

Report Content

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Response Rate:



42%

Returned Surveys:



2,431

Purpose

The Highlight Report presents key results from the 2015 Working for Queensland Employee Opinion Survey, which was conducted from late April to early May 2015. Results reflect the respondents from your organisation.

Note on the response rate

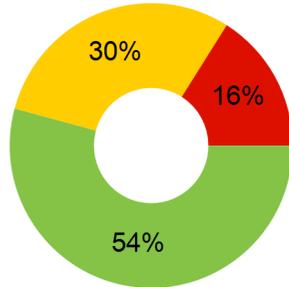
The displayed response rate was calculated using statistical workforce data (Minimum Obligatory Human Resource Information) for March 2015.

01. Your workplace outcomes and drivers of outcomes

Purpose

This section provides an overview of your agency's workplace outcomes and the top three drivers of these outcomes. Understanding this information is critical in driving workplace improvement.

Agency engagement

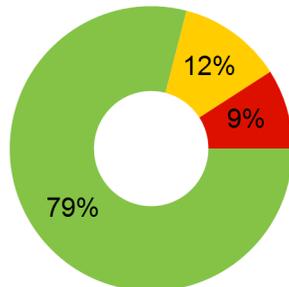


% positive change since 2014
+3

Top 3 Drivers	% Positive	% Change
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Organisational leadership	2014	<div style="width: 44%;"></div> 44%	+2
	2015	<div style="width: 46%;"></div> 46%	
Job empowerment	2014	<div style="width: 70%;"></div> 70%	0
	2015	<div style="width: 70%;"></div> 70%	

Job engagement and satisfaction

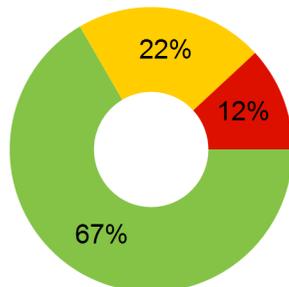


% positive change since 2014
-1

Top 3 Drivers	% Positive	% Change
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Job empowerment	2014	<div style="width: 70%;"></div> 70%	0
	2015	<div style="width: 70%;"></div> 70%	
Role clarity and goal alignment	2014	<div style="width: 89%;"></div> 89%	-1
	2015	<div style="width: 88%;"></div> 88%	
Learning and development	2014	<div style="width: 56%;"></div> 56%	0
	2015	<div style="width: 56%;"></div> 56%	

Intention to leave



% positive indicates percentage not intending to leave in the next 12 months
 % positive change since 2014
+1

Top 3 Drivers	% Positive	% Change
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Job empowerment	2014	<div style="width: 70%;"></div> 70%	0
	2015	<div style="width: 70%;"></div> 70%	
Organisational leadership	2014	<div style="width: 44%;"></div> 44%	+2
	2015	<div style="width: 46%;"></div> 46%	
Role clarity and goal alignment	2014	<div style="width: 89%;"></div> 89%	-1
	2015	<div style="width: 88%;"></div> 88%	

02. Your workplace climate at a glance

Purpose

This section provides an overview of your agency's 2015 factor results, benchmarked against Queensland Public Sector and other agency results, and tracked against previous year's results.

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

		Response Scale (%)			% Positive	vs 2014	vs Qld Public Sector 2015	Range of all agencies	Your agency quintile
		Positive	Neutral	Negative					
Workplace outcomes	Agency engagement	54	30	16	54%	+3	-5	38 - 89	4
	Job engagement and satisfaction	79	12	9	79%	-1	-1	70 - 90	3
	Intention to leave	67	22	12	67%	+1	0	32 - 76	2
Job Factors	Role clarity and goal alignment	88	7	5	88%	-1	0	70 - 96	3
	Job empowerment	70	16	14	70%	0	-2	57 - 91	4
	Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	34	32	34	34%	+2	-3	29 - 70	5
	Learning and development	56	25	19	56%	0	-1	21 - 77	3
	Performance assessment	54	25	21	54%	+1	-2	17 - 76	4
Workgroup factors	My workgroup	67	19	13	67%	0	-10	67 - 95	5
	Collaboration <small>Excludes respondents who indicated collaboration questions were 'not applicable'</small>	73	20	7	73%	+1	-5	58 - 94	5
Supervision and leadership factors	My manager	65	18	17	65%	+1	-7	56 - 92	5
	My senior manager	50	27	22	50%	+1	-10	41 - 92	5
	Organisational leadership	46	31	23	46%	+2	-7	32 - 89	4
Workplace and organisational factors	Decision making	46	26	28	46%	-3	-6	28 - 83	4
	Workplace change	41	31	28	41%	+5	-3	23 - 79	4
	Workplace fairness	44	25	31	44%	+2	-6	23 - 71	4
	Anti-discrimination	70	24	6	70%	-2	-2	52 - 98	4
	Organisational trust	45	26	29	45%	+3	-4	23 - 78	4
	Innovation	56	25	19	56%	0	-6	45 - 91	5

