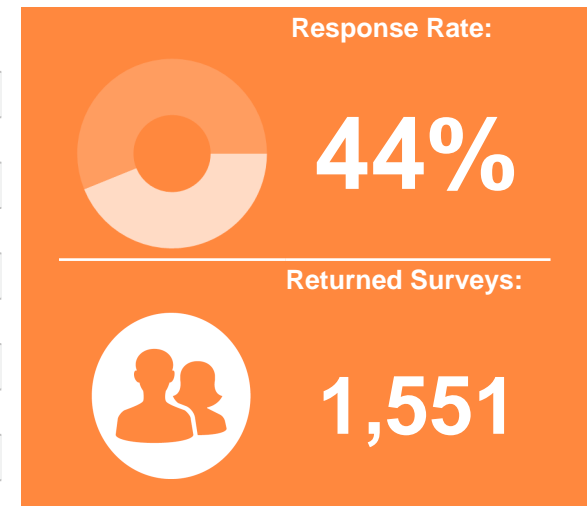


Central Queensland Hospital & Health Service

Highlight Report

Report Content

Reporting Framework	
STRATEGIC PRIORITIES	01 Driver analysis scorecard
	02 Factors
	03 Factors by division
WORKPLACE CLIMATE	04 Workplace climate
	05 Workplace climate by division
	06 Workplace climate by item
	07 Most changed since 2016, by item
	08 Leadership behaviour in your agency
	09 Flexible work options
	10 Domestic and family violence
	11 Intention to leave your organisation
	12 Bullying and sexual harassment
	13 Your view
APPENDICES	14 Agency specific questions
	15 Appendix A – Strategic priorities by demographics
	16 Appendix B – Strategic priorities and factors by item
	17 Appendix C – How to interpret this report



Purpose

The Highlight Report presents key results from the 2017 Working for Queensland survey, which was conducted from late July to late August 2017. Results reflect the respondents from your agency.

Note on the response rate

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

Reporting Framework

All highlight reports include two different types of analysis, each of which provides a different lens through which to understand organisational climate and workplace improvement in your agency.

Strategic priorities: driver analysis

The first type of analysis is driver analysis, which is focused on survey results at the agency level. Driver analysis is designed to provide an understanding of the key drivers of three strategic priorities for your agency – agency engagement, organisational leadership and innovation.

The purpose of this analysis is to inform strategy development and resource investment across your agency.



Workplace climate

The second type of analysis relates to the workplace climate indices, which is focused on the workgroup level. The workplace climate indices have been grouped by topic so they more closely align with the way work, roles and responsibilities are broken up across agencies.

The index scores are reported as a per cent positive, which is the percentage of people who responded positively to all items in that index.

The purpose of this information is to provide workgroups with insight into their strengths and weaknesses by topic, so that the information can be easily discussed and actioned at the workgroup level.

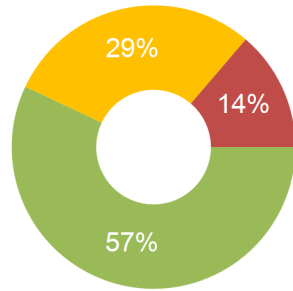


01 Driver analysis scorecard

Purpose

This section provides an overview of the drivers of the strategic priorities (agency engagement, organisational leadership and innovation) in your agency.

