

## Report Content

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Response Rate:



67%

Returned Surveys:



1,367

### 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

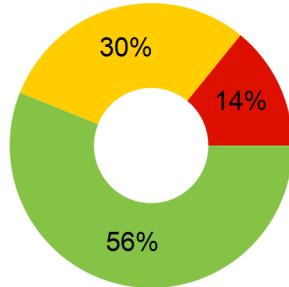
The displayed response rate was calculated using statistical workforce data (Minimum Obligatory Human Resource Information) for March 2015.

**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.

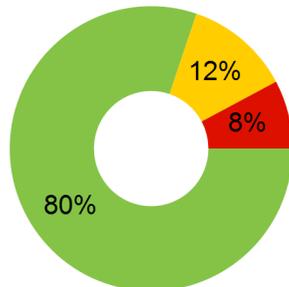
**Agency engagement**



% positive change since 2014  
**+8**

Top 3 Drivers	% Positive	% Change
Organisational leadership	2014: 43% 2015: 51%	+8
Job empowerment	2014: 72% 2015: 75%	+3
Organisational trust	2014: 44% 2015: 49%	+5

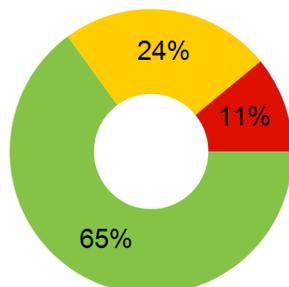
**Job engagement and satisfaction**



% positive change since 2014  
**+3**

Top 3 Drivers	% Positive	% Change
Job empowerment	2014: 72% 2015: 75%	+3
Role clarity and goal alignment	2014: 86% 2015: 87%	+1
My workgroup	2014: 79% 2015: 79%	0

**Intention to leave**



% positive indicates percentage not intending to leave in the next 12 months  
 % positive change since 2014  
**+4**

Top 3 Drivers	% Positive	% Change
Job empowerment	2014: 72% 2015: 75%	+3
Workplace fairness	2014: 48% 2015: 50%	+2
Learning and development	2014: 40% 2015: 47%	+7

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	56	30	14	56%	+8	-3	38 - 89	4
	Job engagement and satisfaction	80	12	8	80%	+3	0	70 - 90	3
	Intention to leave	65	24	11	65%	+4	-1	32 - 76	2
<b>Job Factors</b>	Role clarity and goal alignment	87	8	5	87%	+1	-2	70 - 96	4
	Job empowerment	75	15	10	75%	+3	+3	57 - 91	2
	Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	39	34	27	39%	+6	+2	29 - 70	3
	Learning and development	47	28	24	47%	+7	-10	21 - 77	5
	Performance assessment	61	23	16	61%	+4	+4	17 - 76	2
<b>Workgroup factors</b>	My workgroup	79	14	7	79%	0	+1	67 - 95	3
	Collaboration <small>Excludes respondents who indicated collaboration questions were 'not applicable'</small>	81	14	5	81%	0	+3	58 - 94	2
<b>Supervision and leadership factors</b>	My manager	74	16	10	74%	+1	+2	56 - 92	3
	My senior manager	64	23	14	64%	+5	+3	41 - 92	2
	Organisational leadership	51	33	16	51%	+8	-2	32 - 89	3
<b>Workplace and organisational factors</b>	Decision making	51	29	21	51%	-1	-2	28 - 83	3
	Workplace change	37	41	22	37%	+7	-7	23 - 79	5
	Workplace fairness	50	25	24	50%	+2	0	23 - 71	2
	Anti-discrimination	67	27	6	67%	+2	-4	52 - 98	4
	Organisational trust	49	27	23	49%	+5	+1	23 - 78	3
	Innovation	61	25	14	61%	+4	-2	45 - 91	3

