



Working for Queensland

Employee Opinion Survey 2013 Report

Prepared for:

Public Service Commission

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Executive Summary

Background

In 2012 the Queensland Government began to explore its vision for Queensland and, more specifically, the way in which the Queensland government delivers services to the community. As a result of this scrutiny, it was recognised that in order to meet the future needs of the Queensland public and to evolve as an entity more broadly, a fundamental shift in operation was required. Since this time, the Queensland Government has embarked on a period of unprecedented change.

As a central agency responsible for workforce management across the Queensland Public Service (QPS), the Public Service Commission (PSC) is playing a lead role in the change process. While the PSC has identified a number of strategies to initiate and manage change, it has recognised the crucial nature of measuring and monitoring employee sentiment. As such, in 2013 the Working for Queensland (WfQ) Employee Opinion Survey was put out to tender. ORC International was commissioned as the PSC's research partner for this program.

The WfQ survey was commissioned with the intention that employee sentiment would be measured on a regular basis. Further, it was intended that whilst the research would measure and monitor organisational climate, it would also be a key tool in driving organisational change.

Research aims and objectives

The principle aim of the WfQ research program was to measure employee perceptions of organisational climate and organisational performance across the various QPS agencies, while also providing information at the overall QPS level. This research also aimed to understand which of these perceptions were more 'important' in improving key workplace outcomes.

As the inaugural wave of this research program, at the outset, the first objective was to identify the various factors measuring the organisational climate and then to explore the information to facilitate and drive organisational change across the QPS. The key objectives of this ongoing research program are:

- To understand the key drivers of the key workplace outcomes: agency engagement, job engagement and intention to leave;
- To understand performance of the drivers of the key workplace outcomes at the QPS and agency level. It is intended that this will facilitate identification of:
 - Areas of more positive performance; and
 - Areas in need of focus and improvement.

Method and analysis

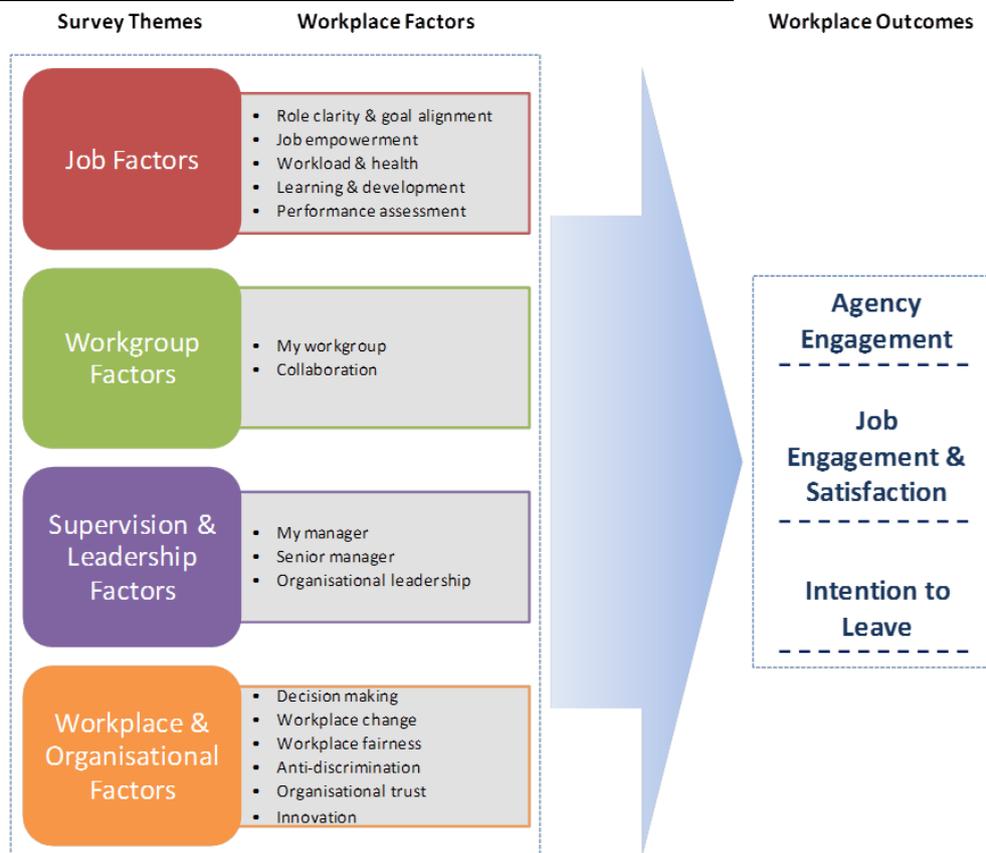
The WfQ survey was sent to approximately 215,000 employees across 51 agencies (including hospitals and health services) within the QPS. The survey was conducted from 3 to 28 June 2013, and achieved a response rate of 38%.

A core requirement of this research program was inclusivity and, as such, ensuring that all employees of the QPS had access was fundamental. The WfQ survey was therefore distributed using a combination of online and paper methods.

Through statistical analysis on the QPS overall results, 16 workplace factors were identified and key driver analysis was conducted to identify the factors that had the greatest impact on the workplace

outcomes of agency engagement, job engagement and satisfaction and intention to leave. A diagrammatic representation of the relationship between the workplace factors and outcomes is illustrated in Figure 1.

Figure 1: WfQ workplace factors and workplace outcomes



Overview of Workplace Factors and Workplace Outcomes

The workplace factors that were identified as drivers of these three workplace outcomes are displayed in Table 1. This analysis establishes a clear framework of priorities for realistic and achievable actions to improve performance.

Table 1: Drivers of workplace outcomes

Agency engagement	Job engagement and satisfaction	Intention to leave
Organisational leadership	Job empowerment	<i>Learning and development</i>
<i>Learning and development</i>	<i>Role clarity and goal alignment</i>	<i>Role clarity and goal alignment</i>
<i>Role clarity and goal alignment</i>	<i>Learning and development</i>	
Job empowerment	Workload and health	

Results

The following sections outline areas of more positive performance and also identifies workplace factors that could be a focus for improvement in the future. Analysis focuses first on the workplace factor at an overall level and then at the individual item level of within the workplace factor. Priority is also placed on those dimensions that are key drivers of workplace outcomes.

Areas of strong positive performance

Key driver

- 'Role clarity and goal alignment' was a key driver for all workplace outcomes and results were very positive (87%). Respondents indicated that they have a clear understanding of what their job requires (88%) and how their work contributes to the organisation (89%). They also feel strongly committed to the organisation's goals (87%).

Other Dimensions

- 'My workgroup' (75%) and 'Collaboration'¹ (77%) were also positively performing workplace factors, suggesting good teamwork within and across workgroups. In particular, 82% of respondents indicated they receive help/support from others in their workgroup and that they were committed to delivering excellent customer service (82%). It was also positive that most respondents felt that people within their workgroup work well with other workgroups (80%) and other organisations, both within (76%), and outside (74%) of the Queensland Government.
- Results for the 'My manager' workplace factor were also strong, which suggests that respondents generally have good relationships with their manager. The majority of respondents perceived their managers as being respectful (76%) and open and honest (74%). However, it should be noted that not all felt that their manager 'draws out the best in me' (52%), 'creates a shared sense of purpose' (64%) and 'keeps me informed about what's going on' (64%).

Areas for improvement

Key drivers

- Perceptions of the 'Organisational leadership' factor were not overly positive (45%). 'Organisational leadership' results indicate a need to build stronger perceptions of leadership across the QPS to drive higher agency engagement. High neutral scores across questions on 'Organisational leadership' suggest uncertainty and represents an opportunity to shift perceptions to a more positive viewpoint.
- As a key driver of job engagement and satisfaction and a poorer performer, 'Workload and health' is an area that requires focus. The 'Workload and health' factor had low positive results (32%); a sizeable proportion of respondents within the QPS felt burnt out (43%) and a similar proportion felt their work was having a negative impact on their health (40%).
- 'Learning and development' drives all workplace outcomes and was one of the two main reasons why respondents intended to leave their agency. Few respondents felt they can develop their career (35%) or that the organisation is committed to developing employees (42%).
- As a factor, 'Job empowerment' scored well with most feeling that they are able to work on their own initiative (80%) but not all respondents felt they had the tools (62%), information (62%) and/or authority (65%) to do their jobs.

Other Dimensions

- Results for the 'Performance assessment' and 'Workplace fairness' workplace factors are key areas for improvement. The number of respondents indicating that they had performance

¹ Questions under the 'Collaboration' factor allowed 'NA' responses that were excluded when calculating the reported percentages.

reviews and feedback was low (49%). Similarly, perceptions of poor performance management were low. Only 32% of respondents felt confident that poor performance would be appropriately addressed in the workplace.

- Perceptions of inappropriate behaviour within the workplace was also an area of concern (refer to section 5 of this report) with 36% of respondents indicating that during the last 12 months they had witnessed harassment or bullying in the workplace (from a range of sources, including colleagues and clients). Furthermore, 21% respondents indicated that they had been subjected to bullying and harassment in the past 12 months.
- The 'Innovation' workplace factor scores could be improved given that building a culture of innovation within QPS is central to delivering better services for customers. While most felt their workgroup tries to improve its performance (72%), not all respondents felt they were encouraged to make suggestions about improving work processes (62%), nor did they get the opportunity to innovate (52%) or that management were willing to act on suggestions (47%).

Performance of the QPS in the international context

An analysis of QPS performance in the context of high performing organisations internationally indicates there are a number of areas where improvements are required. Results from the WfQ survey were compared to ORC International's global high performance benchmarks. For the 12 items that were compared, QPS overall was more than five percentage points (5%) lower than the global high performance benchmark comparison. Job security is of high concern within the QPS, with WfQ survey results some 52 percentage points (52%) lower than the benchmark. Concerns regarding job security were also clear from open comments made by respondents. Likewise, feeling valued for the work being done is also somewhat less positive than the benchmark (47% compared to 87%).

Implications

The workforce renewal agenda has meant that there has been a paradigm shift in the way that the QPS seeks to operate. This shift has had implications for the workforce and has left many feeling unsettled, a sentiment which has been reflected in the results. The implications of this research are that four specific areas for focus have been identified for improvement.

- Employees look to leaders as a source of direction, information and guidance, even more so during times of change. Increasing the visibility of leaders and improving communication (frequency, methods and content) could help counteract some of the negative sentiment towards leaders within the QPS. Leaders actively modelling the new QPS values and behaviours will likely improve perceptions.
- Managing workload and health appropriately is essential to achieving quality ongoing service delivery, and ensuring a safe workplace. High workloads and poor health can negatively impact employee engagement, particularly in the long term. It will be important to balance workloads more effectively and ensure support mechanisms are in place for employees to access during times of stress or pressure. Further, change can also be a source of stress for employees and this has been evident in the results.
- Organisations that show a commitment to and investment in the learning and development of employees are likely experience a reciprocity of engagement. Career development opportunities are important to employees and in the current climate there is a level of uncertainty that the QPS can offer such opportunities. Investment in learning and

development also presents an opportunity for the PSC to align work practices with the desired values and principles.

- Enabling and/or authorising employees to act autonomously will most likely have a positive impact on agency engagement and job engagement and satisfaction. Reducing red tape and improving systems and processes will also be beneficial, and it will be important to investigate and understand how these matters affect job empowerment.

Attention should also be directed to the workplace factors of 'Performance assessment' and 'Workplace fairness' as enablers of improvement in the preceding four key focus areas. As a continuation of improved organisational leadership, enhanced leadership in performance management will serve to improve discussions associated with the performance review process and increase perceptions of fairness. Such discussions will also serve to facilitate the learning and development agenda. Further, focus on building a culture of innovation will underpin all activities to ensure and that systems and processes become more efficient and effective and in turn continually the services delivered by the QPS.

Whilst the survey and this report provides a comprehensive review of employee opinions, it is important that action is taken and that employees are involved in developing these actions. Ensuring transparent communication of results and actions to address the results is vital, as conducting an employee opinion survey suggests to employees that their opinions will be considered. It is also critical that employee expectations are managed appropriately as not all issues can be addressed. It is strongly recommended that a few key improvements are achieved rather than attempting many initiatives that cannot realistically be brought to fruition. In addressing key areas of concern, the QPS should also recognise and celebrate the areas where the QPS is performing well.

1 Introduction

During 2012, the Queensland Government underwent a process of in-depth review. The aim of this process was to explore the future vision for Queensland and, more particularly, the way in which the Queensland Government delivered services to the community. In August of 2012, a new vision and goal for the QPS was endorsed – to be the most responsive and respected public service within Australia. This was the start of a significant process of reform and renewal within the QPS. In February of 2013, the PSC commenced activities to engage with employees in order to develop a set of refreshed whole-of-public service values.

The Public Service Commission (PSC), is playing a lead role in this reform and renewal process. As a central agency responsible for workforce management across the Queensland Public Service, the PSC has been tasked with guiding the change process and is employing a range of strategies to do so. To this end, the PSC has recognised the crucial nature of measuring and monitoring employee sentiment. Consequently, in 2013 the Working for Queensland (WfQ) Employee Opinion Survey was put out to tender. ORC International was commissioned as the PSC's research partner for this program.

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1.1 Research aims and objectives

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1.2 About this Report

This report provides an independent analysis of the results of the WfQ survey highlighting the key messages from the research. This report is structured around the factors having the greatest impact on agency engagement, job engagement and satisfaction and intention to leave the organisation. The main body of the analysis centres on the QPS as a whole and further detail is included, where relevant, about how experiences and opinions differed demographically.

1.3 About the Working for Queensland Employee Opinion Survey

The WfQ survey was a census of approximately 215,000 employees across 51 agencies (including hospitals and health services) within the QPS. When referring to agencies throughout this report, this includes 20 departments, 12 public service offices, 17 hospital and health services and two health business units.

The PSC formed an advisory group of human resource leaders from various agencies to help inform and assist the project team with design, planning and implementation of the project. Additionally, a survey coordinator from each agency was also nominated to form a network of “champions” who assisted with the internal communications and acted as a general conduit between the agency and the project team for all survey related matters.

The survey questionnaire was designed by the PSC with input from the advisory group. The questionnaire, which took approximately 20 minutes to complete, was designed to be succinct, but with enough detail to provide reliable information to help inform all agencies’ people and business strategies. The questionnaire was piloted with a sample from seven agencies between 27 March and 5 April 2013. The pilot achieved a response rate of 29% (n=381), and led to amendments to the survey instrument and the exploration of factor structures in the data for succinct reporting.

The WfQ survey gathered the perceptions of respondents on a range of workplace issues from general impressions of the immediate workplace and job through to working within the agency and within the QPS. Please refer to Appendix B to review the survey questionnaire and Appendix F for a full list of survey items within each workplace factor.

The majority of the attitudinal statements within the survey utilised a five point rating scale which measured the level of agreement with statements and a number of items utilised a satisfaction scale:

- Agreement
(Strongly agree, agree, neither agree nor disagree, disagree and strongly disagree)
- Satisfaction
(Very satisfied, satisfied, neither satisfied nor dissatisfied, dissatisfied, very dissatisfied)

There were a number of negatively worded items included within the survey, which have been clearly identified within the report. The methodology used to report these results is discussed in Section 1.3.

A number of definitions were provided at the outset of the survey in order to minimise the ambiguity that can sometimes occur in employee opinion surveys. Key definitions included:

- 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 non-Health agencies: (The department or public service office you work for in your current job (e.g. Department of Education, Training and Employment for staff employed in schools or TAFEs, Public Trust Office for staff working for the Public Trust Office))

For health agencies: the Hospital and Health Service (HHS), commercial business unit or division in which you work

- 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 Service (e.g. clients, customers, stakeholders, patients...))

The WfQ survey employed a mixed methodology, administered via online and hardcopy surveys where requested. The online survey combined the use of encrypted links and generic links depending on individual agency preference or circumstance. ORC International set up and hosted the online survey on their secure site. This flexible approach allowed the numerous employees dispersed across the state with an opportunity to participate. Paper surveys were sent directly to employees or agencies for distribution and were returned directly to ORC International for processing.

The survey was conducted over a four week period from Monday 3 June to Friday 28 June 2013. Paper surveys were accepted until Friday 5 July in order to allow for completed hard copy surveys to reach ORC International in Melbourne.

ORC International provided a survey helpline throughout the survey period in order to field enquiries or concerns QPS employees may have had either regarding the survey or their privacy.

A total of 80,233 employees from the QPS responded to the survey via online or hard copy, equating to a response rate of 38%, which was marginally lower than the target of 40% set by the PSC prior to the survey going into field.

Maintaining confidentiality throughout the employee survey process was of primary concern to the PSC and ORC International, an accredited member of the Australian Market and Social Research Society (please refer to Appendix A for further details of accreditation). Responses were strictly confidential and protected by the *Information Privacy Act 2009* (QLD). Both online and paper questionnaires were submitted directly to ORC International for analysis and storage. Completed surveys were not seen by any agency within the QPS.

Further details about the statistical methods used, the questionnaire and a list of key terminology are located the appendices of this report. Please also refer to Appendix A for further guidance on how to read this report and the parameters upon which it is based.

1.4 Interpreting the survey results

As previously indicated, the majority of items within the survey used a five point response scale to which respondents could select from 'strongly agree' to 'strongly disagree', including a neutral point. ORC International considers this response scale to be best practice, giving the opportunity for respondents to show that they neither agree nor disagree rather than being forced to have an opinion on the item being measured.

Responses have been collapsed into three categories to form an attitudinal scale depicted in a traffic light format of:

- Positive – strongly agree/agree (green);
- Neutral – neither agree nor disagree (yellow); and
- Negative – disagree/strongly disagree (red).

Where survey items were negatively worded, the results have been reversed in order to ensure that the percent positive response is green i.e. representing the strongly disagree/disagree responses. For example, the following question 'Approval processes at my workplace are excessive' was negatively worded. Agreement to this item indicates a negative response:

- 17% (percent positive/green) of respondents disagreed or strongly disagreed that the approval processes at their workplace were excessive;
- 39% neither agreed nor disagreed to this item (percent neutral/yellow); and
- 45% (percent negative/red) of respondents agreed or strongly agreed that the approval processes at their workplace were excessive.

	positive	neutral	negative	Positive
25f. *Approval processes at my workplace are excessive	17	39	45	17

All negatively worded items have been identified throughout the report with an * prior to the item text.

Throughout this report, reference has primarily been made to the percent positive (% positive). However, it is important to note the distribution of responses across all categories.

Graphs within the 'respondent profile' appendix shows the proportion of respondents across the QPS by various demographic groups. Non-response bias analysis was completed to investigate the representativeness of the respondent profile. It is important to consider the non-response bias when examining results, please refer to section 2.3 and Appendix E for further detail.

Factor analysis followed by reliability analysis was conducted in order to understand the underlying themes within the WfQ survey. This statistical analysis grouped the survey items into workplace factors. A total of 16 workplace factors were identified, excluding the workplace outcomes of agency engagement, job engagement and satisfaction, and intention to leave.

When referring to workplace factors and the workplace outcome results (agency engagement, job engagement and satisfaction and intention to leave), graphs depict an overall percent positive score which is derived from a simple average calculation of the percent positive scores for all items within the workplace factor or workplace outcome being referenced. This overall percent positive score has also taken into account the number of respondents who answered each question/item within the workplace factor or workplace outcome.

Key Driver Analysis (KDA) was also conducted to identify which workplace factors had the greatest impact on each of the workplace outcomes. The drivers of the workplace outcomes should form the basis of focussed action in response to the WfQ survey findings.

Further detail on how to read this report and key terminology is provided in Appendix A.

2 Response rates and profile

A high response rate across the QPS ensures reliable, robust results particularly at an agency level that will increase the confidence of decision makers in acting upon the results. This section of the report examines the response rate for the survey and compares the respondent profile to the characteristics of the survey population. The characteristics of the survey population are sourced from administrative workforce data to June 2013 from the Minimum Obligatory Human Resource Information (MOHRI) system for the QPS.²

2.1 Response rates

A total of 80,223 out of the 213,842 QPS employees responded to the survey, equating to a response rate of 38%. The response rates by agencies ranged from 17% to 98%, with a mean (average) of 51.3% and median 50.6% (where 50% of agencies had a response rate below this, and 50% above). The response rate has been broken down by agency type in Table 2 and by all agencies in Figure 1.

As outlined in Table 2, Health services had a particularly low response rate of 26%. Given the complexity of this particular workforce, a lower response rate was to be expected.

Table 2: 2013 Response rate by agency type

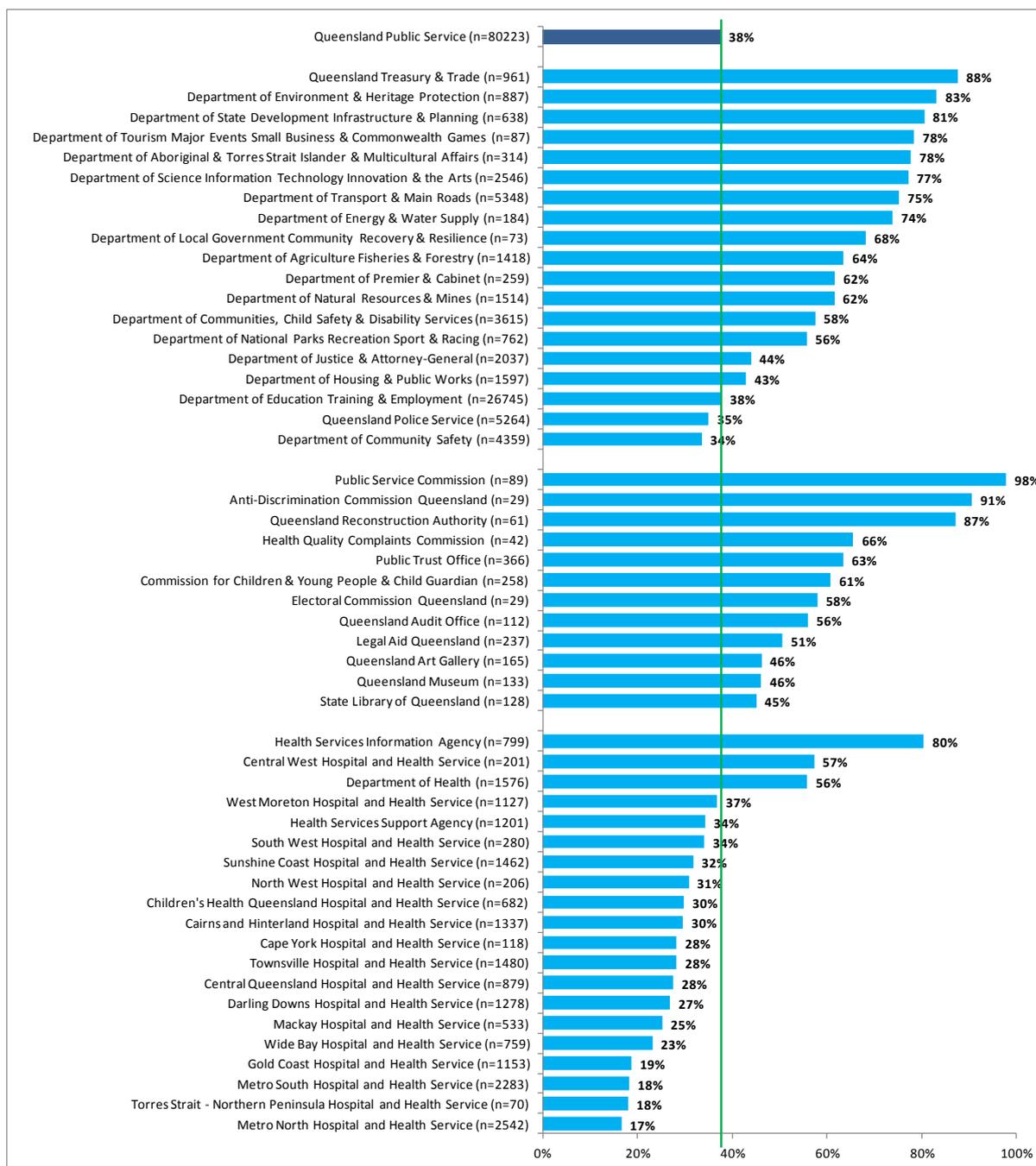
Agency Type	Population	Returns	Response Rate
Departments (excluding Department of Health)	134081	58608	44%
Public Service Offices	2905	1649	57%
Health agencies	76856	19966	26%

The response rates for the various agencies that participated in the WfQ survey are provided in Figure 1. The PSC achieved a notably high response rate of 98% as outlined in the following chart. A total of 31 agencies achieved a response rate of 40% or higher.

The largest single department in the QPS was the Department of Education Training & Employment (26,745 respondents) which achieved a response rate of 38%.

² Note that the survey population excluded some casual employee groups so that the survey population characteristics may deviate slightly from published June 2013 workforce figures.

Figure 1: Response rate by agency grouped by agency type



2.2 Confidence intervals

Confidence intervals (CI) are used to quantify and express uncertainty associated with survey results in sample surveys. They constitute an interval within which the true result is expected to lie in the survey population with a specified probability.

Although the WfQ survey was technically a census, confidence intervals have been applied as a proxy measure to assess the reliability of survey results because a large proportion of the survey population did not respond. In undertaking this analysis, survey respondents were treated as a random sample of the survey population.

CI's at the 95% confidence level were calculated for each agency to determine the uncertainty of survey estimates at the individual agency level while taking account of their workforce sizes. The CI is expressed as +/- x%. For example, a CI of +/- 5% indicates that the true result in the population would be expected to lie somewhere between -5 % and +5% of the survey estimate with a probability of 95%. If 55% of survey respondents of an agency agreed with a statement, we would expect that the agreement proportion would lie between 50% and 60% in the employee population of that agency with a probability of 95%. The smaller the CI the more certainly the survey result expresses the result that would have been achieved in the employee population.

CI testing assumes that there is an underlying normal distribution however, a sufficient sample size is required in order to make this assumption. Only the Anti-Discrimination Commission Queensland and Electoral Commission Queensland did not meet the minimum sample size requirement and therefore do not have a CI estimate.

The QPS overall CI was +/- 0.3% indicating that the true result in the population would be expected to lie somewhere between -0.3 % and +0.3% of the survey estimate with a probability of 95%. Of the 51 agencies that participated in the WFQ survey, 40 agencies had a CI of less than +/-5%. The widest CI was +/- 10.6% (Torres Strait - Northern Peninsula Hospital and Health Service). Please refer to Appendix C for the full response rate report and associated confidence intervals by agency.

2.3 Demographic profile of respondents and population

This section of the report details the demographic profile of respondents and shows how this compares to the QPS population based on June 2013 Minimum Obligatory Human Resource Information(MOHRI) data.

The response rates for agencies by type were as follows:

Table 3: 2013 Response rate by agency type

Agency type	Number of agencies	Average response rate	Range of response rates
Departments (excluding Department of Health)	19	63%	34% - 88%
Public Service Offices	12	64%	45% - 98%
Health agencies	20	33%	17% - 80%

Tables 2 and 3 suggest that there is differential non-response across groups in the responding sample. Although an achieved sample may be “representative” of the population under observation we cannot be sure that the data collected is exactly the same as would be found by surveying the total target population. However, comparisons can be made between the profile of the achieved sample and the population in terms of the key database variables.

Appendix E contains tables showing the achieved sample proportions alongside the population proportions, for the following variables separately:

- Agency type;
- Age group;

- Gender;
- Region;
- Employment status;
- Part/Full time; and
- Salary.

Chi-squared tests were conducted on each variable to check statistically whether the differences/variations were significant, that is, genuine, or whether they were due to chance. There were some small differences between the achieved sample and the population – differences ranged from -11% to +11%. All variables were affected. Some categories were over-represented and others were under-represented.

Even though the conclusions from the chi-squared tests were that the differences in each case were significant, the large population sizes mean that the effect on the scores, of non-response, is likely to be minimal as further evidenced in Appendix E. The chi-squared test is sensitive to sample sizes and with the large numbers involved there is a greater chance of a “significant” result, i.e. that the difference in profiles between the achieved sample and the population are significantly different.

Employee sub-groups which were **over-represented** in the survey included:

- Those aged 45-54 (32% in the sample compared with 28% in the population);
- Permanent employees (86% in the sample versus 81% in the population);
- Those working in Brisbane Inner City (27% in the sample versus 20% in the population); and
- Employees earning a salary of \$90,000 to \$99,999 (9% in the sample versus 5% in the population).

Employee sub-groups **under-represented** in the survey included:

- Those aged 25-34 (19% in the sample versus 21% in the population);
- Temporary employees (5% in the sample versus 15% in the population); and
- Employees earning a salary of \$40,000 to \$49,999 (8% in the sample versus 20% in the population).

For further demographic comparison and respondent profiles please refer to Appendix D. A full non-response analysis by unit (or demographic) is provided in Appendix E.

