

Report Content

- 01 Your workplace outcomes and drivers of outcomes
- 02 Your workplace climate at a glance
- 03 More about your workplace climate
- 04 Appendix A – Workplace factors and outcomes
- 05 Appendix B – How to interpret this report



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

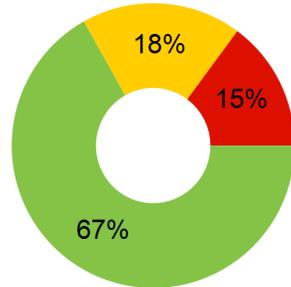
The displayed response rate was calculated using statistical workforce data (Minimum Obligatory Human Resource Information) for March 2015.

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

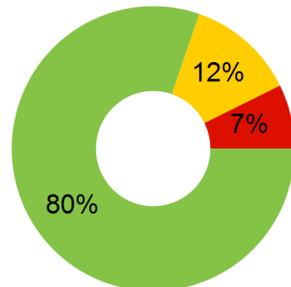


Top 3 Drivers

% Positive

Driver	Year	% Positive
Organisational leadership	2015	74%
Learning and development	2015	58%
Role clarity and goal alignment	2015	89%

Job engagement and satisfaction

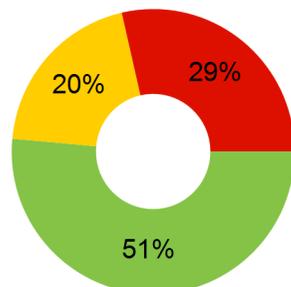


Top 3 Drivers

% Positive

Driver	Year	% Positive
Job empowerment	2015	73%
Role clarity and goal alignment	2015	89%
Learning and development	2015	58%

Intention to leave



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

Top 3 Drivers

% Positive

Driver	Year	% Positive
Learning and development	2015	58%
Job empowerment	2015	73%
Role clarity and goal alignment	2015	89%

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 Qld Public Sector 2015	Range of all agencies	Your agency quintile
		Positive	Neutral	Negative				
Workplace outcomes	Agency engagement	67	18	15	67%	+8	38 - 89	1
	Job engagement and satisfaction	80	12	7	80%	0	70 - 90	3
	Intention to leave	51	20	29	51%	-15	32 - 76	4
Job Factors	Role clarity and goal alignment	89	5	6	89%	0	70 - 96	2
	Job empowerment	73	11	16	73%	+1	57 - 91	3
	Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	70	21	9	70%	+33	29 - 70	1
	Learning and development	58	21	21	58%	+1	21 - 77	2
	Performance assessment	54	23	24	54%	-3	17 - 76	4
Workgroup factors	My workgroup	89	7	4	89%	+11	67 - 95	1
	Collaboration <small>Excludes respondents who indicated collaboration questions were 'not applicable'</small>	85	13	2	85%	+7	58 - 94	1
Supervision and leadership factors	My manager	84	12	4	84%	+12	56 - 92	1
	My senior manager	67	16	18	67%	+6	41 - 92	2
	Organisational leadership	74	9	18	74%	+21	32 - 89	1
Workplace and organisational factors	Decision making	69	14	17	69%	+16	28 - 83	1
	Workplace change	47	25	28	47%	+2	23 - 79	2
	Workplace fairness	56	21	23	56%	+6	23 - 71	1
	Anti-discrimination	87	10	2	87%	+16	52 - 98	1
	Organisational trust	67	12	21	67%	+18	23 - 78	1
	Innovation	69	16	16	69%	+6	45 - 91	2

03. 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 Qld Public Sector 2015
		Positive	Neutral	Negative		
Productivity and effectiveness	My workgroup is adequately resourced to deliver quality services	74	11	14	74%	+24
	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>	40	23	37	40%	+21
	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>	77	11	11	77%	+29
	Satisfaction with physical working environment <small>Percentage responded with 'very satisfied' or 'satisfied'</small>	91	9	0	91%	+21
	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>	49	26	26	49%	+30
	My organisation uses my time efficiently	66	17	17	66%	+12
Work-life balance	My workplace culture supports people to achieve a good work/life balance	83	9	9	83%	+22
	Used flexible workplace option <small>% positive indicates those that used at least one of six flexible work options</small>	70	-	30	70%	+34
	Satisfaction with work-life balance <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	83	9	9	83%	+21
Harassment and bullying	Bullying is not tolerated in my workplace	71	14	14	71%	+5
	Witnessed harassment/bullying in the last 12 months <small>Percentage responded with 'No'</small>	83	6	11	83%	+22
	Experienced harassment/bullying in the last 12 months <small>Percentage responded with 'No'</small>	89	6	6	89%	+11

