Working for Queensland

HIGHLIGHTS REPORT

Department of Education Training & Employment

Introduction

The Highlight Report presents key results from the 2013 Working for Queensland Employee Opinion Survey, which was implemented in June 2013. While results reflect respondents from your organisation, they may not be representative of your organisation's total workforce in every instance.

Note on response rate

The displayed response rate is the final response rate that was calculated after the survey, using updated workforce data for June 2013. This final rate may deviate from the preliminary response rate that was used to track the progress of the survey during the time of the survey. The preliminary response rate was based on workforce data for March 2013.

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Your workplace climate at a glance

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

Response Rate: **38%**

Number of Respondents: **26745**

	% Positive	Range of all agencies	Your agency quintile
Workplace factors			
Job Factors			
Role clarity and goal alignment	91	78 - 96	1
Job empowerment	72	56 - 82	2
Workload and health	29	24 - 57	5
Learning and development	60	25 - 63	1
Performance assessment	52	32 - 70	2
Workgroup factors			
My workgroup	80	63 - 94	2
Collaboration*	77	66 - 93	3
Supervision and leadership factors			
My manager	71	57 - 80	2
My senior manager	59	36 - 79	2
Leadership	54	21 - 75	2
Workplace and organisational factors			
Decision making	57	25 - 84	1
Workplace change	42	17 - 61	1
Workplace fairness	48	20 - 59	1
Anti-discrimination	71	54 - 89	2
Organisational trust	44	22 - 60	2
Innovation	64	41 - 70	1

* Excludes respondents who indicated collaboration questions were ‘not applicable’

Workplace outcomes			
Agency engagement	58	30 - 75	1
Job engagement and satisfaction	83	64 - 87	1
Intention to leave organisation^	70	32 - 70	1

^ Percentage responded with ‘strongly disagree’ or ‘disagree’

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	Department of Education Training & Employment	Office of the Director-General including MESU	Community Engagement and Partnerships	Legal and Administrative Law	Internal Audit	Policy and Programs	Training and Employment	Corporate Services	Education Queensland
Respondents	26,745	34	67	19	14	168	2330	902	22802
Job Factors									
Role clarity and goal alignment	**91**	93	93	81	97	90	85	90	91
Job empowerment	**72**	81	83	67	83	72	67	74	72
Workload and health	**29**	43	42	49	31	44	27	42	28
Learning and development	**60**	55	47	23	73	39	48	43	62
Performance assessment	**52**	73	55	41	81	59	46	56	53
Workgroup factors									
My workgroup	**80**	86	86	79	78	82	77	81	81
Collaboration*	**77**	90	90	71	84	80	76	83	76
Supervision and leadership factors									
My manager	**71**	83	81	74	91	81	64	76	71
My senior manager	**59**	82	73	74	82	65	49	66	59
Leadership	**54**	80	74	41	60	46	38	50	55

* 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**

		Department of Education Training & Employment	Office of the Director-General including MESU	Community Engagement and Partnerships	Legal and Administrative Law	Internal Audit	Policy and Programs	Training and Employment	Corporate Services	Education Queensland
Workplace factors										
Respondents	26,745	34	67	19	14	168	2330	902	22802
Workplace and organisational factors										
Decision making	**57**	76	70	46	82	58	39	60	59
Workplace change	**42**	57	51	20	50	36	31	37	43
Workplace fairness	**48**	66	48	47	39	47	35	48	49
Anti-discrimination	**71**	77	78	65	86	66	67	68	72
Organisational trust	**44**	55	58	37	46	36	35	44	45
Innovation	**64**	71	68	46	83	62	58	66	65
Workplace outcomes										
Agency engagement	**58**	73	72	45	65	47	47	53	60
Job engagement and satisfaction	**83**	83	85	79	91	80	77	79	83
Intention to leave organisation^	**70**	52	68	63	69	50	54	55	73

^ Percentage responded with ‘strongly disagree’ or ‘disagree’

