

## HIGHLIGHTS REPORT

### State Library Queensland

#### Introduction

The Highlight Report presents key results from the 2014 Working for Queensland Employee Opinion Survey, which was conducted in May 2014. Results reflect the respondents from your organisation.

#### Note on response rate

The displayed response rate was calculated using statistical workforce data (Minimum Obligatory Human Resource Information) for March 2014.

#### Report content

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# Your workplace climate at a glance

This section shows the % positive scores for different workplace factors and workplace outcomes

Response Rate: **51%**

Number of Returned Surveys: **174**

% Positive      vs 2013      vs QPS2014

## Workplace factors

### Job Factors

Role clarity and goal alignment	87	-3	-1
Job empowerment	68	-5	-2
Workload and health* (% indicating limited or no issues)	35	0	+1
Learning and development	44	-5	-10
Performance assessment	60	-3	+7

### Workgroup factors

My workgroup	83	+4	+6
Collaboration**	77	-5	-1

### Supervision and leadership factors

My manager	70	-7	-2
My senior manager	55	-9	-4
Organisational leadership	42	0	-9

### Workplace and organisational factors

Decision making	36	-2	-19
Workplace change	32	-10	-9
Workplace fairness	38	-3	-10
Anti-discrimination	73	-1	+3
Organisational trust	40	-4	-4
Innovation	60	-7	+1

## Workplace outcomes

Agency engagement	59	-3	+4
Job engagement and satisfaction	79	-2	0
Intention to leave* (% not indicating to leave organisation in the next 12 months)	58	-7	-8

For more detail and results on the workplace factors and workplace outcomes see Appendix A.

\*Percentage responded with 'Strongly disagree' or 'Disagree'

\*\* Excludes respondents who indicated collaboration questions were 'not applicable'

# Your workplace climate at a glance *continued*

This section shows the % positive scores for different workplace factors and workplace outcomes, the range of scores for the 53 agencies and your quintile position

	% Positive	Range of all agencies	Your agency quintile
<b>Workplace factors</b>			
<b>Job Factors</b>			
Role clarity and goal alignment	87	73 - 96	3
Job empowerment	68	51 - 90	3
Workload and health* (% indicating limited or no issues)	35	22 - 63	3
Learning and development	44	21 - 70	4
Performance assessment	60	25 - 77	1
<b>Workgroup factors</b>			
My workgroup	83	59 - 92	1
Collaboration**	77	66 - 90	4
<b>Supervision and leadership factors</b>			
My manager	70	57 - 87	3
My senior manager	55	42 - 79	3
Organisational leadership	42	28 - 79	4
<b>Workplace and organisational factors</b>			
Decision making	36	29 - 82	5
Workplace change	32	20 - 72	5
Workplace fairness	38	28 - 68	5
Anti-discrimination	73	51 - 96	2
Organisational trust	40	24 - 76	4
Innovation	60	41 - 83	3
<b>Workplace outcomes</b>			
Agency engagement	59	40 - 78	2
Job engagement and satisfaction	79	66 - 89	3
Intention to leave* (% not indicating to leave organisation in the next 12 months)	58	37 - 74	3

\*Percentage responded with 'Strongly disagree' or 'Disagree'

\*\* Excludes respondents who indicated collaboration questions were 'not applicable'

# Workplace climate in your divisions at a glance

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

## Key



At least 5% greater than overall score



At least 5% less than overall score

Divisions with less than 10 respondents are not displayed

## Workplace factors

	State Library Queensland	Office of the State Librarian & Corporate Services	Engagement & Partnerships Program	Regional Access & Public Libraries Program	Content Development Program
Respondents	174	29	36	26	66
<b>Job Factors</b>					
Role clarity and goal alignment	87	93	83	87	88
Job empowerment	68	80	65	72	69
Workload and health* (% indicating limited or no issues)	35	31	38	37	32
Learning and development	44	36	41	62	45
Performance assessment	60	61	63	62	61
<b>Workgroup factors</b>					
My workgroup	83	95	80	86	78
Collaboration**	77	93	64	79	76
<b>Supervision and leadership factors</b>					
My manager	70	77	81	57	68
My senior manager	55	77	59	49	49
Organisational leadership	42	58	27	47	43

