	+10
Inappropriate and unfair application of work policies or rules	36%	-1	-5
Other	24%	-4	-2
Physical behaviour (e.g. assault or aggressive body language)	17%	+5	+6
Interference with your personal property or work equipment	9%	+5	+1
Cyber bullying	8%	+2	+2
'Initiations' or pranks	8%	+6	+1

Did you report the BULLYING?

No



Yes

Why did you not report the BULLYING?	Proportion	vs 2016	vs Qld public sector
I did not think any action would be taken	52%	-11	-4
It could affect my career	45%	+3	0
I did not want to upset relationships in the workplace	40%	-3	0
I did not think it was worth the hassle of going through the report process	36%	-5	-1
Managers accepted the behaviour	29%	-3	-4
I did not have enough evidence	21%	-6	+1
I did not think the bullying was serious enough	13%	-5	-3
Other	13%	-5	+2
I did not know how to report it	5%	-2	0
The matter was resolved informally	4%	-2	-4

13 Your view

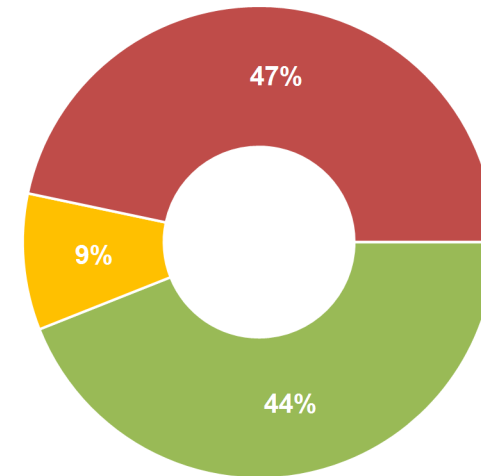
Purpose

This section is focused on understanding workplace improvement.

This section refers to the visibility of change attributable to past Working for Queensland surveys as well as satisfaction with the change implemented.

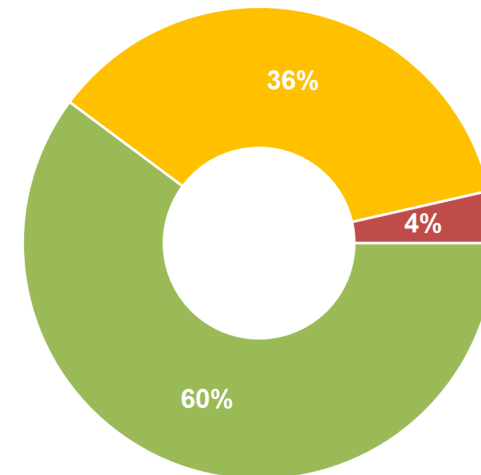
Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Yes	44%	+10	+14
No	47%	-9	-9
No, but I have not worked long in my organisation	9%	-1	-4



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

	Proportion	vs 2016	vs Qld public sector
Positive	60%	+6	-2
Neutral	36%	-4	+4
Negative	4%	-3	-2



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 2017	vs 2016
DAF's Board of Management (BoM) has been more active in communicating with staff.	57	33	10	57%	+11
Senior Leaders in your work group have spent more time and effort to engage with staff over the past 12 months.	46	35	18	46%	+2
DAF has placed a higher priority on offering and promoting opportunities for further career development and training over the past 12 months	37	38	25	37%	+16
Work done over the past 12 months to further consolidate workplace change has meant that DAF is now functioning in a more efficient and transparent way today.	26	55	19	26%	+6
DAF has provided staff with opportunities to improve work life balance and care about staff's health and wellbeing.	49	34	17	49%	+6
My workgroup is adequately resourced to deliver quality services.	43	24	33	43%	+4
I have had productive conversations with my manager on my performance in the last 12 months.	63	19	17	63%	+1
I am trusted to undertake my work.	89	8	3	89%	0
I feel valued for the work I do	67	20	13	67%	0
My manager is supportive of my professional development	71	21	9	71%	+2

