Working for Queensland

HIGHLIGHTS REPORT

West Moreton Hospital and Health Service

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

01 Your workplace climate at a glance

02 Workplace climate in your divisions at a glance

03 More about your workplace climate

04 More about workplace climate in your divisions

05 Most changed since 2013

06 Drivers of workplace outcomes in your agency

07 Demographic comparisons

08 Executive capabilities in your agency

09 Appendix A – Workplace factors and outcomes

10 Appendix B – Presentation of results

Your workplace climate at a glance

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

Response Rate: **26%**

Number of Returned Surveys: **818**

	% Positive	vs 2013	vs QPS2014
Workplace factors			
Job Factors			
Role clarity and goal alignment	87	+3	-1
Job empowerment	68	+4	-2
Workload and health* *(% indicating limited or no issues)*	32	+4	-1
Learning and development	52	+4	-2
Performance assessment	51	+4	-2
Workgroup factors			
My workgroup	73	+5	-3
Collaboration**	74	+2	-4
Supervision and leadership factors			
My manager	69	+4	-3
My senior manager	52	+9	-7
Organisational leadership	46	+10	-5
Workplace and organisational factors			
Decision making	50	+9	-5
Workplace change	39	+10	-2
Workplace fairness	46	+9	-2
Anti-discrimination	67	+5	-3
Organisational trust	41	+7	-3
Innovation	59	+7	0
Workplace outcomes			
Agency engagement	51	+7	-5
Job engagement and satisfaction	79	+4	0
Intention to leave* *(% not indicating to leave organisation in the next 12 months)*	63	+4	-2

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
Workplace factors			
Job Factors			
Role clarity and goal alignment	87	73 - 96	3
Job empowerment	68	51 - 90	4
Workload and health* *(% indicating limited or no issues)*	32	22 - 63	4
Learning and development	52	21 - 70	3
Performance assessment	51	25 - 77	4
Workgroup factors			
My workgroup	73	59 - 92	3
Collaboration**	74	66 - 90	5
Supervision and leadership factors			
My manager	69	57 - 87	3
My senior manager	52	42 - 79	4
Organisational leadership	46	28 - 79	3
Workplace and organisational factors			
Decision making	50	29 - 82	3
Workplace change	39	20 - 72	3
Workplace fairness	46	28 - 68	3
Anti-discrimination	67	51 - 96	4
Organisational trust	41	24 - 76	4
Innovation	59	41 - 83	3
Workplace outcomes			
Agency engagement	51	40 - 78	4
Job engagement and satisfaction	79	66 - 89	3
Intention to leave* *(% not indicating to leave organisation in the next 12 months)*	63	37 - 74	2

*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

	West Moreton Hospital and Health Service	Clinical Services Division	Mental Health and Specialised Services Division	HHS Exec, HHS Chief Exec & Corporate Gov & Strategy Div	Workforce Division	Finance and Business Services Division	Clinical Governance, Education and Research
Respondents	818	359	190	38	59	75	14
Job Factors							
Role clarity and goal alignment	**87**	88	87	86	87	89	93
Job empowerment	**68**	68	69	75	73	64	61
Workload and health* *(% indicating limited or no issues)*	**32**	33	36	32	32	27	38
Learning and development	**52**	54	57	55	49	47	68
Performance assessment	**51**	55	51	54	44	48	59
Workgroup factors							
My workgroup	**73**	74	74	84	76	77	77
Collaboration**	**74**	75	72	83	74	81	76
Supervision and leadership factors							
My manager	**69**	70	67	70	73	72	74
My senior manager	**52**	49	52	63	62	56	69
Organisational leadership	**46**	45	46	66	54	49	57