Further results

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

		Department of Education Training & Employment	Office of the Director-General including MESU	Community Engagement and Partnerships	Legal and Administrative Law	Internal Audit	Policy and Programs	Training and Employment	Corporate Services	Education Queensland
Respondents		26,745	34	67	19	14	168	2330	902	22802
Work-life balance										
Used flexible workplace options*	**79**	71	49	19	29	56	61	43	83
Working long hours is necessary to succeed in my organisation^	**17**	12	25	37	31	33	26	37	15
My workplace culture supports people to achieve a good work/life balance	**48**	61	74	100	71	55	46	64	47
Satisfaction with work-life balance	**53**	47	69	89	62	63	59	65	52
Harassment and bullying										
Bullying is not tolerated in my workplace	**66**	88	69	89	50	63	54	63	68
Witnessed harassment/bullying in the last 12 months*	**60**	76	70	84	54	64	57	64	61
Experienced harassment/bullying in the last 12 months*	**78**	91	83	89	77	84	76	81	78
Performance review										
Received formal individual performance feedback in the last 12 months**	**48**	76	51	47	92	77	55	58	47
Has helped/will help improve performance***	**64**	68	66	38	83	54	49	59	67
Efficiency and resources										
Approval processes at my workplace are excessive^	**20**	33	11	47	71	27	12	26	20
I would be more productive if there was less 'red tape'^	**11**	24	19	21	15	19	10	18	11
My organisation uses my time efficiently	**50**	82	56	42	54	51	43	53	51

* Percentage responded with 'no'
** Percentage responded with 'yes'
*** Based on those who responded with 'yes' to the item above
^Percentage responded with 'strongly disagree' or 'disagree'

Demographic comparison

This section shows the % positive scores 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

Workplace factors	Department of Education Training & Employment	Manager Status		Employment Status		Full/part-time	
		Yes	No	Permanent	Other	Full-time basis	Part-time basis
Respondents	26,745	5052	21365	22303	4354	19644	6870
Job Factors							
Role clarity and goal alignment	**91**	92	90	90	91	90	91
Job empowerment	**72**	78	70	71	74	71	73
Workload and health	**29**	25	30	26	40	26	37
Learning and development	**60**	68	58	60	62	60	60
Performance assessment	**52**	60	51	52	54	54	49
Workgroup factors							
My workgroup	**80**	85	79	80	81	80	80
Collaboration*	**77**	84	75	76	77	77	76
Supervision and leadership factors							
My manager	**71**	76	70	70	77	71	72
My senior manager	**59**	64	58	57	67	59	59
Leadership	**54**	58	53	52	63	52	57

* Excludes respondents who indicated collaboration questions were ‘not applicable’

Demographic comparison

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Workplace factors	Department of Education Training & Employment	Manager Status		Employment Status		Full/part-time	
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Respondents	26,745	5052	21365	22303	4354	19644	6870
Workplace and organisational factors							
Decision making	**57**	68	55	57	62	57	60
Workplace change	**42**	47	41	42	43	42	43
Workplace fairness	**48**	55	46	47	52	47	50
Anti-discrimination	**71**	73	71	71	75	70	75
Organisational trust	**44**	50	43	43	50	43	47
Innovation	**64**	75	62	64	68	65	63
Workplace outcomes							
Agency engagement	**58**	63	57	57	66	57	61
Job engagement and satisfaction	**83**	86	82	82	87	82	85
Intention to leave organisation^	**70**	72	70	72	62	70	72

^ Percentage responded with ‘strongly disagree’ or ‘disagree’

Demographic comparison

This section shows the % positive scores 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