\*Percentage responded with 'Strongly disagree' or 'Disagree'

\*\* Excludes respondents who indicated collaboration questions were 'not applicable'

# Workplace climate in your divisions at a glance *continued*

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

## Key



At least 5% greater than overall score



At least 5% less than overall score

Divisions with less than 10 respondents are not displayed

## Workplace factors

	State Library Queensland	Office of the State Librarian & Corporate Services	Engagement & Partnerships Program	Regional Access & Public Libraries Program	Content Development Program
Respondents	174	29	36	26	66
<b>Decision making</b>	36	53	20	48	36
<b>Workplace change</b>	32	54	22	35	29
<b>Workplace fairness</b>	38	46	38	39	36
<b>Anti-discrimination</b>	73	81	67	77	73
<b>Organisational trust</b>	40	51	32	42	43
<b>Innovation</b>	60	76	57	69	54

## Workplace outcomes

<b>Agency engagement</b>	59	73	51	67	59
<b>Job engagement and satisfaction</b>	79	84	77	83	82
<b>Intention to leave*</b> (% not indicating to leave organisation in the next 12 months)	58	46	48	67	66

\*Percentage responded with 'Strongly disagree' or 'Disagree'

\*\* Excludes respondents who indicated collaboration questions were 'not applicable'

# More about your workplace climate

*This section shows the % positive scores for further individual question items*

	% Positive	vs 2013	vs QPS 2014
<b>Productivity and effectiveness</b>			
My workgroup is adequately resourced to deliver quality services	32	-1	-16
Approval processes at my workplace are excessive* (% indicating disagreement with statement)	21	+8	+3
Disruptions and/or noise at my workplace make it hard to get things done* (% indicating disagreement with statement)	49	+9	+2
Satisfaction with physical working environment^	70	-2	0
There is too much 'red tape' in my work* (% indicating disagreement with statement)	28	na	+11
My organisation uses my time efficiently	52	-2	+1
<b>Work-life balance</b>			
My workplace culture supports people to achieve a good work/life balance	67	-5	+13
Used flexible workplace option**	78	-	+43
Satisfaction with work-life balance^	72	0	+12
<b>Harassment and bullying</b>			
Bullying is not tolerated in my workplace	51	-6	-14
Witnessed harassment/bullying in the last 12 months*** (% responded with 'No')	48	-2	-13
Experienced harassment/bullying in the last 12 months*** (% responded with 'No')	75	-3	-2
<b>Performance review</b>			
Received scheduled performance feedback in the last 12 months****	82	na	+23
Has helped/will help improve performance*****	48	na	-9
<b>Career and reward</b>			
My current job will help my career aspirations	46	+5	-5
I feel valued for the work I do	48	-10	-3
I am fairly paid for the work I do	54	+1	+6
<b>Workplace safety</b>			
There is adequate focus on workplace safety at my workplace	82	-8	+3
People in my workgroup are committed to workplace safety	86	-5	+2
<b>Other</b>			
Satisfaction with degree to which your work is interesting/challenging^	78	-2	+2
I agree with the way my organisation tries to achieve its objectives	49	-3	-7
My work makes a valuable contribution to the Qld public	92	+4	+5
I feel my job is secure	27	0	-11
Satisfaction with your work location^	87	0	+7
My workplace has undergone significant change in the past 12 months	53	-15	-6

\*Percentage responded with 'Strongly disagree' or 'Disagree'

\*\* Percentage that indicated at least one of six flexible work options

\*\*\* Percentage responded with 'No'

\*\*\*\* Percentage responded with 'Yes'

\*\*\*\*\* Percentage based on those who responded with 'Yes' to item above

^ Percentage responded with 'Very satisfied' or 'Satisfied'

na - The question was asked differently in 2013 and is therefore not comparable

# More about workplace climate in your divisions

This section shows the % positive scores for further individual question items for divisions within the agency