*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

	West Moreton Hospital and Health Service	Clinical Services Division	Mental Health and Specialised Services Division	HHS Exec, HHS Chief Exec & Corporate Gov & Strategy Div	Workforce Division	Finance and Business Services Division	Clinical Governance, Education and Research
Respondents	818	359	190	38	59	75	14
Workplace and organisational factors							
Decision making	**50**	47	52	71	53	48	61
Workplace change	**39**	40	36	47	47	44	42
Workplace fairness	**46**	49	46	49	49	45	39
Anti-discrimination	**67**	70	65	78	72	73	56
Organisational trust	**41**	41	43	54	47	41	31
Innovation	**59**	59	61	73	57	67	73
Workplace outcomes							
Agency engagement	**51**	50	52	65	54	55	57
Job engagement and satisfaction	**79**	79	79	80	83	82	87
Intention to leave* *(% not indicating to leave organisation in the next 12 months)*	**63**	65	62	56	66	69	54

*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
Productivity and effectiveness			
My workgroup is adequately resourced to deliver quality services	43	+6	-4
Approval processes at my workplace are excessive* (% indicating disagreement with statement)	14	+3	-4
Disruptions and/or noise at my workplace make it hard to get things done* (% indicating disagreement with statement)	41	+7	-6
Satisfaction with physical working environment^	61	+4	-9
There is too much 'red tape' in my work* (% indicating disagreement with statement)	17	na	0
My organisation uses my time efficiently	50	+7	-1
Work-life balance			
My workplace culture supports people to achieve a good work/life balance	50	+10	-4
Used flexible workplace option**	33	-	-1
Satisfaction with work-life balance^	61	+5	+1
Harassment and bullying			
Bullying is not tolerated in my workplace	57	+9	-8
Witnessed harassment/bullying in the last 12 months*** (% responded with 'No')	50	+8	-10
Experienced harassment/bullying in the last 12 months*** (% responded with 'No')	66	+2	-11
Performance review			
Received scheduled performance feedback in the last 12 months****	52	na	-8
Has helped/will help improve performance*****	66	na	+9
Career and reward			
My current job will help my career aspirations	54	+6	+3
I feel valued for the work I do	51	+6	0
I am fairly paid for the work I do	60	-1	+12
Workplace safety			
There is adequate focus on workplace safety at my workplace	76	+8	-2
People in my workgroup are committed to workplace safety	82	+3	-2
Other			
Satisfaction with degree to which your work is interesting/challenging^	76	0	0
I agree with the way my organisation tries to achieve its objectives	54	+13	-2
My work makes a valuable contribution to the Qld public	88	0	+1
I feel my job is secure	26	+6	-12
Satisfaction with your work location^	75	+3	-5
My workplace has undergone significant change in the past 12 months	70	-1	+11

*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**

	West Moreton Hospital and Health Service	Mental Health and Specialised Services Division	Clinical Services Division	HHS Exec, HHS Chief Exec & Corporate Gov & Strategy Div	Workforce Division	Finance and Business Services Division	Clinical Governance, Education and Research
Respondents	818	190	359	38	59	75	14
Productivity and effectiveness							
My workgroup is adequately resourced to deliver quality services	**43**	42	48	34	41	43	43
Approval processes at my workplace are excessive* (% indicating disagreement with statement)	**14**	16	15	21	17	5	7
Disruptions and/or noise at my workplace make it hard to get things done* (% indicating disagreement with statement)	**41**	44	42	45	42	36	43
Satisfaction with physical working environment^	**61**	57	62	64	73	58	50
There is too much 'red tape' in my work* (% indicating disagreement with statement)	**17**	16	18	18	15	17	36
My organisation uses my time efficiently	**50**	49	51	53	53	47	50
Work-life balance							
My workplace culture supports people to achieve a good work/life balance	**50**	50	51	45	54	58	57
Used flexible workplace option**	**33**	34	21	58	46	63	46
Satisfaction with work-life balance^	**61**	61	62	53	69	62	71
Harassment and bullying							
Bullying is not tolerated in my workplace	**57**	54	61	55	63	59	36
Witnessed harassment/bullying in the last 12 months*** (% responded with 'No')	**50**	49	53	47	59	49	31
Experienced harassment/bullying in the last 12 months*** (% responded with 'No')	**66**	65	69	67	76	69	50