03. Workplace climate in your divisions at a glance

Purpose

This section provides a more in-depth understanding of factor level results at the agency and division levels to assist in understanding the composition of the agency data.

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

		Townsville Hospital and Health Service	Medical Services Group	Surgical Service Group	Mental Health Service Group	Rural Hospitals Service Group	Health and Wellbeing Service Group	Corporate and Commercial Services	Indigenous Health Service Group
Number of Respondents		2,431	367	485	340	293	457	253	25
Workplace outcomes	Agency engagement	54%	50%	58%	56%	60%	56%	45%	63%
	Job engagement and satisfaction	79%	78%	83%	78%	82%	83%	66%	90%
	Intention to leave	67%	70%	68%	64%	69%	71%	54%	83%
Job Factors	Role clarity and goal alignment	88%	89%	92%	89%	91%	90%	75%	89%
	Job empowerment	70%	66%	75%	71%	70%	74%	59%	81%
	Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	34%	30%	32%	37%	34%	33%	37%	53%
	Learning and development	56%	58%	63%	61%	55%	59%	40%	70%
	Performance assessment	54%	52%	61%	57%	55%	57%	43%	54%
Workgroup factors	My workgroup	67%	65%	71%	69%	62%	76%	58%	78%
	Collaboration <small>Excludes respondents who indicated collaboration questions were 'not applicable'</small>	73%	73%	73%	74%	73%	79%	67%	79%
Supervision and leadership factors	My manager	65%	60%	65%	71%	67%	69%	59%	65%
	My senior manager	50%	47%	54%	57%	50%	55%	38%	62%
	Organisational leadership	46%	46%	52%	49%	45%	48%	37%	59%
Workplace and organisational factors	Decision making	46%	43%	51%	50%	49%	47%	38%	56%
	Workplace change	41%	41%	46%	42%	43%	42%	31%	55%
	Workplace fairness	44%	40%	50%	48%	43%	47%	36%	56%
	Anti-discrimination	70%	67%	69%	73%	74%	74%	66%	66%
	Organisational trust	45%	43%	51%	47%	46%	49%	34%	67%
	Innovation	56%	51%	58%	61%	55%	62%	51%	67%

04. More about your workplace climate

Purpose

This section focuses on questionnaire items that are not included in the factor results.

For statistical reasons, these items are excluded from the factors, but are important in the context of understanding workplace improvement.

These non-factor items are benchmarked against the Queensland Public Sector and are tracked over time.

		Response Scale (%)			% Positive	vs 2014	vs Qld Public Sector 2015
		Positive	Neutral	Negative			
Productivity and effectiveness	My workgroup is adequately resourced to deliver quality services	47	23	30	47%	+2	-4
	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with the statement that approval processes are excessive.</small>	15	42	42	15%	+2	-4
	Disruptions and/or noise at my workplace make it hard to get things done <small>% positive indicates those who "strongly disagree" or "disagree" with the statement that disruption/noise makes it hard.</small>	41	26	33	41%	+4	-7
	Satisfaction with physical working environment <small>Percentage responded with 'very satisfied' or 'satisfied'</small>	67	16	17	67%	0	-3
	There is too much 'red tape' in my work <small>% positive indicates those who "strongly disagree" or "disagree" with the statement that there is too much "red tape".</small>	17	35	48	17%	0	-1
	My organisation uses my time efficiently	52	28	20	52%	+3	-2
Work-life balance	My workplace culture supports people to achieve a good work/life balance	53	23	24	53%	+6	-7
	Used flexible workplace option <small>% positive indicates those that used at least one of six flexible work options</small>	19	-	81	19%	-1	-16
	Satisfaction with work-life balance <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	59	19	21	59%	-1	-3
Harassment and bullying	Bullying is not tolerated in my workplace	52	20	27	52%	+1	-14
	Witnessed harassment/bullying in the last 12 months <small>Percentage responded with 'No'</small>	43	8	49	43%	0	-18
	Experienced harassment/bullying in the last 12 months <small>Percentage responded with 'No'</small>	65	5	30	65%	0	-12

04. More about your workplace climate (continued)

Purpose

This section focuses on questionnaire items that are not included in the factor results.

