

HIGHLIGHTS REPORT

Queensland Public Sector

Introduction

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

This content

- 01 Executive summary
- 02 Response rate
- 03 Your workplace in the QPS climate at a glance
- 04 Workplace climate by type of agency at a glance
- 05 More about workplace climate in the QPS
- 06 More about your workplace climate by type of agency
- 07 Most changed since 2013
- 08 Drivers of workplace outcomes
- 09 Workplace outcomes by agency
- 10 More detail on intention to leave
- 11 Demographic comparisons
- 12 Executive capabilities in the QPS
- 13 Queensland public sector values
- 14 Comparisons with external benchmarks
- 15 Appendix A – Workplace factors and outcomes
- 16 Appendix B – Further results
- 17 Appendix C – Presentation of results
- 18 Appendix D – Methodology

Executive Summary

This report draws on the findings from the Queensland Public Sector (QPS) 2014 Working for Queensland Employee Opinion Survey. This research is a key business tool to enhance the ongoing work to support the delivery of the public sector renewal and improved outcomes for the QPS. Further, a key priority for the Public Service Commission (PSC) is to find, replicate and promote the good practice that is occurring throughout the sector.

A total of 90,159 employees participated in the survey in May 2014, representing a 42% response rate (an improvement of 4 percentage points from the comparable 2013 survey). The survey enables the QPS to understand the opinions of employees across a range of themes, measures of success and factors which will inform the delivery of future initiatives to continue workplace improvement.

Contextualising the research

The findings from the research are placed in the context of survey findings from the 2013 Working for Queensland Employee Opinion survey. This provides a benchmark to measure outcomes supporting the renewal program.

Quarterly reporting on achievements from Queensland's renewal program show significant improvements in the services being delivered. The findings of the 2014 employee opinion survey confirm that the working experience of employees has improved in conjunction with the improved outcomes for Queenslanders.

Results of 2014 indicate higher agency engagement, job engagement and satisfaction and more employees intending to stay with the QPS. These positive results are encouraging and illustrate that the QPS working environment is improving in line with the aims of improving public services.

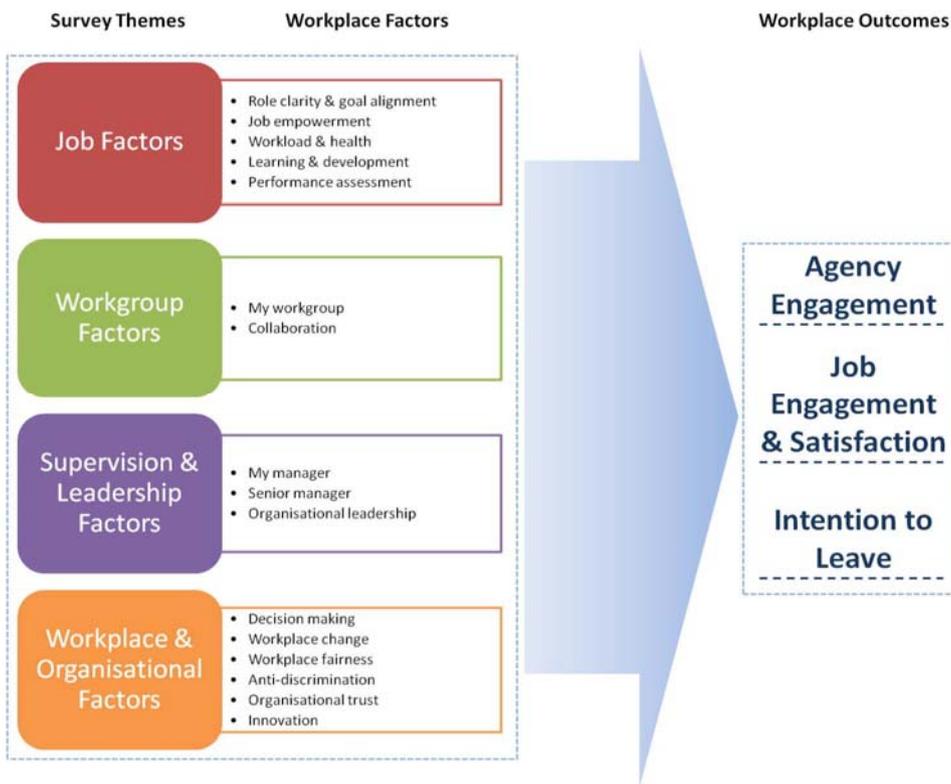
Background to the measures

Employee engagement is one of the levers of change within the QPS's framework for public sector renewal. It centres on fostering a workforce of engaged, connected and capable employees who are motivated to deliver better outcomes for Queenslanders. Employee engagement can be measured by the level of engagement with the organisation (i.e. Agency engagement); the level of individual engagement (i.e. Job engagement and satisfaction); and the intention of an individual to move on from the organisation (i.e. Intention to leave).

As illustrated in Figure 1, 16 workplace factors were identified through statistical analysis of the QPS overall results in 2013. These factors contribute to the key workplace outcomes measured through this research. That is:

- Agency engagement – *the engagement that employees have with their agency and employer*
- Job engagement and satisfaction – *the engagement and satisfaction that employees have with their role and work they do*
- Intention to leave – *an analysis of intended levels of attrition.*

Figure 1: Key Working for Queensland survey workplace factors and workplace outcomes



Overview of key factors and outcome measures

Key findings

The QPS Working for Queensland Employee Opinion Survey received a response rate of 42%, an improvement of 4 percentage points since 2013. The response rates and opinions vary between agencies (response rates range from 99% to 16%), and the key findings presented here discuss the overarching results from across the QPS.

In summary, opinions have improved over the last year, with no factor, or item declining in 2014. It should be noted that this has been achieved during a significant amount of change in the sector. Employees have higher levels of engagement with their agency, they feel more engaged and satisfied with their job and their intention to stay has improved.

Role clarity and goal alignment remains high across the sector which is a positive result given that this factor is a driver of the three key workplace outcomes. Further, during times of change, role clarity and goal alignment can decline with employees being uncertain about their roles or new ways of carrying out tasks, however this hasn't been evident for the QPS. It will be important for the QPS to ensure that positive high results remain for Role clarity and goal alignment.

Similarly, the workplace factors of Collaboration and My workgroup remain strong across the QPS which is a key focus for improved service delivery.

Again, in line with 2013 results, the workplace factors of Workload and health and Workplace change remained the lowest scoring factors across the QPS. Of note, Workload and health had only a small positive shift despite being an area of focus for a number of agencies in 2013. Open comments suggest that whilst there has been a conscious effort by the QPS to reduce red tape, there are still process and procedural improvements, such as delegations, that could be made to improve effective work practices.

The greatest improvements have been in the workplace factors of Workplace change, Organisational leadership and Learning and development. These were key factors that were identified as areas for focus in 2013 and reinforces that focused actions are making a difference. The level of improvement is a pronounced achievement as moving factor scores to be more positive is a greater challenge than simply increasing positivity for individual survey items. In addition, there has been a greater shift from negative perceptions to positive perceptions, compared to negative to neutral perceptions.

Whilst these factors demonstrate positive improvement, they remain factors which require further attention in order to strengthen the key workplace outcomes further.

The five QPS values were measured for all respondents as the QPS values underpin the behaviours for achieving the goal of being the most responsive and respected public service in the nation. Customers first was highest scoring followed by Empowering people. Unleash potential was lowest. Items within this value did improve considerably from 2013 with positive shifts around organisations being committed to developing its employees, managers drawing the best out of employees, employees receiving useful feedback on performance and performance being assessed by clear criteria. Despite a noticeable improvement from 2013, these results are still low and highlight the importance of continued focus on Learning and development and Performance management.

An additional set of items was included in the 2014 Working for Queensland survey with regard to executive capabilities. Respondents who indicated they had salaries of \$120,000 or more were asked about their managers' capabilities. This was to capture perceptions of people who would have direct interaction with high level managers within their agency. Results indicated a high level of positivity, and importantly, low levels of negative responses and relatively low neutral responses. Perceptions of executives modelling professional and ethical behaviour was most positive followed by navigating complex, ambiguous and political environments along with applying sound corporate governance. Results, whilst still relatively high, were lowest for leading change with agility. These results provide positive internal benchmarks for the executive capabilities required to realise the QPS renewal agenda.

Demographic differences of particular note follow commonly observed trends. Senior managers had substantially higher levels of Agency engagement and Job engagement and satisfaction as did those who had been with their agency for less than a year. Other demographic differences of note included respondents who were in Policy roles and Corporate services roles who had lower levels of Agency engagement and higher levels of intention to leave their agency within the next 12 months. Respondents with a PhD or higher degree also had lower levels of Agency engagement and a higher intention to leave which is worth exploring further due to the potential loss of knowledge and expertise within agencies. Another area which warrants further investigation and understanding is the lower positive results for all workplace outcomes observed for respondents with a disability.

