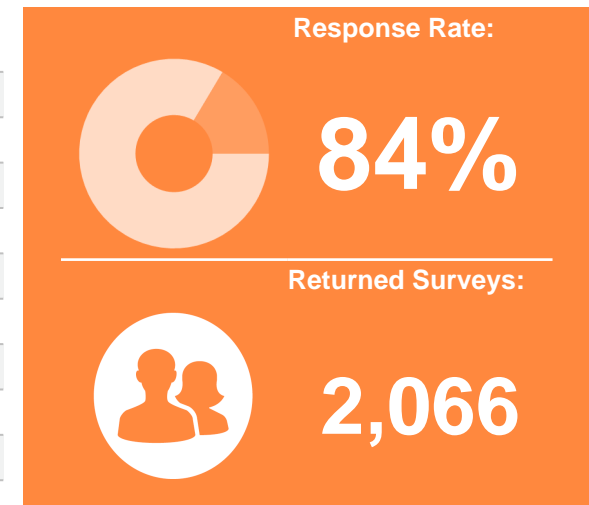


## Department of Natural Resources & Mines

## Highlight Report

### Report Content

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### Purpose

The Highlight Report presents key results from the 2016 Working for Queensland survey, which was conducted from mid April to early May 2016. Results reflect the respondents from your agency.

### Note on the response rate

The displayed response rate was calculated using statistical workforce data (Minimum Obligatory Human Resource Information) for March 2016.

# Reporting Framework

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

## Strategic priorities: driver analysis

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

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



## Workplace climate

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

The index scores are calculated as a per cent positive average for the items in the grouping.

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

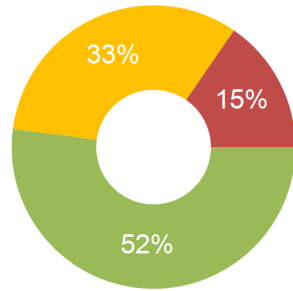


# 01 Driver analysis scorecard

## Purpose

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

### Agency engagement

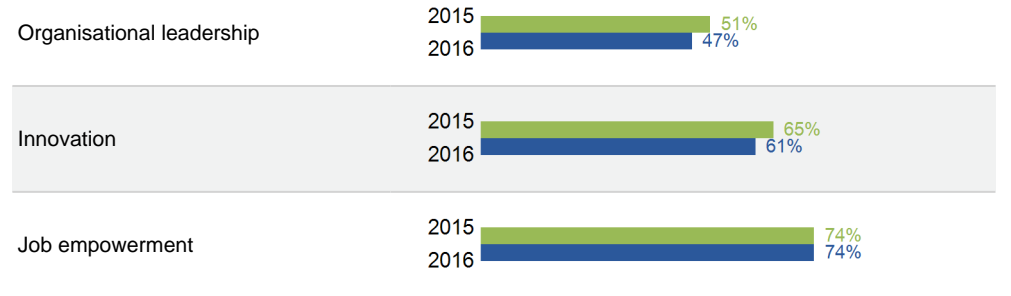


% positive change since 2015

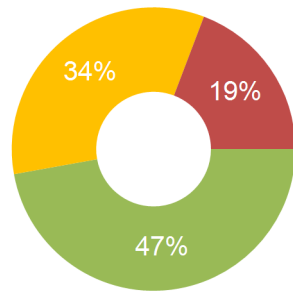
**-1**

#### Top 3 drivers

#### % Positive



### Organisational leadership

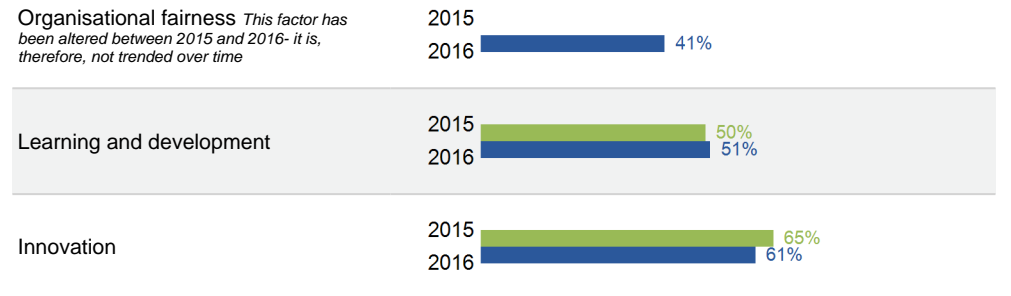


% positive change since 2015

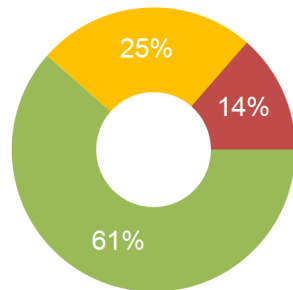
**-4**

#### Top 3 drivers

#### % Positive



### Innovation

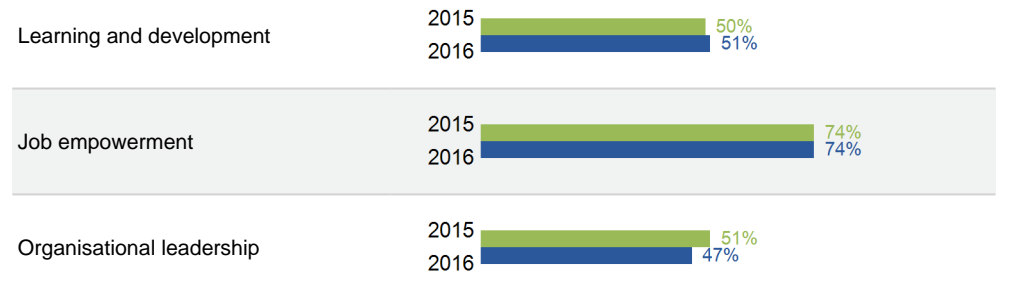


% positive change since 2015

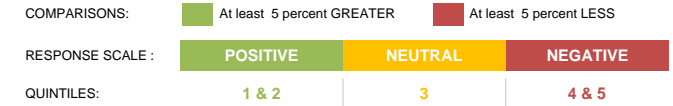
**-3**

#### Top 3 drivers

#### % Positive



## 02 Factors



### Purpose

This section provides an overview of your agency's 2016 strategic priorities\* and factor results. This data is benchmarked against the Queensland public sector and other agency results, as well as being compared with the previous year's results.

