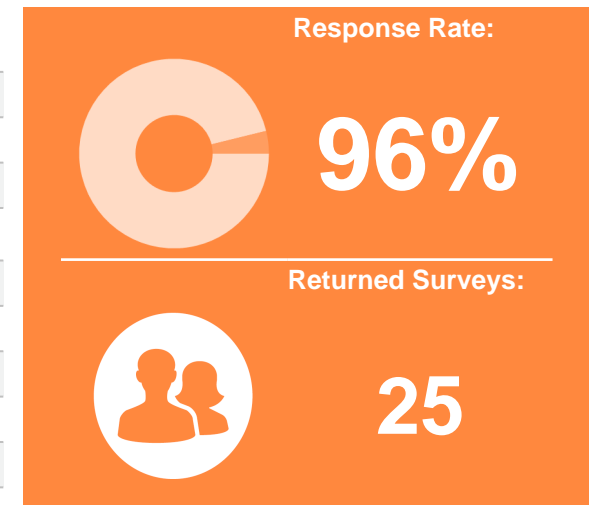


Gold Coast Waterways Authority

Highlight Report

Report Content

Reporting Framework	
STRATEGIC PRIORITIES	01 Driver analysis scorecard
	02 Factors
WORKPLACE CLIMATE	03 Workplace climate
	04 Workplace climate by item
	05 Leadership behaviour in your agency
	06 Flexible work options
	07 Domestic and family violence
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	09 Bullying and sexual harassment
APPENDICES	10 Appendix A – Strategic priorities by demographics
	11 Appendix B – Strategic priorities and factors by item
	12 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.

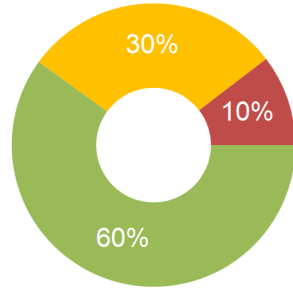


01 Driver analysis scorecard

Purpose

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

Agency Engagement

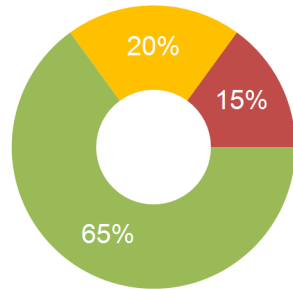


Top 3 drivers

% Positive

Organisational leadership	2017	<div style="width: 65%;"></div>	65%
Innovation	2017	<div style="width: 67%;"></div>	67%
Job empowerment	2017	<div style="width: 72%;"></div>	72%

Organisational leadership

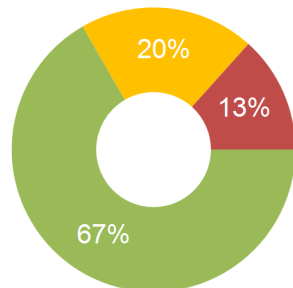


Top 3 drivers

% Positive

Job empowerment	2017	<div style="width: 72%;"></div>	72%
Innovation	2017	<div style="width: 67%;"></div>	67%
Learning and development	2017	<div style="width: 43%;"></div>	43%

Innovation

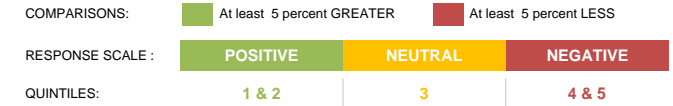


Top 3 drivers

% Positive

Organisational fairness	2017	<div style="width: 46%;"></div>	46%
Organisational leadership	2017	<div style="width: 65%;"></div>	65%
My manager	2017	<div style="width: 73%;"></div>	73%

02 Factors



Purpose

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

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

	Response scale (%)			% positive	vs Qld public sector	Range of all agencies	Your agency quintile
Agency engagement*	60	30	10	60%	+1	41 - 82	3
Job empowerment	72	17	11	72%	0	60 - 86	3
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	29	39	32	29%	-11	29 - 68	5
Learning and development	43	28	29	43%	-13	33 - 82	5
My workgroup	75	13	12	75%	-1	58 - 92	4
My manager	73	16	11	73%	+2	57 - 84	3
Organisational leadership*	65	20	15	65%	+14	29 - 85	1
Organisational fairness	46	34	20	46%	+3	26 - 67	2
Anti-discrimination	78	19	3	78%	+11	48 - 96	1
Innovation*	67	20	13	67%	+7	46 - 89	2

