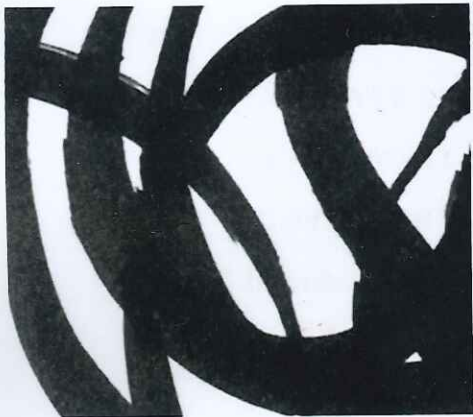


QCPCI

Date: 30-10-2012

Exhibit number: 103



Department of Communities Employee Opinion Survey 2011

Key Findings Report Private & Confidential

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1. EXECUTIVE SUMMARY

Overall Response Rate

63% of employees responded to the 2011 Department of Communities survey. Response rates ranged from 86% in Corporate Services to 58% in Regional Service Delivery Operations. This is a reasonable response rate and indicates that the views expressed are representative of the department's employees.

Response Rate – Demographics

Some key demographics of those staff who responded to the survey include:

- Approximately 75% were female
- 6% identified as Aboriginal, Torres Strait Islander or South Sea Islander
- 4% stated that they have a disability
- Approximately 14% (just over 900) staff said they work in a remote or rural location
- 24% were over 51 years of age

High and Low Performing Survey Items

The items with the highest average score concerned Culture and Values, Client Focus, My Immediate Supervisor and Work Environment.

The items with the lowest average scores concerned Work Environment (three items), Communication (one item) and Learning and Development (one item).

Employee Engagement Levels

- **38%** of Department of Communities employees are engaged to their job and the organisation. This is slightly above the Australian average of 36%, but lower than the Australian High Performing Benchmark (53%)

- **48%** of Department of Communities employees are engaged to their job in comparison to the Australian Benchmark average of 43%
- **50%** of Department of Communities employees are engaged to the organisation which compares favourably with the Australian Benchmark average of 46%
- Across the Directorates, engagement levels are highest for the Office of Director-General with engagement of 50% and lowest for Strategy, Policy, Programs and Performance (35%)
- Some of the more notable engagement results for the Department are:
 - 94% of staff are committed to helping the department succeed
 - 97% of staff are committed to doing their job well
 - 66% of staff speak highly about how the department meets its service commitments and 58% would recommend the department as a place to work. This compares to the Australian average of 68% and 54% respectively
 - Areas with relatively high levels of engagement include:
 - Internal Audit and Compliance (67%)
 - Business Management (48%)
 - South East and South West Regions (45%)
 - Strategic Planning Performance Capability (44%)
 - Financial Services (44%)
 - Areas with relatively low levels of engagement include:
 - Communication Services (30%)
 - Planning Performance and Review (31%)
 - Disability & Community Care Services & Multicultural Affairs (31%)

Employee Engagement Drivers

- Ten key drivers of Employee Engagement were identified for the Department of Communities

- The top driver is '*I am committed to the department's values*' with 91% of employees responding positively to this item indicating it is a key strength.
- The two other engagement drivers with a favourable response concerned Client Focus.

Five key drivers of Employee Engagement have lower scores and are highlighted to take action. These were:

- *I see future career opportunities for me in the department*
- *Senior leaders inspire a sense of purpose and direction*
- *You can maintain a work/life balance within the department and still progress*
- *I receive the development I need to do my job well and*
- *My work area is structured effectively to meet its goals.*

The remaining two drivers: '*Senior leaders demonstrate professional integrity* and '*I receive the information I need to perform my job well*' have moderately positive ratings and should be considered for action.

(Note that a significant proportion of staff (just over 50%) defined 'senior leaders' as their immediate manager).

Strengths and Opportunities to Improve

Strengths – Key strengths to build on are those survey items that are performing well and have a high influence on engagement.

Of the top five items identified as strengths:

- One relates to Culture and Values, '*I am committed to the department's values*' (**average score 4.23**) and
- Three concern Client Focus '*I understand how I can contribute to meeting the needs of our clients*' (**4.06**), '*In my work area we listen to the needs of our clients*' (**4.01**) and '*My work area is client focussed*' (**4.03**)

- The remaining key strength to build on concerns Work Environment, *'I have a clear understanding of what is expected of me at work'* (**3.84**)

Opportunities to Improve – are those survey items that are performing poorly and have a high influence on engagement.

- The top item identified as an opportunity to improve was also identified as the second most important driver of engagement for Department of Communities. *'My organisation is effective at attracting and retaining talent'* (**average score 3.02**)

The other items identified as opportunities to improve were:

- *Senior Leaders communicate effectively about changes within the department* (**3.29**)
- *Change is handled effectively within my work area* (**3.23**)
- *I see future career opportunities for me in the department* (**3.24**) and
- *In my work area there is sufficient incentive to perform well* (**3.28**)

Opportunities to Improve – Demographic Differences

Analysis was conducted on the opportunities to improve, to see if certain groups of staff responded more or less positively to these. The details of this analysis are outlined in section 9. In general the results were consistent, with the following key trends:

- Staff who have worked for the department for less than three years, staff in the Office of the Director General and temporary staff were generally the most positive
- Staff who have more than ten years tenure, and males, tended to respond consistently more critically

Age

Age analysis was conducted on the item, *'I see future career opportunities for me in the department'*. The results of this analysis showed that older staff rated this more poorly than younger. Staff in their early to mid thirties rated this broadly in line with the Australian average, but staff older than this were more critical. In

particular staff over the age of 40 (approximately 55% of staff who responded) responded well below the Australian average.

External Benchmarking

Department of Communities is performing above the Australian benchmark average across all survey categories. The department's survey results are also broadly in line with those of the Department of Human Services (Victoria) survey (2009).

Intention to Stay

Staff were also asked how long they intend to stay with the department (and their most likely next move). Results from this indicated that approximately 30% of the department's staff intend to leave within the next three years, with 41% of staff in Corporate Services in particular having similar intentions.

Department Integration

Staff were asked to provide their view of how well integrated the department's services had become. The results from this were:

- Between a quarter and a third of staff said they were not sure (28.3%)
- Almost half (48.1%) said some integration was occurring
- 503 (7.6%) said no integration at all
- 12.7% said well on the way to integration and
- Only 0.5% (34) said full integration

Leadership

When staff were asked to answer questions about "Senior Leadership" they were also asked who they were thinking of when they answered these. The results from this are below. The majority of staff thought about their own manager (50.5%) with twenty to thirty percent of staff also indicating that they thought of other senior leaders including:

- Directors (31.9%)
- Regional Director (29.5%)

- General Manager / Executive Director (25.1%)
- Regional Executive Director / Assistant Director General (23.0%)
- Deputy Directors General (21.0%)
- Director General (19.5%)

Qualitative (Open Ended) Comments

At the end of the survey, staff were asked: *"If you could improve one thing about the department, what would it be and why?"* Staff also chose the 'theme' of their answer. The following were the key themes chosen, and the percent of staff who nominated the theme:

- Communication and Consultation (33.9%)
- Leadership / Management in the Department (32.2%)
- Work environment and resources to do my job (23.7%)
- Learning and development (19.7%)
- Culture and values (16.4%)

2. INTRODUCTION

The purpose of this report is to present the key findings of the Department of Communities Employee Opinion Survey 2011.

Department of Communities engaged the services of Right Management to conduct an Employee Survey during May 2011. Staff surveys conducted by former agencies focused on motivation and satisfaction, rather than engagement, and to reflect current best practice in staff surveys, a move to an engagement measure was agreed. Right Management had previously worked with the Department of Human Services (Victoria) conducting their engagement survey.

- All staff were invited to participate, and to provide access for all staff, the survey was conducted both online and via paper. Staff were asked a series of demographic questions to enable comparisons across different groups within the department. These included:
 - Age
 - Gender
 - Disability
 - Work location (rural/remote)
 - Tenure (current job and the department)
 - Directorate
 - Service area/programme/region
 - Identification as Aboriginal/Torres Strait Islander/South Sea Islander
 - Non/English speaking background
 - Shift work and
 - Classification

- The survey consisted of 68 items which employees were asked to rate using a 5 point Likert scale (1 strongly disagree, 2 disagree, 3 partially disagree/partially agree, 4 agree and 5 strongly agree). Items were divided into eight categories
 - Communication
 - Work environment
 - Culture and values
 - Client focus
 - My immediate supervisor
 - Senior leaders
 - Learning and development
 - Employee engagement
- Staff were also asked to complete a number of additional, specific questions. These included:
 - Which group of leaders they were considering when they answered the "Senior Leaders" items
 - How effectively they thought integration had occurred since the 2009 Machinery of Government changes
 - Intention to stay (and likely next move)
 - What they would change if they could change one thing

For a full copy of the survey see Appendix B.

3. RESPONSE RATES

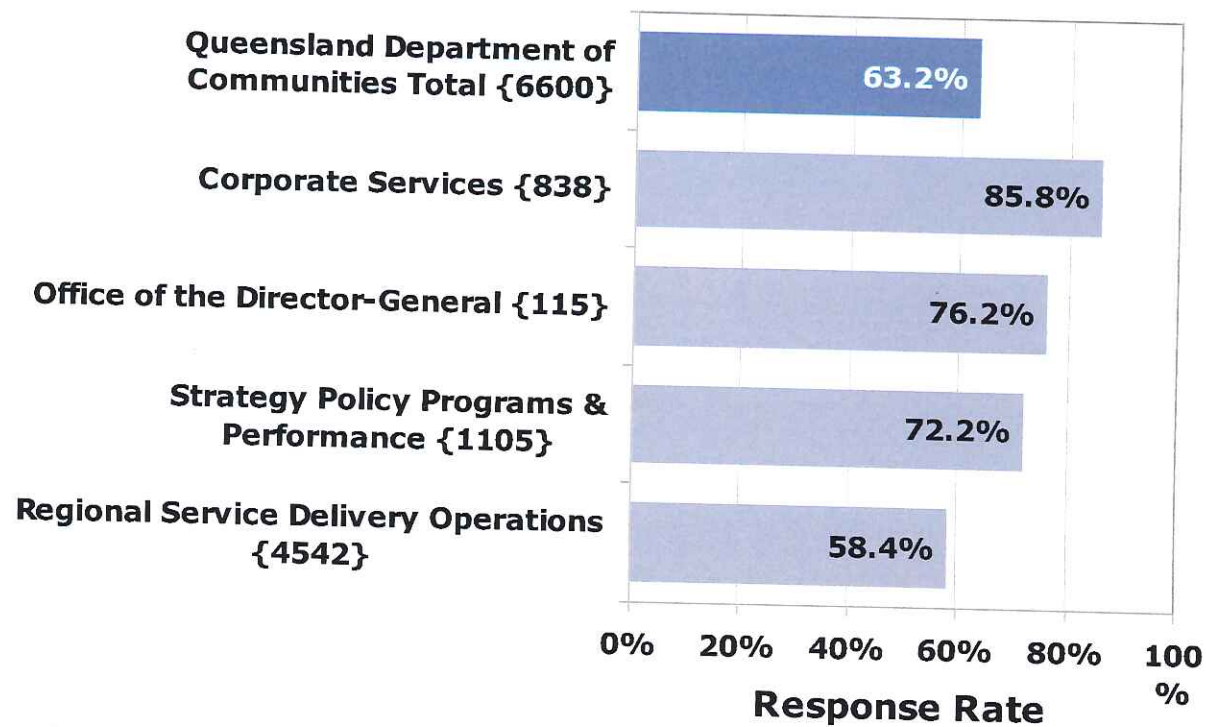
As illustrated in the following table the department's overall response rate was just over 63%.

Very high response rates were seen from Corporate Services, Office of the Director-General and Strategy, Policy, Programs and Performance. Those staff that are based regionally were a little less likely to respond. Nonetheless, a rate of almost 60% from this group represents a very solid level of response.

The overall response rate, in particular, compares favourably to the percentage of staff who responded to the Queensland State of the Service survey in 2010 where the response rate was 36.8%¹."

For a full breakdown of response rates please see Appendix A.

¹ A survey weighting has been used against a data frame of 11,645 head count for Department of Communities

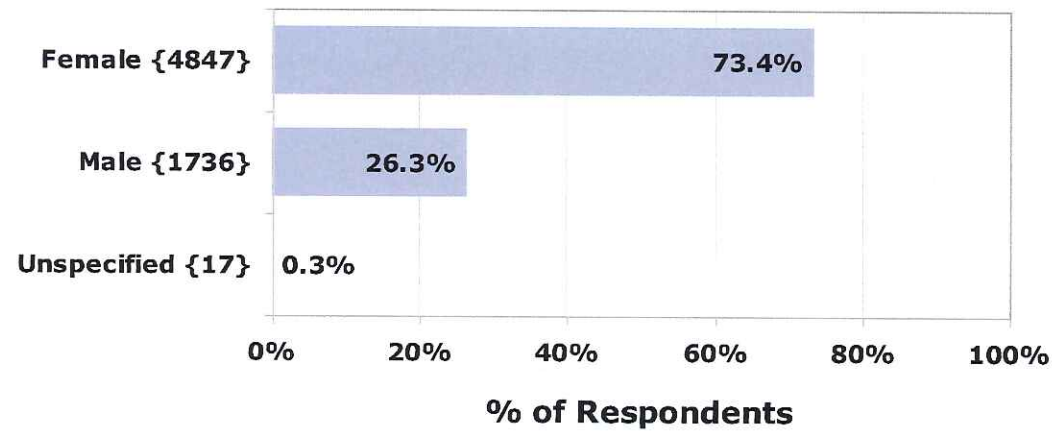


4. DEMOGRAPHIC RESPONSE RATES

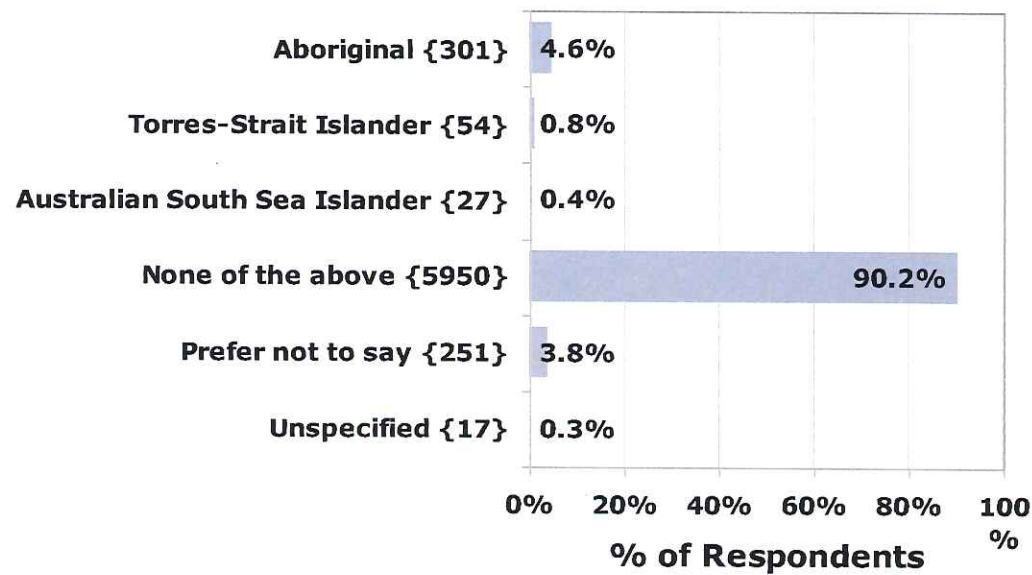
As can be seen in the following tables, some of the key characteristics of the Department of Communities staff who responded to the survey are as follows:

- **Gender:** Approximately 3/4 of staff who responded to the survey were female
- **Indigenous Australians:** Just fewer than 6% of staff identify themselves as Aboriginal, Torres-Strait Islander or Australian South Sea Islander. In particular over 300 staff identified themselves as Aboriginal. This is a slightly higher response rate than the department's workforce data which stands at 4.8% as at 1 July 2011
- **Non-English background.** Approximately 10% of staff who completed the survey had a language other than English as their first language. 70% of this group migrated to Australia and 30% were born here. This is in line with the 8.6% of staff who, according to departmental workforce data, speak a language other than English
- **Disability.** Just under 4% of staff who responded, answered 'yes' when asked if they have a disability. This compares to 5.6% from the department's workforce data as at 1 July 2011
- **Rural/Remote location:** Just over 900 staff (13.7%) who responded to the survey said they work in a rural or remote location
- **Age (Refer Appendix A):** The age group with the largest percentage of survey respondents was the 51 – 60 age group, with over 20% in this category. This suggests a demographic concern for the department, with many, if not most of this group likely to retire in the next five to ten years. Roughly 45% are then between 35 and 50 years of age. Approximately 20% of the survey respondents are less than 30 years of age. These numbers closely reflect the findings of the 2010 State of the Service Employee Survey.

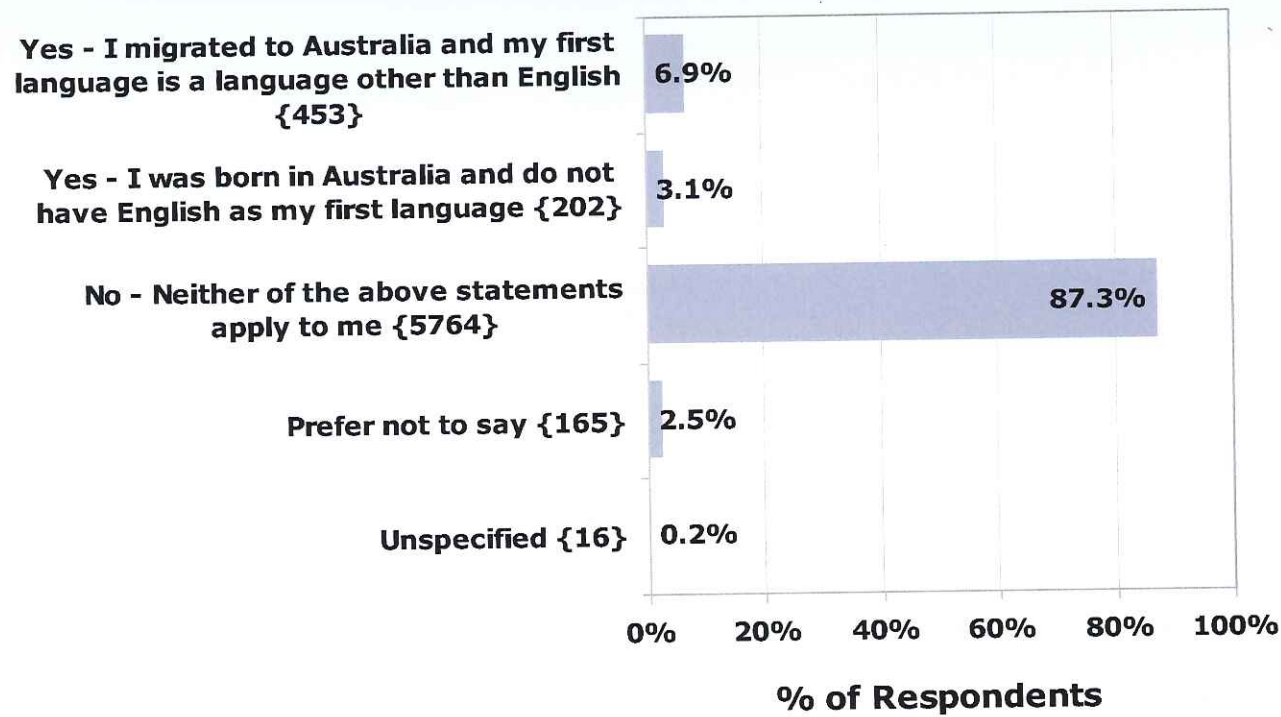
What is your gender?



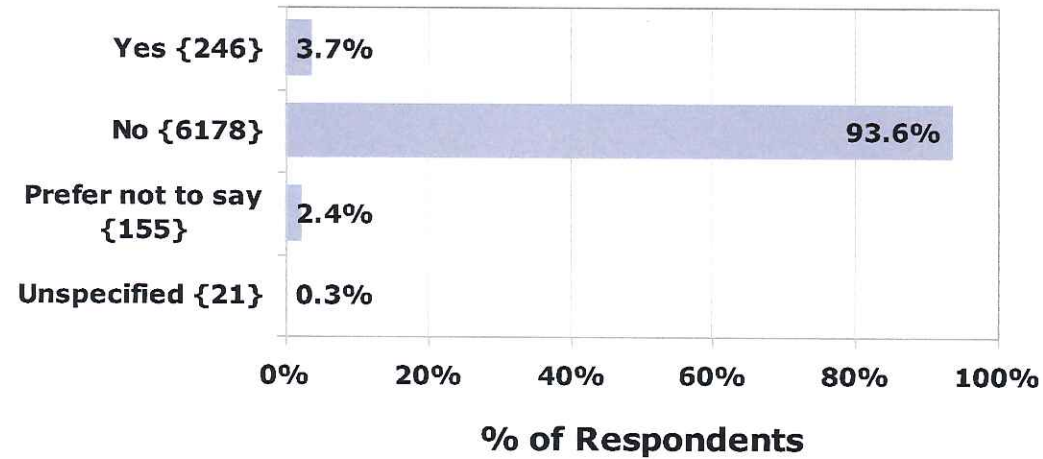
Do you identify yourself as?



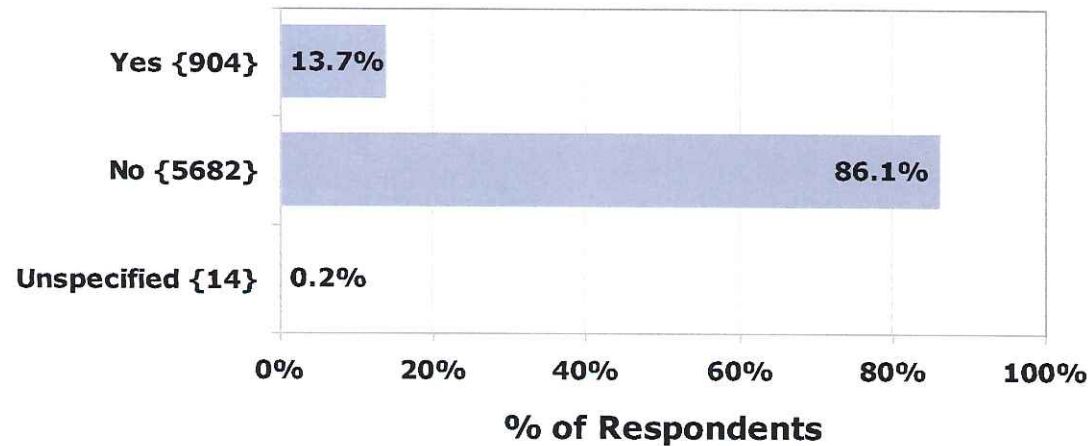
Do you come from a non-English speaking background?



Do you have a disability?



Do you work in a rural or remote location?



5. HIGHEST AND LOWEST RANKED ITEMS

Highest: The items that staff responded most positively to can be seen in Table 1 below. They reflect a very strong values and client focused culture within the department. This was extremely similar to the results of Department Of Human Services (Victoria)'s employee survey, as well as that of the Department of Communities in the 2010 State of the Service result.

Moreover Right Management research (see Section 7 following) shows that some of the strongest drivers of engagement are also the items which the Department of Communities is doing best in (and thus a moderate level of engagement overall). For instance "*I am committed to my organisation's values*" is the strongest driver of engagement in Australia (and globally) - in Public and Private sector. In general however 73% of staff in Australian organisations answer this question positively, and 82% of staff in the public sector answer it similarly so. In the Department of Communities however this is a particular strength with over 91% of staff agreeing or strongly agreeing with this statement.

Lowest: Conversely it can be seen that staff see the Department's attraction and retention of talent as a key issue. This is most likely related to the relatively poor result in career opportunities, recruitment and selection processes. It is likely that many staff not only feel that their opportunities are limited, but that where there are opportunities, how staff are selected for these is not viewed positively. Once again, these issues are also likely to have a significant impact on engagement. In particular, career opportunities not only is a driver of engagement for the Department of Communities, but is for Australian staff in general (and for Public Sector staff). 50% of staff in Australian organisations answer this positively, yet in the department it was under 47% (with 25% disagreeing or strongly disagreeing) - a result in line with the Public Sector average. Thus, although clearly an area of concern it may be one plaguing many parts of the sector. Combined with the large percentage of staff aged over 50 in the Department of Communities, this suggests that retention of staff is not only currently a key issue, but will become even more critically so in the future.

Table 1

HIGHEST RANKED ITEMS (TOP 5)		AVERAGE *	CATEGORY
Q25	I am committed to the department's values	4.23	CULTURE AND VALUES
Q13	I know how to access the department's support services, such as the Employee Assistance Service (EAS)	4.20	WORK ENVIRONMENT
Q35	My immediate supervisor treats me with respect	4.14	MY IMMEDIATE SUPERVISOR
Q32	I understand how I can contribute to meeting the needs of our clients	4.06	CLIENT FOCUS
Q28	My work area is client focused	4.03	CLIENT FOCUS

LOWEST RANKED ITEMS (BOTTOM 5)		AVERAGE *	CATEGORY
Q11	My work area is effective at attracting and retaining talent	3.02	WORK ENVIRONMENT
Q6	Recruitment and selection processes within the department are fair and transparent	3.15	WORK ENVIRONMENT
Q1	Communication between my work area and other departmental areas I work with is effective	3.21	COMMUNICATION
Q10	Change is handled effectively within my work area	3.23	WORK ENVIRONMENT
Q52	I see future career opportunities for me in the department	3.24	LEARNING AND DEVELOPMENT

* Average survey score on a scale of 1 to 5 where 1 = Strongly Disagree and 5 = Strongly Agree.

6. EMPLOYEE ENGAGEMENT

Research indicates that engaged employees work harder, satisfy clients, attract other employees and contribute to long term performance and growth.

Right Management measures overall Employee Engagement using a two construct model². Measured separately, the constructs describe Job Engagement (the level of Engagement a person has to their job) and Organisation Engagement (the level of Engagement they have to their organisation). Each construct is measured using four items relating to job or organisation – Pride³, Commitment, Satisfaction and Advocacy.

To measure Overall Employee Engagement levels at Department of Communities an analysis was undertaken to identify employees who responded positively (i.e., scored either a 4 or 5) to all eight Engagement items (see Table 1 below).

Job Engagement is calculated by identifying those employees who responded positively to all four Job Engagement items.

Similarly, Organisation Engagement is calculated by identifying those employees who responded positively to all four Organisation Engagement items.

Overall Engagement, Job Engagement and Organisation Engagement figures for Department of Communities are provided in Table 1.

Overall Engagement, Job Engagement and Organisation Engagement figures for Directorates within Department of Communities are provided in Table 2.

Finally Engagement levels for key demographic groups within the department can be seen in Table 3.

² The Drivers of Employee Engagement, Robinson D, Perryman S, Hayday S. IES Report 408, 2004. ISBN 1 85184 336

³ Biographical and Climate Predictors of Job Satisfaction and Pride in Organization, Gunter B, Furnham A, The Journal of Psychology, 1996

Some of the key patterns are:

Compared to Australian benchmark

- The department has levels of Organisation, Job and Overall Engagement slightly higher than the Australian benchmark average. This is primarily due to Department of Communities staff high levels of commitment, reflected in items such as:
 - I am committed to doing my best to help the department succeed (20% above the Australian average) and
 - I am committed to doing what is required to perform my job well (15% above the Australian average)

Conversely the department's staff engagement level is being dragged down by relatively poor Advocacy, both for the department's services (3% below the Australian benchmark) and of the department as a place to work (just above the benchmark).