3 Working for Queensland workplace factors

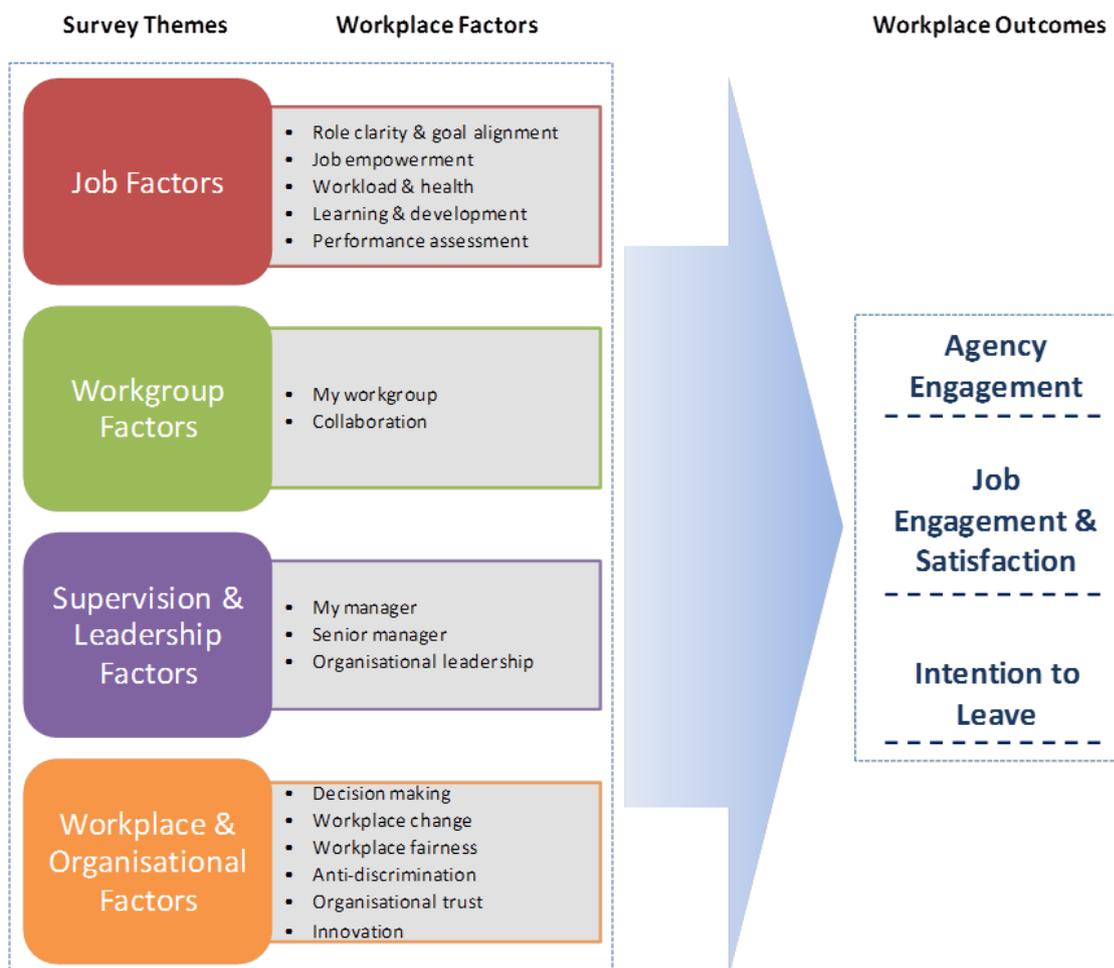
Factor analysis followed by reliability analysis was conducted in order to understand the underlying themes within the WfQ survey. A total of 16 factors were identified, excluding the workplace outcomes of agency engagement, job engagement and satisfaction, and intention to leave. These workplace factors were categorised into four themes:

- Job factors;
- Workgroup factors;
- Supervision and leadership factors; and
- Workplace & organisational factors.

Key Driver Analysis (KDA) uses multiple regression to analyse the significant results from the survey and was conducted to identify which workplace factors had the greatest impact on each of the workplace outcomes. The results of the KDA and the impact on the identified workplace outcomes are discussed in detail in Section 4 of this report. This section of the report provides an overview of the results by workplace factor.

The survey themes, workplace factors and outcomes are graphically represented in Figure 2.

Figure 2: WfQ survey themes, workplace factors and workplace outcomes



Overview of Workplace factors and Workplace outcomes

Each of the workplace factors within their themes and the percent positive score of each factors for the QPS overall, is shown in Table 4. The range of all agencies shows the lowest % positive result out of all agencies within the survey and the highest % positive result of the participating agencies for each of these factors.

Table 4: Workplace factors by theme identified within the WfQ survey

Workplace factors by theme	QPS overall % Positive	Range of all agencies
Job factors		
Role clarity and goal alignment	87	78 – 96
Job empowerment	67	56 – 82
Workload and health	32	24 – 57
Learning and development	49	25 – 63
Performance assessment	49	32 – 70
Workgroup factors		
My workgroup	75	63 – 94
Collaboration	77	66 – 93
Supervision and leadership factors		
My manager	68	57 – 80
Senior manager	55	36 – 79
Organisational leadership	45	21 – 75
Workplace and organisational factors		
Decision making	50	25 – 84
Workplace change	34	17 – 62
Workplace fairness	43	20 – 59
Anti-discrimination	67	54 – 89
Organisational trust	39	22 – 60
Innovation	56	41 – 70

Excluding outcome measures: Intention to leave, Agency engagement, Job engagement & satisfaction

3.1 Job factors

‘Role clarity and goal alignment’ was the highest performing factor for the QPS overall. With a percent positive range of 78% - 96%, it was commonly high performing across all agencies. Respondents understood what is expected of them to do well in their job, how their work contributed to the organisation’s objectives and they indicated that they were committed to the organisation’s objectives.

‘Workload and health’ was the least positive factor for the QPS overall. Nearly half (46%) of respondents felt overloaded with work, over a third (35%) were feeling burned out and 29% believed work was resulting in a negative impact on their health.

Perceptions of ‘Job empowerment’ were reasonably positive for many agencies. Respondents indicated that their job gives them opportunities to utilise their skills (74%) and work on their own

initiative (80%). Within the 'Job empowerment' factor, respondents were least positive about having a choice in deciding how to do their work (61%).

Perceptions of 'Learning and development' varied across the QPS. Percent positive results ranged from as low as 25% to 63%. This indicates that this is challenging area for agencies. Only 36% agreed that they were satisfied with career development opportunities and 41% felt that the organisation was committed to employee development. Further, this development could be discussed in performance assessments i.e. as a key performance objective, in order to give the employee shared responsibility for developing their own career. 'Performance assessment' varied across the QPS with percent positive results ranging from 32% - 70%. A number of agency results indicated an opportunity to not only conduct performance assessments more regularly and consistently, but to ensure that managers are equipped to conduct these sometimes difficult conversations with quality and purpose.

3.2 Workgroup factors

There was a strong sense of teamwork within and across workgroups within the QPS as can be seen by the 'My workgroup' and 'Collaboration'³ factor results. Percent positive results ranged from 63% - 94% and 66% - 93% respectively for these two factors. These results were very positive and should be leveraged to realise improvements in areas that scored less positively; particularly in results for areas such as efficiencies and resourcing, innovation and learning and development.

3.3 Supervision and leadership factors

It is common in staff surveys for employees' perceptions of management to be more positive for lower levels of management than for more senior members of management. In some cases (particularly in large organisations) this can be attributed to a high level of neutrality given a more distant line of sight, rather than having a strong negative perception of management teams. Employees wanting more frequent and informative communication from their leaders during times of change may also account for some respondents' feelings of disconnect with executive management, as often organisational change is associated with the leadership team.

Encouragingly, results for 'My manager' were reasonably high. Immediate managers can play a crucial role in many aspects of the workplace environment such as job empowerment and teamwork and 'senior managers' can be the direct conduit for the leadership team when face to face conversations aren't possible to reinforce organisational feedback.

3.4 Workplace and organisational factors

'Workplace change' (ranged from 17%– 62%) and 'Organisational trust' (ranged from 22% – 60%) factors at the QPS overall level were the second and third lowest positive results out of all workplace factors. The poor perceptions may be expected for those agencies where a significant level of change was experienced.

³ Questions under the 'collaboration' factor allowed 'NA' responses that were excluded when calculating the reported percentages.

Workplace change is challenging for all organisations within and outside the public sector. Times of change call for a higher volume of communication on a more frequent basis to employees. The transparency of decision making during these times, and the business justification for change is important to communicate as readily as possible so as to maintain employee trust, even when there is no new news to provide, the communication should still occur.

Encouragingly, the 'Anti-discrimination' factor performed well. Percent positive results ranged from 54% - 89% across agencies. Respondents generally felt that their gender, age, cultural background, sexual orientation and/or disabilities did not act as barriers to success within their agency.

'Innovation' results varied across agencies, ranging from 41% - 70% positive. Respondents felt that their workgroup always tries to improve its performance (72%) and that they are encouraged to make suggestions about improving work processes and/or services (62%). However, results regarding the organisation being open to new ideas (50%) and willing to act on ideas were low (47%). This suggests that mechanism for reviewing and implementing innovations may be a barrier to the innovation process.

4 Workplace outcomes: agency engagement, job engagement and satisfaction, and intention to leave

There were three key workplace outcomes identified within the WfQ survey:

- Agency engagement;
- Job engagement and satisfaction; and
- Intention to leave.

Agency engagement and job engagement and satisfaction were conceptually and statistically identified as two separate factors when factor analysis was conducted. As such, these workplace outcomes were explored further in their own right. A third workplace outcome, intention to leave, was also examined. As explained in Section 3 of this report, key driver analysis (KDA) was conducted to identify which workplace factors had the greatest influence on the workplace outcomes.

The key drivers of each workplace outcome are provided in Table 5. As highlighted in italics, 'Learning and development' and 'Role clarity and goal alignment' were key drivers of all three workplace outcomes. Therefore any actions or focus in these two factors should result in a positive impact on all three outcomes.

Table 5: Drivers of workplace outcomes

Agency engagement	Job engagement and satisfaction	Intention to leave
Organisational leadership	Job empowerment	<i>Learning and development</i>
<i>Learning and development</i>	<i>Role clarity and goal alignment</i>	<i>Role clarity and goal alignment</i>
<i>Role clarity and goal alignment</i>	<i>Learning and development</i>	
Job empowerment	Workload and health	

This section of the report details the workplace outcomes and provides an overview of how agencies within the QPS performed against the QPS drivers.

4.1 Agency engagement

Agency engagement is critical for a productive and efficient workforce. Further, having an engaged workforce will play a crucial role in ensuring the realisation of the goals of the QPS.

ORC International's model of employee engagement (Figure 3) is outlined in the following diagram. ORC international defines an engaged employee as one who "says", "stays" and "strives":

- They say: they are positive advocates of the agency;
- They stay: they are committed to the agency and want to stay as an employee; and
- They strive: they are willing to put in discretionary effort to excel in their job and help their agency succeed.

Engagement reflects a two way, mutually beneficial relationship between employer and employee. Creating engagement requires organisations to understand, and act on, the key factors driving agency engagement. This will improve the way employees feel about their workplace which consequently improves performance.

Figure 3: ORC International's model of employee engagement



The agency engagement workplace outcome was statistically derived and included the following key items in Table 6.

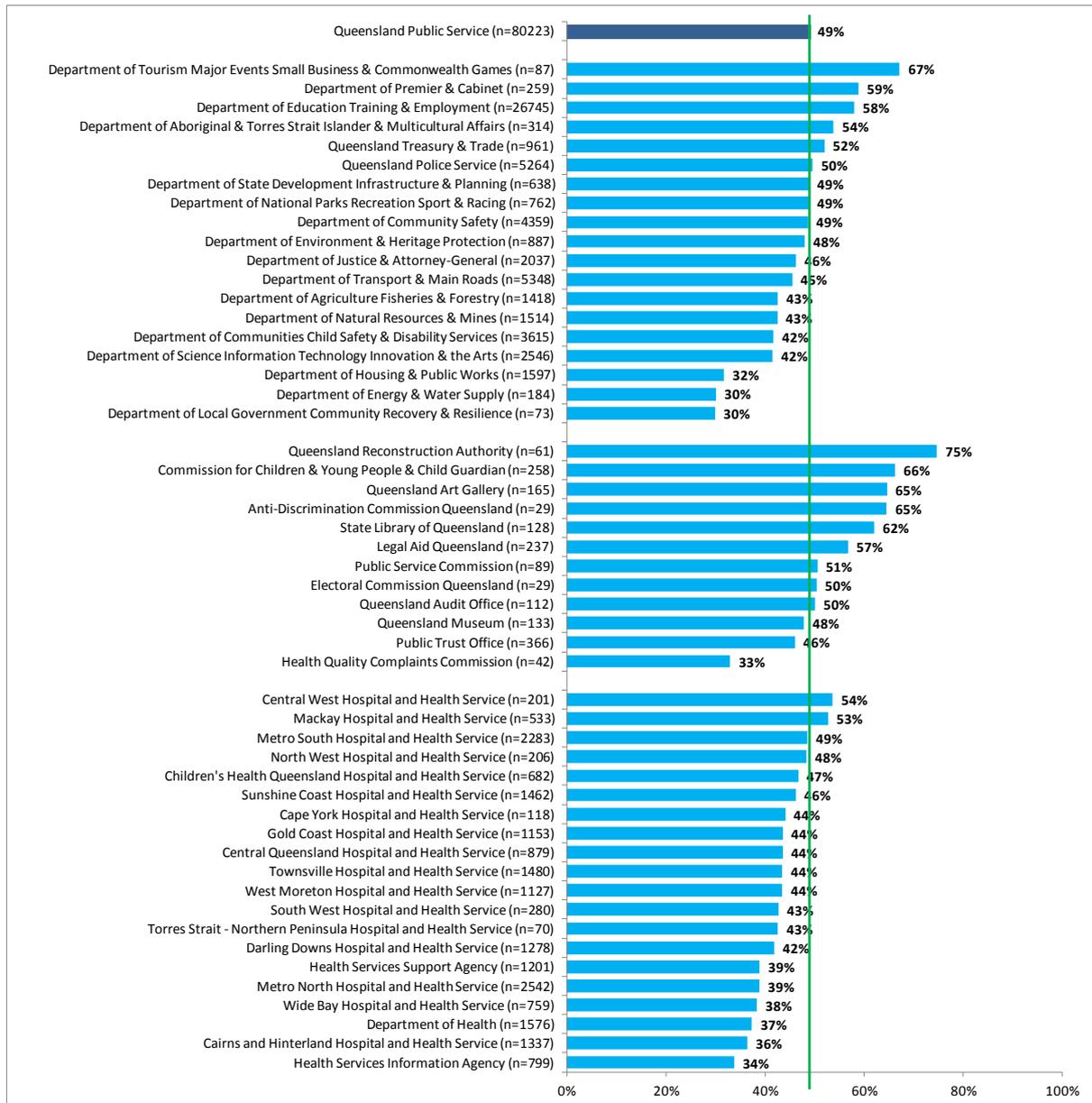
Table 6: WfQ survey items that represent the agency engagement workplace outcome

Element of agency engagement	Item
Say	I would recommend my organisation as a great place to work
	I am proud to tell others I work for my organisation
Stay	I feel strong personal attachment to my organisation
Strive	My organisation motivates me to help it achieve its objectives
	My organisation inspires me to do the best in my job

Outlined in Figure 4 are the agency engagement results by agencies:

- The QPS overall had an agency engagement score of 49%.
- The Queensland Reconstruction Authority had the highest reported agency engagement at 75%.
- The Department of Energy & Water Supply and the Department of Local Government Community Recovery & Resilience had the lowest agency engagement, both 30%.

Figure 4: Agency engagement by agency, grouped by agency type

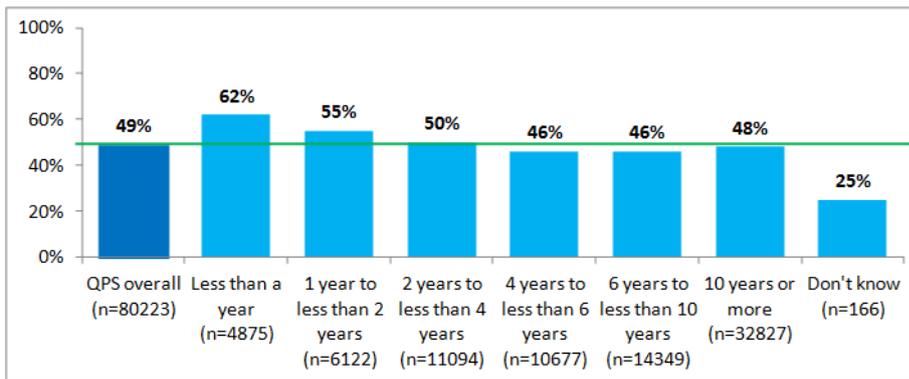


17 out of 51 Queensland Public Service agencies achieved an agency engagement score of 50% or higher.

There were a number of groups within the survey that showed differing patterns of agency engagement. Of note, was that those who answered don't know as a response to the various demographic items consistently had the lowest levels of agency engagement.

As outlined in Figure 5, respondents with less than 12 months service in their current agency had the highest agency engagement (62%). Respondents with a length of service from 4 years to less than 6 years and 6 years to less than 10 years had lower levels of agency engagement (both 46%).

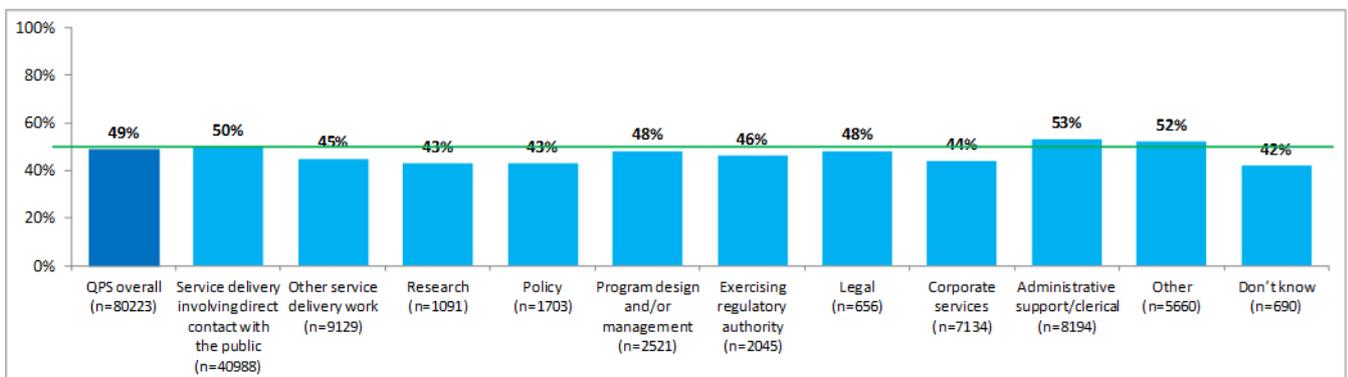
Figure 5: Agency engagement by length of service in current organisation



Qu1: How long have you been employed in your current organisation?

Figure 6 indicates that respondents from administrative support/clerical roles had the highest agency engagement at 53%. Respondents in service delivery roles involving direct contact with the public also had a high level of agency engagement (50%). Respondents from research and policy roles had the lowest level of agency engagement at 43%.

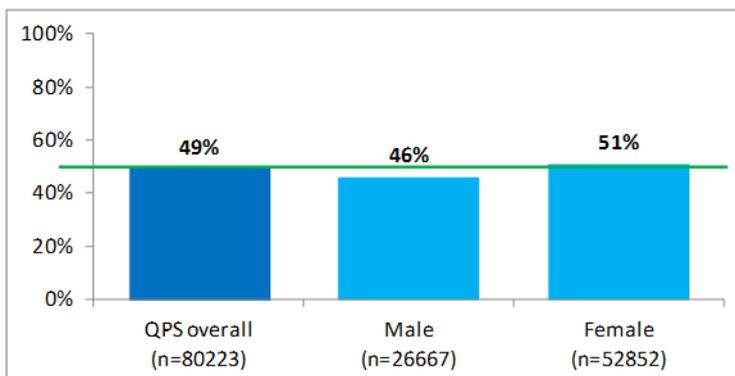
Figure 6: Agency engagement by type of work



Qu17: In your current position, which one of the following best describes the type of work you do?

Figure 7 outlines agency engagement by gender. Female respondents had a higher level of agency engagement (51%) than male respondents (46%).

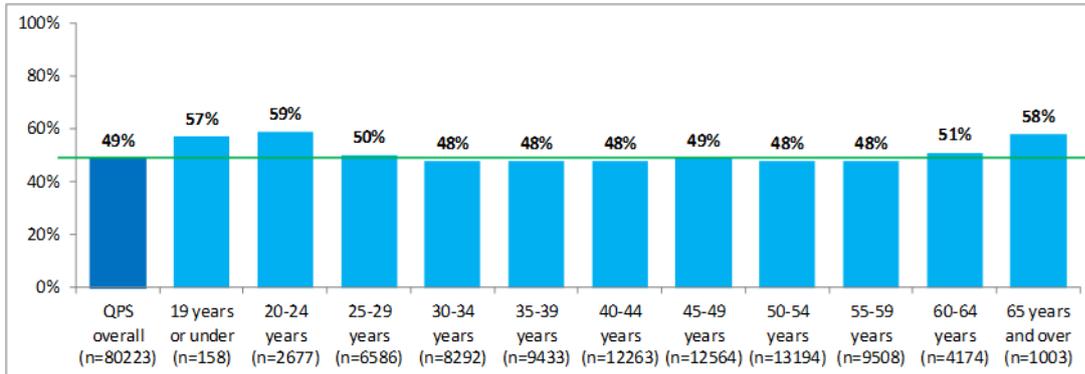
Figure 7: Agency engagement by gender



Qu4: What is your gender?

When reviewing agency engagement by age, it appears that there is a parabolic effect. Agency engagement was highest for those aged 20-24 years (59%) and aged 65 and over (58%). Respondents aged between 30-34 years, 35-39 years and 40-44 years all had an agency engagement level of 48%.

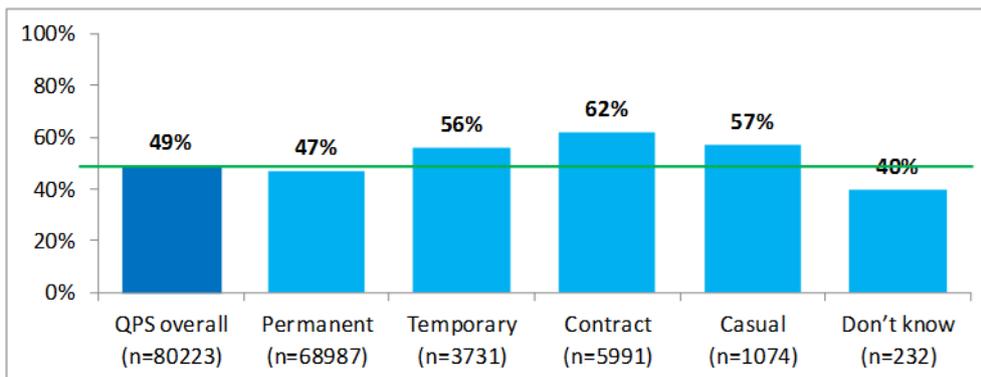
Figure 8: Agency engagement by age



Qu5: What is your age?

Figure 9 highlights agency engagement by employment status. Respondents who were non-permanent employees had the highest levels of agency engagement. Permanent employee respondents (47%) had a lower level of engagement than the QPS overall (49%). Respondents who identified as contractors had the highest agency engagement at 62%. Casual and temporary respondents had agency engagement scores of 57% and 56%, respectively.

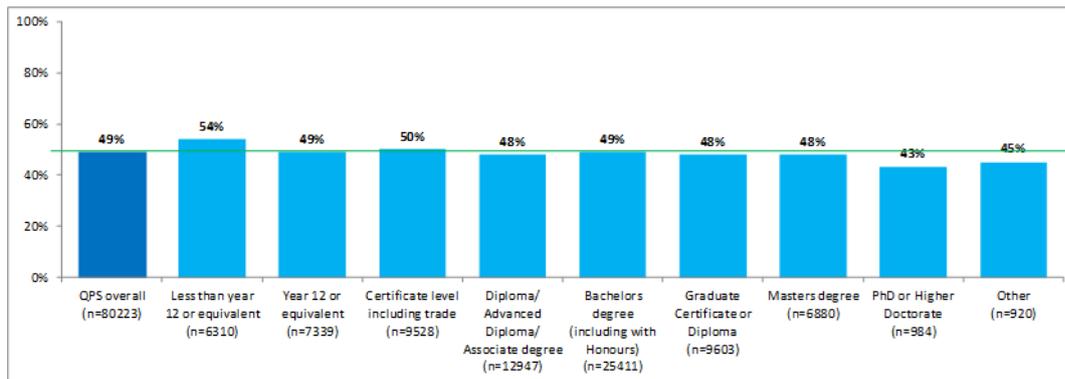
Figure 9: Agency engagement by employment status



Qu12: What is your employment status?

The following chart highlights that agency engagement by level of education tended to be close to the QPS overall (49%) result indicating that level of education had little impact on the level of engagement with the agency. Two groups stood out from this trend: Respondents with less than year 12 education had the highest agency engagement (54%), and respondents with a PhD had the lowest agency engagement (43%).

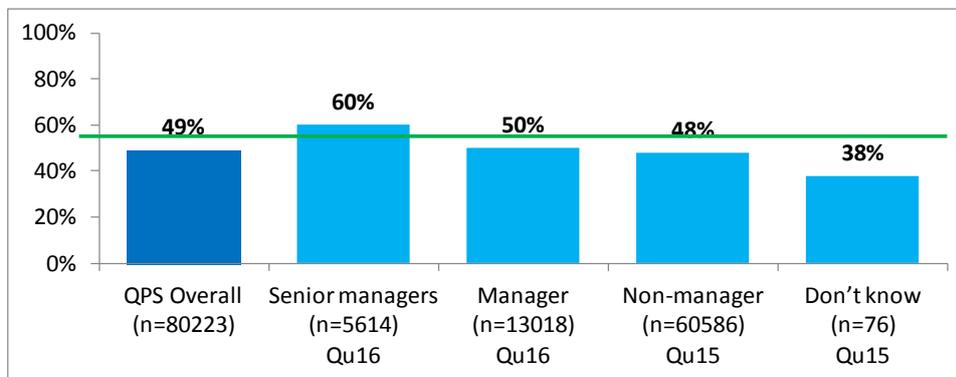
Figure 10: Agency engagement by level of education



Qu11: What is the highest level of formal qualification you have completed?

As outlined in Figure 11, respondents with management responsibilities had the highest agency engagement (53%). Respondents who identified as non-managers had lower agency engagement at 48%. It is not uncommon in employee surveys to observe that managers are more engaged than non-managers with a trend of increased engagement with increased management responsibility. This was highlighted in the QPS overall results with respondents who managed other managers having the highest level of agency engagement (60%) than other groups.

Figure 11: Agency engagement by management responsibilities

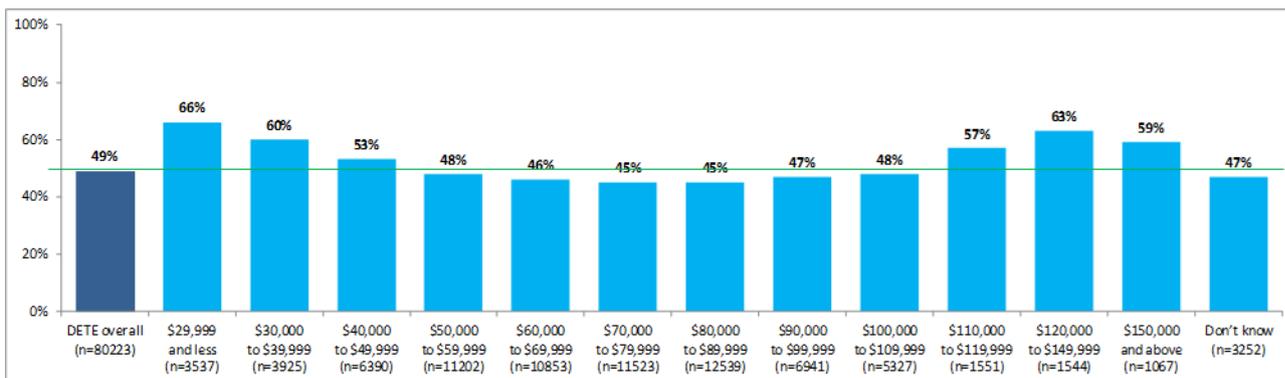


Qu15: In your current position, are you the manager of one or more employees?

Qu16: In your current position, do you manage other managers? (of those who said they are a manager at Q15)

Highlighted in the following chart, agency engagement by annual salary also followed a parabolic effect. Agency engagement was highest at the extremes of the annual salary ranges. Respondents at the lowest salary range (\$29,999 and less) had the highest agency engagement at 66%. Agency engagement declined to 45% for respondents in the \$70,000-\$89,999 range and then increased to a peak of 63% for respondents within the \$120,000-\$149,999 annual salary range.

Figure 12: Agency engagement by annual salary before tax



Qu20: In your current position, what is your annual salary before tax?