03. 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 Qld Public Sector 2015
		Positive	Neutral	Negative		
Performance review	Received scheduled performance feedback in the last 12 months <i>Percentage responded with 'Yes'</i>	73	0	27	73%	+10
	Has helped/will help improve performance <i>Percentage based on those who responded with 'Yes' to item above</i>	58	25	17	58%	-4
Career and reward	My current job will help my career aspirations	46	43	11	46%	-8
	I feel valued for the work I do	57	37	6	57%	+1
	I am fairly paid for the work I do	89	9	3	89%	+36
Workplace safety	There is adequate focus on workplace safety at my workplace	91	6	3	91%	+11
	People in my workgroup are committed to workplace safety	91	9	0	91%	+7
Other	Satisfaction with degree to which your work is interesting/challenging <i>Percentage responded with 'very satisfied' or 'satisfied'</i>	77	11	11	77%	0
	I agree with the way my organisation tries to achieve its objectives	71	14	14	71%	+12
	My work makes a valuable contribution to the Qld public	91	3	6	91%	+4
	I feel my job is secure	40	31	29	40%	-11
	Satisfaction with your work location <i>Percentage responded with 'very satisfied' or 'satisfied'</i>	89	6	6	89%	+8
	My workplace has undergone significant change in the past 12 months	23	43	34	23%	-32

04. 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	% Neutral	% Negative
Agency engagement				
Q35a	I would recommend my organisation as a great place to work	80%	11%	9%
Q35b	I am proud to tell others I work for my organisation	69%	23%	9%
Q35c	I feel strong personal attachment to my organisation	51%	31%	17%
Q35d	My organisation motivates me to help it achieve its objectives	69%	11%	20%
Q35e	My organisation inspires me to do the best in my job	66%	14%	20%
Job engagement and satisfaction				
Q22g	I enjoy the work in my current job	80%	11%	9%
Q22h	My job gives me a feeling of personal accomplishment	69%	20%	11%
Q22i	When needed, I am willing to put in the extra effort to get a job done	94%	6%	0%
Q37	All things considered, how satisfied are you with your current job?	78%	12%	9%
Intention to leave				
Q38	I intend to leave my organisation within the next 12 months	51%	20%	29%

04. 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	% Neutral	% Negative
Role clarity and goal alignment				
Q21a	I am clear what my duties and responsibilities are	91%	3%	6%
Q21b	I understand what is expected of me to do well in my job	89%	3%	9%
Q21c	I understand how my work contributes to my organisation's objectives	94%	0%	6%
Q21d	I am committed to my organisation's goals	80%	14%	6%
Q21f	I feel I make a contribution to achieving the organisation's objectives	89%	6%	6%
Job empowerment				
Q22a	I have a choice in deciding how I do my work	51%	26%	23%
Q22b	I have the tools I need to do my job effectively	91%	3%	6%
Q22c	I get the information I need to do my job well	86%	6%	9%
Q22d	I have the authority necessary to do my job effectively	60%	17%	23%
Q22f	My job gives me opportunities to utilise my skills	77%	9%	14%
Q36b	Your ability to work on your own initiative	71%	6%	23%
Workload and health				
Q23a	I am overloaded with work	51%	34%	14%
Q23b	I feel burned out by my work	74%	17%	9%
Q23h	My work has a negative impact on my health	85%	12%	3%
Learning and development				
Q28d	In my organisation, there are opportunities for me to develop my skills and knowledge	63%	20%	17%
Q28f	I am able to access relevant learning and development opportunities	69%	11%	20%
Q28g	Learning and development activities I have completed in the past 12 months have helped to improve my performance	61%	22%	17%
Q28h	I am satisfied with the opportunities available for career development	37%	31%	31%
Q33b	My organisation is committed to developing its employees	60%	20%	20%
Performance assessment				
Q28a	I receive useful feedback on my performance	57%	20%	23%
Q28b	My performance is assessed against clear criteria	49%	26%	26%
Q28c	I have performance objectives that are within my control	51%	34%	14%
Q28i	I have had productive conversations with my manager on my performance in the past 12 months	57%	11%	31%

04. 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	% Neutral	% Negative
My workgroup				
Q24a	People in my workgroup treat each other with respect	89%	9%	3%
Q24b	I receive help and support from other people in my workgroup	89%	6%	6%
Q24c	People in my workgroup are honest, open and transparent in their dealings	86%	9%	6%
Q24d	People in my workgroup use their time and resources efficiently	80%	11%	9%
Q24e	People in my workgroup treat customers with respect	100%	0%	0%
Q24f	People in my workgroup are committed to delivering excellent service to customers	94%	3%	3%
Q24g	People in my workgroup do their jobs effectively	83%	14%	3%
Collaboration				
Q24j	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	82%	15%	3%
Q24k	People in my workgroup work effectively with other Queensland Government organisations to deliver services to our customers	87%	10%	3%
Q24l	People in my workgroup work effectively with other organisations outside the Queensland Government to deliver services to our customers	87%	13%	0%
Supervision and leadership factors		% Positive	% Neutral	% Negative
My manager				
Q31a	My manager treats employees with dignity and respect	94%	6%	0%
Q31b	My manager listens to what I have to say	89%	11%	0%
Q31c	My manager keeps me informed about what's going on	83%	14%	3%
Q31d	My manager understands my work	86%	9%	6%
Q31e	My manager creates a shared sense of purpose	83%	11%	6%
Q31f	My manager demonstrates honesty and integrity	94%	6%	0%
Q31g	My manager draws the best out of me	60%	26%	14%
My senior manager				
Q32a	My senior manager communicates timely information that is relevant for my work	59%	21%	21%
Q32b	My senior manager genuinely listens and is responsive to issues raised by staff	62%	15%	24%
Q32c	My senior manager demonstrates honesty and integrity	79%	12%	9%
Organisational leadership				
Q33a	In my organisation, the leadership is of high quality	66%	11%	23%
Q33d	Management model the behaviours expected of all employees	77%	6%	17%
Q33e	In my organisation, the leadership operates with a high level of integrity	83%	9%	9%
Q33g	My organisation is well managed	69%	9%	23%