*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**

	West Moreton Hospital and Health Service	Mental Health and Specialised Services Division	Clinical Services Division	HHS Exec, HHS Chief Exec & Corporate Gov & Strategy Div	Workforce Division	Finance and Business Services Division	Clinical Governance, Education and Research
Respondents	818	190	359	38	59	75	14
Performance review							
Received scheduled performance feedback in the last 12 months****	**52**	52	62	47	29	34	71
Has helped/will help improve performance*****	**66**	71	65	65	76	56	80
Career and reward							
My current job will help my career aspirations	**54**	53	57	66	50	51	64
I feel valued for the work I do	**51**	52	49	71	53	57	36
I am fairly paid for the work I do	**60**	62	59	68	56	61	71
Workplace safety							
There is adequate focus on workplace safety at my workplace	**76**	70	81	82	80	69	93
People in my workgroup are committed to workplace safety	**82**	79	84	89	83	89	86
Other							
Satisfaction with degree to which your work is interesting/challenging^	**76**	76	76	72	85	82	86
I agree with the way my organisation tries to achieve its objectives	**54**	56	54	74	57	53	50
My work makes a valuable contribution to the Qld public	**88**	87	90	84	84	85	86
I feel my job is secure	**26**	26	28	34	20	25	14
Satisfaction with your work location^	**75**	78	74	75	76	74	93
My workplace has undergone significant change in the past 12 months	**70**	71	70	71	68	84	57

**** 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
In my organisation, the leadership operates with a high level of integrity	36	49	+13
I agree with the way my organisation tries to achieve its goals	42	54	+13
In my organisation, the leadership is of high quality	36	48	+12
My senior manager genuinely listens and is responsive to issues raised by staff	40	51	+11
Important decisions at my workplace are made by the people best placed to understand the issues	36	46	+11

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	71	70	-1
I am fairly paid for the work I do	61	60	-1

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 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	**46**	**+10**
Job empowerment	**68**	**+4**

Job engagement and satisfaction

Top 3 drivers	**% positive**	**vs 2013**
Job empowerment	**68**	**+4**
Role clarity and goal alignment	**87**	**+3**
Learning and development	**52**	**+4**

Intention to leave

Top 3 drivers	**% positive**	**vs 2013**
Organisational leadership	**46**	**+10**
Learning and development	**52**	**+4**
Job empowerment	**68**	**+4**

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
West Moreton Hospital and Health Service	818	51	79	63
Managerial status				
Managers	199	56	80	58
Non-managers	616	49	79	65
Employment status				
Permanent	641	49	78	65
Non-permanent	177	57	86	57
Full-time status				
Full-time	606	51	80	63
Part-time	206	48	78	63
FTE Salary				
$49,999 or less	106	50	78	68
$50,000 - $69,999	207	53	81	65
$70,000 - $89,999	244	48	80	65
$90,000 or above	249	52	78	60
Age				
34 years or under	195	61	83	68
35 - 44 years	215	45	76	56
45 - 54 years	256	50	79	63
55 years or over	146	45	80	71
Time in agency				
Less than 2 years	187	63	86	66
2 to less than 6 years	203	49	77	61
6 to less than 10 years	124	56	82	65
10 years or more	293	43	77	64
Type of work				
Direct service delivery	490	48	79	62
Corporate services and administrative support/clerical	152	54	81	67
Other	172	53	79	63
Clinical versus non-clinical				
Clinical	491	49	79	63
Non-clinical	321	53	81	64

Executive Capabilities

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

Number of respondents for this section: **63**

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.