Directorate and Service Area (N.B. Full engagement tables for all Service Areas are attached in Appendix F)

Key engagement results for different divisions within the Department of Communities include:

- **The Office of the Director General** had the highest level of engagement with 50% of staff responding positively to all eight engagement questions (well above the Australian average of 36%). Within the Office of the Director General:
 - Internal Audit and Compliance had especially positive results (67%) as did Office of the Director-General
 - Complaints and Review performed in line with the rest of the department (38%)
- **Regional Service Delivery Operations** had engagement levels broadly in line with the department (39%). However differences within this Directorate include:
 - Relatively positive engagement results for South East Region (45%), South West Region (45%) and North Coast Region (41%)
 - Relatively negative engagement results for Planning Performance and Review (31%), State-wide Services (32%) and Far North Queensland Region (34%)

- **Corporate Services** had engagement levels broadly in line with the department (38%). However differences within this Directorate include:
 - Relatively positive results for Business Management (48%) and Financial Services (44%) and
 - Relatively negative results for Communication Services (30%)
- **SPPP** had the lowest levels of engagement in the department (35%). Differences within this Directorate include:
 - Lowest levels of Engagement for Disability & Community Care Services & Multicultural Affairs (31%), Housing and Homelessness (33%) and Sport and Recreation (33%)
 - Highest levels of Engagement for Strategic Planning and Performance Capability (44%)

Key Demographic Groups (N.B. Full engagement tables for key demographic groups are attached in Appendix G):

Key engagement results for different demographic groups within the Department of Communities include:

- Particularly high levels of Engagement for:
 - Females
 - Staff who identify themselves as Australian South Sea Islanders and
 - Migrants to Australian for whom English is not a first language
 - This compares with staff whose engagement was relatively low, especially:
 - Shift workers and
 - Males

N.B. A slightly more subtle finding from the survey results was that staff who did not want to identify whether they came from a migrant or Australian background (N=166) had very low levels of engagement (16%). Similarly staff who chose not to identify if they had a disability (N=155) also had low levels of engagement. This suggests that there is a small, but not insignificant, group of very disengaged staff, who are not only generally not engaged, but prefer not to share personal information with the department, suggesting a low level of trust. Further examination of the data (for instance examining which location many of these are based in, to see if this is consistent, is recommended).

Table 1: Employee Engagement at Department of Communities

	Queensland Department of Communities	Australian Benchmark
OVERALL ENGAGEMENT	38%	36%
ORGANISATION ENGAGEMENT	50%	46%
I am satisfied with the department as an employer	65%	60%
I am proud to work for the department	71%	63%
I am committed to doing my best to help the department succeed	94%	78%
I speak highly about how the department meets its service commitments	66%	68%
JOB ENGAGEMENT	48%	43%
I am satisfied with my job	63%	58%
I am proud of the work I do	87%	78%
I am committed to doing what is required to perform my job well	97%	84%
I would recommend the department to my friends and colleagues as a great place to work	58%	54%
OVERALL ENGAGEMENT is the proportion of employees who are engaged in their job as well as their organisation, i.e. the proportion of employees who indicated favourable responses in all of the above 8 items.		

Table 2: Directorate Engagement Levels

	Overall Engagement	Organisation Engagement	Job Engagement
Queensland Department of Communities Total {6600}	38%	50%	48%
Australian Average	36%	46%	43%
High Performing Benchmark	53%	65%	59%
Office of the Director-General {115}	50%	59%	59%
Regional Service Delivery Operations {4542}	39%	50%	49%
Corporate Services {838}	38%	51%	47%
Strategy Policy Programs & Performance {1105}	35%	47%	44%



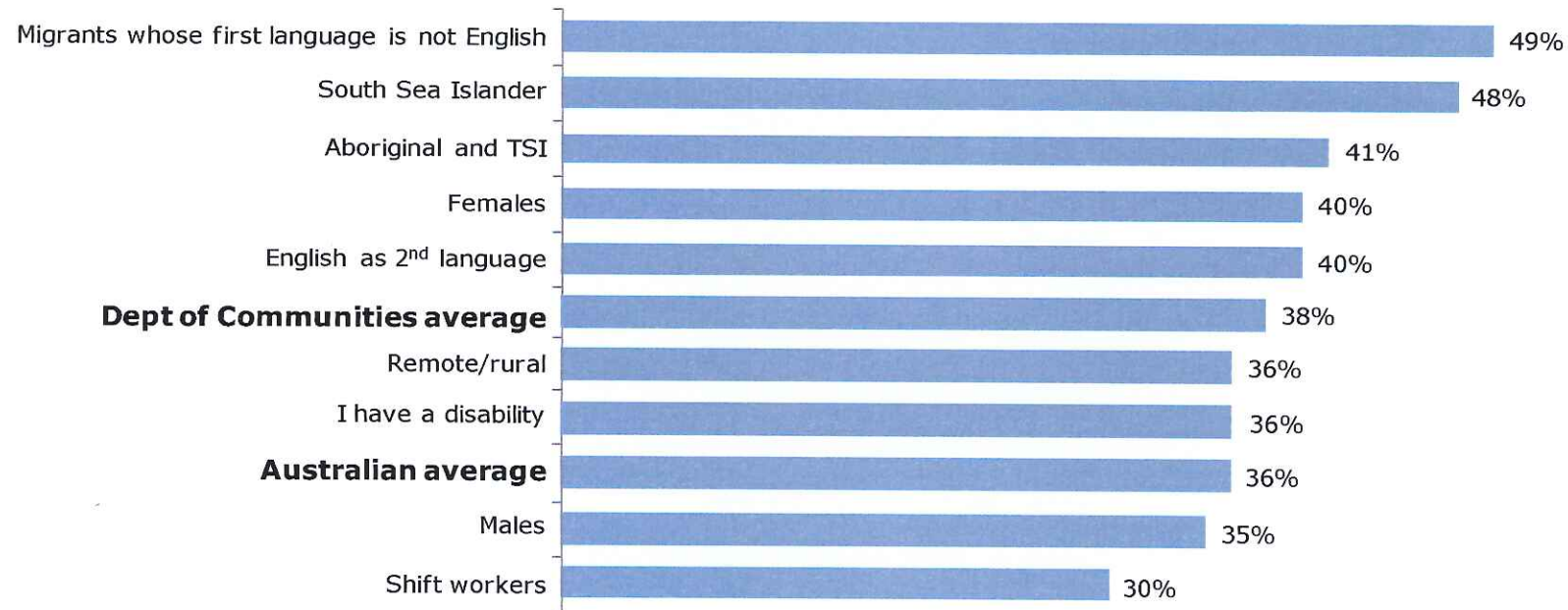
 Directorate with the highest engagement score
 Directorate with the lowest engagement score

Table 3: Key Demographic Group Engagement Levels



7. DEPARTMENT OF COMMUNITIES DRIVERS OF ENGAGEMENT

In order to increase Employee Engagement we need to identify the key drivers or levers that influence it.

Key drivers are identified through conducting correlation and regression analysis on the Overall Engagement measure. The analysis seeks to identify those items which have the most influence on Department of Communities employees' Overall Engagement.

The diagram (below) outlines the results of this analysis and the key drivers (i.e. survey items) presented are those shown to have a **significant** influence on Overall Engagement for Department of Communities.

Red boxes represent items where immediate action is strongly recommended, these items have a high impact on Engagement and less than 60% of employees agreed with this item.

Blue boxes represent items which may be considered for action as between 60% – 70% of employees agreed with these items.

Green boxes represent an opportunity to leverage Key Strengths. Greater than 70% of employees agreed with these items.

Diagram 1: Engagement Driver

Impact Rank	Item	Favourable %
1	I am committed to the department's values	91%
2	I see future career opportunities for me in the department	47%
3	Senior leaders inspire a sense of purpose and direction	50%
4	I understand how I can contribute to meeting the needs of our clients	86%
5	You can maintain a work/life balance within the department and still progress	53%
6	My work area is client focused	79%
7	I receive the information I need to perform my job well	60%
8	Senior leaders demonstrate professional integrity	64%
9	I receive the development I need to do my job well	58%
10	My work area is structured effectively to meet its goals	55%

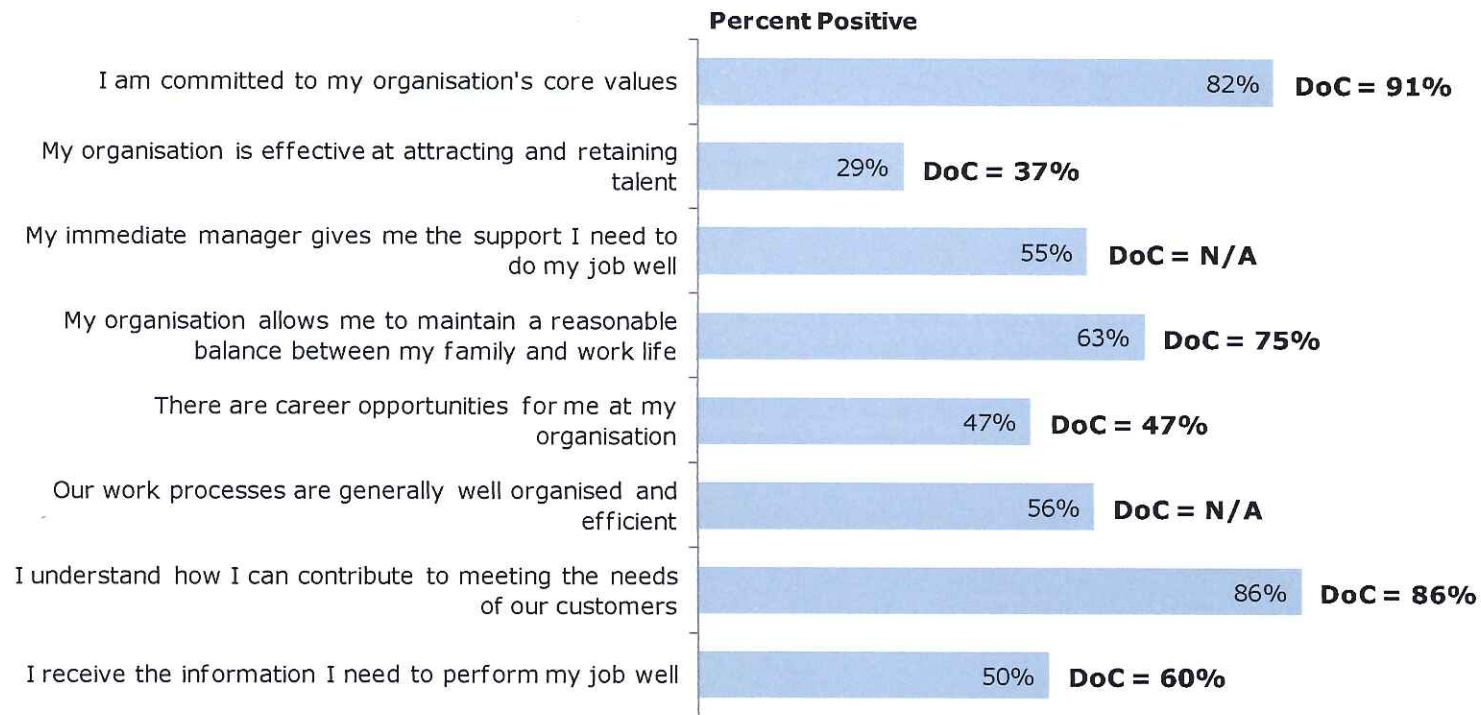
- Take Action (<60%)
- Consider for action (60% - 70%)
- Keep up the good work (>70%)

Table 1: Australian drivers of engagement



Global Benchmarking Study December 2008 Base: 3420 Australia employees

Table 2: Australian drivers of engagement (Public Sector)



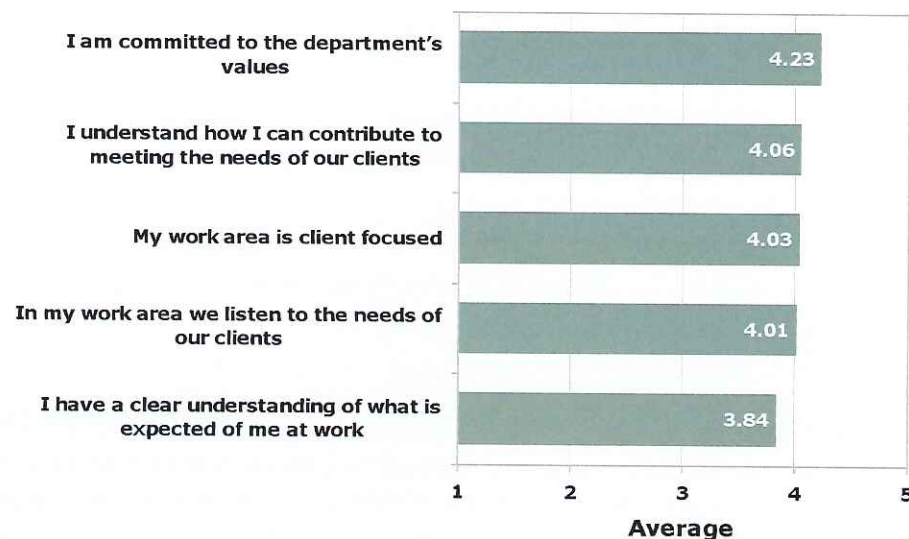
Global Benchmarking Study December 2008 Base: 3420 Australia employees

8. STRENGTHS AND OPPORTUNITIES TO IMPROVE

STRENGTHS

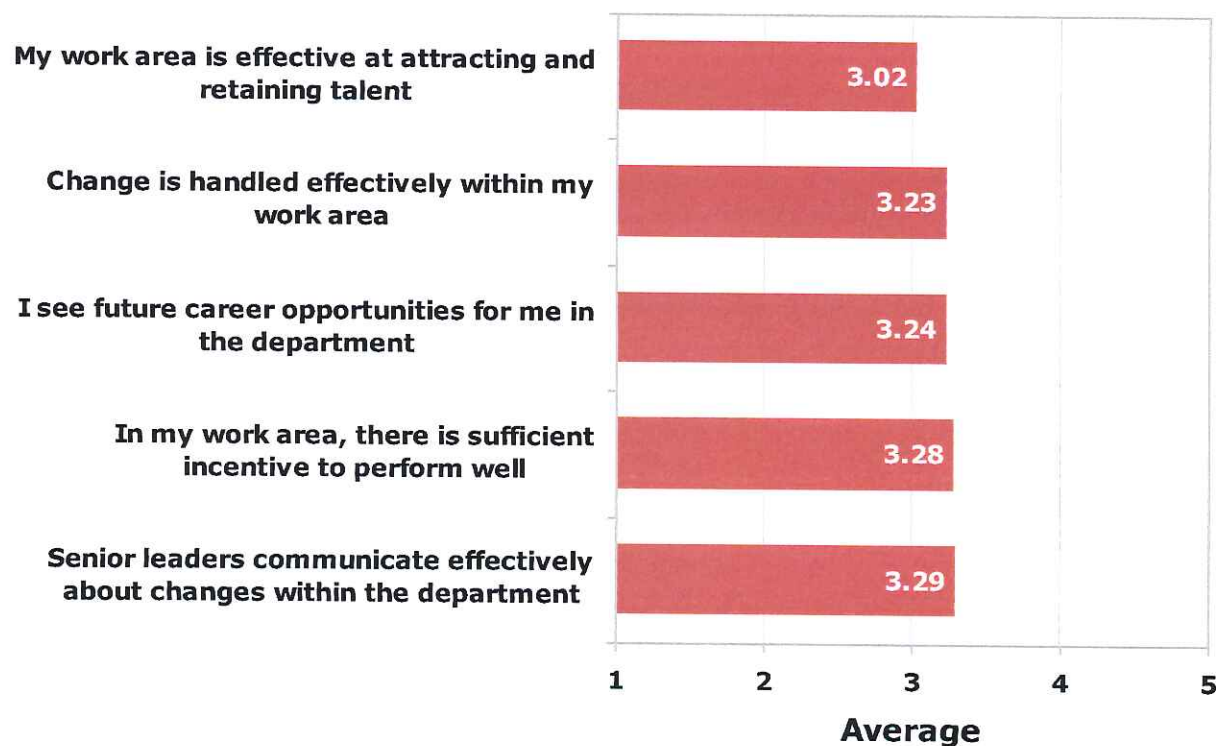
Key Strengths to build on are determined by identifying those survey items that are performing well (high average score on 1-5 scale) and have an influence on (highly correlate with) Overall Engagement. This is a very similar analysis to Drivers of Engagement. The key difference is that the strengths and opportunities to improve are calculated by correlating each individual item with engagement, rather than which *collection* of items correlate with engagement (and thus do not significantly correlate with each other). In essence this is another lens that is placed over the data to try and see if other issues come into focus, and thus extract maximum value from the survey information.

As can be seen in the table below however many of the same patterns emerged through this analysis as emerged from the Drivers of engagement analysis. In particular staff see the link to Values, and the client focus of the department as key strengths.



OPPORTUNITIES TO IMPROVE

Opportunities to improve are determined by selecting lower performing survey items (low average scores on the 1-5 scale) and have an influence on (highly correlate with) Overall Engagement. Once again, although the analysis is supplementary to the Drivers of Engagement analysis, the results are similar with staff seeing the attraction and retention of talent and linked to these career opportunities, as key areas to improve. Moreover the management of change (and its communication) appears to be an area that the department could improve.



9. DEMOGRAPHIC DIFFERENCES

The Department of Communities has an incredibly diverse and complex workforce. To understand whether different groups within this workforce hold different perceptions a range of questions was asked of staff to identify several demographic characteristics. Moreover, to understand the employee experience for different groups, reports for any aggregate of over 20 staff is able to be produced via an on-line dashboard. Finally specific reports for major Directorates, Service Areas and Regions are being written.

Furthermore analysis was done comparing how different groups of staff responded to the eight Employee Engagement questions, as well as those questions which had the biggest impact on engagement. These questions are:

- 'My work area is effective at attracting and retaining talent'
- 'Change is handled effectively within my work area'
- 'I see future career opportunities for me in the department'
- 'In my work area, there is sufficient incentive to perform well'
- 'Senior leaders communicate effectively about changes within the department'

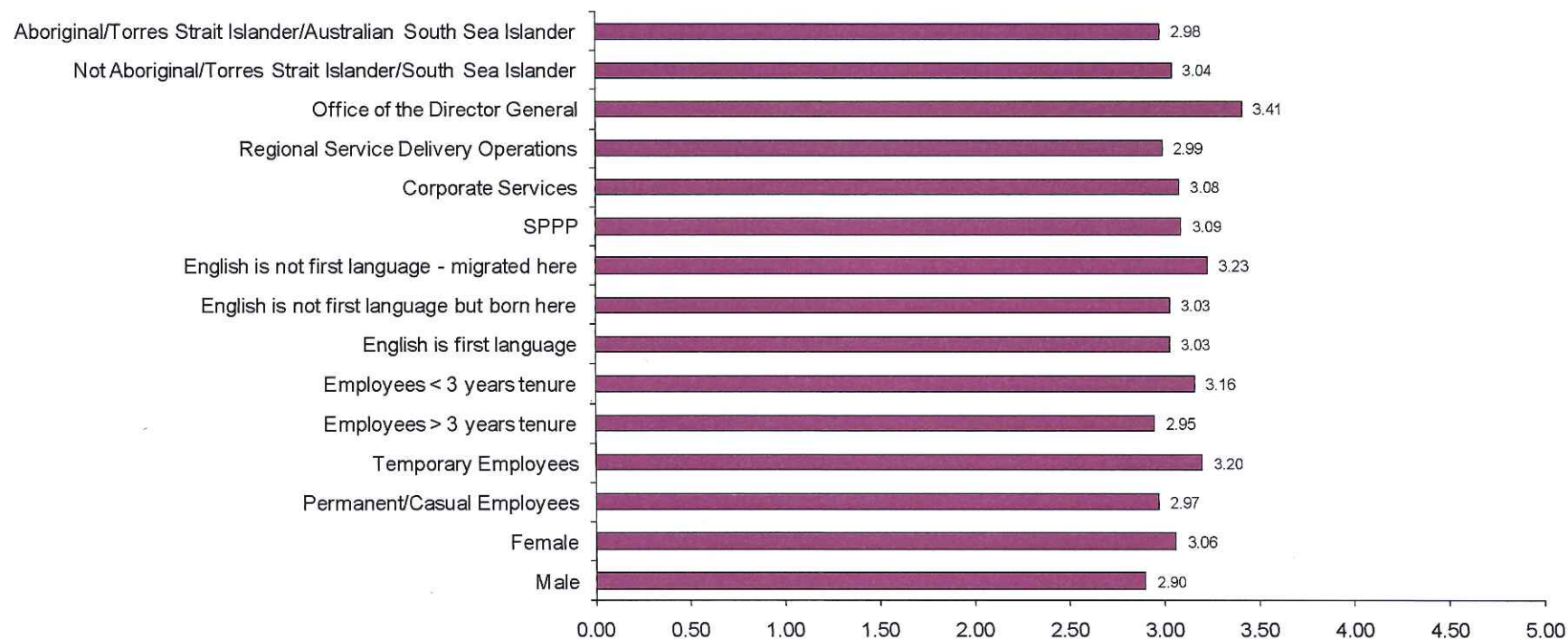
Comparisons on these questions were done using the following dimensions:

1. Directorate
2. Tenure
3. Employment status
4. Gender
5. Identity (Aboriginal/Torres Strait Islander/Australian South Sea Islander)
6. Non-English speaking background

The results of this analysis are summarised in the tables below. Full examination of the key questions and demographic group results on these can also be found in Appendix E.

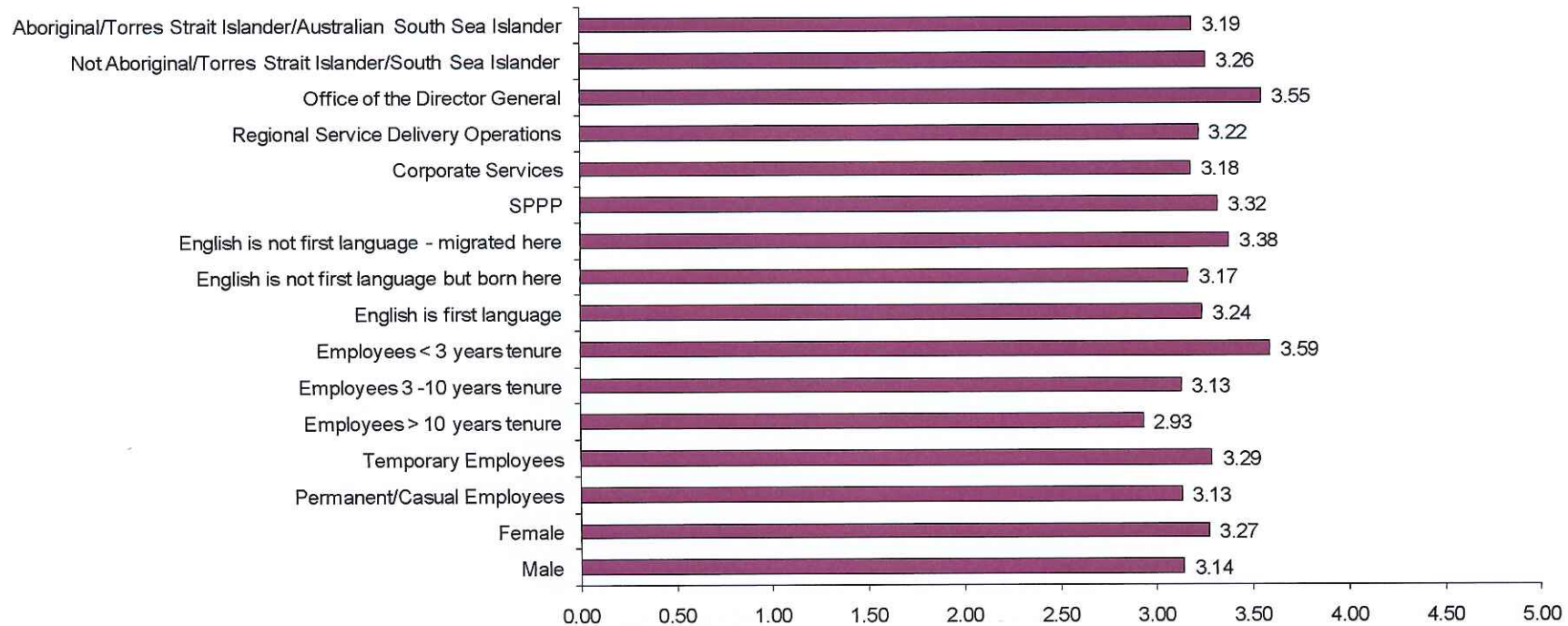
ATTRACTING TALENT

'My work area is effective at attracting and retaining talent'



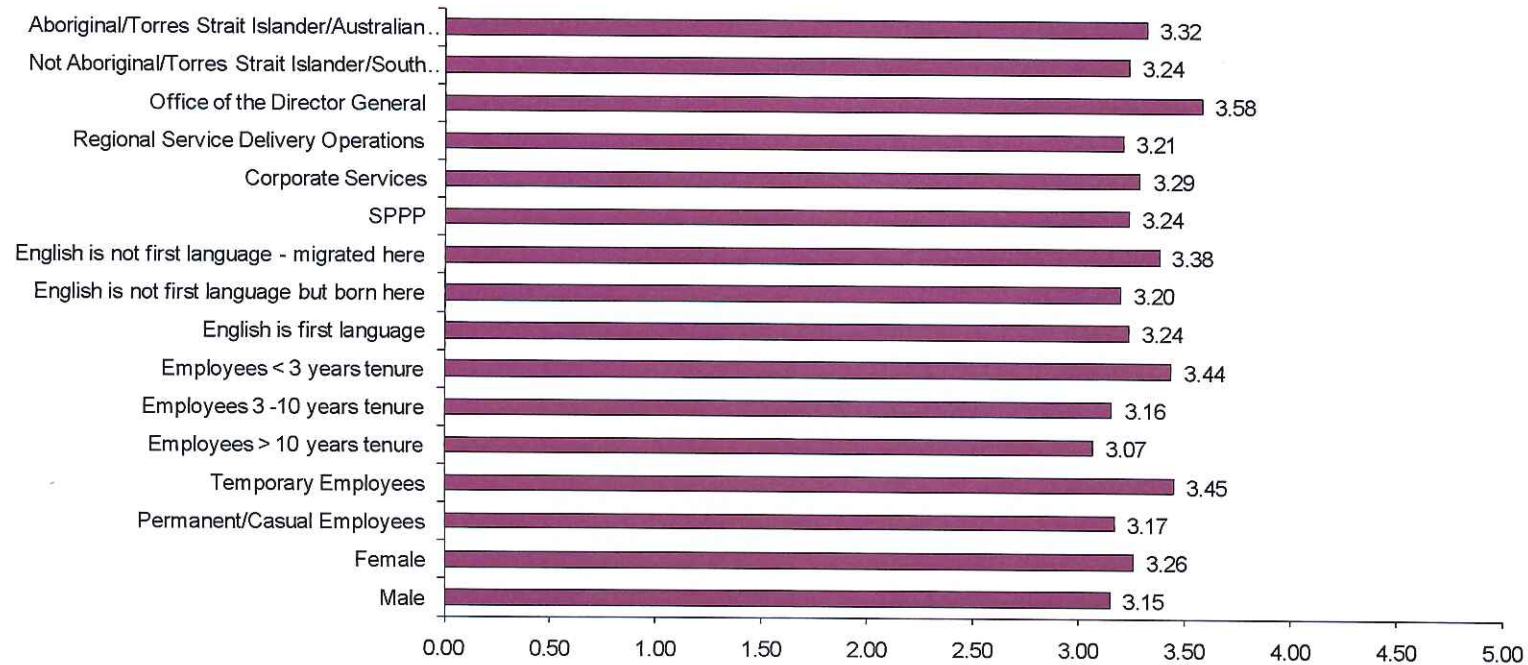
CAREERS

'I see future career opportunities for me in the department'



