Working for Queensland

HIGHLIGHTS REPORT

QAGOMA

Introduction

The Highlight Report presents key results from the 2014 Working for Queensland Employee Opinion Survey, which was conducted in May 2014. Results reflect the respondents from your organisation.

Note on response rate

The displayed response rate was calculated using statistical workforce data (Minimum Obligatory Human Resource Information) for March 2014.

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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: **50%**

Number of Returned Surveys: **193**

	% Positive	vs 2013	vs QPS2014
Workplace factors			
Job Factors			
Role clarity and goal alignment	90	+1	+2
Job empowerment	62	+2	-8
Workload and health* *(% indicating limited or no issues)*	40	+9	+6
Learning and development	34	+2	-20
Performance assessment	45	+5	-8
Workgroup factors			
My workgroup	82	+4	+5
Collaboration**	87	+3	+9
Supervision and leadership factors			
My manager	70	+5	-1
My senior manager	58	-3	-1
Organisational leadership	59	+5	+8
Workplace and organisational factors			
Decision making	52	+1	-3
Workplace change	48	+11	+8
Workplace fairness	48	+9	0
Anti-discrimination	77	+7	+7
Organisational trust	40	+5	-4
Innovation	59	+8	0
Workplace outcomes			
Agency engagement	69	+5	+14
Job engagement and satisfaction	78	+2	-1
Intention to leave* *(% not indicating to leave organisation in the next 12 months)*	57	+4	-8

For more detail and results on the workplace factors and workplace outcomes see Appendix A.

*Percentage responded with 'Strongly disagree' or 'Disagree'

** Excludes respondents who indicated collaboration questions were 'not applicable'

Your workplace climate at a glance *continued*

This section shows the % positive scores for different workplace factors and workplace outcomes, the range of scores for the 53 agencies and your quintile position

	% Positive	Range of all agencies	Your agency quintile
Workplace factors			
Job Factors			
Role clarity and goal alignment	90	73 - 96	2
Job empowerment	62	51 - 90	5
Workload and health* *(% indicating limited or no issues)*	40	22 - 63	2
Learning and development	34	21 - 70	5
Performance assessment	45	25 - 77	5
Workgroup factors			
My workgroup	82	59 - 92	1
Collaboration**	87	66 - 90	1
Supervision and leadership factors			
My manager	70	57 - 87	3
My senior manager	58	42 - 79	3
Organisational leadership	59	28 - 79	1
Workplace and organisational factors			
Decision making	52	29 - 82	2
Workplace change	48	20 - 72	1
Workplace fairness	48	28 - 68	2
Anti-discrimination	77	51 - 96	1
Organisational trust	40	24 - 76	4
Innovation	59	41 - 83	3
Workplace outcomes			
Agency engagement	69	40 - 78	1
Job engagement and satisfaction	78	66 - 89	3
Intention to leave* *(% not indicating to leave organisation in the next 12 months)*	57	37 - 74	3

*Percentage responded with ‘Strongly disagree’ or ‘Disagree’

** 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**

Workplace factors

	QAGOMA	General	Protection and Services	Service Providers
Respondents	193	105	44	38
Job Factors				
Role clarity and goal alignment	**90**	88	92	95
Job empowerment	**62**	65	51	69
Workload and health* *(% indicating limited or no issues)*	**40**	31	64	39
Learning and development	**34**	31	31	45
Performance assessment	**45**	36	65	51
Workgroup factors				
My workgroup	**82**	85	71	84
Collaboration**	**87**	89	78	90
Supervision and leadership factors				
My manager	**70**	69	70	75
My senior manager	**58**	48	67	75
Organisational leadership	**59**	51	66	73

*Percentage responded with ‘Strongly disagree’ or ‘Disagree’

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

Workplace climate in your divisions at a glance *continued*

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	QAGOMA	General	Protection and Services	Service Providers
Respondents	193	105	44	38
Workplace and organisational factors				
Decision making	**52**	47	56	62
Workplace change	**48**	42	48	68
Workplace fairness	**48**	45	42	59
Anti-discrimination	**77**	79	82	73
Organisational trust	**40**	32	46	57
Innovation	**59**	59	47	71
Workplace outcomes				
Agency engagement	**69**	67	66	78
Job engagement and satisfaction	**78**	78	76	82
Intention to leave* *(% not indicating to leave organisation in the next 12 months)*	**57**	55	63	57