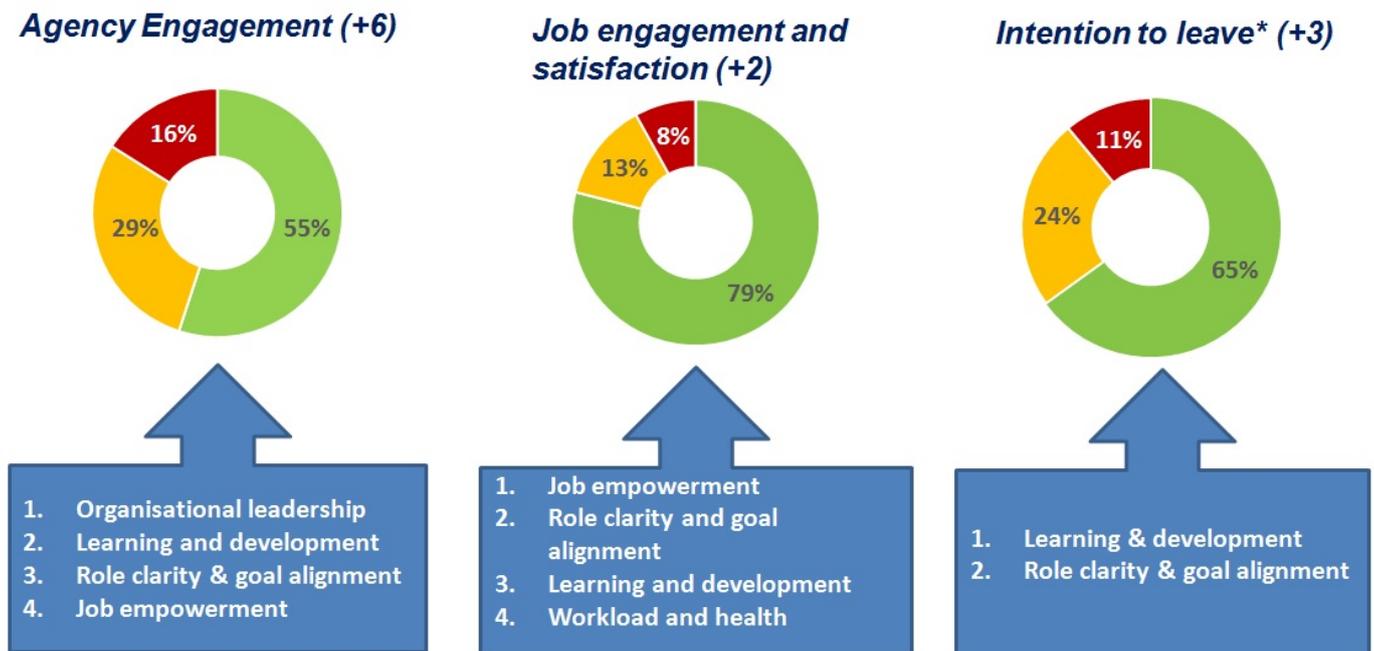
Comparable 2014 Working for Queensland survey data was benchmarked against high performing organisations recorded in ORC International's *perspectives* benchmarking database. Comparisons showed that the QPS did not exceed the high performance external benchmark however, results for employees being clear about what was expected to do well in their job, being committed to their organisation's goals and understanding how their work contributes to their organisation's success, were all within 2 percentage points of the high performance norm.

Conversely, employees feeling valued for the work they do and believing they were paid fairly for the work they do were more than 20 percentage points lower than the high performance benchmark. Exploring the relationship between employees feeling valued and pay structure further may be of benefit, particularly whether employees recognise their benefits as part of their pay structure when responding to these items.

The drivers of the workplace outcomes

In order to prioritise actions from the 2014 QPS Working for Queensland Employee Opinion Survey, statistical analysis has been conducted to understand what is having the greatest impact on the workplace outcomes. Figure 2 illustrates the opinions across the workplace outcomes and the drivers of these.

Figure 2: Workplace outcomes and their drivers



* Note % not indicating they intend to leave the organisation in the next 12 months

The drivers of the three workplace outcomes have remained consistent from 2013 to 2014. That is:

- Organisational leadership remains the strongest driver of Agency engagement,
- Job empowerment remains the strongest driver of job engagement and satisfaction, and
- Learning and development remains the biggest driver of intention to leave (stay).

Key achievements

The levels of Agency engagement show a very encouraging result and has improved by 6 percentage points over the last year; a key success story for 2014. This finding is particularly positive given the central role employee engagement has in the renewal framework and how this can help QPS to achieve its vision. The improvements that have been seen in the key drivers of Agency engagement have supported this, in particular, the increases that have been registered in opinions on Organisational leadership and Learning and development workplace factors. The positive increase in opinions could be attributed to agency specific initiatives targeting leadership development and learning and development opportunities. However, organisational leadership and learning and development still remain key areas to build on, as results represent an opportunity for further improvement.

Job empowerment and Role clarity and goal alignment factors are both key drivers of the workplace outcomes. Results for these factors indicate that employees understand what is expected of them, how their work contributes to that of their organisation's objectives and their jobs are providing them with the opportunities to utilise their skills. Positive opinions here have wider implications for the effective management of skills and people as well as driving workplace outcomes. The importance of these themes highlight that not only should opinions here be celebrated, but also consolidated to further build on this strength.

The workgroup factors highlight that employees collaborate, support each other and work effectively. The factors of My workgroup and Collaboration have not been identified as drivers of the workplace outcomes, though nonetheless opinions show a collegiate culture which is going hand in hand with higher levels of organisational trust and more effective decision making. Such findings help to ensure the QPS embeds better ways of working.

Areas for further investigation

Whilst job empowerment as a whole remains strong, further investigation should be undertaken in order to further streamline processes and procedures.

It should be noted that although negative opinions around workplace change have lessened, a high proportion of employees remain uncertain as to whether their workplace is functioning efficiently as a result of the changes. This should be monitored over the course of the year to ensure that the new ways of working are having the desired impact. In addition, given there are continued changes within the QPS working environment, it would be prudent to review the change program and identify lessons learned to ensure continuous improvement in the management of change.

Again, in 2014, Performance management is a factor to explore further. Performance management processes and frameworks will provide the foundation for accountability and a clear understanding of expectations of behaviours, responsibility and learning and development. Increasing the number of QPS employees who feel they have productive and useful performance assessments should be further built upon. Understanding barriers to regular formal and informal performance discussions should be explored.

Critical areas for improvement

There have been significant improvements in Organisational leadership since 2013 with enhanced confidence that organisations are managed well and perceptions of leaders operating with greater integrity. However, this factor is the most important driver of Agency engagement and responses remain characterised by high neutral and negative responses. Line managers are critical to achieving better workplace outcomes at all levels within an agency. Therefore building upon and leveraging their skills could effectively reach a wider sector of the PSC workforce and encourage a positive shift in perceptions of leadership.

Overall, the movement in opinions demonstrate that interventions started as a result of 2013 results appear to be supporting positive shifts and agencies should continue to build on the successes achieved and share good practice across the QPS.

Learning and development is a factor which features as a strong key driver across all three outcomes. Despite overall perceptions improving over the past year, there remains scope for further work to be done to improve the opportunities available to employees, and/or improve perceptions of what is considered an opportunity. This factor is particularly critical for intention to leave, and with under half of employees feeling their organisation is committed to developing its employees and almost a third of employees dissatisfied with the opportunities available to them for career development, this may prove a risk for retaining key talent.

An important consideration for managers is to view career progression as a mutually beneficial relationship between the organisation and the employee; the organisation invests in its employees because they require certain capabilities, and in turn, employees need to invest in themselves so they are able to deliver the expectations of their role. Driving employee ownership within this area could assist with a possible disconnect between what constitutes a learning and development opportunity and better align the learning and development opportunities offered by the QPS and employee expectations.

Related to this, is that the outcomes of learning and development activities are not always seen to improve performance. Performance conversations could be more effective if positioned by managers as an essential part of the learning and development process. Continued informal performance conversations between the manager and employee help to ensure learnings are embedded within day to day tasks.