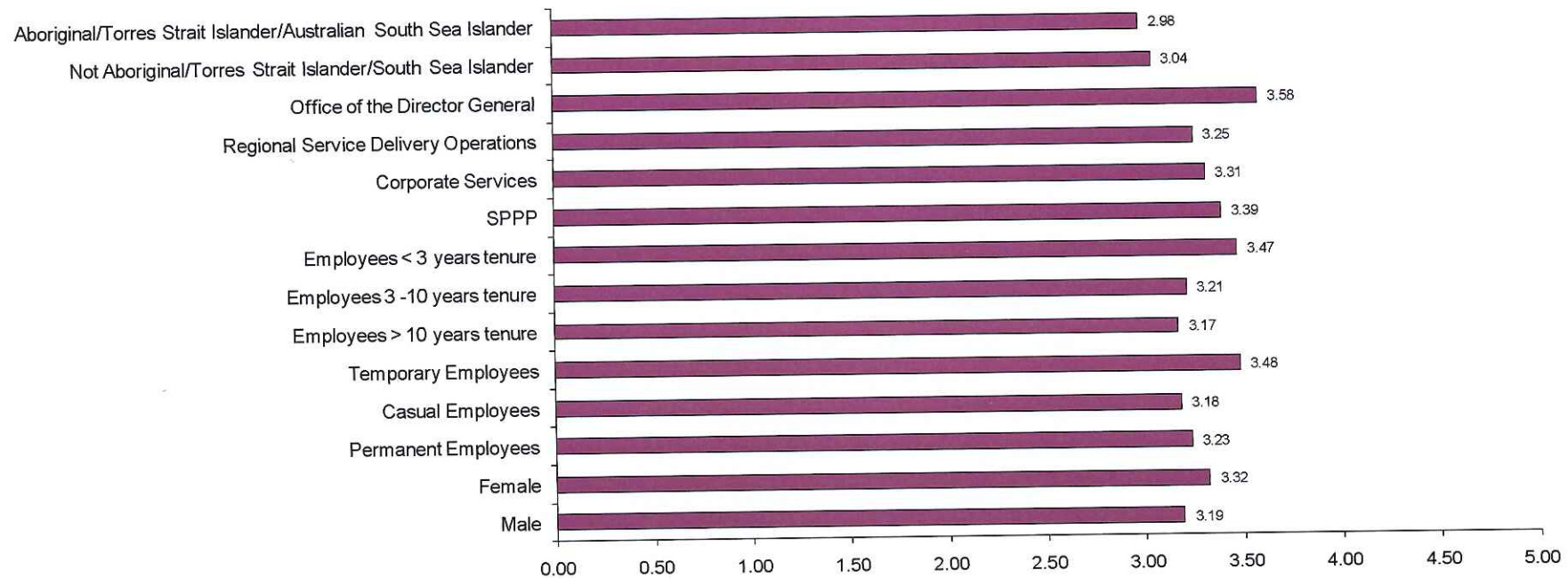
CHANGE

'Change is handled effectively within my work area'



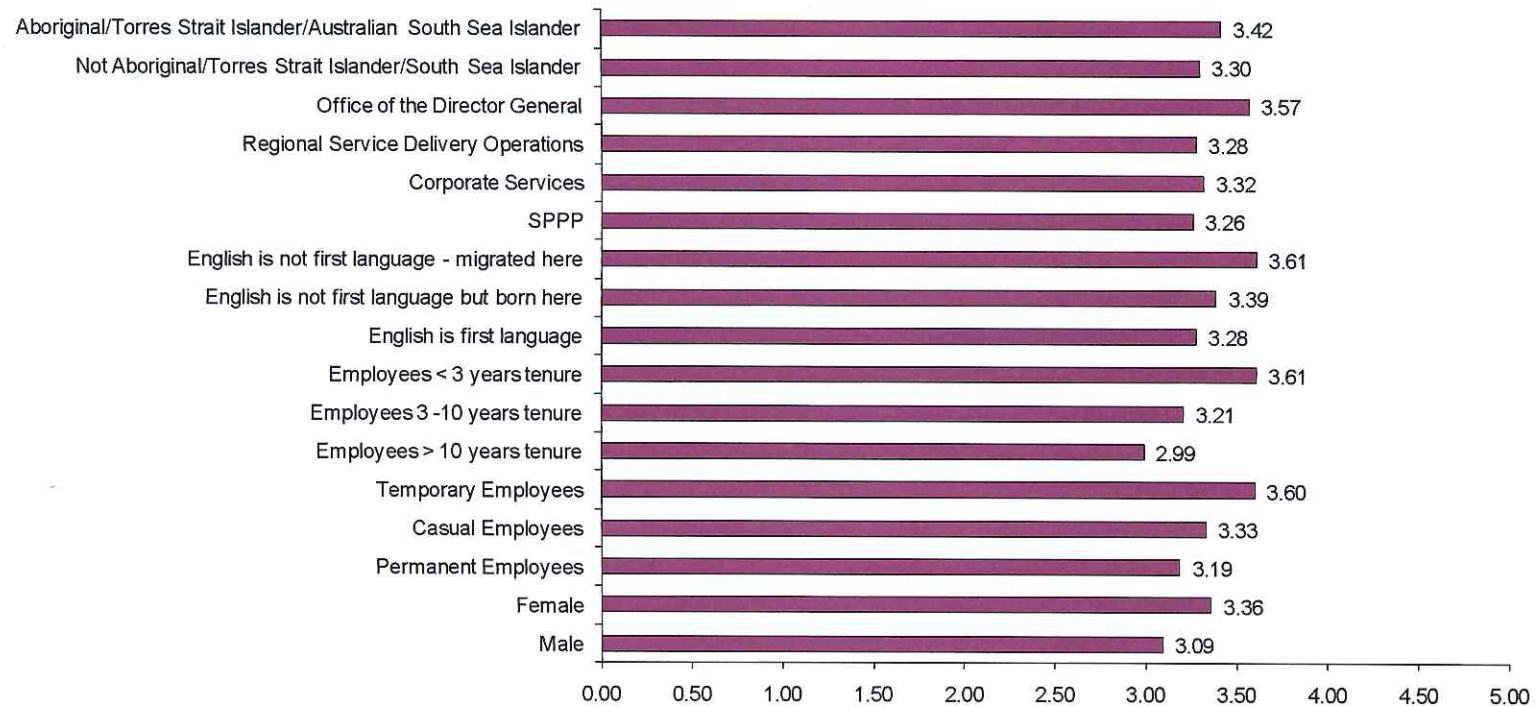
INCENTIVES

'In my work area, there is sufficient incentive to perform well'



COMMUNICATION

'Senior leaders communicate effectively about changes within the department'



EMPLOYEE ENGAGEMENT QUESTIONS

1. Directorate

- Employees in the Office of Director General rated the employee engagement items higher than other directorates
- Employees in Strategy, Policy Programs and Performance rated these engagement items significantly lower than other directorates:
 - *'I would recommend the department to my friends and colleagues as a great place to work'*
 - *'I am proud to work for the department'*
- Employees in Corporate Services rated this item significantly lower than other directorates:
 - *'I am committed to doing what is required to perform my job well'*

2. Tenure

Two patterns of significance emerged from this.

- Those with less than 3 years tenure rated items about the department significantly higher than employees with longer tenure. These included:
 - *'I am satisfied with the department as an employer'*
 - *'I am proud to work for the department'*
 - *'I speak highly about how the department meets its service commitments'*
 - *'I would recommend the department to my friends and colleagues as a great place to work'*
- Employees with 10 or more years' tenure rated their jobs generally higher. For example these items were significantly higher for this group:
 - *'I am committed to doing my best to help the department succeed'*
 - *'I am satisfied with my job'*
 - *'I am proud of the work I do'*
 - *'I am committed to doing what is required to perform my job well'*

3. Employment Status

- Temporary employees rated many employee engagement items significantly higher than other groups. These included:
 - *'I am satisfied with the department as an employer'*
 - *'I am proud to work for the department'*
 - *'I am committed to doing my best to help the department succeed'*
 - *'I speak highly about how the department meets its service commitments'*
 - *'I am committed to doing what is required to perform my job well'*
 - *'I would recommend the department to my friends and colleagues as a great place to work'*

4. Gender

- Females answered all employee engagement items higher than males

5. Identity

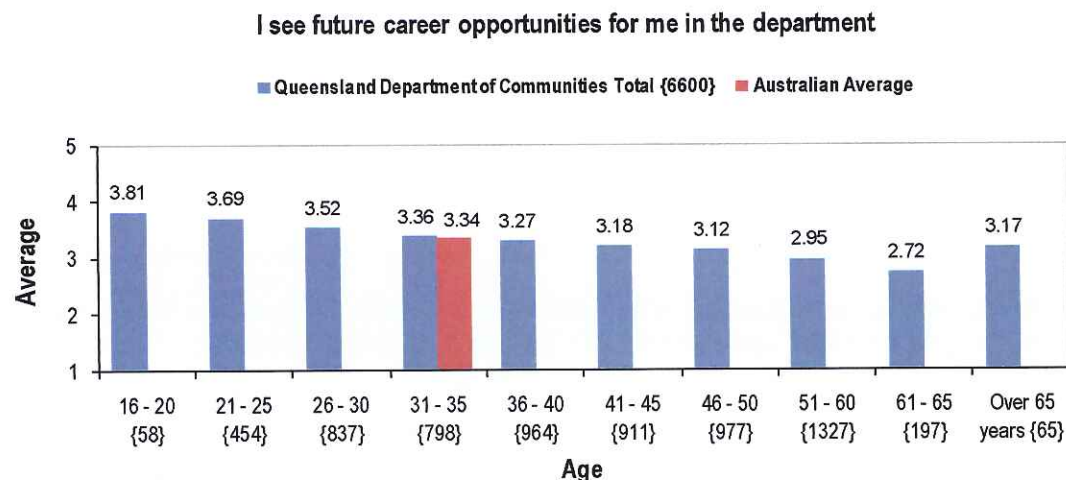
- Employees identifying themselves as Aboriginal/Torres Strait Islander/Australian South Sea Islander were more committed. They rated these items significantly higher than other employees:
 - *'I am committed to doing my best to help the department succeed'*
 - *'I am committed to doing what is required to perform my job well'*

6. Non-English speaking background

- Employees who have immigrated to Australia and whose first language in non-English were more engaged

10. AGE

Specific analysis was conducted to see whether staff of different ages responded in similar ways to the question about career opportunities. As can be seen in the table below, a very clear pattern emerges with older staff seeing less and less opportunity for them to build on their careers at the department than younger staff (with the exception of over 65s). The average score for the question is indicated by the bar graph and the number in brackets at the bottom of the age group represents the number of staff within that age group who responded to that question.



11. EXTERNAL BENCHMARKING

External benchmarking allows Department of Communities to compare its results against those of other organisations. Right Management's 2008 normative benchmarking database was developed based on stratified sampling (using Australian Bureau Statistics and International Labour Organisation statistics) of employee opinions in 15 countries including Australia and New Zealand. A sample of employees was targeted that matched the workforce population (in each country) on several factors, including industry sector and size of organisation. Full details of the Right Management benchmark are attached in Appendix C.

Graph 1 below demonstrates how the Department of Communities is performing against an Australian Federal Government average and Graph 2 compares the department's results to that of the Department Of Human Services (Victoria) survey in 2009. Detailed item by item comparison of the department's results compared to both the Australian benchmark average, as well as the Victorian Department of Human Services is provided in Appendix H.

In general, as can be seen, the department performed very positively relative to the Australian Federal Government benchmark, and broadly in line with the Victorian Department of Human Services (Victoria) results.

Some of the key specific results are:

Department of Communities compared to Australian Federal Government benchmark – category analysis:

- Generally the Department of Communities results were positive compared to the Australian (Federal) government benchmark. Areas of particular strength include:
 - My Immediate Supervisor (the department's average of 3.71 comparing very favourably with the benchmark average of 3.28)
 - Communication (the department's average of 3.49 comparing favourably with the benchmark average of 3.14)
 - Client Focus (the department's average of 3.95 comparing favourably with the benchmark average of 3.73)

Department of Communities compared to Australian Federal Government benchmark – Item comparison

Items where department staff responded noticeably different to the Australian public sector average include:

Communication

- Communications in my work area are open and honest (department average 3.54, benchmark average 2.88)
- Communication is good in my work area (department average 3.65, benchmark average 3.37)
- I receive the information I need to perform my job well (department average 3.56, benchmark average 3.32)
- My immediate supervisor leads by example (department average 3.86, benchmark average 3.21)
- My immediate supervisor keeps me informed about changes happening within the department that affect my work (department average 3.82, benchmark average 3.41)

Work Environment

- My work area supports flexible work arrangements that meet my needs (department average 3.93, benchmark average 3.59)

Culture and Values

- I receive positive feedback for a job well done (department average 3.64, benchmark average 3.23)
- I am fairly rewarded (e.g. pay, benefits incentives) for the work I do (department average 3.47, benchmark average 3.09)

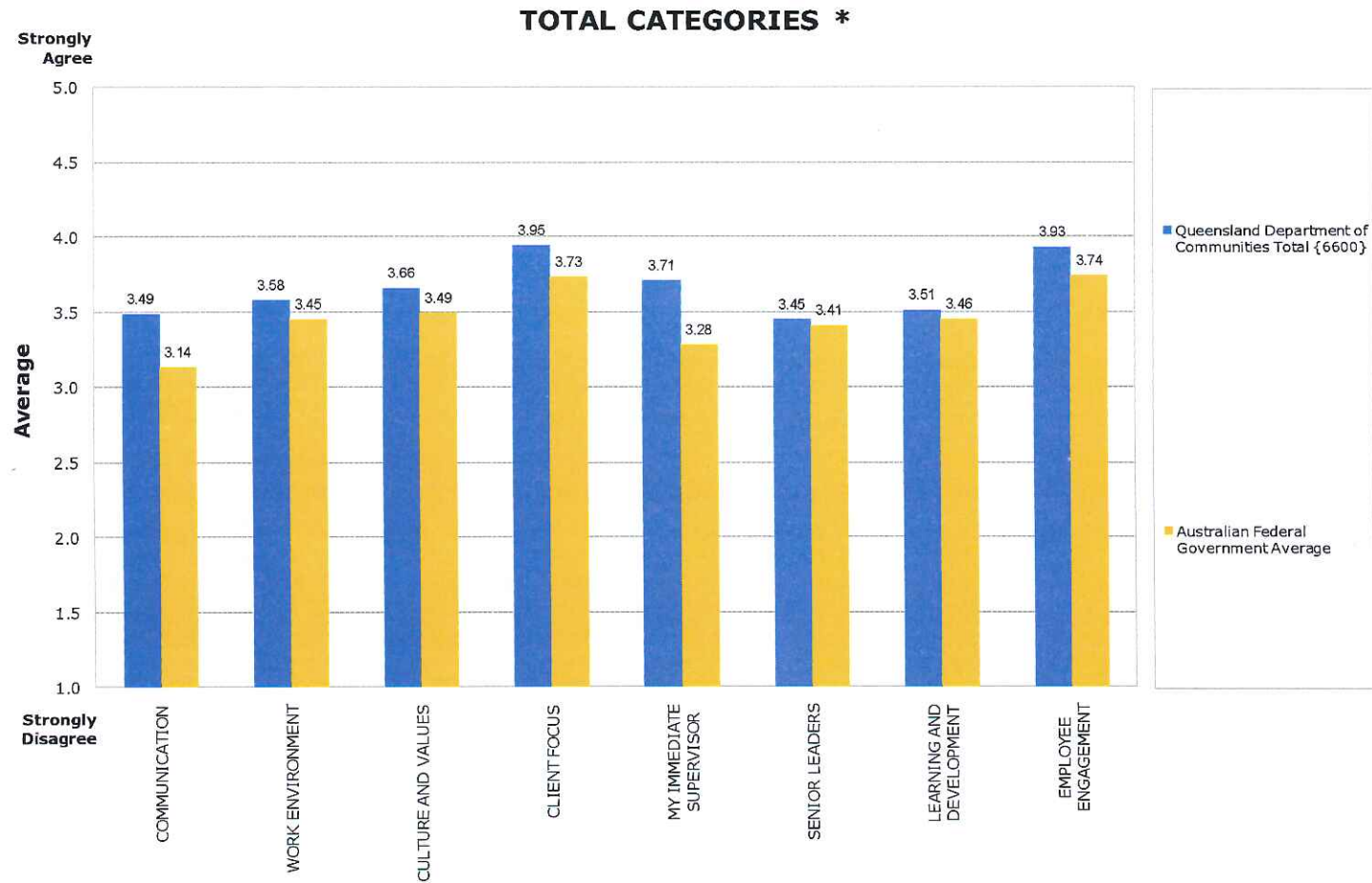
Client Focus

- My work area is client focused (department average 4.03, benchmark average 3.30)

Items however that the Department is doing less well than the benchmark average include:

- Senior Leaders champion diversity (department average 3.5, benchmark average 3.84)
- I have a clear understanding of what is expected of me at work (department average 3.8, benchmark average 3.98)
- The department's strategic plan has been effectively communicated to employee's (department average 3.32, benchmark average 3.68)

Graph 1: Department of Communities External Benchmarking



* Only include benchmarkable items.

* Total Categories only include benchmarkable items.

12. DEPARTMENT OF COMMUNITIES/DEPARTMENT OF HUMAN SERVICES (VICTORIA) COMPARISON

Department of Communities compared to Department Of Human Services (Vic) benchmark-category analysis:

- Generally the Department of Communities results were in line with those of Department Of Human Services (Vic). An area of particular strength was:
 - Communication (department average of 3.49, comparing favourably with Department Of Human Services (Victoria) average of 3.23)

Conversely the department did less well when compared to Department of Human Services (Victoria) on:

- My Immediate Supervisor (department average of 3.84, comparing with Department of Human Services (Victoria) average of 4.01)
- Learning and Development (department average of 3.50, comparing with Department of Human Services (Victoria) average of 3.68)
- Employee Engagement (department average of 3.93, comparing with the Department of Human Services (Victoria) average of 4.07)

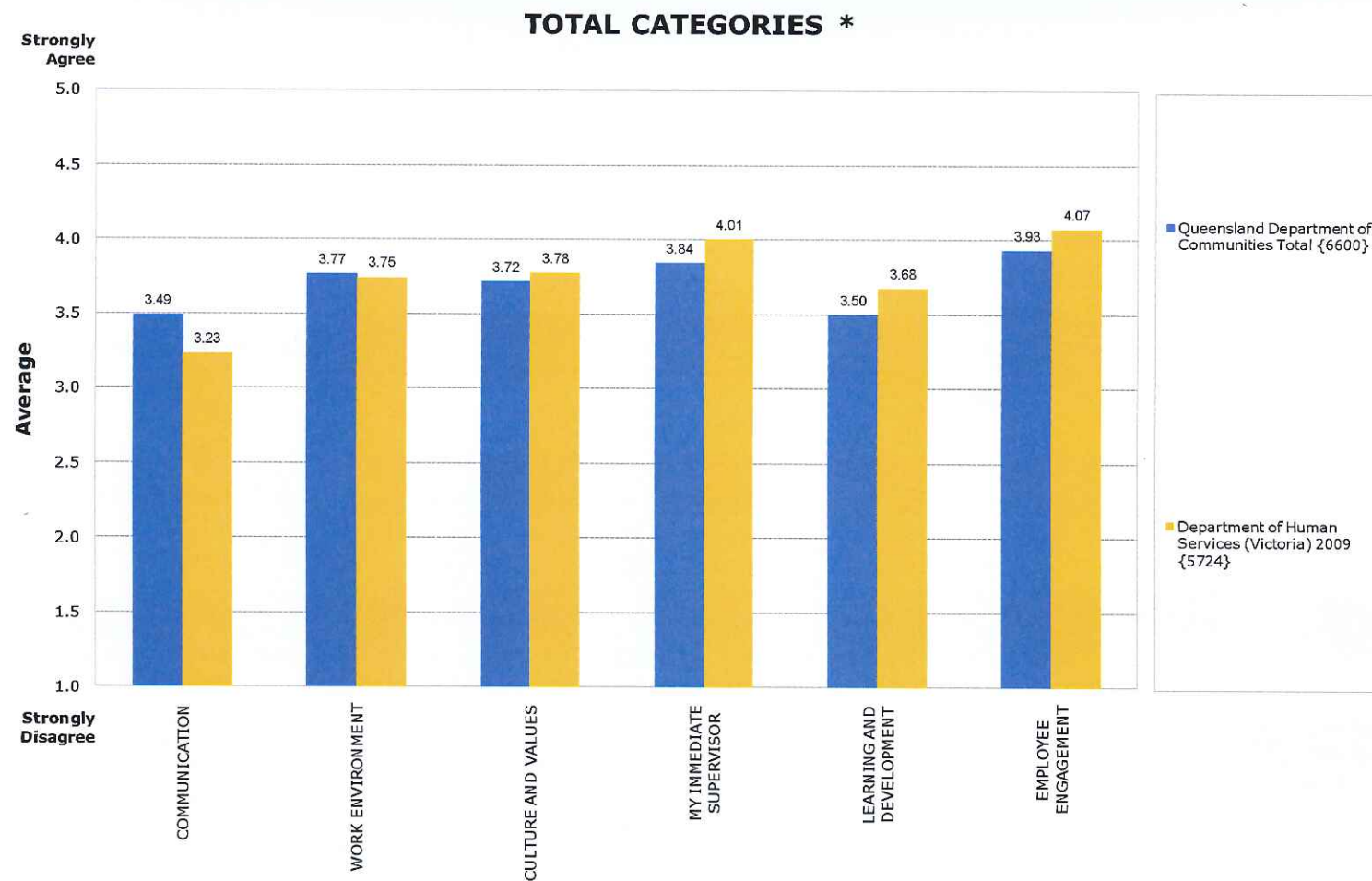
Department of Communities compared to Department of Human Services (Victoria) average - key Item differences

Items where department staff responded noticeably different to the Department of Human Services (Victoria) average include:

- Communications in my work area are open and honest (department average of 3.54, comparing with Department of Human Services (Victoria) average of 3.03)
- People in my work area are accountable for their actions (department average of 3.52, comparing with Department of Human Services (Victoria) average of 3.13)

- My immediate supervisor explains the link between the work I do and the department's strategic plan (department average of 3.48, comparing with Department of Human Services (Victoria) average of 3.72)
- I receive the development I need to do my job well (department average of 3.50, comparing with Department of Human Services (Victoria) average of 3.71)
- I would recommend the Department to my colleagues as a great place to work (department average of 3.59, comparing with Department of Human Services (Victoria) average of 3.82)
- I have a clear understanding of what is expected of me at work (department average of 3.84, comparing with Department of Human Services (Victoria) average of 4.06)

Graph 1: Department of Communities Department of Human Services (Victoria) Benchmarking



* Only include comparable items.

*Total Categories only include comparable items.






13. INTENTION TO STAY

Staff were also asked how long they intend to stay with the department (and those who answered less than three years asked to identify their most likely next move). As can be seen below 30% of the department's staff intend to stay for three years or less, although a similar number also intend to stay over 10 years.

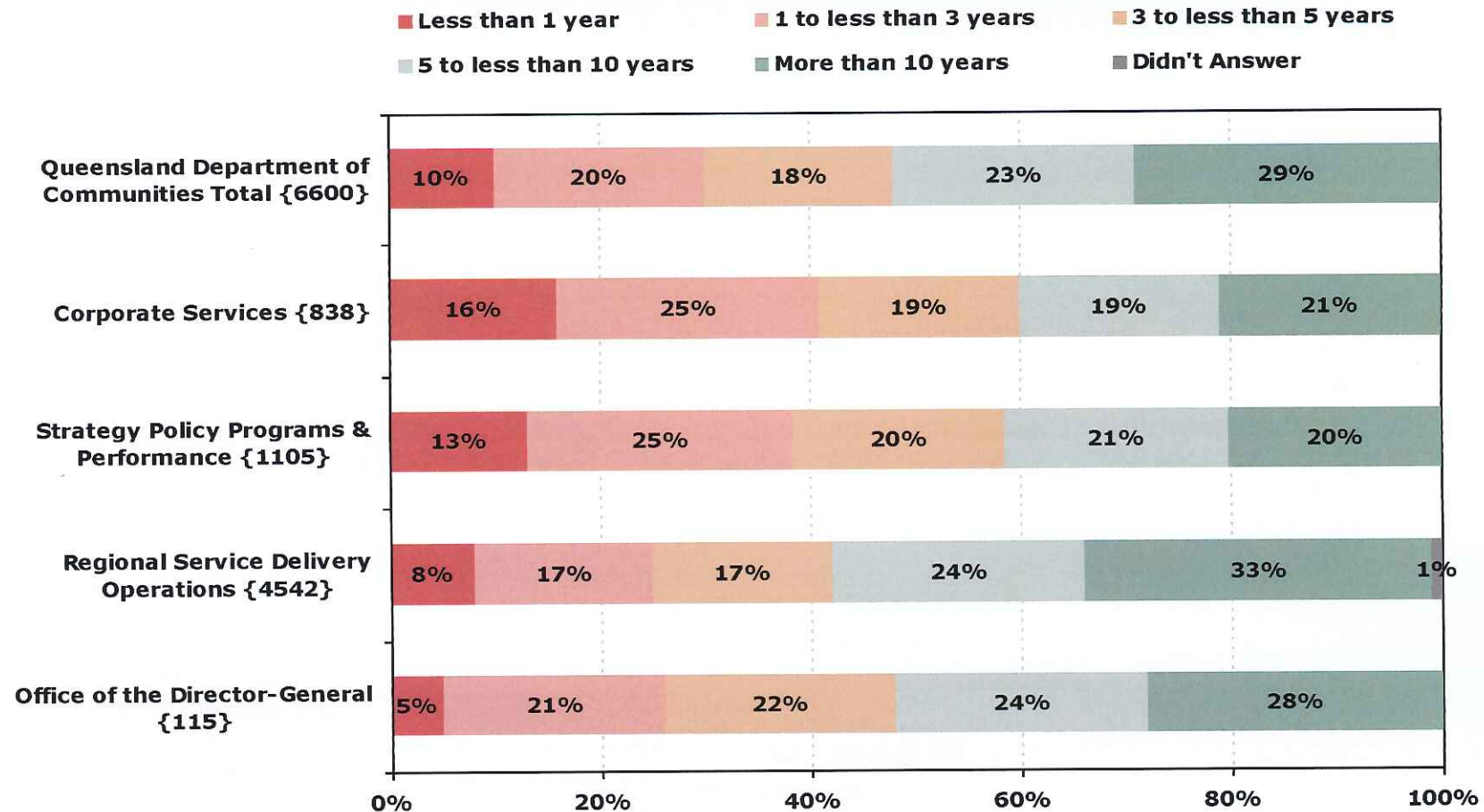
The most likely move for staff who do intend to leave is to another Queensland Government department, with 40% indicating this as their most likely option (and approximately another 10% indicating that they will stay with the public sector but not another Queensland Government department).