Key



At least 5% greater than overall score



At least 5% less than overall score

Divisions with less than 10 respondents are not displayed

	Respondents	State Library Queensland	Office of the State Librarian & Corporate Services	Engagement & Partnerships Program	Regional Access & Public Libraries Program	Content Development Program
		174	29	36	26	66
Productivity and effectiveness						
My workgroup is adequately resourced to deliver quality services	32	29	26	52	28	
Approval processes at my workplace are excessive* (% indicating disagreement with statement)	21	25	40	24	11	
Disruptions and/or noise at my workplace make it hard to get things done* (% indicating disagreement with statement)	49	50	43	52	45	
Satisfaction with physical working environment^	70	82	52	71	78	
There is too much 'red tape' in my work* (% indicating disagreement with statement)	28	38	36	28	19	
My organisation uses my time efficiently	52	61	36	58	54	
Work-life balance						
My workplace culture supports people to achieve a good work/life balance	67	71	60	64	77	
Used flexible workplace option**	78	83	75	81	82	
Satisfaction with work-life balance^	72	70	73	63	83	
Harassment and bullying						
Bullying is not tolerated in my workplace	51	57	54	40	51	
Witnessed harassment/bullying in the last 12 months*** (% responded with 'No')	48	75	42	33	45	
Experienced harassment/bullying in the last 12 months*** (% responded with 'No')	75	79	85	71	73	

\*Percentage responded with 'Strongly disagree' or 'Disagree'

\*\* Percentage that indicated at least one of six flexible work options

\*\*\* Percentage responded with 'No'

^ Percentage responded with 'Very satisfied' or 'Satisfied'

# More about workplace climate in your divisions *continued*

*This section shows the % positive scores for further individual question items for divisions within the agency*

Key



At least 5% greater than overall score



At least 5% less than overall score

Divisions with less than 10 respondents are not displayed

	Respondents	State Library Queensland	Office of the State Librarian & Corporate Services	Engagement & Partnerships Program	Regional Access & Public Libraries Program	Content Development Program
		174	29	36	26	66
Performance review						
Received scheduled performance feedback in the last 12 months****	82	86	76	80	89	
Has helped/will help improve performance*****	48	54	54	45	46	
Career and reward						
My current job will help my career aspirations	46	59	36	67	45	
I feel valued for the work I do	48	59	47	60	43	
I am fairly paid for the work I do	54	72	67	52	48	
Workplace safety						
There is adequate focus on workplace safety at my workplace	82	89	74	92	81	
People in my workgroup are committed to workplace safety	86	96	83	92	83	
Other						
Satisfaction with degree to which your work is interesting/challenging^	78	86	73	79	84	
I agree with the way my organisation tries to achieve its objectives	49	66	31	62	48	
My work makes a valuable contribution to the Qld public	92	86	94	96	92	
I feel my job is secure	27	52	14	40	25	
Satisfaction with your work location^	87	96	85	88	87	
My workplace has undergone significant change in the past 12 months	53	48	57	52	51	

\*\*\*\* Percentage responded with 'Yes'

\*\*\*\*\* Percentage based on those who responded with 'Yes' to item above

^ Percentage responded with 'Very satisfied' or 'Satisfied'

## Most changed since 2013

*This section presents question items with the largest change in % positive scores between 2014 and 2013*

### Most improved – the survey items with the most positive change

	% positive 2013	% positive 2014	Percentage change
People in my workgroup use their time and resources efficiently	66	76	+10
Disruptions and/or noise at my workplace make it hard to get things done*	40	49	+9
Approval processes at my workplace are excessive*	13	21	+8
People in my workgroup are honest, open and transparent in their dealings	64	72	+7
My current job will help my career aspirations	41	46	+5

### Areas to explore further – the survey items with the most negative change

	% positive 2013	% positive 2014	Percentage change
My workplace has undergone significant change in the past 12 months	68	53	-15
I get the opportunity to develop new and better ways of doing my job	66	53	-13
My organisation is committed to developing its employees	52	40	-12
Management is willing to act on suggestions to improve how things are done	58	48	-11
My manager listens to what I have to say	87	76	-11

#### Note

Survey items in scope of the above presentation were single response non-demographic questions that were asked of all respondents in 2013 as well as in 2014 and that excluded a 'na' option.