15 Appendix A – Strategic priorities by demographics

Purpose

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

"Restricted" indicates a group with less than 10 respondents

	Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
Department of Agriculture & Fisheries	1,483	59%	54%	62%
Managerial status				
Yes	453	62%	58%	71%
No	1,016	57%	53%	59%
Employment status				
Permanent	1,199	58%	53%	62%
Non-permanent	275	64%	61%	65%
Full-time status				
Full-time basis	1,327	58%	54%	62%
Part-time basis	147	66%	61%	64%
FTE Salary				
Under \$50,000	95	60%	56%	54%
\$50,000 - \$69,999	309	56%	52%	54%
\$70,000 - \$89,999	458	58%	53%	62%
\$90,000 or over	585	61%	58%	69%
Time in agency				
Less than 2 years	212	74%	71%	73%
2 to less than 6 years	244	53%	55%	59%
6 to less than 10 years	232	48%	47%	56%
10 to less than 14 years	199	61%	55%	61%
14 to less than 16 years	77	52%	41%	56%
16 to less than 20 years	136	62%	54%	62%
20 years or more	371	61%	53%	65%

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

Purpose

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

"Restricted" indicates a group with less than 10 respondents

		Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
Department of Agriculture & Fisheries		1,483	59%	54%	62%
Age	34 years or younger	237	61%	63%	65%
	35 to 44 years	364	59%	53%	63%
	45 to 54 years	491	57%	53%	63%
	55 years or older	368	60%	53%	60%
Gender*	Female	659	62%	57%	65%
	Male	797	57%	53%	61%
	X	11	18%	9%	4%
Type of work	Direct service delivery	198	55%	45%	53%
	Corporate services and administrative support/clerical	470	57%	55%	61%
	Other	800	61%	57%	66%
Shiftwork	Yes	30	64%	61%	61%
	No	1,445	59%	54%	62%

**Please note that from 2017 gender is a multi-tick question and, as such may not add up to 100%*

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 2016	% neutral	vs 2016	% negative	vs 2016
Agency engagement							
Q33a	I would recommend my organisation as a great place to work	64%	+4	26%	-1	11%	-2
Q33b	I am proud to tell others I work for my organisation	68%	0	25%	+1	8%	-2
Q33c	I feel strong personal attachment to my organisation	60%	+2	28%	0	12%	-2
Q33d	My organisation motivates me to help it achieve its objectives	52%	+2	34%	0	15%	-2
Q33e	My organisation inspires me to do the best in my job	50%	+3	34%	-1	15%	-2
Organisational leadership							
Q31a	In my organisation, the leadership is of high quality	55%	+1	30%	+1	15%	-3
Q31c	Management model the behaviours expected of all employees	51%	0	33%	+1	16%	-1
Q31d	In my organisation, the leadership operates with a high level of integrity	61%	+3	27%	-3	12%	0
Q31f	My organisation is well managed	50%	+3	33%	0	17%	-3
Innovation							
Q27a	I get the opportunity to develop new and better ways of doing my job	64%	+3	22%	-1	13%	-2
Q27b	I am encouraged to make suggestions about improving work processes and/or services	71%	0	19%	0	11%	0
Q27c	Management is willing to act on suggestions to improve how things are done	53%	0	28%	0	19%	0
Q27d	My workgroup uses research and expertise to identify better practice	59%	+1	28%	-1	13%	0
Q27e	My workgroup always tries to improve its performance	71%	+1	22%	0	7%	0
Q27f	My organisation is open to new ideas	56%	+3	28%	-1	16%	-2

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

Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Job empowerment							
Q22a	I have a choice in deciding how I do my work	75%	-2	16%	+2	8%	0
Q22b	I have the tools I need to do my job effectively	75%	+1	15%	+1	10%	-2
Q22c	I get the information I need to do my job well	71%	+1	18%	-1	11%	0
Q22d	I have the authority necessary to do my job effectively	72%	+2	16%	-2	11%	0
Q22e	My job gives me opportunities to utilise my skills	78%	+2	13%	-1	9%	-1
Q34b	Your ability to work on your own initiative	83%	0	11%	+1	6%	0
Workload and health							
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with overload	27%	0	39%	+1	34%	-1
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with burn out	41%	0	35%	-1	23%	+1
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	49%	+1	31%	-1	20%	-1
Learning and development							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	62%	+3	21%	0	17%	-2
Q28e	I am able to access relevant learning and development opportunities	63%	+2	23%	0	14%	-2
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	55%	+3	30%	-1	15%	-2
Q28g	I am satisfied with the opportunities available for career development	39%	+4	29%	+2	32%	-6
Q31b	My organisation is committed to developing its employees	47%	+2	29%	-1	24%	-1