There are however some differences between the directorates, for instance as can be seen in the Intention to stay by Directorate Table below. In particular retention appears to be more of a concern in Corporate Services where 41% of staff have responded that they intend to stay for three years or less. This 25% responding this way in Regional Service Delivery Operations and a similar number in the Office of the Director-General (26%).

65. How long do you expect to continue working for the Department of Communities?

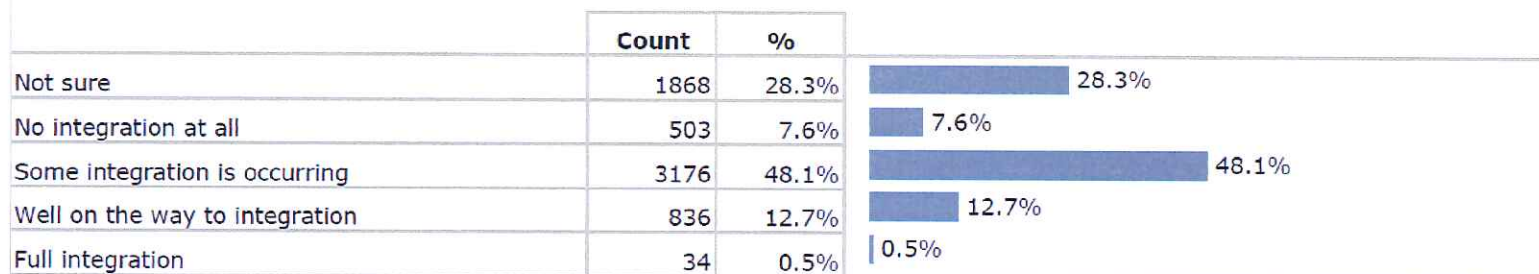
	Count	%	
(a) Less than 1 year	673	10.2%	 10.2%
(b) 1 to less than 3 years	1291	19.6%	 19.6%
(c) 3 to less than 5 years	1167	17.7%	 17.7%
(d) 5 to less than 10 years	1536	23.3%	 23.3%
(e) More than 10 years	1908	28.9%	 28.9%

Intention to stay by Directorate Table



14. DEPARTMENT INTEGRATION (POST M.O.G.)

68. One of the goals of the Machinery of Government (MOG) change (that commenced in March 2009) was to bring about integrated service delivery for our clients. In your view, how well integrated do you think our services have become?



- As can be seen in the table above the vast majority of staff who have a view on the integration post-machinery-of-government change, feel that some integration is occurring with just under 50% in total responding this way.. Only 7.6% of staff felt that no integration had occurred
- A picture emerges however which shows that there are differences between senior views of service integration and those of staff. For example, 93% of SES officers (N=55) indicated either that 'some integration is occurring' or the department was 'well on the way to integration'. This compares, for example, to AO6 officers (N=744) of whom 67% agreed with the same statements.

15. LEADERSHIP

When staff were asked to answer questions about "Senior Leadership" they were also asked who they were thinking of when they answered these. The results from this are displayed in the table below. As can be seen the majority of staff thought about their own manager when answering these questions. Between 20 and 30 percent of staff also indicated that they thought of other senior leaders including:

- Directors (31.9%)
- Regional Director (29.5%)
- General Manager / Executive Director (25.1%)
- Regional Executive Director / Assistant Director General (23.0%)
- Deputy Directors General (21.0%)
- Director General (19.5%)

50. Please nominate which of the following individual/s or group/s you were thinking of when you answered the questions (42-49) on senior leaders:

Queensland Department of Communities Total {6600}

	Count	%	
Manager	3331	50.5%	50.5%
Director	2108	31.9%	31.9%
Regional Director	1948	29.5%	29.5%
General Manager / Executive Director	1658	25.1%	25.1%
Regional Executive Director / Assistant Director General	1517	23.0%	23.0%
Deputy Directors General	1388	21.0%	21.0%
Director General	1290	19.5%	19.5%
Associate Director General	1131	17.1%	17.1%
Board of Management	932	14.1%	14.1%
Chief Information Officer / Chief Financial Officer	533	8.1%	8.1%
Other	832	12.6%	12.6%

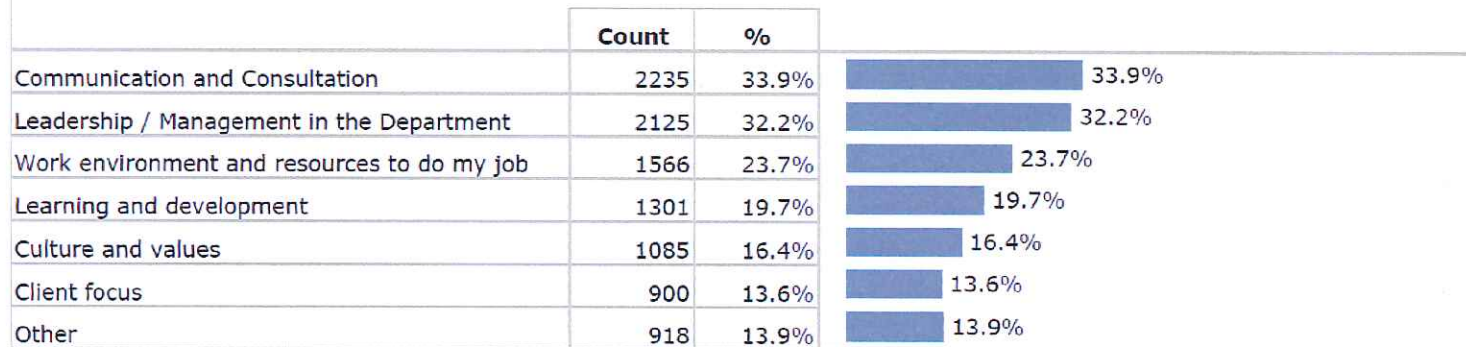
16. QUALITATIVE (OPEN ENDED) COMMENTS

At the end of the Likert scale section of the survey, staff were asked one open ended question: *"If you could improve one thing about the department, what would it be and why?"* Staff were also invited to choose the 'theme' of their answer (with the option to choose more than one theme), from the following:

- Leadership / Management in the Department
- Communication and Consultation
- Work environment and resources to do my job
- Learning and development
- Culture and values
- Client focus
- Other

The results of this question, in particular the key 'themes' chosen are illustrated below.

67. If you could improve one thing about the department, what would it be and why?



As can be seen, the key focus of staff comments, with approximately a third of comments each, were in relation to either Communication and Consultation, or Leadership/Management in the Department. Some examples of the 'typical' comments made are listed below:

"I believe that management need to communicate more effectually with staff on the ground. Many of our staff don't have access to computers which make communication with managers and other staff very difficult and in this age of technology computers are a vital tool to provide a good service. It also means that we are limited to the learning and development opportunities that are available because by the time we receive notice of the course they are either full or closed."

"More communication AND consultation from Management. They make the decision on your current job, then they tell you."

"All large organisations, especially one who's aim is to integrate a broad range of service and program areas and activities based on a client-focus, requires strong leadership and implementing a range of systems including for ICT, learning and continual improvement. Learning from the past, from our activities should be shared; as such, individual and organisational development should be emphasised. Additionally, all leaders (at all levels) need to LEAD change and not become a fatality to it - as such there is a significant need to rethink individual and organisational approaches and spend quality time on matters associated with managing change."

"Ensure that people who reside outside capital areas and head offices have opportunities to advance and participate in decision making."

"Ensuring that communication and strategy is developed bottom up not just top down. Valuing the role and knowledge of service delivery practitioners."

"Communication and cooperation within work areas."

"Too much emphasis on leadership & management and executive management subsequently losing touch with front line service delivery and realities of the job that is entailed and the families in which we serve. This includes addressing problems that significantly impacts upon effective service delivery."

"The Dept needs to develop managers to do their job well. People are employed in management role with years of experience in professional roles however with poor management skills. Professional experience and being a good manager do not necessarily go hand in hand."

"The term leadership is too quickly used. People need to actually demonstrate leadership not just be given it in their title. Just because a person has years of professional experience does not equate to be a good leader."

"Leadership – need to improve quality of leadership – both be able to address poor performance – but also capitalize on strengths and diversity. Some people in these positions lack skills – and therefore use power over rather than power with – and good employees are lost to the department."

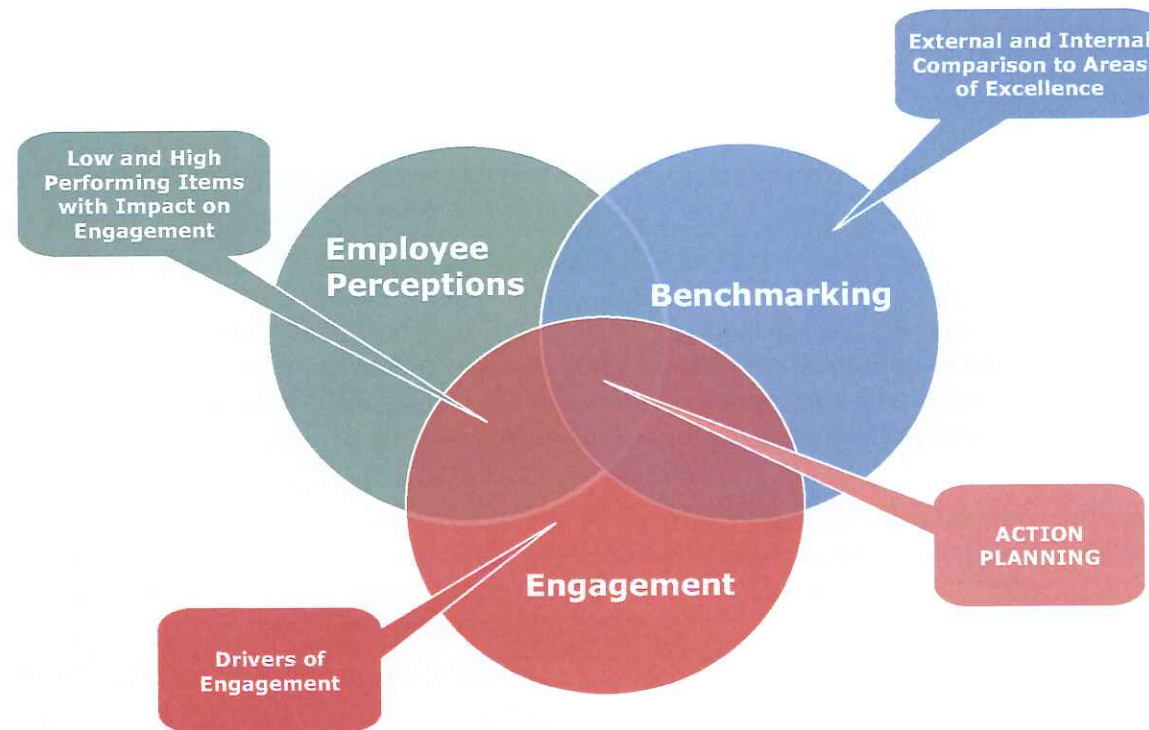
"Also need to value workers – not expect 3 workers to share accommodation designed for 2. Indigenous workers particularly are accepting of this – however they should not even be asked to sleep on couches, share beds, use a swag - when other accommodation is available (at a cost)."

"Need to value our Indigenous workers – too many have left due to inappropriate supervision style. Indigenous workers are essential to us being able to do our work effectively – and should be valued – rather than micro-managed."

17. RECOMMENDED ACTIONS

As outlined in the diagram below, by combining employee perceptions of item performance with Engagement impact analysis and driver analysis, external and internal benchmarking and employee free text comments, we are able to identify key priorities to guide action planning.

Diagram 1: Determining the Key Priorities for Action



Overall the Department of Communities 2011 results are positive and there are a number of good news stories to communicate to employees.

Highlights include having high levels of employee commitment to the department's values, relationships staff have with the immediate supervisor and the strong client focus. Survey ratings are at or above the Australian benchmark average on all survey categories.

Nonetheless there are some specific actions that could be taken to improve the department as a place to work, and these have been listed below, *in priority order*.

Please note that specific reports have been written for the directorates and major service areas with the department, each of which will provide specific recommendations. As such the recommendations below should be seen as the key issues that emerge from an organisation-wide perspective, and as such are likely to require organisation wide action.

Moreover specific reports are able to be generated for any group of 20 staff (or more), each of which provides the five key strengths for that group (items that have received positive feedback and impact on engagement), and the five key areas to address. These reports should also be used to drive local action planning and recommendations.

1. Attracting and Retaining Talent

"My organisation is effective at attracting and retaining talent" was the lowest scoring item with an average score of 3.02 and identified as an opportunity to improve, as it impacted on staff engagement.

This is most likely, in part, due to the responses to the question around career opportunities. That is, the item, *"I see future career opportunities for me in the department"* was scored in the lowest five and also identified as an opportunity for improvement. It was also ranked as second in the impact of engagement drivers.

Moreover given some of the department's demographics, in particular the significant percentage of older staff, it is more than likely that the department will face significant challenge in both attracting required staff, as well as keeping critical staff in the numbers required. This is likely to be exacerbated by both local and global trends impacting on the labour market.

Other critical issues which are most likely having an impact on this include the ability to provide a flexible environment with appropriate work/life balance, and the extent to which staff feel that there are appropriate opportunities for them to learn and grow. These are two of the most often cited drivers of engagement.

The department appears to be doing well in terms of staff achieving an appropriate work/life balance (with an average score on the item *"My work area supports flexible work arrangements that meet my needs"* 10% above the Australian public sector average). However the item, *"You can maintain a work/life balance within the department and still progress"* was scored exactly in line with the public sector average. That is, almost 50% of staff disagreed with this statement (or were neutral), suggesting that career pathways - or the absence of them- are likely to be impacting on staff retention and attraction. This was further evidenced by the fact that less than 50% of staff responded positively to the question, *"There are future career opportunities for me in the department"*. Moreover the application of career opportunities is an area to address given that less than 45% of staff responded positively to the statement, *"Recruitment and selection processes within the department are fair and transparent"*.

Finally, and again a key link to staff attraction and retention, although not exceptionally critical, staff were arguably lukewarm at best when asked the question, *"I am able to access job relevant learning and development opportunities"*, with 60% responding positively, but a not insignificant 40% only neutral or disagreeing. This was also an issue which many staff wrote free text comments about. The key pattern of the comments seemed to be that although there are reasonable learning and development opportunities available, it is frequently very difficult for staff to free themselves up to attend these. There appears to be a culture within the department whereby managers are often hesitant to free staff up to attend the learning and development opportunities that are available.

A related, and possibly exacerbating issue, is the extent to which staff and leaders are utilizing formal departmental systems and processes to provide feedback on performance and capability development. Only 60% of staff said that they 'have a current Achievement and Capability Plan', suggesting there is clear opportunity to use these more consistently and effectively to discuss with staff their achievements, learning and development needs, and the prioritization of appropriate activities.

It is therefore imperative that the department seeks ways to support career and learning and development opportunities for staff, including seeing how those opportunities can be realised given work/ life balance commitments, as well as how to more effectively encourage managers to allow their staff to attend these when they arise. This is likely to have a significant impact on the critical need for retention and attraction of staff.

2. Leadership

One of the strengths within the Department of Communities is the relationship and perceptions staff have about their immediate supervisor. In particular, staff feel their immediate supervisors treat them with respect and are accessible. However there were a few leadership behaviours which department staff are clearly wishing to see significantly more of from the leaders around them. In particular when staff were asked how effectively their *"immediate supervisor explains the link between the work I do and the department's strategic plan"*, only just over 50% agreed. Related to this, when asked about senior leaders (of whom 50% identified their immediate manager) less than half the department's staff rated positively the extent to which leaders, *"inspire a sense of purpose and direction"*. This was also the item that had one of the most significant impacts on whether staff were engaged or not (see Drivers of Engagement section). As such any improvement in this area is likely to have a significant enhancement effect on staff engagement (and thus retention and attraction). Finally one of the key opportunities to improve (that is, item rated poorly with a big impact on engagement) was *"Senior leaders communicate effectively about changes within the department"*.

Overall, although staff feel generally positive about their relationship with their manager/s, there is clearly more focus that can be given by leaders explaining the bigger picture, strategic purpose of the department/directorate or even team, and how the work of the individual contributes to these broader goals. This includes more effective communication of the changes occurring within the department.

Separate to this need to enhance the strategic/purpose conversations that leaders have with staff there is also an opportunity to enhance how managers deal with performance. Less than 50% of staff agreed that their manager, *"appropriately deals with employees that perform poorly"*. This was the most critically rated of all immediate supervisor questions.

3. Change Management

The items *"change is handled effectively within my work area"* and (as mentioned above) *"Senior leaders communicate effectively about changes in my organisation"* also performed poorly and identified as opportunities to improve. Partly reflective of this, in response to question 67, *"how well integrated do you think our services have become?"* 48% of employees responded that some integration is occurring. Although not overly critical, given the time that has passed since the machinery of government change this suggests there is an opportunity to improve this.

This combination suggests that there is more work the department can do to effectively lead and communicate change. Attention should be given to understanding how the change process is being communicated, monitored and evaluated. Do leaders, including senior leaders need more support to drive change communications? What support has been given to employees to navigate and personally manage changes that occur within the business?

4. Performance Incentives

There appears to be some complicated, but important messages for the department about the extent to which staff feel appropriately motivated through incentives. This item *"in my work area, there is sufficient incentive to perform well"* is a key opportunity to improve with 22% of staff actively disagreeing with this (this is almost 1500 of the 6600 staff who completed the survey), and a further almost 30% responding 'neutral'. This appears to relate to more than just pay however, as when asked about pay/incentives etc. a higher percentage felt appropriately rewarded (60%).

The pattern that emerges is that there is one critical issue; the extent to which staff feel they have opportunities to build and advance their careers (a significant incentive in and of itself), as well as some (albeit arguably less) concern for pay/incentives etc.

There is therefore clearly an opportunity for the department to examine how staff are rewarded and respond to incentives, with particular focus to career opportunities and how these are provided.

Given that both these items correlate strongly with engagement, efforts to improve how staff feel about the appropriation of career opportunities (as well as other rewards) would most likely significantly enhance engagement levels within the department.

APPENDIX A – RESPONSE STATISTICS

Service Area:

	NO. OF RESPONSE	% RESPONSE
Corporate Services:		
Business Management - OS	21	2.51%
Communication Services	101	12.05%
Facilities Management	25	2.98%
Financial Services	81	9.67%
HR and Ethical Standards	108	12.89%
Information Services	425	50.72%
Legal Services	16	1.91%
Office of the Deputy Director-General	12	1.43%
Right to Information Privacy and Screening	49	5.85%
Corporate Services Total	838	100.00%
Office of the Director-General:		
Complaints and Review	47	40.87%
Internal Audit and Compliance Services	27	23.48%
Office of the Director-General	41	35.65%
Office of the Director-General Total	115	100.00%
Regional Service Delivery Operations:		
Brisbane Region	588	12.95%
Central Queensland Region	460	10.13%
Far North Queensland Region	360	7.93%
North Coast Region	422	9.29%
North Queensland Region	455	10.02%
Office of the Associate Director-General	7	0.15%
Planning Performance and Review	36	0.79%
Service Delivery Improvement & Support	202	4.45%

South East Region	528	11.62%
South West Region	607	13.36%
Statewide Disability Services	542	11.93%
Statewide Services	335	7.38%
Regional Service Delivery Operations Total	4542	100.00%

Strategy Policy Programs & Performance:		
Aboriginal & Torres Strait Islander Services	88	7.96%
Child Safety, Youth & Families, Community Participation	291	26.33%
Communities Property Portfolio	115	10.41%
Disability & Community Care Services & Multicultural Affairs	250	22.62%
Housing and Homelessness Services	206	18.64%
Office of the Associate Director-General	5	0.45%
Sport and Recreation Services	109	9.86%
Strategy Policy and Performance	41	3.71%
Strategy Policy Programs & Performance Total	1105	100.00%

What is the classification of your current role?

	NO. OF RESPONSE	% RESPONSE
AO1	14	0.21%
AO2	298	4.52%
AO3	787	11.92%
AO4	540	8.18%
AO5	903	13.68%
AO6	744	11.27%
AO7	627	9.50%
AO8	385	5.83%
NAWPAY	2	0.03%
NO3	10	0.15%
OO1	16	0.24%
OO2	34	0.52%

OO3	238	3.61%
OO4	250	3.79%
OO5	59	0.89%
OO6	64	0.97%
PO2	455	6.89%
PO3	482	7.30%
PO4	183	2.77%
PO5	182	2.76%
PO6	22	0.33%
SES	55	0.83%
SO	142	2.15%
TO2	4	0.06%
TO3	5	0.08%
TRN	3	0.05%
ZOO2	1	0.02%
ZOO3	1	0.02%
ZOO5	1	0.02%
<i>Unspecified</i>	93	1.41%
Total	6600	100.00%

Do you work in a rural or remote location?

	NO. OF RESPONSE	% RESPONSE
Yes	904	13.70%
No	5682	86.09%
<i>Unspecified</i>	14	0.21%
Total	6600	100.00%

**How long have you worked for the Department of Communities
(including its former agencies) continuously?**

	NO. OF RESPONSE	% RESPONSE
Less than 1 year	905	13.71%
1 to less than 3 years	1253	18.98%
3 to less than 5 years	1338	20.27%
5 to less than 10 years	1586	24.03%
10 to less than 20 years	1070	16.21%
20 years or more	434	6.58%
<i>Unspecified</i>	14	0.21%
Total	6600	100.00%

How long have you been in your current role continuously?

	NO. OF RESPONSE	% RESPONSE
Less than 1 year	2268	34.36%
1 to less than 3 years	2013	30.50%
3 to less than 5 years	1162	17.61%
5 to less than 10 years	808	12.24%
10 to less than 20 years	256	3.88%
20 years or more	78	1.18%
<i>Unspecified</i>	15	0.23%
Total	6600	100.00%

What is your age?

	NO. OF RESPONSE	% RESPONSE
16 - 20	58	0.88%
21 - 25	454	6.88%
26 - 30	837	12.68%
31 - 35	798	12.09%
36 - 40	964	14.61%

41 - 45	911	13.80%
46 - 50	977	14.80%
51 - 60	1327	20.11%
61 - 65	197	2.98%
Over 65 years	65	0.98%
<i>Unspecified</i>	12	0.18%
Total	6600	100.00%

What is your gender?

	NO. OF RESPONSE	% RESPONSE
Female	4847	73.44%
Male	1736	26.30%
<i>Unspecified</i>	17	0.26%
Total	6600	100.00%

Do you identify yourself as?

	NO. OF RESPONSE	% RESPONSE
Aboriginal	301	4.56%
Torres-Strait Islander	54	0.82%
Australian South Sea Islander	27	0.41%
None of the above	5950	90.15%
Prefer not to say	251	3.80%
<i>Unspecified</i>	17	0.26%
Total	6600	100.00%

Do you come from a non-English speaking background?

	NO. OF RESPONSE	% RESPONSE
Yes - I migrated to Australia and my first language is a language other than English	453	6.90%
Yes - I was born in Australia and do not have English as my first language	202	3.10%
No - Neither of the above statements apply to me	5764	87.30%
Prefer not to say	165	2.50%
Unspecified	16	0.20%
Total	6600	100.00%

Do you have a disability?

	NO. OF RESPONSE	% RESPONSE
Yes	246	3.73%
No	6178	93.61%
Prefer not to say	155	2.35%
Unspecified	21	0.32%
Total	6600	100.00%

Does your job involve shift work?

	NO. OF RESPONSE	% RESPONSE
Yes	645	9.77%
No	5942	90.03%
Unspecified	13	0.20%
Total	6600	100.00%

APPENDIX B – SURVEY QUESTIONS



3 May 2011

Dear Colleague

I am writing to invite you to take part in the Employee Opinion Survey 2011.

The success of the survey depends on as many staff as possible completing and returning the questionnaire. I strongly urge all staff to complete the survey so that your views are known and can influence workplace improvements.

Enclosed is your copy of the Employee Opinion Survey 2011, which will be administered by Right Management—a leading research consultancy with experience within the public sector environment.

Questionnaires should be completed anonymously and returned direct to Right Management in the reply paid envelope provided by 31 May 2011. Your responses are strictly confidential and at no stage will departmental staff have access to your survey response. You will not be asked to give your name. Right Management will only report results collectively, in groups large enough to preserve the anonymity of respondents.

Your senior manager will discuss the results with your team. Workshops will also be held to discuss issues highlighted through the survey and to identify changes to our working practices.

More information about the survey can be found on the Department of Communities' infonet site.

If you require any further information or assistance in relation to the survey, please contact [redacted] Human Resources and Ethical Standards, Department of Communities on [redacted]

Yours sincerely



Linda A Apelt
Director-General

Department of Communities Employee Opinion Survey 2011

We're all ears

Would you like to have a say about your workplace? Now is your opportunity.

You can make a difference so tell us what you think by completing the 2011 Employee Opinion Survey.

Your opinions are important and we value your feedback.

It's strictly anonymous and confidential

An external provider, Right Management, is facilitating the survey. Under the *Privacy Act 2000* Right Management cannot release any information that may identify individuals.

You can be confident you can give open and honest feedback.

Tick the right work location box

Make certain you tick the right box for your work location. This is very important for the accuracy of the results. If you don't know the correct name of your work location, ask your manager for advice.

Complete the survey

This survey will only take around **10 minutes** and should be completed during work hours. We value your feedback and ask that you take the time to answer each question accurately and honestly. For each question, select the response that most reflects your opinion. If you feel a question does not relate to your role, or you do not have an opinion on it, please select 'don't know' or 'not applicable'.

Return the survey

Please complete and return your survey by **Monday, 31 May, 2011**.

Please return your completed survey using the reply paid envelope to:

Right Management
Reply Paid 1519
BRISBANE QLD 4001

Need help?

If you have any questions or require assistance, please contact [REDACTED] from Right Management on [REDACTED]. Alternatively, contact Human Resource and Ethical Standards, Department of Communities, on 3239 0386.

Thank you for taking the time to complete the employee opinion survey and for your valuable contribution

Section 1 - Job Information

Please note that your responses will remain **strictly confidential** and **no individual response will be identified**. Please select **one option** from each of the questions listed below.