	% Positive	% Neutral	% Negative
Leads strategically with vision	**77**	**13**	**11**
Navigates complex, ambiguous and political environments	**84**	**7**	**9**
Leads change with agility	**75**	**13**	**13**
Operates across boundaries	**89**	**4**	**7**
Engages with ideas, innovation and risk	**79**	**13**	**9**
Manages organisational performance	**77**	**13**	**11**
Manages internal and external relationships	**86**	**7**	**7**
Builds organisational capability	**77**	**14**	**9**
Inspires individual and team commitment in the pursuit of results	**74**	**12**	**14**
Models professional and ethical behaviour	**91**	**2**	**7**
Displays courage in the provision of advice and decision-making	**84**	**4**	**12**
Applies sound corporate governance	**91**	**4**	**5**
Commits to personal development	**79**	**16**	**5**

Appendix A

Workplace factors and workplace outcomes

Job Factors

		% Positive	vs 2013	% Neutral	vs 2013	% Negative	vs 2013
Role clarity and goal alignment		**87**	**+3**	**9**	**-2**	**4**	**-1**
Q21a.	I am clear what my duties and responsibilities are	88	+1	7	+1	5	-2
Q21b.	I understand what is expected of me to do well in my job	89	+2	6	-2	5	-1
Q21c.	I understand how my work contributes to my organisation's objectives	88	+1	7	-1	5	0
Q21d.	I am committed to my organisation's goals	89	+6	9	-4	2	-1
Q21f.	I feel I make a contribution to achieving the organisation's objectives	83	+4	14	-1	4	-3
Job empowerment		**68**	**+4**	**17**	**-2**	**15**	**-2**
Q22a.	I have a choice in deciding how I do my work	61	+6	23	-1	17	-4
Q22b.	I have the tools I need to do my job effectively	62	+6	17	-3	20	-3
Q22c.	I get the information I need to do my job well	59	+3	22	-1	18	-2
Q22d.	I have the authority necessary to do my job effectively	65	+6	19	-5	16	-2
Q22e.	My job gives me opportunities to utilise my skills	79	+3	12	-3	10	-1
Q36b.	How satisfied are you with the following: Your ability to work on your own initiative	81	+2	12	-2	8	0
Workload and health *		**32**	**+4**	**32**	**+1**	**35**	**-5**
Q23a.	I am overloaded with work	22	+4	33	0	45	-4
Q23b.	I feel burned out by my work	34	+3	31	+1	35	-4
Q23h.	My work has a negative impact on my health	41	+3	33	+3	26	-6
Learning and development		**52**	**+4**	**25**	**-2**	**23**	**-2**
Q28d.	In my organisation, there are opportunities for me to develop my skills and knowledge	60	+3	20	-2	20	-1
Q28e.	I am able to access relevant learning and development opportunities	58	+2	22	-1	20	0
Q28f.	Learning and development activities I have completed in the past 12 months have helped to improve my performance**	62	+1	24	-2	14	+1
Q28g.	I am satisfied with the opportunities available for career development	40	+4	26	-3	33	-1
Q33c.	My organisation is committed to developing its employees	42	+9	31	-3	27	-7
Performance assessment		**51**	**+4**	**25**	**-2**	**24**	**-2**
Q28a.	I receive useful feedback on my performance	52	+7	22	-4	26	-2
Q28b.	My performance is assessed against clear criteria	46	+4	32	-1	22	-4
Q28c.	I have performance objectives that are within my control	54	+3	26	-4	20	+1
Q28h.	I have had productive conversations with my manager on my performance in the past 12 months	52	+3	22	0	26	-2

Workgroup factors

		% Positive	vs 2013	% Neutral	vs 2013	% Negative	vs 2013
My workgroup		**73**	**+5**	**16**	**-3**	**11**	**-1**
Q24a.	People in my workgroup treat each other with respect	72	+7	11	-6	17	-2
Q24b.	I receive help and support from other people in my workgroup	79	+4	13	-3	8	-1
Q24c.	People in my workgroup are honest, open and transparent in their dealings	62	+8	21	-5	17	-3
Q24d.	People in my workgroup use their time and resources efficiently	63	+7	21	-5	16	-2
Q24e.	People in my workgroup treat customers with respect	82	+2	13	-1	5	-1
Q24f.	People in my workgroup are committed to delivering excellent service to customers	80	+3	15	-3	5	-1
Q24g.	People in my workgroup do their jobs effectively	75	+3	16	-3	9	0
Collaboration **		**74**	**+2**	**19**	**-2**	**7**	**0**
Q24j.	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	77	+2	15	-3	8	+1
Q24k.	People in my workgroup work effectively with other Queensland Government organisations to deliver services to our customers	75	+3	18	-4	7	0
Q24l.	People in my workgroup work effectively with other organisations outside the Queensland Government to deliver services to our customers	70	+1	23	-1	6	-1