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

	Response scale (%)			% positive	vs 2015	vs Qld public sector 2016	Range of all agencies	Your agency quintile
Agency engagement*	52	33	15	52%	-1	-8	41 - 81	5
Job empowerment	74	16	10	74%	0	+1	55 - 86	2
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	40	36	24	40%	-2	+2	28 - 78	3
Learning and development	51	28	21	51%	+1	-5	28 - 78	4
My workgroup	78	15	7	78%	-1	+1	64 - 92	3
My manager	71	17	11	71%	-3	0	57 - 89	3
Organisational leadership*	47	34	19	47%	-4	-5	32 - 81	4
Organisational fairness <i>This factor has been altered between 2015 and 2016- it is, therefore, not trended over time</i>	41	32	27	41%	-	-4	25 - 63	4
Anti-discrimination	65	28	7	65%	-3	-6	52 - 97	5
Innovation*	61	25	14	61%	-3	0	46 - 80	3

## 03 Factors by division

### Purpose

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

	Department of Natural Resources & Mines % positive	Business & Corporate Partnerships and ODG	Minerals and Energy Resources	Natural Resources	Policy & Program Support
<i>This section shows the % positive scores for divisions within the agency</i>					
Number of respondents	2,066	204	470	1138	193
Agency engagement*	<b>52%</b>	54%	56%	52%	<b>46%</b>
Job empowerment	<b>74%</b>	76%	73%	75%	69%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	<b>40%</b>	<b>50%</b>	37%	40%	<b>45%</b>
Learning and development	<b>51%</b>	55%	49%	53%	49%
My workgroup	<b>78%</b>	82%	77%	79%	76%
My manager	<b>71%</b>	75%	69%	73%	70%
Organisational leadership*	<b>47%</b>	<b>52%</b>	46%	49%	44%
Organisational fairness <small>This factor has been altered between 2015 and 2016- it is, therefore, not trended over time</small>	<b>41%</b>	42%	40%	42%	39%
Anti-discrimination	<b>65%</b>	<b>75%</b>	64%	65%	64%
Innovation*	<b>61%</b>	<b>71%</b>	59%	62%	60%

## 04 Workplace climate

### Purpose

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

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

	Response scale (%)			% positive	vs 2015	vs Qld public sector 2016	Range of all agencies	Your agency quintile
<span style="color: red;">●</span> Safety, health and wellness	60	25	14	<b>60%</b>	-2	+3	<b>45 - 83</b>	<b>3</b>
<span style="color: green;">●</span> Effectiveness and innovation	57	25	17	<b>57%</b>	-1	-1	<b>47 - 76</b>	<b>3</b>
<span style="color: purple;">●</span> People and relationships	78	14	7	<b>78%</b>	-1	+1	<b>65 - 92</b>	<b>3</b>
<span style="color: teal;">●</span> Fairness and trust	56	28	16	<b>56%</b>	-2	-4	<b>43 - 77</b>	<b>4</b>
<span style="color: orange;">●</span> Performance and development	53	28	20	<b>53%</b>	+1	-3	<b>37 - 73</b>	<b>4</b>
<span style="color: blue;">●</span> Leadership and engagement	59	26	15	<b>59%</b>	-3	-4	<b>48 - 83</b>	<b>4</b>
<span style="color: lightblue;">●</span> My job	75	15	10	<b>75%</b>	-1	-3	<b>60 - 87</b>	<b>4</b>

## 05 Workplace climate by division

### Purpose

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

*This section shows the % positive scores for divisions within the agency*

	Department of Natural Resources & Mines % positive	Business & Corporate Partnerships and ODG	Minerals and Energy Resources	Natural Resources	Policy & Program Support
Number of respondents	2,066	204	470	1138	193
<span style="color: red;">●</span> Safety, health and wellness	<b>60%</b>	65%	58%	61%	59%
<span style="color: green;">●</span> Effectiveness and innovation	<b>57%</b>	62%	57%	58%	53%
<span style="color: purple;">●</span> People and relationships	<b>78%</b>	82%	77%	79%	77%
<span style="color: teal;">●</span> Fairness and trust	<b>56%</b>	62%	55%	56%	54%
<span style="color: orange;">●</span> Performance and development	<b>53%</b>	55%	50%	55%	50%
<span style="color: darkblue;">●</span> Leadership and engagement	<b>59%</b>	63%	59%	60%	56%
<span style="color: blue;">●</span> My job	<b>75%</b>	78%	76%	76%	74%

## 06 Workplace climate by item

### Purpose

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

		Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
<b>● Safety, health and wellness</b>							
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement	31	40	29	31%	-1	+2
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	43	36	20	43%	-3	+2
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	47	33	21	47%	-3	+2
Q24h	People in my workgroup are committed to workplace safety	84	13	2	84%	-1	+2
Q25b	My workplace culture supports people to achieve a good work/life balance	67	22	11	67%	-4	+5
Q25c	There is adequate focus on workplace safety at my workplace	82	15	4	82%	-2	+2
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	68	19	12	68%	-1	+6