A. Current Working Group

Regional Service Delivery Operations

- ☐ ₁₈ North Queensland Region
Community Services, Sport & Recreation

E. How long have you been in your current role continuously? (Please select one option)

- ☐ ₁ Less than 1 year ☐ ₄ 5 to less than 10 years
☐ ₂ 1 to less than 3 years ☐ ₅ 10 to less than 20 years
☐ ₃ 3 to less than 5 years ☐ ₆ 20 years or more

F. Which of the following best describe your current employment at the Department? (Please select one option)

- ☐ ₁ Permanent Full Time ☐ ₅ Temporary Full Time
☐ ₂ Permanent Part Time ☐ ₆ Temporary Part Time
☐ ₃ Casual ☐ ₇ Other (please specify)
☐ ₄ Contract _____

G. What is your age? (Please select one option)

- ☐ ₁ 16 - 20 ☐ ₆ 41 - 45
☐ ₂ 21 - 25 ☐ ₇ 46 - 50
☐ ₃ 26 - 30 ☐ ₈ 51 - 60
☐ ₄ 31 - 35 ☐ ₉ 61 - 65
☐ ₅ 36 - 40 ☐ ₁₀ Over 65 years

H. What is your gender? (Please select one option)

- ☐ ₁ Male ☐ ₂ Female

I. Do you identify yourself as? (You may select more than one option)

- ☐ ₁ Aboriginal ☐ ₄ None of the above
☐ ₂ Torres-Strait Islander ☐ ₅ Prefer not to say
☐ ₃ Australian South Sea Islander

J. Do you come from a non-English speaking background? (Please select one option)

- ☐ ₁ Yes—I **migrated** to Australia **and** my first language is a language other than English
☐ ₂ Yes—One or both of **my parents migrated** to Australia **and** did not have English as their first language
☐ ₃ No—Neither of the above statements apply to me
☐ ₄ Prefer not to say

K. Do you have a disability? (Please select one option)

- ☐ ₁ Yes ☐ ₂ No ☐ ₃ Prefer not to say

L. Does your job involve shift work? (Please select one option)

- ☐ ₁ Yes ☐ ₂ No

B. What is the classification of your current role?

- | | | | |
|---|--|--|---|
| <input type="checkbox"/> ₁ AO1 | <input type="checkbox"/> ₉ NAWPAY | <input type="checkbox"/> ₁₇ PO2 | <input type="checkbox"/> ₂₄ TO2 |
| <input type="checkbox"/> ₂ AO2 | <input type="checkbox"/> ₁₀ NO3 | <input type="checkbox"/> ₁₈ PO3 | <input type="checkbox"/> ₂₅ TO3 |
| <input type="checkbox"/> ₃ AO3 | <input type="checkbox"/> ₁₁ OO1 | <input type="checkbox"/> ₁₉ PO4 | <input type="checkbox"/> ₂₆ TRN |
| <input type="checkbox"/> ₄ AO4 | <input type="checkbox"/> ₁₂ OO2 | <input type="checkbox"/> ₂₀ PO5 | <input type="checkbox"/> ₂₇ ZOO2 |
| <input type="checkbox"/> ₅ AO5 | <input type="checkbox"/> ₁₃ OO3 | <input type="checkbox"/> ₂₁ PO6 | <input type="checkbox"/> ₂₈ ZOO3 |
| <input type="checkbox"/> ₆ AO6 | <input type="checkbox"/> ₁₄ OO4 | <input type="checkbox"/> ₂₂ SES | <input type="checkbox"/> ₂₉ ZOO4 |
| <input type="checkbox"/> ₇ AO7 | <input type="checkbox"/> ₁₅ OO5 | <input type="checkbox"/> ₂₃ SO | <input type="checkbox"/> ₃₀ ZOO5 |
| <input type="checkbox"/> ₈ AO8 | <input type="checkbox"/> ₁₆ OO6 | | |

C. Do you work in a rural or remote location?

- ☐ ₁ Yes ☐ ₂ No

D. How long have you worked for the Department of Communities (including its former agencies) continuously? (Please select one option)

- ☐ ₁ Less than 1 year ☐ ₄ 5 to less than 10 years
☐ ₂ 1 to less than 3 years ☐ ₅ 10 to less than 20 years
☐ ₃ 3 to less than 5 years ☐ ₆ 20 years or more

Section 2 - Survey Questions

INSTRUCTIONS:

Listed below are a series of statements that represent possible opinions that you may currently have about working for the Department of Communities. Some of them relate specifically to you, some to your immediate workplace and some to the Department of Communities as a whole. For each statement, please indicate the extent to which you agree or disagree by selecting **ONE** of the following options:

- **Strongly disagree**
- **Disagree**
- **Partly agree / partly disagree**
- **Agree**
- **Strongly agree**

If you do not have an opinion or do not know please select '**Don't Know/Not Applicable**

Please only circle the response you would like to choose ① ② ③ . If you circle a number that does not represent your response, please change it to a cross ✕, and then circle the correct response.

1. Strongly Disagree

2. Disagree

3. Partly Agree / Partly Disagree

4. Agree

5. Strongly Agree

6. Don't Know / Not Applicable

COMMUNICATION AND WORK ENVIRONMENT

1	Communication between my work area and other departmental areas I work with is effective	1	2	3	4	5	0
2	Communication is good in my work area	1	2	3	4	5	0
3	Communications in my work area are open and honest	1	2	3	4	5	0
4	I am able to manage my workload effectively	1	2	3	4	5	0
5	My work area supports flexible work arrangements that meet my needs	1	2	3	4	5	0
6	Recruitment and selection processes within the department are fair and transparent	1	2	3	4	5	0
7	You can maintain a work/life balance within the department and still progress	1	2	3	4	5	0
8	I work in a safe environment	1	2	3	4	5	0
9	A healthy and safe work culture is actively encouraged in my work area	1	2	3	4	5	0
10	Change is handled effectively within my work area	1	2	3	4	5	0
11	My work area is effective at attracting and retaining talent	1	2	3	4	5	0
12	I have the equipment and/or materials I need to do my job well	1	2	3	4	5	0
13	I know how to access the department's support services, such as the Employee Assistance Service (EAS)	1	2	3	4	5	0
14	I receive the information I need to perform my job well	1	2	3	4	5	0
15	I have a clear understanding of what is expected of me at work	1	2	3	4	5	0
16	People in my work area are accountable for their actions	1	2	3	4	5	0
17	My work area is structured effectively to meet its goals	1	2	3	4	5	0

CULTURE AND VALUES

18	Diversity is valued in my work area (e.g. respect for diversity of people, differences in views and culture)	1	2	3	4	5	0
19	Innovation is encouraged in my work area	1	2	3	4	5	0
20	People in my work area demonstrate professional integrity	1	2	3	4	5	0
21	Collaboration is encouraged in my work area	1	2	3	4	5	0
22	I receive positive feedback for a job well done	1	2	3	4	5	0
23	In my work area, there is sufficient incentive to perform well	1	2	3	4	5	0
24	I am fairly rewarded (e.g. pay, benefits, incentives) for the work I do	1	2	3	4	5	0
25	I am committed to the department's values	1	2	3	4	5	0
26	The department's strategic plan has been effectively communicated to employees	1	2	3	4	5	0

CLIENT FOCUS (including internal and external clients)

27	In my work area we listen to the needs of our clients	1	2	3	4	5	0
28	My work area is client focused	1	2	3	4	5	0
29	My work area acts upon client feedback to improve services	1	2	3	4	5	0
30	We provide services that are valued by our clients	1	2	3	4	5	0
31	I can see how the 'No Wrong Door' approach is assisting our clients	1	2	3	4	5	0
32	I understand how I can contribute to meeting the needs of our clients	1	2	3	4	5	0

Section 2 - Survey Questions (continued)

	1. Strongly Disagree	2. Disagree	3. Partly Agree / Partly Disagree	4. Agree	5. Strongly Agree	0. Don't Know / Not Applicable
LEADERSHIP AND MANAGEMENT						
33 My immediate supervisor provides me with effective, balanced feedback on my performance	1	2	3	4	5	0
34 My immediate supervisor is accessible	1	2	3	4	5	0
35 My immediate supervisor treats me with respect	1	2	3	4	5	0
36 My immediate supervisor actively supports my participation in development opportunities	1	2	3	4	5	0
37 My immediate supervisor is interested in the work I do	1	2	3	4	5	0
38 My immediate supervisor leads by example	1	2	3	4	5	0
39 My immediate supervisor keeps me informed about changes happening within the department that affect my work	1	2	3	4	5	0
40 My immediate supervisor explains the link between the work I do and the department's strategic plan	1	2	3	4	5	0
41 My immediate supervisor appropriately deals with employees that perform poorly.	1	2	3	4	5	0
42 Senior leaders inspire a sense of purpose and direction	1	2	3	4	5	0
43 Senior leaders demonstrate client focus	1	2	3	4	5	0
44 Senior leaders work collaboratively	1	2	3	4	5	0
45 Senior leaders champion diversity	1	2	3	4	5	0
46 Senior leaders support innovation	1	2	3	4	5	0
47 Senior leaders demonstrate professional integrity	1	2	3	4	5	0
48 Senior leaders communicate effectively about changes within the department	1	2	3	4	5	0
49 Senior leaders make decisions consistent with the department's strategic plan	1	2	3	4	5	0
50 Please nominate which of the following individual/s or group/s you were thinking of when you answered the questions (42-49) above on senior leaders (you may choose more than one):						
<input type="checkbox"/> Director General <input type="checkbox"/> Board of Management <input type="checkbox"/> Associate Director General <input type="checkbox"/> Deputy Directors General <input type="checkbox"/> Regional Executive Director/Assistant Director General <input type="checkbox"/> Chief Information Officer / Chief Financial Officer <input type="checkbox"/> General Manager / Executive Director <input type="checkbox"/> Regional Director <input type="checkbox"/> Director <input type="checkbox"/> Manager <input type="checkbox"/> Other (please specify): _____						
LEARNING AND DEVELOPMENT						
51 I receive the development I need to do my job well	1	2	3	4	5	0
52 I see future career opportunities for me in the department	1	2	3	4	5	0
53 I am able to access job relevant learning and development opportunities	1	2	3	4	5	0
54 I am encouraged to take ownership of my own development	1	2	3	4	5	0
55 I have a current Achievement and Capability Plan	1	2	3	4	5	0
56 People in my work area have the capability to do their jobs effectively	1	2	3	4	5	0
EMPLOYEE ENGAGEMENT						
57 I am satisfied with the department as an employer	1	2	3	4	5	0
58 I am proud to work for the department	1	2	3	4	5	0
59 I am committed to doing my best to help the department succeed	1	2	3	4	5	0
60 I speak highly about how the department meets its service commitments	1	2	3	4	5	0
61 I am satisfied with my job	1	2	3	4	5	0
62 I am proud of the work I do	1	2	3	4	5	0
63 I am committed to doing what is required to perform my job well	1	2	3	4	5	0
64 I would recommend the department to my friends and colleagues as a great place to work	1	2	3	4	5	0

65. How long do you expect to continue working for the Department of Communities?

- | | |
|---|--|
| <input type="checkbox"/> ₁ a) Less than 1 year | <input type="checkbox"/> ₄ d) 5 to less than 10 years |
| <input type="checkbox"/> ₂ b) 1 to less than 3 years | <input type="checkbox"/> ₅ e) More than 10 years |
| <input type="checkbox"/> ₃ c) 3 to less than 5 years | |

66. If you responded (a) or (b) above (that is you intend to stay less than three years) please indicate your most likely next move.

- ☐₁ Retirement/semi-retirement
- ☐₂ A job with a different Queensland Government department
- ☐₃ A public service job other than with Queensland Government (e.g. local government, federal government, interstate government)
- ☐₄ A job within the private sector
- ☐₅ A job in the not-for-profit sector
- ☐₆ Self-employed
- ☐₇ Return to full time study
- ☐₈ Other

Section 3 - Open Ended Questions

67. If you could improve one thing about the department, what would it be and why? Please choose the 'theme' of your answer (please note you may choose more than one theme, before writing your comments)

- ☐ 1. Leadership / Management in the Department
- ☐ 2. Communication and Consultation
- ☐ 3. Work environment and resources to do my job
- ☐ 4. Learning and development
- ☐ 5. Culture and values
- ☐ 6. Client focus
- ☐ 7. Other

Please comment:

68. One of the goals of the Machinery of Government (MOG) change (that commenced in March 2009) was to bring about integrated service delivery for our clients. In your view, how well integrated do you think our services have become?

- ☐ 1. Not sure
- ☐ 2. No integration at all
- ☐ 3. Some integration is occurring
- ☐ 4. Well on the way to integration
- ☐ 5. Full integration

Please comment:

APPENDIX C – RIGHT MANAGEMENT'S ADDITIVE BENCHMARK

Our approach to benchmarking is unique in the marketplace as we are able to use both normative and additive benchmarking. Normative benchmarking allows our clients to compare themselves against a representative sample of the workforce population, globally and locally. Our sample is also representative across industries. Thus rather than just compare our clients against other organisations that we happen to have in our database, we can accurately depict how employees compare to other employees that work within a country or sector.

Normative Database

Every second year (i.e. 2006, 2008, 2010 etc) Right Management uses International Labour Organisation (ILO) and local employment agency information (e.g. the Australian Bureau of Statistics) to understand the employment market in 15 countries (incl. Australia, United Kingdom, United States of America, several Asian and European countries). We utilise an independent market research organisation to obtain a representative sample (using stratified sampling techniques) of employees that matches the workforce population (in each country) on several factors, including sector, industry, and size of organisation (more than 50 employees only).

This enables Right Management to provide our clients with a benchmarking capability at the following levels:

- Global
- Global Public Sector
- Australian Public and Private Sector
- Australian Public Sector
- Australian Private Sector

APPENDIX D – ITEM BY ITEM RESULT

		<div> <div>Strengths (5)</div> <div>Opportunities to Improve (5)</div> </div>		<div> <div>Highest Ranked Items (5)</div> <div>Lowest Ranked Items (5)</div> <div>>25% Nil Response or N/A</div> </div>		No. of Responses	Don't Know / Not Applicable	Average	Standard Deviation	Rank (Average)	Agree / Strongly Agree (4-5)	Partly Agree / Partly Disagree (3)	Strongly Disagree / Disagree (1-2)
COMMUNICATION								3.49	0.99				
1	Communication between my work area and other departmental areas I work with is effective					6491	2%	3.21	0.97	53	43.4%	34.5%	22.1%
2	Communication is good in my work area					6584	0%	3.65	1.02	26	65.0%	20.7%	14.3%
3	Communications in my work area are open and honest					6566	1%	3.54	1.07	32	58.7%	24.8%	16.6%
14	I receive the information I need to perform my job well					6581	0%	3.56	0.90	30	60.4%	27.8%	11.9%
WORK ENVIRONMENT								3.61	0.96				
4	I am able to manage my workload effectively					6576	0%	3.77	0.93	19	70.4%	19.5%	10.1%
5	My work area supports flexible work arrangements that meet my needs					6512	1%	3.93	1.00	12	75.3%	14.9%	9.7%
6	Recruitment and selection processes within the department are fair and transparent					6311	4%	3.15	1.13	54	44.6%	28.5%	26.9%
7	You can maintain a work/life balance within the department and still progress					6378	3%	3.39	1.06	43	52.9%	27.5%	19.6%
8	I work in a safe environment					6577	0%	3.97	0.91	7	78.9%	14.0%	7.1%
9	A healthy and safe work culture is actively encouraged in my work area					6553	1%	3.83	0.87	15	74.3%	17.7%	7.9%
10	Change is handled effectively within my work area					6515	1%	3.23	1.05	52	46.6%	29.9%	23.4%
11	My work area is effective at attracting and retaining talent					6362	4%	3.02	1.09	55	37.3%	31.5%	31.2%
12	I have the equipment and/or materials I need to do my job well					6585	0%	3.67	0.91	25	67.8%	21.0%	11.3%
13	I know how to access the department's support services, such as the Employee Assistance Service (EAS)					6519	1%	4.20	0.69	2	92.4%	5.0%	2.7%
15	I have a clear understanding of what is expected of me at work					6583	0%	3.84	0.86	14	74.1%	18.4%	7.5%
16	People in my work area are accountable for their actions					6534	1%	3.52	1.03	34	61.3%	22.7%	16.0%
17	My work area is structured effectively to meet its goals					6516	1%	3.42	0.99	40	54.7%	28.0%	17.3%
CULTURE AND VALUES								3.67	0.95				
18	Diversity is valued in my work area (e.g. respect for diversity of people, differences in views and culture)					6523	1%	3.94	0.88	11	79.0%	14.0%	7.0%
19	Innovation is encouraged in my work area					6496	2%	3.60	0.98	28	63.1%	22.9%	14.0%
20	People in my work area demonstrate professional integrity					6572	0%	3.73	0.96	21	68.6%	21.0%	10.4%
21	Collaboration is encouraged in my work area					6540	1%	3.81	0.91	18	72.9%	18.0%	9.1%
22	I receive positive feedback for a job well done					6566	1%	3.64	1.03	27	64.9%	21.1%	14.0%
23	In my work area, there is sufficient incentive to perform well					6507	1%	3.28	1.05	49	48.6%	29.1%	22.2%
24	I am fairly rewarded (e.g. pay, benefits, incentives) for the work I do					6497	2%	3.47	1.04	39	59.5%	22.7%	17.9%
25	I am committed to the department's values					6548	1%	4.23	0.67	1	91.3%	7.3%	1.5%
26	The department's strategic plan has been effectively communicated to employees					6449	2%	3.32	1.00	46	49.3%	30.6%	20.1%

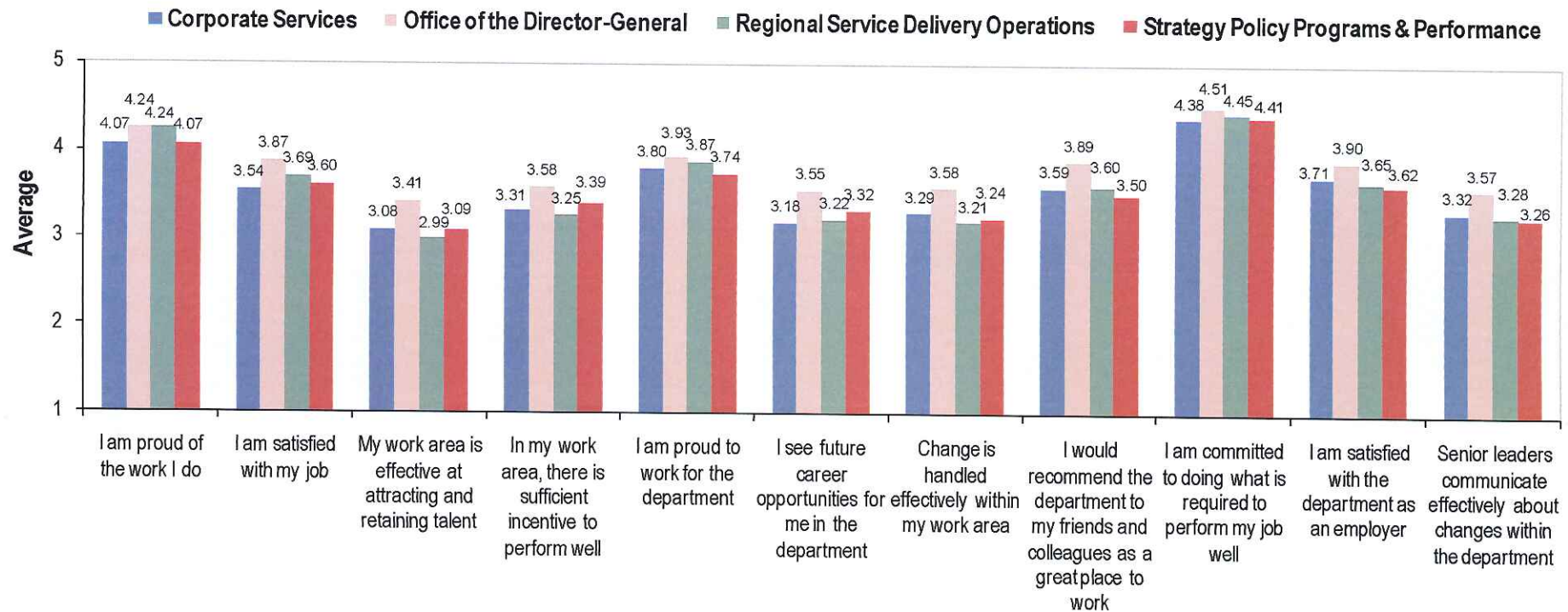
	<div><div></div>Strengths (5)</div>	<div><div></div>Highest Ranked Items (5)</div>		<div><div></div>Opportunities to Improve (5)</div>	<div><div></div>Lowest Ranked Items (5)</div>	<div><div></div>>25% Nil Response or N/A</div>	No. of Responses	Don't Know / Not Applicable	Average	Standard Deviation	Rank (Average)	Agree / Strongly Agree (4-5)	Partly Agree / Partly Disagree (3)	Strongly Disagree / Disagree (1-2)
CLIENT FOCUS									3.83	0.90				
27	In my work area we listen to the needs of our clients						6432	3%	4.01	0.88	6	80.0%	13.9%	6.1%
28	My work area is client focused						6422	3%	4.03	0.90	5	79.5%	14.3%	6.3%
29	My work area acts upon client feedback to improve services						6186	6%	3.69	0.97	23	64.6%	23.7%	11.7%
30	We provide services that are valued by our clients						6285	5%	3.81	0.90	17	69.9%	22.7%	7.4%
31	I can see how the 'No Wrong Door' approach is assisting our clients						5691	14%	3.35	1.05	45	49.9%	29.9%	20.2%
32	I understand how I can contribute to meeting the needs of our clients						6414	3%	4.06	0.73	4	85.6%	11.3%	3.1%
MY IMMEDIATE SUPERVISOR									3.79	1.04				
33	My immediate supervisor provides me with effective, balanced feedback on my performance						6537	1%	3.67	1.10	24	65.3%	18.8%	15.9%
34	My immediate supervisor is accessible						6567	1%	3.96	0.97	9	77.2%	14.5%	8.3%
35	My immediate supervisor treats me with respect						6559	1%	4.14	0.90	3	84.0%	10.6%	5.4%
36	My immediate supervisor actively supports my participation in development opportunities						6464	2%	3.97	0.99	8	76.9%	14.1%	9.0%
37	My immediate supervisor is interested in the work I do						6538	1%	3.96	0.97	10	76.7%	15.0%	8.3%
38	My immediate supervisor leads by example						6525	1%	3.86	1.09	13	71.5%	16.7%	11.8%
39	My immediate supervisor keeps me informed about changes happening within the department that affect my work						6534	1%	3.82	1.03	16	70.7%	17.9%	11.4%
40	My immediate supervisor explains the link between the work I do and the department's strategic plan						6392	3%	3.48	1.09	38	55.0%	25.8%	19.1%
41	My immediate supervisor appropriately deals with employees that perform poorly						5771	13%	3.25	1.19	50	48.3%	25.5%	26.2%
SENIOR LEADERS									3.44	1.06				
42	Senior leaders inspire a sense of purpose and direction						6382	3%	3.29	1.12	47	49.9%	26.3%	23.8%
43	Senior leaders demonstrate client focus						6301	5%	3.50	1.07	37	59.9%	22.5%	17.6%
44	Senior leaders work collaboratively						6049	8%	3.40	1.09	42	54.6%	24.9%	20.5%
45	Senior leaders champion diversity						5937	10%	3.50	1.01	36	58.6%	25.9%	15.5%
46	Senior leaders support innovation						6113	7%	3.41	1.07	41	54.2%	27.0%	18.8%
47	Senior leaders demonstrate professional integrity						6220	6%	3.59	1.06	29	63.6%	21.8%	14.6%
48	Senior leaders communicate effectively about changes within the department						6375	3%	3.29	1.12	48	49.4%	27.3%	23.3%
49	Senior leaders make decisions consistent with the department's strategic plan						5703	14%	3.56	0.97	31	59.8%	28.1%	12.1%

- Strengths (5)
 ■ Highest Ranked Items (5)
 ■ Opportunities to Improve (5)
 ■ Lowest Ranked Items (5)
 ■ >25% Nil Response or N/A

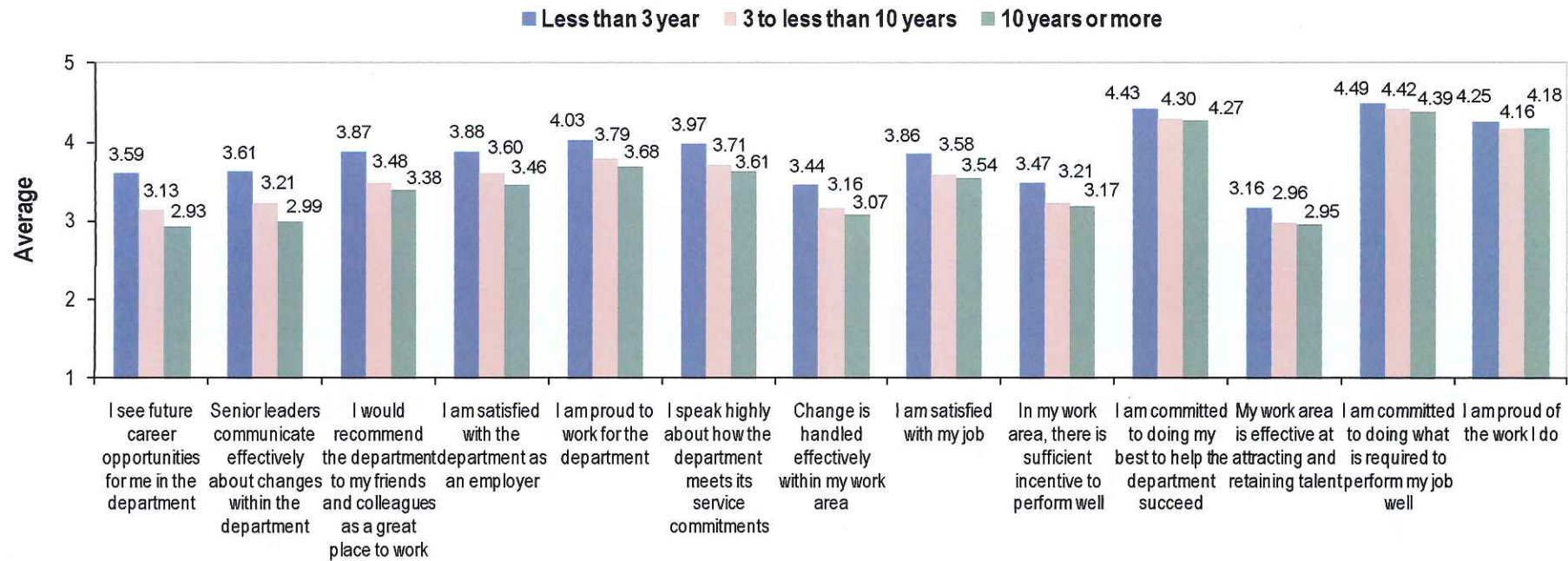
		No. of Responses	Don't Know / Not Applicable	Average	Standard Deviation	Rank (Average)	Agree / Strongly Agree (4-5)	Partly Agree / Partly Disagree (3)	Strongly Disagree / Disagree (1-2)
LEARNING AND DEVELOPMENT				3.51	1.01				
51	I receive the development I need to do my job well	6485	2%	3.50	0.95	35	57.8%	27.8%	14.4%
52	I see future career opportunities for me in the department	6398	3%	3.24	1.13	51	46.8%	28.3%	25.0%
53	I am able to access job relevant learning and development opportunities	6477	2%	3.53	0.97	33	60.0%	25.5%	14.4%
54	I am encouraged to take ownership of my own development	6484	2%	3.75	0.89	20	72.1%	18.7%	9.3%
55	I have a current Achievement and Capability Plan	6262	5%	3.36	1.23	44	59.7%	12.5%	27.8%
56	People in my work area have the capability to do their jobs effectively	6518	1%	3.70	0.90	22	67.4%	23.4%	9.3%
EMPLOYEE ENGAGEMENT		No. of Responses	Don't Know / Not Applicable	Average	Standard Deviation	Rank	Agree / Strongly Agree (4-5)	Partly Agree / Partly Disagree (3)	Strongly Disagree / Disagree (1-2)
OVERALL ENGAGEMENT				3.93	0.87		38.4%	61.3%	0.3%
Organisation Engagement				3.90	0.88		49.9%	49.2%	0.9%
57	I am satisfied with the department as an employer	6551	1%	3.66	0.96	7	65.4%	23.3%	11.3%
58	I am proud to work for the department	6535	1%	3.84	0.94	4	71.2%	20.9%	7.9%
59	I am committed to doing my best to help the department succeed	6556	1%	4.33	0.66	2	93.9%	4.8%	1.3%
60	I speak highly about how the department meets its service commitments	6341	4%	3.77	0.94	5	66.4%	25.0%	8.6%
Job Engagement				3.97	0.86		47.7%	51.8%	0.4%
61	I am satisfied with my job	6573	0%	3.66	0.99	6	62.9%	25.3%	11.8%
62	I am proud of the work I do	6572	0%	4.19	0.79	3	86.8%	9.9%	3.3%
63	I am committed to doing what is required to perform my job well	6582	0%	4.43	0.60	1	96.7%	2.6%	0.7%
64	I would recommend the department to my friends and colleagues as a great place to work	6516	1%	3.59	1.06	8	58.0%	27.9%	14.1%