03 Workplace climate

Purpose

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

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

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

	Response scale (%)			% positive	vs Qld public sector	Range of all agencies	Your agency quintile
● Safety, health and wellness*	56	26	17	56%	+2	43 - 82	3
● Effectiveness and innovation*	62	23	15	62%	+5	49 - 77	2
● People and relationships	75	14	12	74%	-2	56 - 92	4
● Fairness and trust*	67	23	10	67%	+9	46 - 78	1
● Performance and development	44	27	29	44%	-12	41 - 74	5
● Leadership and engagement	67	21	12	67%	+5	49 - 81	2
● My job	76	18	6	76%	-1	58 - 89	4

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

04 Workplace climate by item

Purpose

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

New items were added to this index in 2017.

● Safety, health and wellness		Response scale (%)			% positive	vs Qld public sector
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement	21	42	38	21%	-10
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	33	29	38	33%	-10
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	33	46	21	33%	-12
Q23f	My work contributes positively to my quality of life*	46	33	21	46%	+2
Q24h	People in my workgroup are committed to workplace safety	84	12	4	84%	+2
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	80	16	4	80%	+13
Q25b	My workplace culture supports people to achieve a good work/life balance	72	12	16	72%	+10
Q25c	There is adequate focus on workplace safety at my workplace	84	16	0	84%	+6

* New in 2017, no trend

04 Workplace climate by item

Purpose

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

New items were added to this index in 2017.

● Safety, health and wellness (cont.)		Response scale (%)			% positive	vs Qld public sector
Q29h	My manager proactively discusses flexible work arrangements*	48	24	28	48%	-1
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	64	24	12	64%	+13
Q31h	The wellbeing of employees is a priority for my organisation*	56	20	24	56%	+7
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>	52	32	16	52%	+11
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	64	32	4	64%	0
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	48	32	20	48%	-7

* New in 2017, no trend

04 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Effectiveness and innovation		Response scale (%)			% positive	vs Qld public sector
Q22b	I have the tools I need to do my job effectively	84	8	8	84%	+13
Q22c	I get the information I need to do my job well	56	36	8	56%	-11
Q22d	I have the authority necessary to do my job effectively	72	8	20	72%	+2
Q23c	I feel my job is secure	46	38	17	46%	-12
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>	26	30	43	26%	+7
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	72	12	16	72%	+7
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	36	52	12	36%	+17
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>	56	16	28	56%	+10
Q26a	My workplace has undergone significant change in the past 12 months	44	36	20	44%	-8

* New in 2017, no trend

04 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Effectiveness and innovation (cont.)		Response scale (%)			% positive	vs Qld public sector
Q27a	I get the opportunity to develop new and better ways of doing my job	64	24	12	64%	+7
Q27b	I am encouraged to make suggestions about improving work processes and/or services	76	8	16	76%	+8
Q27c	Management is willing to act on suggestions to improve how things are done	68	12	20	68%	+15
Q27d	My workgroup uses research and expertise to identify better practice	60	32	8	60%	+5
Q27e	My workgroup always tries to improve its performance	68	24	8	68%	-2
Q27f	My organisation is open to new ideas	64	20	16	64%	+9
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	72	24	4	72%	+3
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	96	4	0	96%	+19
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	52	36	12	52%	-12

04 Workplace climate by item (cont.)

Purpose

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

● People and relationships		Response scale (%)			% positive	vs Qld public sector
Q24a	People in my workgroup treat each other with respect	64	16	20	64%	-10
Q24b	I receive help and support from other people in my workgroup	84	12	4	84%	+1
Q24c	People in my workgroup are honest, open and transparent in their dealings	64	20	16	64%	-3
Q24d	People in my workgroup use their time and resources efficiently	68	16	16	68%	+4
Q24e	People in my workgroup treat customers with respect	92	4	4	92%	+6
Q24f	People in my workgroup are committed to delivering excellent service to customers	80	12	8	80%	-3
Q24g	People in my workgroup do their jobs effectively	72	12	16	72%	-3
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	72	20	8	72%	-6

