

## Report Content

- 01 Your workplace outcomes and drivers of outcomes
- 02 Your workplace climate at a glance
- 03 Workplace climate in your divisions at a glance
- 04 More about your workplace climate
- 05 More about workplace climate in your divisions
- 06 Most changed since 2014
- 07 Demographic comparison
- 08 Appendix A – Workplace factors and outcomes
- 09 Appendix B – How to interpret this report

Response Rate:



65%

Returned Surveys:



244

### Purpose

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

### Note on the response rate

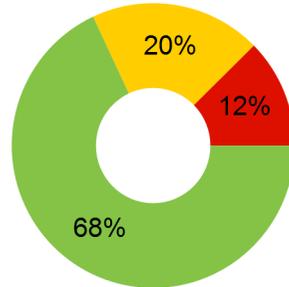
The displayed response rate was calculated using statistical workforce data (Minimum Obligatory Human Resource Information) for March 2015.

## 01. Your workplace outcomes and drivers of outcomes

### Purpose

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

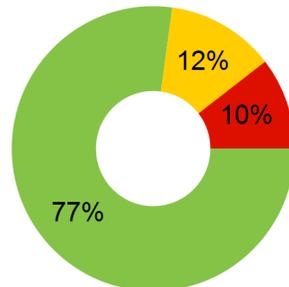
### Agency engagement



% positive change since 2014  
**-1**

Top 3 Drivers	% Positive	% Change
Organisational leadership	2014 <span style="color: green;">■</span> 59% 2015 <span style="color: blue;">■</span> 59%	<b>+1</b>
Innovation	2014 <span style="color: green;">■</span> 59% 2015 <span style="color: blue;">■</span> 59%	<b>0</b>
My manager	2014 <span style="color: green;">■</span> 70% 2015 <span style="color: blue;">■</span> 71%	<b>+1</b>

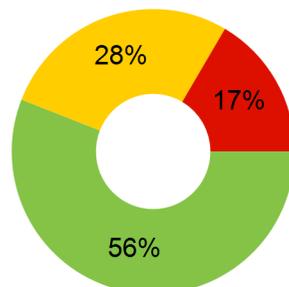
### Job engagement and satisfaction



% positive change since 2014  
**-1**

Top 3 Drivers	% Positive	% Change
Job empowerment	2014 <span style="color: green;">■</span> 62% 2015 <span style="color: blue;">■</span> 65%	<b>+2</b>
Learning and development	2014 <span style="color: green;">■</span> 34% 2015 <span style="color: blue;">■</span> 36%	<b>+3</b>
My workgroup	2014 <span style="color: green;">■</span> 82% 2015 <span style="color: blue;">■</span> 81%	<b>0</b>

### Intention to leave



% positive indicates percentage not intending to leave in the next 12 months

% positive change since 2014  
**-1**

Top 3 Drivers	% Positive	% Change
Organisational leadership	2014 <span style="color: green;">■</span> 59% 2015 <span style="color: blue;">■</span> 59%	<b>+1</b>
Learning and development	2014 <span style="color: green;">■</span> 34% 2015 <span style="color: blue;">■</span> 36%	<b>+3</b>
Job empowerment	2014 <span style="color: green;">■</span> 62% 2015 <span style="color: blue;">■</span> 65%	<b>+2</b>