APPENDIX E – DEMOGRAPHIC DIFFERENCES

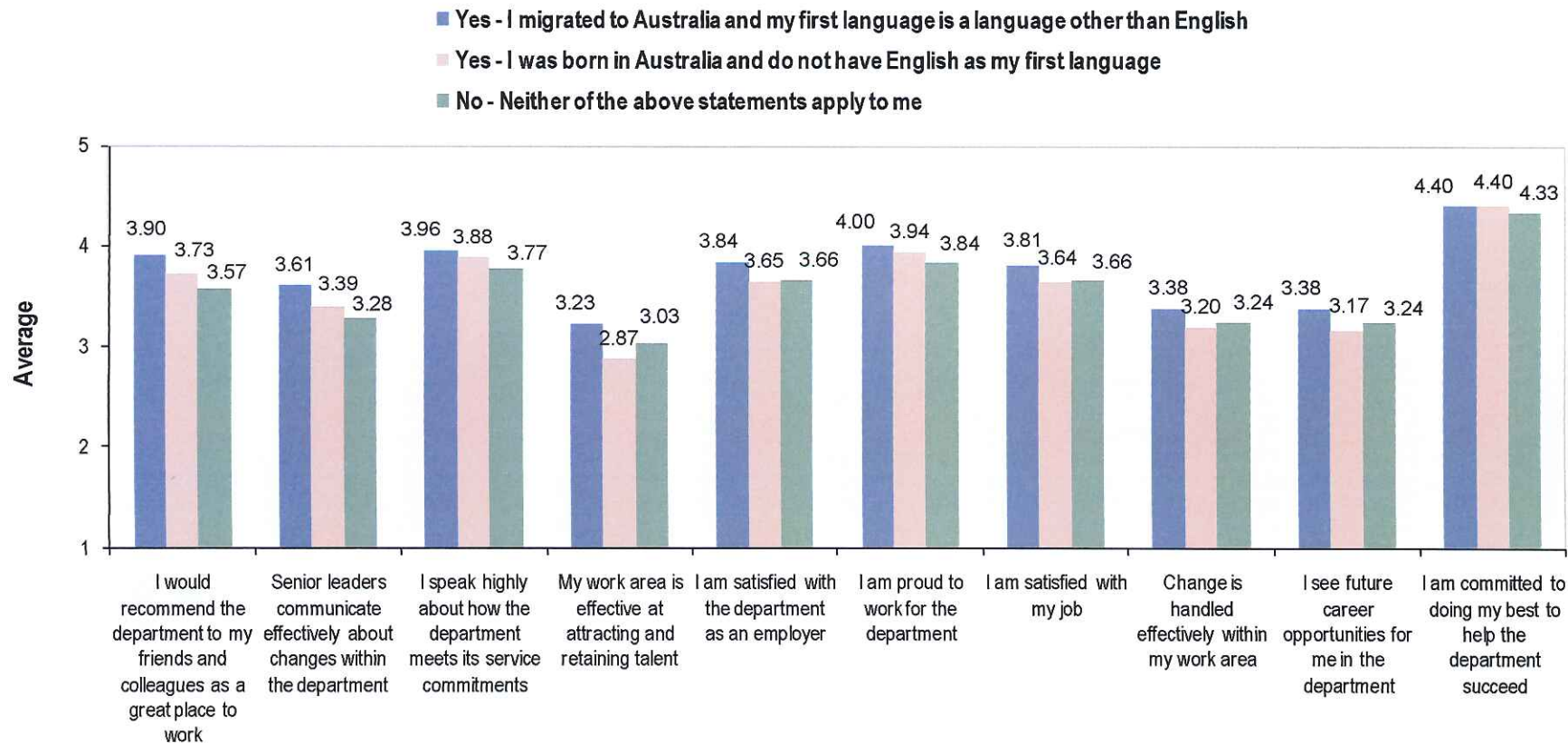
Directorate



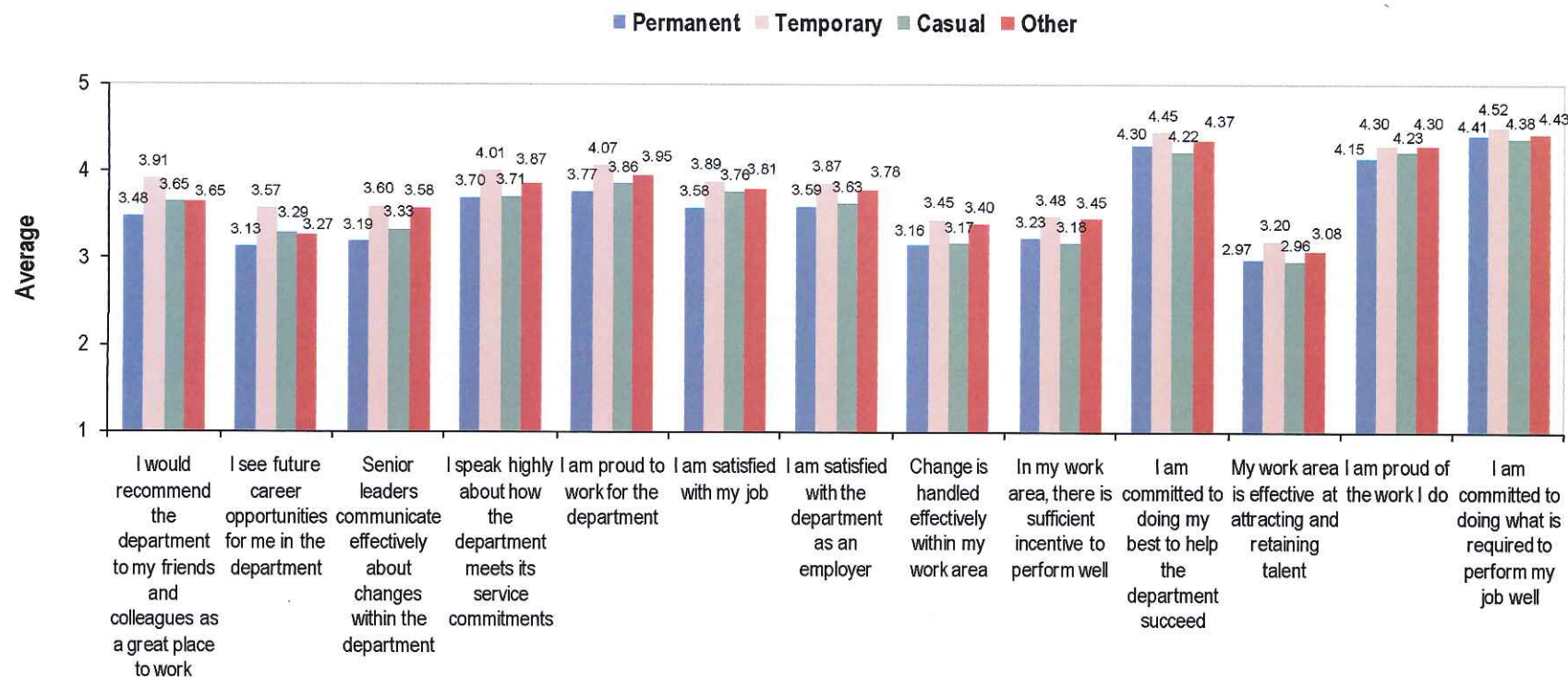
Tenure



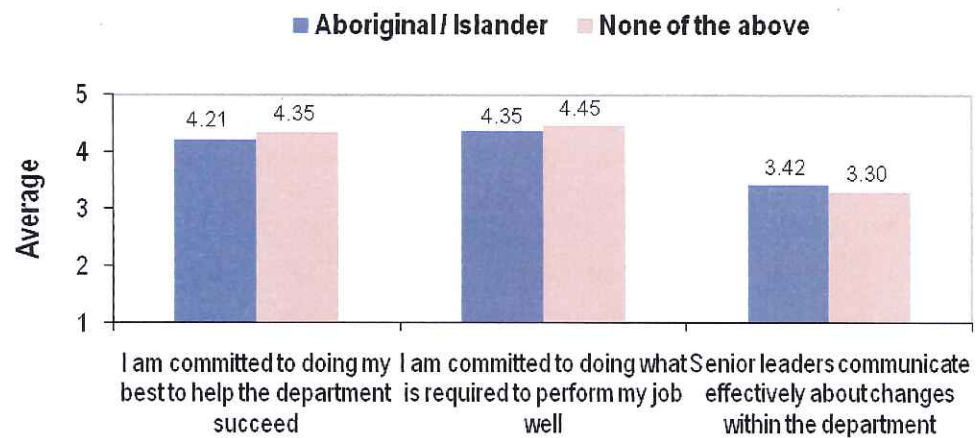
Do you come from a non-English speaking background?



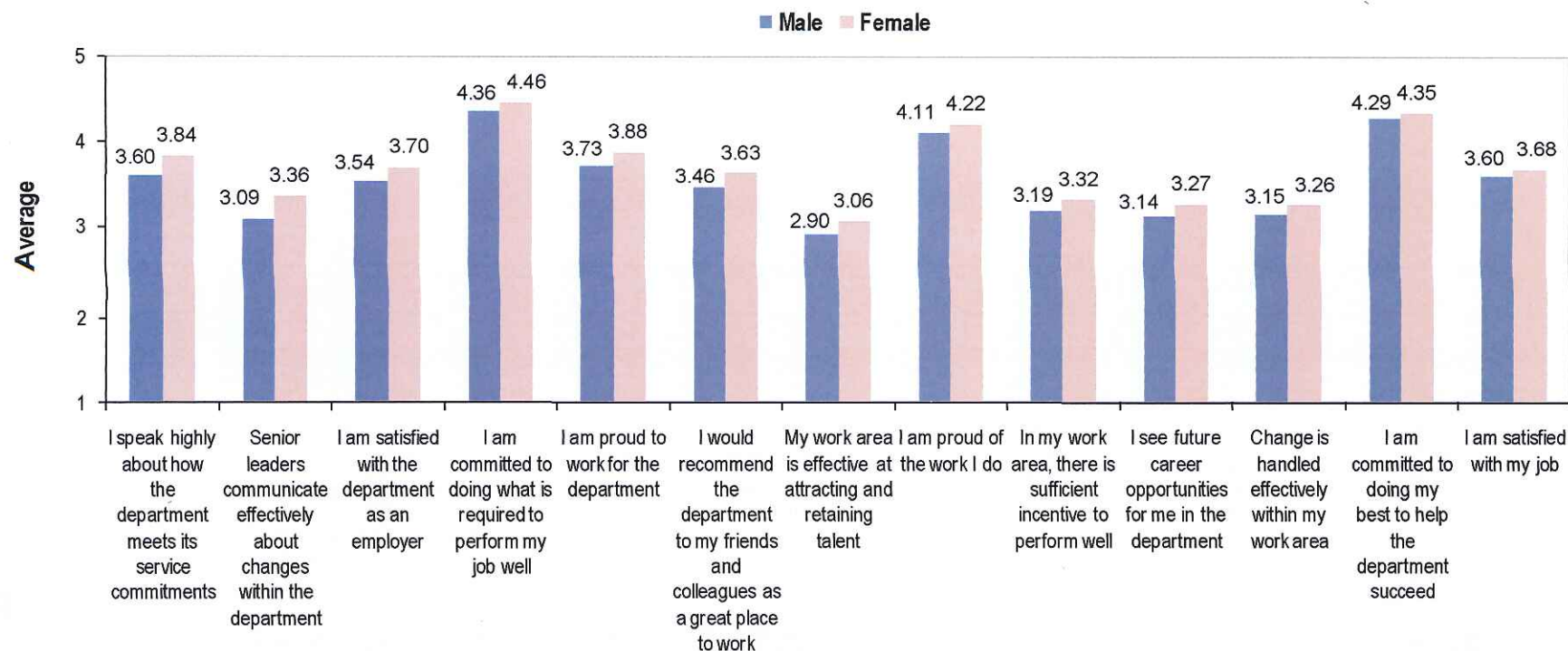
Which of the following best describe your current employment at the Department?



Aboriginal/ Torres Strait Islander / Australian South Sea Islander



Gender



APPENDIX F – ENGAGEMENT WITHIN THE DEPARTMENT OF COMMUNITIES

Engagement by Demographic – Corporate Services Report

	OVERALL ENGAGEMENT	ORGANISATION ENGAGEMENT	JOB ENGAGEMENT
Department of Communities {6604}	38%	50%	48%
Australian Average	36%	46%	43%
High Performing Benchmark	53%	65%	59%
Business Management - OS {21}	48%	62%	52%
Communication Services {101}	30%	42%	42%
Facilities Management {25}	36%	48%	44%
Financial Services {81}	44%	53%	51%
HR and Ethical Standards {108}	39%	53%	46%
Information Services {425}	38%	51%	48%
Legal Services {16}	-	-	-
Office of the Deputy Director-General {12}	-	-	-
Right to Information Privacy and Screening {49}	35%	49%	47%

Engagement by Demographic – Office of Director General Report

	OVERALL ENGAGEMENT	ORGANISATION ENGAGEMENT	JOB ENGAGEMENT
Department of Communities {6604}	38%	50%	48%
Australian Average	36%	46%	43%
High Performing Benchmark	53%	65%	59%
Complaints and Review {47}	38%	49%	49%
Internal Audit and Compliance Services {27}	67%	67%	78%
Office of the Director-General {41}	54%	66%	59%

Engagement by Demographic – RSDO Report

	OVERALL ENGAGEMENT	ORGANISATION ENGAGEMENT	JOB ENGAGEMENT
Department of Communities {6604}	38%	50%	48%
Australian Average	36%	46%	43%
High Performing Benchmark	53%	65%	59%
Brisbane Region {588}	40%	53%	50%
Central Queensland Region {460}	40%	52%	48%
Far North Qld Region {360}	34%	46%	44%
North Coast Region {422}	41%	51%	51%
North Queensland Region {455}	37%	49%	44%
Office of the Associate Director-General {7}	-	-	-
Planning Performance and Review {36}	31%	47%	39%
Service Delivery Improvement & Support {202}	39%	50%	48%
South East Region {528}	45%	57%	54%
South West Region {607}	45%	53%	53%
Statewide Disability Services {542}	35%	44%	47%
Statewide Services {335}	32%	42%	41%

Engagement by Demographic – SPPP Report

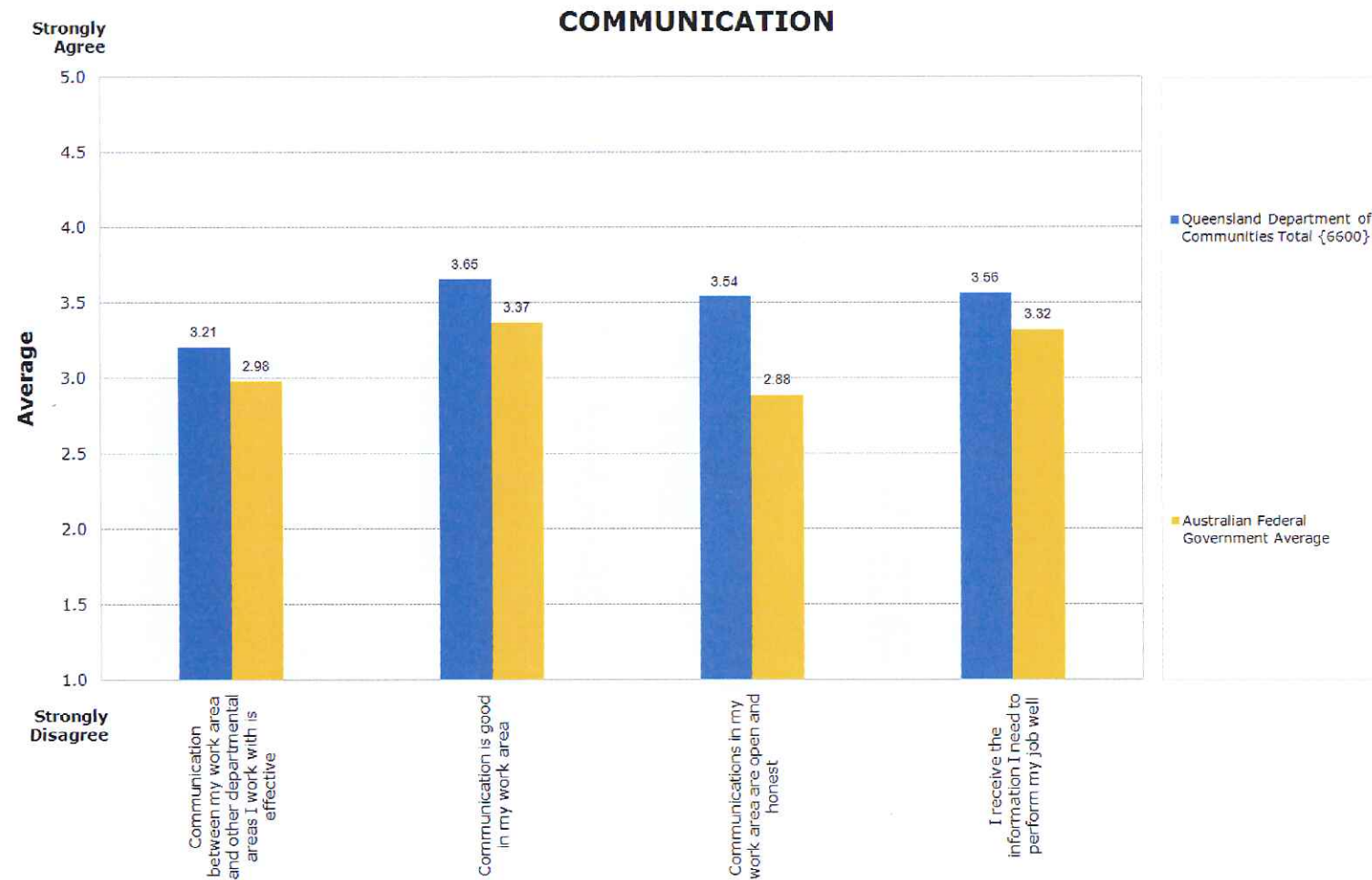
	OVERALL ENGAGEMENT	ORGANISATION ENGAGEMENT	JOB ENGAGEMENT
Department of Communities {6604}	38%	50%	48%
Australian Average	36%	46%	43%
High Performing Benchmark	53%	65%	59%
Aboriginal & Torres Strait Islander Services {88}	36%	49%	45%
Communities, Child Safety, Youth & Families {291}	38%	51%	46%
Communities Property Portfolio {115}	34%	50%	38%
Disability & Community Care Services & Multicultural Affairs {250}	31%	42%	39%
Housing and Homelessness Services {206}	33%	45%	48%
Office of the Associate Director-General {5}	-	-	-
Sport and Recreation Services {109}	33%	46%	41%
Strategic Planning & Performance Capability {41}	44%	56%	51%

APPENDIX G – KEY DEMOGRAPHIC GROUPS

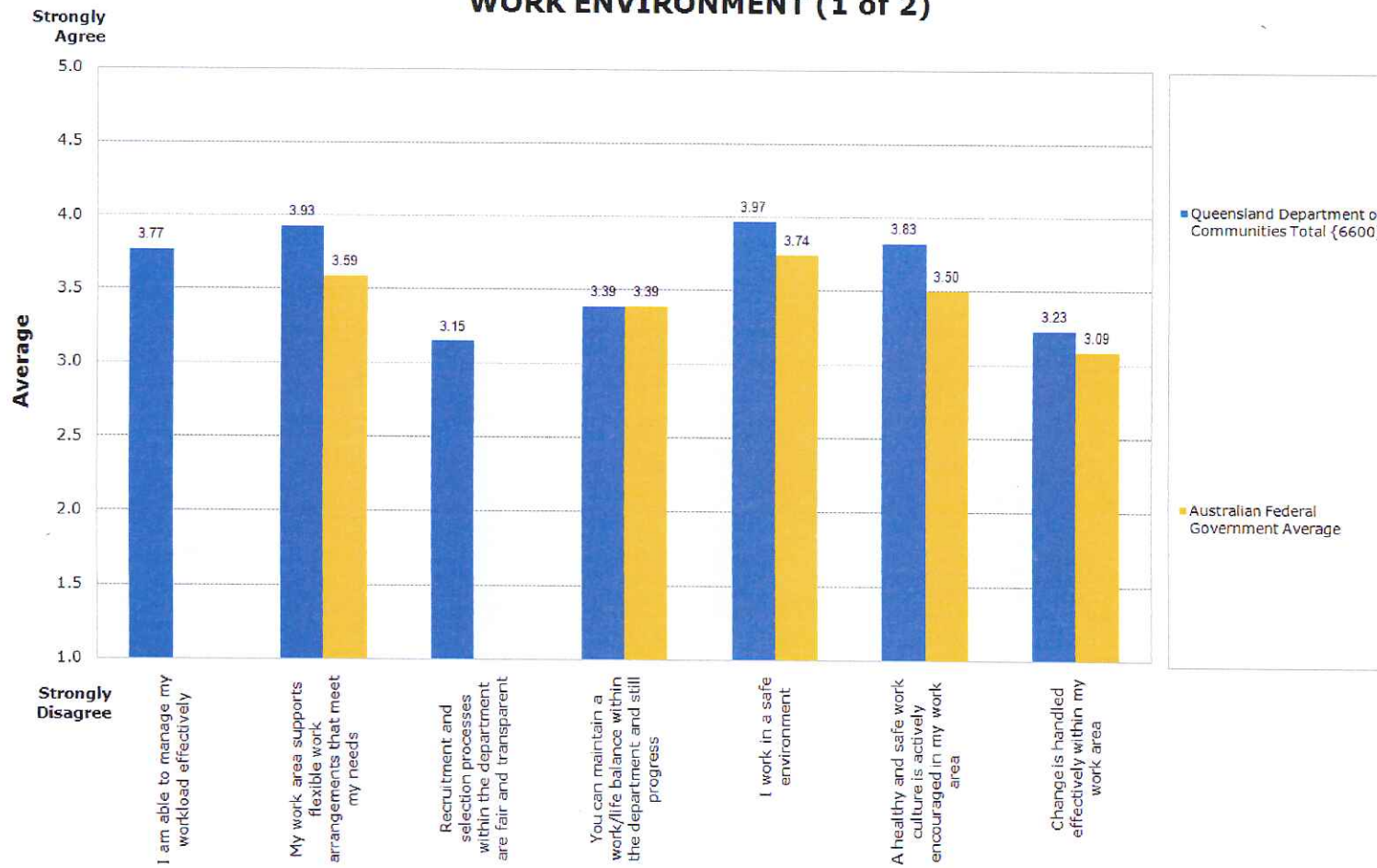
	OVERALL ENGAGEMENT	ORGANISATION ENGAGEMENT	JOB ENGAGEMENT
Department of Communities {6604}	38%	50%	48%
Australian Average	36%	46%	43%
High Performing Benchmark	53%	65%	59%
Female {4847}	40%	52%	49%
Male {1736}	35%	44%	45%
Aboriginal {301}	41%	52%	49%
Australian South Sea Islander {27}	48%	63%	63%
Torres-Strait Islander {54}	41%	48%	56%
None of the above {5950}	39%	50%	48%
Prefer not to say {251}	24%	35%	31%
Yes - I migrated to Australia and my first language is a language other than English {452}	49%	60%	59%
Yes - I was born in Australia and do not have English as my first language {202}	36%	48%	45%
No - Neither of the above statements apply to me {5764}	38%	50%	48%
Prefer not to say {166}	16%	22%	24%
Do you have a disability? - Yes {246}	36%	46%	43%
Do you have a disability? - No {6178}	39%	51%	48%
Do you have a disability? - Prefer not to say {155}	25%	32%	31%
Does your job involve shiftwork? - Yes {645}	30%	37%	42%
Does your job involve shiftwork? - No {5942}	39%	51%	48%

APPENDIX H – EXTERNAL BENCHMARKING

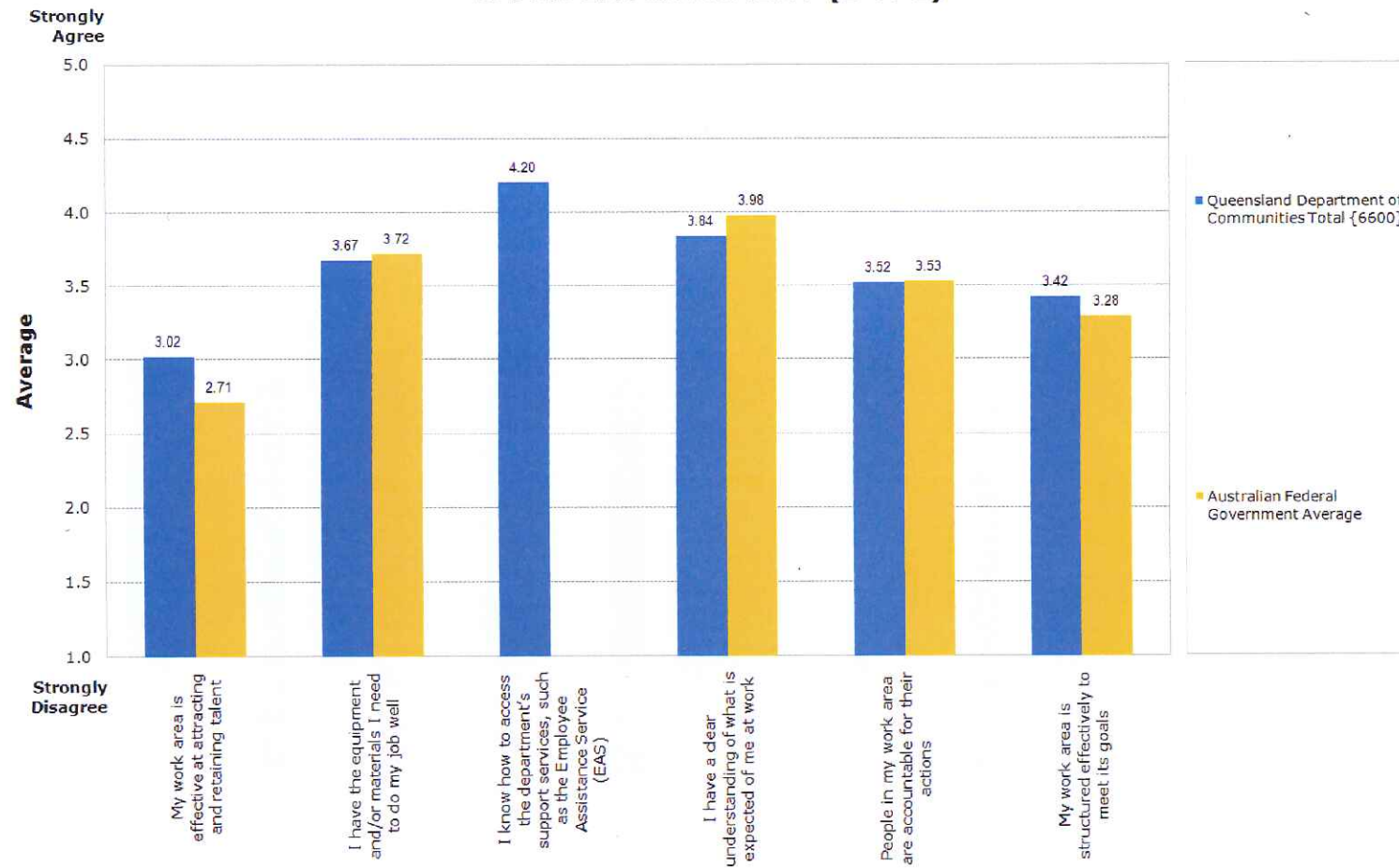
Department of Communities & External Benchmark graphs