## 06 Workplace climate by item (cont.)

### Purpose

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

		Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
<span style="color: green;">●</span>	<b>Effectiveness and innovation</b>						
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	70	18	12	70%	0	+1
Q22d	I have the authority necessary to do my job effectively	71	17	12	71%	0	0
Q23c	I feel my job is secure	54	26	21	54%	+2	-2
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>	24	39	37	24%	+1	+5
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	22	40	38	22%	-1	+3
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>	45	28	26	45%	-3	-2
Q26a	My workplace has undergone significant change in the past 12 months	43	33	24	43%	+2	-10
Q27a	I get the opportunity to develop new and better ways of doing my job	58	26	16	58%	-2	-1

## 06 Workplace climate by item (cont.)

### Purpose

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

		Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
<b>Effectiveness and innovation (cont.)</b>							
Q27b	I am encouraged to make suggestions about improving work processes and/or services	70	19	11	70%	-5	+2
Q27c	Management is willing to act on suggestions to improve how things are done	53	29	18	53%	-4	-1
Q27d	My workgroup uses research and expertise to identify better practice	56	29	15	56%	-2	-2
Q27e	My workgroup always tries to improve its performance	72	20	8	72%	-2	0
Q27f	My organisation is open to new ideas	59	27	14	59%	-3	+3
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	68	18	13	68%	-3	-1
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	78	14	8	78%	-3	-2
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	52	36	13	52%	-2	-14

## 06 Workplace climate by item (cont.)

### Purpose

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

		Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
<b>● People and relationships</b>							
Q24a	People in my workgroup treat each other with respect	75	14	11	75%	-3	-1
Q24b	I receive help and support from other people in my workgroup	86	9	5	86%	-1	+2
Q24c	People in my workgroup are honest, open and transparent in their dealings	72	19	9	72%	-2	+3
Q24d	People in my workgroup use their time and resources efficiently	65	22	13	65%	0	-1
Q24e	People in my workgroup treat customers with respect	88	9	2	88%	-1	+2
Q24f	People in my workgroup are committed to delivering excellent service to customers	85	12	3	85%	0	+1
Q24g	People in my workgroup do their jobs effectively	75	18	8	75%	-1	-1
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	81	13	6	81%	-2	+2

## 06 Workplace climate by item (cont.)

### Purpose

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

		Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
<b>Fairness and trust</b>							
Q25a	My workplace has an inclusive culture where diversity is valued and respected	70	21	9	70%	+1	-4
Q25f	Performance is assessed and rewarded fairly in my workplace	33	38	30	33%	+1	-3
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	32	31	37	32%	-1	-8
Q25h	People are treated fairly and consistently in my workplace	49	27	24	49%	-3	-3
Q25i	People take responsibility for their decisions and actions in my workplace	53	31	17	53%	-5	-1
Q30a	My senior manager demonstrates honesty and integrity	69	21	11	69%	-3	+2
Q31e	Recruitment and promotion decisions in this organisation are fair	36	36	28	36%	-2	-4
Q32a	Age is not a barrier to success in my organisation	65	24	11	65%	-3	-6

## 06 Workplace climate by item (cont.)

### Purpose

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

		Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
<b>Fairness and trust (cont.)</b>							
Q32b	Gender is not a barrier to success in my organisation	67	22	11	67%	-3	-7
Q32c	Disability is not a barrier to success in my organisation	61	35	5	61%	-4	-2
Q32d	Cultural background is not a barrier to success in my organisation	66	30	4	66%	-3	-7
Q32e	Sexual orientation is not a barrier to success in my organisation	66	31	3	66%	-2	-7
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	58	23	19	58%	+6	-1

## 06 Workplace climate by item (cont.)

### Purpose

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

		Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
<b>● Performance and development</b>							
Q28a	I receive useful feedback on my performance	57	27	16	57%	0	0
Q28b	My performance is assessed against clear criteria	51	31	18	51%	-2	+1
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	60	22	18	60%	+1	-3
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	32	37	31	32%	+2	-6
Q28e	I am able to access relevant learning and development opportunities	57	27	16	57%	+3	-4
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	51	33	16	51%	-1	-8
Q28g	I am satisfied with the opportunities available for career development	38	27	34	38%	+4	-6
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	56	25	19	56%	0	0
Q28i	I develop new knowledge and skills through undertaking tasks at work	72	18	9	72%	-1	-1
Q31b	My organisation is committed to developing its employees	49	31	20	49%	-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 2015	vs Qld public sector 2016
Q29a	My manager treats employees with dignity and respect	79	12	9	79%	-4	+1	
Q29b	My manager listens to what I have to say	78	13	9	78%	-3	+1	
Q29c	My manager keeps me informed about what's going on	66	19	14	66%	-4	-2	
Q29d	My manager understands my work	74	15	11	74%	-2	+1	
Q29e	My manager creates a shared sense of purpose	68	19	13	68%	-2	0	
Q29f	My manager demonstrates honesty and integrity	79	14	7	79%	-3	+2	
Q29g	My manager draws the best out of me	56	29	15	56%	-1	-2	
Q31a	In my organisation, the leadership is of high quality	46	34	20	46%	-5	-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.

<span style="color: blue;">●</span> Leadership and engagement (cont.)		Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
Q31c	Management model the behaviours expected of all employees	47	32	20	47%	-5	-5
Q31d	In my organisation, the leadership operates with a high level of integrity	52	34	15	52%	-3	-4
Q31f	My organisation is well managed	44	34	21	44%	-2	-5
Q33a	I would recommend my organisation as a great place to work	56	29	15	56%	-1	-5
Q33b	I am proud to tell others I work for my organisation	58	29	13	58%	-2	-9
Q33c	I feel strong personal attachment to my organisation	51	33	16	51%	-1	-10
Q33d	My organisation motivates me to help it achieve its objectives	48	35	17	48%	0	-7
Q33e	My organisation inspires me to do the best in my job	47	36	17	47%	-2	-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.

