Working for Queensland

HIGHLIGHTS REPORT

Health Quality Complaints Commission

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: **66%**

Number of Respondents: **42**

	% Positive	Range of all agencies	Your agency quintile
Workplace factors			
Job Factors			
Role clarity and goal alignment	96	78 - 96	1
Job empowerment	78	56 - 82	1
Workload and health	41	24 - 57	1
Learning and development	29	25 - 63	5
Performance assessment	67	32 - 70	1
Workgroup factors			
My workgroup	89	63 - 94	1
Collaboration*	88	66 - 93	1
Supervision and leadership factors			
My manager	79	57 - 80	1
My senior manager	45	36 - 79	4
Leadership	31	21 - 75	5
Workplace and organisational factors			
Decision making	33	25 - 84	5
Workplace change	25	17 - 61	5
Workplace fairness	31	20 - 59	5
Anti-discrimination	73	54 - 89	1
Organisational trust	25	22 - 60	5
Innovation	63	41 - 70	1

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

Workplace outcomes			
Agency engagement	33	30 - 75	5
Job engagement and satisfaction	78	64 - 87	1
Intention to leave organisation^	32	32 - 70	5

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

Further results

This section shows the % positive scores for further question items

	% Positive
Respondents	42
Work-life balance	
Used flexible workplace options*	**17**
Working long hours is necessary to succeed in my organisation^	**43**
My workplace culture supports people to achieve a good work/life balance	**54**
Satisfaction with work-life balance	**62**
Harassment and bullying	
Bullying is not tolerated in my workplace	**48**
Witnessed harassment/bullying in the last 12 months*	**60**
Experienced harassment/bullying in the last 12 months*	**74**
Performance review	
Received formal individual performance feedback in the last 12 months**	**62**
Has helped/will help improve performance***	**60**
Efficiency and resources	
Approval processes at my workplace are excessive^	**38**
I would be more productive if there was less 'red tape'^	**29**
My organisation uses my time efficiently	**45**

* 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	Health Quality Complaints Commission	Manager Status: Yes	Manager Status: No	Employment Status: Permanent	Employment Status: Other	Full/part-time: Full-time basis	Full/part-time: Part-time basis
Respondents	42	9	32	37	5	39	3
Job Factors							
Role clarity and goal alignment	**96**	(r)	96	95	(r)	95	(r)
Job empowerment	**78**	(r)	77	78	(r)	78	(r)
Workload and health	**41**	(r)	45	41	(r)	40	(r)
Learning and development	**29**	(r)	28	29	(r)	30	(r)
Performance assessment	**67**	(r)	67	65	(r)	69	(r)
Workgroup factors							
My workgroup	**89**	(r)	86	91	(r)	90	(r)
Collaboration*	**88**	(r)	90	87	(r)	87	(r)
Supervision and leadership factors							
My manager	**79**	(r)	83	77	(r)	78	(r)
My senior manager	**45**	(r)	53	40	(r)	43	(r)
Leadership	**31**	(r)	32	31	(r)	28	(r)

* 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

		Manager Status		Employment Status		Full/part-time	
	Health Quality Complaints Commission	Yes	No	Permanent	Other	Full-time basis	Part-time basis
Respondents	42	9	32	37	5	39	3
Workplace factors							
Workplace and organisational factors							
Decision making	**33**	(r)	38	31	(r)	33	(r)
Workplace change	**25**	(r)	25	22	(r)	25	(r)
Workplace fairness	**31**	(r)	36	32	(r)	31	(r)
Anti-discrimination	**73**	(r)	73	75	(r)	74	(r)
Organisational trust	**25**	(r)	22	25	(r)	24	(r)
Innovation	**63**	(r)	60	63	(r)	65	(r)
Workplace outcomes							
Agency engagement	**33**	(r)	36	32	(r)	33	(r)
Job engagement and satisfaction	**78**	(r)	80	78	(r)	81	(r)
Intention to leave organisation^	**32**	(r)	35	33	(r)	32	(r)