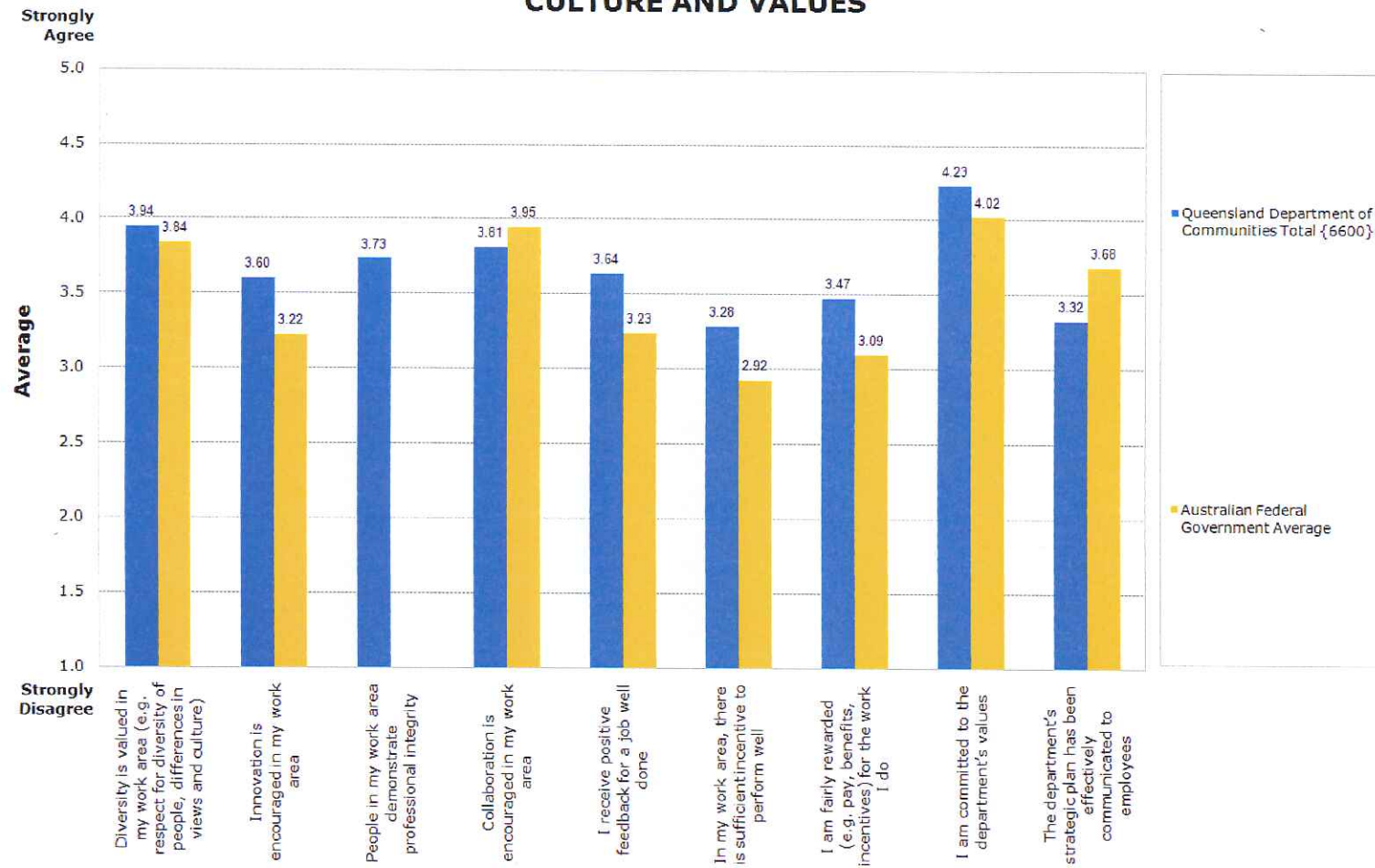
WORK ENVIRONMENT (1 of 2)



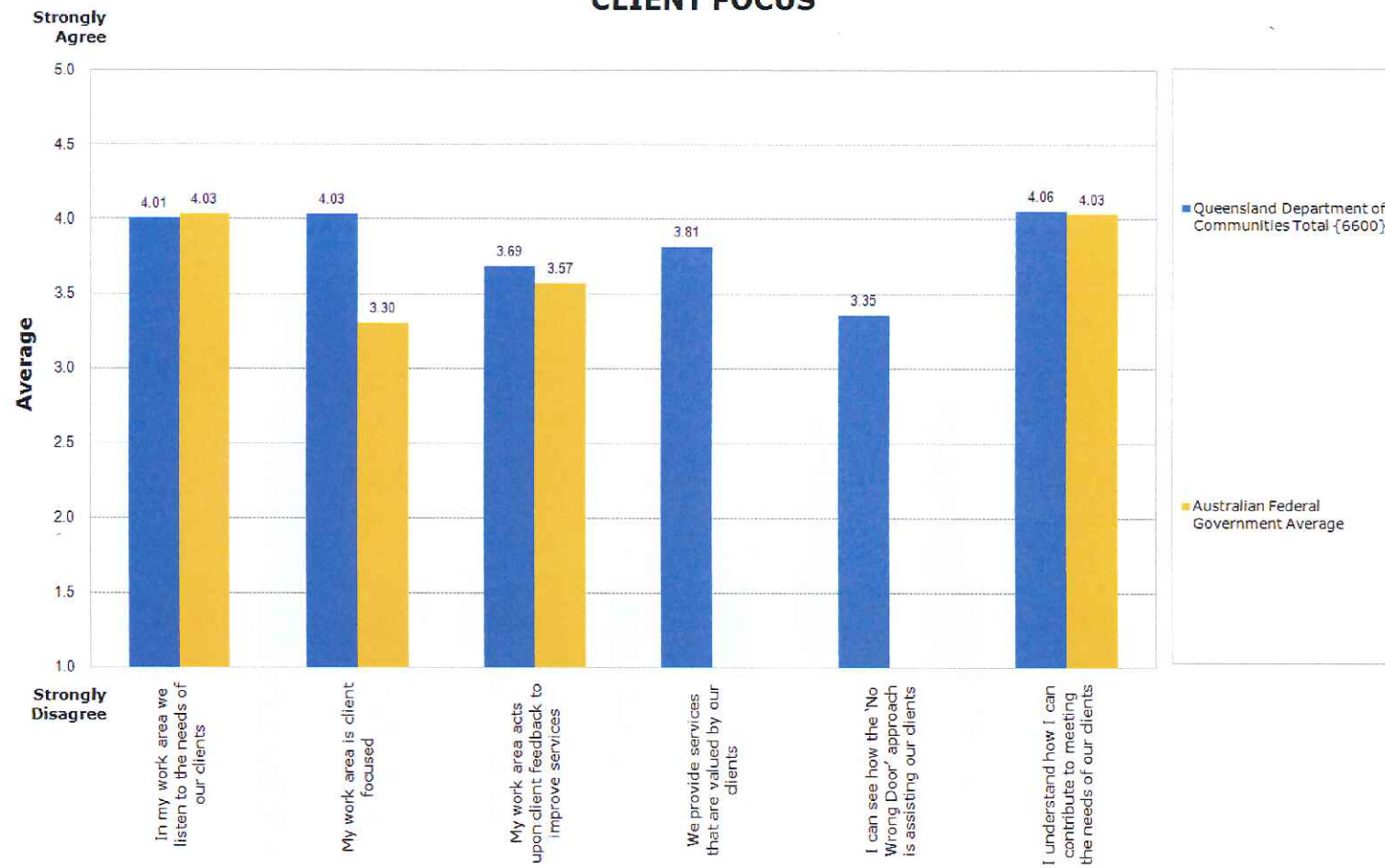
WORK ENVIRONMENT (2 of 2)