		Response scale (%)			% positive	vs 2015	vs Qld public sector 2016
<span style="color: blue;">●</span>	<b>My job</b>						
Q21a	I understand what is expected of me to do well in my job	88	6	5	<b>88%</b>	+3	-2
Q21b	I understand how my work contributes to my organisation's objectives	90	6	4	<b>90%</b>	+2	-2
Q22a	I have a choice in deciding how I do my work	72	19	9	<b>72%</b>	+1	+4
Q22e	My job gives me opportunities to utilise my skills	72	15	12	<b>72%</b>	-1	-4
Q22f	I enjoy the work in my current job	71	20	9	<b>71%</b>	-2	-6
Q22g	My job gives me a feeling of personal accomplishment	62	23	16	<b>62%</b>	-4	-9
Q34a	The degree to which your work is interesting/challenging <i>% positive indicates those who responded with "very satisfied" or "satisfied"</i>	72	18	10	<b>72%</b>	0	-4
Q34b	Your ability to work on your own initiative <i>% positive indicates those who responded with "very satisfied" or "satisfied"</i>	82	12	6	<b>82%</b>	-2	+1
Q35	All things considered, how satisfied are you with your current job? <i>% positive indicates those who responded with "very satisfied" or "satisfied"</i>	69	18	13	<b>69%</b>	-2	-5

## 07 Most changed since 2015, by item

### Purpose

This section identifies your agency's areas of improvement and highlights good news stories, while also identifying areas that may need attention.

#### NOTE:

Survey items in scope for this section were single response non-demographic questions that were asked of all respondents in 2016 as well as in 2015 and that excluded a 'na' option. 'My workplace has undergone significant change in the past 12 months' has not been included in the analysis.

### The survey items with the most positive change

	Index	% positive 2016	percentage change
If I raised a complaint, I feel confident that it would be taken seriously	Fairness and trust	58%	+6
I am satisfied with the opportunities available for career development	Performance and development	38%	+4
I am able to access relevant learning and development opportunities	Performance and development	57%	+3
I understand what is expected of me to do well in my job	My job	88%	+3
I am encouraged to pursue developmental opportunities in other workplaces	Performance and development	32%	+2

### The survey items with the most negative change

	Index	% positive 2016	percentage change
People take responsibility for their decisions and actions in my workplace	Fairness and trust	53%	-5
I am encouraged to make suggestions about improving work processes and/or services	Effectiveness and innovation	70%	-5
Management model the behaviours expected of all employees	Leadership and engagement	47%	-5
In my organisation, the leadership is of high quality	Leadership and engagement	46%	-5
My workplace culture supports people to achieve a good work/life balance	Safety, health and wellness	67%	-4

## 08 Executive capabilities in your agency



Number of Respondents:  
**120**

### Purpose

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

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

	Response scale (%)			% positive 2016	Percentage change
Leads strategically with vision	69	21	10	69%	-3
Navigates complex, ambiguous and political environments	79	15	6	79%	+1
Leads change with agility	70	18	12	70%	+2
Operates across boundaries	80	14	6	80%	-2
Engages with ideas, innovation and risk	74	17	9	74%	-8
Manages organisational performance	70	21	9	70%	-3
Manages internal and external relationships	78	15	7	78%	-3
Builds organisational capability	66	26	9	66%	-9
Inspires individual and team commitment in the pursuit of results	71	14	15	71%	+4
Models professional and ethical behaviour	82	11	7	82%	-2
Displays courage in the provision of advice and decision-making	75	15	10	75%	-4
Applies sound corporate governance	80	16	3	80%	-1
Commits to personal development	73	19	8	73%	-9

## 09 Flexible work options

### Purpose

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

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

Do you currently use any of the following flexible work options?	Proportion	vs Qld public sector
Used no flexible work option	44%	-12
Used flexible workplace option <i>% proportion indicates those that used at least one of the 11 work place options</i>	56%	+12
Part time work	11%	-7
Part-year work/annualised hours	0%	0
Job sharing	1%	-1
Compressed work hours	2%	0
Flexible work hours/shifts	41%	+22
Term-time working	0%	-1
Casual/on call	1%	-3
Telecommuting	5%	+3
Hot desks	1%	-1
Purchased leave/extended leave/deferred salary schemes	1%	0
Leave at half pay	7%	+3
Other, please specify	2%	0
None of the above	44%	-12

## 09 Flexible work options (cont.)

### Purpose

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

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

### Have you made a request for a flexible work arrangement over the past 12 months?

	Proportion	vs Qld public sector
Yes, I requested flexibility	21%	+5
No, I have not made a request but I am content with my current arrangements	69%	-3
No, I have not made a request but I am not content with my current arrangements	10%	-1

### Why haven't you made a request to change your work arrangements?

	Proportion	vs Qld public sector
Flexible working is frowned upon/not supported by my workplace culture	36%	+6
I feel flexibility is not possible in my current job	32%	-6
I was concerned that it may negatively impact my team	27%	+5
I didn't feel confident presenting my case or negotiating arrangements with my manager	23%	+1
I felt it would limit my career	21%	+1
I didn't feel I had the right to	18%	-3
I don't feel confident in my manager's ability to manage staff working flexibly	10%	-4
I feel the technology I currently have access to does not support flexible working	8%	+1
I felt it would limit my access to training and development	8%	+1

# 10 Domestic and family violence

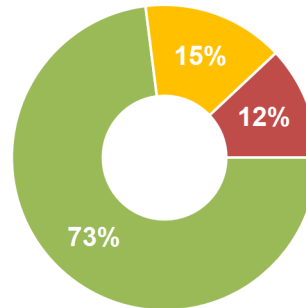
## Purpose

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

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

### Overall

Yes	73%
No	12%
Don't know	15%



### Managers

Yes	80%
No	7%
Don't Know	13%

### Non-managers

Yes	70%
No	14%
Don't Know	16%

### Managers

Manage one or more employees

% positive vs Qld public sector

Statement	% positive	vs Qld public sector
I am confident that I could sensitively communicate with employees affected by domestic and family violence	66%	-13
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	65%	-11
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	66%	-11