03. Workplace climate in your divisions at a glance

Purpose

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

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

		Department of Agriculture & Fisheries	Agriculture	Biosecurity Qld	Fisheries & Forestry	Corporate
Number of Respondents		1,367	526	240	227	319
<b>Workplace outcomes</b>	<b>Agency engagement</b>	<b>56%</b>	57%	56%	61%	52%
	<b>Job engagement and satisfaction</b>	<b>80%</b>	84%	81%	80%	75%
	<b>Intention to leave</b>	<b>65%</b>	70%	69%	65%	56%
<b>Job Factors</b>	<b>Role clarity and goal alignment</b>	<b>87%</b>	88%	88%	90%	84%
	<b>Job empowerment</b>	<b>75%</b>	80%	72%	76%	71%
	<b>Workload and health</b> <small>% positive indicates those who have limited to no issues with workload and health</small>	<b>39%</b>	40%	34%	38%	41%
	<b>Learning and development</b>	<b>47%</b>	51%	38%	46%	51%
	<b>Performance assessment</b>	<b>61%</b>	66%	45%	66%	63%
<b>Workgroup factors</b>	<b>My workgroup</b>	<b>79%</b>	83%	73%	80%	77%
	<b>Collaboration</b> <small>Excludes respondents who indicated collaboration questions were 'not applicable'</small>	<b>81%</b>	85%	73%	87%	77%
<b>Supervision and leadership factors</b>	<b>My manager</b>	<b>74%</b>	75%	70%	76%	77%
	<b>My senior manager</b>	<b>64%</b>	64%	60%	69%	65%
	<b>Organisational leadership</b>	<b>51%</b>	50%	48%	57%	53%
<b>Workplace and organisational factors</b>	<b>Decision making</b>	<b>51%</b>	51%	46%	62%	49%
	<b>Workplace change</b>	<b>37%</b>	35%	31%	37%	47%
	<b>Workplace fairness</b>	<b>50%</b>	52%	44%	57%	50%
	<b>Anti-discrimination</b>	<b>67%</b>	67%	62%	69%	69%
	<b>Organisational trust</b>	<b>49%</b>	48%	46%	57%	52%
	<b>Innovation</b>	<b>61%</b>	63%	54%	62%	62%

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	45	25	30	45%	+9	-6
	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	36	46	18%	+3	-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>	51	25	25	51%	0	+3
	Satisfaction with physical working environment <small>Percentage responded with 'very satisfied' or 'satisfied'</small>	76	14	10	76%	+1	+5
	There is too much 'red tape' in my work <small>% positive indicates those who "strongly disagree" or "disagree" with the statement that there is too much "red tape".</small>	17	34	49	17%	-2	-1
	My organisation uses my time efficiently	51	30	19	51%	+3	-3
<b>Work-life balance</b>	My workplace culture supports people to achieve a good work/life balance	68	20	12	68%	+4	+8
	Used flexible workplace option <small>% positive indicates those that used at least one of six flexible work options</small>	71	-	29	71%	-2	+35
	Satisfaction with work-life balance <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	68	17	14	68%	+1	+7
<b>Harassment and bullying</b>	Bullying is not tolerated in my workplace	73	15	12	73%	+2	+6
	Witnessed harassment/bullying in the last 12 months <small>Percentage responded with 'No'</small>	73	7	21	73%	+1	+12
	Experienced harassment/bullying in the last 12 months <small>Percentage responded with 'No'</small>	85	4	12	85%	+3	+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>	71	3	26	71%	-1	+8
	Has helped/will help improve performance <i>Percentage based on those who responded with 'Yes' to item above</i>	53	33	13	53%	+9	-9
<b>Career and reward</b>	My current job will help my career aspirations	48	33	19	48%	+2	-6
	I feel valued for the work I do	56	25	19	56%	+6	+1
	I am fairly paid for the work I do	53	23	24	53%	+6	0
<b>Workplace safety</b>	There is adequate focus on workplace safety at my workplace	83	12	5	83%	+2	+2
	People in my workgroup are committed to workplace safety	85	13	3	85%	0	+1
<b>Other</b>	Satisfaction with degree to which your work is interesting/challenging <i>Percentage responded with 'very satisfied' or 'satisfied'</i>	75	15	10	75%	+2	-2
	I agree with the way my organisation tries to achieve its objectives	52	32	16	52%	+6	-7
	My work makes a valuable contribution to the Qld public	83	13	3	83%	0	-4
	I feel my job is secure	43	27	29	43%	+19	-8
	Satisfaction with your work location <i>Percentage responded with 'very satisfied' or 'satisfied'</i>	80	10	10	80%	0	-1
	My workplace has undergone significant change in the past 12 months	34	40	26	34%	-23	-22

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.