Supervision and leadership factors

		% Positive	vs 2013	% Neutral	vs 2013	% Negative	vs 2013
My manager		**69**	**+4**	**17**	**-3**	**15**	**0**
Q31a.	My manager treats employees with dignity and respect	76	+3	12	-3	12	-1
Q31b.	My manager listens to what I have to say	76	+3	13	-4	11	+1
Q31c.	My manager keeps me informed about what's going on	64	+3	19	-2	17	-1
Q31d.	My manager understands my work	68	+1	15	-3	17	+2
Q31e.	My manager creates a shared sense of purpose	65	+5	18	-5	17	+1
Q31f.	My manager demonstrates honesty and integrity	74	+4	14	-2	12	-2
Q31g.	My manager draws the best out of me	56	+5	27	-4	18	-1
My senior manager		**52**	**+9**	**27**	**-4**	**21**	**-5**
Q32a.	My senior manager communicates timely information that is relevant for my work	49	+7	27	-2	24	-6
Q32b.	My senior manager genuinely listens and is responsive to issues raised by staff	51	+11	26	-5	23	-6
Q32c.	My senior manager demonstrates honesty and integrity	56	+9	27	-6	17	-3
Organisational leadership		**46**	**+10**	**29**	**-5**	**25**	**-5**
Q33a.	In my organisation, the leadership is of high quality	48	+12	28	-6	24	-6
Q33b.	In my organisation, the leadership operates with a high level of integrity	49	+13	28	-7	23	-6
Q33e.	Management model the behaviours expected of all employees	44	+6	30	-2	26	-5
Q33g.	My organisation is well managed	41	+10	30	-6	29	-4

Workplace and organisational factors

		% Positive	vs 2013	% Neutral	vs 2013	% Negative	vs 2013
Decision making		**50**	**+9**	**25**	**-2**	**26**	**-7**
Q25a.	Important decisions at my workplace are based on a sound understanding of issues	53	+8	25	-1	22	-7
Q25b.	Important decisions at my workplace are made by the people best placed to understand the issues	46	+11	24	-4	30	-7
Workplace change		**39**	**+10**	**30**	**+2**	**31**	**-11**
Q26a.	I have received timely and relevant communication about workplace change in the past 12 months	48	+8	23	+2	29	-9
Q26b.	Changes that have been implemented in my workplace have been done for a good reason in the past 12 months	42	+10	30	-1	28	-9
Q26c.	Changes implemented in my workplace have been managed well in the past 12 months	35	+9	32	+4	32	-13
Q26d.	I feel my workplace is functioning more efficiently as a result of change implemented in the past 12 months	31	+12	35	+2	34	-14
Workplace fairness		**46**	**+9**	**24**	**-4**	**30**	**-5**
Q25i.	Performance is assessed and rewarded fairly in my workplace	36	+7	32	-1	32	-6
Q25j.	I am confident that poor performance will be appropriately addressed in my workplace	39	+9	22	-3	39	-6
Q25k.	People are treated fairly and consistently in my workplace	49	+10	22	-5	29	-5
Q25l.	People take responsibility for their decisions and actions in my workplace	51	+8	25	-4	25	-5
Q25m.	Bullying is not tolerated in my workplace*	57	+9	18	-5	25	-4
Anti-discrimination		**67**	**+5**	**25**	**-4**	**8**	**-1**
Q34d.	Gender is not a barrier to success in my organisation	73	+4	18	-3	8	-1
Q34e.	Age is not a barrier to success in my organisation	65	+4	23	-3	12	0
Q34f.	Cultural background is not a barrier to success in my organisation	69	+4	26	-2	5	-2
Q34g.	Sexual orientation is not a barrier to success in my organisation	70	+5	26	-5	4	-1
Q34h.	Disability is not a barrier to success in my organisation	59	+9	32	-8	8	-1
Organisational trust		**41**	**+7**	**26**	**-1**	**33**	**-6**
Q33f.	Recruitment and promotion decisions in this organisation are fair	33	+6	34	-2	33	-4
Q34a.	I would feel comfortable raising complaints in my organisation	46	+8	19	-2	35	-6
Q34b.	If I raised a complaint, I feel confident that it would be taken seriously	44	+9	25	-1	31	-8
Innovation		**59**	**+7**	**23**	**-4**	**18**	**-3**
Q27a.	I get the opportunity to develop new and better ways of doing my job	55	+6	23	-3	22	-3
Q27b.	I am encouraged to make suggestions about improving work processes and/or services	65	+3	17	-1	18	-2
Q27c.	Management is willing to act on suggestions to improve how things are done	49	+9	26	-4	25	-5
Q27d.	My workgroup uses research and expertise to identify better practice	57	+7	28	-2	14	-5
Q27e.	My workgroup always tries to improve its performance	75	+7	15	-7	10	0
Q27f.	My organisation is open to new ideas	55	+10	27	-5	18	-6