### Non-managers

Manage no employees

% positive vs Qld public sector

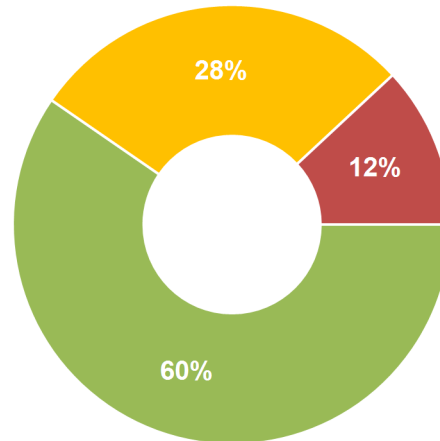
Statement	% positive	vs Qld public sector
I am confident that I could sensitively communicate with colleagues affected by domestic and family violence	55%	-12
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	61%	-6

# 11 Intention to leave your organisation

## Purpose

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

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



% positive change since 2015

# 60%

# -2

of employees agreed with the statement:

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

Reasons for leaving	Proportion
Career or job opportunities	53%
Professional/personal development	45%
The workplace culture	40%
Stress/Health	30%
Pay and conditions	27%
Your relationship with your manager	23%
Balancing work and life commitments	17%
Retirement	17%
The location of your workplace or the time spent commuting	16%
Other (please specify)	15%
Fit between work and your interests	12%
Contract expiring	11%
Your relationship with your colleagues	10%
Job security	9%
Work hours	6%
Travel plans	4%
Family/carer responsibilities	4%

## 12 Bullying and sexual harassment

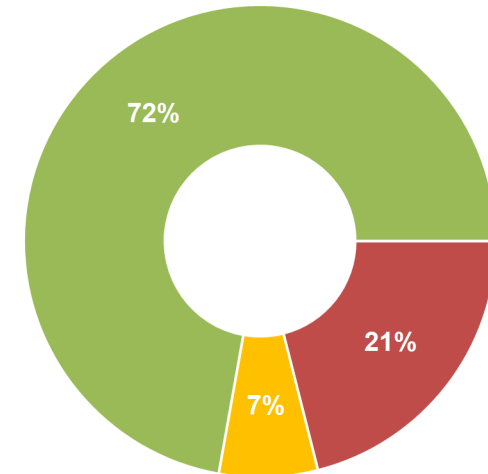
### Purpose

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.

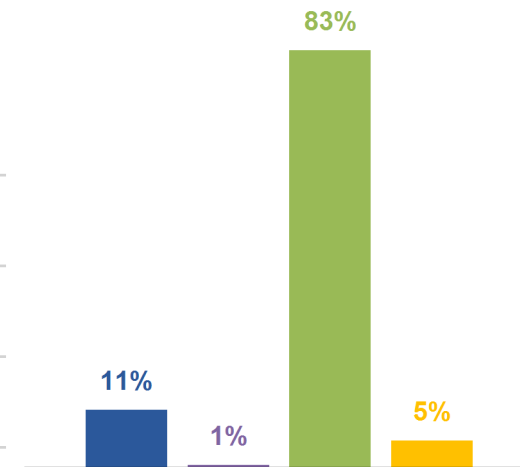
**During the last 12 months have you witnessed bullying or sexual harassment in your workplace?**

<b>Yes</b>	<b>21%</b>
<b>No</b>	<b>72%</b>
<b>Don't know</b>	<b>7%</b>



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

<b>Bullying</b>	<b>11%</b>
<b>Sexual Harassment</b>	<b>1%</b>
<b>No</b>	<b>83%</b>
<b>Don't Know</b>	<b>5%</b>





## 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.

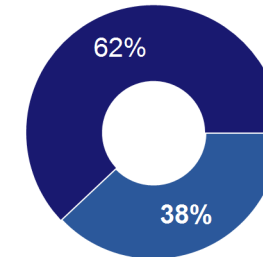
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion
Your immediate manager/supervisor	39%
A fellow worker	35%
A senior manager	27%
Prefer not to specify	12%
A group of fellow workers	10%
A worker that reports to you	5%
A client/customer	2%
A consultant/service provider	1%
Other	1%
A member of the public	1%
A representative of another agency	1%

What type of BULLYING did you experience?	Proportion
Verbal abuse	62%
Inappropriate and unfair application of work policies or rules	40%
Other	35%
Physical behaviour	11%
Cyber bullying	5%
Interference with your personal property or work equipment	4%
'Initiations' or pranks	3%

### Did you report the BULLYING?

No



Yes

Why did you not report the BULLYING?	Proportion
I did not think any action would be taken	54%
It could affect my career	40%
I did not want to upset relationships in the workplace	38%
Managers accepted the behaviour	33%
I did not think it was worth the hassle of going through the report process	32%
I did not think the bullying was serious enough	15%
Other	15%
I did not have enough evidence	13%
The matter was resolved informally	7%
I did not know how to report it	5%

## 12 Bullying and sexual harassment (cont.)

### Purpose

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

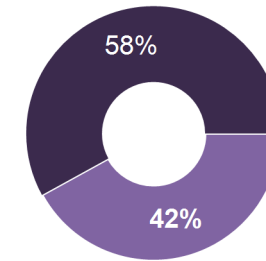
**NOTE:** Multi-select questions may not add up to 100 per cent.