*Percentage responded with 'Strongly disagree' or 'Disagree'

** Excludes respondents who indicated collaboration questions were 'not applicable'

More about your workplace climate

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

	% Positive	vs 2013	vs QPS 2014
Productivity and effectiveness			
My workgroup is adequately resourced to deliver quality services	43	0	-5
Approval processes at my workplace are excessive* (% indicating disagreement with statement)	18	+4	0
Disruptions and/or noise at my workplace make it hard to get things done* (% indicating disagreement with statement)	60	+17	+13
Satisfaction with physical working environment^	76	+13	+6
There is too much 'red tape' in my work* (% indicating disagreement with statement)	24	na	+7
My organisation uses my time efficiently	48	+11	-3
Work-life balance			
My workplace culture supports people to achieve a good work/life balance	39	+11	-15
Used flexible workplace option**	36	-	+1
Satisfaction with work-life balance^	54	+10	-6
Harassment and bullying			
Bullying is not tolerated in my workplace	63	+8	-2
Witnessed harassment/bullying in the last 12 months*** (% responded with 'No')	62	+8	+1
Experienced harassment/bullying in the last 12 months*** (% responded with 'No')	79	+5	+2
Performance review			
Received scheduled performance feedback in the last 12 months****	39	na	-20
Has helped/will help improve performance*****	61	na	+4
Career and reward			
My current job will help my career aspirations	47	+2	-4
I feel valued for the work I do	55	+12	+4
I am fairly paid for the work I do	49	+2	+1
Workplace safety			
There is adequate focus on workplace safety at my workplace	73	+9	-5
People in my workgroup are committed to workplace safety	89	+10	+5
Other			
Satisfaction with degree to which your work is interesting/challenging^	69	0	-8
I agree with the way my organisation tries to achieve its objectives	63	+10	+6
My work makes a valuable contribution to the Qld public	91	+1	+3
I feel my job is secure	30	-4	-8
Satisfaction with your work location^	93	+2	+13
My workplace has undergone significant change in the past 12 months	68	+1	+9

*Percentage responded with 'Strongly disagree' or 'Disagree'

** Percentage that indicated at least one of six flexible work options

*** Percentage responded with 'No'

**** Percentage responded with 'Yes'

***** Percentage based on those who responded with 'Yes' to item above

^ Percentage responded with 'Very satisfied' or 'Satisfied'

na - The question was asked differently in 2013 and is therefore not comparable

More about workplace climate in your divisions

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

	QAGOMA	General	Protection and Services	Service Providers
Respondents	193	105	44	38
Productivity and effectiveness				
My workgroup is adequately resourced to deliver quality services	**43**	33	58	50
Approval processes at my workplace are excessive* (% indicating disagreement with statement)	**18**	17	24	17
Disruptions and/or noise at my workplace make it hard to get things done* (% indicating disagreement with statement)	**60**	58	74	54
Satisfaction with physical working environment^	**76**	71	83	77
There is too much 'red tape' in my work* (% indicating disagreement with statement)	**24**	23	36	16
My organisation uses my time efficiently	**48**	39	60	58
Work-life balance				
My workplace culture supports people to achieve a good work/life balance	**39**	31	45	54
Used flexible workplace option**	**36**	45	12	34
Satisfaction with work-life balance^	**54**	52	56	60
Harassment and bullying				
Bullying is not tolerated in my workplace	**63**	54	71	78
Witnessed harassment/bullying in the last 12 months*** (% responded with 'No')	**62**	65	49	69
Experienced harassment/bullying in the last 12 months*** (% responded with 'No')	**79**	82	69	86

*Percentage responded with 'Strongly disagree' or 'Disagree'

** Percentage that indicated at least one of six flexible work options

*** Percentage responded with 'No'

^ Percentage responded with 'Very satisfied' or 'Satisfied'