4.1.1 Drivers of agency engagement

In order to understand what drives agency engagement, KDA was conducted using regression analysis on the 16 factors identified within the survey. This was undertaken to identify which of the workplace factors were driving agency engagement in order to prioritise key focus areas and ensure that finite time and resources are used effectively.

A total of four workplace factors were identified as having a significant impact on agency engagement including:

- Organisational leadership
- Learning and development
- Role clarity and goal alignment, and
- Job empowerment.

These four workplace factors had a relative impact percent of 10% or more with ‘Organisational leadership’ having the most impact with 36% relative impact. The remaining six significant factors had lower than 10% relative impact percent.

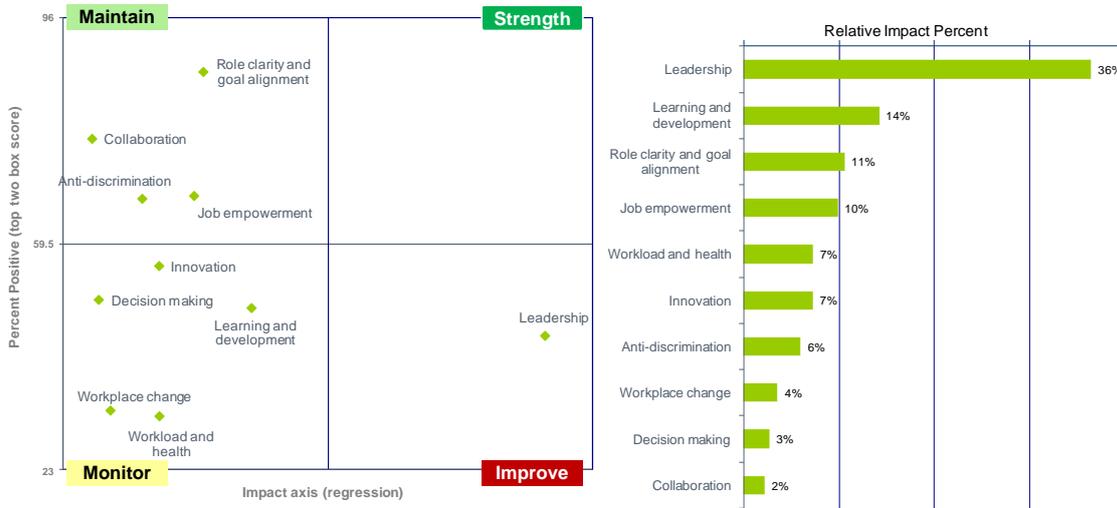
As shown in Figure 13, out of the 16 factors identified in the factor analysis, ten factors were identified as having a significant impact on agency engagement. The relative impact scores, for each significant factor, have been calculated in order to quantify how large an impact each factor has on agency engagement whilst taking into account the other significant factors. The data indicates that ‘Organisational leadership’ is the largest impacting factor, at 36% relative impact. ‘Job empowerment’ and ‘Workload and health’ are still key driver factors, having a significant impact on agency engagement. However, compared to ‘Organisational leadership’ they have less of an impact on agency engagement, at 10% and 7% relative impact.

The quadrant plot in Figure 12 provides a graphical output that illustrates the relative importance of attributes in terms of their impact on an outcome measure, in this instance, agency engagement. The vertical axis indicates the % positive score (performance) and the horizontal axis represents the regression (impact).

Figure 13 indicates that while ‘Organisational leadership’ had the highest impact on agency engagement, results for ‘Organisational leadership’ were low. ‘Learning and development’ was the second strongest driver of agency engagement and also had low positive results. Results for the key drivers of ‘role clarity and goal alignment’ and ‘job empowerment’ were better performing. ‘Role clarity

and goal alignment’ was in fact the strongest performing factor – a positive result given that it is a key driver of agency engagement.

Figure 13: Drivers of agency engagement quadrant



The following section reviews the four workplace factors driving agency engagement in more detail. It is common in employee surveys to observe lower positive results, the higher the level of leadership. This was observed within the WfQ survey results.

Specifically reviewing the ‘Organisational leadership’ factor results, as outlined in Figure 14, there were high proportions of neutral responses regarding organisational leadership items. This may indicate uncertainty due to lack of vision to the leadership of the agency, change in leadership composition and or inconsistent leadership practices across agencies. Further, the high proportion of negative responses (at least a fifth or more in all cases) is an area of some concern.

Figure 14: Organisational leadership workplace factor

Leadership	positive	neutral	negative	Positive
33a. In my organisation, the leadership is of high quality	45	30	25	45
33b. In my organisation, the leadership operates with a high level of integrity	49	31	20	49
33e. Management model the behaviours expected of all employees	45	30	25	45
33g. My organisation is well managed	40	33	27	40

Please note, charts may not equal 100% due to rounding

As outlined in Figure 14:

- The highest positive results in this factor were regarding leadership operating with integrity. Nearly half (49%) of respondents believed that in their organisation, the leadership operates with a high level of integrity.

- A total of 45% of respondents agreed that in their organisation, the leadership is of a high quality and 25% disagreed.
- 45% agreed that management model the behaviours expected of all employees, 30% neither agreed nor disagreed and 25% of respondents disagreed.
- Only 40% of respondents agreed that their organisation is well managed and 27% disagreed with this item.
- All items within ‘organisational leadership’ had around a third (33%) of responses that were neutral indicating an opportunity to move respondents to a more positive perception.

Improving and maintaining positive perceptions of ‘Organisational leadership’ should be an area of future focus for the QPS. As these items have the greatest impact on agency engagement, it will be important to address where employees perceptions are poor and monitor these perceptions. As emphasised in the open comments from respondents, increasing the visibility of leadership and open and transparent communication (particularly, during times of change) may have a positive effect on perceptions.

Further, leadership teams modelling the appropriate behaviours that are expected within the workplace and demonstrating the behaviours associated with the QPS wide values should contribute to positive perceptions.

Communicating the WfQ survey results to employees and involving employees in the development of action plans could also provide a positive platform to increase visibility and interaction with employees.

‘Learning and development’ was the second strongest driver of agency engagement and was a key driver for job engagement and satisfaction as well as intention to leave. However, the results across the QPS were low in general, as shown in Figure 15. Focus on actions to address issues within learning and development is likely to have a positive impact on agency engagement.

Figure 15: Learning and development workplace factor



Please note, charts may not equal 100% due to rounding

As outlined in Figure 15:

- More than half of respondents (58%) believed that they have opportunities to develop their skills and knowledge whilst just over a fifth disagreed (22%) or were neutral (21%) on this item.
- A total 57% of respondents indicated that the learning and development activities that they completed in the past 12 months have helped improve their performance⁴ whilst only 17% disagreed and the remaining 26% neither agreed nor disagreed.
- 54% of respondents felt that they were able to access relevant learning and development opportunities whilst 23% disagreed or were neutral in their responses.
- Only 35% were satisfied with the opportunities available for career development. Importantly, 37% disagreed with this item.
- Less than half (42%) agreed that their organisation is committed to developing its employees whilst 28% disagreed and 31% were neutral in response.

These results suggest that while many have access and opportunities to pursue learning opportunities, there is a high demand for more career development. Results also indicated that respondents felt that their organisation (agency) has a lower level of commitment to developing its employees. Open comments regularly mentioned a desire for more opportunities for specific workplace training, easier job rotation, higher duties opportunities and also management training for people managers. Open comments also suggested that whilst there are opportunities for learning and development, workloads can often prevent employees from taking up those opportunities. It is clear that 'Learning and development' is a challenging workplace factor for many agencies across the QPS.

The positive results for the workgroup factors of 'Collaboration' and 'My workgroup', present an opportunity to explore innovative ways to share learning and development within and across workgroups.

Having formal learning and development objectives included in performance assessments and plans will assist in the development of the QPS workforce and provides the opportunity to address skills gaps. This would also present the opportunity to ensure there is a clear understanding of shared responsibility for learning and development.

With regard to satisfaction with the opportunities available for career development, the results were poor and the high negative response to this particular item is of concern as it could present a risk in losing talent from the QPS. Furthermore, the lack of career opportunities was the most frequently mentioned reason for intention to leave (detailed in Section 4.3).

Alternatively, learning and development opportunities could be encouraged through a more coordinated QPS approach whereby employees could readily work across agencies either through cross agency projects or secondments. Open comments indicated a desire for such opportunities but also indicated that a barrier to this approach was the high workloads experienced and the length of time to appropriately back fill positions.

⁴ The question allowed 'NA' responses that were excluded for calculating the reported percentages.

'Role clarity and goal alignment' was the third strongest driver of agency engagement and was also a driver of job engagement and intention to leave. The results were positive and indicate a key strength of the QPS, as shown in Figure 16.

Figure 16: Role clarity and goal alignment workplace factor



Please note, charts may not equal 100% due to rounding

As outlined in Figure 16:

- Respondents had positive perceptions regarding the clarity of their job roles and objectives. The majority of respondents (88%) indicated that they were clear on what their duties and responsibilities are and understand what is expected of them to do well in their job.
- The vast majority (87%) agreed that they are committed to the organisation's goals and that they feel that they make a contribution to achieving the organisation's objectives (84%).
- The neutral responses were slightly higher for items relating to commitment to organisational goals and the feeling of contribution to organisational goals, perhaps indicating that a small minority of respondents were ambivalent about the relevance of their work.

This is a very positive result and it will be important to monitor this driver over time, particularly across areas of the QPS which are still undergoing organisational change.

With the results for 'Role clarity and goal alignment' being so positive, it may be worth considering the impact this may have where change is required or being implemented. The needs of employees should be considered through any change process, for example the need for clarity around responsibilities and clarity around how their work aligns to organisational objectives. Having frequent and transparent communication that clearly outlines the rationale for any change would be useful in this respect.

'Job empowerment' was the fourth strongest driver of agency engagement and so it is encouraging that the results were reasonably positive, as shown in Figure 17.

Figure 17: Job empowerment workplace factor



Please note, charts may not equal 100% due to rounding

- The majority of respondents were satisfied with their ability to work on their own initiative (80%).
- Nearly three quarters (74%) of respondents agreed that their job gives them the opportunity to utilise their skills.
- Higher neutral and negative perceptions were evident when respondents were asked about having the authority necessary to do their job effectively and having the choice in deciding how they do their work.
- Less than two thirds (61%) of respondents agreed that they have a choice in deciding how they do their work, 20% were neutral in response and 19% disagreed.
- Only 62% agreed that they have the tools they need to do their job effectively (18% neutral and 20% negative in response).
- Only 62% felt that they get the information they need to do their job well (21% neutral and 17% negative).
- Only 65% of respondents indicated that they have the authority to do their job effectively (19% neutral and 16% negative).

Whilst the findings were positive overall, the results suggest an opportunity for further empowering employees. Open comments suggested that many policies, procedures and systems were hindering empowerment as was access to equipment, ICT and other tangible tools for working effectively. Investigation into the tools and information respondents felt they were lacking could see a positive impact on perceptions of empowerment and associated levels of agency engagement.

4.2 Job engagement and satisfaction

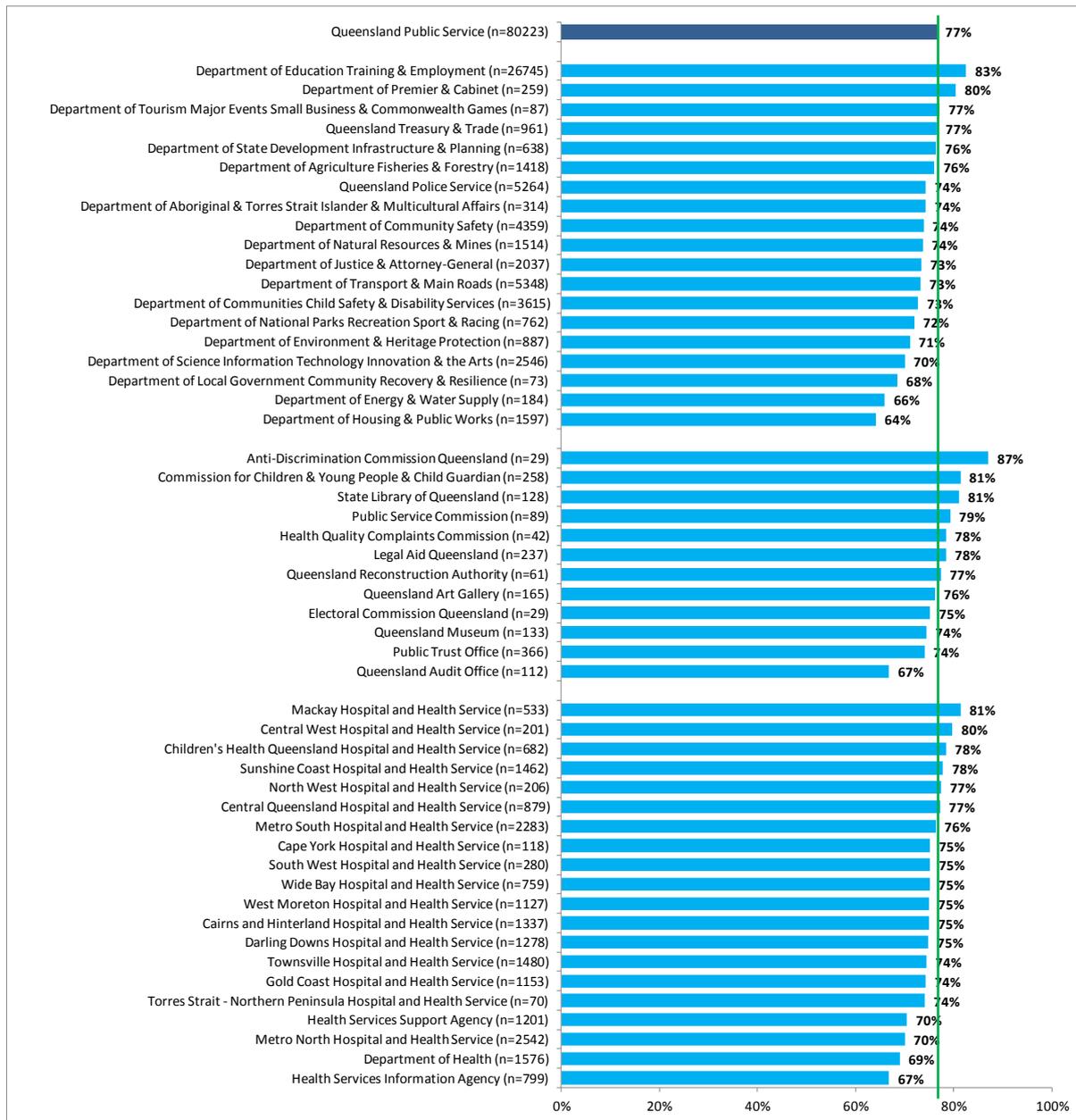
The job engagement and satisfaction outcome was statistically derived and included the following key items from within the survey:

Table 7: WfQ survey items that represent the job engagement and satisfaction workplace outcome

Job engagement and satisfaction items
I enjoy the work in my current job
My job gives me a feeling of personal accomplishment
When needed I am willing to put in the extra effort to get a job done
All things considered, how satisfied are you with your current job?

Similar to agency engagement, job engagement and satisfaction is important for both employees and employers alike as it drives efficient and effective organisational performance. Figure 18 shows job engagement and satisfaction scores by agency.

Figure 18: Job engagement and satisfaction by agency by agency type



12 out of 51 Queensland Public Service agencies achieved an engagement rate higher than 77%.

The job engagement and satisfaction scores by agency in Figure 18 highlight:

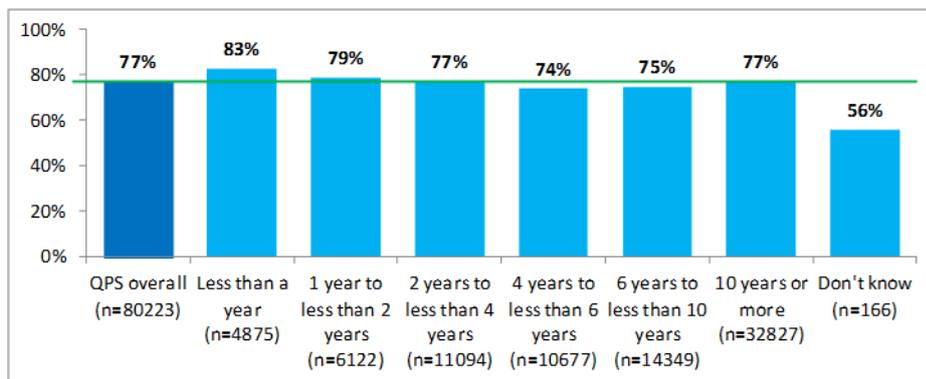
- The QPS overall had a high job engagement and satisfaction score of 77%.
- Job engagement and satisfaction was consistently higher across all QPS agencies when compared to agency engagement and the variance in scores across agencies was small.
- The Anti-Discrimination Commission Queensland had the highest job engagement and satisfaction score of 87%.
- The Department of Housing & Public Works had the lowest job engagement and satisfaction score of 64%.

- It is important to note that the Department of Education, Training and Employment had a job engagement and satisfaction score of 83% and had the largest number of respondents to the WfQ survey.

Job engagement and satisfaction was explored by demographics. There were a number of groups within the survey that showed differing levels of job engagement and satisfaction. Note that, as with agency engagement, those who answered 'don't know' as a response to the various demographic items, consistently had the lowest levels of job engagement and satisfaction.

Similar to agency engagement, respondents who had been employed in their agency for less than a year had the highest job engagement and satisfaction levels (83%). As shown in Figure 19, job engagement and satisfaction scores decreased notably for respondents who had been employed at their agency for 4-6 years (74%).

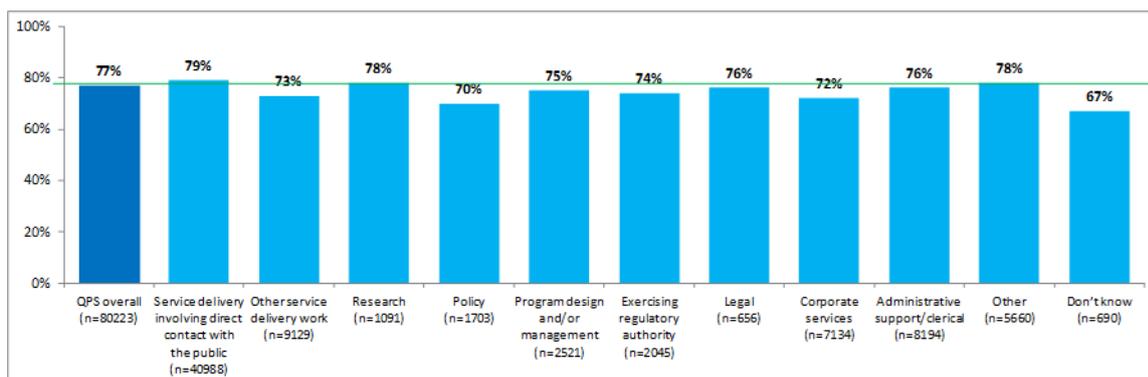
Figure 19: Job engagement and satisfaction by length of service at current organisation



Qu1: How long have you been employed in your current organisation?

As highlighted in Figure 20, respondents in service delivery roles involving direct contact with the public had the highest level of job engagement and satisfaction (79%). Apart from those who indicated a 'don't know' response (67%), respondents who were involved in policy work had the lowest level of job engagement and satisfaction at 70%.

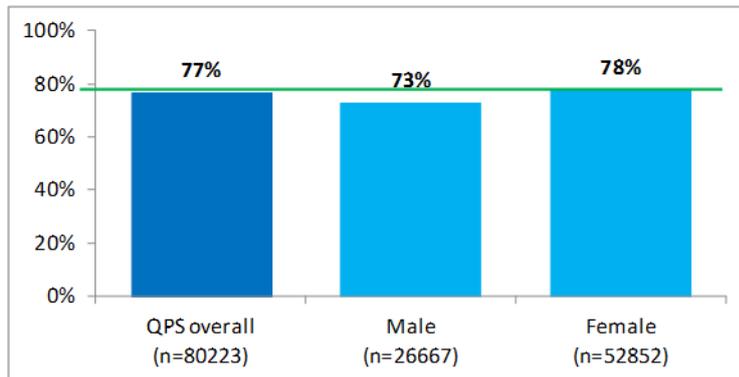
Figure 20: Job engagement and satisfaction by type of work



Qu17: In your current position, which one of the following best describes the type of work you do?

As illustrated in the Figure 21, female respondents had a higher job engagement and satisfaction score (78%) than male respondents (73%).

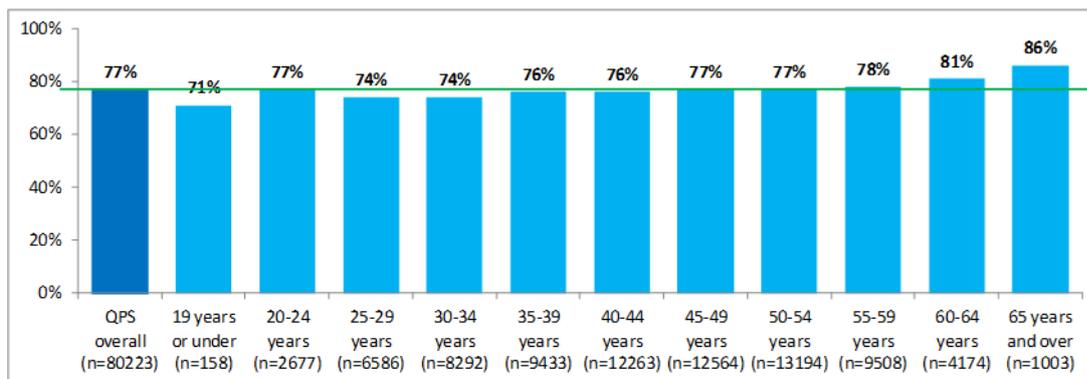
Figure 21: Job engagement and satisfaction by gender



Qu4: What is your gender?

Highlighted in the Figure 22, unlike the findings for agency engagement, the WfQ survey results indicated a possible trend for job engagement and satisfaction to increase with age. Respondents 19 years or younger had the lowest job engagement and satisfaction levels at 71% and those respondents aged 65 years and over had the highest level of job engagement and satisfaction at 86%.

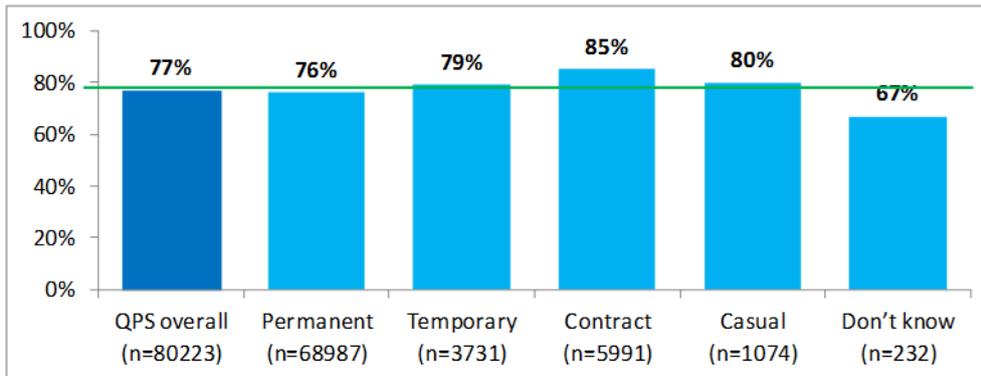
Figure 22: Job engagement and satisfaction by age



Qu5: What is your age?

With regard to employment status, Figure 23 shows that respondents who identified as contractors had the highest job engagement and satisfaction level with a score of 85%. Respondents who were permanent employees had the lowest level of job engagement and satisfaction (76%). Respondents in non-permanent roles all reported job engagement and satisfaction scores higher than the QPS overall. This was a similar pattern to the scores for agency engagement.

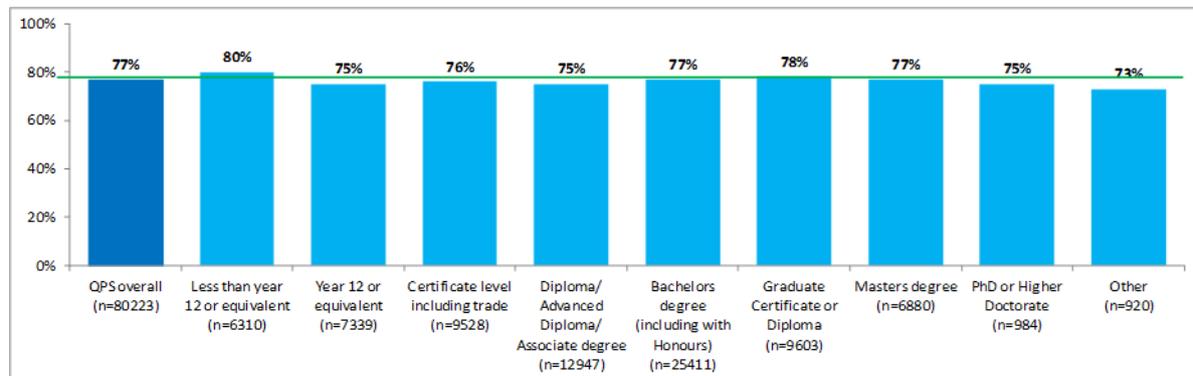
Figure 23: Job engagement and satisfaction by employment status



Qu12: What is your employment status?

Job engagement and satisfaction across education levels were relatively consistent and showed similarities to the pattern for agency engagement. As shown in Figure 24, respondents with less than year 12 or equivalent education level had the highest job engagement and satisfaction score (80%). Respondents with a graduate certificate or diploma had the second highest level of job engagement and satisfaction (78%) whilst those respondents that selected 'other' had the lowest level of job engagement and satisfaction (73%).

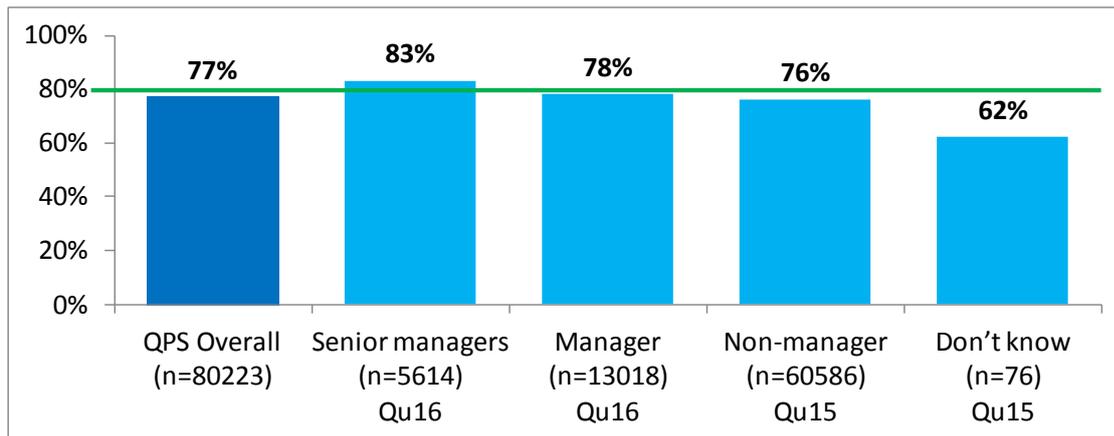
Figure 24: Job engagement and satisfaction by level of education



Qu11: What is the highest level of formal qualification you have completed?

Job engagement and satisfaction by management responsibility is outlined in Figure 25. As with agency engagement, respondents with managerial responsibilities had a higher level of job engagement and satisfaction than respondents with no managerial responsibilities (79% compared to 76%). Respondents who manage other managers had the highest job engagement and satisfaction score (83%).

Figure 25: Job engagement and satisfaction by management responsibilities

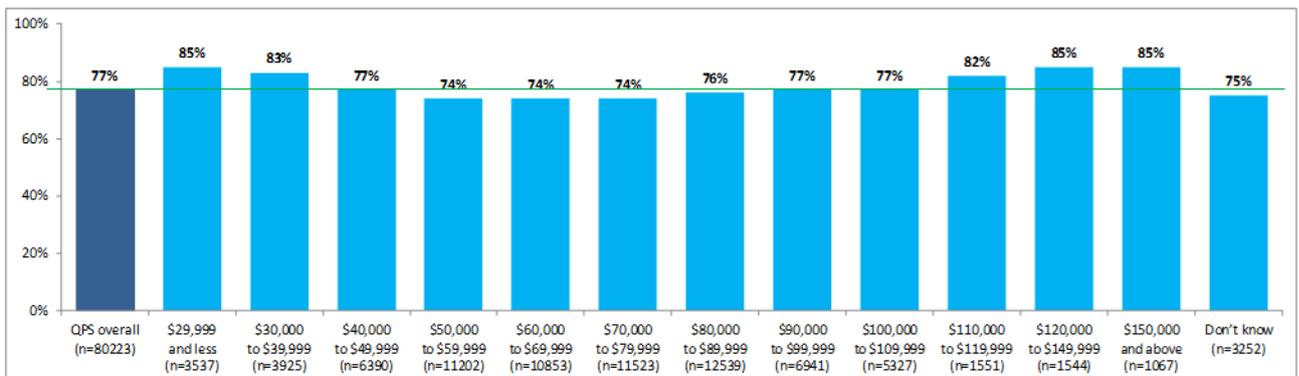


Qu15: In your current position, are you the manager of one or more employees?