^ 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	Health Quality Complaints Commission	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	42	6	13	16	6	4	10	19	9
Job Factors									
Role clarity and goal alignment	**96**	(r)	97	96	(r)	(r)	94	94	(r)
Job empowerment	**78**	(r)	79	80	(r)	(r)	78	80	(r)
Workload and health	**41**	(r)	51	29	(r)	(r)	33	46	(r)
Learning and development	**29**	(r)	43	20	(r)	(r)	36	23	(r)
Performance assessment	**67**	(r)	67	72	(r)	(r)	60	83	(r)
Workgroup factors									
My workgroup	**89**	(r)	89	94	(r)	(r)	81	95	(r)
Collaboration*	**88**	(r)	89	85	(r)	(r)	86	85	(r)
Supervision and leadership factors									
My manager	**79**	(r)	91	75	(r)	(r)	79	92	(r)
My senior manager	**45**	(r)	72	44	(r)	(r)	80	36	(r)
Leadership	**31**	(r)	38	24	(r)	(r)	25	24	(r)

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

Demographic comparison

This section shows the % positive scores for different demographic groups

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	Health Quality Complaints Commission	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	42	6	13	16	6	4	10	19	9
Workplace factors									
Workplace and organisational factors									
Decision making	**33**	(r)	46	25	(r)	(r)	40	32	(r)
Workplace change	**25**	(r)	46	16	(r)	(r)	30	18	(r)
Workplace fairness	**31**	(r)	35	34	(r)	(r)	40	37	(r)
Anti-discrimination	**73**	(r)	82	78	(r)	(r)	82	72	(r)
Organisational trust	**25**	(r)	36	23	(r)	(r)	23	23	(r)
Innovation	**63**	(r)	69	69	(r)	(r)	67	59	(r)
Workplace outcomes									
Agency engagement	**33**	(r)	38	38	(r)	(r)	24	38	(r)
Job engagement and satisfaction	**78**	(r)	83	81	(r)	(r)	72	88	(r)
Intention to leave organisation^	**32**	(r)	15	40	(r)	(r)	20	33	(r)

^ 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

	Health Quality Complaints Commission	Type of Work: Direct service delivery	Type of Work: Corporate services and Administrative support/clerical	Type of Work: Other	Time in Agency: Less than 2 years	Time in Agency: 2 to less than 6 years	Time in Agency: 6 to less than 10 years	Time in Agency: 10 years and more
Respondents	42	10	9	22	13	16	9	4
Job Factors								
Role clarity and goal alignment	**96**	98	(r)	93	95	95	(r)	(r)
Job empowerment	**78**	67	(r)	82	78	81	(r)	(r)
Workload and health	**41**	37	(r)	44	46	48	(r)	(r)
Learning and development	**29**	16	(r)	30	27	30	(r)	(r)
Performance assessment	**67**	63	(r)	73	69	64	(r)	(r)
Workgroup factors								
My workgroup	**89**	83	(r)	98	95	82	(r)	(r)
Collaboration*	**88**	88	(r)	85	83	82	(r)	(r)
Supervision and leadership factors								
My manager	**79**	84	(r)	84	89	69	(r)	(r)
My senior manager	**45**	52	(r)	39	69	33	(r)	(r)
Leadership	**31**	30	(r)	20	37	36	(r)	(r)

* 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

	Health Quality Complaints Commission	Type of Work: Direct service delivery	Type of Work: Corporate services and Administrative support/clerical	Type of Work: Other	Time in Agency: Less than 2 years	Time in Agency: 2 to less than 6 years	Time in Agency: 6 to less than 10 years	Time in Agency: 10 years and more
Workplace factors								
Respondents	42	10	9	22	13	16	9	4
Workplace and organisational factors								
Decision making	**33**	45	(r)	23	42	34	(r)	(r)
Workplace change	**25**	20	(r)	19	29	27	(r)	(r)
Workplace fairness	**31**	36	(r)	29	58	18	(r)	(r)
Anti-discrimination	**73**	46	(r)	80	72	81	(r)	(r)
Organisational trust	**25**	13	(r)	24	41	25	(r)	(r)
Innovation	**63**	50	(r)	65	74	61	(r)	(r)
Workplace outcomes								
Agency engagement	**33**	42	(r)	28	48	25	(r)	(r)
Job engagement and satisfaction	**78**	70	(r)	83	86	77	(r)	(r)
Intention to leave organisation^	**32**	20	(r)	29	38	25	(r)	(r)

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

Agency engagement

Agency engagement	33%

Agency engagement broken down by:

		% Positive
Say: speaks positively of the organisation…		
Q35a.	I would recommend my organisation as a great place to work	29
Q35b.	I am proud to tell others I work for my organisation	34
Stay: emotionally attached and committed to the organisation…		
Q35c.	I feel strong personal attachment to my organisation	38
Strive: motivated to do the best for the organisation…		
Q35d.	My organisation motivates me to help it achieve its objectives	31
Q35e.	My organisation inspires me to do the best in my job	33

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	98	0	2
Q21b.	I understand what is expected of me to do well in my job	95	0	5
Q21c.	I understand how my work contributes to my organisation's objectives	90	7	2
Q21d.	I am committed to my organisation's goals	98	2	0
Q21f.	I feel I make a contribution to achieving the organisation's objectives	98	2	0
Job empowerment		**% Positive**	**% Neutral**	**% Negative**
Q22a.	I have a choice in deciding how I do my work	69	19	12
Q22b.	I have the tools I need to do my job effectively	83	12	5
Q22c.	I get the information I need to do my job well	76	17	7
Q22d.	I have the authority necessary to do my job effectively	71	24	5
Q22e.	My job gives me opportunities to utilise my skills	76	10	14
Q36b.	Your ability to work on your own initiative	90	7	2
Workload and health *		**% Positive**	**% Neutral**	**% Negative**
Q23a.	I am overloaded with work	21	40	38
Q23b.	I feel burned out by my work	50	33	17
Q23h.	My work has a negative impact on my health	52	26	21
Learning and development		**% Positive**	**% Neutral**	**% Negative**
Q28d.	In my organisation, there are opportunities for me to develop my skills and knowledge	46	27	27
Q28e.	I am able to access relevant learning and development opportunities	29	38	33
Q28f.	Learning and development activities I have completed in the past 12 months have helped to improve my performance	24	41	34
Q28g.	I am satisfied with the opportunities available for career development	14	36	50
Q33c.	My organisation is committed to developing its employees	31	33	36
Performance assessment		**% Positive**	**% Neutral**	**% Negative**
Q28a.	I receive useful feedback on my performance	67	19	14
Q28b.	My performance is assessed against clear criteria	64	21	14
Q28c.	I have performance objectives that are within my control	76	12	12
Q28h.	I have had productive conversations with my manager on my performance in the past 12 months	60	24	17

*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	86	10	5
Q24b.	I receive help and support from other people in my workgroup	95	2	2
Q24c.	People in my workgroup are honest, open and transparent in their dealings	86	5	10
Q24d.	People in my workgroup use their time and resources efficiently	83	7	10
Q24e.	People in my workgroup treat customers with respect	88	10	2
Q24f.	People in my workgroup are committed to delivering excellent service to customers	93	7	0
Q24g.	People in my workgroup do their jobs effectively	90	2	7
Collaboration		**% Positive**	**% Neutral**	**% Negative**
Q24j.	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	80	13	8
Q24k.	People in my workgroup work effectively with other Queensland Government organisations to deliver services to our customers	92	3	5
Q24l.	People in my workgroup work effectively with other organisations outside the Queensland Government to deliver services to our customers	92	5	3

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	83	5	12
Q31b.	My manager listens to what I have to say	86	10	5
Q31c.	My manager keeps me informed about what's going on	88	5	7
Q31d.	My manager understands my work	83	5	12
Q31e.	My manager creates a shared sense of purpose	71	19	10
Q31f.	My manager demonstrates honesty and integrity	88	2	10
Q31g.	My manager draws the best out of me	56	24	20
My senior manager		**% Positive**	**% Neutral**	**% Negative**
Q32a.	My senior manager communicates timely information that is relevant for my work	40	24	36
Q32b.	My senior manager genuinely listens and is responsive to issues raised by staff	41	24	34
Q32c.	My senior manager demonstrates honesty and integrity	52	26	21
Leadership		**% Positive**	**% Neutral**	**% Negative**
Q33a.	In my organisation, the leadership is of high quality	24	24	52
Q33b.	In my organisation, the leadership operates with a high level of integrity	38	26	36
Q33e.	Management model the behaviours expected of all employees	31	17	52
Q33g.	My organisation is well managed	32	20	49