		Department of Agriculture & Fisheries	Agriculture	Biosecurity Qld	Fisheries & Forestry	Corporate
<i>This sections shows the % positive scores for divisions within the agency.</i>						
<b>Number of Respondents</b>		1,367	526	240	227	319
<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	45%	49%	34%	43%	50%
	Approval processes at my workplace are excessive % positive indicates those who "strongly disagree" or "disagree" with the statement that approval processes are excessive.	18%	15%	18%	15%	27%
	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.	51%	51%	57%	47%	51%
	Satisfaction with physical working environment Percentage responded with 'very satisfied' or 'satisfied'	76%	81%	70%	79%	70%
	There is too much 'red tape' in my work % positive indicates those who "strongly disagree" or "disagree" with the statement that there is too much "red tape".	17%	15%	21%	12%	22%
	My organisation uses my time efficiently	51%	53%	43%	59%	51%
<b>Work-life balance</b>	My workplace culture supports people to achieve a good work/life balance	68%	71%	61%	74%	65%
	Used flexible workplace option % positive indicates those that used at least one of six flexible work options	71%	76%	70%	65%	68%
	Satisfaction with work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	68%	69%	64%	69%	70%
<b>Harassment and bullying</b>	Bullying is not tolerated in my workplace	73%	74%	71%	77%	71%
	Witnessed harassment/bullying in the last 12 months Percentage responded with 'No'	73%	75%	69%	78%	70%
	Experienced harassment/bullying in the last 12 months Percentage responded with 'No'	85%	87%	79%	88%	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.

		Department of Agriculture & Fisheries	Agriculture	Biosecurity Qld	Fisheries & Forestry	Corporate
<i>This sections shows the % positive scores for divisions within the agency.</i>						
<b>Number of Respondents</b>		1,367	526	240	227	319
<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>	71%	75%	38%	85%	80%
	Has helped/will help improve performance <i>Percentage based on those who responded with 'Yes' to item above</i>	53%	51%	49%	49%	62%
<b>Career and reward</b>	My current job will help my career aspirations	48%	51%	45%	45%	50%
	I feel valued for the work I do	56%	61%	48%	57%	58%
	I am fairly paid for the work I do	53%	52%	44%	48%	63%
<b>Workplace safety</b>	There is adequate focus on workplace safety at my workplace	83%	86%	76%	90%	79%
	People in my workgroup are committed to workplace safety	85%	88%	79%	90%	80%
<b>Other</b>	Satisfaction with degree to which your work is interesting/challenging <i>Percentage responded with 'very satisfied' or 'satisfied'</i>	75%	82%	76%	78%	65%
	I agree with the way my organisation tries to achieve its objectives	52%	50%	53%	54%	57%
	My work makes a valuable contribution to the Qld public	83%	86%	87%	85%	77%
	I feel my job is secure	43%	37%	39%	52%	51%
	Satisfaction with your work location <i>Percentage responded with 'very satisfied' or 'satisfied'</i>	80%	82%	74%	82%	80%
	My workplace has undergone significant change in the past 12 months	34%	27%	42%	30%	41%

## 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	43% +19
	Have you noticed any action your organisation has taken as a result of last year's Working for Queensland Survey?	Non factorial item	34% +16
	My organisation is committed to developing its employees	Learning and development	41% +12
	I would recommend my organisation as a great place to work	Agency engagement	58% +11
	My organisation is well managed	Organisational leadership	47% +10