Workplace factors	Department of Education Training & Employment	Age				Salary			
		34 years or under	35 - 44 years	45 - 54 years	55 years or over	59,999 and less	60,000 - 79,999	80,000 - 99,999	100,000 and above
Respondents	26,745	4679	6674	9450	5847	10200	6623	6701	1771
Job Factors									
Role clarity and goal alignment	**91**	91	90	90	91	91	89	90	94
Job empowerment	**72**	71	71	71	74	73	68	72	81
Workload and health	**29**	30	30	27	29	36	22	23	29
Learning and development	**60**	64	61	58	59	57	59	62	72
Performance assessment	**52**	56	53	51	51	49	52	54	65
Workgroup factors									
My workgroup	**80**	79	80	80	81	78	79	83	89
Collaboration*	**77**	77	77	76	77	76	75	77	85
Supervision and leadership factors									
My manager	**71**	74	72	70	68	71	69	71	80
My senior manager	**59**	62	60	57	57	60	55	58	69
Leadership	**54**	58	55	52	51	58	48	50	62

* Excludes respondents who indicated collaboration questions were ‘not applicable’

Demographic comparison

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Key — At least 5% greater than overall score — At least 5% less than overall score — (r) Indicates a group with less than 10 respondents

	Department of Education Training & Employment	Age				Salary			
		34 years or under	35 - 44 years	45 - 54 years	55 years or over	59,999 and less	60,000 - 79,999	80,000 - 99,999	100,000 and above
Respondents	26,745	4679	6674	9450	5847	10200	6623	6701	1771
Workplace and organisational factors									
Decision making	**57**	58	59	57	55	60	51	55	79
Workplace change	**42**	44	43	41	41	43	39	41	50
Workplace fairness	**48**	47	48	48	49	49	43	47	64
Anti-discrimination	**71**	78	75	69	66	75	70	68	72
Organisational trust	**44**	47	46	42	42	48	40	41	53
Innovation	**64**	67	66	63	62	62	63	66	79
Workplace outcomes									
Agency engagement	**58**	60	60	57	57	63	52	54	66
Job engagement and satisfaction	**83**	81	83	82	84	85	79	81	88
Intention to leave organisation^	**70**	64	72	74	67	70	68	72	74

^ Percentage responded with ‘strongly disagree’ or ‘disagree’

Demographic comparison

This section shows the % positive scores 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

Workplace factors

	Department of Education Training & Employment	Type of Work			Time in Agency			
		Direct service delivery	Corporate services and Administrative support/clerical	Other	Less than 2 years	2 to less than 6 years	6 to less than 10 years	10 years and more
Respondents	26,745	18637	3724	4271	3054	5484	4188	13943
Job Factors								
Role clarity and goal alignment	**91**	91	91	90	91	90	90	91
Job empowerment	**72**	71	76	73	73	71	70	72
Workload and health	**29**	25	37	36	42	31	28	25
Learning and development	**60**	64	51	50	65	58	57	61
Performance assessment	**52**	53	51	49	59	52	50	52
Workgroup factors								
My workgroup	**80**	81	80	76	83	77	77	82
Collaboration*	**77**	76	83	74	79	75	75	77
Supervision and leadership factors								
My manager	**71**	71	74	69	80	71	69	69
My senior manager	**59**	58	63	58	70	59	57	56
Leadership	**54**	53	57	53	66	55	52	51

* Excludes respondents who indicated collaboration questions were ‘not applicable’

Demographic comparison

This section shows the % positive scores 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

	Department of Education Training & Employment	Type of Work			Time in Agency			
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Respondents	26,745	18637	3724	4271	3054	5484	4188	13943
Workplace and organisational factors								
Decision making	**57**	56	63	56	65	56	55	57
Workplace change	**42**	42	42	40	44	43	42	41
Workplace fairness	**48**	48	49	46	56	46	44	48
Anti-discrimination	**71**	71	76	69	77	74	72	69
Organisational trust	**44**	43	49	45	54	46	43	42
Innovation	**64**	65	63	60	70	64	62	64
Workplace outcomes								
Agency engagement	**58**	57	61	59	68	60	56	56
Job engagement and satisfaction	**83**	83	82	83	86	83	82	82
Intention to leave organisation^	**70**	73	65	65	64	66	70	73