04 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Fairness and trust		Response scale (%)			% positive	vs Qld public sector
Q25a	My workplace has an inclusive culture where diversity is valued and respected	72	24	4	72%	-1
Q25f	Performance is assessed and rewarded fairly in my workplace	28	48	24	28%	-8
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	36	28	36	36%	-2
Q25h	People are treated fairly and consistently in my workplace	54	33	13	54%	+3
Q25i	People take responsibility for their decisions and actions in my workplace	64	24	12	64%	+12
Q25j	I am able to speak up and share a different view to my colleagues and manager*	76	8	16	76%	+5
Q30a	My senior manager demonstrates honesty and integrity	84	16	0	84%	+14
Q31e	Recruitment and promotion decisions in this organisation are fair	48	36	16	48%	+11

* New in 2017, no trend

04 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Fairness and trust (cont.)		Response scale (%)			% positive	vs Qld public sector
Q31i	My responsibilities outside of work restrict my opportunities for promotion* % positive indicates those who "strongly disagree" or "disagree" with this statement	64	32	4	64%	+11
Q32a	Age is not a barrier to success in my organisation	80	16	4	80%	+15
Q32b	Gender is not a barrier to success in my organisation	76	20	4	76%	+6
Q32c	Disability is not a barrier to success in my organisation	72	24	4	72%	+15
Q32d	Cultural background is not a barrier to success in my organisation	80	20	0	80%	+11
Q32e	Sexual orientation is not a barrier to success in my organisation	80	16	4	80%	+10
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	68	16	16	68%	+14
Q32g	Women and men have equal access to work experiences that support career progression*	88	12	0	88%	+21

* New in 2017, no trend

04 Workplace climate by item (cont.)

Purpose

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

		Response scale (%)			% positive	vs Qld public sector
●	Performance and development					
Q28a	I receive useful feedback on my performance	52	16	32	52%	-5
Q28b	My performance is assessed against clear criteria	32	36	32	32%	-19
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	56	16	28	56%	-7
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	24	40	36	24%	-17
Q28e	I am able to access relevant learning and development opportunities	56	16	28	56%	-6
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	30	43	26	30%	-29
Q28g	I am satisfied with the opportunities available for career development	28	36	36	28%	-16
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	44	32	24	44%	-11
Q28i	I develop new knowledge and skills through undertaking tasks at work	72	12	16	72%	0
Q31b	My organisation is committed to developing its employees	44	28	28	44%	-8

04 Workplace climate by item (cont.)

Purpose

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

● Leadership and engagement		Response scale (%)			% positive	vs Qld public sector
Q29a	My manager treats employees with dignity and respect	80	12	8	80%	+2
Q29b	My manager listens to what I have to say	84	8	8	84%	+7
Q29c	My manager keeps me informed about what's going on	72	4	24	72%	+5
Q29d	My manager understands my work	68	20	12	68%	-5
Q29e	My manager creates a shared sense of purpose	76	20	4	76%	+8
Q29f	My manager demonstrates honesty and integrity	88	4	8	88%	+12
Q29g	My manager draws the best out of me	40	44	16	40%	-17
Q31a	In my organisation, the leadership is of high quality	64	20	16	64%	+11

04 Workplace climate by item (cont.)

Purpose

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

● Leadership and engagement (cont.)		Response scale (%)			% positive	vs Qld public sector
Q31c	Management model the behaviours expected of all employees	60	20	20	60%	+11
Q31d	In my organisation, the leadership operates with a high level of integrity	68	28	4	68%	+14
Q31f	My organisation is well managed	68	12	20	68%	+21
Q33a	I would recommend my organisation as a great place to work	72	24	4	72%	+11
Q33b	I am proud to tell others I work for my organisation	76	20	4	76%	+9
Q33c	I feel strong personal attachment to my organisation	52	32	16	52%	-7
Q33d	My organisation motivates me to help it achieve its objectives	56	28	16	56%	+3
Q33e	My organisation inspires me to do the best in my job	44	44	12	44%	-9