For statistical reasons, these items are excluded from the factors, but are important in the context of understanding workplace improvement.

These non-factor items are benchmarked against the Queensland Public Sector and are tracked over time.

		Response Scale (%)			% Positive	vs 2014	vs Qld Public Sector 2015
		Positive	Neutral	Negative			
Performance review	Received scheduled performance feedback in the last 12 months <i>Percentage responded with 'Yes'</i>	69	4	28	69%	+3	+6
	Has helped/will help improve performance <i>Percentage based on those who responded with 'Yes' to item above</i>	59	29	12	59%	+4	-3
Career and reward	My current job will help my career aspirations	56	29	15	56%	-1	+3
	I feel valued for the work I do	53	24	23	53%	+2	-3
	I am fairly paid for the work I do	61	22	17	61%	0	+8
Workplace safety	There is adequate focus on workplace safety at my workplace	74	15	10	74%	+1	-6
	People in my workgroup are committed to workplace safety	79	15	7	79%	-1	-5
Other	Satisfaction with degree to which your work is interesting/challenging <i>Percentage responded with 'very satisfied' or 'satisfied'</i>	77	14	9	77%	-2	0
	I agree with the way my organisation tries to achieve its objectives	56	23	21	56%	+3	-3
	My work makes a valuable contribution to the Qld public	89	7	4	89%	-2	+2
	I feel my job is secure	49	27	25	49%	+14	-2
	Satisfaction with your work location <i>Percentage responded with 'very satisfied' or 'satisfied'</i>	78	14	8	78%	-1	-3
	My workplace has undergone significant change in the past 12 months	61	27	12	61%	0	+6

05. More about workplace climate in your divisions

Purpose

This section shows the breakdown of division and agency results for non-factor items.

For statistical reasons, these items are excluded from the factors, but are important in the context of understanding workplace improvement.

This sections shows the % positive scores for divisions within the agency.

	Townsville Hospital and Health Service	Medical Services Group	Surgical Service Group	Mental Health Service Group	Rural Hospitals Service Group	Health and Wellbeing Service Group	Corporate and Commercial Services	Indigenous Health Service Group
Number of Respondents	2,431	367	485	340	293	457	253	25
<i>Divisions with less than 10 respondents are not displayed</i>								
Productivity and effectiveness								
My workgroup is adequately resourced to deliver quality services	47%	47%	53%	42%	55%	43%	35%	67%
Approval processes at my workplace are excessive % positive indicates those who "strongly disagree" or "disagree" with the statement that approval processes are excessive.	15%	12%	12%	17%	15%	13%	26%	32%
Disruptions and/or noise at my workplace make it hard to get things done % positive indicates those who "strongly disagree" or "disagree" with the statement that disruption/noise makes it hard.	41%	37%	38%	35%	49%	38%	48%	64%
Satisfaction with physical working environment Percentage responded with 'very satisfied' or 'satisfied'	67%	68%	70%	63%	75%	66%	56%	70%
There is too much 'red tape' in my work % positive indicates those who "strongly disagree" or "disagree" with the statement that there is too much "red tape".	17%	15%	15%	20%	15%	14%	23%	12%
My organisation uses my time efficiently	52%	50%	56%	54%	54%	52%	45%	57%
Work-life balance								
My workplace culture supports people to achieve a good work/life balance	53%	46%	54%	59%	53%	54%	52%	72%
Used flexible workplace option % positive indicates those that used at least one of six flexible work options	19%	15%	18%	20%	16%	19%	31%	22%
Satisfaction with work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	59%	54%	61%	58%	68%	60%	48%	83%
Harassment and bullying								
Bullying is not tolerated in my workplace	52%	50%	56%	60%	46%	55%	46%	72%
Witnessed harassment/bullying in the last 12 months Percentage responded with 'No'	43%	39%	42%	48%	39%	47%	45%	35%
Experienced harassment/bullying in the last 12 months Percentage responded with 'No'	65%	62%	67%	72%	61%	69%	63%	57%

05. More about workplace climate in your divisions (continued)

Purpose

This section shows the breakdown of division and agency results for non-factor items.