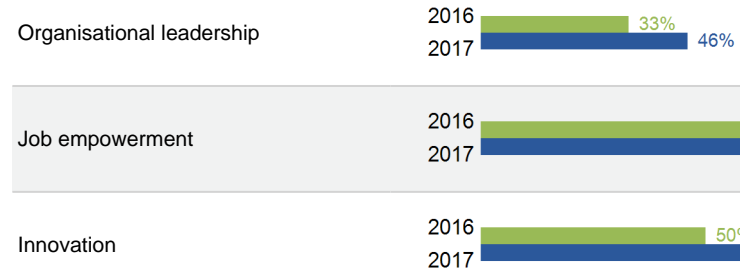
Agency engagement



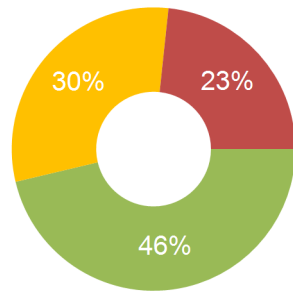
% positive change since 2016
+9

Top 3 drivers

% Positive



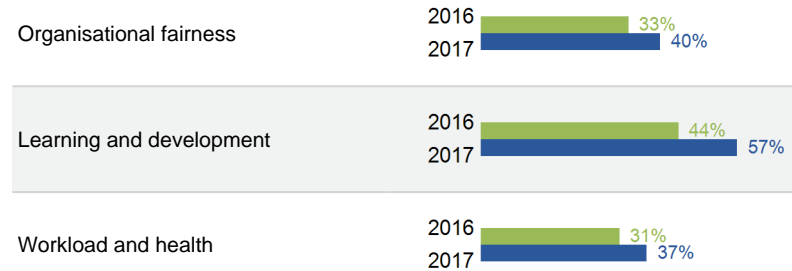
Organisational Leadership



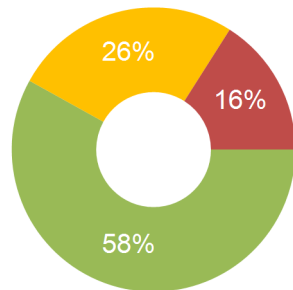
% positive change since 2016
+14

Top 3 drivers

% Positive



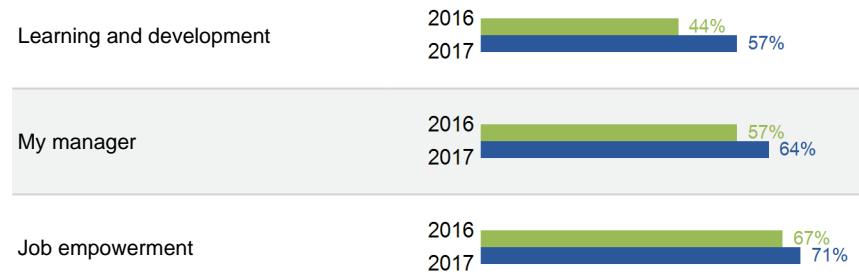
Innovation



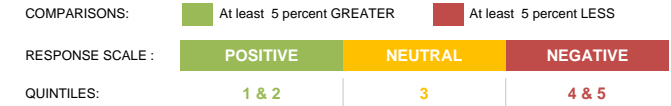
% positive change since 2016
+8

Top 3 drivers

% Positive



02 Factors



Purpose

This section provides an overview of your agency's 2017 strategic priorities* and factor results. This data is benchmarked against the Queensland public sector and other agency results, as well as being compared with the previous year's results.

Understanding your agency's data, across time and in relation to the Queensland public sector, will enable your agency to assess its progress in workplace improvement.

	Response scale (%)			% positive	vs 2016	vs Qld public sector	Range of all agencies	Your agency quintile
Agency engagement*	57	29	14	57%	+9	-2	41 - 82	3
Job empowerment	71	17	12	71%	+4	-1	60 - 86	4
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	37	32	31	37%	+6	-3	29 - 68	4
Learning and development	57	23	19	57%	+14	+1	33 - 82	2
My workgroup	69	18	13	69%	+5	-7	58 - 92	5
My manager	64	20	16	64%	+6	-7	57 - 84	5
Organisational leadership*	46	30	23	46%	+14	-5	29 - 85	4
Organisational fairness	40	28	32	40%	+7	-3	26 - 67	4
Anti-discrimination	70	24	7	70%	+2	+4	48 - 96	3
Innovation*	58	26	16	58%	+8	-2	46 - 89	4

03 Factors by division

Purpose

This section shows the breakdown of division and agency results for strategic priorities* and factors.

	Central Queensland Hospital & Health Service % positive	Corporate Services (Strategic Management)	Gladstone & Banana Service Areas	Rockhampton Hospital, Capricorn Coast & Mt Morgan	Rural & District Wide Services
<i>This section shows the % positive scores for divisions within the agency</i>					
Number of respondents	1,551	141	246	685	412
Agency engagement*	57%	49%	56%	58%	60%
Job empowerment	71%	69%	72%	71%	71%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	37%	36%	37%	35%	40%
Learning and development	57%	51%	57%	60%	57%
My workgroup	69%	78%	70%	67%	70%
My manager	64%	72%	66%	63%	61%
Organisational leadership*	46%	36%	49%	50%	45%
Organisational fairness	40%	43%	43%	42%	36%
Anti-discrimination	70%	74%	72%	68%	71%
Innovation*	58%	68%	57%	59%	54%

04 Workplace climate

Purpose

This section provides an overview of your agency's workplace climate index results. This data is benchmarked against the Queensland public sector and other agency results, as well as being compared with the previous year's results.