04 Workplace climate by item (cont.)

Purpose

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

● My job		Response scale (%)			% positive	vs Qld public sector
Q21a	I understand what is expected of me to do well in my job	96	4	0	96%	+6
Q21b	I understand how my work contributes to my organisation's objectives	96	4	0	96%	+5
Q22a	I have a choice in deciding how I do my work	68	24	8	68%	0
Q22e	My job gives me opportunities to utilise my skills	68	20	12	68%	-7
Q22f	I enjoy the work in my current job	68	32	0	68%	-8
Q22g	My job gives me a feeling of personal accomplishment	52	36	12	52%	-17
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	72	20	8	72%	-4
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	84	4	12	84%	+4
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	80	20	0	80%	+7

05 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
Demonstrates sound judgment	60%	+32
Takes a 'big picture' view of issues or problems	40%	+4
Encourages collaboration and inclusion across workgroups	30%	+2
Manages ambiguity and politics effectively	30%	+13
Manages and prioritises resources to achieve the best outcomes	30%	-2
Motivates others to perform at their best	30%	+11
Takes responsibility for upholding ethical standards and principles	30%	+6
Demonstrates sound business acumen	20%	+4
Encourages innovative ideas and solutions	20%	-5
Builds effective networks across the organisation and sector	10%	-11
Actively seeks feedback for personal development	0%	-7
Empowers individuals and teams to build capability	0%	-27
Leads change and culture initiatives	0%	-15
Builds effective networks across the organisation and sector	50%	+30
Manages ambiguity and politics effectively	40%	+26
Motivates others to perform at their best	40%	+4
Takes a 'big picture' view of issues or problems	40%	+13
Encourages innovative ideas and solutions	30%	+10
Demonstrates sound judgment	20%	-7
Empowers individuals and teams to build capability	20%	-12
Manages and prioritises resources to achieve the best outcomes	20%	-16
Actively seeks feedback for personal development	10%	-7
Demonstrates sound business acumen	10%	0
Leads change and culture initiatives	10%	-13
Takes responsibility for upholding ethical standards and principles	10%	-11
Encourages collaboration and inclusion across workgroups	0%	-17

05 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

Demonstrates sound judgment	80%	+49
Manages ambiguity and politics effectively	40%	+22
Manages and prioritises resources to achieve the best outcomes	30%	-3
Takes a 'big picture' view of issues or problems	30%	-5
Builds effective networks across the organisation and sector	20%	-4
Demonstrates sound business acumen	20%	+2
Encourages collaboration and inclusion across workgroups	20%	-7
Encourages innovative ideas and solutions	20%	-3
Empowers individuals and teams to build capability	10%	-13
Leads change and culture initiatives	10%	-5
Motivates others to perform at their best	10%	-10
Takes responsibility for upholding ethical standards and principles	10%	-13
Actively seeks feedback for personal development	0%	-7
Actively seeks feedback for personal development	50%	+21
Encourages innovative ideas and solutions	40%	+14
Motivates others to perform at their best	40%	+6
Builds effective networks across the organisation and sector	30%	+13
Empowers individuals and teams to build capability	30%	-4
Takes a 'big picture' view of issues or problems	30%	+11
Takes responsibility for upholding ethical standards and principles	30%	+16
Encourages collaboration and inclusion across workgroups	20%	-4
Demonstrates sound judgment	10%	-4
Leads change and culture initiatives	10%	-15
Manages and prioritises resources to achieve the best outcomes	10%	-16
Demonstrates sound business acumen	0%	-9
Manages ambiguity and politics effectively	0%	-27

06 Flexible work options

Purpose

Flexible work arrangements are a very important element of contemporary workplaces. Well executed and managed flexible work arrangements improve employee engagement, retention and attraction. This section outlines the types of flexible work arrangements being used and highlights some potential barriers to their take-up.

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

Do you currently use any of the following flexible work options?