Workplace and organisational factors

		% Positive	% Neutral	% Negative
Decision making				
Q25a.	Important decisions at my workplace are based on a sound understanding of issues	38	14	48
Q25b.	Important decisions at my workplace are made by the people best placed to understand the issues	29	21	50
Workplace change		**% Positive**	**% Neutral**	**% Negative**
Q26a.	I have received timely and relevant communication about workplace change in the past 12 months	36	10	55
Q26b.	Changes that have been implemented in my workplace have been done for a good reason in the past 12 months	27	15	59
Q26c.	Changes implemented in my workplace have been managed well in the past 12 months	15	23	63
Q26d.	I feel my workplace is functioning more efficiently as a result of change implemented in the past 12 months	23	23	55
Workplace fairness		**% Positive**	**% Neutral**	**% Negative**
Q25i.	Performance is assessed and rewarded fairly in my workplace	26	24	50
Q25j.	I am confident that poor performance will be appropriately addressed in my workplace	19	21	60
Q25k.	People are treated fairly and consistently in my workplace	24	21	55
Q25l.	People take responsibility for their decisions and actions in my workplace	40	19	40
Q25m.	Bullying is not tolerated in my workplace	48	29	24
Anti-discrimination		**% Positive**	**% Neutral**	**% Negative**
Q34d.	Gender is not a barrier to success in my organisation	81	17	2
Q34e.	Age is not a barrier to success in my organisation	74	21	5
Q34f.	Cultural background is not a barrier to success in my organisation	74	21	5
Q34g.	Sexual orientation is not a barrier to success in my organisation	74	26	0
Q34h.	Disability is not a barrier to success in my organisation	64	33	2
Organisational trust		**% Positive**	**% Neutral**	**% Negative**
Q33f.	Recruitment and promotion decisions in this organisation are fair	21	36	43
Q34a.	I would feel comfortable raising complaints in my organisation	29	26	45
Q34b.	If I raised a complaint, I feel confident that it would be taken seriously	24	33	43
Innovation		**% Positive**	**% Neutral**	**% Negative**
Q27a.	I get the opportunity to develop new and better ways of doing my job	55	19	26
Q27b.	I am encouraged to make suggestions about improving work processes and/or services	81	5	14
Q27c.	Management is willing to act on suggestions to improve how things are done	60	14	26
Q27d.	My workgroup uses research and expertise to identify better practice	52	31	17
Q27e.	My workgroup always tries to improve its performance	88	7	5
Q27f.	My organisation is open to new ideas	45	33	21

Workplace outcomes

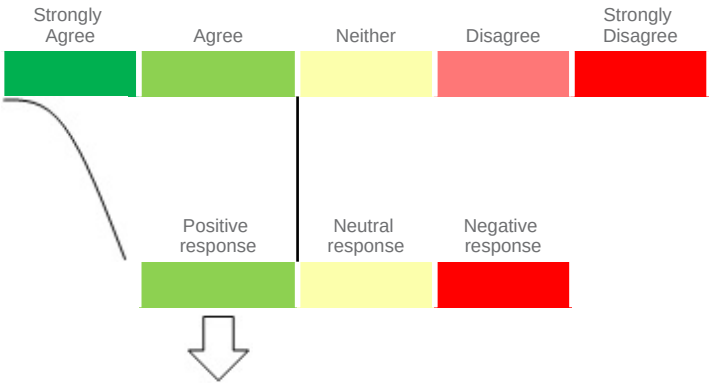
		% Positive	% Neutral	% Negative
Agency engagement				
Q35a.	I would recommend my organisation as a great place to work	29	29	43
Q35b.	I am proud to tell others I work for my organisation	34	37	29
Q35c.	I feel strong personal attachment to my organisation	38	40	21
Q35d.	My organisation motivates me to help it achieve its objectives	31	36	33
Q35e.	My organisation inspires me to do the best in my job	33	38	29
Job engagement and satisfaction		**% Positive**	**% Neutral**	**% Negative**
Q22f.	I enjoy the work in my current job	78	12	10
Q22g.	My job gives me a feeling of personal accomplishment	67	26	7
Q22h.	When needed, I am willing to put in the extra effort to get a job done	100	0	0
Q37	All things considered, how satisfied are you with your current job	69	7	24
Intention to leave organisation		**% Positive**	**% Neutral**	**% Negative**
Q38	I intend to leave my organisation within the next 12 months^	32	46	22

^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.