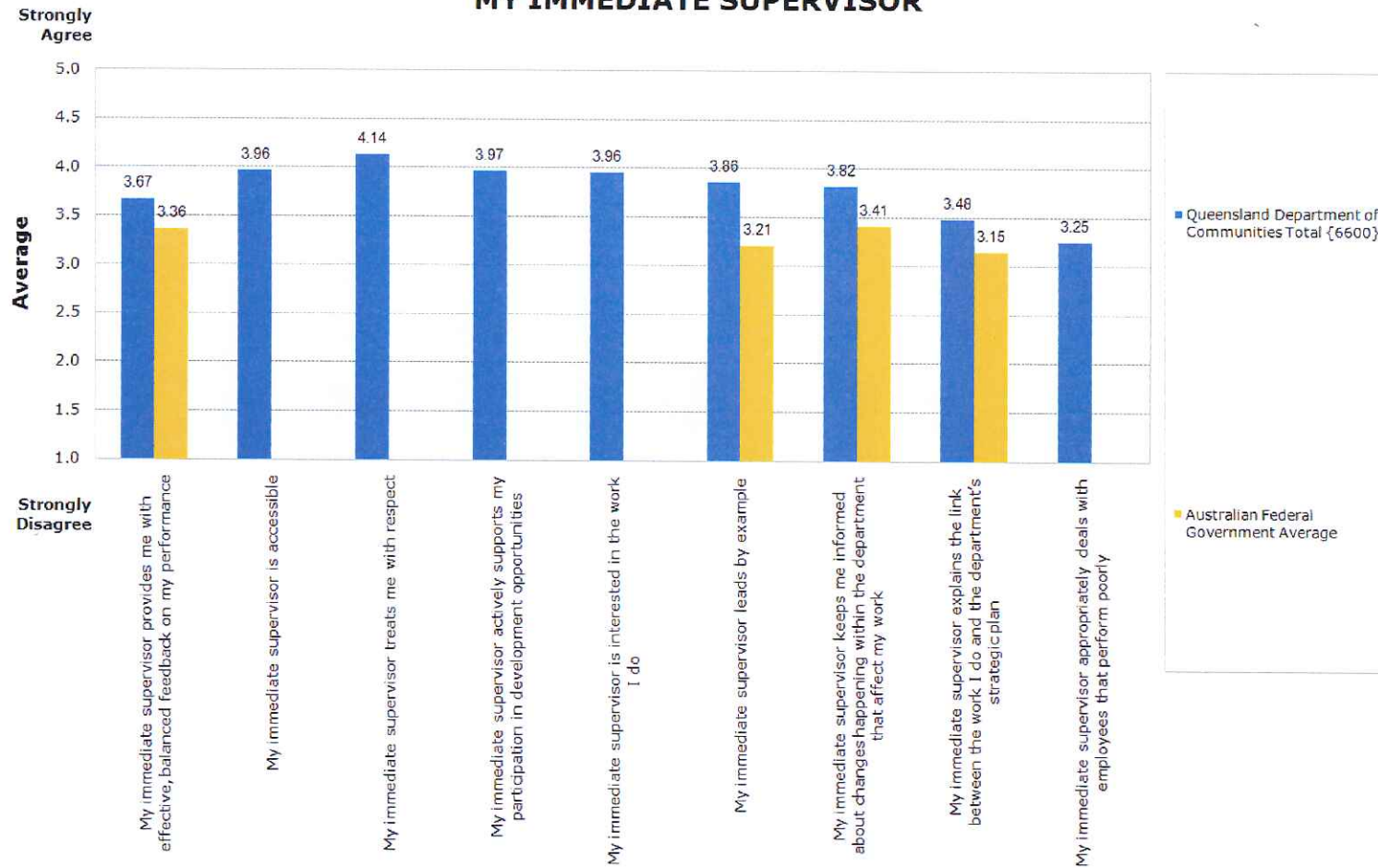
CULTURE AND VALUES



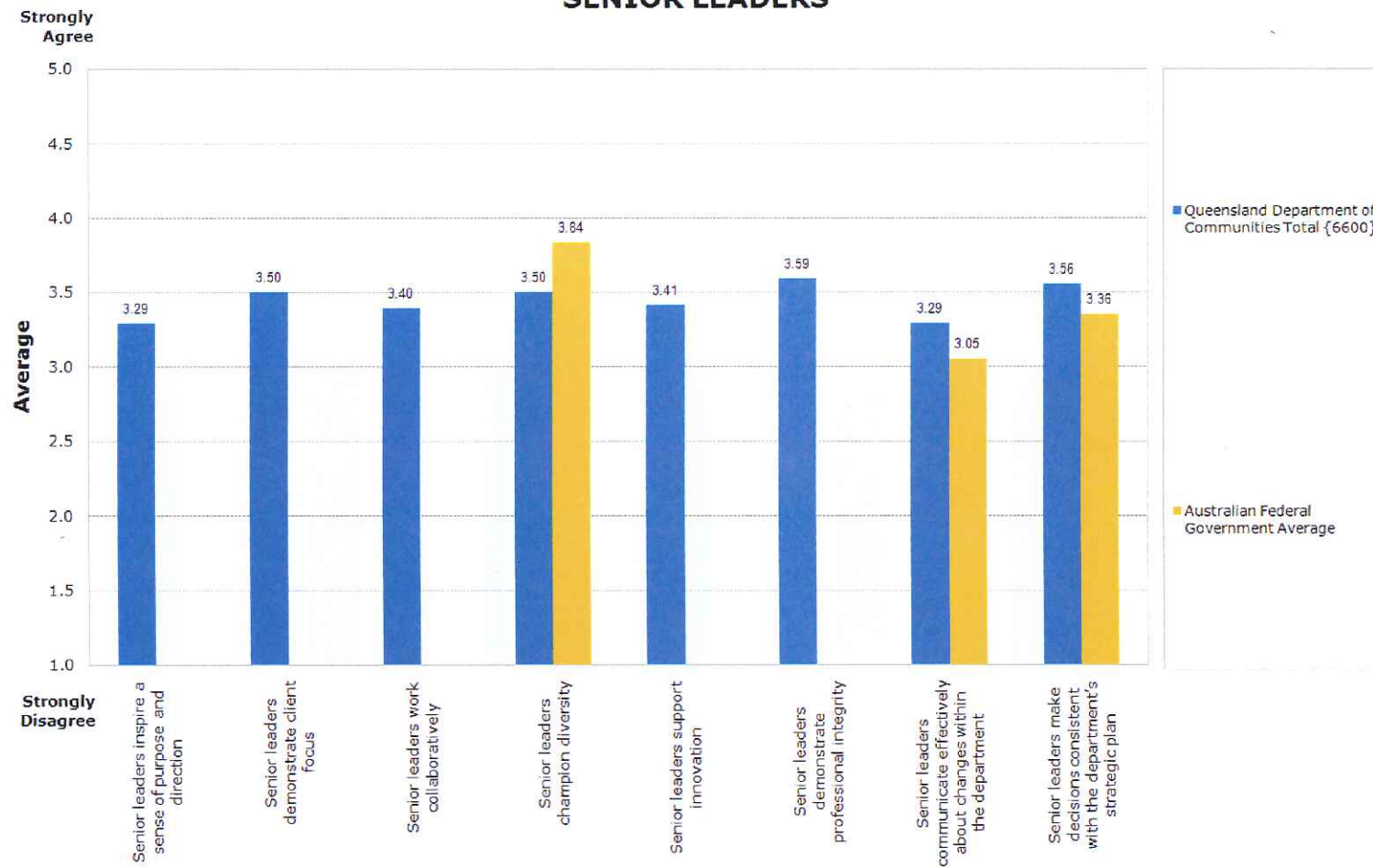
CLIENT FOCUS



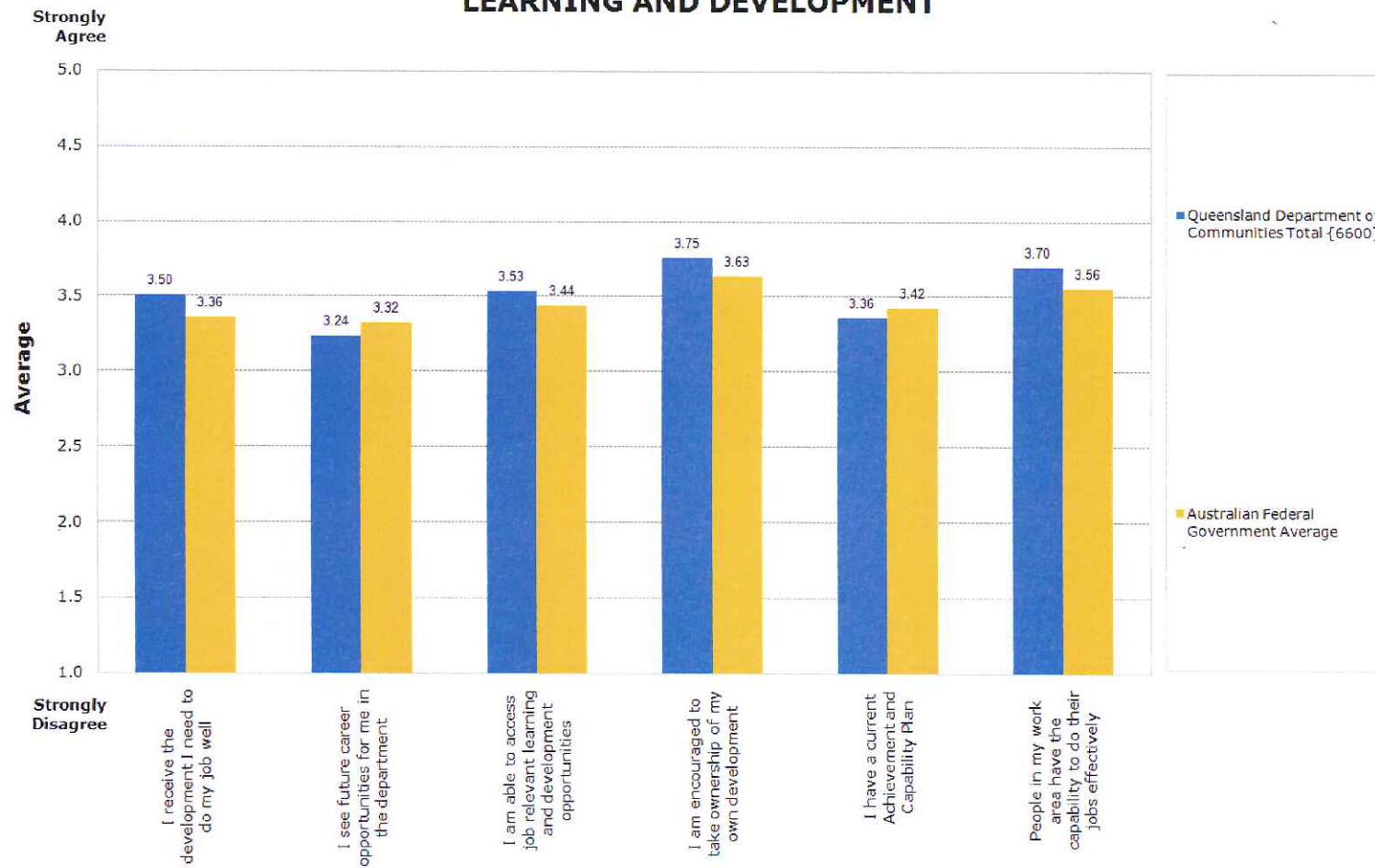
MY IMMEDIATE SUPERVISOR



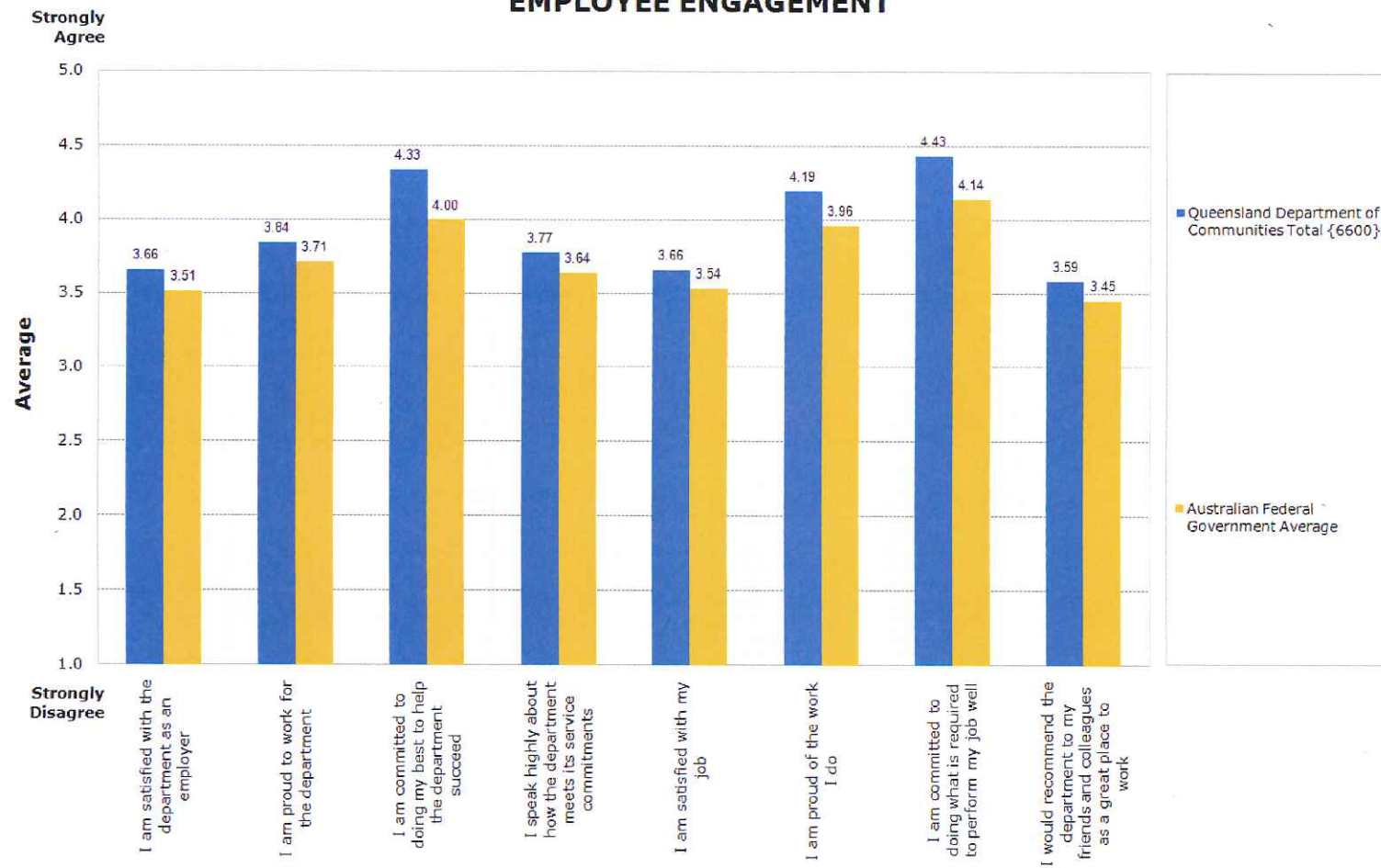
SENIOR LEADERS



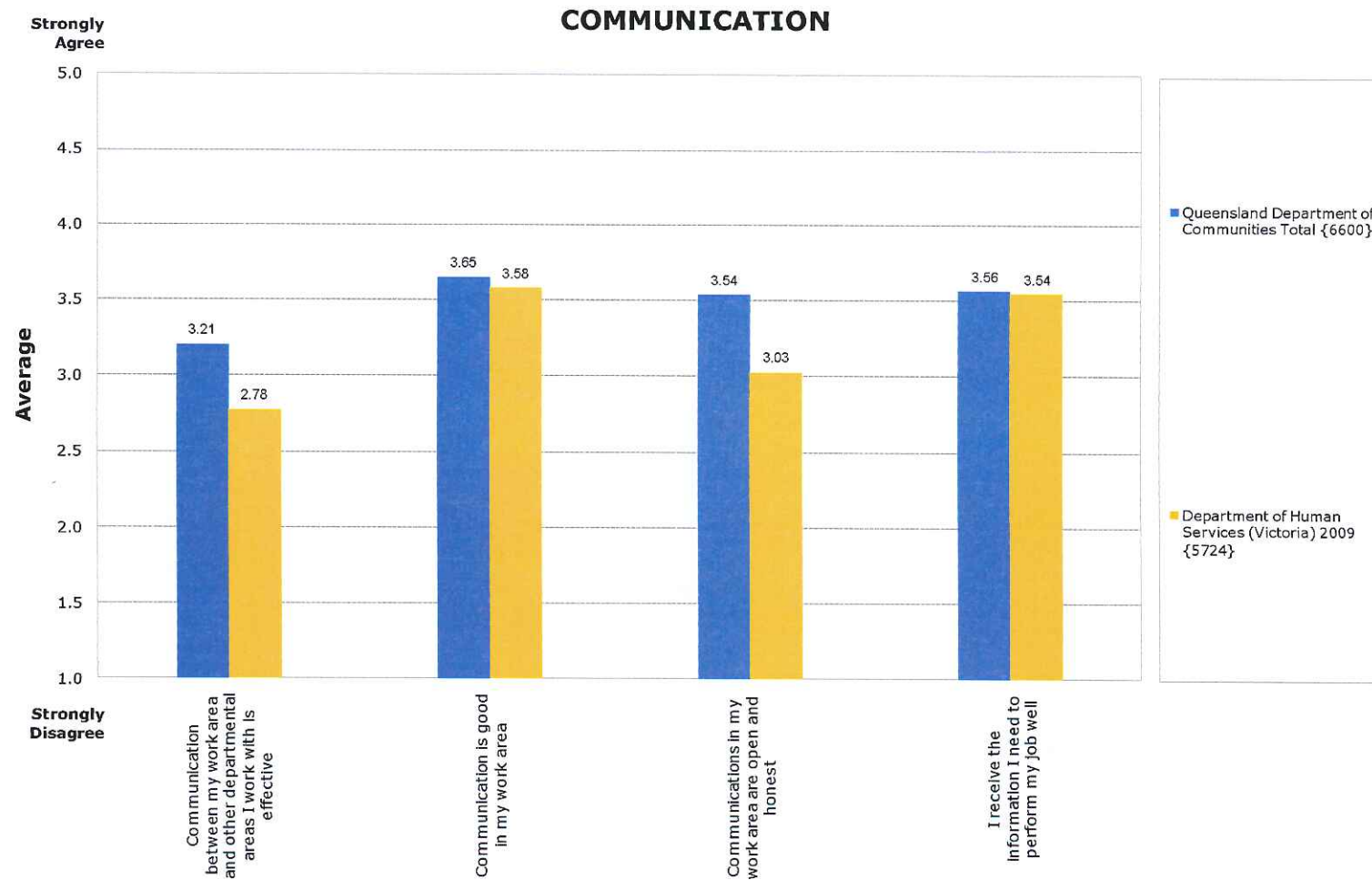
LEARNING AND DEVELOPMENT



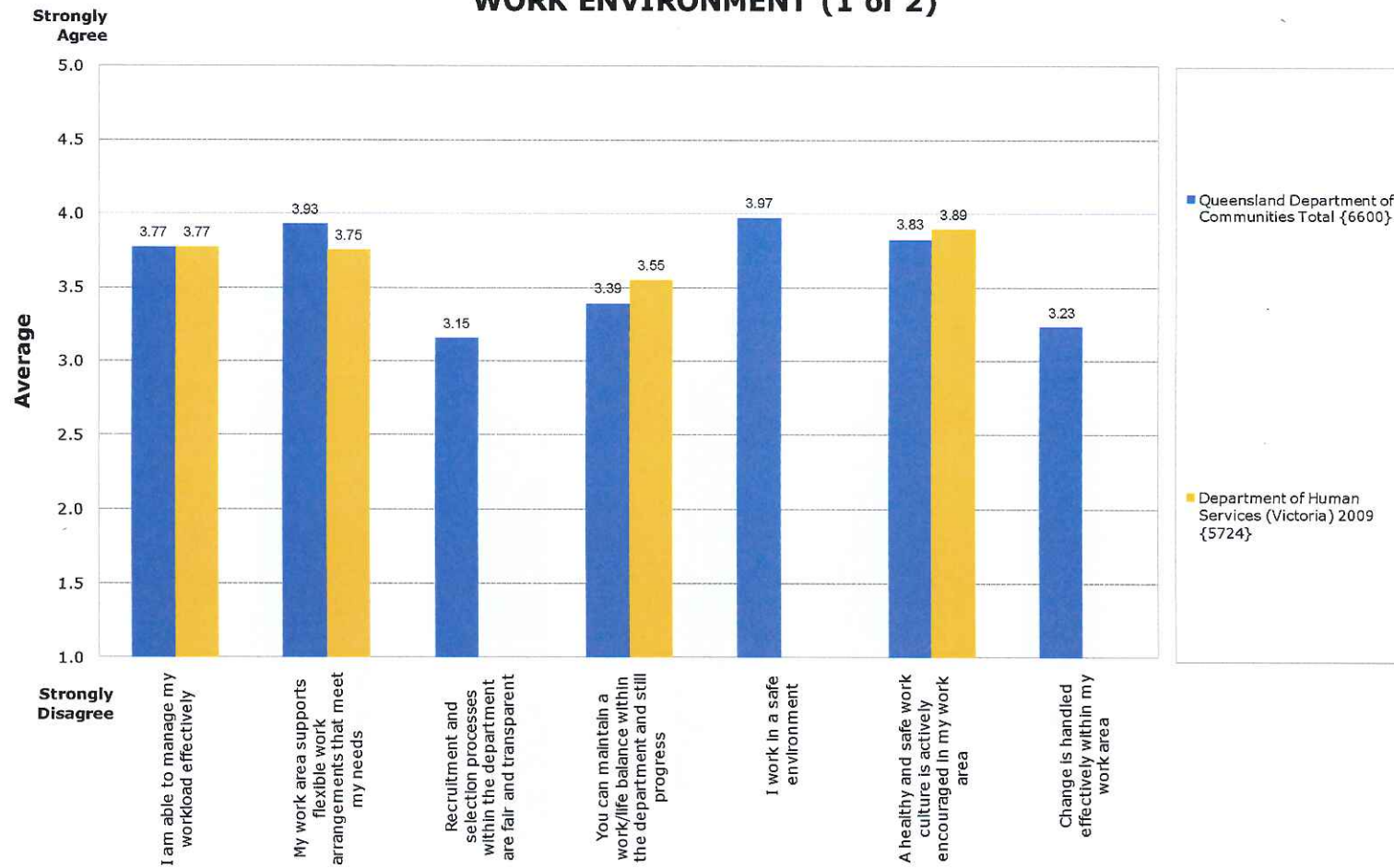
EMPLOYEE ENGAGEMENT



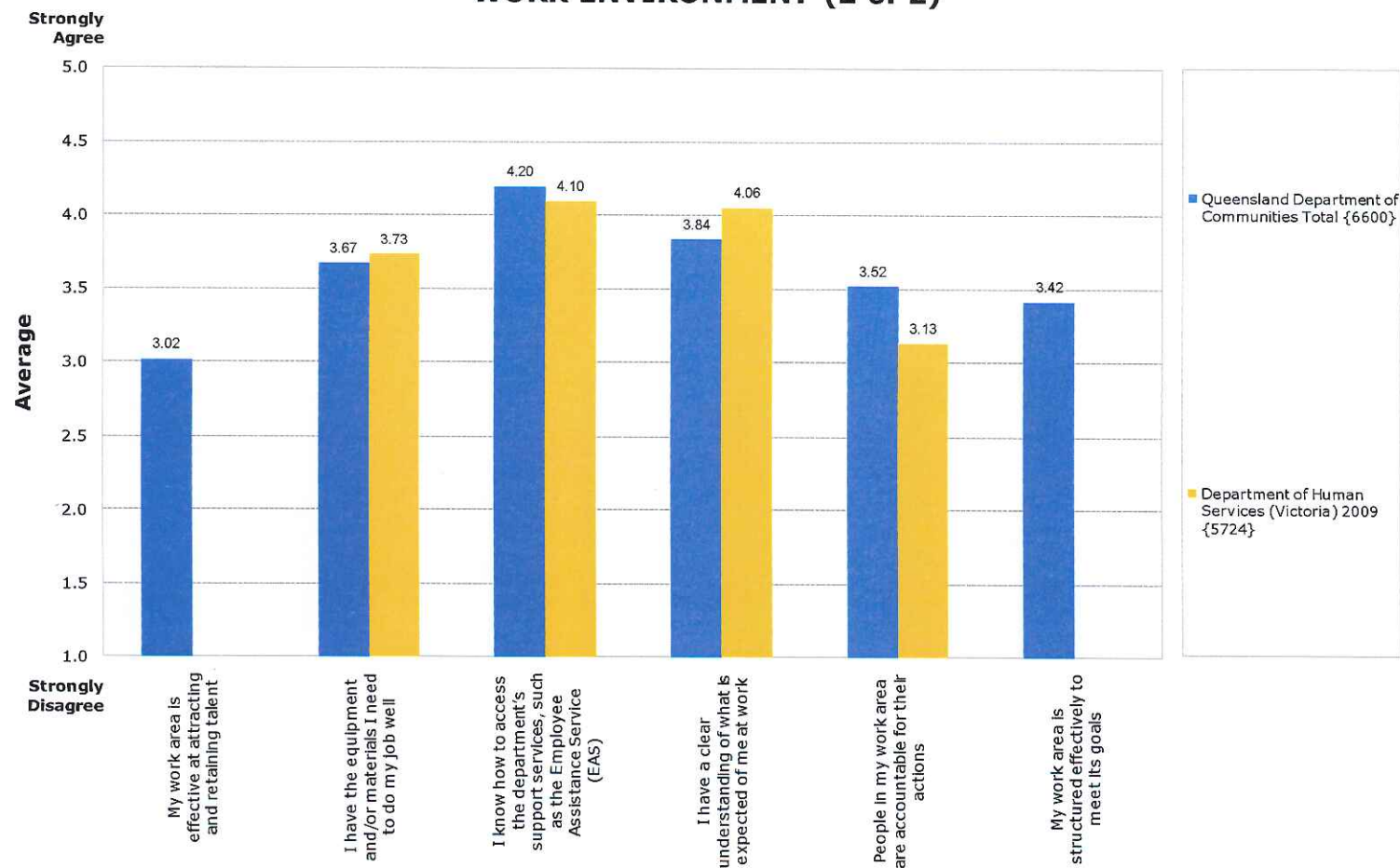
Department of Communities & Department of Human Services (Victoria) Comparison Graphs



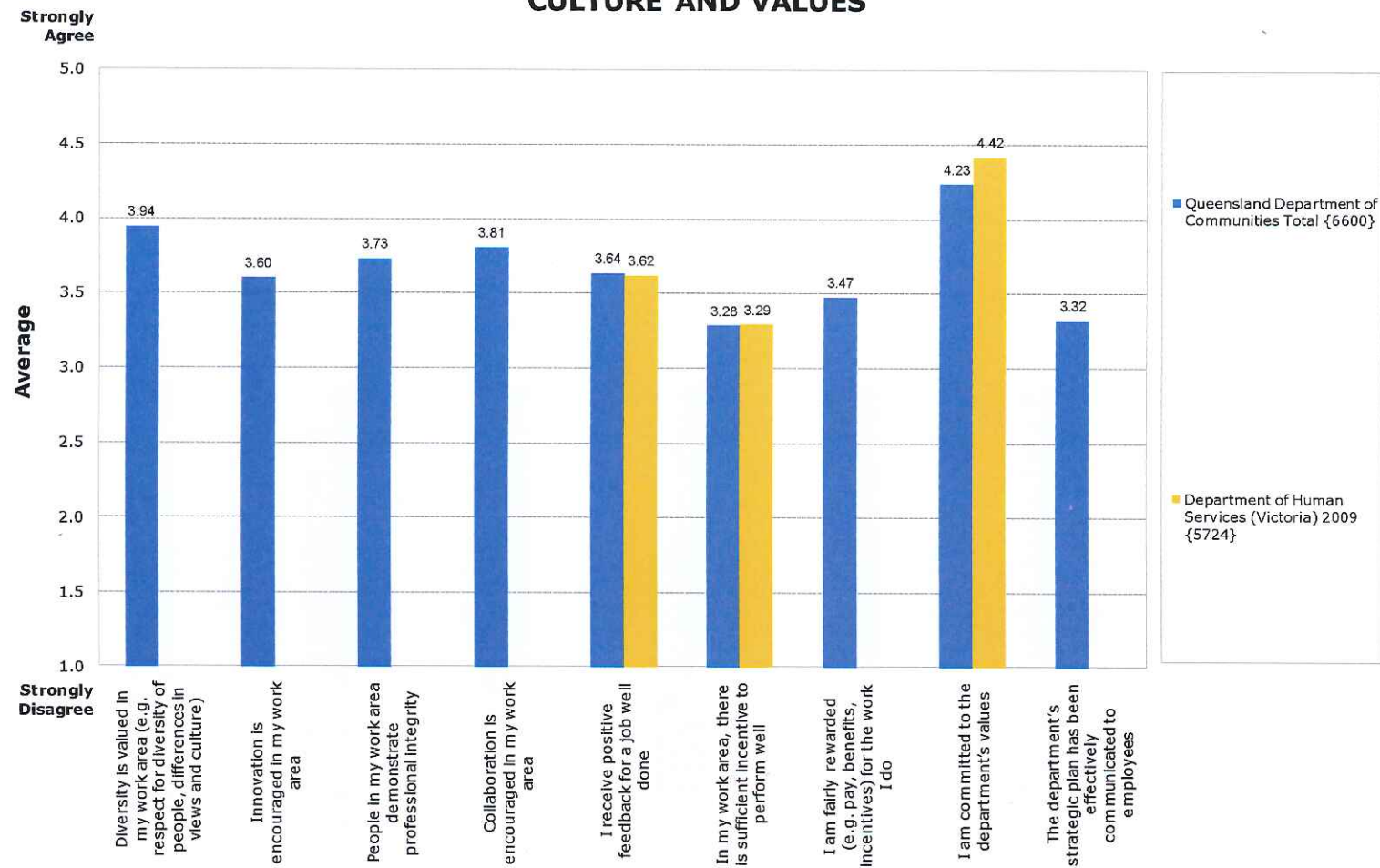
WORK ENVIRONMENT (1 of 2)



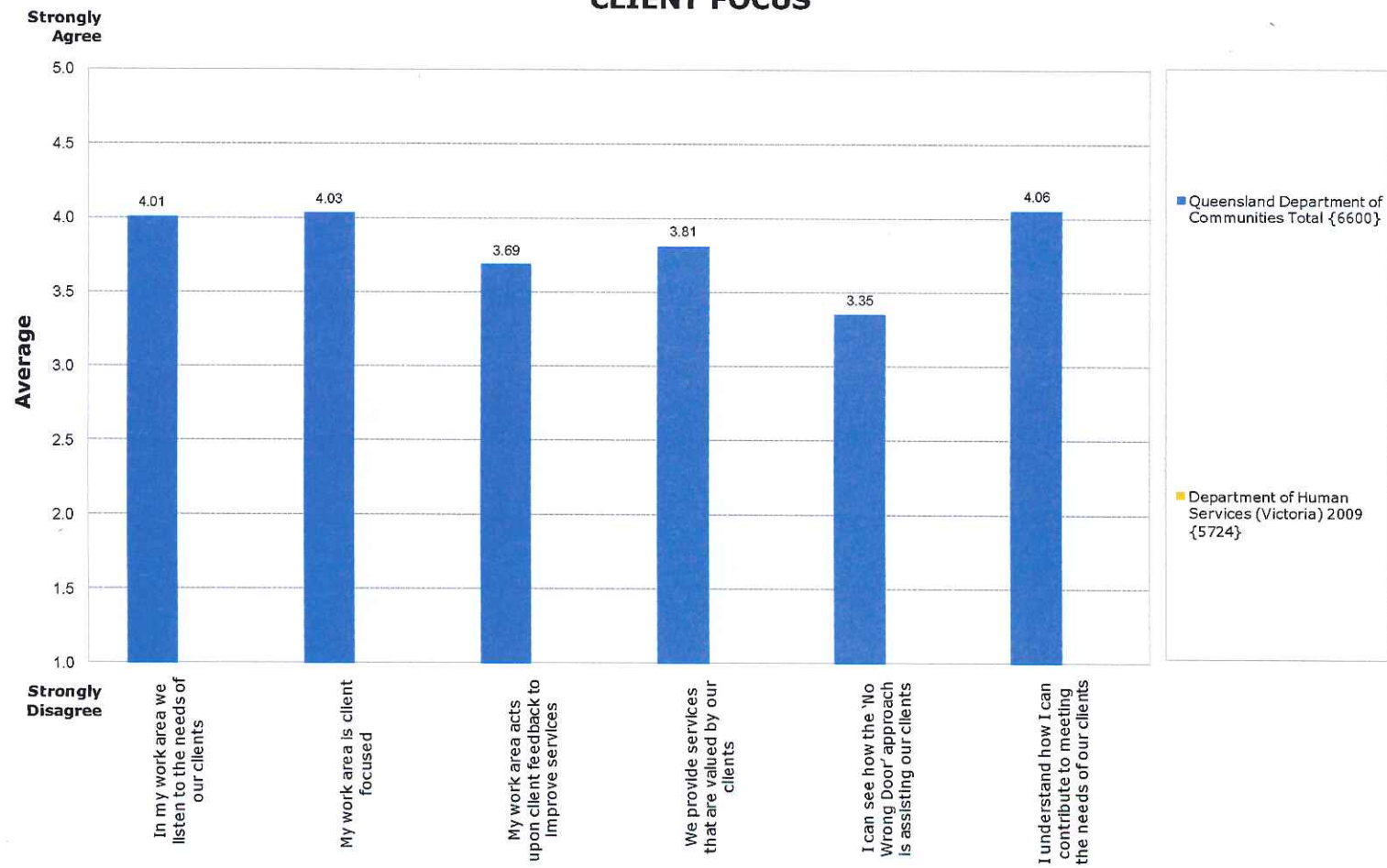
WORK ENVIRONMENT (2 of 2)



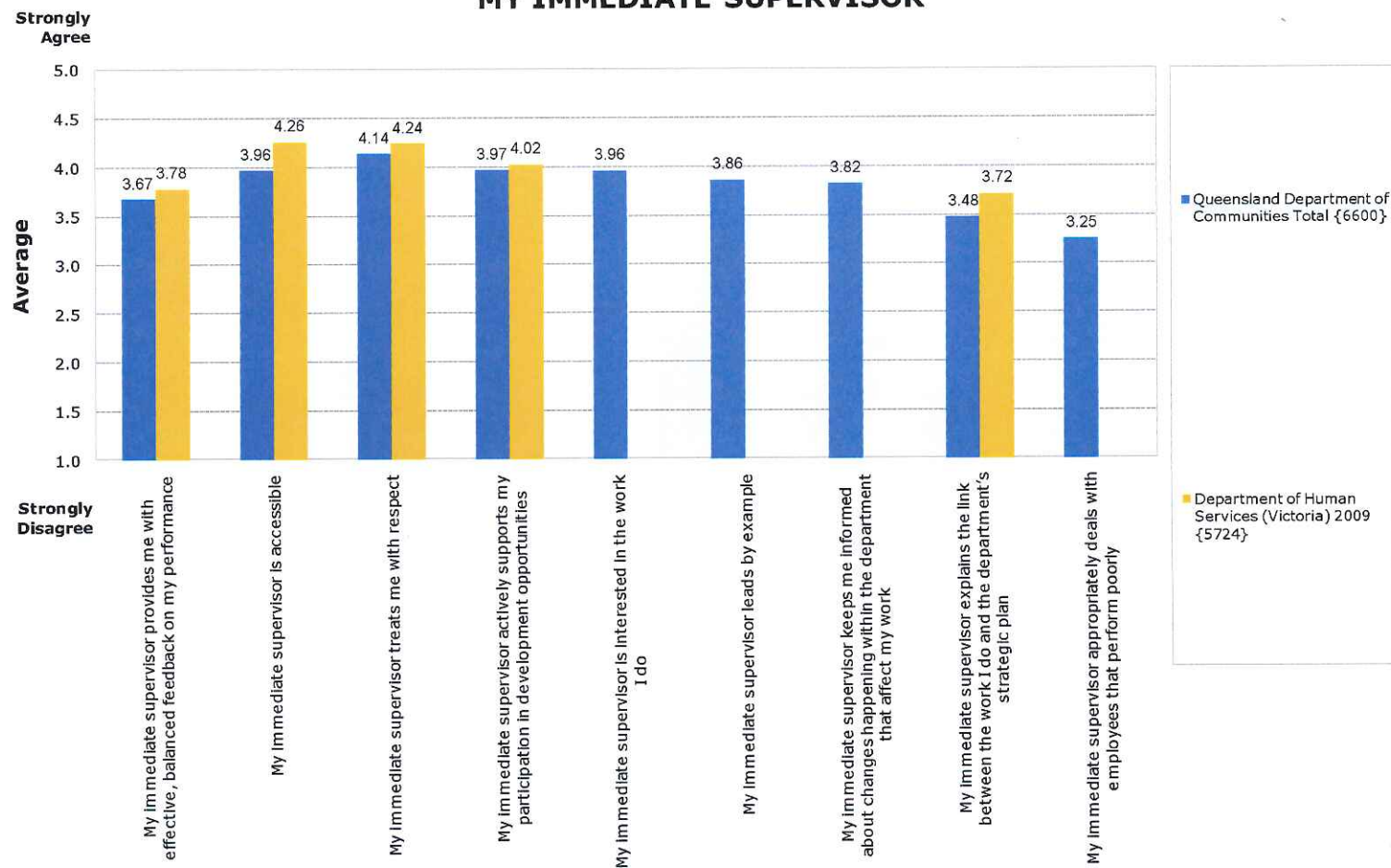
CULTURE AND VALUES



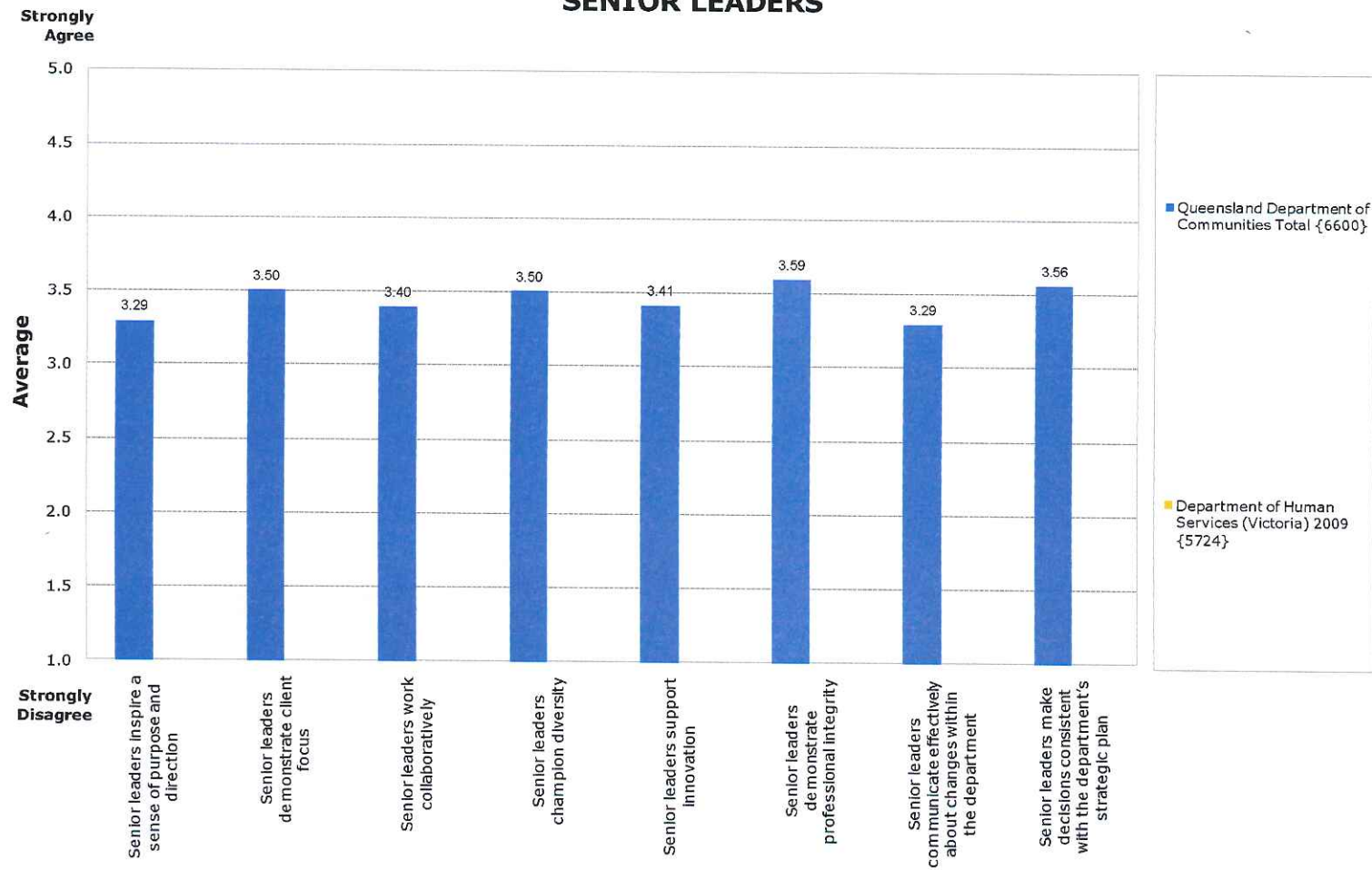
CLIENT FOCUS



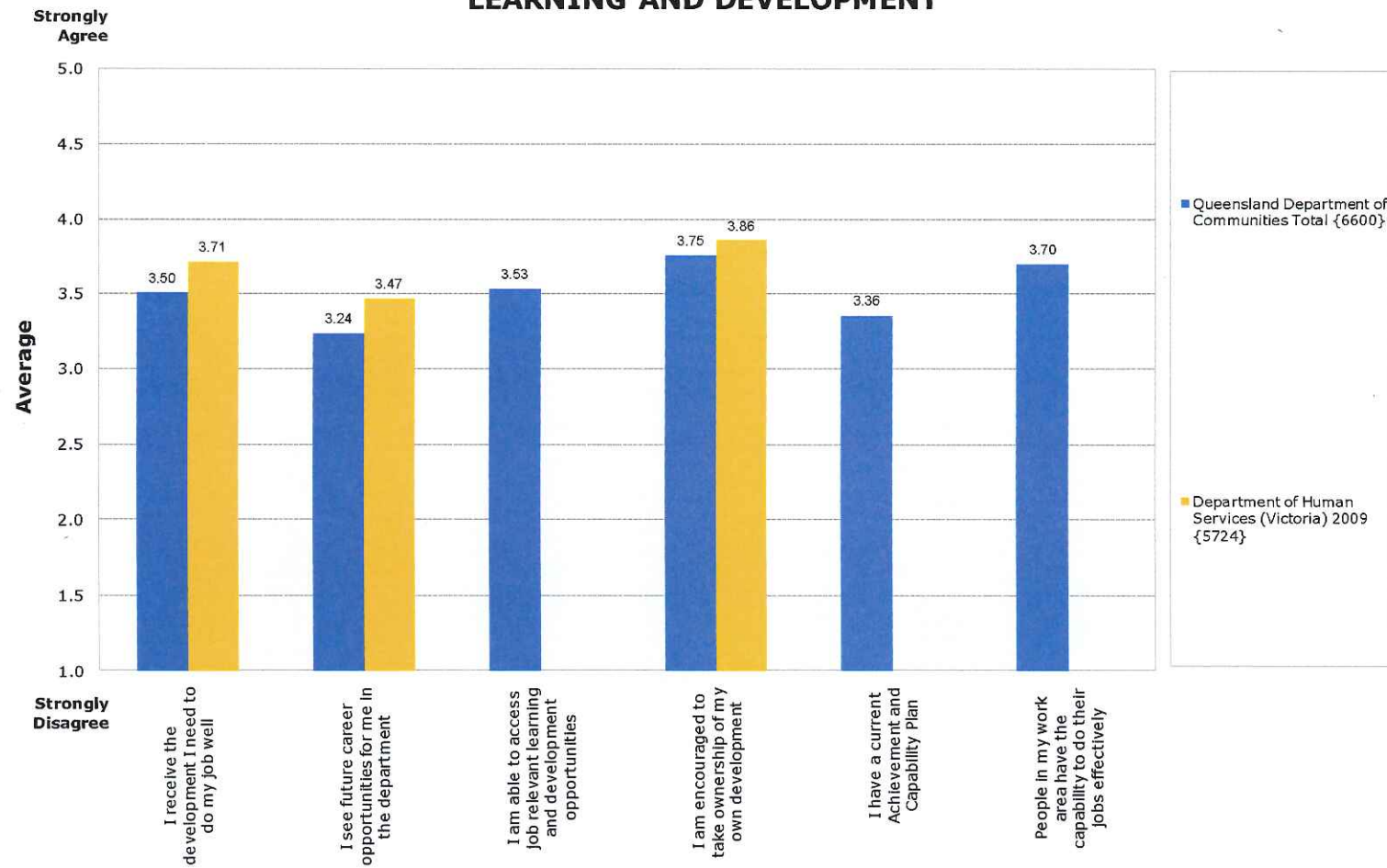
MY IMMEDIATE SUPERVISOR



SENIOR LEADERS



LEARNING AND DEVELOPMENT



EMPLOYEE ENGAGEMENT