\* Percentage responded with 'Strongly disagree' or 'Disagree'

# Drivers of workplace outcomes

*This section presents the top three drivers for workplace outcomes*

The drivers for the three workplace outcomes reported below relate to the overall agency. As drivers can vary for different workgroups within an agency, care should be taken with generalising the reported results to all workgroups within the agency.

The drivers are displayed in descending order of impact on the outcome. The % positive score shown is the result the driver achieved in your agency (It is not a quantification of its impact on the outcome.)

For individual survey items relating to the below drivers see Appendix B.

## Agency engagement

### Top 3 drivers

	% positive	vs 2013
Organisational leadership	42	0
Anti-discrimination	73	-1
Decision making	36	-2

## Job engagement and satisfaction

### Top 3 drivers

	% positive	vs 2013
Job empowerment	68	-5
Role clarity and goal alignment	87	-3
My workgroup	83	+4

## Intention to leave

### Top 3 drivers

	% positive	vs 2013
Organisational leadership	42	0
Workload and health	35	0

# Demographic comparisons

This section shows the % positive scores for workplace outcomes for different demographic groups

## Key



At least 5% greater than overall score



At least 5% less than overall score

(r) Indicates a group with less than 10 respondents

	Number of returns	Agency engagement	Job engagement and satisfaction	Intention to leave
<b>State Library Queensland</b>	174	59	79	58
<b>Managerial status</b>				
Managers	47	60	80	44
Non-managers	126	59	79	62
<b>Employment status</b>				
Permanent	135	58	78	62
Non-permanent	39	63	82	43
<b>Full-time status</b>				
Full-time	134	53	78	56
Part-time	38	80	86	63
<b>FTE Salary</b>				
\$49,999 or less	22	71	76	45
\$50,000 - \$69,999	62	59	78	71
\$70,000 - \$89,999	59	55	83	61
\$90,000 or above	30	60	76	36
<b>Age</b>				
34 years or under	40	58	79	46
35 - 44 years	43	72	83	73
45 - 54 years	48	58	79	56
55 years or over	42	48	75	58
<b>Time in agency</b>				
Less than 2 years	33	69	85	59
2 to less than 6 years	42	56	82	46
6 to less than 10 years	37	54	71	54
10 years or more	62	59	79	66
<b>Type of work</b>				
Direct service delivery	34	60	79	66
Corporate services and administrative support/clerical	30	84	84	64
Other	109	52	78	53

# Appendix A

## Workplace factors and workplace outcomes

### Job Factors

	% Positive	vs 2013	% Neutral	vs 2013	% Negative	vs 2013
<b>Role clarity and goal alignment</b>	<b>87</b>	<b>-3</b>	<b>8</b>	<b>+3</b>	<b>5</b>	<b>0</b>
Q21a. I am clear what my duties and responsibilities are	87	-3	4	+1	9	+2
Q21b. I understand what is expected of me to do well in my job	89	-5	6	+3	5	+2
Q21c. I understand how my work contributes to my organisation's objectives	86	-9	10	+7	4	+2
Q21d. I am committed to my organisation's goals	89	+3	8	-1	3	-2
Q21f. I feel I make a contribution to achieving the organisation's objectives	85	-1	12	+3	3	-2
<b>Job empowerment</b>	<b>68</b>	<b>-5</b>	<b>15</b>	<b>-1</b>	<b>16</b>	<b>+6</b>
Q22a. I have a choice in deciding how I do my work	71	-5	16	+4	13	+1
Q22b. I have the tools I need to do my job effectively	69	-6	16	0	15	+6
Q22c. I get the information I need to do my job well	61	-5	14	-8	25	+13
Q22d. I have the authority necessary to do my job effectively	58	-9	23	+4	19	+5
Q22e. My job gives me opportunities to utilise my skills	75	+3	9	-7	15	+4
Q36b. How satisfied are you with the following: Your ability to work on your own initiative	76	-7	12	+1	12	+5
<b>Workload and health *</b>	<b>35</b>	<b>0</b>	<b>33</b>	<b>0</b>	<b>32</b>	<b>0</b>
Q23a. I am overloaded with work	22	+2	35	-3	43	+1
Q23b. I feel burned out by my work	37	-1	31	-6	32	+8
Q23h. My work has a negative impact on my health	45	-1	34	+9	21	-8
<b>Learning and development</b>	<b>44</b>	<b>-5</b>	<b>28</b>	<b>+3</b>	<b>27</b>	<b>+2</b>
Q28d. In my organisation, there are opportunities for me to develop my skills and knowledge	56	-4	21	0	23	+4
Q28e. I am able to access relevant learning and development opportunities	53	-7	25	0	22	+7
Q28f. Learning and development activities I have completed in the past 12 months have helped to improve my performance**	44	-2	36	+6	20	-4
Q28g. I am satisfied with the opportunities available for career development	29	+1	29	0	43	-1
Q33c. My organisation is committed to developing its employees	40	-12	31	+8	29	+4
<b>Performance assessment</b>	<b>60</b>	<b>-3</b>	<b>24</b>	<b>+3</b>	<b>16</b>	<b>0</b>
Q28a. I receive useful feedback on my performance	60	-1	24	+4	16	-3
Q28b. My performance is assessed against clear criteria	57	-1	26	+2	17	-1
Q28c. I have performance objectives that are within my control	62	-8	23	+6	15	+1
Q28h. I have had productive conversations with my manager on my performance in the past 12 months	61	-1	22	0	17	+1