^ Percentage responded with ‘strongly disagree’ or ‘disagree’

Agency engagement

Agency engagement	58%

Agency engagement broken down by:

Say: speaks positively of the organisation…		*% Positive*
Q35a.	I would recommend my organisation as a great place to work	54
Q35b.	I am proud to tell others I work for my organisation	68
Stay: emotionally attached and committed to the organisation…		
Q35c.	I feel strong personal attachment to my organisation	64
Strive: motivated to do the best for the organisation…		
Q35d.	My organisation motivates me to help it achieve its objectives	52
Q35e.	My organisation inspires me to do the best in my job	52

Top 3 Drivers of engagement in your agency

Factors	*% Positive*
Leadership	54
Job empowerment	72
Organisational trust	44

Top three key driver factors in more detail

This section shows the % positive, neutral and negative scores for key drivers within the agency

	% Positive	% Neutral	% Negative
Leadership			
In my organisation, the leadership operates with a high level of integrity	57	27	16
In my organisation, the leadership is of high quality	54	27	19
My organisation is well managed	49	31	20
Management model the behaviours expected of all employees	54	27	20
Job empowerment			
I have the tools I need to do my job effectively	65	17	19
I get the information I need to do my job well	67	19	14
I have the authority necessary to do my job effectively	69	17	13
I have a choice in deciding how I do my work	65	18	17
My job gives me opportunities to utilise my skills	82	11	8
Your ability to work on your own initiative	84	9	7
Organisational trust			
If I raised a complaint, I feel confident that it would be taken seriously	48	24	28
Recruitment and promotion decisions in this organisation are fair	37	36	27
I would feel comfortable raising complaints in my organisation	47	21	32

Appendix A

Workplace factors and workplace outcomes

Job Factors

		% Positive	% Neutral	% Negative
Role clarity and goal alignment				
Q21a.	I am clear what my duties and responsibilities are	90	5	5
Q21b.	I understand what is expected of me to do well in my job	91	5	4
Q21c.	I understand how my work contributes to my organisation's objectives	92	5	3
Q21d.	I am committed to my organisation's goals	91	7	2
Q21f.	I feel I make a contribution to achieving the organisation's objectives	89	8	3
Job empowerment		**% Positive**	**% Neutral**	**% Negative**
Q22a.	I have a choice in deciding how I do my work	65	18	17
Q22b.	I have the tools I need to do my job effectively	65	17	19
Q22c.	I get the information I need to do my job well	67	19	14
Q22d.	I have the authority necessary to do my job effectively	69	17	13
Q22e.	My job gives me opportunities to utilise my skills	82	11	8
Q36b.	Your ability to work on your own initiative	84	9	7
Workload and health *		**% Positive**	**% Neutral**	**% Negative**
Q23a.	I am overloaded with work	17	26	57
Q23b.	I feel burned out by my work	30	29	41
Q23h.	My work has a negative impact on my health	39	31	30
Learning and development		**% Positive**	**% Neutral**	**% Negative**
Q28d.	In my organisation, there are opportunities for me to develop my skills and knowledge	69	17	14
Q28e.	I am able to access relevant learning and development opportunities	64	20	16
Q28f.	Learning and development activities I have completed in the past 12 months have helped to improve my performance	67	21	12
Q28g.	I am satisfied with the opportunities available for career development	45	28	27
Q33c.	My organisation is committed to developing its employees	56	26	18
Performance assessment		**% Positive**	**% Neutral**	**% Negative**
Q28a.	I receive useful feedback on my performance	54	25	21
Q28b.	My performance is assessed against clear criteria	44	33	23
Q28c.	I have performance objectives that are within my control	55	28	18
Q28h.	I have had productive conversations with my manager on my performance in the past 12 months	56	22	22

*Questions under this factor were reverse coded so that a higher score indicates less overload, burn out and negative impact on health