Understanding your agency's data, across time and in relation to the Queensland public sector, will enable your agency to assess its progress in workplace improvement.

Please note index data will be impacted by the inclusion of new items to the 2017 survey. The indices impacted are marked with *. Please treat all 2016 to 2017 trend data indicatively.

	Response scale (%)			% positive	vs 2016	vs Qld public sector	Range of all agencies	Your agency quintile
● Safety, health and wellness*	51	28	21	51%	+2	-4	43 - 82	5
● Effectiveness and innovation*	56	24	20	56%	+5	-1	49 - 77	4
● People and relationships	70	18	12	70%	+5	-7	56 - 92	5
● Fairness and trust*	57	25	18	57%	+6	-1	46 - 78	4
● Performance and development	57	24	20	57%	+12	+1	41 - 74	3
● Leadership and engagement	57	26	17	57%	+9	-5	49 - 81	4
● My job	79	13	8	79%	+3	+2	58 - 89	2

* Index impacted by the addition of new survey items in 2017

05 Workplace climate by division

Purpose

This section shows the breakdown of division and agency results for each workplace climate index.

Please note index data will be impacted by the inclusion of new items to the 2017 survey. The indices impacted are marked with *. Please treat all 2016 to 2017 trend data indicatively.

	Central Queensland Hospital & Health Service % positive	Corporate Services (Strategic Management)	Gladstone & Banana Service Areas	Rockhampton Hospital, Capricorn Coast & Mt Morgan	Rural & District Wide Services
<i>This section shows the % positive scores for divisions within the agency</i>					
Number of respondents	1,551	141	246	685	412
● Safety, health and wellness*	51%	52%	52%	50%	51%
● Effectiveness and innovation*	56%	57%	56%	57%	55%
● People and relationships	70%	78%	71%	68%	70%
● Fairness and trust*	57%	60%	59%	57%	56%
● Performance and development	57%	55%	57%	58%	55%
● Leadership and engagement	57%	56%	59%	58%	57%
● My job	79%	78%	80%	79%	80%

* Index impacted by the addition of new survey items in 2017

06 Workplace climate by item

Purpose

This section provides your agency's workplace climate index results by item. This data is benchmarked against the Queensland public sector and is compared with the previous year's results.

New items were added to this index in 2017.

● Safety, health and wellness		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement	27	33	40	27%	+5	-4
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	38	32	30	38%	+6	-5
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	45	31	24	45%	+7	0
Q23f	My work contributes positively to my quality of life*	48	34	18	48%	-	+3
Q24h	People in my workgroup are committed to workplace safety	81	14	5	81%	+7	-1
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	60	26	14	60%	-	-7
Q25b	My workplace culture supports people to achieve a good work/life balance	55	25	20	55%	+7	-7
Q25c	There is adequate focus on workplace safety at my workplace	76	17	8	76%	+6	-3

* New in 2017, no trend

06 Workplace climate by item

Purpose

This section provides your agency's workplace climate index results by item. This data is benchmarked against the Queensland public sector and is compared with the previous year's results.

New items were added to this index in 2017.

● Safety, health and wellness (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29h	My manager proactively discusses flexible work arrangements*	44	28	28	44%	-	-5
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	45	27	27	45%	-	-5
Q31h	The wellbeing of employees is a priority for my organisation*	44	28	27	44%	-	-5
Q31j	My commitment to this organisation would be questioned if I chose to use flexible work options* % <small>positive indicates those who "strongly disagree" or "disagree" with this statement</small>	36	37	27	36%	-	-5
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	63	21	16	63%	+4	-2
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	51	32	17	51%	-	-5

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

This section provides your agency's workplace climate index results by item. This data is benchmarked against the Queensland public sector and is compared with the previous year's results.

New items were added to this index in 2017.

● Effectiveness and innovation		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q22b	I have the tools I need to do my job effectively	68	16	16	68%	+5	-3
Q22c	I get the information I need to do my job well	66	18	16	66%	+8	-1
Q22d	I have the authority necessary to do my job effectively	68	19	13	68%	+7	-1
Q23c	I feel my job is secure	59	21	19	59%	+10	+1
Q23d	There is too much 'red tape' in my work (e.g. Regulatory or administrative processes) <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	20	31	49	20%	+4	+1
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	62	25	13	62%	-	-3
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	14	37	49	14%	+3	-5
Q25e	Disruptions and/or noise at my workplace make it hard to get things done <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	44	25	31	44%	0	-2
Q26a	My workplace has undergone significant change in the past 12 months	50	32	18	50%	-1	-2

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

This section provides your agency's workplace climate index results by item. This data is benchmarked against the Queensland public sector and is compared with the previous year's results.