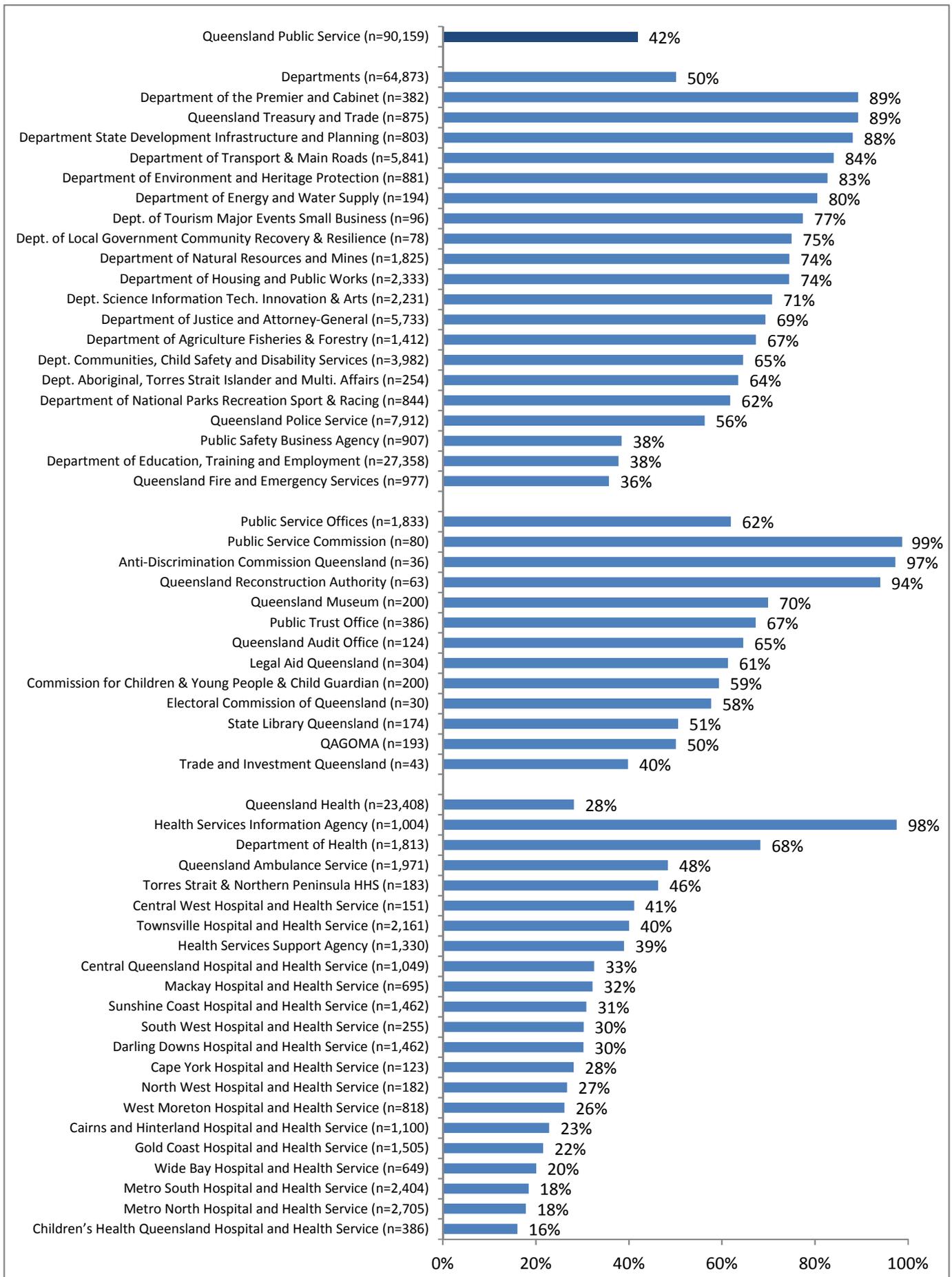
Finally, Workload and health is a driver of job engagement and satisfaction and is the factor which received the most negative opinions. The opinions here illustrate concerns not only for improving job engagement, but for the health and wellbeing of employees; results show that 43% feel overloaded with work and nearly a third (32%) feel 'burnt out'. Organisational change and reform often result in additional pressures in the workplace, however it is concerning that 27% feel their work is having a negative impact on their health.

Next steps

As mentioned at the outset, a key priority for the PSC is to find, replicate and promote the good practice that is occurring throughout the sector. In 2014, results indicated that only 22% of respondents believed that they had seen action taken as a result of the 2013 Working for Queensland Survey and of those, 56% were satisfied with the actions taken. Whilst perceptions of actions being taken may vary across agencies, these results emphasise the need to link back actions and initiatives to the survey results and this communication needs to make these connections for employees on a regular basis.

For the QPS to be the most responsive and respected public service in the nation, fostering an engaged, connected and capable workforce is critical to the QPS meeting its desired goals. Actions need to build on past successes and continue making improvements in areas most influencing positive workplace outcomes. Across the QPS, priorities for improvement centre on building the confidence in organisational leadership, enhancing the learning and development opportunities and ensuring that workloads are sustainable. Given the variety of roles, working environments and services delivered across the QPS, it is to be expected that the results of the survey will vary between and within different agencies. It is therefore critical that actions and effective communications about initiatives are taken at the local, organisational and sector-wide level.

Response Rate by Agency



Workplace climate at a glance

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

Response Rate: **42%**

Number of Returned Surveys: **90,159**

% Positive vs 2013

Workplace factors

Job Factors

Role clarity and goal alignment	89	+1
Job empowerment	70	+3
Workload and health* (% indicating limited or no issues)	34	+2
Learning and development	54	+5
Performance assessment	53	+4

Workgroup factors

My workgroup	77	+2
Collaboration**	78	+1

Supervision and leadership factors

My manager	71	+3
My senior manager	59	+4
Organisational leadership	50	+6

Workplace and organisational factors

Decision making	55	+5
Workplace change	41	+7
Workplace fairness	48	+5
Anti-discrimination	70	+3
Organisational trust	44	+5
Innovation	59	+3

Workplace outcomes

Agency engagement	55	+6
Job engagement and satisfaction	79	+2
Intention to leave* (% not indicating to leave organisation in the next 12 months)	65	+3

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'

Workplace climate by type of agency at a glance

This section shows the % positive scores for different types of agency

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score

Workplace factors	Respondents	Queensland Public Service	Departments	Public Service Offices	Queensland Health
	90,159	64,873	1,833	23,408	
Job Factors					
Role clarity and goal alignment	89	89	89	88	
Job empowerment	70	71	70	69	
Workload and health* (% indicating limited or no issues)	34	33	38	34	
Learning and development	54	55	47	52	
Performance assessment	53	53	54	51	
Workgroup factors					
My workgroup	77	78	78	72	
Collaboration**	78	78	79	77	
Supervision and leadership factors					
My manager	71	73	73	67	
My senior manager	59	61	60	52	
Organisational leadership	50	53	51	43	

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

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

Workplace climate by type of agency at a glance *continued*

This section shows the % positive scores for different types of agency

Key



At least 5% greater than overall score



At least 5% less than overall score

Workplace factors

	Queensland Public Service	Departments	Public Service Offices	Queensland Health
Respondents	90,159	64,873	1,833	23,408
Workplace and organisational factors				
Decision making	55	58	52	47
Workplace change	41	42	43	38
Workplace fairness	48	50	44	44
Anti-discrimination	70	70	73	70
Organisational trust	44	45	43	41
Innovation	59	60	58	56

Workplace outcomes

Agency engagement	55	57	59	51
Job engagement and satisfaction	79	80	78	78
Intention to leave* (% not indicating to leave organisation in the next 12 months)	65	67	54	62

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

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

More about the workplace climate in the QPS

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

	% Positive	vs 2013
Productivity and effectiveness		
My workgroup is adequately resourced to deliver quality services	48	+6
Approval processes at my workplace are excessive* (% indicating disagreement with statement)	18	+2
Disruptions and/or noise at my workplace make it hard to get things done* (% indicating disagreement with statement)	47	+2
Satisfaction with physical working environment^	70	+3
There is too much 'red tape' in my work* (% indicating disagreement with statement)	17	na
My organisation uses my time efficiently	51	+5
Work-life balance		
My workplace culture supports people to achieve a good work/life balance	54	+4
Used flexible workplace option**	34	-
Satisfaction with work-life balance^	60	+2
Harassment and bullying		
Bullying is not tolerated in my workplace	65	+4
Witnessed harassment/bullying in the last 12 months*** (% responded with 'No')	61	+4
Experienced harassment/bullying in the last 12 months*** (% responded with 'No')	77	+2
Performance review		
Received scheduled performance feedback in the last 12 months****	59	na
Has helped/will help improve performance*****	57	na
Career and reward		
My current job will help my career aspirations	51	+4
I feel valued for the work I do	51	+4
I am fairly paid for the work I do	48	+1
Workplace safety		
There is adequate focus on workplace safety at my workplace	78	+2
People in my workgroup are committed to workplace safety	84	+1
Other		
Satisfaction with degree to which your work is interesting/challenging^	76	+2
I agree with the way my organisation tries to achieve its objectives	57	+7
My work makes a valuable contribution to the Qld public	87	+1
I feel my job is secure	39	+8
Satisfaction with your work location^	80	+1
My workplace has undergone significant change in the past 12 months	59	-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 the QPS

This section shows the % positive scores for further individual question items for different types of agency

Key



At least 5% greater than overall score



At least 5% less than overall score

	Respondents	Queensland Public Service	Departments	Public Service Offices	Queensland Health
	90,159	64,918	1,833	23,408	
Productivity and effectiveness					
My workgroup is adequately resourced to deliver quality services	48	48	45	47	
Approval processes at my workplace are excessive* (% indicating disagreement with statement)	18	19	22	15	
Disruptions and/or noise at my workplace make it hard to get things done* (% indicating disagreement with statement)	47	47	50	46	
Satisfaction with physical working environment^	70	71	71	67	
There is too much 'red tape' in my work* (% indicating disagreement with statement)	17	17	24	18	
My organisation uses my time efficiently	51	51	53	48	
Work-life balance					
My workplace culture supports people to achieve a good work/life balance	54	56	58	49	
Used flexible workplace option**	34	34	66	33	
Satisfaction with work-life balance^	60	60	66	60	
Harassment and bullying					
Bullying is not tolerated in my workplace	65	68	60	57	
Witnessed harassment/bullying in the last 12 months*** (% responded with 'No')	61	64	59	50	
Experienced harassment/bullying in the last 12 months*** (% responded with 'No')	77	80	78	69	