	Factor	% Positive 2015	Percentage Change
<b>The Survey Items With the Most Negative Change</b>	Important decisions made at my workplace are based on a sound understanding of issues	Decision Making	53% -3
	Performance is assessed and rewarded fairly in my workplace	Workplace fairness	28% -2
	There is too much 'red tape' in my work (e.g. Regulatory or administrative processes)	Non factorial item	17% -2
	People in my workgroup are honest, open and transparent in their dealings	My workgroup	72% -1
	In the past 12 months, have you received feedback on your performance as part of a scheduled performance conversation?	Non factorial item	71% -1

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

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

07. Demographic comparison

**Purpose**

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

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

*"Restricted" indicates a group with less than 10 respondents*

		Number of respondents	Agency engagement (% Positive)	Job engagement and satisfaction (% Positive)	Intention to leave (% Positive)
<b>Department of Agriculture &amp; Fisheries</b>		1367	56%	80%	65%
<b>Managerial status</b>	Managers	452	58%	83%	68%
	Non-managers	912	55%	79%	64%
<b>Employment status</b>	Permanent	1149	55%	80%	68%
	Non-permanent	214	60%	82%	52%
<b>Full-time status</b>	Full-time basis	1239	56%	80%	65%
	Part-time basis	122	60%	84%	70%
<b>FTE Salary</b>	Under \$50,000	96	61%	79%	69%
	\$50,000 - \$69,999	342	57%	77%	59%
	\$70,000 - \$89,999	471	54%	80%	68%
	\$90,000 or over	429	57%	82%	65%
<b>Time in agency</b>	Less than 2 years	170	66%	83%	57%
	2 to less than 6 years	243	51%	79%	55%
	6 to less than 10 years	250	53%	76%	58%
	10 years or more	697	57%	81%	72%
<b>Age</b>	34 years or younger	244	60%	78%	54%
	35 to 44 years	352	54%	79%	64%
	45 to 54 years	458	58%	82%	71%
	55 years or older	295	54%	81%	67%
<b>Gender</b>	Male	788	54%	80%	64%
	Female	560	59%	81%	68%
<b>Type of work</b>	Direct service delivery	194	53%	78%	63%
	Corporate services and administrative support/clerical	449	55%	75%	59%
	Other	721	57%	84%	69%

08. Executive capabilities in your agency

Number of Respondents:  
 **54**

**Purpose**

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

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

	Response Scale (%)			% Positive 2015	Percent Change
	Positive	Neutral	Negative		
Leads strategically with vision	73	23	4	73%	-7
Navigates complex, ambiguous and political environments	85	12	4	85%	-8
Leads change with agility	77	19	4	77%	-1
Operates across boundaries	85	12	4	85%	-8
Engages with ideas, innovation and risk	87	8	6	87%	-1
Manages organisational performance	73	17	10	73%	-2
Manages internal and external relationships	88	8	4	88%	-2
Builds organisational capability	79	15	6	79%	+1
Inspires individual and team commitment in the pursuit of results	67	29	4	67%	-8
Models professional and ethical behaviour	85	12	4	85%	0
Displays courage in the provision of advice and decision-making	77	13	10	77%	-6
Applies sound corporate governance	87	6	8	87%	-1
Commits to personal development	67	27	6	67%	-20

**09. Agency specific questions**

**Purpose**

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

	Response Scale (%)			% Positive 2015	Percent Change
	Positive	Neutral	Negative		
DAF's Board of Management (BoM) has been more active in communicating with staff	42	42	16	42%	+13
Senior Leaders in your work group have spent more time and effort to engage with staff over the past 12 months	42	37	21	42%	+5
DAF has placed a higher priority on offering and promoting opportunities for further career development and training over the past 12 months	19	39	42	19%	+7
Work done over the past 12 months to further consolidate workplace change has meant that DAF is now functioning in a more efficient and transparent way today	20	55	25	20%	+5
DAF has provided staff with opportunities to improve work life balance and care about staff's health and wellbeing	41	38	21	41%	+9
DAF as a department promotes a workplace where harassment and bullying is not tolerated	69	21	11	69%	+1
DAF services are highly regarded regionally	53	39	9	53%	+2
DAF services are relevant to our customers	72	23	5	72%	+2