For statistical reasons, these items are excluded from the factors, but are important in the context of understanding workplace improvement.

This sections shows the % positive scores for divisions within the agency.

	Townsville Hospital and Health Service	Medical Services Group	Surgical Service Group	Mental Health Service Group	Rural Hospitals Service Group	Health and Wellbeing Service Group	Corporate and Commercial Services	Indigenous Health Service Group	
Number of Respondents	2,431	367	485	340	293	457	253	25	
<i>Divisions with less than 10 respondents are not displayed</i>									
Performance review	Received scheduled performance feedback in the last 12 months <i>Percentage responded with 'Yes'</i>	69%	68%	72%	68%	67%	80%	54%	50%
	Has helped/will help improve performance <i>Percentage based on those who responded with 'Yes' to item above</i>	59%	60%	65%	63%	63%	55%	49%	91%
Career and reward	My current job will help my career aspirations	56%	57%	63%	60%	57%	58%	46%	72%
	I feel valued for the work I do	53%	48%	56%	55%	53%	58%	45%	68%
	I am fairly paid for the work I do	61%	59%	60%	63%	58%	65%	59%	64%
Workplace safety	There is adequate focus on workplace safety at my workplace	74%	73%	76%	74%	77%	84%	64%	76%
	People in my workgroup are committed to workplace safety	79%	78%	81%	79%	79%	86%	71%	87%
Other	Satisfaction with degree to which your work is interesting/challenging <i>Percentage responded with 'very satisfied' or 'satisfied'</i>	77%	75%	84%	79%	76%	80%	65%	78%
	I agree with the way my organisation tries to achieve its objectives	56%	55%	59%	60%	64%	54%	49%	60%
	My work makes a valuable contribution to the Qld public	89%	93%	92%	89%	92%	91%	74%	84%
	I feel my job is secure	49%	47%	59%	52%	47%	49%	31%	60%
	Satisfaction with your work location <i>Percentage responded with 'very satisfied' or 'satisfied'</i>	78%	77%	81%	77%	86%	81%	64%	91%
	My workplace has undergone significant change in the past 12 months	61%	72%	62%	56%	57%	58%	60%	61%

06. Most changed since 2014

Purpose

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

	Factor	% Positive 2015	Percentage Change
The Survey Items With the Most Positive Change	I feel my job is secure	Non factorial item	49% +14
	My organisation is committed to developing its employees	Learning and development	49% +6
	My workplace culture supports people to achieve a good work/life balance	Non factorial item	53% +6
	People take responsibility for their decisions and actions in my workplace	Workplace fairness	48% +5
	I would recommend my organisation as a great place to work	Agency engagement	57% +5

	Factor	% Positive 2015	Percentage Change
The Survey Items With the Most Negative Change	Important decisions made at my workplace are based on a sound understanding of issues	Decision Making	48% -5
	Disability is not a barrier to success in my organisation	Anti-discrimination	61% -5
	My workgroup always tries to improve its performance	Innovation	67% -3
	Sexual orientation is not a barrier to success in my organisation	Anti-discrimination	71% -3
	My workgroup uses research and expertise to identify better practice	Innovation	52% -3

Note: Survey items in scope of the above presentation were single response non-demographic questions that were asked of all respondents in 2014 as well as in 2015 and that excluded a 'na' option.

"My workplace has undergone significant change in the past 12 months" has not been included in the analysis

07. Demographic comparison

Purpose

The purpose of this section is to provide comparisons of your agency's workplace outcome results across various demographic groups.

This information enables you to understand the perceptions of the varying demographic groups of your workforce.