	Proportion	vs Qld public sector
Used no flexible work option	32%	-12
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	68%	+12
Flexible work hours for example accumulated hours as 'flexitime'*	60%	+31
None of the above	32%	-12
Flexible work hours for example start late or early to meet responsibilities external to work*	12%	0
Casual/on call	4%	+1
Other, please specify	4%	+2
Part time work	4%	-13
Compressed work hours	0%	-2
Hot desks	0%	-3
Job sharing	0%	-2
Leave at half pay	0%	-4
Part-year work/annualised hours	0%	0
Purchased leave/extended leave/deferred salary schemes	0%	-1
Telecommuting	0%	-4
Term-time working	0%	0

* New in 2017, no trend

06 Flexible work options (cont.)

Purpose

Flexible work arrangements are a very important element of contemporary workplaces. Well executed and managed flexible work arrangements improve employee engagement, retention and attraction. This section outlines the types of flexible work arrangements being used and highlights some potential barriers to their take-up.

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

Have you made a request regarding flexible work arrangements in the last 12 months?

	Proportion	vs Qld public sector
Yes, I requested flexibility	8%	-11
No, I have not made a request but I am content with my current arrangements	71%	+2
No, I have not made a request but I am not content with my current arrangements	21%	+9

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

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

** New in 2017, no trend*

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

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

** New in 2017, no trend*

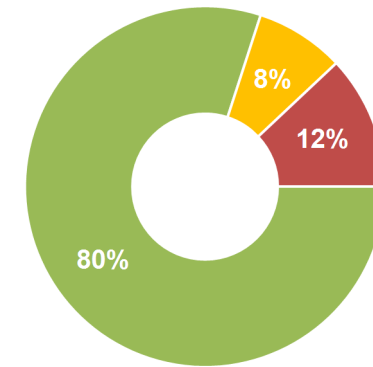
07 Domestic and family violence

Purpose

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

Are you aware of any policies, in your workplace, designed to support employees affected by domestic and family violence in the workplace or the community?

Overall	% proportion	vs Qld public sector
Yes	80%	+4
No	12%	0
Don't know	8%	-4



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

Non-managers <i>Manage no employees</i>	% proportion	vs Qld public sector
Yes	72%	0
No	17%	+3
Don't Know	11%	-3

07 Domestic and family violence (cont.)

Purpose

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

Managers
Manage one or more employees

% positive	vs Qld public sector
------------	----------------------

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

Non-managers
Manage no employees

% positive	vs Qld public sector
------------	----------------------

I am confident that I could sensitively communicate with colleagues affected by domestic and family violence	61%	-10
--	-----	-----

I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	61%	-10
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In the past 12 months, have you been in a situation where you have responded to an employee/colleague affected by domestic and family violence?*

Managers
Manage one or more employees

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

Non-managers
Manage no employees

% proportion	vs Qld public sector
--------------	----------------------

Yes	0%	-7
-----	----	----

No	89%	+1
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Don't Know	6%	+3
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Prefer not to say	6%	+3
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* New in 2017, no trend

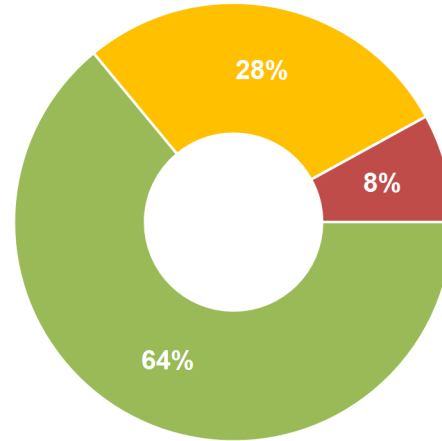
* New in 2017, no trend

08 Intention to leave your organisation

Purpose

The purpose of this section is to show the intention of employees to leave the organisation and their reasons for leaving.