Qu16: In your current position, do you manage other managers? (of those who said they are a manager at Q15)

Respondents who had an annual salary above \$120,000 and respondents with an annual salary of \$29,999 or less had the highest job engagement and satisfaction score at 85%, as shown in Figure 26. Respondents in the \$50,000-\$79,999 annual salary range had the lowest job engagement and satisfaction score (74%).

Figure 26: Job engagement and satisfaction by annual salary before tax



Qu20: In your current position, what is your annual salary before tax?

4.2.1 Drivers of job engagement and satisfaction

In order to understand what drives job engagement and satisfaction, KDA was again conducted to identify key focus areas and ensure that finite time and resources are used effectively.

A total of four key factors were identified as having a significant impact on job engagement and satisfaction, three of which were also key drivers of agency engagement. As such, actions taken in the areas of 'Job empowerment', 'Role clarity and goal alignment' and 'Learning and development', will have an impact on the overall results of engagement, both with the agency and with the job.

The four key factors identified in order of importance included:

- Job empowerment;
- Role clarity and goal alignment;

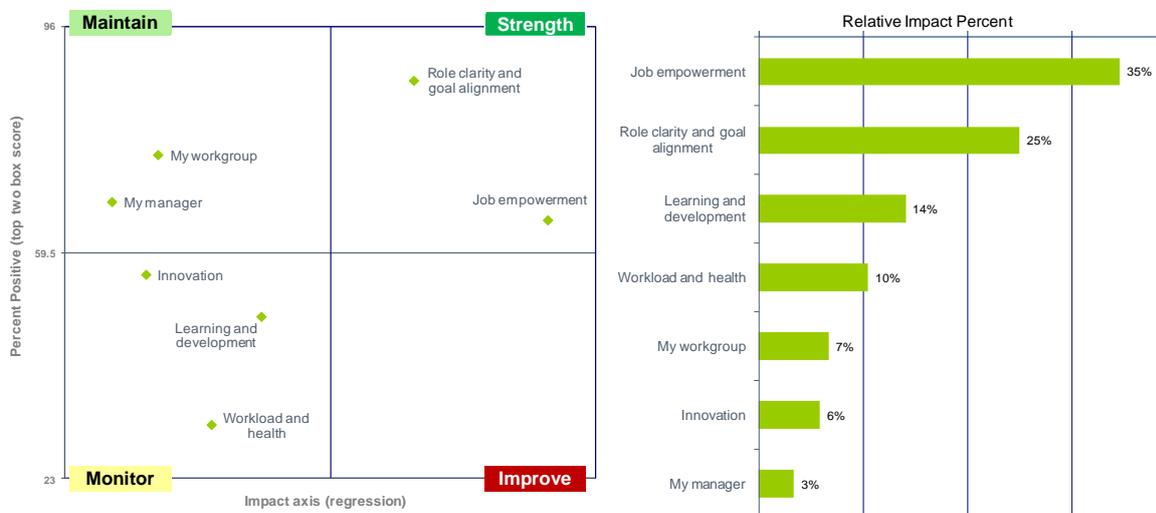
- Learning and development; and
- Workload and health.

These four workplace factors had a relative impact percent of 10% or more, with ‘Job empowerment’ having the most impact with 35% relative impact.

As highlighted in Figure 27, out of the 16 workplace factors identified in the factor analysis, seven factors have been identified as having a significant impact on job engagement and satisfaction. ‘Job empowerment’ had the largest impact on job engagement and satisfaction compared to the other significant factors listed. ‘Workload and health’ had less of an impact compared to ‘job empowerment’, at 10% relative impact. The remaining three significant workplace factors had lower than 10% relative impact percent (‘My workgroup’, ‘Innovation’, ‘My manager’).

Although ‘Job empowerment’ and ‘Workload and health’ were both identified as key drivers for agency engagement and job engagement and satisfaction, ‘Job empowerment’ plays a much more important role in job engagement and satisfaction compared to agency engagement. ‘Workload and health’ appears to have a slightly larger impact on job engagement and satisfaction.

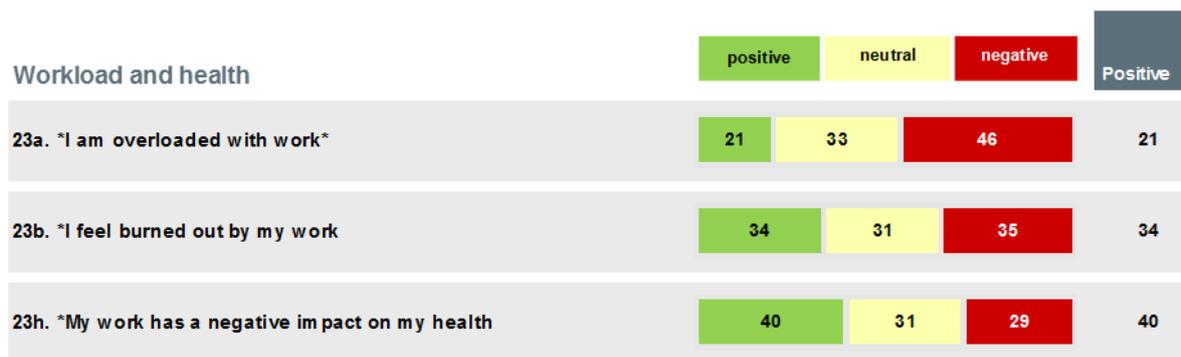
Figure 27: Drivers of Job engagement and satisfaction quadrant



This section of the report reviews the results for the fourth strongest driver of job engagement and satisfaction, ‘Workload and health’. Results for ‘Job empowerment’, ‘Role clarity and goal alignment’ and ‘Learning and development’ workplace factors have been discussed in the previous section.

‘Workload and health’ was the fourth strongest driver of job engagement and satisfaction. Results were low and appear to indicate a need to address workload in order to avoid burn out and negative impacts on an employee’s health and wellbeing.

Figure 28: Workload and health workplace factor



Please note, charts may not equal 100% due to rounding
 *negatively worded items' results have been converted to show the positive attitude. i.e. 'Strongly Agree' and 'Agree' results were collapsed to provide the negative attitudinal response.

As outlined in Figure 28:

- Almost half (46%) of respondents felt that they were overloaded with work whilst a third (33%) expressed a neutral response and 21% indicated that they were not overloaded with work.
- Over a third (35%) felt burned out, 31% were neutral and 34% indicated that they didn't feel burned out by their work.
- 29% agreed that their work is negatively affecting their health whilst 31% were neutral in response and 40% disagreed that their work has a negative impact on their health.

The results indicate that 'Workload and health' is a workplace factor that should be a focus area for the QPS. Given the level of change across the QPS, these results may not be unexpected. However burnout, even amongst the most engaged workforce, can have an extremely negative impact both to the agency and the individual. Whilst job engagement and satisfaction was high for the QPS overall (77%), sustaining this level of engagement will rely on the way workload and health is managed.

Many of the open comments related to staffing levels. A focus on innovation and efficiencies may assist in alleviating some of the workload pressures, however, it would be prudent to explore and review the mechanisms that currently exist to support employees during times of high pressure and workload.

4.3 Intention to leave

Intention to leave was measured by one item in the WfQ survey. As highlighted in Figure 29, while nearly two thirds of respondents (62%) had no intention to leave their organisation, 25% of respondents were neutral and 13% intended to leave their organisation in the next 12 months.

It is important to note that intention to leave is dependent on opportunity and environment and so may not eventuate to actual turnover. Further, not all turnover is a negative outcome as it provides an opportunity for new and different perspectives to enter the QPS workforce.

High neutral results may be indicative of those agencies still undergoing organisational change and respondents waiting to assess their agency's new structure and potential new job roles. It may also indicate the temporary nature of some work roles, including those engaged under contract.

Figure 29: Intention to leave organisation

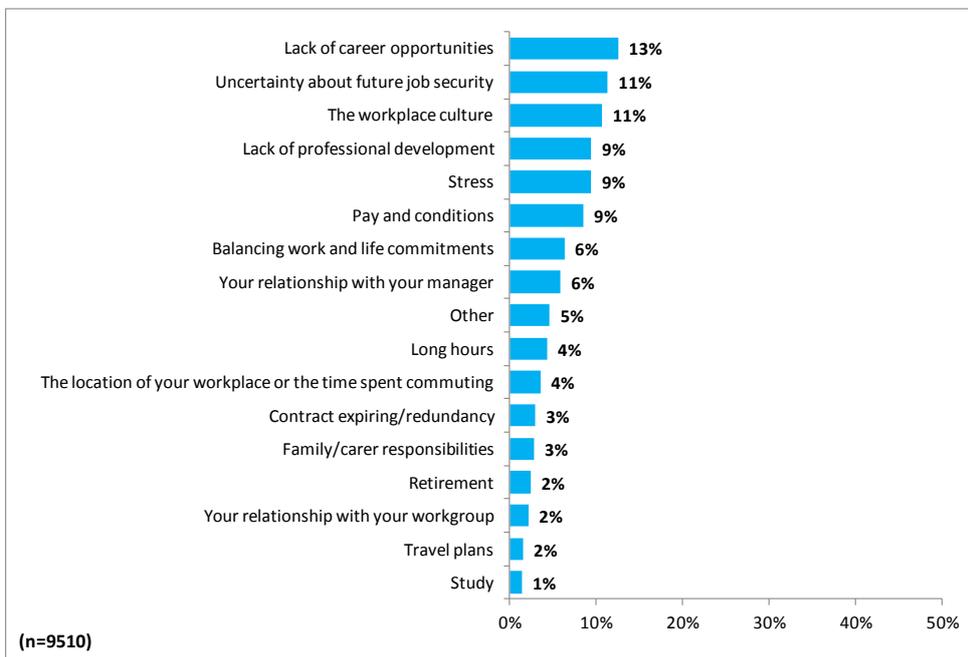


Qu38: *I intend to leave my organisation within the next 12 months
Please note, charts may not equal 100% due to rounding

Those who indicated that they intended to leave their agency in the next 12 months were also asked why they intended to leave. As highlighted in Figure 30:

- The most frequently cited reason for intending to leave their organisation was a lack of career opportunities (13%).
- Uncertainty about future job security and workplace culture (both 11%) also heavily influenced respondents who were considering leaving their agency. This was reinforced by a large number of open comments highlighting that lack of job security was still a concern.

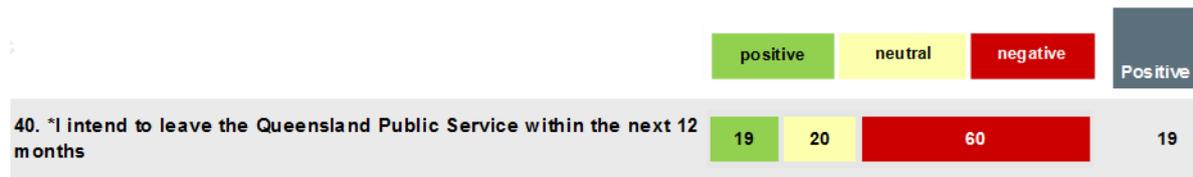
Figure 30: Reasons for intention to leave



Qu39: Please indicate which of the following factors influence your intention to leave your organisation [Tick all that apply] (Based to those respondents who intended to leave or were neutral about intention to leave).

Of the 13% of respondents who indicated that they intended to leave their organisation in the next 12 months, 60% also mentioned that they were looking to leave the QPS, as shown in Figure 31.

Figure 31: Intention to leave the QPS



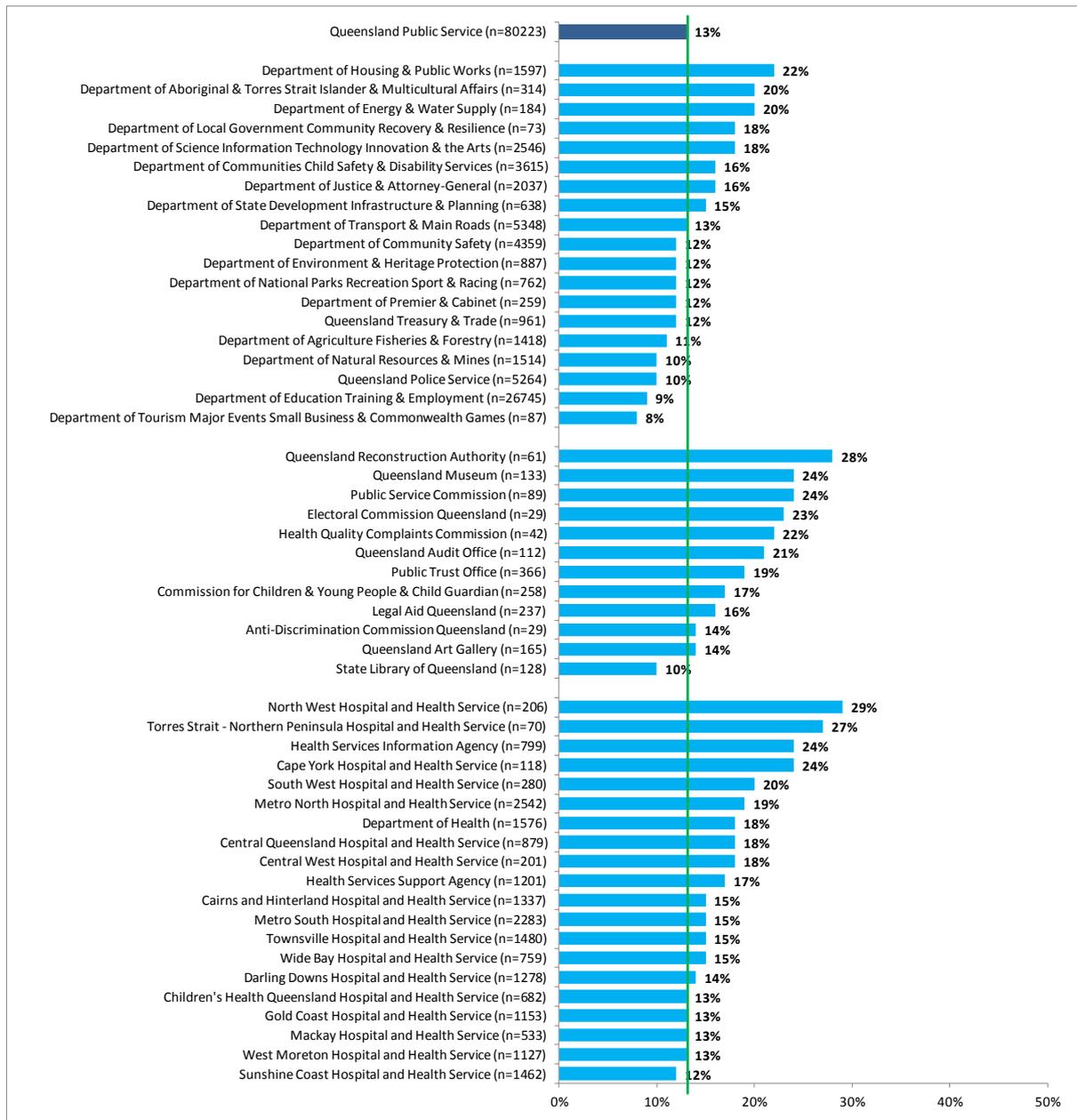
Qu38: *I intend to leave my organisation within the next 12 months
Please note, charts may not equal 100% due to rounding

Intention to leave the organisation by agency is shown in Figure 32.

While only 13% of all respondents intended to leave their organisation within the next 12 months, certain agencies show much higher levels of intention to leave including:

- North West Hospital and Health Service (29%);
- Queensland Reconstruction Authority (28%);
- Torres Strait – Northern Peninsula Hospital and Health Service (27%); and
- Queensland Museum, Public Service Commission, Cape York Hospital and Health Service, and Health Services Information Agency (all 24%).

Figure 32: Intention to leave organisation by agency



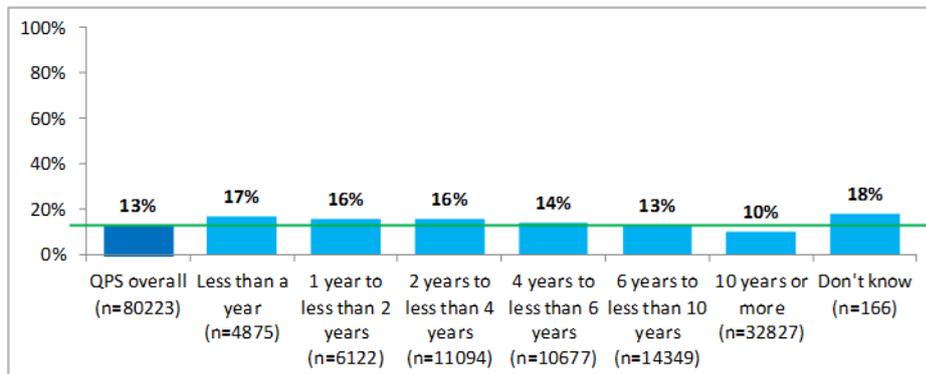
Qu38: I intend to leave my organisation within the next 12 months

There were a number of groups within the survey that showed differing patterns of intention to leave. Similar to results for agency engagement and job engagement and satisfaction, those who answered 'don't know' as a response to the various demographic questions had the highest levels of intention to leave the organisation.

When looking at intention to leave the organisation by length of service, as highlighted in Figure 33, those respondents who indicated that they had been with their agency for less than a year had the greatest intention to leave (17%). Those who had a length of service in their current agency of 10 years or more had the lowest intention to leave the organisation (10%).

The high proportion of respondents who had been with their agency for less than a year and who intended to leave, may be of some concern given the amount of training and time generally invested in developing new employees for their job roles.

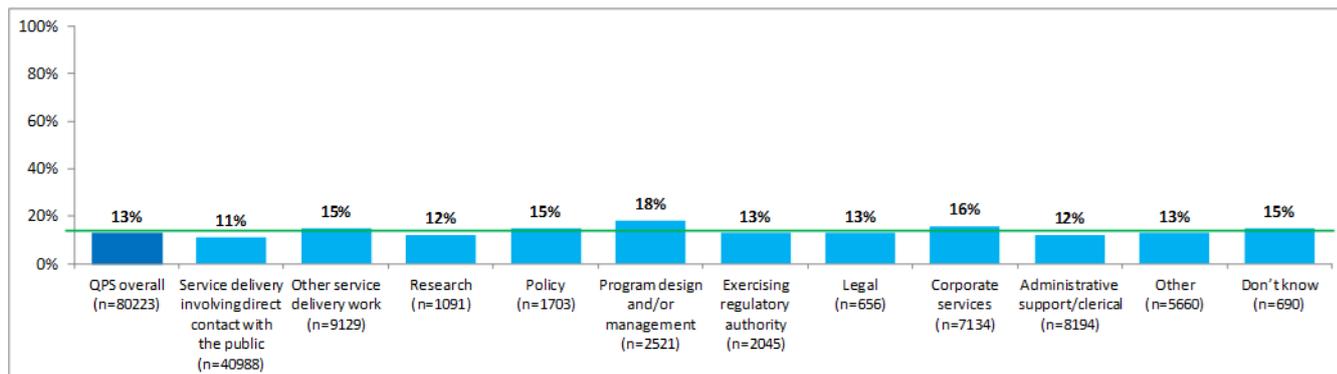
Figure 33: Intention to leave organisation by length of service in current organisation



Qu1: How long have you been employed in your current organisation?

Intention to leave the organisation by type of work, is depicted in Figure 34. By type of work, program design/management (18%) and corporate services (16%) had the highest number of respondents intending to leave their organisation. Conversely, respondents in roles that provide service delivery involving direct contact with the public (11%), research (12%), and administrative support/clerical (12%) roles had slightly lower levels of intention to leave, although similar to the QPS overall (13%).

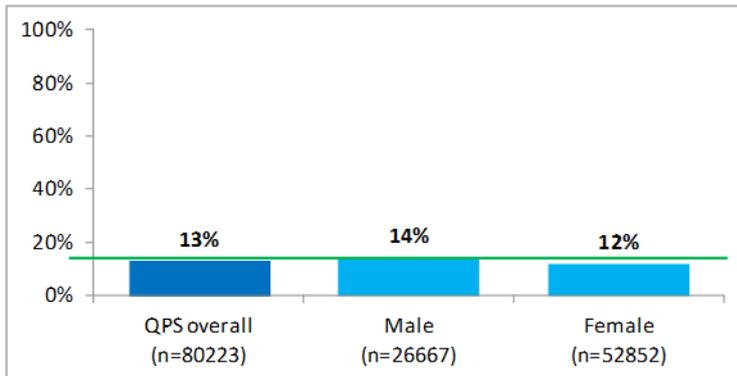
Figure 34: Intention to leave organisation by type of work



Qu17: In your current position, which one of the following best describes the type of work you do?

Male respondents had a slightly higher intention to leave their organisation (14%) than female respondents (12%). The results in Figure 35 may be reflective of males having lower levels of agency engagement and job engagement and satisfaction.

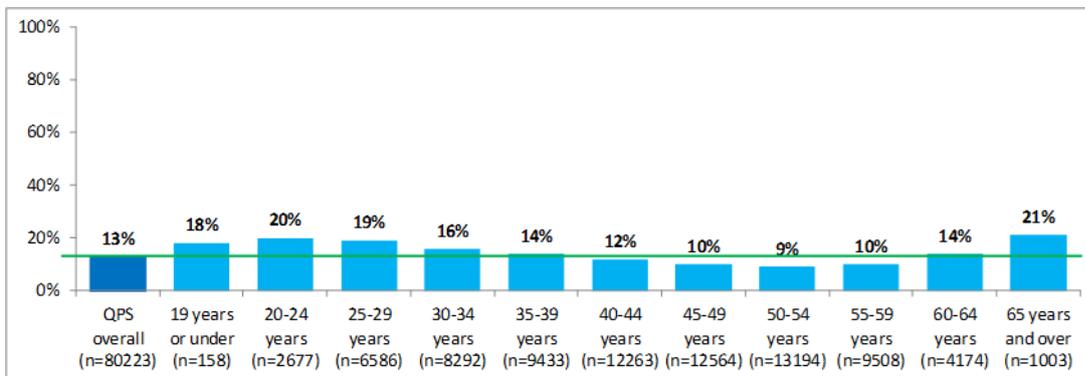
Figure 35: Intention to leave organisation by gender



Qu4: What is your gender?

Respondents 65 years of age and older had the highest intention to leave their organisation (21%), followed by those aged in the 20-24 year age bracket, as shown in Figure 36. It is important to ensure that those in the younger age brackets are able to increase their experience within their organisation.

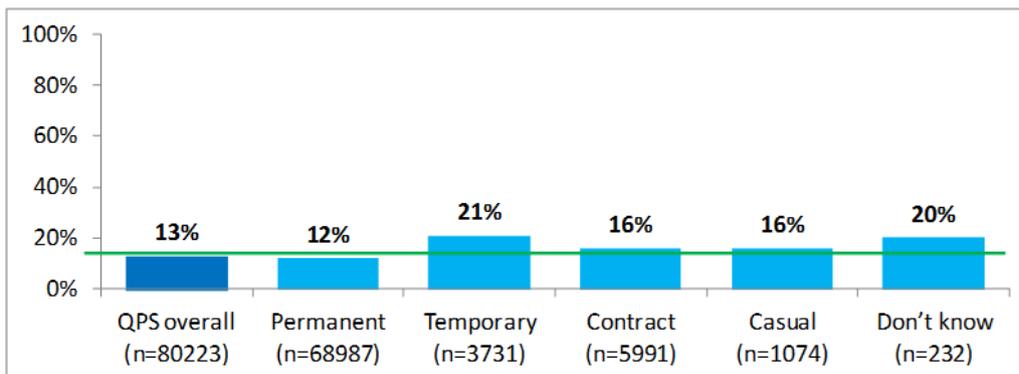
Figure 36: Intention to leave organisation by age



Qu5: What is your age?

Intention to leave the organisation by employment status is displayed in Figure 37. Respondents who had a temporary employment status reported the highest intention to leave (21%) while permanent respondents had the lowest (12%). Overall, non-permanent respondents had a higher intention to leave their organisation.

Figure 37: Intention to leave organisation by employment status

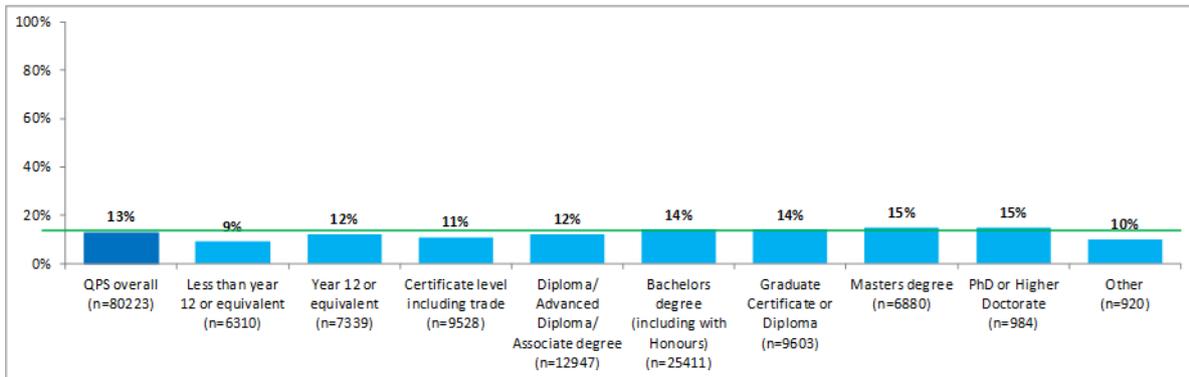


Qu12: What is your employment status?

Based on the results in Figure 38, respondents with an education level of a Masters degree or PhD, reported the highest intention to leave, both at 15%.

The trend indicates that respondents with a higher level of education also have a higher level of intention to leave.

Figure 38: Intention to leave organisation by level of education

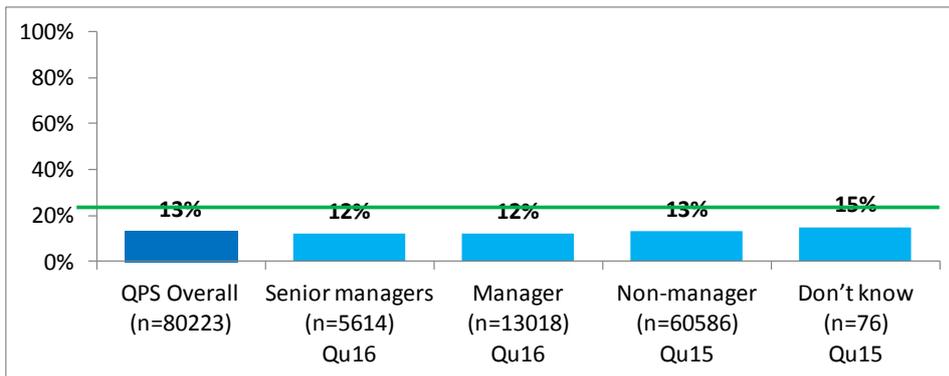


Qu11: What is the highest level of formal qualification you have completed?

Intention to leave their organisation by management responsibility, is displayed in Figure 39.

There was nominal difference between intention to leave for respondents with managerial responsibilities (12%) compared to respondents who had no managerial responsibilities (13%).

Figure 39: Intention to leave organisation by management responsibilities

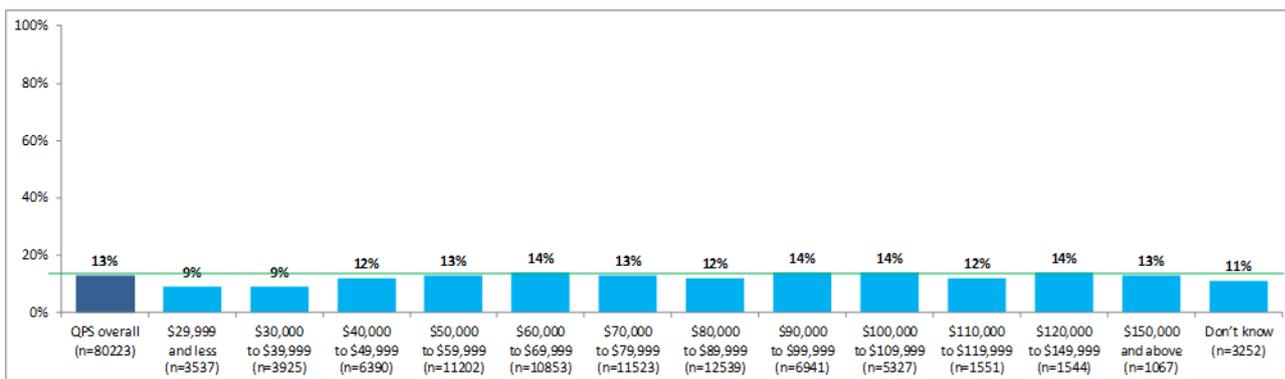


Qu15: In your current position, are you the manager of one or more employees?