10. Appendix A – Workplace factors and outcomes

**Purpose**

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

Workplace outcomes		% Positive	Vs 2014	% Neutral	Vs 2014	% Negative	Vs 2014
<b>Agency engagement</b>							
Q35a	I would recommend my organisation as a great place to work	58%	+11	29%	-4	13%	-8
Q35b	I am proud to tell others I work for my organisation	67%	+10	24%	-6	9%	-4
Q35c	I feel strong personal attachment to my organisation	62%	+6	25%	-2	13%	-4
Q35d	My organisation motivates me to help it achieve its objectives	48%	+8	35%	-1	17%	-7
Q35e	My organisation inspires me to do the best in my job	46%	+8	36%	-2	18%	-5
<b>Job engagement and satisfaction</b>							
Q22g	I enjoy the work in my current job	77%	+3	15%	-3	8%	0
Q22h	My job gives me a feeling of personal accomplishment	71%	+4	18%	-3	11%	-1
Q22i	When needed, I am willing to put in the extra effort to get a job done	97%	0	2%	0	1%	0
Q37	All things considered, how satisfied are you with your current job?	76%	+4	14%	-1	11%	-2
<b>Intention to leave</b>							
Q38	I intend to leave my organisation within the next 12 months	65%	+4	24%	-4	11%	0

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

## Purpose

This section provides the detailed information required to engage in in-depth discussions, action planning and workshoping 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	87%	0	6%	-1	6%	0
Q21b	I understand what is expected of me to do well in my job	87%	0	6%	-1	6%	+1
Q21c	I understand how my work contributes to my organisation's objectives	88%	+2	8%	-1	4%	0
Q21d	I am committed to my organisation's goals	87%	+1	11%	-1	2%	0
Q21f	I feel I make a contribution to achieving the organisation's objectives	85%	+1	10%	-1	4%	0
<b>Job empowerment</b>							
Q22a	I have a choice in deciding how I do my work	76%	+1	15%	-1	8%	0
Q22b	I have the tools I need to do my job effectively	71%	+6	16%	-2	12%	-3
Q22c	I get the information I need to do my job well	69%	+5	18%	-3	12%	-1
Q22d	I have the authority necessary to do my job effectively	71%	+2	18%	-1	11%	-1
Q22f	My job gives me opportunities to utilise my skills	78%	+5	13%	-3	9%	-2
Q36b	Your ability to work on your own initiative	85%	+2	9%	-1	6%	0
<b>Workload and health</b>							
Q23a	I am overloaded with work	25%	+6	36%	-1	39%	-4
Q23b	I feel burned out by my work	42%	+6	34%	-1	25%	-5
Q23h	My work has a negative impact on my health	49%	+7	31%	-4	19%	-3
<b>Learning and development</b>							
Q28d	In my organisation, there are opportunities for me to develop my skills and knowledge	58%	+6	22%	-1	20%	-5
Q28f	I am able to access relevant learning and development opportunities	54%	+5	27%	0	19%	-5
Q28g	Learning and development activities I have completed in the past 12 months have helped to improve my performance	52%	+8	33%	-1	15%	-6
Q28h	I am satisfied with the opportunities available for career development	32%	+5	28%	+1	40%	-6
Q33b	My organisation is committed to developing its employees	41%	+12	33%	-3	26%	-9
<b>Performance assessment</b>							
Q28a	I receive useful feedback on my performance	61%	+5	23%	-3	16%	-2
Q28b	My performance is assessed against clear criteria	56%	+3	26%	-3	18%	0
Q28c	I have performance objectives that are within my control	66%	+4	22%	-3	12%	-1
Q28i	I have had productive conversations with my manager on my performance in the past 12 months	60%	+4	21%	-1	18%	-3