## 02. Your workplace climate at a glance

### Purpose

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

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

		Response Scale (%)			% Positive	vs 2014	vs Qld Public Sector 2015	Range of all agencies	Your agency quintile
		Positive	Neutral	Negative					
<b>Workplace outcomes</b>	Agency engagement	68	20	12	68%	-1	+9	38 - 89	1
	Job engagement and satisfaction	77	12	10	77%	-1	-3	70 - 90	4
	Intention to leave	56	28	17	56%	-1	-10	32 - 76	4
<b>Job Factors</b>	Role clarity and goal alignment	91	6	4	91%	0	+2	70 - 96	1
	Job empowerment	65	16	19	65%	+2	-7	57 - 91	5
	Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	43	28	30	43%	+3	+6	29 - 70	2
	Learning and development	36	30	34	36%	+3	-21	21 - 77	5
	Performance assessment	49	25	26	49%	+4	-8	17 - 76	5
<b>Workgroup factors</b>	My workgroup	81	12	7	81%	0	+4	67 - 95	2
	Collaboration <small>Excludes respondents who indicated collaboration questions were 'not applicable'</small>	84	12	4	84%	-4	+5	58 - 94	1
<b>Supervision and leadership factors</b>	My manager	71	17	12	71%	+1	-1	56 - 92	3
	My senior manager	60	23	18	60%	+2	-1	41 - 92	3
	Organisational leadership	59	23	17	59%	+1	+7	32 - 89	2
<b>Workplace and organisational factors</b>	Decision making	48	27	25	48%	-4	-4	28 - 83	4
	Workplace change	44	35	22	44%	-5	-1	23 - 79	3
	Workplace fairness	48	26	27	48%	0	-2	23 - 71	3
	Anti-discrimination	76	18	5	76%	-1	+5	52 - 98	2
	Organisational trust	49	26	26	49%	+8	0	23 - 78	3
	Innovation	59	22	19	59%	0	-3	45 - 91	4

### 03. Workplace climate in your divisions at a glance

#### Purpose

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

		QAGOMA	General	Protection and Services	Service Providers
<i>This section shows the % positive scores for divisions within the agency</i>					
Number of Respondents		244	111	77	39
<b>Workplace outcomes</b>	Agency engagement	68%	63%	76%	74%
	Job engagement and satisfaction	77%	76%	77%	85%
	Intention to leave	56%	51%	70%	44%
<b>Job Factors</b>	Role clarity and goal alignment	91%	90%	94%	86%
	Job empowerment	65%	65%	60%	70%
	Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	43%	32%	59%	42%
	Learning and development	36%	32%	38%	47%
	Performance assessment	49%	42%	55%	54%
<b>Workgroup factors</b>	My workgroup	81%	82%	80%	81%
	Collaboration <small>Excludes respondents who indicated collaboration questions were 'not applicable'</small>	84%	91%	75%	82%
<b>Supervision and leadership factors</b>	My manager	71%	71%	76%	66%
	My senior manager	60%	52%	72%	65%
	Organisational leadership	59%	52%	74%	59%
<b>Workplace and organisational factors</b>	Decision making	48%	42%	57%	46%
	Workplace change	44%	37%	56%	47%
	Workplace fairness	48%	43%	52%	52%
	Anti-discrimination	76%	74%	80%	79%
	Organisational trust	49%	43%	57%	55%
	Innovation	59%	59%	58%	64%

## 04. More about your workplace climate

### Purpose

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

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

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

		Response Scale (%)			% Positive	vs 2014	vs Qld Public Sector 2015
		Positive	Neutral	Negative			
<b>Productivity and effectiveness</b>	My workgroup is adequately resourced to deliver quality services	43	23	34	43%	+1	-8
	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with the statement that approval processes are excessive.</small>	18	43	39	18%	0	-1
	Disruptions and/or noise at my workplace make it hard to get things done <small>% positive indicates those who "strongly disagree" or "disagree" with the statement that disruption/noise makes it hard.</small>	60	22	18	60%	0	+13
	Satisfaction with physical working environment <small>Percentage responded with 'very satisfied' or 'satisfied'</small>	74	13	13	74%	-2	+4
	There is too much 'red tape' in my work <small>% positive indicates those who "strongly disagree" or "disagree" with the statement that there is too much "red tape".</small>	29	37	34	29%	+5	+11
	My organisation uses my time efficiently	53	20	27	53%	+5	-1
<b>Work-life balance</b>	My workplace culture supports people to achieve a good work/life balance	49	24	27	49%	+10	-11
	Used flexible workplace option <small>% positive indicates those that used at least one of six flexible work options</small>	36	-	64	36%	0	+1
	Satisfaction with work-life balance <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	59	19	22	59%	+5	-3
<b>Harassment and bullying</b>	Bullying is not tolerated in my workplace	69	15	16	69%	+6	+3
	Witnessed harassment/bullying in the last 12 months <small>Percentage responded with 'No'</small>	67	6	27	67%	+5	+6
	Experienced harassment/bullying in the last 12 months <small>Percentage responded with 'No'</small>	85	2	13	85%	+5	+7