More about workplace climate in your divisions *continued*

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

	QAGOMA	General	Protection and Services	Service Providers
Respondents	193	105	44	38
Performance review				
Received scheduled performance feedback in the last 12 months****	**39**	31	61	39
Has helped/will help improve performance*****	**61**	72	54	43
Career and reward				
My current job will help my career aspirations	**47**	53	27	55
I feel valued for the work I do	**55**	56	52	58
I am fairly paid for the work I do	**49**	49	57	45
Workplace safety				
There is adequate focus on workplace safety at my workplace	**73**	64	81	89
People in my workgroup are committed to workplace safety	**89**	88	91	87
Other				
Satisfaction with degree to which your work is interesting/challenging^	**69**	71	53	80
I agree with the way my organisation tries to achieve its objectives	**63**	59	68	66
My work makes a valuable contribution to the Qld public	**91**	90	91	92
I feel my job is secure	**30**	39	11	30
Satisfaction with your work location^	**93**	91	98	94
My workplace has undergone significant change in the past 12 months	**68**	72	73	57

**** Percentage responded with 'Yes'

***** Percentage based on those who responded with 'Yes' to item above

^ Percentage responded with 'Very satisfied' or 'Satisfied'

Most changed since 2013

This section presents question items with the largest change in % positive scores between 2014 and 2013

Most improved – the survey items with the most positive change

	% positive 2013	% positive 2014	Percentage change
Disruptions and/or noise at my workplace make it hard to get things done*	44	60	+17
How satisfied are you with the following: Your physical working environment	63	76	+13
People are treated fairly and consistently in my workplace	37	50	+13
People take responsibility for their decisions and actions in my workplace	40	53	+13
I feel valued for the work I do	43	55	+12

Areas to explore further – the survey items with the most negative change

	% positive 2013	% positive 2014	Percentage change
I am proud to tell others I work for my organisation	86	81	-5
My senior manager communicates timely information that is relevant for my work	56	51	-5
I feel my job is secure	34	30	-4
I get the information I need to do my job well	58	54	-4
In my organisation, there are opportunities for me to develop my skills and knowledge	43	40	-3

Note

Survey items in scope of the above presentation were single response non-demographic questions that were asked of all respondents in 2013 as well as in 2014 and that excluded a ‘na’ option.

* Percentage responded with 'Strongly disagree' or ‘Disagree’

Drivers of workplace outcomes

This section presents the top three drivers for workplace outcomes

The drivers for the three workplace outcomes reported below relate to the overall agency. As drivers can vary for different workgroups within an agency, care should be taken with generalising the reported results to all workgroups within the agency.

The drivers are displayed in descending order of impact on the outcome. The % positive score shown is the result the driver achieved in your agency (It is not a quantification of its impact on the outcome.)

For individual survey items relating to the below drivers see Appendix B.

Agency engagement

Top 3 drivers	% positive	vs 2013
Innovation	**59**	**+8**
Organisational leadership	**59**	**+5**
Role clarity and goal alignment	**90**	**+1**

Job engagement and satisfaction

Top 3 drivers	% positive	vs 2013
Job empowerment	**62**	**+2**
Organisational leadership	**59**	**+5**
Role clarity and goal alignment	**90**	**+1**

Intention to leave

Top 3 drivers	% positive	vs 2013
Learning and development	**34**	**+2**
Job empowerment	**62**	**+2**

Demographic comparisons

This section shows the % positive scores for workplace outcomes 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

	Number of returns	Agency engagement	Job engagement and satisfaction	Intention to leave
QAGOMA	193	69	78	57
Managerial status				
Managers	55	73	85	69
Non-managers	138	68	76	52
Employment status				
Permanent	115	68	77	65
Non-permanent	78	72	80	45
Full-time status				
Full-time	135	69	78	59
Part-time	52	74	79	54
FTE Salary				
$49,999 or less	49	67	77	48
$50,000 - $69,999	75	64	76	60
$70,000 - $89,999	47	74	83	57
$90,000 or above	21	78	80	67
Age				
34 years or under	78	63	73	40
35 - 44 years	67	75	81	65
45 - 54 years	28	70	82	71
55 years or over	20	75	84	79
Time in agency				
Less than 2 years	35	81	86	57
2 to less than 6 years	78	64	72	42
6 to less than 10 years	38	64	84	69
10 years or more	41	76	78	73
Type of work				
Direct service delivery	62	65	77	57
Corporate services and administrative support/clerical	24	73	73	46
Other	106	71	81	60