Qu16: In your current position, do you manage other managers? (of those who said they are a manager at Q15)

As shown in Figure 40, respondents who earned less than \$39,999 per annum had the lowest level of intention to leave at 9%. Otherwise, intention to leave across salary bands was similar to QPS overall (13%).

Figure 40: Intention to leave organisation annual salary before tax



Qu20: In your current position, what is your annual salary before tax?

4.3.1 Drivers of intention to leave

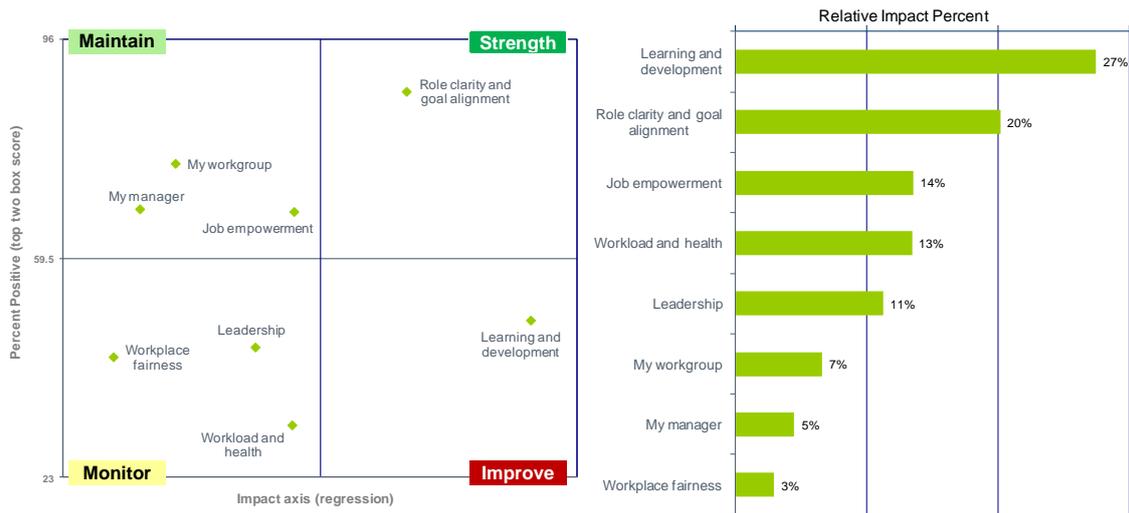
In order to understand what drives intention to leave, KDA was also conducted to identify which workplace factors had the greatest impact on intention to leave. The KDA results were not as robust as for agency engagement and job engagement and satisfaction with low R-squared values and as such were low and may not fully explain intention to leave. As such, two key factors⁵ were identified as having a significant impact on intention to leave:

- Learning and development, and
- Role clarity and goal alignment.

The quadrant plot below indicates that ‘Learning and development’ was the strongest driver for a respondent in deciding whether to stay or leave. However, currently the perception respondents have of ‘Learning and development’ is relatively low. As mentioned previously, ‘Learning and development’ was also a driver of the two other workplace outcomes - agency engagement and job engagement and satisfaction. Actions taken on issues identified within this factor will have an impact on all three workplace outcomes.

⁵ R-squared values: One of the objectives of the Regression Analysis is to identify a subset of independent variables that explain a significant proportion of the variance of the dependent variable (in this case, q38 Intention to Leave). The R-Square indicates the proportion of the variance of the dependent variable explained by the independent variables - these range from 0 to 100%. Normally a good R-squared is over 40% but in this case, they are all below 20%, indicating that the attributes in the model are “weak” to explain the intention to leave. The factors only explain a small proportion of the total variance in Q38.

Figure 41: Drivers of intention to leave quadrant



'Role clarity and goal alignment' was the second strongest driver for respondents in deciding whether to stay or leave. The QPS overall performed well in this factor, and this has likely had a positive influence on respondents' intention to stay with their agency. This highlights a potential risk that if perceptions of role clarity and goal alignment become more negative, this could in turn increase intention to leave the organisation.

'Role clarity and goal alignment' was also a driver of both agency engagement and job engagement and satisfaction, impacting on all three workplace outcomes.

These two workplace factors have shown to impact all three workplace outcomes and as such, it will be important to maintain the positive results and increase positive perceptions for both factors in order to strengthen agency engagement, job engagement and satisfaction and intention to stay. This in turn should result in further efficiencies and productivity across the QPS.

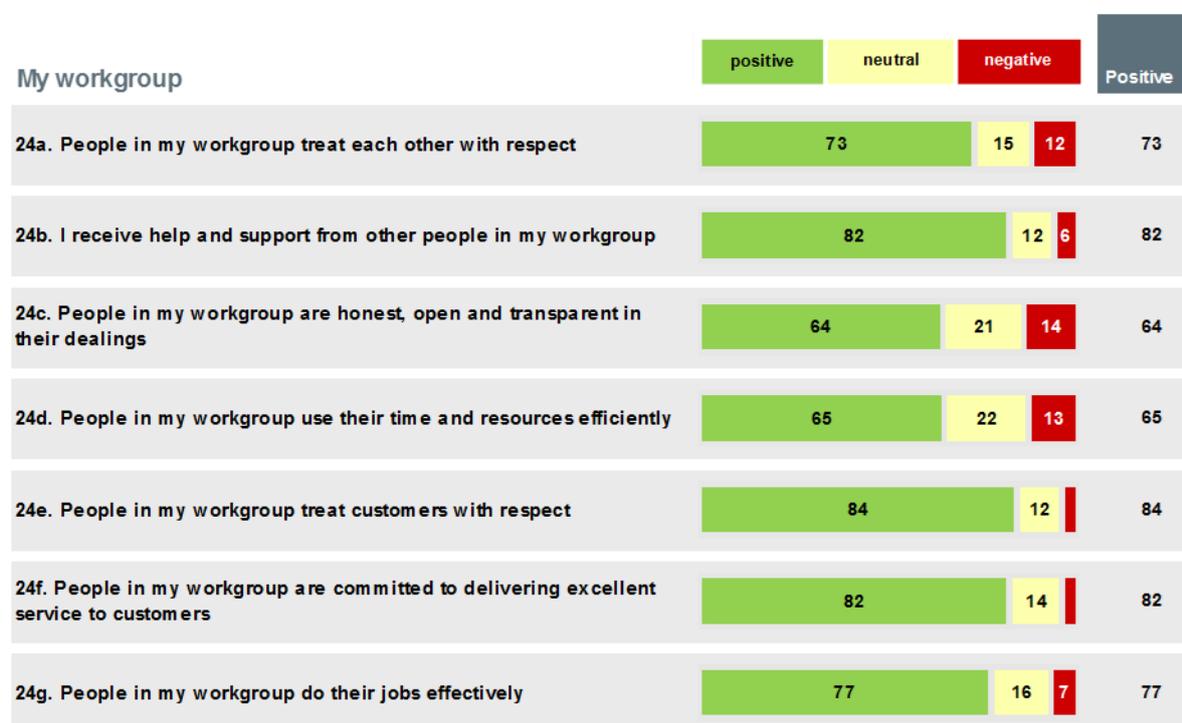
5 Further results

This section outlines the results of the workplace factors which were not identified as key drivers of any of the three workplace outcomes for the QPS. Whilst not key drivers, these workplace factors provide valuable insight into respondents' opinions and experiences within the workplace. It also provides further contextualisation of the results for the key workplace factors and workplace outcomes. They can also be related to identified key drivers and so influence outcomes. Additional items of importance that did not form part of the factor analysis have also been reported in this section.

5.1 Other workplace factor results

Results for the two workplace factors, 'My workgroup' and 'Collaboration,' were very positive and appear to be a strength for the QPS overall.

Figure 42: My workgroup workplace factor



Please note, charts may not equal 100% due to rounding

The results for the 'my workgroup' factor from Figure 42 show:

- the majority of respondents felt that people in their workgroup treat customers with respect (84%).
- the majority of respondents felt that people in their workgroup were supportive of others in their workgroup and were committed to delivering excellent service (both 82%).
- over three quarters (77%) of respondents felt that people in their workgroup do their jobs effectively.

- Nearly three quarters (73%) of respondents also felt that people in their workgroup treat each other with respect.

There was a higher neutral and negative response when asked about the honest, open and transparent dealings of people in their workgroup and people in their workgroup using their time and resources efficiently:

- A total of 64% of respondents agreed that people in their workgroup are honest, open and transparent in their dealings whilst 21% neither agreed nor disagreed and 14% disagreed.
- There were also similar proportions of respondents who neither agreed nor disagreed that people in their workgroup use their time and resources efficiently (65% agreement, 22% neither agree nor disagreed and 13% disagreed). It is important to recognise that not every employee will know what another employees' workload and deadlines are, and so for some respondents this may have been a difficult question to answer with certainty.

There may also be opportunities to leverage off these positive results in order to help implement strategies targeting the improvement of less positive performing workplace factors.

QPS respondents also had positive perceptions of 'Collaboration'.

Figure 43: Collaboration workplace factor⁶



Please note, charts may not equal 100% due to rounding

As outlined in Figure 43:

- 80% of respondents indicated that teamwork is effective across workgroups in their organisation.
- Positive perceptions of collaboration with other government organisations and organisations outside of the Queensland Government were lower (76% and 74% respectively).

The largely positive results for QPS overall for the 'Collaboration' workplace factor should be shared and celebrated. Having strong teamwork within and across workgroups and having strong collaboration can lead to greater information sharing, innovation and learning and development opportunities.

⁶ Questions under the 'Collaboration' factor allowed 'NA' responses that were excluded when calculating the reported percentages.

Reviewing the QPS overall results for the 'My manager' workplace factor in Figure 44, there appears to be a strong relationship between immediate managers and their employees.

Figure 44: My manager workplace factor



Please note, charts may not equal 100% due to rounding

As highlighted above:

- Immediate managers were seen to be respectful (76%), good listeners (75%), and honest (74%).
- Respondents were less positive when asked if their manager draws the best out of them (52%) and creates a shared sense of purpose (64%).
- Less than two thirds (64%) of respondents agreed that their manager keeps them informed about what's going on.

These results suggest a need to investigate the frequency and type of communication respondents may feel that they are lacking. Addressing these perceptions could potentially assist in creating a stronger perception of a shared sense of purpose. This, in turn, is likely to have a positive influence on respondents' perceptions of their managers drawing the best out of them.

Respondents were less positive in their perceptions about ‘Senior managers’, as shown in Figure 45. Senior managers were defined in the survey as the person their immediate manager reports to.

Figure 45: Senior manager workplace factor



Please note, charts may not equal 100% due to rounding

Results indicated:

- There was a higher proportion of neutrality across this factor possibly representing less interaction by many respondents with senior managers or perhaps inconsistencies over time or across agencies.
- There was a slightly higher proportion of negative perceptions than shown in the ‘My manager’ workplace factor.
- The general impressions of honesty and integrity were reasonably positive with 61% of respondents agreeing that their senior manager demonstrates honesty and integrity.
- Results for communication and being responsive were lower than the ‘My manager’ factor with just over half (52%) of respondents agreeing that their senior manager communicates timely information that is relevant for their work.
- 51% of respondents agreed that their senior manager genuinely listens and is responsive to issues raised by staff.

While the general impressions of senior managers being honest and working with integrity were positive, the results indicate an opportunity to improve communication flow between senior managers, managers and employees. Results also indicate a possible need for senior managers to listen to issues raised and respond to them accordingly.

Senior managers are often a conduit for communication from the leadership team. It is important that respondents have a strong and trusting relationship not only with their immediate manager, but also with their senior managers. Improving results in the ‘Senior manager’ workplace factor should assist in closing the gap between the various management tiers and may also improve perceptions of organisational leadership which is a driver of agency engagement for the QPS.

Results for the ‘Organisational leadership’, ‘Senior manager’ factors and to a lesser extent the ‘My manager’ workplace factor appear to have the common thread of less positive perceptions of communication. Open comments relating to management support this.

Results for the 'Decision making' workplace factor are shown in Figure 46:

Figure 46: Decision making workplace factor



Please note, charts may not equal 100% due to rounding

As highlighted above:

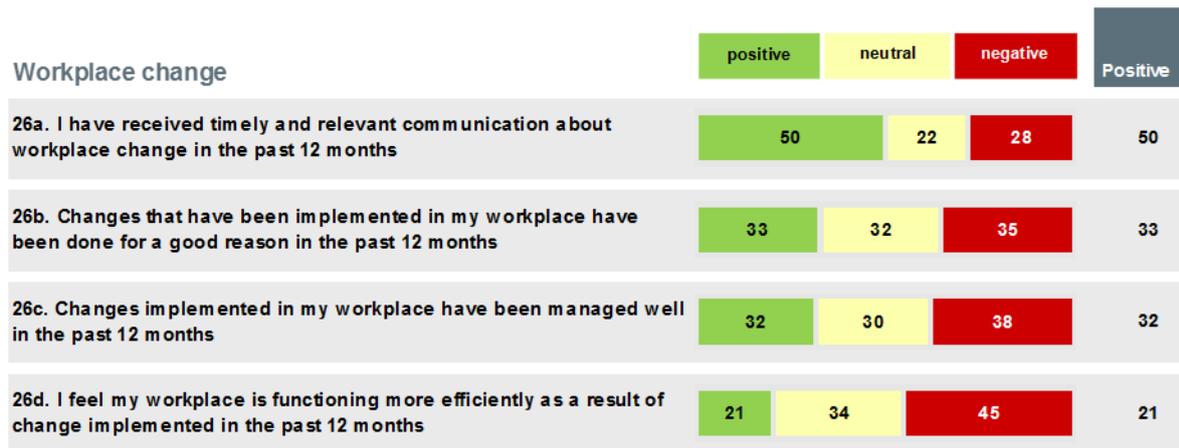
- Just over half (55%) of respondents agreed that decisions at their workplace are based on sound understanding of issues. Nearly a quarter (24%) responded neutrally which could suggest ambivalence or lack of visibility around decision making processes and just over a fifth (21%) disagreed that decisions were based on sound understanding of issues.
- Only 46% of respondents agreed that decisions at their workplace are made by the people best placed to understand the issues, while 28% disagreed. There was a similar level of neutral response (26%).

It is recognised that during times of organisational change, it can be difficult to present clear reasons for decisions made and align these decisions with employee expectations. However, this should not lessen the importance of these somewhat negative results.

Open comments suggest that there is a sense that people making decisions don't always understand the impact of those decisions on day to day work. As mentioned previously, communication from various tiers of management has also been a common theme within the workplace factors that has had less positive perceptions. Improving communication around decisions which affect the workplace, could assist in improving the perceptions of management.

'Workplace change' was not viewed very positively by respondents as highlighted in Figure 47:

Figure 47: Workplace change workplace factor⁷



Please note, charts may not equal 100% due to rounding

- Only half (50%) of respondents felt that they received timely and relevant communication about workplace change in the past 12 months.
- A third (33%) of respondents felt that the changes that have been implemented in their workplace in the last 12 months have been done for a good reason and similarly, nearly a third (32%) of respondents felt that the changes at their workplace had been managed well.
- Only 21% of respondents indicated that their workplace is functioning more efficiently as a result of change implemented in the last 12 months. There is a high level of negativity (45%) on these items which could indicate that the desired impact of any changes have not been observed at this point – some change takes longer than others in gaining the resultant effect.
- It should be noted that over a third (34%) of respondents also responded neutrally and this potentially indicates that some respondents may not have experienced any significant change in their day to day work and are yet to see any impact of workplace change.

Effective management of workplace change involves ensuring affected employees understand the reasons for change. These results and open comments relating to change management suggest that communication about workplace change could be improved and should involve the rationale for the change. These results should be monitored given that some agencies are yet to implement further organisational changes as a result of the recent reform and renewal agenda of government.

Results for the 'Workplace fairness' factor outlined in Figure 48, varied for the QPS overall. It was expected that a moderate level of neutrality would exist within this workplace factor as many respondents may not be in a position to observe how certain situations, such as management of poor performance, are managed. However, there were also high proportions of negative perceptions on individual items within this factor:

⁷ Questions under the 'Workplace change' factor allowed 'NA' responses that were excluded when calculating the reported percentages.

Figure 48: Workplace fairness workplace factor



Please note, charts may not equal 100% due to rounding

- While 61% of respondents felt that bullying is not tolerated in the workplace, it is concerning that a fifth (20%) felt that bullying is tolerated in the workplace.
- Almost half (48%) of respondents felt that people take responsibility for their decisions and actions in their workplace while a quarter (25%) disagreed that people take responsibility for their decisions and actions within their workplace. The level of disagreement by respondents to this item was high.
- 45% of respondents felt that people were treated fairly and consistently in their workplace.
- Only 30% of respondents felt that performance is assessed and rewarded fairly in the workplace however, of some concern, was that 43% of respondents disagreed that this was the case.

It will be important to investigate these results further to determine if there are localised issues with performance and behaviour or if these results potentially reflect broader employee perceptions of recent experiences within the workplace.

Many of the open comments suggested that performance assessment, management of poor performance and a lack of fairness in treatment of employees were issues. Having a more consistent and transparent framework for performance assessment and regular performance feedback discussions, could assist in addressing some of the negative and neutral perceptions within this workplace factor. In addition, the more effective the performance management process, the more likely it is that the incidence of inappropriate behaviours such as bullying and harassment will reduce.

Based on the 'Anti-discrimination' workplace factor results outlined in Figure 49, it appears respondents viewed the QPS as a non-discriminatory, equal-opportunity employer:

Figure 49: Anti-discrimination workplace factor



Please note, charts may not equal 100% due to rounding

- The majority of respondents agreed that gender (71%), culture (70%), and sexual orientation (69%) were not barriers to success in their organisation.
- Only 59% of respondents agreed that disability was not a barrier to success in their organisation, whilst a third of respondents were neutral and 8% felt that disability was a barrier to success. The high level of neutral response was of some concern and should be explored further.

In general, the results for ‘Anti-discrimination’ were quite positive. It also presents an opportunity for the QPS overall to recognise and remind employees that the QPS is an equal opportunity employer and views diversity as a positive component of the workforce.

‘Organisational trust’ results show low positive perceptions and indicate that this workplace factor should be investigated further as highlighted in Figure 50 below.

Figure 50: Organisational trust workplace factor



Please note, charts may not equal 100% due to rounding

Figure 50 highlights:

- Less than a third (31%) of respondents felt that recruitment and promotional decisions in their organisation are fair. Equal proportions (34%) responded neutrally and negatively.
- Only 44% of respondents would feel comfortable raising a complaint in their organisation whilst a third (34%) would not be comfortable in doing so.
- Similar proportions also felt confident (43%), or conversely were not confident (32%) that if they raised a complaint that it would be taken seriously.

The results for 'Organisational trust' highlight that there may be a breakdown of trust between employers and employees. In particular, results suggest that there is a low level of confidence in the complaints management process. Open comments reinforced a lack of trust in the process for managing complaints, a certain level of fear of retribution for making complaints and also the lack of appropriate processes that are timely, independent, fair and effective.

It is worth reviewing the process to ensure it is timely and effective but also to ensure that all QPS employees understand:

- how to raise complaints; and
- the process of how complaints are dealt with.

In addition, the negative perceptions regarding the recruitment and promotion process should be explored. This may relate to results around workplace fairness and management of performance and or the poor perceptions of workplace change and organisational leadership. Some free text comments identified perceived favouritism and nepotism for recruitment and promotional opportunities.

There was a large amount of variation in results for items captured in the 'Innovation' workplace factor.

Figure 51 below highlights the following findings:

- Nearly three quarters (72%) of respondents felt that their workgroups always tries to improve its performance.
- Nearly two thirds (62%) of respondents felt that they are encouraged to make suggestions about improving the work processes and/ or services.
- A quarter (25%) of respondents felt that management is not willing to act on suggestions to improve how things are done, and a fifth (21%) disagreed that their organisation is open to new ideas.
- Just over half (52%) of respondents agreed that they get the opportunity to develop new and better ways of doing their job and 23% disagreed that they had the opportunity to do this.

Figure 51: Innovation workplace factor



Please note, charts may not equal 100% due to rounding

Building a culture of innovation within the QPS will be important in achieving the goal of being the most responsive public service in the nation. The results suggest openness to innovation with most feeling that their workgroup tries to improve its performance. In addition, with strong positive results for teamwork and collaboration within and across workgroups, innovation has the potential to play a greater role in QPS operations.

As highlighted from Figure 51, there were lower positive perceptions around the organisation being open to new ideas and willingness to act on suggestions, suggesting that leadership was a possible barrier to innovation. Open comments indicated the level of bureaucracy in terms of approval processes, reporting requirements and perceived general risk adverse policies and procedures, may be a major barrier to innovation as well as a lack of job empowerment.

It may be that the implementation of systems and processes for supporting innovation as well as a clear practical definition of what innovation is for the QPS will assist in increasing positive perceptions. Feedback mechanisms on any innovation activity would also be important as will learning from mistakes as not all innovations will work in the way they were intended.

5.2 Further results

This section of the report outlines some other key areas of the survey results including perceptions of work-life balance, harassment and bullying, performance review and efficiencies and resources.

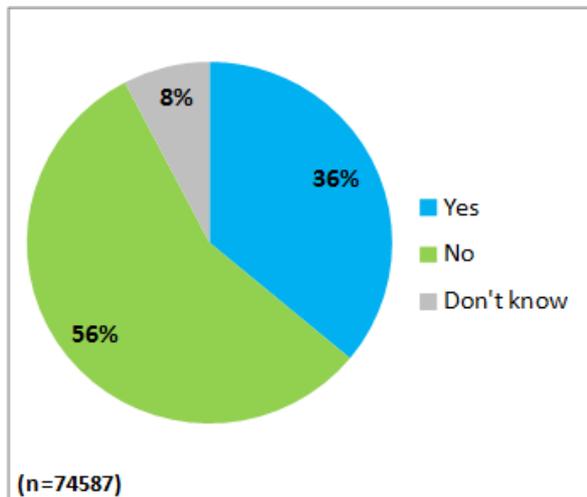
Harassment and bullying in the workplace is a concern for all organisations and as such, items were included in the survey to understand the perception of these issues within the QPS. For the purposes of this survey, the definitions of harassment and bullying were provided as follows:

- 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.

A total of 36% of respondents indicated they had witnessed harassment or bullying in the last 12 months (56% indicated they had not), see Figure 52.

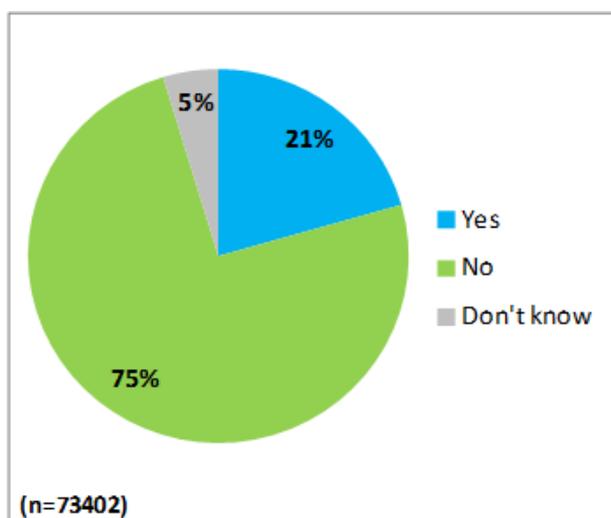
Figure 52: Perceived witnessing of harassment or bullying in the last 12 months



Qu41: During the last 12 months have you witnessed harassment or bullying in your workplace?

Further, a total of 21% of respondents indicated that they had been subjected to harassment or bullying in the last 12 months (75% indicated they had not), as shown in Figure 53.

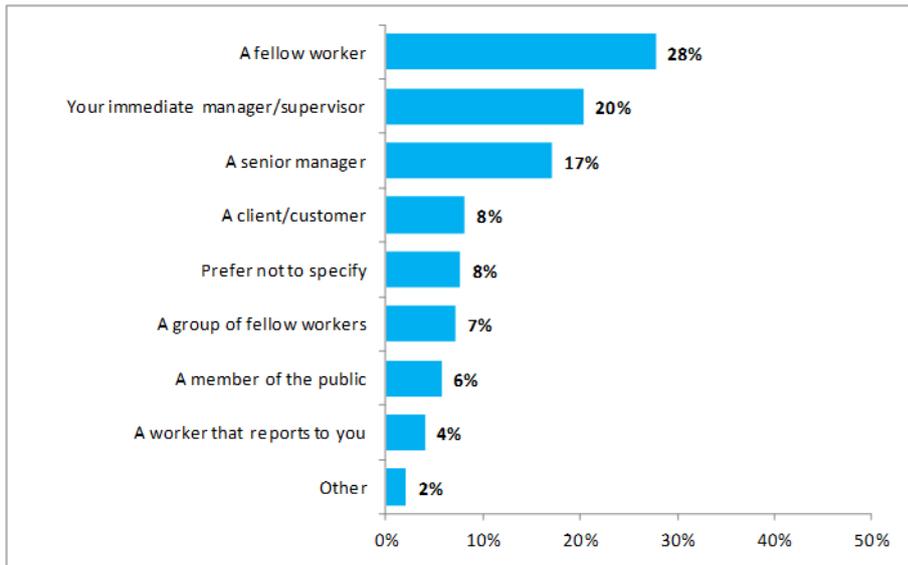
Figure 53: Perceived incidence of harassment or bullying in the last 12 months



Qu42: During the last 12 months, have you been subjected to harassment or bullying in your workplace?

Those respondents who indicated that they had experienced harassment or bullying in the past 12 months were then asked the source/s of this inappropriate behaviour (e.g. customer, colleague, manager, etc).

Figure 54: Source of harassment and bullying



Qu43: Who were you harassed or bullied by? [Tick all that apply]
 (Based on respondents who answered yes to being subjected to bullying or harassment in the last 12 months)

Of those who said that they had been subjected to harassment or bullying in the workplace during the past 12 months:

- 28% indicated the source of the inappropriate behaviour to be from a fellow worker.
- 20% indicated the source of the inappropriate behaviour was an immediate manager/supervisor.
- A senior manager (17%) was third most frequently mentioned source of bullying or harassment.
- Attention should not be drawn away from external sources such as:
 - a client/customer (8%); and
 - a member of the public (6%).

Further, as highlighted in Figure 48 previously, one fifth (20%) of respondents felt that bullying is tolerated at work which was similar to the proportion of respondents who indicated that they have been subjected to harassment or bullying in the last 12 months (21%). This same finding was seen across individual agencies. This tends to reinforce that there may be a cause for concern in the process of the raising and handling of complaints of this nature.

These results indicate an internal climate of concern, particularly in light of the negative perceptions for the ‘Organisational trust’ workplace factor. The open comments further confirm this with 5% of all comments (2,359 of 45,408) mentioning bullying or harassment. Positively, 77% of respondents indicated that they know how to access support services such as the Employee Assistance Service (EAS) (16% did not).

Results for the 'Workload and health' factor and 'Workplace change' factor may provide some insight into the high level of perceived bullying and harassment experienced. Workplace change can potentially impact on numerous aspects of work life such as increased workloads, uncertainty around change and job security. However, given the most common source of bullying or harassment was a fellow worker, it is likely that these factors are not the only contributors to the high levels of bullying or harassment.

Detailed understanding of this issue is required in order to ensure employees know how to identify inappropriate behaviour and to ensure employee feel comfortable and supported in reporting inappropriate behaviour. Suggestions, provided through open comments, for addressing bullying and or harassment included:

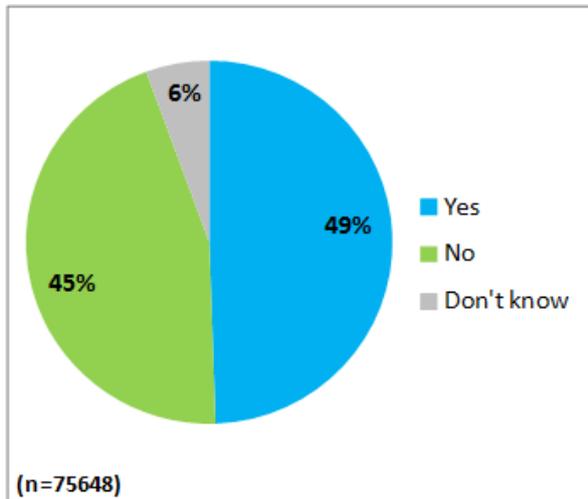
- Education programs for promoting a positive workplace environment
- Broader communication to further increase awareness of EAS.
- Line managers using performance conversations with employees to discuss relevant concerns so that they can be resolved before they are escalated to a formal complaint.
- Reviewing poor performance and how effectively it is managed.
- Safer processes and procedures to deal with bullying or harassment that would not jeopardise a person's position.
- Timely processes and procedures to deal with bullying or harassment.
- Increased management capability to deal with people matters.

Importantly, it may be that the refreshed values for the QPS and activities around this could provide a positive framework for respectful workplace behaviours.