### Workgroup factors

	% Positive	vs 2013	% Neutral	vs 2013	% Negative	vs 2013
<b>My workgroup</b>	<b>83</b>	<b>+4</b>	<b>12</b>	<b>-3</b>	<b>5</b>	<b>-1</b>
Q24a. People in my workgroup treat each other with respect	78	-1	12	-2	10	+3
Q24b. I receive help and support from other people in my workgroup	88	+4	9	-2	3	-2
Q24c. People in my workgroup are honest, open and transparent in their dealings	72	+7	19	-8	9	+1
Q24d. People in my workgroup use their time and resources efficiently	76	+10	15	-1	9	-9
Q24e. People in my workgroup treat customers with respect	93	+2	6	-1	1	-1
Q24f. People in my workgroup are committed to delivering excellent service to customers	92	+2	7	-1	1	0
Q24g. People in my workgroup do their jobs effectively	83	+5	14	-7	3	+2
<b>Collaboration **</b>	<b>77</b>	<b>-5</b>	<b>19</b>	<b>+3</b>	<b>4</b>	<b>+1</b>
Q24j. People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	75	-3	18	+4	7	-1
Q24k. People in my workgroup work effectively with other Queensland Government organisations to deliver services to our customers	77	-1	20	-1	3	+2
Q24l. People in my workgroup work effectively with other organisations outside the Queensland Government to deliver services to our customers	79	-10	18	+6	3	+3

### Supervision and leadership factors

	% Positive	vs 2013	% Neutral	vs 2013	% Negative	vs 2013
<b>My manager</b>	<b>70</b>	<b>-7</b>	<b>16</b>	<b>+2</b>	<b>14</b>	<b>+5</b>
Q31a. My manager treats employees with dignity and respect	76	-9	13	+5	11	+4
Q31b. My manager listens to what I have to say	76	-11	12	+7	12	+4
Q31c. My manager keeps me informed about what's going on	70	-4	13	-5	16	+9
Q31d. My manager understands my work	69	-5	13	-1	18	+6
Q31e. My manager creates a shared sense of purpose	65	-5	21	+3	15	+3
Q31f. My manager demonstrates honesty and integrity	74	-10	15	+2	11	+8
Q31g. My manager draws the best out of me	57	-3	25	0	18	+3
<b>My senior manager</b>	<b>55</b>	<b>-9</b>	<b>24</b>	<b>+4</b>	<b>21</b>	<b>+4</b>
Q32a. My senior manager communicates timely information that is relevant for my work	54	-7	24	+3	23	+3
Q32b. My senior manager genuinely listens and is responsive to issues raised by staff	51	-10	25	+9	24	+1
Q32c. My senior manager demonstrates honesty and integrity	60	-9	24	+1	16	+8
<b>Organisational leadership</b>	<b>42</b>	<b>0</b>	<b>33</b>	<b>+1</b>	<b>26</b>	<b>-2</b>
Q33a. In my organisation, the leadership is of high quality	43	0	31	+2	26	-2
Q33b. In my organisation, the leadership operates with a high level of integrity	47	+3	31	-7	23	+5
Q33e. Management model the behaviours expected of all employees	35	+4	32	-1	33	-3
Q33g. My organisation is well managed	41	-4	37	+11	21	-7