* 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 the QPS *continued*

This section shows the % positive scores for further individual question items for different types of agency

Key



At least 5% greater than overall score



At least 5% less than overall score

	Respondents	Queensland Public Service	Departments	Public Service Offices	Queensland Health
	90,159	64,918	1,833	23,408	
Performance review					
Received scheduled performance feedback in the last 12 months****	59	60	66	58	
Has helped/will help improve performance*****	57	57	54	56	
Career and reward					
My current job will help my career aspirations	51	51	47	52	
I feel valued for the work I do	51	51	51	50	
I am fairly paid for the work I do	48	44	50	58	
Workplace safety					
There is adequate focus on workplace safety at my workplace	78	79	77	75	
People in my workgroup are committed to workplace safety	84	85	83	82	
Other					
Satisfaction with degree to which your work is interesting/challenging^	76	77	75	75	
I agree with the way my organisation tries to achieve its objectives	57	58	63	53	
My work makes a valuable contribution to the Qld public	87	87	89	89	
I feel my job is secure	39	42	36	31	
Satisfaction with your work location^	80	81	84	77	
My workplace has undergone significant change in the past 12 months	59	57	57	65	

**** 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

Items that increased the most

	% positive 2013	% positive 2014	Percentage change
I feel my job is secure	31	39	+8
I would recommend my organisation as a great place to work	47	54	+7
I am confident that poor performance will be appropriately addressed in my workplace	32	39	+7
My organisation is committed to developing its employees	42	49	+7
My organisation motivates me to help it achieve its objectives	43	50	+7

Items that declined the most

	% positive 2013	% positive 2014	Percentage change
My workplace has undergone significant change in the past 12 months	65	59	-6

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.

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 QPS. As drivers can vary for different workgroups within the public sector, care should be taken with generalising the reported results to all workgroups within the QPS.

The drivers are displayed in descending order of impact on the outcome. The % positive score shown is the result the driver achieved (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

Organisational leadership
Learning and development
Role clarity and goal alignment

% positive	vs 2013
50	+6
54	+5
89	+1

Job engagement and satisfaction

Top 3 drivers

Job empowerment
Role clarity and goal alignment
Learning and development

% positive	vs 2013
70	+3
89	+1
54	+5

Intention to leave

Top 3 drivers

Learning and development
Role clarity and goal alignment
Job empowerment

% positive	vs 2013
54	+5
89	+1
70	+3

Workplace outcomes by agency continued

This section shows the % positive scores for workplace outcomes by agency

	Number of returns	Agency engagement		Job engagement and satisfaction		Intention to leave	
		% Positive	Quintile	% Positive	Quintile	% Positive	Quintile
Departments							
Department of Aboriginal and Torres Strait Islander and Multicultural Affairs	254	62	2	80	2	46	5
Department of Agriculture Fisheries & Forestry	1,412	48	4	77	3	61	2
Department of Communities, Child Safety and Disability Services	3,982	52	3	78	3	61	2
Department of Education, Training and Employment	27,358	64	1	84	1	73	1
Department of Energy and Water Supply	194	40	5	70	5	46	5
Department of Environment and Heritage Protection	881	53	3	74	5	60	3
Department of Housing and Public Works	2,333	45	5	73	5	54	4
Department of Justice and Attorney-General	5,733	52	3	77	4	63	2
Department of Local Government Community Recovery & Resilience	78	40	5	68	5	44	5
Department of National Parks Recreation Sport & Racing	844	62	1	79	3	64	2
Department of Natural Resources and Mines	1,825	48	4	76	4	63	2
Queensland Police Service	7,912	52	3	76	4	73	1
Department of the Premier and Cabinet	382	65	1	85	1	53	4
Queensland Treasury and Trade	875	54	2	75	4	57	3
Department of Science Information Technology Innovation & the Arts	2,231	45	5	74	5	51	5
Department State Development Infrastructure and Planning	803	57	2	80	2	56	4
Department of Tourism Major Events Small Business & Commonwealth Games	96	72	1	79	3	65	1
Department of Transport & Main Roads	5,841	53	3	77	4	61	2
Public Safety Business Agency	907	40	5	70	5	54	4
Queensland Fire and Emergency Services	977	68	1	83	1	74	1

Workplace outcomes by agency *continued*

This section shows the % positive scores for workplace outcomes by agency

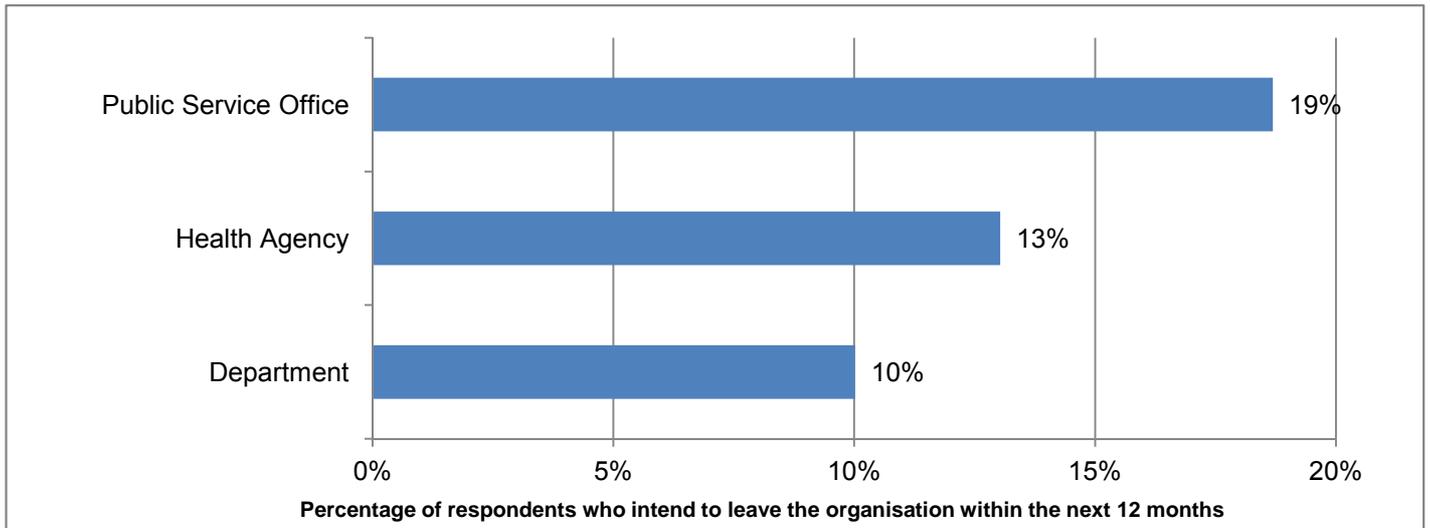
	Number of returns	Agency engagement		Job engagement and satisfaction		Intention to leave	
		% Positive	Quintile	% Positive	Quintile	% Positive	Quintile
Public Service Offices							
Anti-Discrimination Commission Queensland	36	78	1	89	1	67	1
Commission for Children & Young People & Child Guardian	200	64	1	82	1	37	5
Electoral Commission of Queensland	30	66	1	88	1	59	3
Legal Aid Queensland	304	65	1	82	1	70	1
Queensland Museum	200	54	2	71	5	52	4
Public Service Commission	80	59	2	81	2	43	5
Public Trust Office	386	48	4	75	4	54	4
Queensland Audit Office	124	52	3	75	4	52	4
QAGOMA	193	69	1	78	3	57	3
Queensland Reconstruction Authority	63	76	1	81	2	41	5
State Library Queensland	174	59	2	79	3	58	3
Trade and Investment Queensland	43	49	4	66	5	44	5