Examining and evaluating work behaviour and performance by comparing against standards is an essential step in allowing employees to continuously grow and develop, which ultimately leads to a more efficiently run organisation. Further, using constructive feedback to show where improvements are needed and reinforcing strengths, achievements and/or good work behaviours will help improve performance.

As outlined in Figure 55, less than half the respondents (49%) indicated that they received formal individual performance feedback in the past 12 months and of those who have received that feedback, only 57% felt that it has helped them improve. Therefore, only 28% of the workforce believed that they have received formal feedback in the past 12 months that helped improve their performance.

Figure 55: Received formal individual performance feedback in the last 12 months



Qu29: Have you received formal individual performance feedback in your organisation in the last 12 months?

As outlined in Figure 56, respondents had very mixed perceptions about performance assessment:

- Just over half (52%) of respondents felt they had performance objectives that were in their control.
- Half (50%) of respondents agreed that they received useful feedback on their performance.
- 50% of respondents agreed that they had productive conversations with their manager regarding their performance in the last 12 months.
- Only 44% of respondents felt that their performance was assessed against clear criteria.

Figure 56: Performance assessment workplace factor

Performance assessment	positive	neutral	negative	Positive
28a. I receive useful feedback on my performance	50	25	25	50
28b. My performance is assessed against clear criteria	44	31	26	44
28c. I have performance objectives that are within my control	52	28	19	52
28h. I have had productive conversations with my manager on my performance in the past 12 months	50	23	27	50

Please note, charts may not equal 100% due to rounding

Results for 'Performance assessment' indicated moderately positive perceptions however, improving these perceptions will be critical in developing a high performing culture. These results also highlight that employees may need to be more involved in setting performance objectives but also potentially take greater responsibility in ensuring the criteria for assessment is clear to them.

Low proportions of positive perceptions around receiving useful feedback on performance and productive conversations suggest that capability development may be required for managers and

employees to ensure that performance assessment is an effective, regular, ongoing process, rather than a 6 or 12 month task to be carried out.

Open comments regarding performance indicated some concerns around:

- Equality and fairness around promotion.
- Lack of opportunity to provide 360 degree feedback regarding managers.
- A better system for managing poor performance effectively.

Formal performance feedback should occur on a regular basis and coincide with a quality conversation with the individual’s supervisor about expectations of performance in all facets of working life including but not limited to service delivery, empowerment, appropriate workplace behaviour, team work, collaboration and learning and development. Attainable and justifiable targets and objectives should be set and agreed upon to align with the business’s goals to add further clarity to the employee’s role and instil a sense of accountability for their own growth.

It is important to keep in mind that external factors can contribute to processes becoming less efficient or relevant. Continual assessment of processes is critical to identify activities and potential changes which can add value by improving efficiency.

A total of 45% of respondents believed that approval processes are excessive (17% thought they were not excessive), as per Figure 57.

Figure 57: Level of agreement that approval processes are excessive



Please note, charts may not equal 100% due to rounding

Given the high neutrality for this item, there is opportunity to improve perceptions of approval processes. However, with a high negative response, if there is no action taken there is a higher likelihood that respondents who were neutral in response could become negative in their perceptions.

More than half (58%) of respondents agreed that they would be more productive if there were less ‘red tape’ (12% disagreed), as shown in Figure 58.

Figure 58: Level of agreement that employees would be more productive if there were less ‘red tape’



Please note, charts may not equal 100% due to rounding

In agencies responsible for regulatory compliance, it can be difficult to implement real change if processes are embedded.

Further investigation should be undertaken to explore what respondents refer to when thinking of 'red tape'. Open comments suggest that red tape experienced by respondents included but were not limited to:

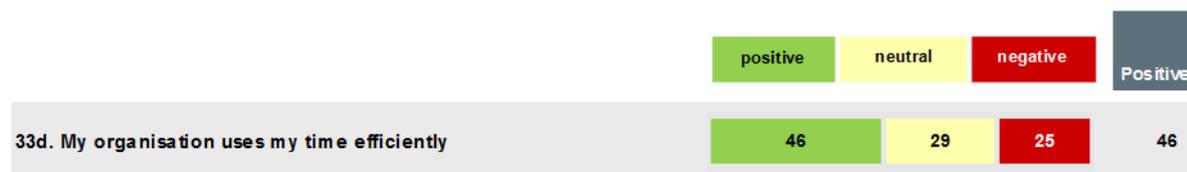
- the level of delegations and authority;
- procurement processes;
- travel bookings;
- duplication of reporting; and
- risk management reporting.

Although change to regulatory processes may be limited, there may be some local administrative processes which can be reviewed and refreshed to accommodate a more time and resource efficient way of delivering services.

The level of agreement that their agency uses employees' time efficiently, is depicted in Figure 59.

Somewhat encouragingly, a total of 48% of respondents agreed that the organisation uses their time efficiently (25% disagreed).

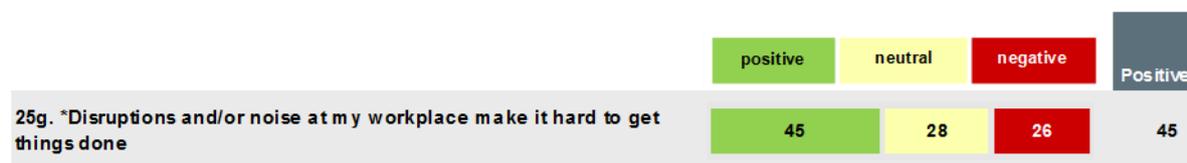
Figure 59: Level of agreement that the organisation uses employees' time efficiently



Please note, charts may not equal 100% due to rounding

A similar proportion of respondents (26%) felt that that disruptions and/or noise at their workplace make it hard to get things done (46% feel that it does not).

Figure 60: Level of agreement that disruptions make it hard to get things done



Please note, charts may not equal 100% due to rounding

It would be beneficial to explore what employees feel disrupts their work and how frequently these disruptions occur. These results, in conjunction with the open comments about poor physical resources, tend to indicate that various workplace environments could be improved in order to increase productivity.

Results for perceived efficient use of time and resources were low. There appears to be scope for improving efficiencies in processes and systems which could assist in positive perceptions for not only these items but for the 'innovation' and 'job empowerment' workplace factors.

6 Employee voices: key themes from comments

The open ended item, 'What could or should be done to improve your workplace or organisation' was included within the WfQ survey. All responses were categorised into themes.

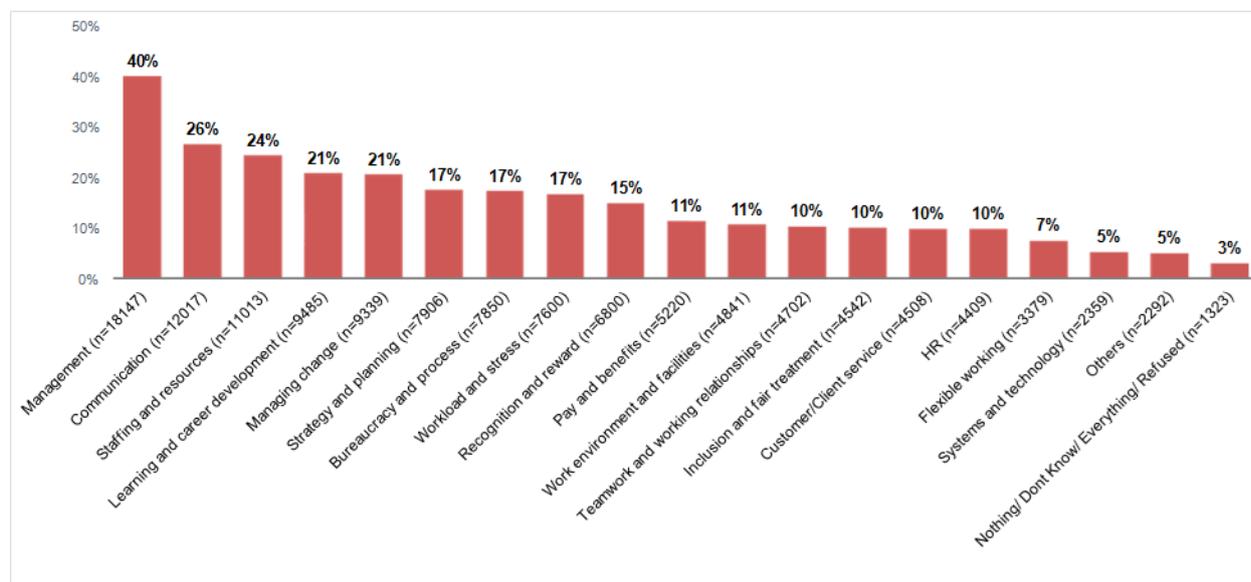
The themes identified through the free text were consistent with the key workplace themes identified in the factor analysis including:

- Management
- Communication
- Staffing and Resources
- Learning and development, and
- Managing change.

It should be noted that themes within the free text comments section are multi-themed.

As outlined in Figure 61, the themes from the free text comments reflected the key drivers of the three workplace outcomes.

Figure 61: Themed open comments for improvement



Qu45: What could or should be done to improve your workplace or organisation?

The majority of open comments (40%) related to the area of 'Management' which included the sub themes of 'general', 'line manager' and 'senior manager'. Related to this was just over a quarter (26%) of open comments were related to 'Communication' including 'employee voice', 'methods/channels' and 'transparency'.

Comments highlighted a perceived issue of communication flow between managers and respondents:

- A desire for management at all levels to be more transparent in their communication.
 - Less email and more face to face communications.
- Taking a more consultative approach with employees which is genuine.

- Increased 'visibility' of management (i.e. regular local site visits).
- Leading by example.
- Managers providing opportunities for feedback and listening to feedback.
- Providing timely communications.

Addressing these perceived gaps will assist in increasing agency engagement as 'Organisational leadership' was the strongest driver of this workplace outcome.

Related to these results around the 'Organisational leadership' workplace factor, 21% of open comments discussed 'managing change', including 'job security', 'restructure or relocation' and 'stability or constant change'. Further, these open comments highlight the poor perceptions of the workplace factors of 'Organisational trust', 'Workplace change' and 'Decision making'.

A number of comments were centred on:

- Insufficient information regarding changes being made to the workplace that impact employee' job roles.
- Receiving information post changes being implemented instead of prior.
- Establishing a dedicated resource that is responsible for communication within the QPS.
- Recognition of the impact staffing cuts had on employees' day to day work.
- Providing job security.
- More information on the future.
- Generally improving change management.

Given the high volume of comment on managing change, this implies that the current communications around any changes is an area to improve upon.

Again, relating to the above workplace factors, nearly a quarter (24%) of open comments relate to 'staffing and resources' including 'uniforms', 'resources', 'staffing levels' and 'retention and recruitment'. Many comments related to the key drivers of 'Workload and health', 'Job empowerment' along with highlighting poor results for efficiencies and resources.

Comments highlighted the following key perceptions of respondents:

- Working excessive hours due to lack of human resources.
- Better equipment and physical resources (e.g. IT, computing hard ware and software, phones, office space, storage space and other equipment to do the job effectively)
- More funding.
- Improved allocation of resources through prioritisation of work requirements and reduced duplication of paperwork.
- Reduction in red tape and approval processes in areas such as:
 - Procurement.

- Human resources processes.
 - Recruitment; and
 - Performance management
- Travel booking system.
- Risk management and compliance reporting requirements.
- Delegations and authorities.
- Access to flexible work practices such as tele-working.

Many respondents indicated they want a better work-life balance which underlies many of the above comments. It appears that respondents have a very clear idea of the systems and processes that are not as effective as they could be and this presents an opportunity for innovation and collaboration in order to reduce some of the perceived issues within 'Workload and health'.

The 'Learning and development' workplace factor was a key driver of agency engagement, job engagement and satisfaction and intention to leave. Learning and development represented 21% of the open comments and the two key sub themes were career development and training.

Respondent comments highlighted the following issues and reiterated the WfQ survey findings for this factor:

- Workload was a barrier for involvement in training opportunities.
- Reduced budget was a perceived barrier to learning and development opportunities.
- Clearer career paths with opportunities for mentoring, easier access to job rotation and higher duties and managing backfill issues appropriately and in a timely manner.
- Improved systems for promotion.
 - fair selection criteria for positions;
 - on the job performance; and
 - streamlined application processes.
- Training for people managers in managing.
- Equality in learning and development opportunities available.
- Training for those whose roles have changed.

As mentioned previously, the opportunities available for employees to further their skills and careers, is an essential component to their engagement with the agency, their job and their intention to leave. Further investigation of a systematic approach to career development and learning and development within the QPS appears to be required.

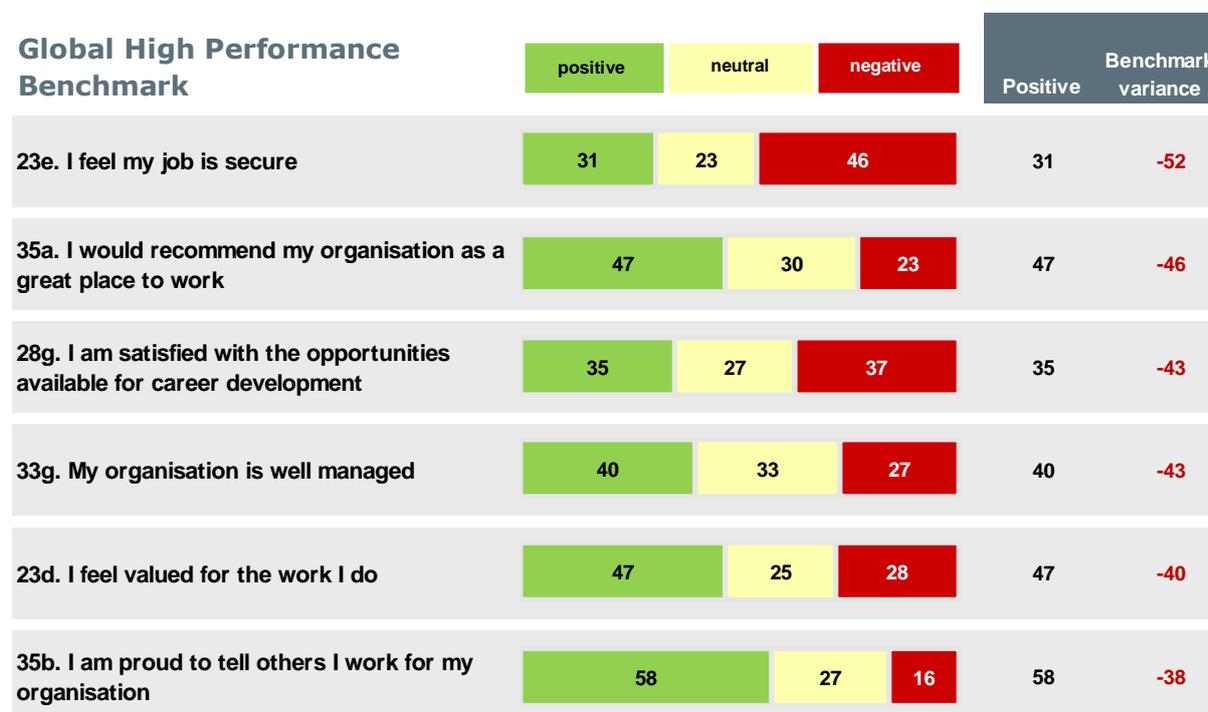
7 External benchmark comparisons

ORC International has a large and robust benchmarking database, **perspectives**. The perspectives database contains a vast amount of useful information from more than 350 public and private organisations. In total, the views of more than 1.5 million employees are held within the database and all this information has been collated from surveys conducted in the last two years. **perspectives** contains over 100 commonly asked employee opinion items that are able to be compared.

Reviewing the WfQ survey, twelve questions in total were considered to be either a direct word for word question match or included a slight text variance which was deemed not to impact the context of the question. ORC International provided a global high performance benchmark to draw comparisons as a target for improvement. The global high performance benchmark consists of the top ten results out of all organisations in **perspectives** and has a mix of public and private sector organisations within the results.

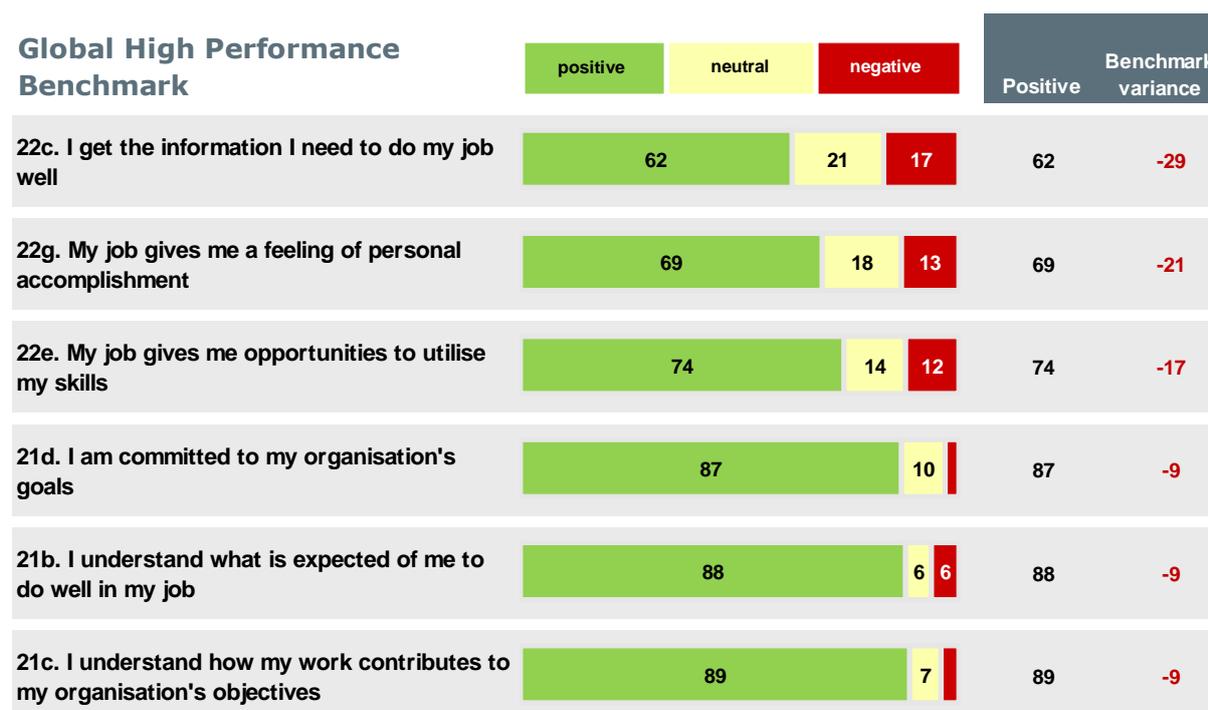
How the QPS results compared to the benchmark percent positive scores and the variance between QPS overall percent positive scores and the global high performing benchmark, is displayed in Figure 62. For all 12 items that were compared, QPS overall was more than eight (8) percentage points lower than the global high performance benchmark.

Figure 62: Comparison to benchmarks



Please note, charts may not equal 100% due to rounding

Figure 62: Comparison to benchmarks (cont'd.)



Please note, charts may not equal 100% due to rounding

While respondents scored relatively strongly regarding job role, there is room for improvement. It is encouraging however, that the results for employees understanding what is expected of them to do well in their job, understanding how their work contributes to the organisation's objectives and being committed to the organisation's goals were only 8 to 9 percentage points below the benchmark. In particular, role clarity and goal alignment was a driver of job engagement and satisfaction and commitment to the organisations goals was a driver of both agency engagement and intention to leave (or conversely, intention to stay) within the QPS overall.

Having the opportunity to utilise skills (-17%) and getting the information needed to do a job well (-29%) are also important for job engagement and satisfaction within the QPS. Although these items perform relatively well, their higher neutral and negative results, along with the variance from the benchmark, re-enforce the importance to investigate these areas further in order to not only maintain, but drive job engagement and satisfaction higher and further align with high performing organisations.

Achieving a feeling of personal accomplishment fell behind the benchmark by 21 percentage points. This item is one of the questions which form the job and satisfaction engagement outcome. As such, it should also be an area for further investigation in order to improve job engagement and satisfaction and further align with high performing organisations.

Job security is of high concern within the QPS. These results are not only evident in the employees' responses but also have the highest variance from the benchmark, falling short by 52 percentage points. Likewise, feeling valued for the work being done is also less positive than the benchmark (47% compared to 87%). Given the reform agenda and the significant changes that have occurred in the QPS in the past year, it is understandable that job security and feeling valued were substantially less positive.

Satisfaction with opportunities available for career development, as identified earlier in this report, is both a driver of agency engagement and intention to leave. Implementing initiatives in the learning

and development area likely to improve both agency engagement and intention to leave and also reduce the variance high performance benchmark.

Investigating and improving the neutral perceptions of managing the organisation well will help to bring the QPS results closer to that of the high performance benchmark. The variance in this result is 43 percentage points and neutrality for the QPS is high. As driver of agency engagement, actions for improvement will also help to improve this outcome.

Advocacy (-46%) and pride (-38%) are both items measured within the 'say' component of the agency engagement index. These results also have a high variance from the benchmark; however they are not directly actionable. Focusing on the driving factors and questions of agency engagement will help to improve employee opinions about recommending their organisation as a great place to work, and creating a sense of pride for their organisation.

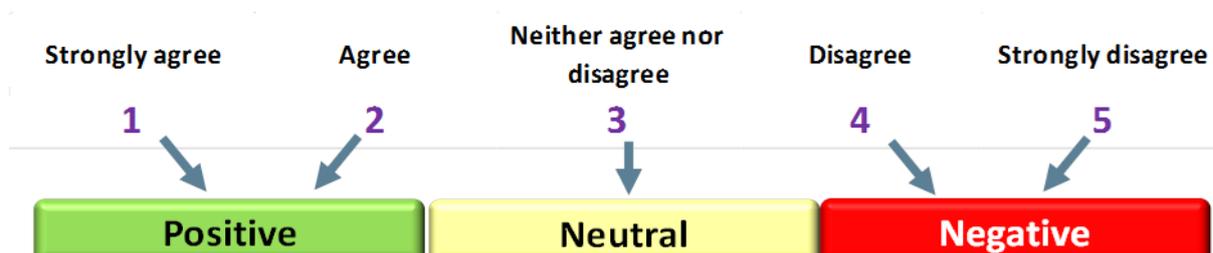
APPENDIX A:

How to read this report and key terminology

How to read this report and key terminology

It is important to understand how to read the results of the WfQ survey to maximise the usefulness of this report. The following provides guidance on how to interpret the numbers shown. The majority of questions use a 5-point scale. Responses are collapsed into 3 categories.

Example Question: My job makes good use of my skills and abilities



Mixed result — half positive, but most of the remaining neutral



Warning sign — half positive, large % negative



Key terminology

Table 8: Key terminology used within this report

Term in use	Definition/ Explanation
QPS	Queensland Public Service.
PSC	Public Service Commission.
Agencies	Includes 20 departments, 12 public service offices and 19 hospital and health services.
WFQ	Working for Queensland.
CI	Confidence intervals.
Confidence Intervals	The confidence interval gives a range in which the true value of the population is likely to fall. It is expressed in terms of the error and confidence level. The 95% confidence level is the generally accepted level. The 5% error or confidence interval is also the generally accepted confidence interval. So we can say that a +/-5% confidence interval at the 95% confidence level, means that we are 95% certain that the given result is within +/-5% of the true result, if we had received responses from the whole population.
Chi squared tests	The chi-square test is used to determine whether there is a significant difference between the expected frequencies and the observed frequencies. Do the number of respondents that fall in each category differ significantly from the number you would expect? The chi square test determines whether this difference

	<p>between the expected (in this case we would expect the sample proportions to match the population proportions) and observed (the achieved sample) is due to sampling error, or if it is a <i>real</i> difference.</p> <p>The chi square test determines whether there is a difference between the population profile vs. the sample profile as a whole, rather than each individual category. The null hypothesis of the test is that there is no significant difference between the population and sample profiles, while the alternative hypothesis is that a difference does exist. If we can reject the null hypothesis then we can say that the differences/variations were significantly different.</p>
Factor Analysis	<p>Statistical method for reducing correlation data to a smaller number of dimensions or factors; beginning with a correlation matrix a small number of components or factors are extracted that are regarded as the basic variables that account for the interrelations observed in the data.</p>
Linear Regression Analysis	<p>The derivation of a mathematical relationship between dependent and independent variables.</p>
KDA	<p>Key Driver Analysis.</p>
Key Driver Analysis	<p>The key driver analysis (KDA) technique uses multiple regression to analyse the salient results in a survey. Multiple regression aims to determine a relationship between an outcome variable and several predictor variables or attributes. It assigns a regression coefficient to each attribute (in this case factors) that is measured; these coefficients (or weights) are then used to identify which attributes have the greatest impact upon overall satisfaction or likelihood to recommend.</p>
Percent (%) Positive	<p>The proportion of those who responded positively by selecting 'Agree' and 'Strongly Agree' with the exception of negatively phrased questions to which 'Disagree' and 'Strongly Disagree' equated to a negative response.</p>
Percent (%) Neutral	<p>The proportion of those who responded neutrally by selecting 'Neither agree nor disagree'.</p>
Percent (%) Negative	<p>The proportion of those who responded negatively by selecting 'Disagree' and 'Strongly Disagree' with the exception of negatively phrased questions to which 'Agree' and 'Strongly Agree' equated to a negative response.</p>
R-square score	<p>The R-square indicates the proportion of the variance of the dependent variable explained by the independent variables - these range from 0% to 100%. Normally, a strong R-squared is over 40%.</p>
Relative impact percent	<p>The output from regression analysis is an impact weight for each attribute in the model. This is the impact that each attribute has on the dependent variable. The impact weights can be converted into a relative percentage (to show the relative impact that each attribute has on the dependent variable) so that all the percentages sum to 100%.</p>
Accredited member of the Australian Market and Social Research Society	<p>ORC International is accredited to the following standards : Interviewer Quality Control Scheme (IQCS) for data collection ISO 20252 for research activities, ISO 9001 for client application software design and support, ISO 27001 for data services in key departments and in the central functions of IT, human resource and buildings security. ORC International adheres to a strict industry code of conduct that protects the individual confidentiality of all survey participants.</p>

APPENDIX B:
Questionnaire

Working *for* Queensland

Employee Opinion Survey

Completing the survey

Please read each question carefully. There are no right or wrong answers to the questions. We simply want to know your views on the issues raised in the survey. Please answer every question that you can and answer each of them as honestly as possible.

Unless stipulated, please answer in relation to your current job. If you are employed in more than one position, please think of the position in which you spend most of your time when completing this questionnaire.

Unless prompted to consider the past 12 months, please respond in relation to your current perceptions about your work and work context.

Survey Definitions

Please use the following definitions when completing the survey questions.

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

The department or public service office you work for in your current job (e.g. Department of Education, Training and Employment for staff employed in schools or TAFEs, 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 Service (e.g. clients, customers, stakeholders, patients...).

Confidentiality

Your responses will be strictly confidential. No identifying information will be published or released. Your responses are protected by the Information Privacy Act 2009 (Qld).

The survey is being conducted by an independent survey provider, ORC International. ORC International is a member of the Australian Market and Social Research Society and as such work to a strict industry code of conduct that protects the individual confidentiality of all survey participants. Questionnaires are submitted directly to ORC International for analysing the information. Completed surveys will not be seen by any agency in the Queensland Public Service.

How to fill out this questionnaire

1. To answer most of the questions you only need to tick one box. Please tick the box which most accurately describes your situation or reflects your opinion.

For example:

Is your current position a managerial or supervisory position?

- 1 Yes, managerial
- 2 Yes, supervisory
- 3 No

2. In some cases you can tick more than one box. You will be prompted when this is possible as shown in the example below.

For example:

What are the reasons that attracted you to your current organisation?

[Tick all that apply]

- 1 Working conditions
- 2 Pay
- 3 The reputation of the organisation
- 4 The functions of the organisation
- 5 Career opportunities
- 6 Work location
- 7 Other

3. Sometimes you are asked to write in an answer. In that case, simply put your answer in the space provided.

For example:

How many jobs have you had in the Queensland Public Service?

2

4. You may be asked to skip certain questions because not all questions apply to everyone. If no skip instruction is provided you should continue to the next question.

Enquiries and return of questionnaire

Please complete and post the questionnaire in the supplied reply paid envelope by 28 June 2013, but ideally before then.

If you have any questions about completing this questionnaire you can call the ORC International help desk on 1800 065 312 or email 2013EOS@workingforqueensland.com between 3 June and 28 June 2013.

This questionnaire contains questions that were sourced from the Australian State of the Service Employee Survey, the Victorian People Matter Survey, the New South Wales People Matter Survey and the United Kingdom Civil Service People Survey. The Queensland Public Service Commission acknowledges the original copyright of questions used from these surveys.

ORC INTERNATIONAL

This survey is being conducted by ORC International, an independent survey provider. Responses you provide on this survey will be transferred to ORC International's secure office environment in London, United Kingdom. By completing and returning this survey, you agree to this transfer.

WHERE YOU WORK

Please select where you work in the <AGENCY NAME> from the categories listed below (select one group only).