## 04. More about your workplace climate *(continued)*

### Purpose

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

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

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

		Response Scale (%)			% Positive	vs 2014	vs Qld Public Sector 2015
		Positive	Neutral	Negative			
<b>Performance review</b>	Received scheduled performance feedback in the last 12 months <i>Percentage responded with 'Yes'</i>	37	4	58	37%	-2	-26
	Has helped/will help improve performance <i>Percentage based on those who responded with 'Yes' to item above</i>	60	27	13	60%	-1	-3
<b>Career and reward</b>	My current job will help my career aspirations	44	33	23	44%	-3	-10
	I feel valued for the work I do	49	28	23	49%	-6	-7
	I am fairly paid for the work I do	54	25	21	54%	+5	+1
<b>Workplace safety</b>	There is adequate focus on workplace safety at my workplace	78	15	7	78%	+5	-2
	People in my workgroup are committed to workplace safety	88	11	2	88%	-1	+4
<b>Other</b>	Satisfaction with degree to which your work is interesting/challenging <i>Percentage responded with 'very satisfied' or 'satisfied'</i>	64	17	19	64%	-4	-13
	I agree with the way my organisation tries to achieve its objectives	59	26	15	59%	-3	0
	My work makes a valuable contribution to the Qld public	87	11	2	87%	-4	0
	I feel my job is secure	48	26	26	48%	+17	-4
	Satisfaction with your work location <i>Percentage responded with 'very satisfied' or 'satisfied'</i>	88	8	3	88%	-5	+7
	My workplace has undergone significant change in the past 12 months	40	46	14	40%	-28	-15

### 05. More about workplace climate in your divisions

#### Purpose

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

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

		QAGOMA	General	Protection and Services	Service Providers
<i>This sections shows the % positive scores for divisions within the agency.</i>					
<b>Number of Respondents</b>		244	111	77	39
<i>Divisions with less than 10 respondents are not displayed</i>					
<b>Productivity and effectiveness</b>	My workgroup is adequately resourced to deliver quality services	43%	32%	55%	47%
	Approval processes at my workplace are excessive % positive indicates those who "strongly disagree" or "disagree" with the statement that approval processes are excessive.	18%	22%	17%	11%
	Disruptions and/or noise at my workplace make it hard to get things done % positive indicates those who "strongly disagree" or "disagree" with the statement that disruption/noise makes it hard.	60%	60%	68%	50%
	Satisfaction with physical working environment Percentage responded with 'very satisfied' or 'satisfied'	74%	67%	84%	75%
	There is too much 'red tape' in my work % positive indicates those who "strongly disagree" or "disagree" with the statement that there is too much "red tape".	29%	31%	31%	16%
	My organisation uses my time efficiently	53%	43%	67%	61%
<b>Work-life balance</b>	My workplace culture supports people to achieve a good work/life balance	49%	39%	61%	58%
	Used flexible workplace option % positive indicates those that used at least one of six flexible work options	36%	50%	19%	34%
	Satisfaction with work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	59%	51%	70%	61%
<b>Harassment and bullying</b>	Bullying is not tolerated in my workplace	69%	62%	78%	76%
	Witnessed harassment/bullying in the last 12 months Percentage responded with 'No'	67%	67%	68%	67%
	Experienced harassment/bullying in the last 12 months Percentage responded with 'No'	85%	85%	85%	83%