### Workplace and organisational factors

	% Positive	vs 2013	% Neutral	vs 2013	% Negative	vs 2013
<b>Decision making</b>	<b>36</b>	<b>-2</b>	<b>31</b>	<b>+4</b>	<b>33</b>	<b>-2</b>
Q25a. Important decisions at my workplace are based on a sound understanding of issues	41	-2	29	+4	30	-2
Q25b. Important decisions at my workplace are made by the people best placed to understand the issues	31	-3	32	+4	37	-2
<b>Workplace change</b>	<b>32</b>	<b>-10</b>	<b>34</b>	<b>+5</b>	<b>34</b>	<b>+4</b>
Q26a. I have received timely and relevant communication about workplace change in the past 12 months	53	-7	22	-4	25	+11
Q26b. Changes that have been implemented in my workplace have been done for a good reason in the past 12 months	32	-5	36	+1	32	+4
Q26c. Changes implemented in my workplace have been managed well in the past 12 months	24	-12	37	+10	39	+2
Q26d. I feel my workplace is functioning more efficiently as a result of change implemented in the past 12 months	19	-14	40	+14	41	0
<b>Workplace fairness</b>	<b>38</b>	<b>-3</b>	<b>28</b>	<b>+5</b>	<b>34</b>	<b>-2</b>
Q25i. Performance is assessed and rewarded fairly in my workplace	32	-5	32	+1	37	+4
Q25j. I am confident that poor performance will be appropriately addressed in my workplace	24	+2	26	+6	50	-8
Q25k. People are treated fairly and consistently in my workplace	42	+1	26	+5	32	-6
Q25l. People take responsibility for their decisions and actions in my workplace	42	-5	30	+2	28	+2
Q25m. Bullying is not tolerated in my workplace*	51	-6	26	+9	23	-3
<b>Anti-discrimination</b>	<b>73</b>	<b>-1</b>	<b>21</b>	<b>+1</b>	<b>6</b>	<b>0</b>
Q34d. Gender is not a barrier to success in my organisation	78	-2	13	-2	9	+3
Q34e. Age is not a barrier to success in my organisation	66	+3	21	-1	13	-2
Q34f. Cultural background is not a barrier to success in my organisation	75	+1	22	+2	3	-4
Q34g. Sexual orientation is not a barrier to success in my organisation	75	-5	21	+1	4	+3
Q34h. Disability is not a barrier to success in my organisation	70	-2	26	+2	4	0
<b>Organisational trust</b>	<b>40</b>	<b>-4</b>	<b>25</b>	<b>+4</b>	<b>35</b>	<b>0</b>
Q33f. Recruitment and promotion decisions in this organisation are fair	35	-3	37	+9	28	-6
Q34a. I would feel comfortable raising complaints in my organisation	42	-3	16	0	42	+4
Q34b. If I raised a complaint, I feel confident that it would be taken seriously	42	-5	23	+3	35	+3
<b>Innovation</b>	<b>60</b>	<b>-7</b>	<b>24</b>	<b>+5</b>	<b>16</b>	<b>+2</b>
Q27a. I get the opportunity to develop new and better ways of doing my job	53	-13	22	+3	25	+9
Q27b. I am encouraged to make suggestions about improving work processes and/or services	66	-5	16	0	18	+5
Q27c. Management is willing to act on suggestions to improve how things are done	48	-11	29	+9	23	+2
Q27d. My workgroup uses research and expertise to identify better practice	56	-3	32	+4	12	-1
Q27e. My workgroup always tries to improve its performance	77	-3	17	+3	5	0
Q27f. My organisation is open to new ideas	58	-9	29	+10	13	-1