Workplace outcomes		% Positive	vs 2013	% Neutral	vs 2013	% Negative	vs 2013
Agency engagement		**51**	**+7**	**30**	**-1**	**19**	**-6**
Q35a.	I would recommend my organisation as a great place to work	50	+8	29	-3	21	-6
Q35b.	I am proud to tell others I work for my organisation	56	+7	27	-3	17	-5
Q35c.	I feel strong personal attachment to my organisation	53	+4	29	+1	17	-5
Q35d.	My organisation motivates me to help it achieve its objectives	46	+7	33	0	21	-7
Q35e.	My organisation inspires me to do the best in my job	48	+7	31	-1	21	-6
Job engagement and satisfaction		**79**	**+4**	**12**	**-2**	**8**	**-2**
Q22f.	I enjoy the work in my current job	79	+6	13	-4	8	-2
Q22g.	My job gives me a feeling of personal accomplishment	73	+4	18	-1	9	-3
Q22h.	When needed, I am willing to put in the extra effort to get a job done	95	+1	3	-1	1	0
Q37	All things considered, how satisfied are with your current job	69	+5	16	-3	15	-2
Intention to leave		**63**	**+4**	**26**	**-1**	**11**	**-2**
Q38	I intend to leave my organisation within the next 12 months*	63	+4	26	-1	11	-2

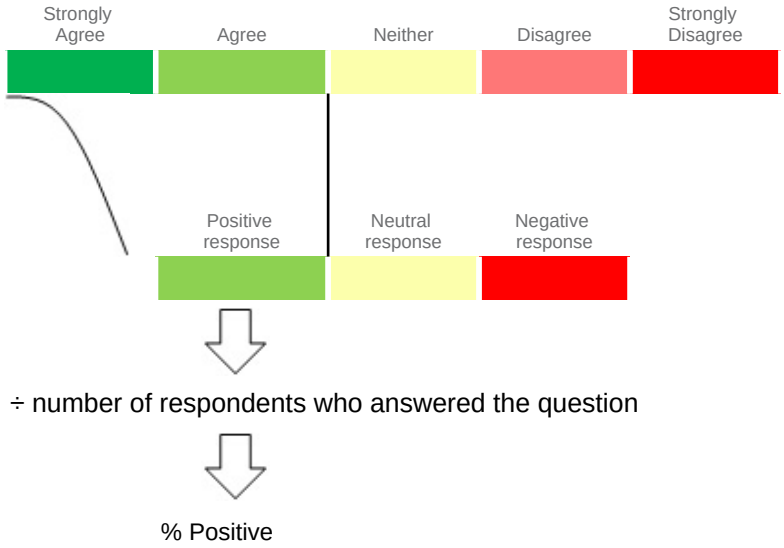
*Responses were reverse coded so that % positive combines 'Strongly disagree' or 'Disagree'
** Excludes respondents who selected 'not applicable'

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.