Who were you <b>SEXUALLY HARASSED</b> by?	Proportion
A fellow worker	42%
Your immediate manager/supervisor	33%
A representative of another agency	17%
Other	8%
A group of fellow workers	8%
A client/customer	8%
A senior manager	8%
A consultant/service provider	0%
A member of the public	0%
A worker that reports to you	0%
Prefer not to specify	0%

What type of <b>SEXUAL HARASSMENT</b> did you experience?	Proportion
Verbal abuse	67%
Physical behaviour	42%
Cyber harassment	17%
Interference with your personal property or work equipment	8%
Inappropriate and unfair application of work policies or rules	8%
'Initiations' or pranks	8%
Other	0%

### Did you report the **SEXUAL HARASSMENT**?

No



Yes

### Why did you not report the **SEXUAL HARASSMENT**?

Proportion

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

## 13 Your view

### Purpose

This section is focused on understanding workplace improvement.

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

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

If you could make one realistic, practical and implementable change in your organisation, what would it be?	Proportion	vs Qld public sector
<b>Greater career development opportunities</b>	<b>14%</b>	<b>+5</b>
<b>Other</b>	<b>10%</b>	<b>+1</b>
<b>An improvement in/better quality senior/middle management</b>	<b>9%</b>	<b>+2</b>
A reduction in red tape and bureaucracy	9%	-4
Better management of staffing levels (i.e. under or over)	7%	+1
Improved teamwork and team relationships	6%	+1
An improvement in availability/communication of information	5%	+1
Improved work/life balance/flexible work arrangements	5%	-2
An improvement in/better quality senior leadership (i.e. DG and executive team)	4%	+1
An improvement/better quality in line manager	4%	+1
Greater access to training	4%	0
More effective rewards and recognition	4%	-1
Better management of work load/stress	4%	-3
More clarity on the agency's strategic direction, planning and objectives	3%	+1
More effective recruitment and selection	3%	0
Greater access to resources (i.e. tools and equipment)	2%	-1
Better quality or more appropriate work environment and facilities	2%	-1
More frequent and more effective performance management discussions	1%	-1
Reduction in bullying and sexual harassment	1%	0
Relationship with customer/client service	1%	0

## 13 Your view (cont.)

### Purpose

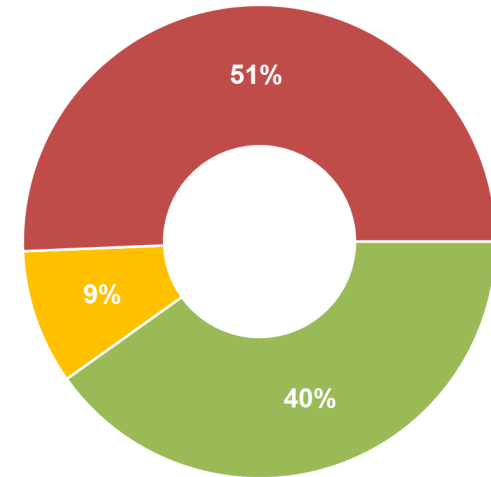
This section is focused on understanding workplace improvement.

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

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

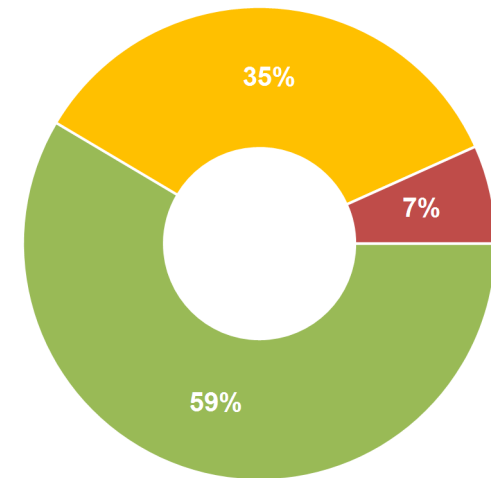
### Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

Yes	40%
No	51%
No, but I have not worked long in my organisation	9%



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

Positive	59%
Neutral	35%
Negative	7%



# 14 Agency specific questions

## Purpose

The purpose of agency specific questions is to provide agencies with an opportunity to explore issues that are of interest in their unique context.

	Response scale (%)			% positive 2016	percentage change
I feel customers have experienced a direct benefit as a result of change implemented in the past 12 months	36	52	12	36%	-7
I feel my workplace has become more adaptive to change in response to customer needs	51	38	12	51%	-4
I feel my workplace undertakes continuous improvement in our processes and services	61	28	11	61%	-2
I can see how my role contributes to the organisations strategic plan	69	24	7	69%	-
I feel confident to model the DNRM guiding principles and public sector values in my workgroup	62	31	6	62%	-
My workplace always acts with our customers in mind	67	24	9	67%	+1
I am aware of the opportunities to use my skills outside of my current role (For example: program and project delivery networks, mobility, volunteering, mentoring and interchange arrangements)	42	37	22	42%	+2
I feel there have been more opportunities in this past year for me to engage with senior leaders (Including: Director, Executive Director, Deputy Director-General, and Director-General)	36	37	27	36%	-3
Leaders in the business offer visionary, authentic and high achievement leadership	34	43	23	34%	-
Utilising flexible work options is not a barrier to success in my organisation	52	33	15	52%	-

## 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)
<b>Department of Natural Resources &amp; Mines</b>	2066	52%	47%	61%
<b>Managerial status</b>				
Managers	577	57%	50%	70%
Non-managers	1482	50%	46%	58%
<b>Employment status</b>				
Permanent	1813	51%	45%	61%
Non-permanent	244	64%	61%	65%
<b>Full-time status</b>				
Full-time basis	1847	52%	47%	61%
Part-time basis	213	53%	52%	65%
<b>FTE Salary</b>				
Under \$50,000	124	58%	62%	62%
\$50,000 - \$69,999	485	55%	51%	60%
\$70,000 - \$89,999	694	49%	43%	59%
\$90,000 or over	713	53%	47%	66%
<b>Time in agency</b>				
Less than 2 years	332	66%	63%	70%
2 to less than 6 years	400	46%	46%	57%
6 to less than 10 years	385	48%	45%	58%
10 years or more	935	52%	43%	62%