Workplace outcomes by agency *continued*

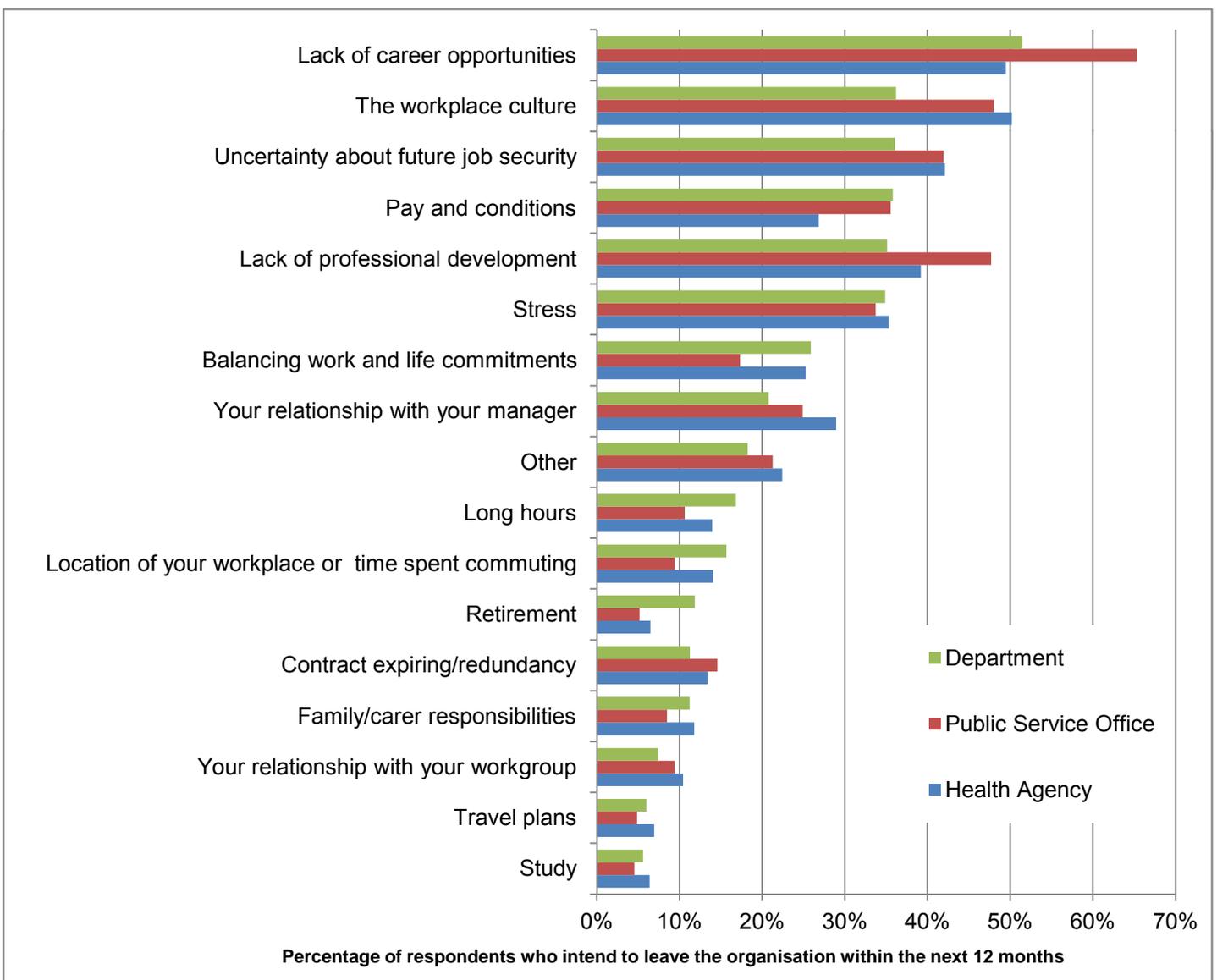
This section shows the % positive scores for workplace outcomes by agency

	Number of returns	Agency engagement		Job engagement and satisfaction		Intention to leave	
		% Positive	Quintile	% Positive	Quintile	% Positive	Quintile
Health Agencies							
Cairns and Hinterland Hospital and Health Service	1,100	46	5	77	4	61	2
Cape York Hospital and Health Service	123	44	5	79	3	51	5
Central Queensland Hospital and Health Service	1,049	50	4	80	2	59	3
Central West Hospital and Health Service	151	52	3	78	3	56	4
Children's Health Queensland Hospital and Health Service	386	53	3	79	2	57	3
Darling Downs Hospital and Health Service	1,462	53	3	81	1	66	1
Gold Coast Hospital and Health Service	1,505	53	3	79	3	66	1
Mackay Hospital and Health Service	695	59	2	84	1	63	2
Metro North Hospital and Health Service	2,705	46	4	76	4	58	3
Metro South Hospital and Health Service	2,404	58	2	81	2	65	2
North West Hospital and Health Service	182	50	4	80	2	52	4
South West Hospital and Health Service	255	51	4	81	2	58	3
Sunshine Coast Hospital and Health Service	1,462	58	2	82	1	73	1
Torres Strait and Northern Peninsula Hospital and Health Service	183	56	2	81	1	56	3
Townsville Hospital and Health Service	2,161	52	3	80	2	66	1
West Moreton Hospital and Health Service	818	51	4	79	3	63	2
Wide Bay Hospital and Health Service	649	51	4	79	3	65	2
Health Services Information Agency	1,004	42	5	72	5	48	5
Health Services Support Agency	1,330	46	5	75	4	59	3
Department of Health	1,813	44	5	72	5	53	4
Queensland Ambulance Service	1,971	54	2	79	2	68	1

Intention to leave the organisation by type of agency



Reasons for intention to leave organisation by type of agency



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

	Number of returns	Agency engagement	Job engagement and satisfaction	Intention to leave
Queensland Public Service	90,159	55	79	65
Managerial status				
Senior Managers	6,240	66	85	68
Managers	14,629	55	81	66
Non-managers	68,701	54	78	65
Employment status				
Permanent	76,754	54	78	67
Non-permanent	13,178	65	84	57
Full-time status				
Full-time	72,189	55	79	65
Part-time	17,203	59	82	68
FTE Salary				
Under \$30,000	4,396	71	87	70
\$30,000-\$39,999	4,735	66	84	72
\$40,000-\$49,999	6,934	59	79	66
\$50,000-\$59,999	12,380	56	78	64
\$60,000-\$69,999	12,305	54	78	65
\$70,000-\$79,999	13,080	51	77	64
\$80,000-\$89,999	15,165	51	78	66
\$90,000-\$99,999	7,218	52	79	64
\$100,000-\$109,999	7,296	54	80	64
\$110,000-\$119,999	2,223	58	82	64
\$120,000-\$149,999	2,019	68	87	65
\$150,000 or above	1,360	62	85	59
Type of work				
Direct service delivery	45,291	56	81	69
Other service delivery	10,038	52	77	62
Research	1,051	52	80	63
Policy	1,811	50	75	56
Program design/management	3,074	56	80	56
Exercising regulatory authority	2,606	52	76	63
Legal	899	54	81	63
Corporate services	8,084	50	76	56
Administrative support/clerical	9,506	60	79	65
Other	6,434	58	81	66
Region				
Brisbane – Inner City	22,064	51	76	57
Other – Brisbane	11,016	57	80	67
Other – Greater Brisbane	10,745	58	81	70
Other – South-East Qld	8,986	58	82	72
Other – Qld	28,671	57	81	68
Time in agency				
Less than 1 years	8,242	68	85	61
1 year to less than 2 years	5,099	62	82	62
2 years to less than 4 years	12,150	56	79	61
4 years to less than 6 years	10,613	53	78	62
6 years to less than 10 years	17,419	52	77	64
10 years or more	36,232	53	79	70