Appendix A

Workplace factors and workplace outcomes

Job Factors

		% Positive	vs 2013	% Neutral	vs 2013	% Negative	vs 2013
Role clarity and goal alignment		**90**	**+1**	**7**	**+1**	**2**	**-2**
Q21a.	I am clear what my duties and responsibilities are	89	+3	7	+1	4	-4
Q21b.	I understand what is expected of me to do well in my job	88	0	7	-1	5	0
Q21c.	I understand how my work contributes to my organisation's objectives	95	+2	5	+1	1	-3
Q21d.	I am committed to my organisation's goals	94	+1	6	0	1	-1
Q21f.	I feel I make a contribution to achieving the organisation's objectives	86	-3	12	+5	2	-2
Job empowerment		**62**	**+2**	**19**	**+1**	**18**	**-3**
Q22a.	I have a choice in deciding how I do my work	58	+5	18	-2	23	-3
Q22b.	I have the tools I need to do my job effectively	68	+1	18	+1	14	-1
Q22c.	I get the information I need to do my job well	54	-4	25	+3	21	0
Q22d.	I have the authority necessary to do my job effectively	55	+2	26	+3	19	-5
Q22e.	My job gives me opportunities to utilise my skills	67	+3	14	-4	20	+1
Q36b.	How satisfied are you with the following: Your ability to work on your own initiative	71	+6	16	+2	12	-9
Workload and health *		**40**	**+9**	**30**	**+3**	**30**	**-12**
Q23a.	I am overloaded with work	36	+10	28	+5	36	-15
Q23b.	I feel burned out by my work	40	+11	30	+1	30	-12
Q23h.	My work has a negative impact on my health	43	+6	32	+3	25	-8
Learning and development		**34**	**+2**	**28**	**-3**	**38**	**+1**
Q28d.	In my organisation, there are opportunities for me to develop my skills and knowledge	40	-3	24	+1	36	+3
Q28e.	I am able to access relevant learning and development opportunities	32	0	30	0	38	0
Q28f.	Learning and development activities I have completed in the past 12 months have helped to improve my performance**	37	+3	30	-10	34	+7
Q28g.	I am satisfied with the opportunities available for career development	23	+5	25	-4	52	0
Q33c.	My organisation is committed to developing its employees	37	+8	33	-5	31	-3
Performance assessment		**45**	**+5**	**24**	**-3**	**31**	**-3**
Q28a.	I receive useful feedback on my performance	49	+5	18	-5	32	0
Q28b.	My performance is assessed against clear criteria	40	+4	29	+1	32	-5
Q28c.	I have performance objectives that are within my control	48	+9	31	-3	21	-6
Q28h.	I have had productive conversations with my manager on my performance in the past 12 months	43	+3	18	-3	39	+1

Workgroup factors

		% Positive	vs 2013	% Neutral	vs 2013	% Negative	vs 2013
My workgroup		**82**	**+4**	**13**	**-1**	**5**	**-2**
Q24a.	People in my workgroup treat each other with respect	80	+4	12	-1	8	-2
Q24b.	I receive help and support from other people in my workgroup	88	+8	9	-5	3	-2
Q24c.	People in my workgroup are honest, open and transparent in their dealings	69	+3	22	+2	9	-5
Q24d.	People in my workgroup use their time and resources efficiently	69	+1	17	-2	14	+1
Q24e.	People in my workgroup treat customers with respect	91	+5	9	-3	0	-2
Q24f.	People in my workgroup are committed to delivering excellent service to customers	92	+3	8	+1	0	-4
Q24g.	People in my workgroup do their jobs effectively	83	+2	13	-2	4	0
Collaboration **		**87**	**+3**	**11**	**-2**	**2**	**-1**
Q24j.	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	89	+3	6	-3	4	0
Q24k.	People in my workgroup work effectively with other Queensland Government organisations to deliver services to our customers	85	+3	13	-2	2	-1
Q24l.	People in my workgroup work effectively with other organisations outside the Queensland Government to deliver services to our customers	87	+2	13	0	0	-1