04. 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.

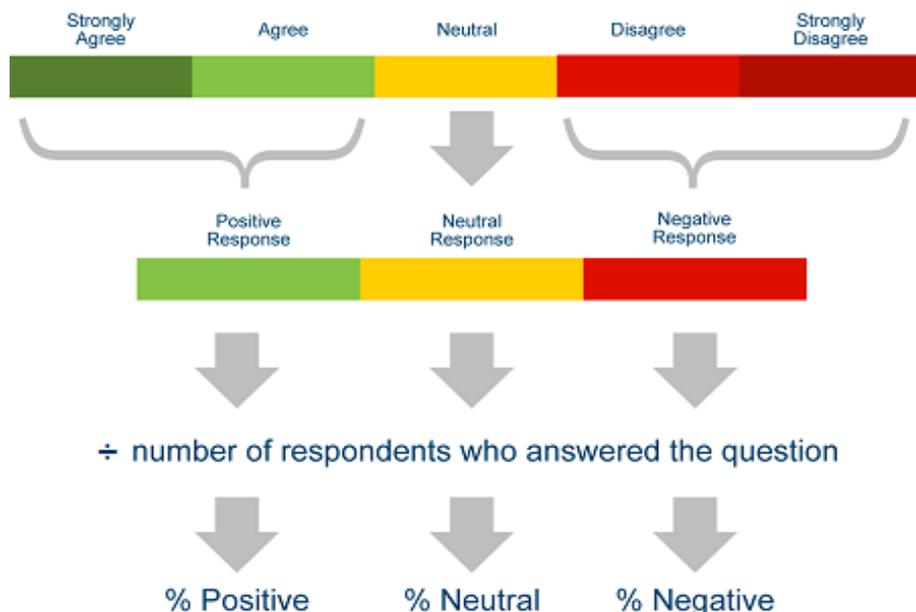
Workplace and organisational factors		% Positive	% Neutral	% Negative
Decision making				
Q25i	Important decisions at my workplace are made by the people best placed to understand the issues	66%	20%	14%
Q25m	Important decisions made at my workplace are based on a sound understanding of issues	71%	9%	20%
Workplace change				
Q26a	I have received timely and relevant communication about workplace change in the past 12 months	59%	14%	28%
Q26b	Changes that have been implemented in my workplace have been done for a good reason in the past 12 months	59%	14%	28%
Q26c	Changes implemented in my workplace have been managed well in the past 12 months	45%	28%	28%
Q26d	I feel my workplace is functioning more efficiently as a result of change implemented in the past 12 months	24%	45%	31%
Workplace fairness				
Q25f	Performance is assessed and rewarded fairly in my workplace	37%	49%	14%
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	54%	9%	37%
Q25h	People are treated fairly and consistently in my workplace	51%	17%	31%
Q25j	People take responsibility for their decisions and actions in my workplace	66%	17%	17%
Q25k	Bullying is not tolerated in my workplace	71%	14%	14%
Anti-discrimination				
Q34a	Age is not a barrier to success in my organisation	89%	6%	6%
Q34b	Gender is not a barrier to success in my organisation	91%	3%	6%
Q34c	Disability is not a barrier to success in my organisation	77%	23%	0%
Q34d	Cultural background is not a barrier to success in my organisation	94%	6%	0%
Q34e	Sexual orientation is not a barrier to success in my organisation	86%	14%	0%
Organisational trust				
Q33f	Recruitment and promotion decisions in this organisation are fair	60%	14%	26%
Q34f	I would feel comfortable raising complaints in my organisation	60%	14%	26%
Q34g	If I raised a complaint, I feel confident that it would be taken seriously	80%	9%	11%
Innovation				
Q27a	I get the opportunity to develop new and better ways of doing my job	66%	17%	17%
Q27b	I am encouraged to make suggestions about improving work processes and/or services	77%	9%	14%
Q27c	Management is willing to act on suggestions to improve how things are done	49%	31%	20%
Q27d	My workgroup uses research and expertise to identify better practice	77%	6%	17%
Q27e	My workgroup always tries to improve its performance	89%	6%	6%
Q27f	My organisation is open to new ideas	54%	26%	20%

05. 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.

05. 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.

05. 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