Demographic comparisons *continued*

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

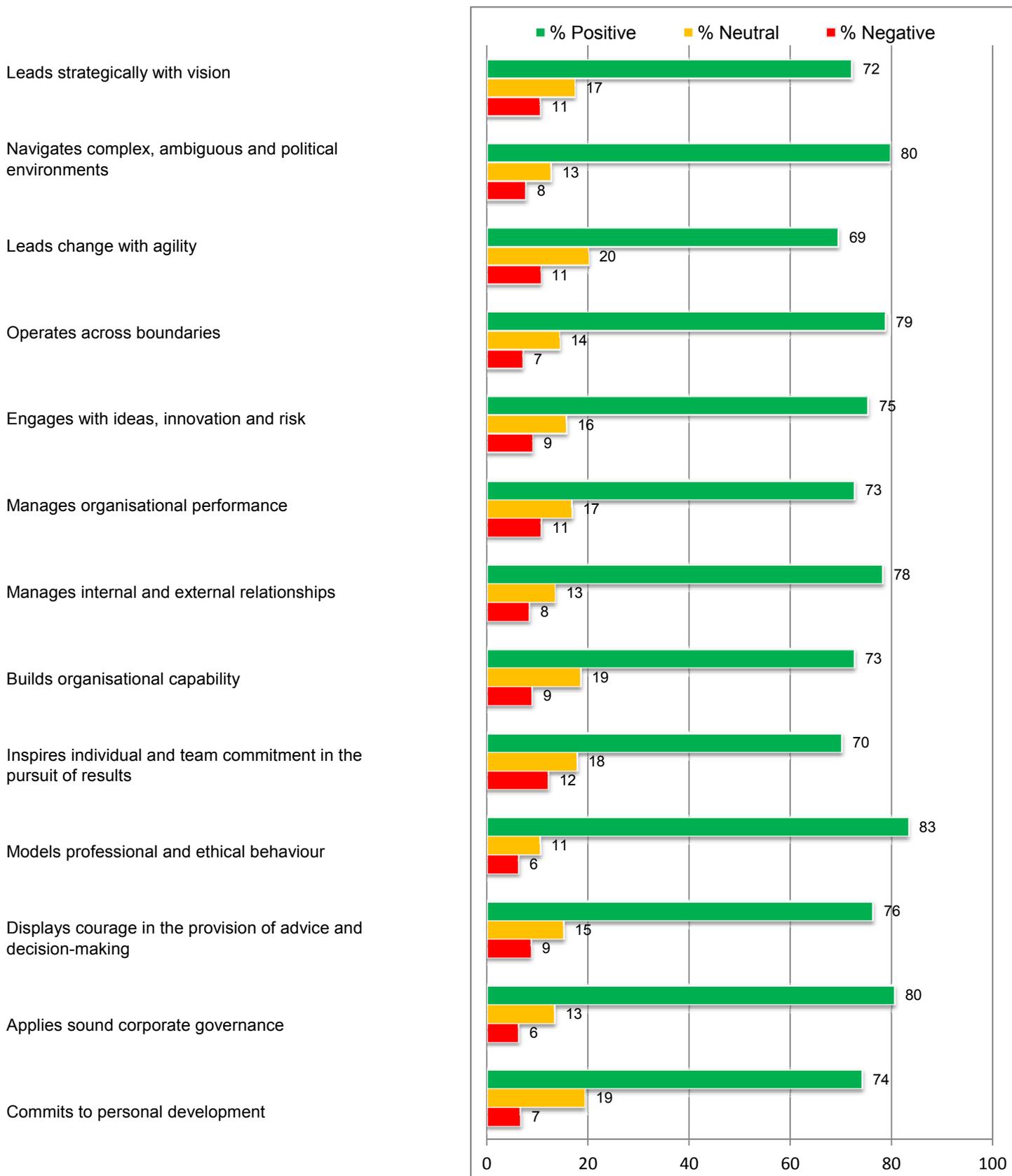
	Number of returns	Agency engagement	Job engagement and satisfaction	Intention to leave
Queensland Public Service	90,159	55	79	65
Flexible work				
Telecommutes	1,511	50	80	56
Does not telecommute but uses other flexible work option(s)	29,024	54	79	62
Does not use flexible work option	58,281	56	80	67
Highest level of qualification				
Less than year 12 or equivalent	7,068	60	82	71
Year 12 or equivalent	8,764	55	78	67
Certificate level including trade	10,841	58	80	67
Diploma/Advanced diploma/Associate degree	15,140	54	78	66
Bachelor (including with Honours)	28,105	56	80	65
Graduate certificate or diploma	10,316	54	80	64
Masters degree	7,484	53	79	58
PhD or Higher doctorate	1,038	49	77	57
Gender				
Male	30,610	52	76	62
Female	58,452	57	81	67
Age				
Less than 25 years	3,466	67	81	60
25 years to 34 years	17,173	56	78	60
35 years to 44 years	25,001	54	79	64
45 years to 54 years	27,946	54	79	69
55 years to 64 years	15,030	55	81	67
65 years or older	1,073	56	86	53
Country Born				
Australia	72,580	55	79	66
Overseas - English primary language	11,555	53	79	63
Overseas – English not a primary language	5,549	60	79	61
First Language				
English	84,383	55	79	66
Other language than English	5,245	60	79	61
Indigenous Status				
Indigenous	2,413	60	79	59
Non-Indigenous	86,786	55	79	66
Disability Status				
With disability	3,182	47	73	58
Without disability	85,332	56	80	66
Carer Status				
Primary care giver	13,759	56	80	68
Shares primary care giver role	17,132	56	80	68
Non-primary care giver	2,944	52	77	62
Non-carer	55,563	55	79	64

Executive Capabilities in the QPS

This section shows the % positive, neutral and negative scores for perceived capabilities of executives

Number of respondents for this **3379**

Respondents who indicated having salaries of \$120,000 or more were asked about their managers' capabilities as per the below statements. The applied filter for these questions was aimed at capturing perceptions of those who would have direct interaction with high level managers in your agency.



Queensland Public Sector Values

This section shows the % positive, neutral and negative scores for survey items that express the QPS values

	% Positive	vs 2013	% Neutral	vs 2013	% Negative	vs 2013
Customers first	79	+1	13	-1	7	-1
People in my workgroup treat customers with respect	76	+3	14	-1	11	-1
People in my workgroup are committed to delivering excellent service to customers	83	+1	13	-1	4	-0
Ideas into action	56	+4	25	-1	19	-3
I get the opportunity to develop new and better ways of doing my job	55	+3	25	+0	20	-3
I am encouraged to make suggestions about improving work processes and/or services	65	+3	19	-1	16	-3
Management is willing to act on suggestions to improve how things are done	51	+4	27	-1	22	-3
My organisation is open to new ideas	54	+4	28	-2	18	-3
Empower people	70	+3	17	0	13	-2
I have a choice in deciding how I do my work	63	+2	20	-0	17	-2
I have the tools I need to do my job effectively	66	+4	17	-1	17	-3
I get the information I need to do my job well	66	+4	20	-1	14	-3
I have the authority necessary to do my job effectively	69	+4	18	-1	13	-3
My job gives me opportunities to utilise my skills	76	+2	13	-1	11	-1
Satisfaction with ability to work on own initiative	81	+1	12	-0	7	-1
Be courageous	65	+3	21	-2	14	-2
People take responsibility for their decisions and actions in my workplace	53	+5	26	-2	21	-4
People in my workgroup are honest, open and transparent in their dealings	67	+3	20	-1	13	-1
My manager demonstrates honesty and integrity	77	+3	14	-1	9	-2
My senior manager demonstrates honesty and integrity	65	+4	24	-2	11	-3
Unleash potential	52	+5	28	-1	20	-4
I receive useful feedback on my performance	54	+4	25	-0	21	-4
My performance is assessed against clear criteria	48	+4	30	-1	22	-4
My manager draws the best out of me	57	+5	27	-1	16	-3
My organisation is committed to developing its employees	49	+7	29	-2	22	-6



Comparisons with external benchmarks

*This section compares the % positive scores for survey items against external benchmarks**

	% Positive	vs BM
I understand what is expected of me to do well in my job	89	-2
I understand how my work contributes to my organisation's objectives	90	-2
I am committed to my organisation's goals	89	-1
I get the information I need to do my job well	66	-13
My job gives me opportunities to utilise my skills	76	-9
I enjoy the work in my current job	77	-13
My job gives me a feeling of personal accomplishment	72	-11
I am fairly paid for the work I do	48	-30
I feel valued for the work I do	51	-21
I am satisfied with the opportunities available for career development	40	-11
My organisation is well managed	46	-41
I would recommend my organisation as a great place to work	54	-24
I am proud to tell others I work for my organisation	63	-25

* Benchmark comparison is to the Global High Performing Benchmark

Job Factors

	% Positive	vs 2013	% Neutral	vs 2013	% Negative	vs 2013
Role clarity and goal alignment	89	+1	7	-1	4	-1
Q21a. I am clear what my duties and responsibilities are	89	+1	6	0	5	-1
Q21b. I understand what is expected of me to do well in my job	89	+1	6	0	5	-1
Q21c. I understand how my work contributes to my organisation's objectives	90	+1	6	-1	4	0
Q21d. I am committed to my organisation's goals	89	+2	8	-2	2	0
Q21f. I feel I make a contribution to achieving the organisation's objectives	85	+2	11	-1	4	-1
Job empowerment	70	+3	17	-1	13	-2
Q22a. I have a choice in deciding how I do my work	63	+3	20	-1	17	-2
Q22b. I have the tools I need to do my job effectively	66	+4	17	-1	17	-3
Q22c. I get the information I need to do my job well	66	+4	20	-1	14	-2
Q22d. I have the authority necessary to do my job effectively	69	+4	18	-1	13	-3
Q22e. My job gives me opportunities to utilise my skills	76	+2	13	-1	11	-2
Q36b. How satisfied are you with the following: Your ability to work on your own initiative	81	+1	12	0	7	-1
Workload and health *	34	+2	32	0	34	-2
Q23a. I am overloaded with work	23	+2	33	0	43	-2
Q23b. I feel burned out by my work	37	+3	31	0	32	-3
Q23h. My work has a negative impact on my health	41	+1	32	+1	27	-2
Learning and development	54	+5	25	0	21	-5
Q28d. In my organisation, there are opportunities for me to develop my skills and knowledge	62	+4	20	-1	18	-4
Q28e. I am able to access relevant learning and development opportunities	60	+6	22	-1	18	-5
Q28f. Learning and development activities I have completed in the past 12 months have helped to improve my performance**	59	+2	26	0	15	-2
Q28g. I am satisfied with the opportunities available for career development	40	+5	28	+1	32	-6
Q33c. My organisation is committed to developing its employees	49	+7	29	-1	22	-6
Performance assessment	53	+4	26	0	21	-3
Q28a. I receive useful feedback on my performance	54	+4	25	0	21	-3
Q28b. My performance is assessed against clear criteria	48	+4	30	0	22	-4
Q28c. I have performance objectives that are within my control	56	+3	27	-1	17	-2
Q28h. I have had productive conversations with my manager on my performance in the past 12 months	53	+3	23	0	24	-4