Supervision and leadership factors

		% Positive	vs 2013	% Neutral	vs 2013	% Negative	vs 2013
My manager		**70**	**+5**	**18**	**-2**	**12**	**-3**
Q31a.	My manager treats employees with dignity and respect	76	+3	15	-1	9	-2
Q31b.	My manager listens to what I have to say	82	+7	12	-1	7	-6
Q31c.	My manager keeps me informed about what's going on	65	+6	18	-5	17	0
Q31d.	My manager understands my work	74	+7	13	-4	14	-2
Q31e.	My manager creates a shared sense of purpose	65	+4	22	0	13	-3
Q31f.	My manager demonstrates honesty and integrity	75	+2	17	-1	8	-1
Q31g.	My manager draws the best out of me	54	+9	29	-4	17	-5
My senior manager		**58**	**-3**	**26**	**+2**	**16**	**+1**
Q32a.	My senior manager communicates timely information that is relevant for my work	51	-5	28	+1	21	+4
Q32b.	My senior manager genuinely listens and is responsive to issues raised by staff	57	-1	24	+2	19	-1
Q32c.	My senior manager demonstrates honesty and integrity	66	-3	26	+3	9	0
Organisational leadership		**59**	**+5**	**28**	**-3**	**13**	**-2**
Q33a.	In my organisation, the leadership is of high quality	57	-3	28	+3	15	0
Q33b.	In my organisation, the leadership operates with a high level of integrity	68	+4	24	-2	8	-2
Q33e.	Management model the behaviours expected of all employees	55	+8	30	-2	15	-6
Q33g.	My organisation is well managed	54	+10	31	-9	15	0

Workplace and organisational factors

		% Positive	vs 2013	% Neutral	vs 2013	% Negative	vs 2013
Decision making		**52**	**+1**	**28**	**+3**	**20**	**-3**
Q25a.	Important decisions at my workplace are based on a sound understanding of issues	55	-1	29	+6	16	-5
Q25b.	Important decisions at my workplace are made by the people best placed to understand the issues	49	+3	27	-1	24	-1
Workplace change		**48**	**+11**	**31**	**-4**	**20**	**-7**
Q26a.	I have received timely and relevant communication about workplace change in the past 12 months	61	+15	19	-9	20	-7
Q26b.	Changes that have been implemented in my workplace have been done for a good reason in the past 12 months	49	+10	35	-5	17	-5
Q26c.	Changes implemented in my workplace have been managed well in the past 12 months	46	+11	36	-1	18	-10
Q26d.	I feel my workplace is functioning more efficiently as a result of change implemented in the past 12 months	38	+9	35	-2	27	-7
Workplace fairness		**48**	**+9**	**24**	**-3**	**28**	**-6**
Q25i.	Performance is assessed and rewarded fairly in my workplace	29	+4	32	+2	39	-5
Q25j.	I am confident that poor performance will be appropriately addressed in my workplace	43	+8	21	-3	35	-5
Q25k.	People are treated fairly and consistently in my workplace	50	+13	21	-14	28	+1
Q25l.	People take responsibility for their decisions and actions in my workplace	53	+13	25	-3	22	-10
Q25m.	Bullying is not tolerated in my workplace*	63	+8	20	0	17	-9
Anti-discrimination		**77**	**+7**	**17**	**-6**	**6**	**-1**
Q34d.	Gender is not a barrier to success in my organisation	81	+5	13	-4	5	-2
Q34e.	Age is not a barrier to success in my organisation	74	+10	19	-6	7	-4
Q34f.	Cultural background is not a barrier to success in my organisation	83	+7	11	-9	6	+2
Q34g.	Sexual orientation is not a barrier to success in my organisation	86	+7	13	-5	2	-2
Q34h.	Disability is not a barrier to success in my organisation	62	+5	29	-4	9	-1
Organisational trust		**40**	**+5**	**30**	**-1**	**30**	**-4**
Q33f.	Recruitment and promotion decisions in this organisation are fair	28	+8	37	-8	34	+1
Q34a.	I would feel comfortable raising complaints in my organisation	43	+4	26	+4	31	-7
Q34b.	If I raised a complaint, I feel confident that it would be taken seriously	50	+3	26	+2	25	-5
Innovation		**59**	**+8**	**23**	**-3**	**18**	**-5**
Q27a.	I get the opportunity to develop new and better ways of doing my job	50	+11	24	-7	26	-5
Q27b.	I am encouraged to make suggestions about improving work processes and/or services	63	+6	20	+3	17	-9
Q27c.	Management is willing to act on suggestions to improve how things are done	45	+8	28	-3	27	-4
Q27d.	My workgroup uses research and expertise to identify better practice	60	+9	28	-2	12	-7
Q27e.	My workgroup always tries to improve its performance	79	+6	16	-3	5	-2
Q27f.	My organisation is open to new ideas	60	+9	21	-5	19	-4