Workgroup factors

		% Positive	% Neutral	% Negative
My workgroup				
Q24a.	People in my workgroup treat each other with respect	79	12	8
Q24b.	I receive help and support from other people in my workgroup	86	10	5
Q24c.	People in my workgroup are honest, open and transparent in their dealings	68	20	12
Q24d.	People in my workgroup use their time and resources efficiently	73	18	9
Q24e.	People in my workgroup treat customers with respect	86	11	3
Q24f.	People in my workgroup are committed to delivering excellent service to customers	86	11	3
Q24g.	People in my workgroup do their jobs effectively	83	12	5
Collaboration		**% Positive**	**% Neutral**	**% Negative**
Q24j.	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	82	14	5
Q24k.	People in my workgroup work effectively with other Queensland Government organisations to deliver services to our customers	75	21	5
Q24l.	People in my workgroup work effectively with other organisations outside the Queensland Government to deliver services to our customers	73	23	4

Appendix A

Workplace factors and workplace outcomes

Supervision and leadership factors

		% Positive	% Neutral	% Negative
My manager				
Q31a.	My manager treats employees with dignity and respect	78	12	11
Q31b.	My manager listens to what I have to say	77	12	10
Q31c.	My manager keeps me informed about what's going on	68	18	14
Q31d.	My manager understands my work	69	15	15
Q31e.	My manager creates a shared sense of purpose	69	17	13
Q31f.	My manager demonstrates honesty and integrity	76	14	10
Q31g.	My manager draws the best out of me	58	26	16
My senior manager		**% Positive**	**% Neutral**	**% Negative**
Q32a.	My senior manager communicates timely information that is relevant for my work	58	25	17
Q32b.	My senior manager genuinely listens and is responsive to issues raised by staff	54	25	20
Q32c.	My senior manager demonstrates honesty and integrity	64	24	12
Leadership		**% Positive**	**% Neutral**	**% Negative**
Q33a.	In my organisation, the leadership is of high quality	54	27	19
Q33b.	In my organisation, the leadership operates with a high level of integrity	57	27	16
Q33e.	Management model the behaviours expected of all employees	54	27	20
Q33g.	My organisation is well managed	49	31	20

Workplace and organisational factors

		% Positive	% Neutral	% Negative
Decision making				
Q25a.	Important decisions at my workplace are based on a sound understanding of issues	61	22	17
Q25b.	Important decisions at my workplace are made by the people best placed to understand the issues	54	24	23
Workplace change		**% Positive**	**% Neutral**	**% Negative**
Q26a.	I have received timely and relevant communication about workplace change in the past 12 months	56	22	21
Q26b.	Changes that have been implemented in my workplace have been done for a good reason in the past 12 months	42	32	26
Q26c.	Changes implemented in my workplace have been managed well in the past 12 months	41	32	28
Q26d.	I feel my workplace is functioning more efficiently as a result of change implemented in the past 12 months	28	37	35
Workplace fairness		**% Positive**	**% Neutral**	**% Negative**
Q25i.	Performance is assessed and rewarded fairly in my workplace	31	36	32
Q25j.	I am confident that poor performance will be appropriately addressed in my workplace	36	28	36
Q25k.	People are treated fairly and consistently in my workplace	52	24	25
Q25l.	People take responsibility for their decisions and actions in my workplace	55	27	19
Q25m.	Bullying is not tolerated in my workplace	66	18	16
Anti-discrimination		**% Positive**	**% Neutral**	**% Negative**
Q34d.	Gender is not a barrier to success in my organisation	76	15	9
Q34e.	Age is not a barrier to success in my organisation	70	19	11
Q34f.	Cultural background is not a barrier to success in my organisation	75	20	5
Q34g.	Sexual orientation is not a barrier to success in my organisation	72	24	4
Q34h.	Disability is not a barrier to success in my organisation	64	30	6
Organisational trust		**% Positive**	**% Neutral**	**% Negative**
Q33f.	Recruitment and promotion decisions in this organisation are fair	37	36	27
Q34a.	I would feel comfortable raising complaints in my organisation	47	21	32
Q34b.	If I raised a complaint, I feel confident that it would be taken seriously	48	24	28
Innovation		**% Positive**	**% Neutral**	**% Negative**
Q27a.	I get the opportunity to develop new and better ways of doing my job	62	22	16
Q27b.	I am encouraged to make suggestions about improving work processes and/or services	65	18	17
Q27c.	Management is willing to act on suggestions to improve how things are done	53	26	21
Q27d.	My workgroup uses research and expertise to identify better practice	63	26	11
Q27e.	My workgroup always tries to improve its performance	80	15	5
Q27f.	My organisation is open to new ideas	61	25	14