### Workplace outcomes

	% Positive	vs 2013	% Neutral	vs 2013	% Negative	vs 2013
<b>Agency engagement</b>	<b>59</b>	<b>-3</b>	<b>28</b>	<b>+3</b>	<b>13</b>	<b>0</b>
Q35a. I would recommend my organisation as a great place to work	59	+2	26	-4	16	+2
Q35b. I am proud to tell others I work for my organisation	77	+2	18	0	5	-2
Q35c. I feel strong personal attachment to my organisation	67	-6	26	+9	7	-3
Q35d. My organisation motivates me to help it achieve its objectives	48	-4	34	+2	18	+2
Q35e. My organisation inspires me to do the best in my job	45	-9	38	+8	17	0
<b>Job engagement and satisfaction</b>	<b>79</b>	<b>-2</b>	<b>15</b>	<b>+3</b>	<b>6</b>	<b>-1</b>
Q22f. I enjoy the work in my current job	73	-5	20	+6	6	-1
Q22g. My job gives me a feeling of personal accomplishment	70	-2	19	+1	11	+1
Q22h. When needed, I am willing to put in the extra effort to get a job done	96	-1	4	+1	0	0
Q37. All things considered, how satisfied are with your current job	77	+1	16	+2	7	-3
<b>Intention to leave</b>	<b>58</b>	<b>-7</b>	<b>29</b>	<b>+3</b>	<b>13</b>	<b>+3</b>
Q38. I intend to leave my organisation within the next 12 months*	58	-7	29	+3	13	+3

\*Responses were reverse coded so that % positive combines 'Strongly disagree' or 'Disagree'

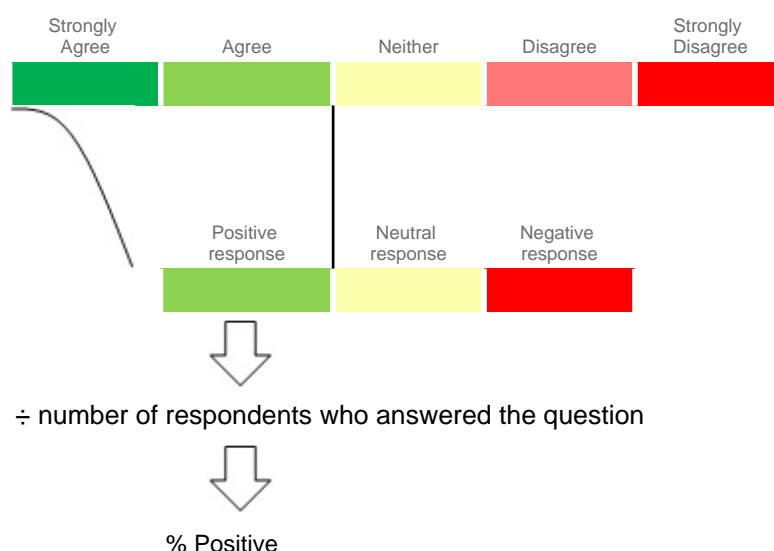
\*\* Excludes respondents who selected 'not applicable'

## Appendix B - Presentation of results

### % Positive

Presents the proportion of respondents who expressed a positive opinion/assessment. For positively worded questions the % positive combines the 'Strongly agree' and 'agree' responses (e.g. "I enjoy work in my current job"), the 'Very satisfied' and 'Satisfied' (e.g. "How satisfied are you with your work-life balance") or represents the 'Yes' responses (e.g. "Have you received feedback on your performance...").

The diagram below shows the process of generating the % positive score when combining 'Strongly agree' and 'Agree' responses.



For negatively worded questions the % positive combines the 'Strongly disagree' and 'Disagree' responses (e.g. "I feel burned out by my work") or represents the 'No' responses (e.g. "...have you been subjected to harassment or bullying?").

### 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 were 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 made use of 18 factor measures that are documented in Appendix A.

### 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.

## Appendix B - Presentation of results *continued*

### Quintile

Indicates the position of your agency when the 53 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 43rd ranked agencies
5	Among last 20% of agencies	or	Between 44th and 53rd ranked agencies

### Coloured highlighting in the report

Differences between the 2014 and 2013 % positive scores and between agency 2014 and QPS wide 2014 % positive scores have been highlighted in green where the 2014 work area result is five or more percentage points higher, and red where the 2014 work area result is five or more percentage points lower.