"Restricted" indicates a group with less than 10 respondents

		Number of respondents	Agency engagement (% Positive)	Job engagement and satisfaction (% Positive)	Intention to leave (% Positive)
Townsville Hospital and Health Service		2431	54%	79%	67%
Managerial status	Managers	448	56%	79%	66%
	Non-managers	1976	54%	79%	67%
Employment status	Permanent	2081	52%	77%	67%
	Non-permanent	332	66%	88%	65%
Full-time status	Full-time basis	1688	53%	77%	65%
	Part-time basis	723	57%	83%	71%
FTE Salary	Under \$50,000	331	60%	81%	67%
	\$50,000 - \$69,999	824	55%	78%	68%
	\$70,000 - \$89,999	622	52%	80%	64%
	\$90,000 or over	595	52%	78%	67%
Time in agency	Less than 2 years	589	66%	85%	66%
	2 to less than 6 years	580	50%	78%	68%
	6 to less than 10 years	483	49%	73%	63%
	10 years or more	773	52%	79%	69%
Age	34 years or younger	637	59%	80%	66%
	35 to 44 years	623	51%	76%	66%
	45 to 54 years	711	53%	78%	66%
	55 years or older	451	53%	84%	70%
Gender	Male	472	50%	73%	58%
	Female	1938	56%	81%	69%
Type of work	Direct service delivery	1560	54%	81%	67%
	Corporate services and administrative support/clerical	445	51%	72%	63%
	Other	396	57%	79%	68%
Clinical versus non-clinical	Clinical	1532	55%	81%	68%
	Non-clinical	881	52%	75%	65%

08. Executive capabilities in your agency

Number of Respondents:
 **102**

Purpose

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

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

	Response Scale (%)			% Positive 2015	Percent Change
	Positive	Neutral	Negative		
Leads strategically with vision	63	19	19	63%	+1
Navigates complex, ambiguous and political environments	73	14	14	72%	+4
Leads change with agility	59	23	19	59%	+3
Operates across boundaries	73	14	14	73%	+3
Engages with ideas, innovation and risk	74	6	20	74%	+10
Manages organisational performance	69	11	20	69%	+6
Manages internal and external relationships	77	10	14	77%	+13
Builds organisational capability	70	12	17	70%	+3
Inspires individual and team commitment in the pursuit of results	60	23	16	60%	-1
Models professional and ethical behaviour	77	6	17	77%	+4
Displays courage in the provision of advice and decision-making	68	15	18	68%	-3
Applies sound corporate governance	74	12	14	74%	+5
Commits to personal development	72	16	12	72%	+3

09. Agency specific questions

Purpose

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

	Response Scale (%)			% Positive 2015	Percent Change
	Positive	Neutral	Negative		
My organisation's leaders have become more visible	40	34	26	40%	-
I have seen an improvement in workplace culture in the last 12 months	25	44	30	25%	-
Achievements are recognised and celebrated in my workplace	44	31	26	44%	-
The morale in my work area is positive	43	25	32	43%	-
I have a good understanding of the vision, values and purpose of my organisation	69	21	10	69%	-
Communication from the organisation's leaders is effective and timely	40	32	28	40%	-
My organisation works to attract, develop and retain people from diverse backgrounds	45	37	18	45%	-

10. Appendix A – Workplace factors and outcomes

Purpose

This section provides the detailed information required to engage in in-depth discussions, action planning and workshopping to improve workplace outcomes.

Workplace outcomes		% Positive	Vs 2014	% Neutral	Vs 2014	% Negative	Vs 2014
Agency engagement							
Q35a	I would recommend my organisation as a great place to work	57%	+5	27%	-4	16%	-1
Q35b	I am proud to tell others I work for my organisation	63%	+3	25%	-3	12%	0
Q35c	I feel strong personal attachment to my organisation	53%	0	31%	0	16%	0
Q35d	My organisation motivates me to help it achieve its objectives	49%	+2	33%	-2	19%	0
Q35e	My organisation inspires me to do the best in my job	50%	+2	32%	-2	18%	0
Job engagement and satisfaction							
Q22g	I enjoy the work in my current job	78%	-1	14%	-1	9%	+1
Q22h	My job gives me a feeling of personal accomplishment	73%	-1	15%	-1	12%	+1
Q22i	When needed, I am willing to put in the extra effort to get a job done	93%	-2	4%	+1	3%	+1
Q37	All things considered, how satisfied are you with your current job?	71%	+1	15%	-1	13%	+1
Intention to leave							
Q38	I intend to leave my organisation within the next 12 months	67%	+1	22%	-2	12%	+1

10. Appendix A – Workplace factors and outcomes (continued)

Purpose

This section provides the detailed information required to engage in in-depth discussions, action planning and workshopping to improve workplace outcomes.