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

### Purpose

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

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

		QAGOMA	General	Protection and Services	Service Providers
<i>This sections shows the % positive scores for divisions within the agency.</i>					
<b>Number of Respondents</b>		244	111	77	39
<i>Divisions with less than 10 respondents are not displayed</i>					
<b>Performance review</b>	Received scheduled performance feedback in the last 12 months <i>Percentage responded with 'Yes'</i>	37%	47%	30%	24%
	Has helped/will help improve performance <i>Percentage based on those who responded with 'Yes' to item above</i>	60%	52%	73%	78%
<b>Career and reward</b>	My current job will help my career aspirations	44%	51%	29%	55%
	I feel valued for the work I do	49%	50%	47%	55%
	I am fairly paid for the work I do	54%	55%	57%	50%
<b>Workplace safety</b>	There is adequate focus on workplace safety at my workplace	78%	70%	95%	71%
	People in my workgroup are committed to workplace safety	88%	84%	96%	87%
<b>Other</b>	Satisfaction with degree to which your work is interesting/challenging <i>Percentage responded with 'very satisfied' or 'satisfied'</i>	64%	71%	53%	64%
	I agree with the way my organisation tries to achieve its objectives	59%	50%	76%	59%
	My work makes a valuable contribution to the Qld public	87%	90%	92%	69%
	I feel my job is secure	48%	65%	26%	45%
	Satisfaction with your work location <i>Percentage responded with 'very satisfied' or 'satisfied'</i>	88%	86%	90%	89%
	My workplace has undergone significant change in the past 12 months	40%	46%	32%	47%

## 06. Most changed since 2014

### Purpose

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

	Factor	% Positive 2015	Percentage Change
<b>The Survey Items With the Most Positive Change</b>	I feel my job is secure	Non factorial item	48% <span style="color: green;">+17</span>
	Recruitment and promotion decisions in this organisation are fair	Organisational trust	39% <span style="color: green;">+10</span>
	My workplace culture supports people to achieve a good work/life balance	Non factorial item	49% <span style="color: green;">+10</span>
	I would feel comfortable raising complaints in my organisation	Organisational trust	53% <span style="color: green;">+9</span>
	My manager creates a shared sense of purpose	My manager	73% <span style="color: green;">+8</span>

	Factor	% Positive 2015	Percentage Change
<b>The Survey Items With the Most Negative Change</b>	Have you noticed any action your organisation has taken as a result of last year's Working for Queensland Survey?	Non factorial item	39% <span style="color: red;">-18</span>
	All things considered, how satisfied are you with your current job?	Job engagement and satisfaction	68% <span style="color: red;">-8</span>
	How satisfied are you with your organisation's action in response to last year's Working for Queensland Survey?	Non factorial item	49% <span style="color: red;">-7</span>
	I get the opportunity to develop new and better ways of doing my job	Innovation	43% <span style="color: red;">-7</span>
	My manager listens to what I have to say	My manager	75% <span style="color: red;">-6</span>

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

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

## 07. Demographic comparison

### Purpose

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

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

		Number of respondents	Agency engagement (% Positive)	Job engagement and satisfaction (% Positive)	Intention to leave (% Positive)
<i>"Restricted" indicates a group with less than 10 respondents</i>					
<b>QAGOMA</b>		244	68%	77%	56%
<b>Managerial status</b>	Managers	62	63%	77%	48%
	Non-managers	181	70%	77%	59%
<b>Employment status</b>	Permanent	142	63%	75%	54%
	Non-permanent	102	74%	81%	58%
<b>Full-time status</b>	Full-time basis	145	64%	77%	50%
	Part-time basis	95	74%	78%	66%
<b>FTE Salary</b>	Under \$50,000	96	75%	76%	60%
	\$50,000 - \$69,999	63	71%	81%	62%
	\$70,000 - \$89,999	44	56%	76%	47%
	\$90,000 or over	38	63%	75%	45%
<b>Time in agency</b>	Less than 2 years	73	77%	84%	66%
	2 to less than 6 years	72	64%	68%	45%
	6 to less than 10 years	43	63%	80%	56%
	10 years or more	54	65%	77%	56%
<b>Age</b>	34 years or younger	103	72%	79%	55%
	35 to 44 years	66	56%	65%	41%
	45 to 54 years	40	73%	86%	74%
	55 years or older	35	71%	85%	63%
<b>Gender</b>	Male	91	67%	75%	55%
	Female	151	69%	79%	56%
<b>Type of work</b>	Direct service delivery	101	73%	77%	66%
	Corporate services and administrative support/clerical	52	68%	84%	43%
	Other	91	62%	74%	52%