Workgroup factors

	% Positive	vs 2013	% Neutral	vs 2013	% Negative	vs 2013
My workgroup	77	+2	15	-1	8	-1
Q24a. People in my workgroup treat each other with respect	76	+2	14	-1	11	-1
Q24b. I receive help and support from other people in my workgroup	83	+1	12	-1	6	0
Q24c. People in my workgroup are honest, open and transparent in their dealings	67	+3	20	-1	13	-1
Q24d. People in my workgroup use their time and resources efficiently	67	+2	21	-1	12	-1
Q24e. People in my workgroup treat customers with respect	85	+1	12	-1	3	0
Q24f. People in my workgroup are committed to delivering excellent service to customers	83	+1	13	-1	4	0
Q24g. People in my workgroup do their jobs effectively	78	+1	15	0	7	0
Collaboration **	78	+1	17	-1	5	-1
Q24j. People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	81	+1	14	-1	6	-1
Q24k. People in my workgroup work effectively with other Queensland Government organisations to deliver services to our customers	77	+2	18	-1	5	-1
Q24l. People in my workgroup work effectively with other organisations outside the Queensland Government to deliver services to our customers	75	+1	20	-1	4	-1

Supervision and leadership factors

	% Positive	vs 2013	% Neutral	vs 2013	% Negative	vs 2013
My manager	71	+3	17	-1	12	-2
Q31a. My manager treats employees with dignity and respect	78	+3	12	-1	10	-2
Q31b. My manager listens to what I have to say	78	+2	13	-1	10	-2
Q31c. My manager keeps me informed about what's going on	68	+4	17	-1	14	-3
Q31d. My manager understands my work	72	+4	15	-1	13	-3
Q31e. My manager creates a shared sense of purpose	68	+4	19	-2	13	-3
Q31f. My manager demonstrates honesty and integrity	77	+3	14	-1	9	-2
Q31g. My manager draws the best out of me	57	+4	27	-2	16	-3
My senior manager	59	+4	25	-1	16	-3
Q32a. My senior manager communicates timely information that is relevant for my work	56	+4	25	0	19	-4
Q32b. My senior manager genuinely listens and is responsive to issues raised by staff	55	+4	25	0	19	-4
Q32c. My senior manager demonstrates honesty and integrity	65	+4	24	-1	11	-3
Organisational leadership	50	+6	30	-1	20	-4
Q33a. In my organisation, the leadership is of high quality	51	+5	29	-1	20	-4
Q33b. In my organisation, the leadership operates with a high level of integrity	55	+6	29	-2	16	-4
Q33e. Management model the behaviours expected of all employees	50	+5	29	-1	21	-4
Q33g. My organisation is well managed	46	+6	32	-1	23	-5

Workplace and organisational factors

	% Positive	vs 2013	% Neutral	vs 2013	% Negative	vs 2013
Decision making	55	+5	24	-1	21	-4
Q25a. Important decisions at my workplace are based on a sound understanding of issues	59	+4	23	-1	18	-3
Q25b. Important decisions at my workplace are made by the people best placed to understand the issues	51	+5	25	-1	24	-4
Workplace change	41	+7	32	+3	27	-10
Q26a. I have received timely and relevant communication about workplace change in the past 12 months	55	+6	23	+1	21	-7
Q26b. Changes that have been implemented in my workplace have been done for a good reason in the past 12 months	41	+8	34	+2	25	-10
Q26c. Changes implemented in my workplace have been managed well in the past 12 months	38	+6	33	+3	29	-9
Q26d. I feel my workplace is functioning more efficiently as a result of change implemented in the past 12 months	29	+8	39	+4	33	-12
Workplace fairness	48	+5	25	-1	27	-4
Q25i. Performance is assessed and rewarded fairly in my workplace	33	+3	34	+1	33	-4
Q25j. I am confident that poor performance will be appropriately addressed in my workplace	39	+7	25	-1	36	-6
Q25k. People are treated fairly and consistently in my workplace	50	+5	24	-1	26	-3
Q25l. People take responsibility for their decisions and actions in my workplace	53	+6	26	-2	21	-4
Q25m. Bullying is not tolerated in my workplace	65	+4	18	-1	17	-3
Anti-discrimination	70	+3	23	-2	7	-1
Q34d. Gender is not a barrier to success in my organisation	73	+2	18	-1	9	-1
Q34e. Age is not a barrier to success in my organisation	68	+3	21	-1	11	-1
Q34f. Cultural background is not a barrier to success in my organisation	73	+3	22	-2	5	-1
Q34g. Sexual orientation is not a barrier to success in my organisation	72	+3	24	-3	4	-1
Q34h. Disability is not a barrier to success in my organisation	65	+6	29	-4	7	-1
Organisational trust	44	+5	27	0	29	-4
Q33f. Recruitment and promotion decisions in this organisation are fair	36	+5	34	0	30	-4
Q34a. I would feel comfortable raising complaints in my organisation	48	+4	21	0	30	-4
Q34b. If I raised a complaint, I feel confident that it would be taken seriously	47	+5	25	-1	28	-4
Innovation	59	+3	25	-1	16	-3
Q27a. I get the opportunity to develop new and better ways of doing my job	55	+4	25	0	20	-3
Q27b. I am encouraged to make suggestions about improving work processes and/or services	65	+3	19	-1	16	-3
Q27c. Management is willing to act on suggestions to improve how things are done	51	+4	27	-1	22	-3
Q27d. My workgroup uses research and expertise to identify better practice	56	+2	29	0	14	-2
Q27e. My workgroup always tries to improve its performance	74	+2	19	-1	7	-1
Q27f. My organisation is open to new ideas	54	+5	28	-2	18	-3

Workplace outcomes	% Positive		% Neutral		% Negative	
		vs 2013		vs 2013		vs 2013
Agency engagement	55	+6	29	-2	16	-5
Q35a. I would recommend my organisation as a great place to work	54	+7	28	-2	17	-5
Q35b. I am proud to tell others I work for my organisation	63	+6	25	-2	12	-4
Q35c. I feel strong personal attachment to my organisation	59	+5	27	-1	14	-4
Q35d. My organisation motivates me to help it achieve its objectives	50	+7	32	-2	18	-5
Q35e. My organisation inspires me to do the best in my job	50	+7	32	-2	18	-5
Job engagement and satisfaction	79	+3	13	-1	8	-2
Q22f. I enjoy the work in my current job	77	+3	15	-1	8	-2
Q22g. My job gives me a feeling of personal accomplishment	72	+3	17	-1	11	-2
Q22h. When needed, I am willing to put in the extra effort to get a job done	95	0	3	0	1	0
Q37. All things considered, how satisfied are with your current job	72	+5	16	-1	13	-4
Intention to leave	65	+3	24	-2	11	-2
Q38. I intend to leave my organisation within the next 12 months*	65	+3	24	-2	11	-2

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

** Excludes respondents who selected 'not applicable'

Appendix B continued

Other Survey items

	% Positive	vs 2013	% Neutral	vs 2013	% Negative	vs 2013
Productivity and effectiveness						
My workgroup is adequately resourced to deliver quality services	48	+6	22	-1	30	-5
Approval processes at my workplace are excessive* (% indicating disagreement with statement)	18	+1	41	+2	41	-4
Disruptions and/or noise at my workplace make it hard to get things done* (% indicating disagreement with statement)	47	+2	28	0	25	-1
Satisfaction with physical working environment^	70	+3	16	-1	14	-2
There is too much 'red tape' in my work* (% indicating disagreement with statement)	17	na	33	na	50	na
My organisation uses my time efficiently	51	+5	28	-1	21	-4
Work-life balance						
My workplace culture supports people to achieve a good work/life balance	54	+4	23	-2	23	-2
Used flexible workplace option**	34	na	na	na	na	na
Satisfaction with work-life balance^	60	+2	19	0	21	-1
Harassment and bullying						
Bullying is not tolerated in my workplace	65	+4	18	-1	17	-3
Witnessed harassment/bullying in the last 12 months*** (% responded with 'No')	61	+5	0	0	32	-4
Experienced harassment/bullying in the last 12 months*** (% responded with 'No')	77	+2	0	0	18	-3
Performance review						
Received scheduled performance feedback in the last 12 months****	59	na	0	na	36	na
Has helped/will help improve performance*****	57	na	31	na	12	na
Career and reward						
My current job will help my career aspirations	51	+4	32	-1	17	-3
I feel valued for the work I do	51	+4	25	0	24	-4
I am fairly paid for the work I do	48	+1	23	+1	29	-2
Workplace safety						
There is adequate focus on workplace safety at my workplace	78	+2	15	-1	6	-1
People in my workgroup are committed to workplace safety	84	+1	13	-1	3	-1