Job Factors		% Positive	Vs 2014	% Neutral	Vs 2014	% Negative	Vs 2014
Role clarity and goal alignment							
Q21a	I am clear what my duties and responsibilities are	88%	-2	6%	0	6%	+2
Q21b	I understand what is expected of me to do well in my job	89%	-1	5%	-1	6%	+2
Q21c	I understand how my work contributes to my organisation's objectives	90%	-1	6%	0	4%	+1
Q21d	I am committed to my organisation's goals	90%	0	7%	-1	3%	+1
Q21f	I feel I make a contribution to achieving the organisation's objectives	85%	0	10%	-1	5%	+1
Job empowerment							
Q22a	I have a choice in deciding how I do my work	59%	-1	21%	-1	20%	+2
Q22b	I have the tools I need to do my job effectively	66%	0	17%	0	17%	0
Q22c	I get the information I need to do my job well	63%	-1	21%	+1	16%	0
Q22d	I have the authority necessary to do my job effectively	68%	+1	18%	-1	14%	+1
Q22f	My job gives me opportunities to utilise my skills	80%	+1	10%	-2	10%	+1
Q36b	Your ability to work on your own initiative	83%	+1	9%	-1	8%	0
Workload and health							
Q23a	I am overloaded with work	24%	+2	33%	0	43%	-2
Q23b	I feel burned out by my work	36%	+4	31%	-2	33%	-2
Q23h	My work has a negative impact on my health	42%	0	33%	0	26%	0
Learning and development							
Q28d	In my organisation, there are opportunities for me to develop my skills and knowledge	64%	0	18%	-1	18%	+1
Q28f	I am able to access relevant learning and development opportunities	60%	-3	22%	+2	17%	+1
Q28g	Learning and development activities I have completed in the past 12 months have helped to improve my performance	63%	-1	24%	-1	13%	+1
Q28h	I am satisfied with the opportunities available for career development	44%	-1	29%	+1	27%	0
Q33b	My organisation is committed to developing its employees	49%	+6	30%	-4	21%	-2
Performance assessment							
Q28a	I receive useful feedback on my performance	53%	+1	24%	-1	23%	0
Q28b	My performance is assessed against clear criteria	51%	+2	28%	-3	21%	+1
Q28c	I have performance objectives that are within my control	58%	+3	26%	-3	16%	0
Q28i	I have had productive conversations with my manager on my performance in the past 12 months	54%	-1	22%	+1	24%	0

10. Appendix A – Workplace factors and outcomes (continued)

Purpose

This section provides the detailed information required to engage in in-depth discussions, action planning and workshopping to improve workplace outcomes.

Workgroup factors		% Positive	Vs 2014	% Neutral	Vs 2014	% Negative	Vs 2014
My workgroup							
Q24a	People in my workgroup treat each other with respect	60%	0	19%	0	21%	+1
Q24b	I receive help and support from other people in my workgroup	76%	+2	15%	-1	9%	0
Q24c	People in my workgroup are honest, open and transparent in their dealings	54%	+2	25%	-1	21%	-1
Q24d	People in my workgroup use their time and resources efficiently	56%	+3	26%	-2	18%	-1
Q24e	People in my workgroup treat customers with respect	80%	-2	13%	+1	7%	+1
Q24f	People in my workgroup are committed to delivering excellent service to customers	78%	0	16%	-1	7%	+1
Q24g	People in my workgroup do their jobs effectively	68%	0	21%	0	11%	0
Collaboration							
Q24j	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	75%	0	17%	0	8%	0
Q24k	People in my workgroup work effectively with other Queensland Government organisations to deliver services to our customers	74%	+1	20%	-1	6%	0
Q24l	People in my workgroup work effectively with other organisations outside the Queensland Government to deliver services to our customers	70%	+1	24%	0	6%	-1
Supervision and leadership factors							
My manager							
Q31a	My manager treats employees with dignity and respect	71%	+2	13%	-2	16%	0
Q31b	My manager listens to what I have to say	72%	0	14%	-1	14%	0
Q31c	My manager keeps me informed about what's going on	63%	+1	18%	-1	19%	-1
Q31d	My manager understands my work	65%	-1	18%	+1	17%	0
Q31e	My manager creates a shared sense of purpose	61%	+1	21%	0	18%	-2
Q31f	My manager demonstrates honesty and integrity	70%	+1	16%	0	14%	-1
Q31g	My manager draws the best out of me	53%	0	28%	+1	19%	-1
My senior manager							
Q32a	My senior manager communicates timely information that is relevant for my work	48%	+2	28%	-2	24%	0
Q32b	My senior manager genuinely listens and is responsive to issues raised by staff	49%	+1	27%	-1	24%	0
Q32c	My senior manager demonstrates honesty and integrity	54%	+2	28%	-2	18%	0
Organisational leadership							
Q33a	In my organisation, the leadership is of high quality	46%	+2	30%	-2	23%	0
Q33d	Management model the behaviours expected of all employees	47%	+3	29%	-1	24%	-2
Q33e	In my organisation, the leadership operates with a high level of integrity	48%	+2	31%	-2	21%	0
Q33g	My organisation is well managed	43%	+3	33%	-1	24%	-2