In selecting where you work in your organisation, please think of the current position in which you spend most of your time. Please select **one workgroup only**.

[LIST OF WORKGROUPS WITHIN GIVEN AGENCY PROVIDED TO SELECT FROM]

WHERE YOU HAVE WORKED

Your organisation is the department or public service office you work for in your current job (e.g. Department of Education, Training and Employment for staff employed in schools or TAFEs, Public Trust Office for staff working for the Public Trust Office).

Q1 How long have you been employed in your current organisation? [Including under different organisation name or administrative arrangements]

- 1 Less than a year
- 2 1 year to less than 2 years
- 3 2 years to less than 4 years
- 4 4 years to less than 6 years
- 5 6 years to less than 10 years
- 6 10 years or more
- 7 Don't know

Q2 How many organisations in the Queensland Public Service*, including your current one, have you worked for?

[Changes in organisation name or administrative arrangements are not counted as separate organisations]

* Includes Government departments and public service offices and excludes Government owned corporations

Q3 How many years of your working life have you been employed in: [Please estimate]

	Less than 1 year	1 to less than 2 years	2 to less than 4 years	4 to less than 6 years	6 to less than 10 years	10 years or more
a. The Queensland Public Sector**	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
b. Other Government sectors (local, other states, federal, overseas)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
c. Other non-Government sectors (e.g. not for profit, academia, voluntary organisations)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
d. The private sector (including as an employer or self employed)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6

** Includes Government owned corporations.

YOUR BACKGROUND

Please complete the following background information details. This information allows us to determine the extent to which the people who complete the survey reflect the total workforce. It also allows us to explore variations in employee perceptions among different demographic and employee groups. This information will not be used in any way that would allow anyone to identify you or to attribute any survey question answers to you.

Q4 What is your gender?

- ₁ Female
- ₂ Male

Q5 What is your age?

- ₁ 19 years or under
- ₂ 20 – 24 years
- ₃ 25 – 29 years
- ₄ 30 – 34 years
- ₅ 35 – 39 years
- ₆ 40 – 44 years
- ₇ 45 – 49 years
- ₈ 50 – 54 years
- ₉ 55 – 59 years
- ₁₀ 60 – 64 years
- ₁₁ 65 and over

Q6 Do you identify yourself as?

- ₁ Aboriginal
- ₂ Torres Strait Islander
- ₃ Aboriginal and Torres Strait Islander
- ₄ None of the above
- ₅ Don't know

Q7 Do you have an ongoing disability*?

- ₁ Yes
- ₂ No
- ₃ Don't know

** For the purpose of this survey, a person with a disability is a person with a long-term health condition that leads to one or more limitations, restrictions or impairments that lasted or is likely to last for 6 months or more. Long-term health conditions can be in these areas: Physical, Sensory (hearing, speech or vision) which cannot be corrected by appropriate aids such as hearing aids or glasses, Intellectual or Learning, and Psychiatric.*

YOUR BACKGROUND continued

Q8 In which country were you born?

- ₁ Australia
- ₂ Overseas in a country where English is a primary language
- ₃ Overseas in a country where English is not a primary language
- ₄ Don't know

Q9 What is your first language?

- ₁ English
- ₂ Another language than English
- ₃ Don't know

Q10 Are you a care giver for a child under the age of 15 or another person in need of care?

- ₁ Yes, I am the primary* care giver for at least one person
- ₂ Yes, I share the primary* care giver role
- ₃ Yes, but I am not a primary* care giver
- ₄ No
- ₅ Don't know

* A primary care giver is a person who has the main responsibility for providing care for a person.

Q11 What is the highest level of formal qualification you have completed?

- ₁ Less than year 12 or equivalent
- ₂ Year 12 or equivalent (Senior certificate/QCE/HSC/Leaving certificate)
- ₃ Certificate level including trade
- ₄ Diploma/ Advanced Diploma/ Associate degree
- ₅ Bachelors degree (including with Honours)
- ₆ Graduate Certificate or Diploma
- ₇ Masters degree
- ₈ PhD or Higher Doctorate
- ₉ Other

YOUR EMPLOYMENT

Q12 What is your employment status? [Your employment status relates to your substantive position in the Queensland Public Service.]

- ₁ Permanent
- ₂ Temporary
- ₃ On a contract
- ₄ Casual
- ₅ Don't know

The following questions are about your **current position** in the Queensland Public Service. Your current position is the position you are currently performing in (not necessarily your substantive position). If you have more than one current position with the Queensland Public Service, please respond in relation to your **main current position**. Your main current position is the position where you spend most of your working time in.

Q13 How long have you been in your current position?

- ₁ Less than a year
- ₂ 1 year to less than 2 years
- ₃ 2 years to less than 4 years
- ₄ 4 years to less than 6 years
- ₅ 6 years or more
- ₆ Don't know

Q14 On what basis are you employed in your current position?

- ₁ Full-time basis
- ₂ Part-time basis
- ₃ Don't know

Q15 In your current position, are you the manager of one or more employees?

- ₁ Yes
- ₂ No (**Go to Q17**)
- ₃ Don't know (**Go to Q17**)

Q16 In your current position, do you manage other managers?

- ₁ Yes
- ₂ No
- ₃ Don't know

YOUR EMPLOYMENT continued

Q17 In your current position, which one of the following best describes the type of work you do?

[The type of work that occupies the largest amount of your work time. If you manage employees, please indicate the main type of work that best describes the work of the employees you manage]

- ₁ Service delivery involving direct contact with the public (e.g. teaching, nursing, shopfront/counter service, prison officer, police officer)
- ₂ Other service delivery work (not involving face-to-face contact with the public but critical to the delivery of services (e.g. maintenance, technical support, catering, cleaning)
- ₃ Research
- ₄ Policy
- ₅ Program design and/or management
- ₆ Exercising regulatory authority (e.g. setting of and compliance with statutory standards, professional registration, legal enforcement)
- ₇ Legal (including developing or reviewing legislation)
- ₈ Corporate services (e.g. HR, finance, IT, ministerial and parliamentary processes)
- ₉ Administrative support/clerical (e.g. executive/personal assistant, receptionist)
- ₁₀ Other, please specify _____
- ₁₁ Don't know

Q18 What is the postcode of your workplace? [If you work in more than one location, select the primary or 'base' location]

Q19 Do you currently use any of the following flexible work options? [Select all that apply]

- ₁ Purchased leave
- ₂ Flexible start and finish times
- ₃ Compressed work hours*
- ₄ Telecommuting
- ₅ Job sharing
- ₆ Other, please specify _____
- ₇ None of the above

* Working usual full-time or part-time hours over fewer days by working extra hours per day, thereby accruing hours to have a regular day off in a week or fortnight

YOUR EMPLOYMENT continued

Q20 In your current position, what is your annual salary before tax?

[Convert to full-time equivalent if part-time or on a purchased leave arrangement]

- ₁ 29,999 and Less
- ₂ 30,000 - 39,999
- ₃ 40,000 - 49,999
- ₄ 50,000 - 59,999
- ₅ 60,000 - 69,999
- ₆ 70,000 - 79,999
- ₇ 80,000 - 89,999
- ₈ 90,000 - 99,999
- ₉ 100,000 - 109,999
- ₁₀ 110,000 - 119,999
- ₁₁ 120,000 to 149,999
- ₁₂ 150,000 and above
- ₁₃ Don't know

YOUR ROLE

Q21 Please indicate the extent to which you agree or disagree with each statement below.

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
a. I am clear what my duties and responsibilities are	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
b. I understand what is expected of me to do well in my job	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
c. I understand how my work contributes to my organisation's objectives	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
d. I am committed to my organisation's goals	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
e. I agree with the way my organisation tries to achieve its goals	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
f. I feel I make a contribution to achieving the organisation's objectives	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
g. My work makes a valuable contribution to the Queensland public	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

YOUR WORK

Q22 Please indicate the extent to which you agree or disagree with each statement about your work below.

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
a. I have a choice in deciding how I do my work	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
b. I have the tools I need to do my job effectively	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
c. I get the information I need to do my job well	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
d. I have the authority necessary to do my job effectively	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
e. My job gives me opportunities to utilise my skills	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
f. I enjoy the work in my current job	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
g. My job gives me a feeling of personal accomplishment	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
h. When needed, I am willing to put in the extra effort to get a job done	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
i. My current job will help my career aspirations	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

Q23 Please indicate the extent to which you agree or disagree with each statement about your work below.

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
a. I am overloaded with work	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
b. I feel burned out by my work	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
c. I am fairly paid for the work I do	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
d. I feel valued for the work I do	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
e. I feel my job is secure	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
f. I would be more productive if there was less 'red tape' (e.g. Regulatory or administrative processes)	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
g. I have close personal friends at work	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
h. My work has a negative impact on my health	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

YOUR WORKGROUP

Your workgroup is the group or team where you spend most of your time. If you are a manager, please think about the people you manage.

Your customers are the persons you provide advice or service to, whether internal or external to the Queensland Public Service (e.g. clients, customers, stakeholders, patients...).

Your organisation is the department or public service office you work for in your current job (e.g. Department of Education, Training and Employment for staff employed in schools or TAFEs, Public Trust Office for staff working for the Public Trust Office).

Q24 Please indicate the extent to which you agree or disagree with each statement below.

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree	NA
a. People in my workgroup treat each other with respect	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	
b. I receive help and support from other people in my workgroup	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	
c. People in my workgroup are honest, open and transparent in their dealings	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	
d. People in my workgroup use their time and resources efficiently	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	
e. People in my workgroup treat customers with respect	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	
f. People in my workgroup are committed to delivering excellent service to customers	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	
g. People in my workgroup do their jobs effectively	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	
h. My workgroup is adequately resourced to deliver quality services	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	
i. People in my workgroup are committed to workplace safety	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	
j. People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> ₉₉ *
k. People in my workgroup work effectively with other Queensland Government organisations to deliver services to our customers	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> ₉₉ **
l. People in my workgroup work effectively with other organisations outside the Queensland Government to deliver services to our	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> ₉₉ ***

* Select the NA option if your workgroup has not worked with other workgroups in your organisation.

** Select the NA option if your workgroup has not worked with other Queensland Government organisations.

*** Select the NA option if your workgroup has not worked with organisations outside the Queensland Government.

YOUR WORKPLACE

Your workplace is 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.

Q25 Please indicate the extent to which you agree or disagree with each statement below.

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
a. Important decisions made at my workplace are based on a sound understanding of issues	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
b. Important decisions at my workplace are made by the people best placed to understand the issues	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
c. Considerations that are <u>not</u> relevant influence important decisions at my workplace	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
d. My workplace culture supports people to achieve a good work/life balance	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
e. There is adequate focus on workplace safety at my workplace	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
f. Approval processes at my workplace are excessive	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
g. Disruptions and/or noise at my workplace make it hard to get things done	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
h. There are individuals at my workplace who make the working environment difficult	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
i. Performance is assessed and rewarded fairly in my workplace	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
j. I am confident that poor performance will be appropriately addressed in my workplace	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
k. People are treated fairly and consistently in my workplace	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
l. People take responsibility for their decisions and actions in my workplace	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
m. Bullying* is not tolerated in my workplace	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

* 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.

YOUR WORKPLACE continued

Q26 Please indicate the extent to which you agree or disagree with each of the following statements about workplace change in the past 12 months.

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree	NA*
a. I have received timely and relevant communication about workplace change in the past 12 months	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> 99
b. Changes that have been implemented in my workplace have been done for a good reason in the	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> 99
c. Changes implemented in my workplace have been managed well in the past 12 months	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> 99
d. I feel my workplace is functioning more efficiently as a result of change implemented in the past 12 months	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> 99
e. My workplace has undergone significant change in the past 12 months	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/>

* Select the NA option if you have not experienced workplace change at your current workplace over the past 12 months.

IMPROVING WORK PRACTICES

Q27 Please indicate the extent to which you agree or disagree with each statement below.

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
a. I get the opportunity to develop new and better ways of doing my job	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
b. I am encouraged to make suggestions about improving work processes and/or services	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
c. Management is willing to act on suggestions to improve how things are done	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
d. My workgroup uses research and expertise to identify better practice	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
e. My workgroup always tries to improve its performance	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
f. My organisation is open to new ideas	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

YOUR PERFORMANCE ASSESSMENT AND DEVELOPMENT

Q28 Please further indicate the extent to which you agree or disagree with each statement below.

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree	NA*
a. I receive useful feedback on my performance	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	
b. My performance is assessed against clear criteria	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	
c. I have performance objectives that are within my control	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	
d. In my organisation, there are opportunities for me to develop my skills	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	
e. I am able to access relevant learning and development opportunities	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	
f. Learning and development activities I have completed in the past 12 months have helped to improve my performance	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> ₉₉ *
g. I am satisfied with the opportunities available for career development	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	
h. I have had productive conversations with my manager on my performance in the	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	

* Select the NA option if you have not completed any learning or development activities in the past 12 months.

Q29 Have you received formal individual performance feedback in your organisation in the last 12 months?

- ₁ Yes
- ₂ No (**Go to Q31**)
- ₃ Don't know (**Go to Q31**)

Q30 To what extent do you agree or disagree that your most recent formal performance feedback will help/has helped you improve your performance?

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

YOUR MANAGER

Your manager is the person you usually report to.

Q31 Please indicate the extent to which you agree or disagree with each statement below.

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
a. My manager treats employees with dignity and respect	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
b. My manager listens to what I have to say	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
c. My manager keeps me informed about what's going on	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
d. My manager understands my work	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
e. My manager creates a shared sense of purpose	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
f. My manager demonstrates honesty and integrity	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
g. My manager draws the best out of me	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

YOUR SENIOR MANAGER

Your senior manager is the person your manager usually reports to.

Q32 Please indicate the extent to which you agree or disagree with each statement below.

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
a. My senior manager communicates timely information that is relevant for my work	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
b. My senior manager genuinely listens and is responsive to issues raised by staff	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
c. My senior manager demonstrates honesty and integrity	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

YOUR ORGANISATION

Your organisation is the department or public service office you work for in your current job (e.g. Department of Education, Training and Employment for staff employed in schools or TAFE's, Public Trust Office for staff working for the Public Trust Office).

Q33 Please indicate the extent to which you agree or disagree with each statement below.

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
a. In my organisation, the leadership is of high quality	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
b. In my organisation, the leadership operates with a high level of integrity	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
c. My organisation is committed to developing its employees	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
d. My organisation uses <u>my</u> time efficiently	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
e. Management model the behaviours expected of all employees	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
f. Recruitment and promotion decisions in this organisation are fair	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
g. My organisation is well managed	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

Q34 Please indicate the extent to which you agree or disagree with each statement below.

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
a. I would feel comfortable raising complaints in my organisation	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
b. If I raised a complaint, I feel confident that it would be taken seriously	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
c. Working long hours is necessary to succeed in my organisation	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
d. Gender is not a barrier to success in my organisation	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
e. Age is not a barrier to success in my organisation	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
f. Cultural background is not a barrier to success in my organisation	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
g. Sexual orientation is not a barrier to success in my organisation	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
h. Disability is not a barrier to success in my organisation	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

YOUR ORGANISATION continued

Q35 Please indicate the extent to which you agree or disagree with each statement below.

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
a. I would recommend my organisation as a great place to work	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
b. I am proud to tell others I work for my organisation	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
c. I feel strong personal attachment to my organisation	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
d. My organisation motivates me to help it achieve its objectives	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
e. My organisation inspires me to do the best in my job	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

YOUR SATISFACTION

Q36 How satisfied are you with the following:

	Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied
a. The degree to which your work is interesting/challenging	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
b. Your ability to work on your own initiative	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
c. Your physical working environment	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
d. The location of your work	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
e. Your work-life balance	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

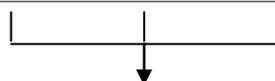
Q37 All things considered, how satisfied are you with your current job?

	Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied
	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

YOUR FUTURE

Q38 Please indicate the extent to which you agree or disagree with the statement below.

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
I intend to leave my <u>organisation</u> within the next 12 months	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅



Go to Q41

Q39 Please indicate which of the following factors influence your intention to leave your organisation

[Tick all that apply]

- ₁ Pay and conditions
- ₂ Lack of career opportunities
- ₃ The location of your workplace or the time spent commuting
- ₄ The workplace culture
- ₅ Your relationship with your manager
- ₆ Your relationship with your workgroup
- ₇ Long hours
- ₈ Stress
- ₉ Lack of professional development
- ₁₀ Uncertainty about future job security
- ₁₁ Contract expiring/redundancy
- ₁₂ Balancing work and life commitments
- ₁₃ Family/carer responsibilities
- ₁₄ Travel plans
- ₁₅ Retirement
- ₁₆ Study
- ₁₇ Other (please specify) _____

Q40 Please indicate the extent to which you agree or disagree with the statement below.

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
I intend to leave the <u>Queensland Public Service</u> within the next 12 months	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

HARASSMENT AT YOUR WORKPLACE

Q41 During the last 12 months have you witnessed harassment* or bullying** in your workplace?

- ₁ Yes
- ₂ No
- ₃ Don't know

* 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.

Q42 During the last 12 months, have you been subjected to harassment* or bullying** in your workplace?

- ₁ Yes
- ₂ No **[Go to Q44]**
- ₃ Don't know **[Go to Q44]**

Q43 Who were you harassed or bullied by? [Tick all that apply]

- ₁ A senior manager
- ₂ Your immediate manager/supervisor
- ₃ A fellow worker
- ₄ A group of fellow workers
- ₅ A worker that reports to you
- ₆ A client/customer
- ₇ A member of the public
- ₈ Other
- ₉ Prefer not to specify

Q44 Do you know how to access your organisation's support services, such as the Employee Assistance Service?

- ₁ Yes
- ₂ No
- ₃ Don't know

YOUR VIEW

The information collected below is your opportunity to express your view in your own words. It will be collated into key themes without in any way identifying you and provided to the Chief Executive Officer of your organisation for considering improvements to your workplace/organisation.

Q45 What could or should be done to improve your workplace or organisation?

APPENDIX C:
Full Response Rate Report

Full Response Rate Report

Table 9: Full response rate report of all agencies

Agency	Population	Returns	Response rate	Confidence Interval
Departments				
Department of Aboriginal & Torres Strait Islander & Multicultural Affairs	404	314	78%	+/-2.6%
Department of Agriculture Fisheries & Forestry	2230	1418	64%	+/-1.6%
Department of Communities Child Safety & Disability Services	6281	3615	58%	+/-1.1%
Department of Community Safety	12958	4359	34%	+/-1.2%
Department of Education Training & Employment	70816	26745	38%	+/-0.5%
Department of Energy & Water Supply	249	184	74%	+/-3.7%
Department of Environment & Heritage Protection	1066	887	83%	+/-1.3%
Department of Housing & Public Works	3720	1597	43%	+/-1.9%
Department of Justice and Attorney-General	4628	2037	44%	+/-1.6%
Department of Local Government Community Recovery & Resilience	107	73	68%	+/-6.5%
Department of National Parks Recreation Sport & Racing	1367	762	56%	+/-2.4%
Department of Natural Resources & Mines	2459	1514	62%	+/-1.6%
Queensland Police Service	14966	5264	35%	+/-1.1%
Department of Premier and Cabinet	420	259	62%	+/-3.8%
Queensland Treasury & Trade	1097	961	88%	+/-1.1%
Department of Science Information Technology Innovation & the Arts	3300	2546	77%	+/-0.9%
Department of State Development Infrastructure & Planning	792	638	81%	+/-1.7%
Department of Tourism Major Events Small Business & Commonwealth Games	111	87	78%	+/-4.9%
Department of Transport & Main Roads	7110	5348	75%	+/-0.7%
Public Service Offices				
Anti-Discrimination Commission Queensland	32	29	91%	n/a*
Commission for Children & Young People & Child Guardian	424	258	61%	+/-3.8%
Electoral Commission Queensland	50	29	58%	n/a*
Health Quality Complaints Commission	64	42	66%	+/-8.9%
Legal Aid Queensland	468	237	51%	+/-4.5%
Queensland Museum	288	133	46%	+/-6.2%
Public Service Commission	91	89	98%	+/-1.5%
Public Trust Office	577	366	63%	+/-3.1%

Queensland Audit Office	200	112	56%	+/-6.2%
Queensland Art Gallery	357	165	46%	+/-5.6%
Queensland Reconstruction Authority	70	61	87%	+/-4.5%
State Library of Queensland	284	128	45%	+/-6.4%
Health-related agencies				
Cairns and Hinterland Hospital and Health Service	4507	1337	30%	+/-2.2%
Cape York Hospital and Health Service	417	118	28%	+/-7.6%
Central Queensland Hospital and Health Service	3188	879	28%	+/-2.8%
Central West Hospital and Health Service	351	201	57%	+/-4.5%
Children's Health Queensland Hospital and Health Service	2285	682	30%	+/-3.1%
Darling Downs Hospital and Health Service	4748	1278	27%	+/-2.3%
Gold Coast Hospital and Health Service	6146	1153	19%	+/-2.6%
Mackay Hospital and Health Service	2108	533	25%	+/-3.7%
Metro North Hospital and Health Service	15276	2542	17%	+/-1.8%
Metro South Hospital and Health Service	12488	2283	18%	+/-1.9%
North West Hospital and Health Service	668	206	31%	+/-5.7%
South West Hospital and Health Service	819	280	34%	+/-4.8%
Sunshine Coast Hospital and Health Service	4599	1462	32%	+/-2.1%
Torres Strait - Northern Peninsula Hospital and Health Service	387	70	18%	+/-10.6%
Townsville Hospital and Health Service	5231	1480	28%	+/-2.2%
West Moreton Hospital and Health Service	3054	1127	37%	+/-2.3%
Wide Bay Hospital and Health Service	3272	759	23%	+/-3.1%
Health Services Information Agency	993	799	80%	+/-1.5%
Health Services Support Agency	3498	1201	34%	+/-2.3%
Department of Health	2821	1576	56%	+/-1.6%

*Confidence intervals cannot be calculated for sample sizes below 30.

APPENDIX D:
Respondent profile

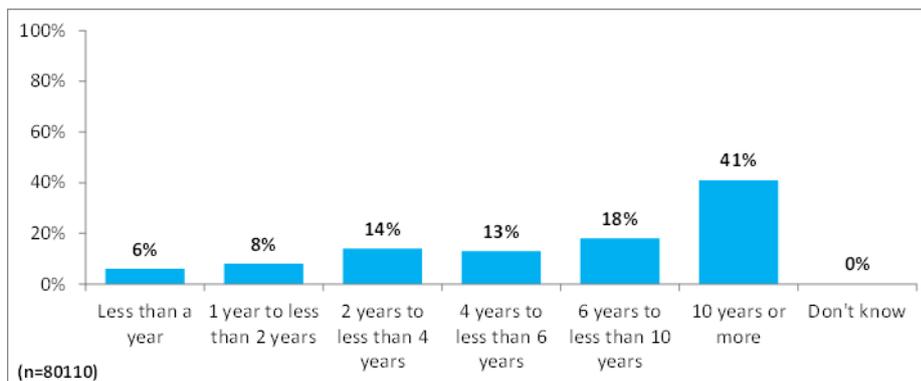
Respondent profile

Outlined in this appendix is the profile of respondents who completed the 2013 WfQ survey along with population statistics based on June 2013 MOHRI data.⁸

The following chart outlines the length of service for employees working in their current organisation:

- Notably, the majority of respondents had a length of service of 10 years or more (41%); and
- A total of 6% of respondents had tenure of 12 months or less.

Figure 63: Profile by length of service in current organisation

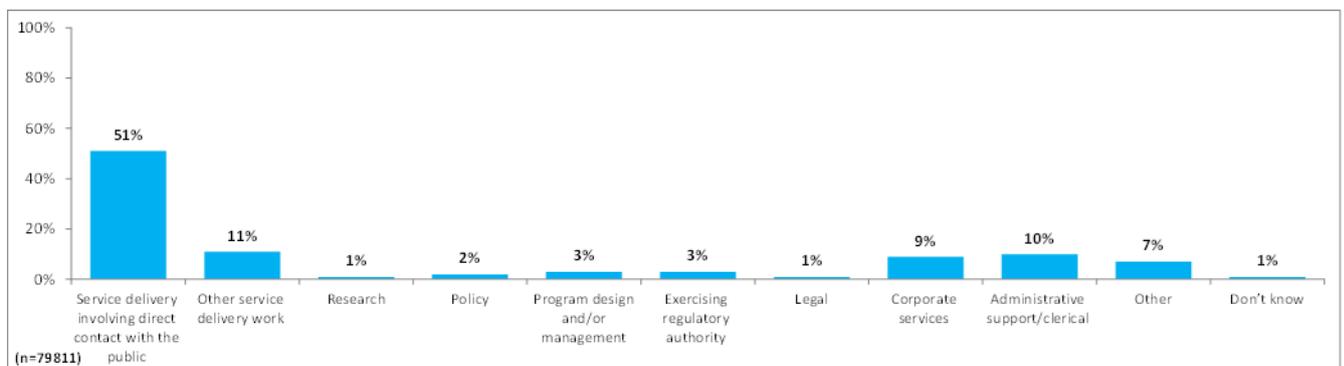


Qu1: How long have you been employed in your current organisation?

Figure 64 shows:

- The majority (51%) of respondents were involved in service delivery involving direct contact with the public;
- 11% of respondents were involved in other service delivery work;
- 10% of respondents were involved in administrative support/clerical work; and
- Legal and research type roles were relatively scarce in the sample (both 1%).

Figure 64: Profile by type of work

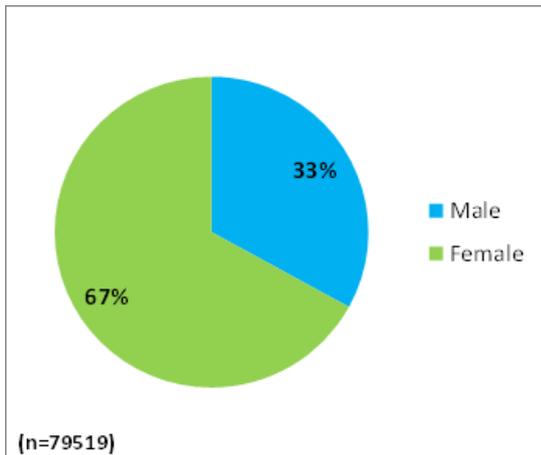


Qu17: In your current position, which one of the following best describes the type of work you do?

⁸ Note that the survey population excluded some casual employee groups so that the survey population characteristics may deviate slightly from the published June 2013 workforce figures.

Figure 65 shows that females made up the majority of the respondents (67%) and a total of 33% of respondents were male.

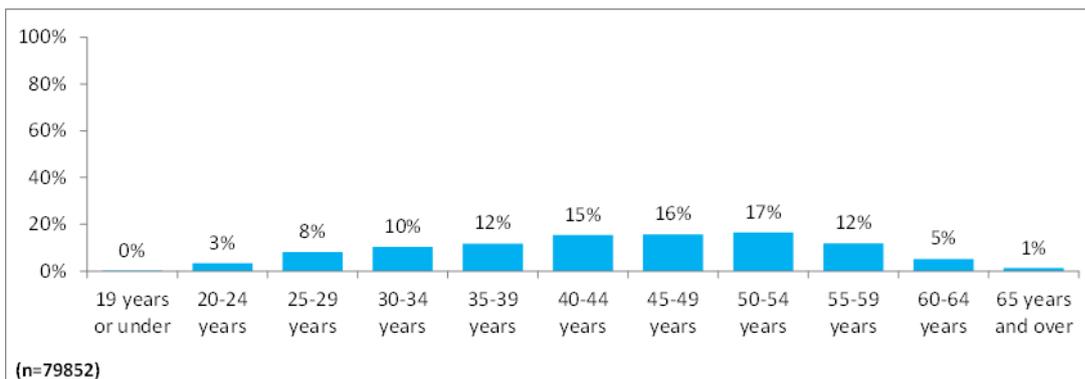
Figure 65: Profile by gender



Qu4: What is your gender?

The spread of ages within the respondent profile was indicative of the QPS employee population with the majority of respondents aged between 50-54 years (17%), followed by 45-49 years (16%) and 40-45 years (15%). Only 1% of respondents were 65 and over.

Figure 66: Profile by age

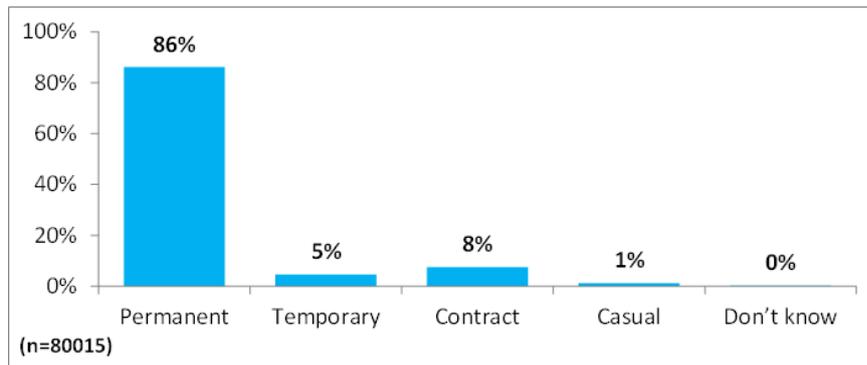


Qu5: What is your age?