## 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)
<b>Department of Natural Resources &amp; Mines</b>	2066	52%	47%	61%
<b>Age</b>				
34 years or younger	422	56%	55%	67%
35 to 44 years	515	50%	48%	61%
45 to 54 years	652	50%	44%	60%
55 years or older	445	55%	45%	60%
<b>Gender</b>				
Female	1046	54%	49%	62%
Male	993	50%	46%	61%
<b>Type of work</b>				
Direct service delivery	434	51%	45%	59%
Corporate services and administrative support/clerical	555	55%	52%	65%
Other	1066	51%	46%	61%

## 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 workshoping.

Strategic priorities		% positive	Vs 2015	% neutral	Vs 2015	% negative	Vs 2015
<b>Agency engagement</b>							
Q33a	I would recommend my organisation as a great place to work	56%	-1	29%	-1	15%	+2
Q33b	I am proud to tell others I work for my organisation	58%	-2	29%	0	13%	+2
Q33c	I feel strong personal attachment to my organisation	51%	-1	33%	+1	16%	0
Q33d	My organisation motivates me to help it achieve its objectives	48%	0	35%	-1	17%	+1
Q33e	My organisation inspires me to do the best in my job	47%	-2	36%	0	17%	+2
<b>Organisational leadership</b>							
Q31a	In my organisation, the leadership is of high quality	46%	-5	34%	+3	20%	+1
Q31c	Management model the behaviours expected of all employees	47%	-5	32%	+2	20%	+3
Q31d	In my organisation, the leadership operates with a high level of integrity	52%	-3	34%	+1	15%	+3
Q31f	My organisation is well managed	44%	-2	34%	-2	21%	+4
<b>Innovation</b>							
Q27a	I get the opportunity to develop new and better ways of doing my job	58%	-2	26%	0	16%	+2
Q27b	I am encouraged to make suggestions about improving work processes and/or services	70%	-5	19%	+4	11%	+1
Q27c	Management is willing to act on suggestions to improve how things are done	53%	-4	29%	+3	18%	+2
Q27d	My workgroup uses research and expertise to identify better practice	56%	-2	29%	-1	15%	+3
Q27e	My workgroup always tries to improve its performance	72%	-2	20%	-1	8%	+3
Q27f	My organisation is open to new ideas	59%	-3	27%	0	14%	+3



## 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 workshoping.

Factors		% positive	Vs 2015	% neutral	Vs 2015	% negative	Vs 2015
<b>Job empowerment</b>							
Q22a	I have a choice in deciding how I do my work	72%	+1	19%	0	9%	-1
Q22b	I have the tools I need to do my job effectively	75%	+1	15%	0	10%	-1
Q22c	I get the information I need to do my job well	70%	0	18%	-1	12%	+1
Q22d	I have the authority necessary to do my job effectively	71%	0	17%	-2	12%	+2
Q22e	My job gives me opportunities to utilise my skills	72%	-1	15%	-1	12%	+2
Q34b	Your ability to work on your own initiative	82%	-2	12%	+1	6%	+1
<b>Workload and health</b>							
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	31%	-1	40%	0	29%	+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	43%	-3	36%	+3	20%	0
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with negative health impacts	47%	-3	33%	0	21%	+3
<b>Learning and development</b>							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	60%	+1	22%	-2	18%	+1
Q28e	I am able to access relevant learning and development opportunities	57%	+3	27%	-3	16%	0
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	51%	-1	33%	0	16%	+1
Q28g	I am satisfied with the opportunities available for career development	38%	+4	27%	-5	34%	+1
Q31b	My organisation is committed to developing its employees	49%	-2	31%	0	20%	+2

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

### Purpose

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

Factors		% positive	Vs 2015	% neutral	Vs 2015	% negative	Vs 2015
<b>My workgroup</b>							
Q24a	People in my workgroup treat each other with respect	75%	-3	14%	+1	11%	+1
Q24b	I receive help and support from other people in my workgroup	86%	-1	9%	0	5%	+1
Q24c	People in my workgroup are honest, open and transparent in their dealings	72%	-2	19%	+1	9%	+1
Q24d	People in my workgroup use their time and resources efficiently	65%	0	22%	-1	13%	+1
Q24e	People in my workgroup treat customers with respect	88%	-1	9%	+1	2%	0
Q24f	People in my workgroup are committed to delivering excellent service to customers	85%	0	12%	0	3%	0
Q24g	People in my workgroup do their jobs effectively	75%	-1	18%	0	8%	+1
<b>My manager</b>							
Q29a	My manager treats employees with dignity and respect	79%	-4	12%	+3	9%	+1
Q29b	My manager listens to what I have to say	78%	-3	13%	+2	9%	+1
Q29c	My manager keeps me informed about what's going on	66%	-4	19%	+2	14%	+2
Q29d	My manager understands my work	74%	-2	15%	+1	11%	+1
Q29e	My manager creates a shared sense of purpose	68%	-2	19%	0	13%	+2
Q29f	My manager demonstrates honesty and integrity	79%	-3	14%	+2	7%	+1
Q29g	My manager draws the best out of me	56%	-1	29%	0	15%	+1