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

## Purpose

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

Workgroup factors		% Positive	Vs 2014	% Neutral	Vs 2014	% Negative	Vs 2014
<b>My workgroup</b>							
Q24a	People in my workgroup treat each other with respect	79%	+1	12%	-1	10%	0
Q24b	I receive help and support from other people in my workgroup	84%	-1	11%	+1	5%	-1
Q24c	People in my workgroup are honest, open and transparent in their dealings	72%	-1	17%	0	11%	+2
Q24d	People in my workgroup use their time and resources efficiently	67%	+2	21%	-2	12%	0
Q24e	People in my workgroup treat customers with respect	89%	0	9%	-1	3%	+1
Q24f	People in my workgroup are committed to delivering excellent service to customers	85%	+1	11%	-2	4%	+1
Q24g	People in my workgroup do their jobs effectively	77%	-1	16%	0	8%	+1
<b>Collaboration</b>							
Q24j	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	81%	0	13%	0	6%	0
Q24k	People in my workgroup work effectively with other Queensland Government organisations to deliver services to our customers	80%	+1	15%	-1	5%	+1
Q24l	People in my workgroup work effectively with other organisations outside the Queensland Government to deliver services to our customers	81%	0	15%	0	4%	+1
<b>Supervision and leadership factors</b>							
<b>My manager</b>							
Q31a	My manager treats employees with dignity and respect	82%	0	10%	-1	8%	+1
Q31b	My manager listens to what I have to say	81%	0	12%	+1	6%	-1
Q31c	My manager keeps me informed about what's going on	71%	+2	16%	-1	14%	-1
Q31d	My manager understands my work	76%	+2	15%	-1	9%	-2
Q31e	My manager creates a shared sense of purpose	69%	+3	19%	-1	12%	-1
Q31f	My manager demonstrates honesty and integrity	81%	0	12%	0	7%	+1
Q31g	My manager draws the best out of me	58%	+3	27%	-3	15%	-1
<b>My senior manager</b>							
Q32a	My senior manager communicates timely information that is relevant for my work	59%	+7	23%	-4	18%	-3
Q32b	My senior manager genuinely listens and is responsive to issues raised by staff	60%	+3	24%	-1	16%	-1
Q32c	My senior manager demonstrates honesty and integrity	72%	+5	20%	-5	7%	0
<b>Organisational leadership</b>							
Q33a	In my organisation, the leadership is of high quality	50%	+9	32%	-3	18%	-6
Q33d	Management model the behaviours expected of all employees	50%	+5	34%	-3	17%	-2
Q33e	In my organisation, the leadership operates with a high level of integrity	58%	+8	31%	-5	11%	-3
Q33g	My organisation is well managed	47%	+10	34%	-4	20%	-6