Appendix B *continued*

Other Survey items

	% Positive	vs 2013	% Neutral	vs 2013	% Negative	vs 2013
Other						
Satisfaction with degree to which your work is interesting/challenging [^]	76	+2	15	0	9	-2
I agree with the way my organisation tries to achieve its objectives	57	+7	25	-2	19	-4
My work makes a valuable contribution to the Qld public	87	0	9	-1	3	-1
I feel my job is secure	39	+8	25	+2	37	-9
Satisfaction with your work location [^]	80	+1	12	-1	8	0
My workplace has undergone significant change in the past 12 months	59	-6	29	+6	12	+1

* 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'

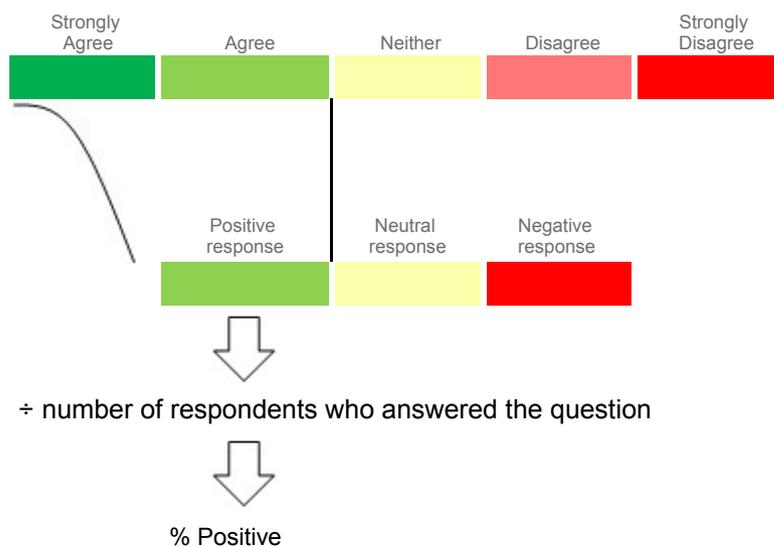
na - The question was asked differently in 2013 and is therefore not comparable

Appendix C - 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. type of agency, demographic groups) may not add up to the total number of respondents due to missing demographic or division information.

Response rate

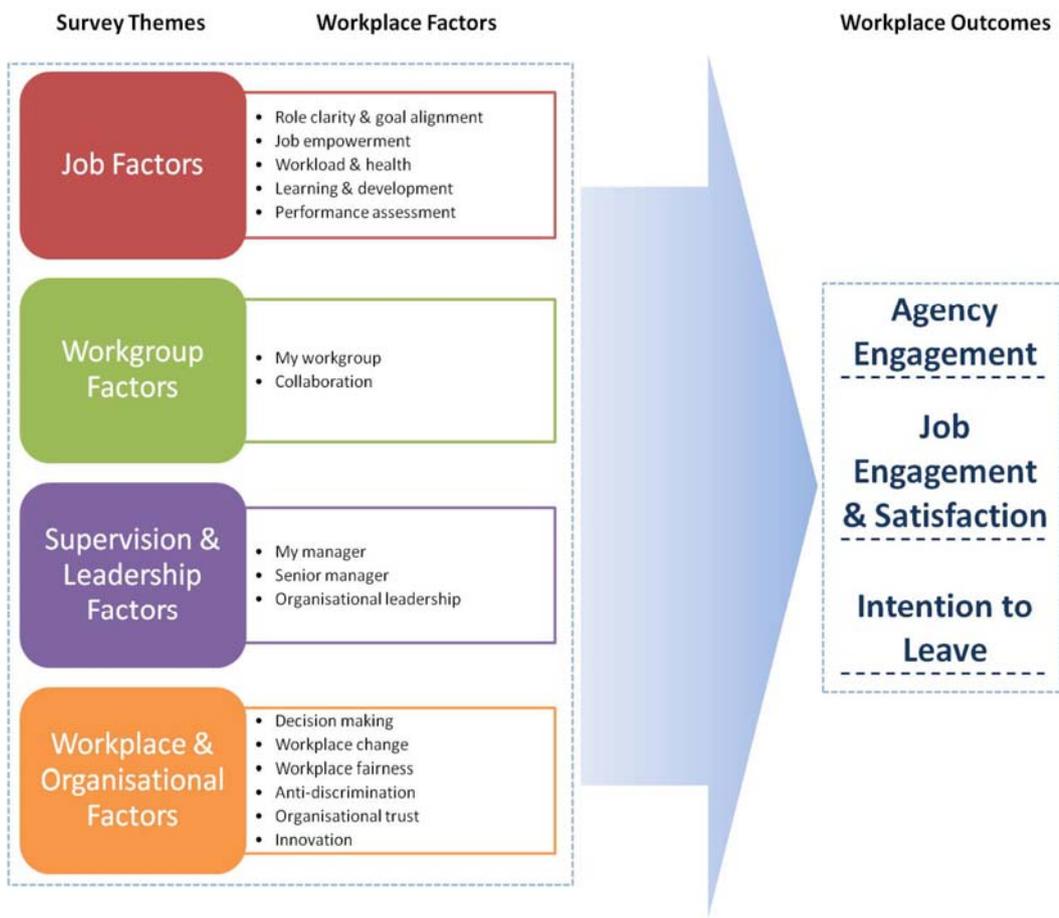
The displayed response rate was calculated using statistical workforce data (Minimum Obligatory Human Resource Information) for March 2014.

Appendix C - Presentation of results *continued*

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.

Diagram: Workplace factors and workplace outcomes



Appendix C - Presentation of results *continued*

Quintile

Indicates the position of the 53 participating agencies 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 22rd ranked agencies
3	Among third 20% of agencies	or Between 23 st and 33 th ranked agencies
4	Among fourth 20% of agencies	or Between 34 st and 44 th ranked agencies
5	Among last 20% of agencies	or Between 45 th and 53rd ranked agencies

Coloured highlighting in the report

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

Quintile positions of 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.

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).

Appendix C - Presentation of results *continued*

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.

Primary care giver – is a person who has the main responsibility for providing care for a person.

Disability - For the purpose of this survey, a person with a disability is a person with a long-term health condition that leads to one or more limitations, restrictions or impairments that lasted or is likely to last for 6 months or more. Long-term health conditions can be in these areas: Physical, Sensory (hearing, speech or vision) which cannot be corrected by appropriate aids such as hearing aids or glasses, Intellectual or Learning, and Psychiatric.

Flexible work option – defined by the following options:

Purchased leave, Flexible start and finish times, Compressed work hours*, Telecommuting, Job sharing and Other.

* Working usual full-time or part-time hours over fewer days by working extra hours each day, thereby accruing hours to have a regular day off in a week or fortnight.

Appendix D - Methodology

Data collection method

The 2014 Working for Queensland Employee Opinion Survey was implemented as a Census of employees of public sector agencies. Agency participation aligned closely with those agencies contributing to the Public Service Commission's Minimum Obligatory Human Resource Information (MOHRI) data collection. Agencies included in scope of the survey are listed in the section 'Response rate' in this report.

The Working for Queensland survey employed a mixed mode of administration via online and hard copy returns. The online survey combined the use of encrypted links and generic links depending on individual agency preference or circumstance. The respondent had to navigate through their hierarchy and select where they worked before proceeding with the questionnaire. ORC International, an independent provider, set up and hosted the online survey on their secure site. The flexible approach allowed the numerous employees dispersed across Queensland the opportunity to participate.

Fieldwork took place over a four week period from Monday 5 May – Monday 2 June 2014. Paper surveys were accepted until Tuesday 3 June 2014. ORC International provided a survey helpline throughout the survey period in order to field enquiries or concerns QPS employees may have had either regarding the survey or their privacy. A total of 90,159 employees from the QPS responded to the survey (including 1,329 paper surveys returned to ORC International for processing). This equates to a response rate of 42%, which was higher than the 2013 response rate of 38%. The response rates by agencies ranged from 16% to 99%, with a mean (average) of 55.3% and median 57.7% (where 50% of agencies had a response rate below this, and 50% above).

ORC International is a member of the Association of Market and Social Research Organisations (AMSRO) and as such, its staff and interviewers abide by the Australian Market and Social Research Society (AMSRS) Code of Professional Behaviour. This code has been deemed to satisfy all the requirements of the Federal privacy legislation.

ORC International is accredited with the International Standard for Market and Social Research: ISO20252 (Certification number: 13595). Its commitment to the associated quality assurance standard ensured the research was conducted to the highest possible ethical and professional standards.

Questionnaire

The questionnaire covered various dimensions of workplace climate as well as demographic detail of respondents. It was based on the questionnaire used in the 2013 Working for Queensland Survey. Minor adjustments were made by the PSC project team to improve the clarity of the questionnaire, and some questions were added to capture information on executive capabilities, further detail on harassment/bullying experiences and perceptions on actions taken as a result of the 2013 survey results.

The questionnaire took respondents an average of 19 minutes to complete.

The majority of the attitudinal questions within the survey utilised a five point rating scale which measured the level of agreement with statements: Strongly agree, agree, neither agree nor disagree, disagree and strongly disagree.

A small number of questions utilised a satisfaction scale: Very satisfied, satisfied, neither satisfied nor dissatisfied, dissatisfied, very dissatisfied.