Workplace outcomes

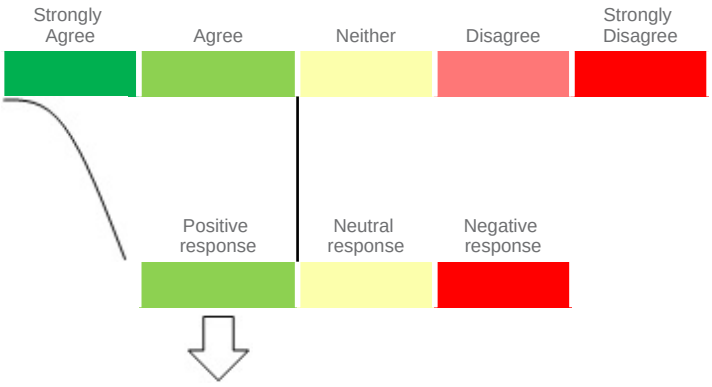
		% Positive	% Neutral	% Negative
Agency engagement				
Q35a.	I would recommend my organisation as a great place to work	54	27	18
Q35b.	I am proud to tell others I work for my organisation	68	22	10
Q35c.	I feel strong personal attachment to my organisation	64	24	12
Q35d.	My organisation motivates me to help it achieve its objectives	52	30	18
Q35e.	My organisation inspires me to do the best in my job	52	30	18
Job engagement and satisfaction		**% Positive**	**% Neutral**	**% Negative**
Q22f.	I enjoy the work in my current job	81	12	7
Q22g.	My job gives me a feeling of personal accomplishment	79	13	8
Q22h.	When needed, I am willing to put in the extra effort to get a job done	97	2	1
Q37	All things considered, how satisfied are you with your current job	74	14	13
Intention to leave organisation		**% Positive**	**% Neutral**	**% Negative**
Q38	I intend to leave my organisation within the next 12 months^	70	21	9

^Responses to this question were reverse coded so that % positive combines the 'strongly disagree' and 'disagree' responses

Appendix B - Presentation of results

% Positive

Where results are shown as positive percentages (% Positive), these are calculated by adding together positive responses (”Strongly Agree” + “Agree”) and dividing by the number of respondents who answered the question.



÷ number of respondents who answered the question

% Positive

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Values from x.00 to x.49 are rounded down and values from x.50 to x.99 are rounded up. Therefore in some instances, results may not total 100%.

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Total
Number of Responses	151	166	176	96	24	613
Percentage	24.63%	27.08%	28.71%	15.66%	3.92%	100.00%
Rounded Percentage	25%	27%	29%	16%	4%	101%

Key Driver Analysis

A statistical technique known as Key Driver Analysis (KDA) has been used to help focus on those aspects of working for your agency which have the greatest impact on the overall outcome measure of agency engagement. Factors have been identified which have the greatest impact on agency engagement. They are the leading indicators, which means that if the score for these questions go up they will lead to a higher level of agency engagement.

The factors derived from the KDA should be used to guide the action planning process following the survey, as taking effective action in these areas should have a positive impact on agency engagement. This information should also be used in conjunction with the rest of the questions included in the survey.

Factor scores

As part of the Key Driver Analysis a Factor Analysis was conducted on the results of the survey to group questions together into common factors. 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.