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

## Purpose

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

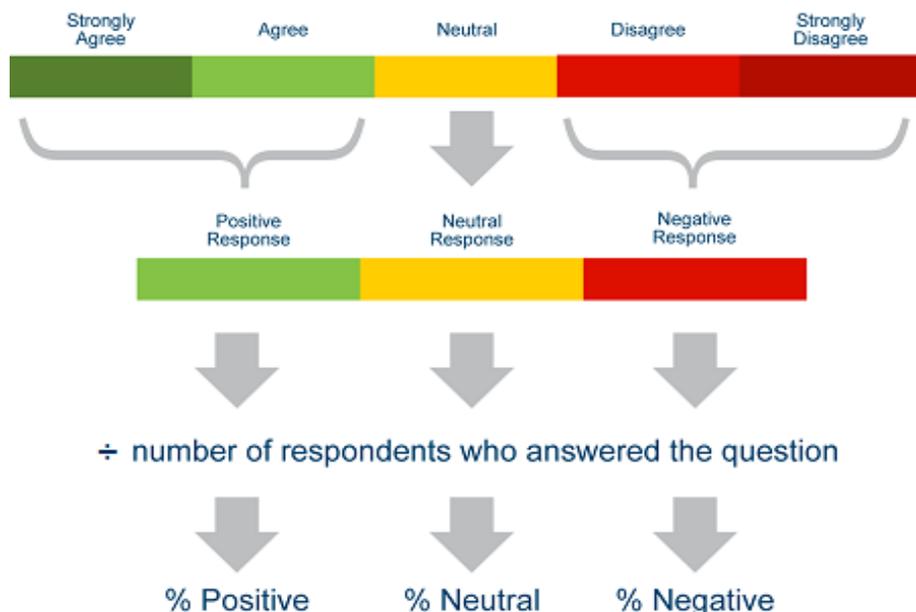
Workplace and organisational factors		% Positive	Vs 2014	% Neutral	Vs 2014	% Negative	Vs 2014
<b>Decision making</b>							
Q25i	Important decisions at my workplace are made by the people best placed to understand the issues	48%	+1	27%	-1	24%	-1
Q25m	Important decisions made at my workplace are based on a sound understanding of issues	53%	-3	30%	+4	18%	-1
<b>Workplace change</b>							
Q26a	I have received timely and relevant communication about workplace change in the past 12 months	56%	+6	29%	+3	15%	-9
Q26b	Changes that have been implemented in my workplace have been done for a good reason in the past 12 months	35%	+7	44%	+4	21%	-11
Q26c	Changes implemented in my workplace have been managed well in the past 12 months	36%	+10	42%	+4	23%	-14
Q26d	I feel my workplace is functioning more efficiently as a result of change implemented in the past 12 months	22%	+6	47%	+10	30%	-16
<b>Workplace fairness</b>							
Q25f	Performance is assessed and rewarded fairly in my workplace	28%	-2	37%	+3	35%	0
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	35%	+3	27%	+2	38%	-5
Q25h	People are treated fairly and consistently in my workplace	58%	+4	22%	-1	20%	-3
Q25j	People take responsibility for their decisions and actions in my workplace	57%	+3	26%	0	17%	-3
Q25k	Bullying is not tolerated in my workplace	73%	+2	15%	-1	12%	-2
<b>Anti-discrimination</b>							
Q34a	Age is not a barrier to success in my organisation	68%	+4	23%	-2	10%	-3
Q34b	Gender is not a barrier to success in my organisation	72%	+2	18%	-1	10%	-1
Q34c	Disability is not a barrier to success in my organisation	58%	0	38%	+2	4%	-2
Q34d	Cultural background is not a barrier to success in my organisation	69%	-1	28%	+2	3%	-1
Q34e	Sexual orientation is not a barrier to success in my organisation	68%	+2	29%	-1	3%	-1
<b>Organisational trust</b>							
Q33f	Recruitment and promotion decisions in this organisation are fair	39%	+4	33%	-3	28%	-1
Q34f	I would feel comfortable raising complaints in my organisation	56%	+4	24%	+1	20%	-5
Q34g	If I raised a complaint, I feel confident that it would be taken seriously	54%	+7	25%	-3	22%	-4
<b>Innovation</b>							
Q27a	I get the opportunity to develop new and better ways of doing my job	60%	+4	23%	-1	16%	-3
Q27b	I am encouraged to make suggestions about improving work processes and/or services	70%	+4	19%	-1	11%	-3
Q27c	Management is willing to act on suggestions to improve how things are done	52%	+6	29%	-1	19%	-4
Q27d	My workgroup uses research and expertise to identify better practice	57%	+2	30%	0	13%	-2
Q27e	My workgroup always tries to improve its performance	73%	+1	19%	-1	8%	0
Q27f	My organisation is open to new ideas	52%	+4	32%	-1	16%	-3

**11. Appendix B – How to interpret this report**

**% Positive, Neutral and Negative Scores**

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

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



**Negatively Worded Questions: An example**

*What are negatively worded questions?*

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

*How are the negatively worded responses scored?*

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

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

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

**EXAMPLE**

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

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

**OR**

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

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

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

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

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

11. Appendix B – How to interpret this report

**Rounding**

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

**Factor Scores**

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

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

**% Change and Division Comparisons**

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

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

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

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

**Quintile**

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

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

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

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

**Number of Respondents**

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

**Definitions**

The following definitions were used in the survey:

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

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

**Your organisation**

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

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

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

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

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

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

11. Appendix B – How to interpret this report

**Key Drivers**

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

**Diagram: Workplace factors and workplace outcomes**