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

### Purpose

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

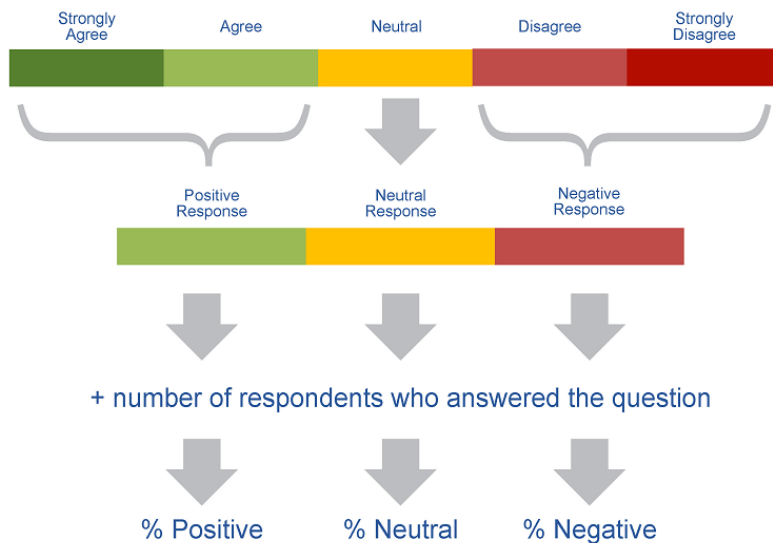
Factors		% positive	Vs 2015	% neutral	Vs 2015	% negative	Vs 2015
<b>Organisational fairness</b>							
Q25f	Performance is assessed and rewarded fairly in my workplace	33%	+1	38%	+1	30%	-2
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	32%	-1	31%	0	37%	+1
Q25h	People are treated fairly and consistently in my workplace	49%	-3	27%	+1	24%	+2
Q25i	People take responsibility for their decisions and actions in my workplace	53%	-5	31%	+3	17%	+2
Q31e	Recruitment and promotion decisions in this organisation are fair	36%	-2	36%	0	28%	+1
<b>Anti-discrimination</b>							
Q32a	Age is not a barrier to success in my organisation	65%	-3	24%	+2	11%	+1
Q32b	Gender is not a barrier to success in my organisation	67%	-3	22%	+1	11%	+3
Q32c	Disability is not a barrier to success in my organisation	61%	-4	35%	+3	5%	+1
Q32d	Cultural background is not a barrier to success in my organisation	66%	-3	30%	+2	4%	+1
Q32e	Sexual orientation is not a barrier to success in my organisation	66%	-2	31%	+1	3%	+1

# 17 Appendix C – How to interpret this report

## % Positive, neutral and negative scores

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

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



## Negatively Worded Questions: An example

*What are negatively worded questions?*

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

*How are the negatively worded responses scored?*

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

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

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

### EXAMPLE

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

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

OR

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

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

	% positive	vs 2015	% neutral	vs 2015	% negative	vs 2015
Q25 d Approval processes at my work are excessive.	82%	+4	10%	-2	8%	-5

*How will I know if I am interpreting this correctly?*

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

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

### Rounding

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

### Factor scores

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

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

### Workplace climate index scores

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

### % Change and division comparisons

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

- the 2015 and 2016 % positive, negative and neutral scores, or
- the 2016 agency and Qld Public Sector % scores.

The % score is highlighted green when the 2016 work area result is five or more percentage points higher than the 2015 score. The % score is highlighted red where the 2016 work area result is five or more percentage points lower.

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

### Quintile

Indicates the position of your agency when the 58 participating agencies are ranked against individual workplace factors and workplace outcomes.

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

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

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

### Number of respondents

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

### Definitions

The following definitions were used in the survey:

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

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

#### Your organisation

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

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

**Your manager** - The person you usually report to.

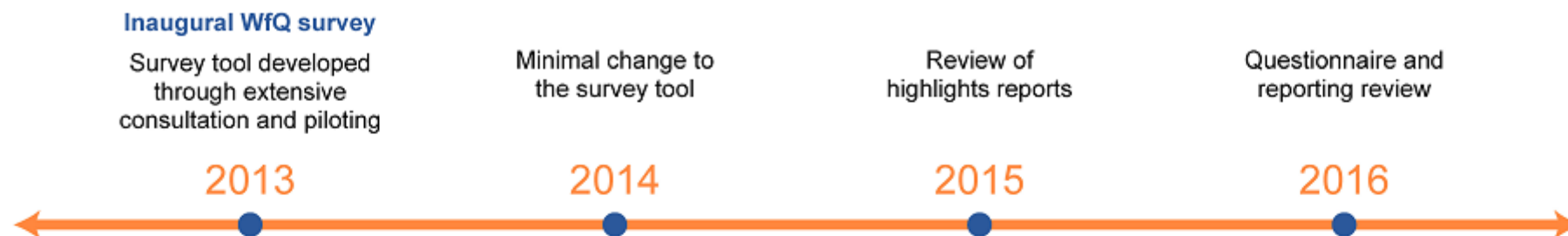
**Your senior manager** - The person your manager usually reports to.

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

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

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

## 18 Appendix D – Evolutions in the Working for Queensland research program



### Evolutions in the 2016 Working for Queensland research program

#### Questionnaire

- Reduction in the length of the questionnaire
- Amendment to the flexible work arrangements questions
- Addition of domestic and family violence questions
- Expansion of the bullying and harassment questions
- Amendment to the free text comment such that it is now based on a coded list.

#### Analysis

- The reduction in the length of the questionnaire has led to a reduction in the number of factors
- The focus of driver analysis has become three strategic priorities: agency engagement, organisational leadership and innovation
- Workplace climate indices will be calculated as the sum of positive responses given to all questions within the index, divided by the number of answers to all questions within the index.

#### Reporting

- In 2016, the driver analysis has been repositioned as a strategic tool, based on strategic priorities
  - Driver analysis is conducted at the agency level and, as such, informs discussions around strategic agency priorities
- Workplace climate indices have been developed to better meet the needs of workgroups
  - These indices are more closely aligned with the way work, roles and responsibilities are broken up across agencies.