## 08. Appendix A – Workplace factors and outcomes

### Purpose

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

Workplace outcomes		% Positive	Vs 2014	% Neutral	Vs 2014	% Negative	Vs 2014
<b>Agency engagement</b>							
Q35a	I would recommend my organisation as a great place to work	67%	+1	19%	-3	15%	+3
Q35b	I am proud to tell others I work for my organisation	82%	+1	11%	-4	6%	+3
Q35c	I feel strong personal attachment to my organisation	69%	-6	19%	+4	11%	+2
Q35d	My organisation motivates me to help it achieve its objectives	61%	-1	24%	-3	16%	+5
Q35e	My organisation inspires me to do the best in my job	61%	-1	25%	+1	14%	0
<b>Job engagement and satisfaction</b>							
Q22g	I enjoy the work in my current job	76%	-1	14%	-2	10%	+2
Q22h	My job gives me a feeling of personal accomplishment	66%	+2	20%	0	14%	-2
Q22i	When needed, I am willing to put in the extra effort to get a job done	97%	0	2%	-1	1%	0
Q37	All things considered, how satisfied are you with your current job?	68%	-8	14%	+4	18%	+4
<b>Intention to leave</b>							
Q38	I intend to leave my organisation within the next 12 months	56%	-1	28%	-1	17%	+2

## 08. Appendix A – Workplace factors and outcomes (continued)

### Purpose

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

Job Factors		% Positive	Vs 2014	% Neutral	Vs 2014	% Negative	Vs 2014
<b>Role clarity and goal alignment</b>							
Q21a	I am clear what my duties and responsibilities are	89%	0	4%	-3	7%	+3
Q21b	I understand what is expected of me to do well in my job	89%	+1	5%	-2	6%	+1
Q21c	I understand how my work contributes to my organisation's objectives	94%	-1	3%	-1	2%	+2
Q21d	I am committed to my organisation's goals	93%	-1	7%	+1	1%	0
Q21f	I feel I make a contribution to achieving the organisation's objectives	89%	+3	10%	-2	1%	-1
<b>Job empowerment</b>							
Q22a	I have a choice in deciding how I do my work	58%	0	17%	-2	25%	+2
Q22b	I have the tools I need to do my job effectively	69%	+1	12%	-5	19%	+5
Q22c	I get the information I need to do my job well	58%	+3	22%	-2	20%	-1
Q22d	I have the authority necessary to do my job effectively	61%	+6	22%	-4	17%	-2
Q22f	My job gives me opportunities to utilise my skills	69%	+2	14%	+1	17%	-3
Q36b	Your ability to work on your own initiative	74%	+3	11%	-6	15%	+3
<b>Workload and health</b>							
Q23a	I am overloaded with work	41%	+5	29%	+1	30%	-7
Q23b	I feel burned out by my work	45%	+4	23%	-7	32%	+2
Q23h	My work has a negative impact on my health	43%	0	31%	-2	26%	+1
<b>Learning and development</b>							
Q28d	In my organisation, there are opportunities for me to develop my skills and knowledge	45%	+5	24%	-1	32%	-4
Q28f	I am able to access relevant learning and development opportunities	36%	+4	28%	-2	36%	-2
Q28g	Learning and development activities I have completed in the past 12 months have helped to improve my performance	33%	-3	37%	+8	30%	-4
Q28h	I am satisfied with the opportunities available for career development	23%	0	35%	+10	42%	-10
Q33b	My organisation is committed to developing its employees	44%	+8	28%	-5	28%	-3
<b>Performance assessment</b>							
Q28a	I receive useful feedback on my performance	53%	+3	18%	0	29%	-3
Q28b	My performance is assessed against clear criteria	44%	+4	30%	+1	26%	-5
Q28c	I have performance objectives that are within my control	55%	+7	29%	-2	16%	-5
Q28i	I have had productive conversations with my manager on my performance in the past 12 months	43%	0	24%	+7	33%	-6