10. Appendix A – Workplace factors and outcomes (continued)

Purpose

This section provides the detailed information required to engage in in-depth discussions, action planning and workshoping to improve workplace outcomes.

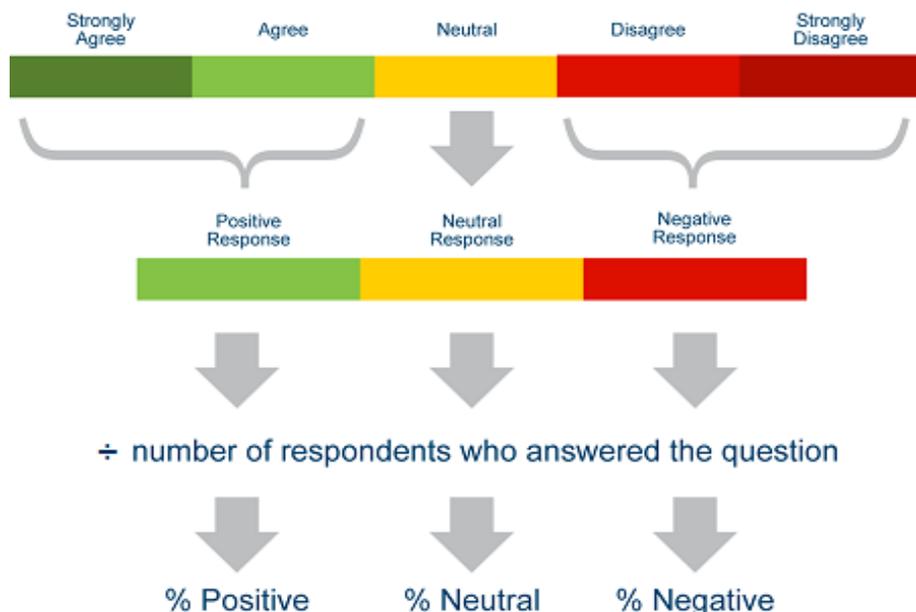
Workplace and organisational factors		% Positive	Vs 2014	% Neutral	Vs 2014	% Negative	Vs 2014
Decision making							
Q25i	Important decisions at my workplace are made by the people best placed to understand the issues	45%	0	25%	-2	31%	+2
Q25m	Important decisions made at my workplace are based on a sound understanding of issues	48%	-5	27%	+2	25%	+3
Workplace change							
Q26a	I have received timely and relevant communication about workplace change in the past 12 months	49%	0	24%	-2	28%	+2
Q26b	Changes that have been implemented in my workplace have been done for a good reason in the past 12 months	45%	+6	32%	-3	23%	-4
Q26c	Changes implemented in my workplace have been managed well in the past 12 months	38%	+6	31%	-4	31%	-2
Q26d	I feel my workplace is functioning more efficiently as a result of change implemented in the past 12 months	33%	+7	37%	-1	31%	-6
Workplace fairness							
Q25f	Performance is assessed and rewarded fairly in my workplace	34%	+1	33%	-1	33%	0
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	40%	+2	23%	0	37%	-2
Q25h	People are treated fairly and consistently in my workplace	45%	+2	23%	-2	32%	+1
Q25j	People take responsibility for their decisions and actions in my workplace	48%	+5	26%	-1	25%	-4
Q25k	Bullying is not tolerated in my workplace	52%	+1	20%	0	27%	-1
Anti-discrimination							
Q34a	Age is not a barrier to success in my organisation	69%	0	21%	-1	10%	+1
Q34b	Gender is not a barrier to success in my organisation	74%	0	19%	0	8%	0
Q34c	Disability is not a barrier to success in my organisation	61%	-5	32%	+4	6%	+1
Q34d	Cultural background is not a barrier to success in my organisation	72%	-2	23%	+3	5%	-1
Q34e	Sexual orientation is not a barrier to success in my organisation	71%	-3	25%	+3	3%	-1
Organisational trust							
Q33f	Recruitment and promotion decisions in this organisation are fair	37%	-1	32%	0	32%	+1
Q34f	I would feel comfortable raising complaints in my organisation	52%	+5	21%	+1	27%	-6
Q34g	If I raised a complaint, I feel confident that it would be taken seriously	47%	+3	24%	0	29%	-4
Innovation							
Q27a	I get the opportunity to develop new and better ways of doing my job	54%	+3	24%	-4	21%	+1
Q27b	I am encouraged to make suggestions about improving work processes and/or services	64%	-1	18%	0	18%	+1
Q27c	Management is willing to act on suggestions to improve how things are done	48%	+1	26%	-2	26%	+1
Q27d	My workgroup uses research and expertise to identify better practice	52%	-3	31%	+2	16%	+1
Q27e	My workgroup always tries to improve its performance	67%	-3	21%	+1	12%	+1
Q27f	My organisation is open to new ideas	52%	+3	28%	-2	20%	0