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



Reasons for leaving

Proportion vs Qld public sector

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

64%

of employees agreed with the statement:

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

09 Bullying and sexual harassment

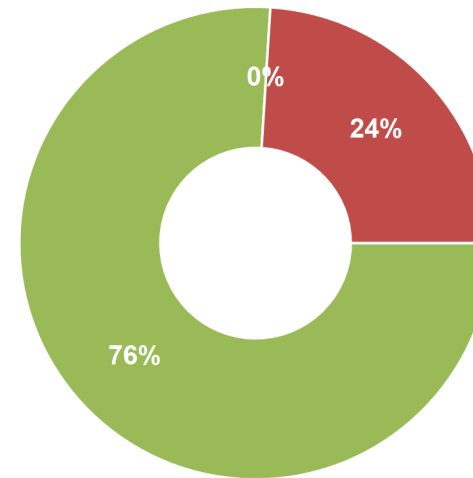
Purpose

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

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

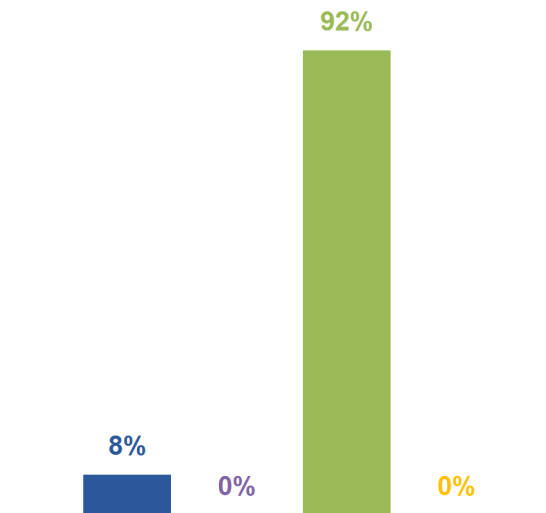
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs Qld public sector
Yes	24%	-4
No	76%	+9
Don't know	0%	-5



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

	Proportion	vs Qld public sector
Bullying	8%	-9
Sexual Harassment	0%	-1
No	92%	+14
Don't Know	0%	-5



10 Appendix A – Strategic priorities by demographics

Purpose

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

Due to insufficient responses, this section has been restricted.

11 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 workshoping.

Strategic priorities		% positive	% neutral	% negative
Agency engagement				
Q33a	I would recommend my organisation as a great place to work	72%	24%	4%
Q33b	I am proud to tell others I work for my organisation	76%	20%	4%
Q33c	I feel strong personal attachment to my organisation	52%	32%	16%
Q33d	My organisation motivates me to help it achieve its objectives	56%	28%	16%
Q33e	My organisation inspires me to do the best in my job	44%	44%	12%
Organisational leadership				
Q31a	In my organisation, the leadership is of high quality	64%	20%	16%
Q31c	Management model the behaviours expected of all employees	60%	20%	20%
Q31d	In my organisation, the leadership operates with a high level of integrity	68%	28%	4%
Q31f	My organisation is well managed	68%	12%	20%
Innovation				
Q27a	I get the opportunity to develop new and better ways of doing my job	64%	24%	12%
Q27b	I am encouraged to make suggestions about improving work processes and/or services	76%	8%	16%
Q27c	Management is willing to act on suggestions to improve how things are done	68%	12%	20%
Q27d	My workgroup uses research and expertise to identify better practice	60%	32%	8%
Q27e	My workgroup always tries to improve its performance	68%	24%	8%
Q27f	My organisation is open to new ideas	64%	20%	16%

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

Purpose

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

Factors	% positive	% neutral	% negative
Job empowerment			
Q22a I have a choice in deciding how I do my work	68%	24%	8%
Q22b I have the tools I need to do my job effectively	84%	8%	8%
Q22c I get the information I need to do my job well	56%	36%	8%
Q22d I have the authority necessary to do my job effectively	72%	8%	20%
Q22e My job gives me opportunities to utilise my skills	68%	20%	12%
Q34b Your ability to work on your own initiative	84%	4%	12%
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	21%	42%	38%
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	33%	29%	38%
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	33%	46%	21%
Learning and development			
Q28c In my organisation, there are opportunities for me to develop my skills and knowledge	56%	16%	28%
Q28e I am able to access relevant learning and development opportunities	56%	16%	28%
Q28f Learning and development activities I have completed in the past 12 months have helped to improve my performance	30%	43%	26%
Q28g I am satisfied with the opportunities available for career development	28%	36%	36%
Q31b My organisation is committed to developing its employees	44%	28%	28%