Workplace outcomes

		% Positive	vs 2013	% Neutral	vs 2013	% Negative	vs 2013
Agency engagement		**69**	**+5**	**21**	**-3**	**10**	**-2**
Q35a.	I would recommend my organisation as a great place to work	66	+10	22	-9	12	-1
Q35b.	I am proud to tell others I work for my organisation	81	-5	15	+7	3	-2
Q35c.	I feel strong personal attachment to my organisation	75	+4	15	-3	9	-1
Q35d.	My organisation motivates me to help it achieve its objectives	62	+7	27	-3	11	-3
Q35e.	My organisation inspires me to do the best in my job	63	+9	24	-6	14	-3
Job engagement and satisfaction		**78**	**+2**	**12**	**-1**	**9**	**-2**
Q22f.	I enjoy the work in my current job	77	+1	16	+2	7	-3
Q22g.	My job gives me a feeling of personal accomplishment	64	+1	20	0	16	0
Q22h.	When needed, I am willing to put in the extra effort to get a job done	97	+1	3	0	1	-1
Q37	All things considered, how satisfied are with your current job	75	+6	10	-4	14	-2
Intention to leave		**57**	**+4**	**29**	**-4**	**14**	**0**
Q38	I intend to leave my organisation within the next 12 months*	57	+4	29	-4	14	0

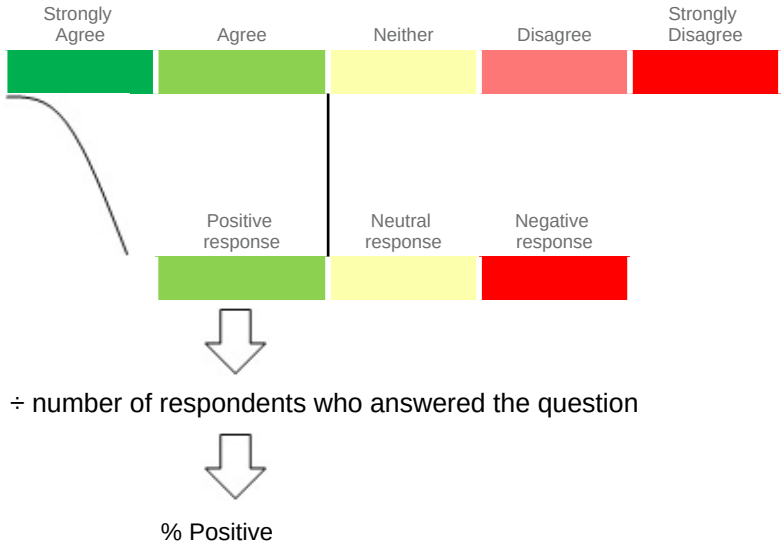
*Responses were reverse coded so that % positive combines 'Strongly disagree' or 'Disagree'
** Excludes respondents who selected 'not applicable'

Appendix B - Presentation of results

% Positive

Presents the proportion of respondents who expressed a positive opinion/assessment. For positively worded questions the % positive combines the 'Strongly agree' and 'agree' responses (e.g. "I enjoy work in my current job"), the 'Very satisfied' and 'Satisfied' (e.g. "How satisfied are you with your work-life balance") or represents the 'Yes' responses (e.g. "Have you received feedback on your performance...").

The diagram below shows the process of generating the % positive score when combining 'Strongly agree' and 'Agree' responses.



For negatively worded questions the % positive combines the 'Strongly disagree' and 'Disagree' responses (e.g. "I feel burned out by my work") or represents the 'No' responses (e.g. "...have you been subjected to harassment or bullying?").

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 were 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 made use of 18 factor measures that are documented in Appendix A.

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.