11. Appendix B – How to interpret this report

% Positive, Neutral and Negative Scores

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

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



Negatively Worded Questions: An example

What are negatively worded questions?

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

How are the negatively worded responses scored?

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

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

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

EXAMPLE

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

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

OR

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

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

	% Positive	vs 2014	% Neutral	vs 2014	% Negative	vs 2014
Q23 h Approval processes at my work are excessive.	82%	+4	10%	-2	8%	-5

How will I know if I am interpreting this correctly?

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

Townsville Hospital and Health Service

11. Appendix B – How to interpret this report

Rounding

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

Factor Scores

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

The report depicts 3 workplace outcomes and makes use of 16 factor measures that are documented in Appendix A.

% Change and Division Comparisons

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

- the 2014 and 2015 % positive, negative and neutral scores, or
- the 2015 agency and Qld Public Sector % scores.

The % score is highlighted green when the 2015 work area result is five or more percentage points higher than the 2014 score. The % score is highlighted red where the 2015 work area result is five or more percentage points lower.

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

Quintile

Indicates the position of your agency when the 54 participating agencies are ranked against individual workplace factors and workplace outcomes.

Quintile	Interpretation
1	Among first 20% of agencies OR Among top eleven ranked agencies
2	Among second 20% of agencies OR Between 12th and 22nd ranked agencies
3	Among third 20% of agencies OR Between 23rd and 33rd ranked agencies
4	Among fourth 20% of agencies OR Between 34th and 44th ranked agencies
5	Among last 20% of agencies OR Between 45th and 54th ranked agencies

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

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

Number of Respondents

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

Definitions

The following definitions were used in the survey:

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

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

Your organisation

For Health agencies - The Hospital and Health Service (HHS), Commercial Business Unit or Division in which you work.

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

Your manager - The person you usually report to.

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

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

Workplace harassment - entails offensive, belittling or threatening behaviour at an individual or group. The behaviour is unwelcome, unsolicited, usually unreciprocated.

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

Townsville Hospital and Health Service

11. Appendix B – How to interpret this report

Key Drivers

Key drivers identify which of the workplace factors shown in the diagram featured on this page had the greatest statistical impact on each of the three workplace outcomes. In the body of the report they are ordered by strength of impact (i.e. strongest listed first). The diagram featured on this page outlines the conceptual model behind the analysis.

Diagram: Workplace factors and workplace outcomes