Figure 67 highlights that the majority of respondents (86%) indicated they were permanent employees.

Less than a quarter of respondents were on a contract, temporary or casual (8%, 5% and 1% respectively).

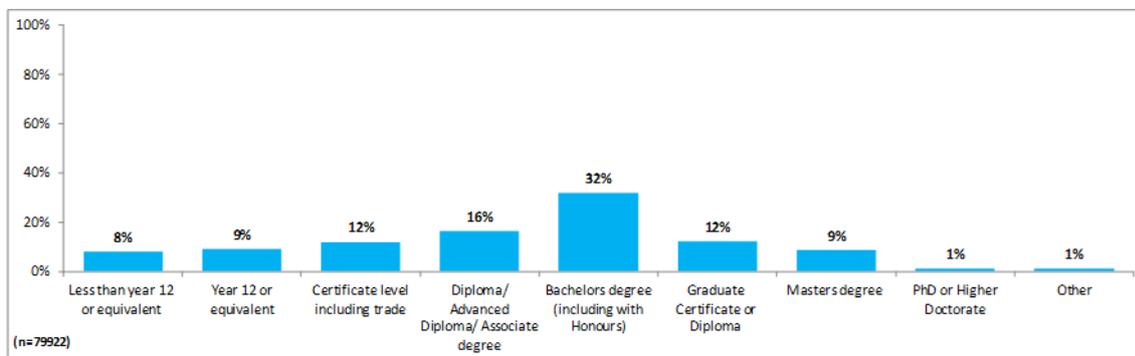
Figure 67: Profile by employment status



Qu12: What is your employment status?

When looking at the highest level of formal qualifications respondents have completed, just under a third (32%) of respondents held a Bachelors degree and 16% hold a Diploma/Advanced Diploma/Associate degree. Respondents with a PhD or Higher Doctorate and Other make up the smallest group of respondents (both 1%).

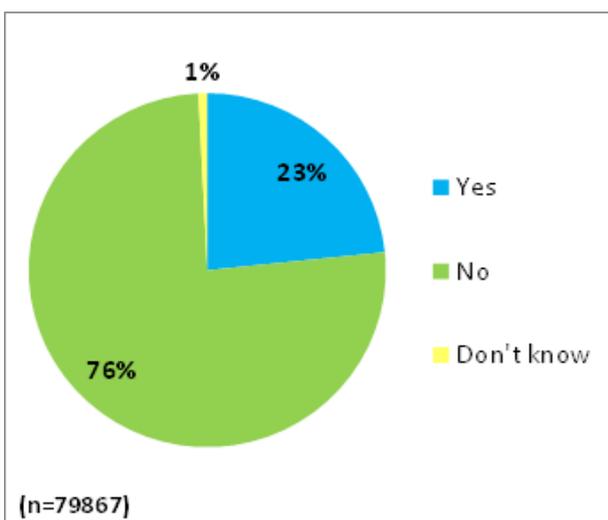
Figure 68: Profile by level of education



Qu11: What is the highest level of formal qualification you have completed?

The majority of the respondents (76%) were not employed in a managerial capacity. At this time the QPS maintained a survey average of 3 employees for every 1 manager.

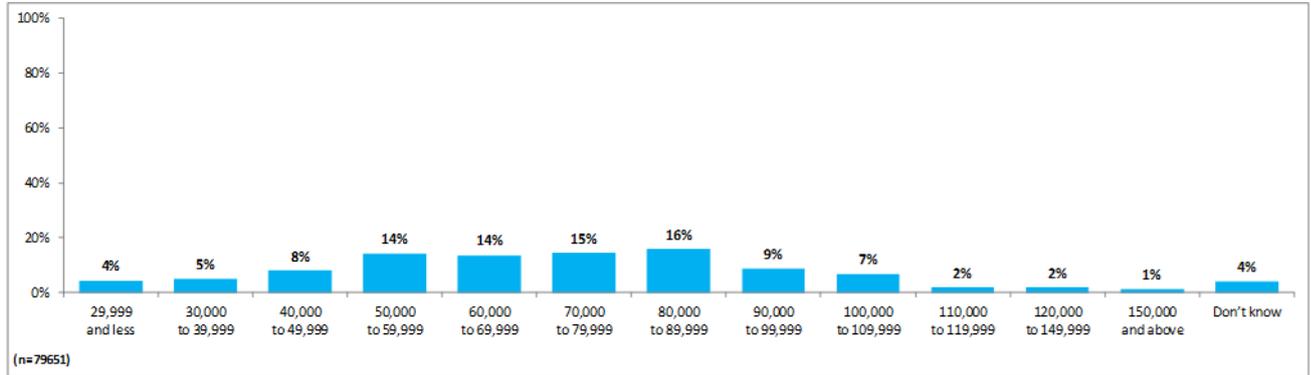
Figure 69: Profile by management responsibilities



Qu15: In your current position, are you the manager of one or more employees?

There was a large range for employee salaries. However, the majority of respondents (59%) were in the \$50,000-90,000 range. At the high end, 5% of respondents earn more than \$110,000 annually. On the opposite end, 9% of respondents earn less than \$40,000 annually.

Figure 70: Profile by annual salary before tax



Qu20: In your current position, what is your annual salary before tax?

As outlined in Table 10, a number of additional demographic questions were asked to profile respondents in order to gain further insight into the profile of the QPS workforce.

With regard to indigenous backgrounds, only 2% of respondents identified themselves as Aboriginal. Only 0.3% indicated that they were Torres Strait Islander and another 0.3% indicated that they were Aboriginal and Torres Strait Islander.

The majority of respondents were born in Australia (81%). There was a small number of respondents who indicated they were born overseas where English is the primary language (13%) and overseas in a country where English is not the primary language (6%).

A total of 94% of respondents indicated that English was their first language.

The majority (95%) of respondents do not believe they have an ongoing disability, 4% indicated that they do have an ongoing disability, and 1% of respondents were not sure.

Nearly two thirds (63%) of respondents were not care givers for a child under the age of 15 or another person in need of care. However over a third of respondents indicated they were the primary care giver for at least one person or share the primary care giver role (15% and 18% respectively). The recognition of this demography is important in terms of guiding flexible working practices. Having flexible working practices means that there is a requirement to work somewhat differently to how people would traditionally have worked. Processes need to be in place to support these flexible work options to ensure equal opportunity across the organisation.

Table 10: Profile by other key demographics

	Count	Proportion (%)
Aboriginal	1,449	2%
Torres Strait Islander	210	0.3%
Aboriginal and Torres Strait Islander	233	0.3%
Born overseas	15,365	19%
First language other than English	4,770	6%
Living with a disability	3,069	4%
Carer responsibilities	29,183	37%

Qu6: Do you identify yourself as?

Qu8: In which country were you born?

Qu9: What is your first language?

Qu7: Do you have an ongoing disability** For the purpose of this survey, a person with a disability is a person with a long-term health condition that leads to one or more limitations, restrictions or impairments that lasted or is likely to last for 6 months or more. Long-term health conditions can be in these areas: Physical, Sensory (hearing, speech or vision) which cannot be corrected by appropriate aids such as hearing aids or glasses, Intellectual or Learning, and Psychiatric. Qu10: Are you a care giver for a child under the age of 15 or another person in need of care?

APPENDIX E:

Assessing non response bias and response bias

Non response analysis

In data collection, there are two types of non-response analysis: unit non-response and item non-response. Unit non-response arises when no survey data are collected for a selected unit (information is missing on all the questionnaire variables) because they cannot be contacted or they refuse to participate in the survey. Item non-response arises when some data are collected but values of some items (questionnaire variables) are missing.

Non-response is particularly problematic as it can create bias in the responding sample. If the employees who do not answer specific questions or fail to participate in the survey have certain characteristics - for example, if all non-respondents are male while males constitute a significant proportion in the survey population – the sample is biased and lacks the potential to be representative of the larger population.

Surveys, particularly long surveys, can lead respondents to select the same response to progress faster through the survey (e.g. automatically select the 'Agree' option for many consecutive questions). Responses are then not genuine, which limits or hinders meaningful analysis of survey data.

Our approach

For investigating unit non-response, ORC International compared the demographic profile of the responding sample with the survey population, by looking at the proportions in each category, and by applying statistical tests to determine whether the differences are statistically significant, as well as calculating the confidence intervals for the survey responses per agency and demographic. Potential impacts of demographic over or under representation on survey results were then examined using a question example and demographic characteristics on age and employment status. ORC International also investigated the pattern of survey responses to assess whether any 'gaming' has occurred.

2.1.1 Unit non response analysis

The QPS population at the time of the census consisted of 213,842 employees. Responses were received from 80,223 employees, representing a response rate of 38%.

The response rates by agencies ranged from 17% to 98%, with a mean (average) of 51.3% and median 50.6% (where 50% of agencies had a response rate below this, and 50% above). The response rates for agencies by type were as follows:

Table 11: 2013 Response rate by agency type

Agency type	Number of agencies	Average response rate	Range of response rates
Non-health: Departments	19	63%	34% - 88%
Non-health: PSOs	12	64%	45% - 98%
Health	20	33%	17% - 80%

Table 11 suggests that there is differential non-response across groups in the responding sample. Although an achieved sample may be “representative” of the population under observation we cannot be sure that the data we have collected is exactly the same as would be found by interviewing the total target population. However, comparisons can be made between the profile of the achieved sample and the population in terms of the key database variables with significance testing using chi-squared tests of independence to determine whether any significant differences exist.

Outlined below are the response rates by demographics.

Table 12: 2013 Response rate by gender

Gender	Response rate
Female	38%
Male	37%

Table 13: 2013 Response rate by age

Age group	Response rate
19 and less	20%
20-24 years	28%
25-29 years	31%
30- 34 years	34%
35-39 years	36%
40-44 years	39%
45-49 years	42%
50-54 years	43%
55-59 years	40%
60-64 years	34%
65 years and over	24%

Table 14: 2013 Response rate by employment status

Employment status	Response rate
Permanent	40%
Temporary	12%
Casual	14%
Contract	375%^

[^] 5,991 respondents indicated they were employed on a contract while, based on administrative workforce data, this number was only 1,615 in the survey population.

Table 15: 2013 Response rate by annual salary before tax

Annual salary before tax	Response rate
29,999 and less	2678%^
30,000 – 39,999	596%^
40,000 – 49,999	15%
50,000 – 59,999	31%
60,000 – 69,999	37%
70,000 – 79,999	31%
80,000 – 89,999	35%
90,000 – 99,999	60%
100,000 – 109,999	45%
110,000 – 119,999	67%
120,000 – 149,999	49%
150,000 and above	28%

[^] The number of respondents who indicated they earned less than \$39,999 was far greater than the number of those employees in the survey population. The majority of respondents who indicated they earned less than \$39,999 also indicated they work part-time. This points to the possibility that responses to the salary question were not always considering the full-time equivalent character of the question.

Chi-squared tests were conducted on each variable to check statistically whether the differences/variations seen were significant, that is, genuine, or whether they were due to chance.

The tables following show the achieved sample proportions alongside the population proportions, for the following demographic variables separately.

- Region;
- Gender;
- Age group;
- Employment status; and
- Salary.

Table 16: 2013 Chi-square test by region

Region	Population in 2013	Responses in 2013 survey	Difference	Response rate	Confidence Interval (+/-)
Brisbane – East	2%	2%	-1%	25%	2.4%
Brisbane – North	4%	4%	0%	35%	1.5%
Brisbane – South	9%	7%	-2%	27%	1.2%
Brisbane – West	2%	2%	0%	41%	2.0%
Brisbane Inner City	20%	24%	4%	40%	0.6%
Cairns	6%	6%	1%	36%	1.2%
Darling Downs – Maranoa	3%	3%	0%	34%	1.8%
Fitzroy	5%	5%	0%	33%	1.3%
Gold Coast	7%	6%	-1%	26%	1.3%
Ipswich	6%	6%	-1%	30%	1.3%
Logan – Beaudesert	4%	4%	-1%	27%	1.6%
Mackay	3%	3%	0%	33%	1.7%
Moreton Bay – North	4%	3%	-1%	24%	1.9%
Moreton Bay – South	1%	2%	0%	37%	2.4%
Queensland – Outback	3%	3%	0%	35%	1.7%
Sunshine Coast	5%	5%	0%	33%	1.3%
Toowoomba	3%	4%	1%	39%	1.4%
Townsville	6%	6%	0%	33%	1.2%
Wide Bay	6%	6%	0%	33%	1.2%

Chi squared = 1552.005 with 18 degrees of freedom

Table 17: 2013 Chi-square test by gender

Region	Population in 2013	Responses in 2013 survey	Difference	Response rate	Confidence Interval (+/-)
Female	67%	66%	-1%	37%	0.34%
Male	33%	34%	1%	38%	0.47%

Chi squared = 10.561 with 1 degree of freedom

Table 18: 2013 Chi-square test by age

Age group	Population in 2013	Responses in 2013 survey	Difference	Response rate	Confidence Interval (+/-)
19 and less	0.4%	0.2%	-0.2%	20%	7.0%
20-24 years	4%	3%	-1%	28%	1.6%
25-29 years	10%	8%	-2%	31%	1.0%
30- 34 years	11%	10%	-2%	34%	0.9%
35-39 years	12%	12%	0%	36%	0.8%
40-44 years	15%	15%	1%	39%	0.7%
45-49 years	14%	16%	2%	42%	0.7%
50-54 years	14%	17%	2%	43%	0.6%
55-59 years	11%	12%	1%	40%	0.8%
60-64 years	6%	5%	-1%	34%	1.2%
65 years and over	2%	1%	-1%	24%	2.7%

Chi squared = 1310.399 with 10 degrees of freedom

Table 19: 2013 Chi-square test by employment status

Employment status	Population in 2013	Responses in 2013 survey	Difference	Response rate	Confidence Interval (+/-)
Permanent	81%	86%	6%	40%	0.3%
Temporary	15%	5%	-10%	12%	1.5%
Casual	4%	1%	-2%	14%	2.8%
Contract	1%	8%	7%	375%^	n/a

^ 5,991 respondents indicated they were employed on a contract while, based on administrative workforce data, this number was only 1,615 in the survey population.

Table 20: 2013 Chi-square test by annual salary before tax

Salary	Population in 2013	Responses in 2013 survey	Difference	Response rate	Confidence Interval (+/-)
29,999 and less	0%	5%	5%	2678%^	n/a
30,000 – 39,999	0%	5%	5%	596%^	n/a
40,000 – 49,999	20%	8%	-11%	15%	1.1%
50,000 – 59,999	17%	15%	-2%	31%	0.8%
60,000 – 69,999	14%	14%	0%	37%	0.7%
70,000 – 79,999	17%	15%	-2%	31%	0.8%
80,000 – 89,999	17%	16%	0%	35%	0.7%
90,000 – 99,999	5%	9%	4%	60%	0.7%
100,000 – 109,999	6%	7%	1%	45%	1.0%
110,000 – 119,999	1%	2%	1%	67%	1.4%
120,000 – 149,999	1%	2%	1%	48%	1.8%
150,000 and above	2%	1%	0%	28%	2.6%

^ The number of respondents who indicated they earned less than \$39,999 was far greater than the number of those employees in the survey population. The majority of respondents who indicated they earned less than \$39,999 also indicated they work part-time. This points to the possibility that responses to the salary question were not always considering the full-time equivalent character of the question.

There were some small differences between the achieved sample and the population - differences ranged from -11% to +11%. All variables were affected. Some categories were over-represented and others were under-represented.

Those employee sub-groups who are over-represented in the survey are:

- Aged 45-54 (32% in the sample compared with 28% in the population);
- Permanent respondents (86% in the sample versus 81% in the population);
- Those working in Brisbane Inner City (27% in the sample versus 20% in the population); and
- Employees earning a salary of 90,000 to 99,999 (9% in the sample versus 5% in the population).

Those employee sub-groups under-represented in the survey are:

- Those aged 25-34 (19% in the sample versus 21% in the population);
- Temporary employees (5% in the sample versus 15% in the population); and
- Employees earning a salary of 40,000 to 49,999 (8% in the sample versus 20% in the population).

Example of potential effect of over and under representation:

As an example we have looked at the effect on q35c 'I feel strong personal attachment to my organisation' if we were to weight by age or Employment status.

One way to explore the effect of under and over representation is to apply weighting to check the effect on the overall scores. In an initial exploration, weights by age and separately by Employment status, have been applied and the effect of this on one question, q35c 'I feel strong personal attachment to my organisation' investigated.

As can be seen from the weighed and unweighted tables for q35c below, there are minimal differences in % negative, % neutral and % positive scores for all categories:

Table 21: Unweighted and weighted comparison of Q35c by Age

<u>Unweighted</u>								
q35c 'I feel strong personal attachment to my organisation' * Age Crosstabulation								
Count								
		Age						Total
		24 or under	25-34	35-44	45-54	55-64	65 and Over	
q35c	Strongly Disagree	139	793	1230	1416	696	27	4301
	Disagree	329	2053	2617	2842	1440	72	9353
	Neither agree nor disagree	760	3907	5360	6518	3536	226	20307
	Agree	911	5014	7728	9542	5171	430	28796
	Strongly Agree	400	1873	3156	3758	2025	194	11406
Total		2539	13640	20091	24076	12868	949	74163
	% Negative	18.4%	20.9%	19.1%	17.7%	16.6%	10.4%	18.4%
	% Neutral	29.9%	28.6%	26.7%	27.1%	27.5%	23.8%	27.4%
	% Positive	51.6%	50.5%	54.2%	55.2%	55.9%	65.8%	54.2%

Weighted								
q35c 'I feel strong personal attachment to my organisation' * Age Crosstabulation								
Count								
		Age						Total
		24 or under	25-34	35-44	45-54	55-64	65 and Over	
q35c	Strongly Disagree	190	898	1212	1248	684	43	4275
	Disagree	451	2324	2579	2505	1415	114	9388
	Neither agree nor disagree	1042	4423	5282	5746	3475	358	20326
	Agree	1249	5676	7616	8411	5082	682	28716
	Strongly Agree	548	2120	3110	3313	1990	308	11389
Total		3480	15441	19799	21223	12646	1505	74094
% Negative		18.4%	20.9%	19.1%	17.7%	16.6%	10.4%	18.4%
% Neutral		29.9%	28.6%	26.7%	27.1%	27.5%	23.8%	27.4%
% Positive		51.6%	50.5%	54.2%	55.2%	55.9%	65.8%	54.1%

Table 22: Unweighted and weighted comparison of Q35c by Employment Status

Unweighted						
q35c 'I feel strong personal attachment to my organisation' *What is your employment status? Crosstabulation						
Count						
		What is your employment status?				Total
		Permanent	Temporary	On a contract	Casual	
q35c I feel :	Strongly Disagree	3865	180	193	59	4297
	Disagree	8281	452	520	93	9346
	Neither agree nor disagree	17581	1003	1443	277	20304
	Agree	24948	1297	2150	366	28761
	Strongly Agree	9569	529	1113	173	11384
Total		64244	3461	5419	968	74092
% Negative		18.9%	18.3%	13.2%	15.7%	18.4%
% Neutral		27.4%	29.0%	26.6%	28.6%	27.4%
% Positive		53.7%	52.8%	60.2%	55.7%	54.2%

Weighted						
q35c 'I feel strong personal attachment to my organisation' *What is your employment status? Crosstabulation						
Count						
		What is your employment status?				Total
		Permanent	Temporary	On a contract	Casual	
q35c I feel :	Strongly Disagree	3605	574	95	33	4307
	Disagree	7724	1442	255	52	9473
	Neither agree nor disagree	16398	3201	708	154	20461
	Agree	23269	4139	1054	203	28665
	Strongly Agree	8925	1688	546	96	11255
Total		59921	11044	2658	538	74161
% Negative		18.9%	18.3%	13.2%	15.8%	18.6%
% Neutral		27.4%	29.0%	26.6%	28.6%	27.6%
% Positive		53.7%	52.8%	60.2%	55.6%	53.8%

Even though the conclusions from the chi-squared tests were that the differences in each case were significant, however the large population sizes mean that the effect on the scores, of non-response, is likely to be minimal. The chi-squared test is sensitive to sample sizes and with the large numbers involved there is a greater chance of a “significant” result, i.e. that the difference in profiles between the achieved sample and the population are significantly different.

APPENDIX F:

Workplace factors and workplace outcomes by Item

Job Factors						
	Strongly agree (%)	Agree (%)	Neither (%)	Disagree (%)	Strongly disagree (%)	
Role clarity and goal alignment						
21a	I am clear what my duties and responsibilities are	39%	49%	6%	5%	1%
21b	I understand what is expected of me to do well in my job	40%	48%	6%	4%	1%
21c	I understand how my work contributes to my organisation's objectives	40%	50%	7%	3%	1%
21d	I am committed to my organisation's goals	41%	46%	10%	2%	1%
21f	I feel I make a contribution to achieving the organisation's objectives	33%	50%	11%	3%	2%
Job empowerment						
22a	I have a choice in deciding how I do my work	12%	49%	20%	14%	5%
22b	I have the tools I need to do my job effectively	13%	50%	18%	15%	5%
22c	I get the information I need to do my job well	12%	50%	21%	13%	4%
22d	I have the authority necessary to do my job effectively	14%	51%	19%	12%	4%
22e	My job gives me opportunities to utilise my skills	20%	53%	14%	9%	4%
36b	Your ability to work on your own initiative	27%	53%	12%	6%	2%
Workload and health						
23a	*I am overloaded with work*	17%	29%	33%	19%	3%
23b	*I feel burned out by my work	12%	23%	31%	29%	5%
23h	*My work has a negative impact on my health	8%	21%	31%	31%	9%
Learning and development						
28d	In my organisation, there are opportunities for me to develop my skills and knowledge	10%	48%	21%	15%	7%
28e	I am able to access relevant learning and development opportunities	9%	45%	23%	15%	7%
28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	12%	45%	26%	11%	6%
28g	I am satisfied with the opportunities available for career development	6%	30%	27%	24%	14%
33c	My organisation is committed to developing its employees	8%	33%	31%	19%	9%
Performance assessment						
28a	I receive useful feedback on my performance	8%	42%	25%	18%	7%
28b	My performance is assessed against clear criteria	7%	37%	31%	19%	7%
28c	I have performance objectives that are within my control	7%	46%	28%	14%	5%
28h	I have had productive conversations with my manager on my performance in the past 12 months	11%	39%	23%	17%	11%
Workgroup factors						
My workgroup						
24a	People in my workgroup treat each other with respect	21%	53%	15%	9%	3%
24b	I receive help and support from other people in my workgroup	23%	58%	12%	5%	1%
24c	People in my workgroup are honest, open and transparent in their dealings	18%	47%	21%	11%	4%
24d	People in my workgroup use their time and resources efficiently	16%	48%	22%	10%	3%
24e	People in my workgroup treat customers with respect	29%	55%	12%	3%	1%
24f	People in my workgroup are committed to delivering excellent service to customers	33%	49%	14%	3%	1%
24g	People in my workgroup do their jobs effectively	23%	54%	16%	6%	1%
Collaboration						
24j	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	23%	56%	14%	5%	1%
24k	People in my workgroup work effectively with other Queensland Government organisations to deliver services to our customers	21%	55%	19%	4%	1%
24l	People in my workgroup work effectively with other organisations outside the Queensland Government to deliver services to our customers	21%	53%	21%	4%	1%
Supervision and leadership factors						
My manager						
31a	My manager treats employees with dignity and respect	28%	48%	13%	7%	4%
31b	My manager listens to what I have to say	26%	49%	14%	7%	4%
31c	My manager keeps me informed about what's going on	21%	43%	19%	11%	5%
31d	My manager understands my work	23%	46%	16%	10%	5%
31e	My manager creates a shared sense of purpose	22%	42%	20%	11%	5%
31f	My manager demonstrates honesty and integrity	29%	45%	15%	6%	5%
31g	My manager draws the best out of me	19%	34%	28%	12%	7%
Senior manager						
32a	My senior manager communicates timely information that is relevant for my work	13%	39%	25%	14%	8%
32b	My senior manager genuinely listens and is responsive to issues raised by staff	15%	37%	26%	14%	10%
32c	My senior manager demonstrates honesty and integrity	19%	41%	26%	7%	7%
Leadership						
33a	In my organisation, the leadership is of high quality	10%	35%	30%	16%	9%
33b	In my organisation, the leadership operates with a high level of integrity	12%	37%	31%	12%	8%
33e	Management model the behaviours expected of all employees	9%	36%	30%	16%	9%
33g	My organisation is well managed	8%	32%	33%	17%	11%

Workplace and organisational factors						
Decision making						
25a	Important decisions at my workplace are based on a sound understanding of issues	Strongly agree (%)	Agree (%)	Neither (%)	Disagree (%)	Strongly disagree (%)
25b	Important decisions at my workplace are made by the people best placed to understand the issues	10%	45%	24%	16%	6%
		9%	37%	26%	20%	9%
Workplace change						
26a	I have received timely and relevant communication about workplace change in the past 12 months	Strongly agree (%)	Agree (%)	Neither (%)	Disagree (%)	Strongly disagree (%)
26b	Changes that have been implemented in my workplace have been done for a good reason in the past 12 months	9%	40%	22%	19%	10%
26c	Changes implemented in my workplace have been managed well in the past 12 months	6%	27%	32%	22%	13%
26d	I feel my workplace is functioning more efficiently as a result of change implemented in the past 12 months	6%	26%	30%	24%	15%
		5%	16%	34%	27%	18%
Workplace fairness						
25i	Performance is assessed and rewarded fairly in my workplace	Strongly agree (%)	Agree (%)	Neither (%)	Disagree (%)	Strongly disagree (%)
25j	I am confident that poor performance will be appropriately addressed in my workplace	3%	26%	33%	26%	12%
25k	People are treated fairly and consistently in my workplace	4%	28%	25%	28%	14%
25l	People take responsibility for their decisions and actions in my workplace	7%	38%	25%	21%	9%
25m	Bullying is not tolerated in my workplace	6%	42%	28%	18%	7%
		21%	40%	19%	12%	7%
Anti-discrimination						
34d	Gender is not a barrier to success in my organisation	Strongly agree (%)	Agree (%)	Neither (%)	Disagree (%)	Strongly disagree (%)
34e	Age is not a barrier to success in my organisation	19%	51%	19%	7%	3%
34f	Cultural background is not a barrier to success in my organisation	16%	49%	23%	9%	3%
34g	Sexual orientation is not a barrier to success in my organisation	18%	52%	24%	4%	2%
34h	Disability is not a barrier to success in my organisation	18%	51%	26%	3%	2%
		14%	45%	33%	6%	2%
Organisational trust						
33f	Recruitment and promotion decisions in this organisation are fair	Strongly agree (%)	Agree (%)	Neither (%)	Disagree (%)	Strongly disagree (%)
34a	I would feel comfortable raising complaints in my organisation	6%	26%	34%	19%	15%
34b	If I raised a complaint, I feel confident that it would be taken seriously	6%	38%	21%	24%	11%
		7%	36%	25%	21%	11%
Innovation						
27a	I get the opportunity to develop new and better ways of doing my job	Strongly agree (%)	Agree (%)	Neither (%)	Disagree (%)	Strongly disagree (%)
27b	I am encouraged to make suggestions about improving work processes and/or services	8%	44%	25%	17%	6%
27c	Management is willing to act on suggestions to improve how things are done	11%	50%	20%	13%	6%
27d	My workgroup uses research and expertise to identify better practice	8%	39%	28%	17%	9%
27e	My workgroup always tries to improve its performance	10%	44%	29%	12%	5%
27f	My organisation is open to new ideas	16%	56%	20%	6%	2%
		9%	40%	30%	14%	7%
Workplace outcomes						
Agency engagement						
34a	I would recommend my organisation as a great place to work	Strongly agree (%)	Agree (%)	Neither (%)	Disagree (%)	Strongly disagree (%)
34b	I am proud to tell others I work for my organisation	6%	38%	21%	24%	11%
34c	I feel a strong personal attachment to my organisation	7%	36%	25%	21%	11%
34d	My organisation motivates me to help it achieve its objectives	14%	28%	30%	24%	4%
34e	My organisation inspires me to do the best in my job	19%	51%	19%	7%	3%
		16%	49%	23%	9%	3%
Job engagement						
22f	I enjoy the work in my current job	Strongly agree (%)	Agree (%)	Neither (%)	Disagree (%)	Strongly disagree (%)
22g	My job gives me a feeling of personal accomplishment	27%	47%	16%	7%	3%
22h	When needed I am willing to put in the extra effort to get a job done	24%	45%	18%	9%	4%
37	All things considered, how satisfied are you with your current job	52%	43%	3%	1%	1%
		18%	49%	17%	12%	4%
Intention to leave organisation						
38	I intend to leave my organisation within the next 12 months^	Strongly agree (%)	Agree (%)	Neither (%)	Disagree (%)	Strongly disagree (%)
		4%	8%	25%	29%	33%