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.

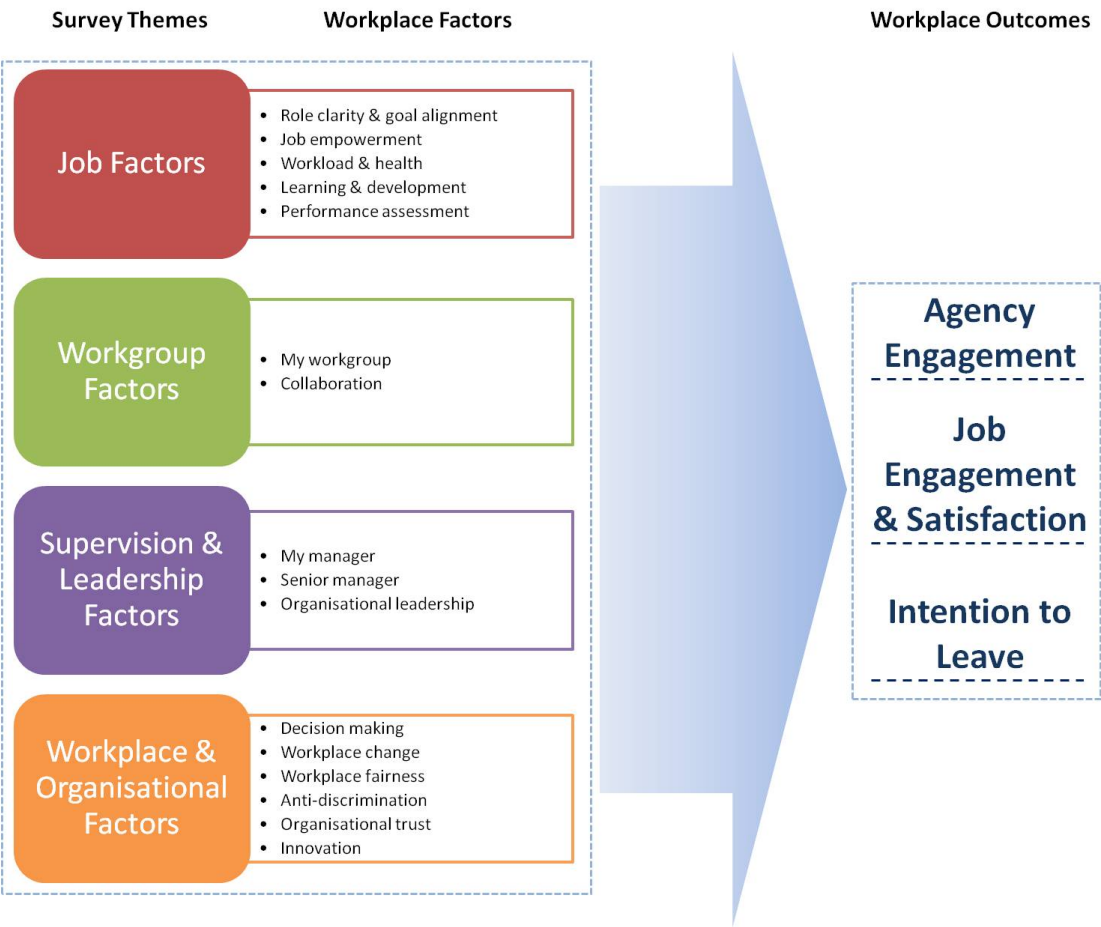
While the coloured highlighting helps differentiate results, it does not necessarily indicate statistical significance in differences.

### Key drivers

Key drivers identify, which of the workplace factors shown in the diagram below had the greatest statistical impact on each of the three workplace outcomes. The diagram below outlines the conceptual model behind the analysis.

# Appendix B - Presentation of results *continued*

**Diagram: Workplace factors and workplace outcomes**



## Appendix B - Presentation of results *continued*

### 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 is repeated workplace behaviour that could reasonably be considered to be humiliating, intimidating, threatening or demeaning to an individual or group of individuals. It can be overt or covert.