## 08. Appendix A – Workplace factors and outcomes (continued)

### Purpose

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

Workgroup factors		% Positive	Vs 2014	% Neutral	Vs 2014	% Negative	Vs 2014
<b>My workgroup</b>							
Q24a	People in my workgroup treat each other with respect	80%	0	9%	-3	10%	+2
Q24b	I receive help and support from other people in my workgroup	86%	-2	7%	-1	7%	+4
Q24c	People in my workgroup are honest, open and transparent in their dealings	71%	+3	16%	-6	12%	+3
Q24d	People in my workgroup use their time and resources efficiently	67%	-2	22%	+5	11%	-3
Q24e	People in my workgroup treat customers with respect	93%	+3	6%	-3	0%	0
Q24f	People in my workgroup are committed to delivering excellent service to customers	92%	0	7%	-1	1%	+1
Q24g	People in my workgroup do their jobs effectively	79%	-5	16%	+3	5%	+2
<b>Collaboration</b>							
Q24j	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	87%	-2	6%	0	7%	+3
Q24k	People in my workgroup work effectively with other Queensland Government organisations to deliver services to our customers	82%	-3	16%	+3	2%	0
Q24l	People in my workgroup work effectively with other organisations outside the Queensland Government to deliver services to our customers	81%	-5	16%	+3	3%	+3
<b>Supervision and leadership factors</b>							
<b>My manager</b>							
Q31a	My manager treats employees with dignity and respect	76%	+1	15%	-1	9%	0
Q31b	My manager listens to what I have to say	75%	-6	15%	+3	10%	+3
Q31c	My manager keeps me informed about what's going on	66%	+2	18%	0	16%	-1
Q31d	My manager understands my work	76%	+3	13%	0	11%	-3
Q31e	My manager creates a shared sense of purpose	73%	+8	17%	-5	11%	-3
Q31f	My manager demonstrates honesty and integrity	78%	+3	15%	-2	7%	-1
Q31g	My manager draws the best out of me	55%	+1	27%	-2	18%	+1
<b>My senior manager</b>							
Q32a	My senior manager communicates timely information that is relevant for my work	54%	+3	27%	0	19%	-2
Q32b	My senior manager genuinely listens and is responsive to issues raised by staff	58%	+1	21%	-3	21%	+2
Q32c	My senior manager demonstrates honesty and integrity	67%	+1	20%	-5	13%	+4
<b>Organisational leadership</b>							
Q33a	In my organisation, the leadership is of high quality	62%	+4	20%	-7	18%	+3
Q33d	Management model the behaviours expected of all employees	56%	+1	26%	-5	19%	+3
Q33e	In my organisation, the leadership operates with a high level of integrity	67%	-1	21%	-3	12%	+5
Q33g	My organisation is well managed	53%	-1	26%	-6	21%	+6