Appendix B - Presentation of results *continued*

Quintile

Indicates the position of your agency when the 53 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 43rd ranked agencies
5	Among last 20% of agencies	or	Between 44th and 53rd ranked agencies

Coloured highlighting in the report

Differences between the 2014 and 2013 % positive scores and between agency 2014 and QPS wide 2014 % positive scores have been highlighted in green where the 2014 work area result is five or more percentage points higher, and red where the 2014 work area result is five or more percentage points lower.

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.

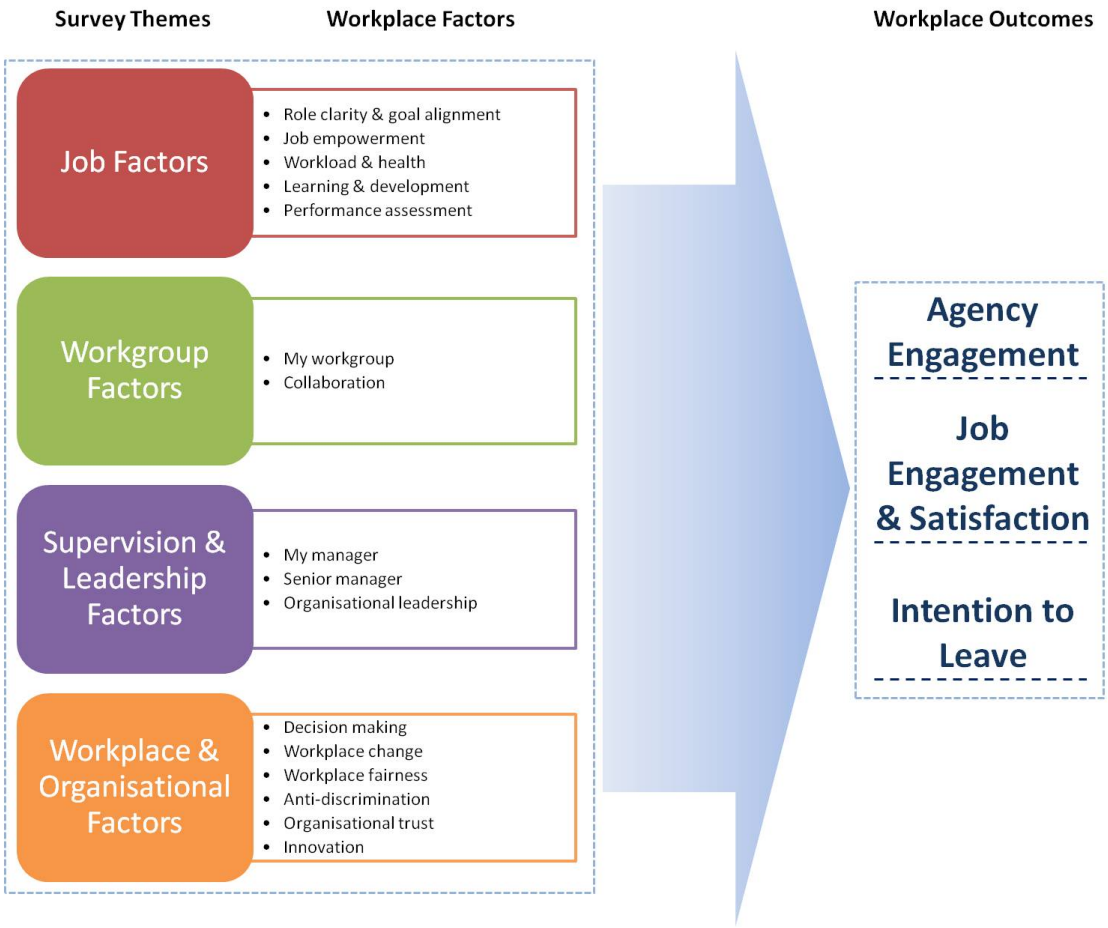
While the coloured highlighting helps differentiate results, it does not necessarily indicate statistical significance in differences.

Key drivers

Key drivers identify, which of the workplace factors shown in the diagram below had the greatest statistical impact on each of the three workplace outcomes. The diagram below outlines the conceptual model behind the analysis.

Appendix B - Presentation of results *continued*

Diagram: Workplace factors and workplace outcomes



Appendix B - Presentation of results *continued*

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 is repeated workplace behaviour that could reasonably be considered to be humiliating, intimidating, threatening or demeaning to an individual or group of individuals. It can be overt or covert.