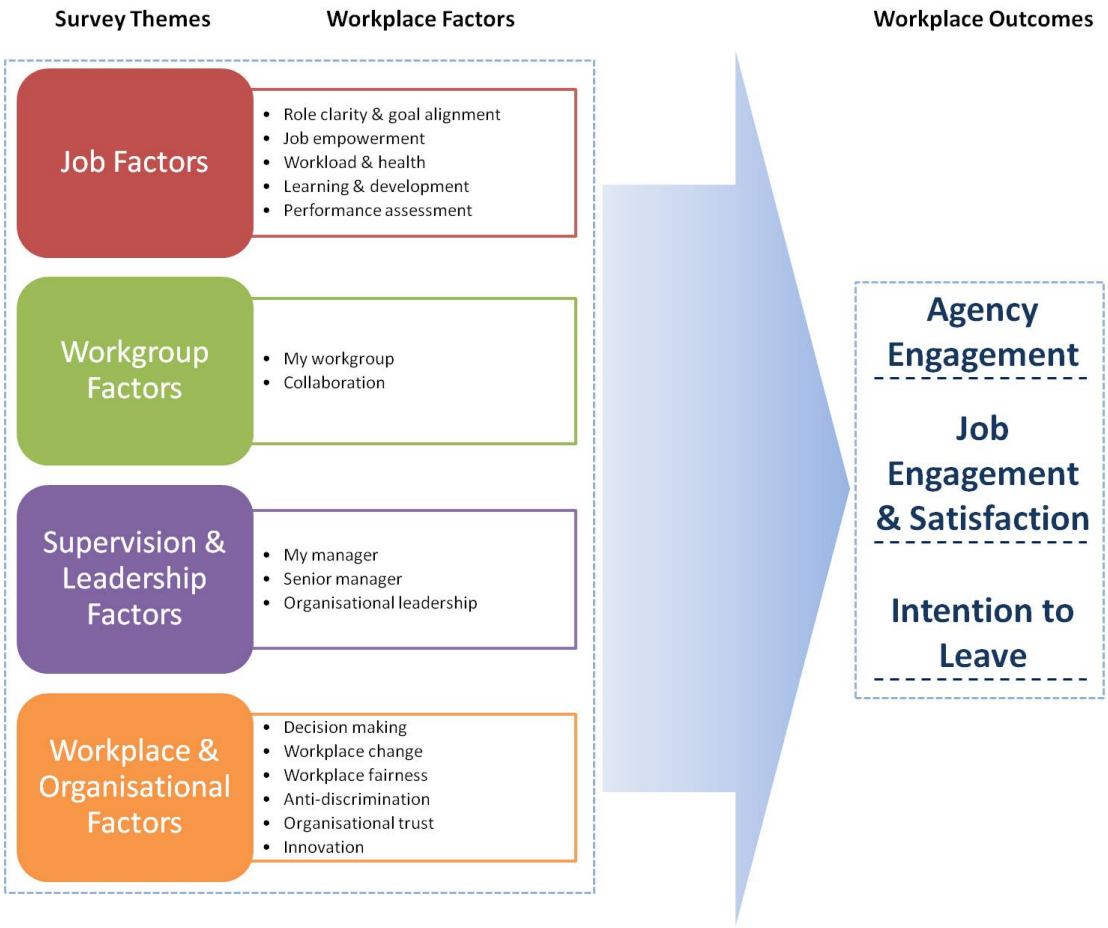
While the coloured highlighting helps differentiate results, it does not necessarily indicate statistical significance in differences.

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.