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

Purpose

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

Factors		% positive	% neutral	% negative
My workgroup				
Q24a	People in my workgroup treat each other with respect	64%	16%	20%
Q24b	I receive help and support from other people in my workgroup	84%	12%	4%
Q24c	People in my workgroup are honest, open and transparent in their dealings	64%	20%	16%
Q24d	People in my workgroup use their time and resources efficiently	68%	16%	16%
Q24e	People in my workgroup treat customers with respect	92%	4%	4%
Q24f	People in my workgroup are committed to delivering excellent service to customers	80%	12%	8%
Q24g	People in my workgroup do their jobs effectively	72%	12%	16%
My manager				
Q29a	My manager treats employees with dignity and respect	80%	12%	8%
Q29b	My manager listens to what I have to say	84%	8%	8%
Q29c	My manager keeps me informed about what's going on	72%	4%	24%
Q29d	My manager understands my work	68%	20%	12%
Q29e	My manager creates a shared sense of purpose	76%	20%	4%
Q29f	My manager demonstrates honesty and integrity	88%	4%	8%
Q29g	My manager draws the best out of me	40%	44%	16%

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

Purpose

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

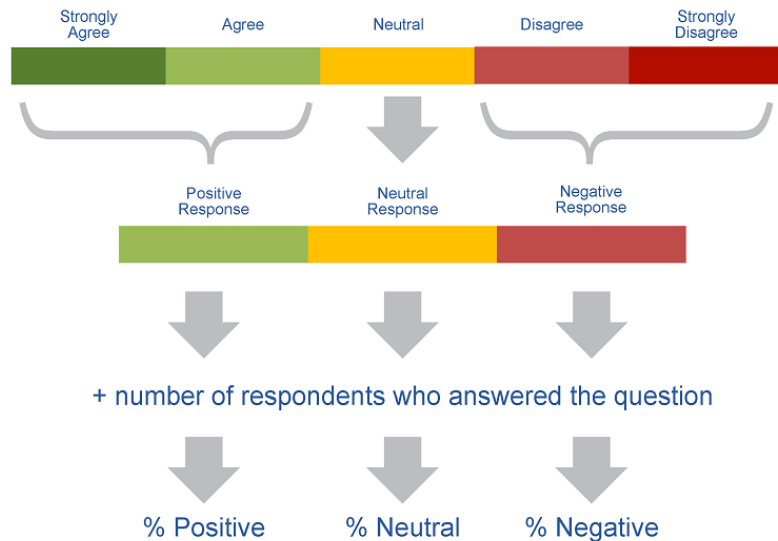
Factors	% positive	% neutral	% negative
Organisational fairness			
Q25f Performance is assessed and rewarded fairly in my workplace	28%	48%	24%
Q25g I am confident that poor performance will be appropriately addressed in my workplace	36%	28%	36%
Q25h People are treated fairly and consistently in my workplace	54%	33%	12%
Q25i People take responsibility for their decisions and actions in my workplace	64%	24%	12%
Q31e Recruitment and promotion decisions in this organisation are fair	48%	36%	16%
Anti-discrimination			
Q32a Age is not a barrier to success in my organisation	80%	16%	4%
Q32b Gender is not a barrier to success in my organisation	76%	20%	4%
Q32c Disability is not a barrier to success in my organisation	72%	24%	4%
Q32d Cultural background is not a barrier to success in my organisation	80%	20%	0%
Q32e Sexual orientation is not a barrier to success in my organisation	80%	16%	4%

12 Appendix C – How to interpret this report

% Positive, neutral and negative scores

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

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



Negatively Worded Questions: An example

What are negatively worded questions?

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

How are the negatively worded responses scored?

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

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

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

EXAMPLE

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

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

OR

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

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

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

How will I know if I am interpreting this correctly?

To assist in the interpretation, all negatively worded questions are accompanied by an explanatory statement.

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

Rounding

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

Factor scores

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

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

Workplace climate index scores

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

% Change and division comparisons

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

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

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

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

Quintile

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

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

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

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

Number of respondents

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

Base size for Working for Queensland 2017

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

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

Definitions

The following definitions were used in the survey:

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

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

Your organisation

For Health agencies - The Hospital and Health Service (HHS), in which you work, or the Queensland Ambulance Service or the Department of Health.

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

Your manager - The person you usually report to.

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

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

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

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