## 08. Appendix A – Workplace factors and outcomes (continued)

### Purpose

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

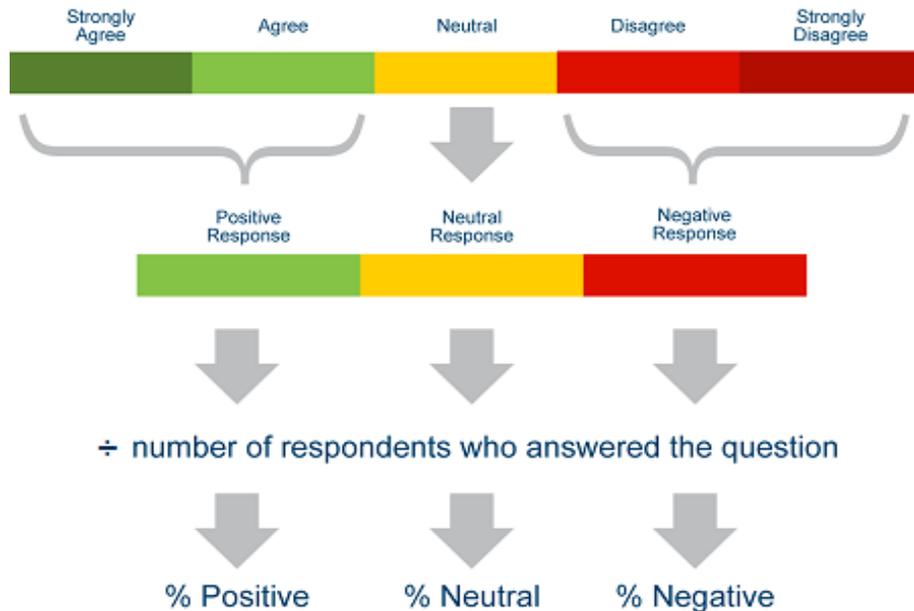
Workplace and organisational factors		% Positive	Vs 2014	% Neutral	Vs 2014	% Negative	Vs 2014
<b>Decision making</b>							
Q25i	Important decisions at my workplace are made by the people best placed to understand the issues	48%	-2	26%	-1	26%	+2
Q25m	Important decisions made at my workplace are based on a sound understanding of issues	49%	-6	28%	-1	23%	+7
<b>Workplace change</b>							
Q26a	I have received timely and relevant communication about workplace change in the past 12 months	57%	-4	22%	+3	21%	+1
Q26b	Changes that have been implemented in my workplace have been done for a good reason in the past 12 months	47%	-2	36%	+2	17%	0
Q26c	Changes implemented in my workplace have been managed well in the past 12 months	38%	-8	36%	0	26%	+8
Q26d	I feel my workplace is functioning more efficiently as a result of change implemented in the past 12 months	33%	-6	45%	+10	22%	-5
<b>Workplace fairness</b>							
Q25f	Performance is assessed and rewarded fairly in my workplace	25%	-3	40%	+8	34%	-5
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	40%	-3	24%	+3	36%	0
Q25h	People are treated fairly and consistently in my workplace	50%	0	23%	+2	27%	-1
Q25j	People take responsibility for their decisions and actions in my workplace	54%	+1	26%	+2	20%	-2
Q25k	Bullying is not tolerated in my workplace	69%	+6	15%	-5	16%	-1
<b>Anti-discrimination</b>							
Q34a	Age is not a barrier to success in my organisation	75%	+1	17%	-1	8%	+1
Q34b	Gender is not a barrier to success in my organisation	81%	0	13%	0	6%	0
Q34c	Disability is not a barrier to success in my organisation	61%	-1	33%	+4	6%	-3
Q34d	Cultural background is not a barrier to success in my organisation	79%	-3	17%	+5	4%	-2
Q34e	Sexual orientation is not a barrier to success in my organisation	85%	-1	12%	-1	3%	+1
<b>Organisational trust</b>							
Q33f	Recruitment and promotion decisions in this organisation are fair	39%	+10	33%	-4	29%	-6
Q34f	I would feel comfortable raising complaints in my organisation	53%	+9	24%	-3	24%	-7
Q34g	If I raised a complaint, I feel confident that it would be taken seriously	55%	+5	21%	-5	25%	0
<b>Innovation</b>							
Q27a	I get the opportunity to develop new and better ways of doing my job	43%	-7	27%	+3	31%	+4
Q27b	I am encouraged to make suggestions about improving work processes and/or services	64%	+1	15%	-5	21%	+4
Q27c	Management is willing to act on suggestions to improve how things are done	50%	+6	24%	-5	26%	-1
Q27d	My workgroup uses research and expertise to identify better practice	56%	-4	29%	+1	15%	+3
Q27e	My workgroup always tries to improve its performance	78%	-1	14%	-2	8%	+3
Q27f	My organisation is open to new ideas	62%	+2	22%	+1	16%	-3

09. Appendix B – How to interpret this report

**% Positive, Neutral and Negative Scores**

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

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



**Negatively Worded Questions: An example**

*What are negatively worded questions?*

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

*How are the negatively worded responses scored?*

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

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

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

**EXAMPLE**

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

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

OR

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

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

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

*How will I know if I am interpreting this correctly?*

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

09. Appendix B – How to interpret this report

**Rounding**

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

**Factor Scores**

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

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

**% Change and Division Comparisons**

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

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

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

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

**Quintile**

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

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

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

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

**Number of Respondents**

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

**Definitions**

The following definitions were used in the survey:

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

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

**Your organisation**

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

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

**Your manager** - The person you usually report to.

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

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

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

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

09. Appendix B – How to interpret this report

**Key Drivers**

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

**Diagram: Workplace factors and workplace outcomes**