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

Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
My workgroup							
Q24a	People in my workgroup treat each other with respect	79%	0	12%	+1	9%	0
Q24b	I receive help and support from other people in my workgroup	85%	-1	10%	+1	5%	0
Q24c	People in my workgroup are honest, open and transparent in their dealings	74%	0	16%	0	10%	0
Q24d	People in my workgroup use their time and resources efficiently	68%	0	20%	0	11%	-1
Q24e	People in my workgroup treat customers with respect	89%	-1	9%	+1	2%	-1
Q24f	People in my workgroup are committed to delivering excellent service to customers	84%	-2	11%	+1	4%	+1
Q24g	People in my workgroup do their jobs effectively	77%	0	16%	+1	7%	-2
My manager							
Q29a	My manager treats employees with dignity and respect	82%	0	10%	+1	8%	0
Q29b	My manager listens to what I have to say	83%	+1	9%	-1	8%	0
Q29c	My manager keeps me informed about what's going on	70%	0	16%	0	14%	0
Q29d	My manager understands my work	77%	+1	14%	0	9%	-1
Q29e	My manager creates a shared sense of purpose	70%	-1	18%	+2	12%	-1
Q29f	My manager demonstrates honesty and integrity	83%	+1	11%	+1	6%	-1
Q29g	My manager draws the best out of me	60%	0	27%	+1	14%	-1

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

Purpose

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

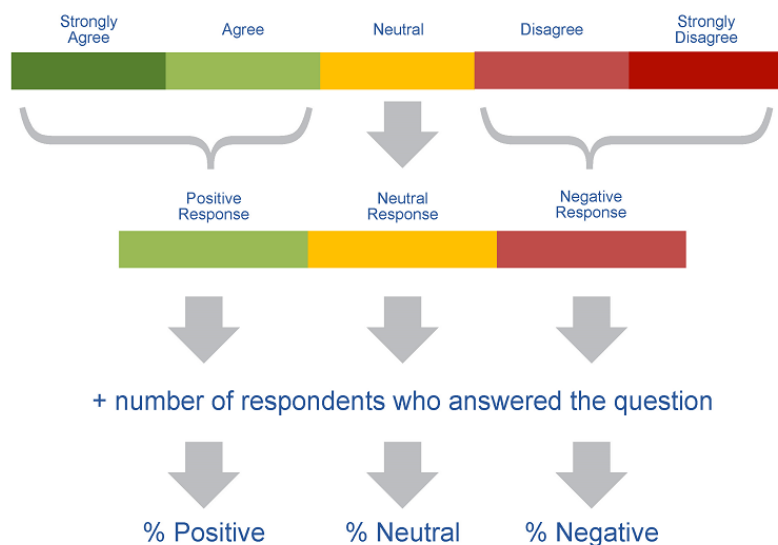
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Organisational fairness							
Q25f	Performance is assessed and rewarded fairly in my workplace	35%	+1	35%	+3	31%	-4
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	36%	-1	29%	+2	35%	-1
Q25h	People are treated fairly and consistently in my workplace	56%	-1	22%	0	21%	0
Q25i	People take responsibility for their decisions and actions in my workplace	55%	-2	28%	+2	17%	0
Q31e	Recruitment and promotion decisions in this organisation are fair	40%	0	33%	+1	27%	-1
Anti-discrimination							
Q32a	Age is not a barrier to success in my organisation	63%	-5	24%	+2	13%	+4
Q32b	Gender is not a barrier to success in my organisation	68%	-4	19%	0	13%	+4
Q32c	Disability is not a barrier to success in my organisation	53%	-4	40%	+3	8%	+1
Q32d	Cultural background is not a barrier to success in my organisation	65%	-3	30%	+2	5%	0
Q32e	Sexual orientation is not a barrier to success in my organisation	63%	-3	33%	+2	4%	+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 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.

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 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.