New items were added to this index in 2017.

● Effectiveness and innovation (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q27a	I get the opportunity to develop new and better ways of doing my job	57	26	17	57%	+8	0
Q27b	I am encouraged to make suggestions about improving work processes and/or services	66	20	15	66%	+5	-2
Q27c	Management is willing to act on suggestions to improve how things are done	51	28	22	51%	+9	-3
Q27d	My workgroup uses research and expertise to identify better practice	55	30	15	55%	+7	-1
Q27e	My workgroup always tries to improve its performance	68	22	10	68%	+6	-2
Q27f	My organisation is open to new ideas	52	31	17	52%	+10	-2
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	64	17	19	64%	-1	-5
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	78	14	8	78%	0	+1
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	70	23	7	70%	+5	+6

06 Workplace climate by item (cont.)

Purpose

This section provides your agency's workplace climate index results by item. This data is benchmarked against the Queensland public sector and is compared with the previous year's results.

● People and relationships		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q24a	People in my workgroup treat each other with respect	64	17	19	64%	+6	-11
Q24b	I receive help and support from other people in my workgroup	76	15	9	76%	+5	-7
Q24c	People in my workgroup are honest, open and transparent in their dealings	57	23	20	57%	+6	-10
Q24d	People in my workgroup use their time and resources efficiently	57	25	18	57%	+6	-7
Q24e	People in my workgroup treat customers with respect	82	13	5	82%	+2	-4
Q24f	People in my workgroup are committed to delivering excellent service to customers	80	15	5	80%	+5	-3
Q24g	People in my workgroup do their jobs effectively	68	21	11	68%	+5	-6
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	74	17	9	74%	+5	-4

06 Workplace climate by item (cont.)

Purpose

This section provides your agency's workplace climate index results by item. This data is benchmarked against the Queensland public sector and is compared with the previous year's results.

New items were added to this index in 2017.

● Fairness and trust		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q25a	My workplace has an inclusive culture where diversity is valued and respected	70	20	10	70%	+4	-2
Q25f	Performance is assessed and rewarded fairly in my workplace	35	35	30	35%	+6	-1
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	37	24	39	37%	+3	-2
Q25h	People are treated fairly and consistently in my workplace	45	23	31	45%	+7	-6
Q25i	People take responsibility for their decisions and actions in my workplace	47	27	26	47%	+8	-5
Q25j	I am able to speak up and share a different view to my colleagues and manager*	64	20	16	64%	-	-7
Q30a	My senior manager demonstrates honesty and integrity	62	24	15	62%	+14	-9
Q31e	Recruitment and promotion decisions in this organisation are fair	36	33	31	36%	+9	-1

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

This section provides your agency's workplace climate index results by item. This data is benchmarked against the Queensland public sector and is compared with the previous year's results.

New items were added to this index in 2017.

● Fairness and trust (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31i	My responsibilities outside of work restrict my opportunities for promotion* % positive indicates those who "strongly disagree" or "disagree" with this statement	49	29	21	49%	-	-4
Q32a	Age is not a barrier to success in my organisation	70	21	9	70%	+2	+5
Q32b	Gender is not a barrier to success in my organisation	75	19	6	75%	+4	+5
Q32c	Disability is not a barrier to success in my organisation	58	33	8	58%	+1	+2
Q32d	Cultural background is not a barrier to success in my organisation	73	22	5	73%	+2	+3
Q32e	Sexual orientation is not a barrier to success in my organisation	73	24	3	73%	+3	+3
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	48	24	28	48%	+3	-6
Q32g	Women and men have equal access to work experiences that support career progression*	71	22	7	71%	-	+4

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

This section provides your agency's workplace climate index results by item. This data is benchmarked against the Queensland public sector and is compared with the previous year's results.

		Performance and development			Response scale (%)	% positive	vs 2016	vs Qld public sector
Q28a	I receive useful feedback on my performance	55	24	21	55%	+10	-2	
Q28b	My performance is assessed against clear criteria	55	28	17	55%	+11	+4	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	61	20	19	61%	+11	-2	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	42	29	29	42%	+10	+1	
Q28e	I am able to access relevant learning and development opportunities	63	21	16	63%	+15	+1	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	63	24	13	63%	+10	+4	
Q28g	I am satisfied with the opportunities available for career development	49	25	26	49%	+13	+4	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	56	23	21	56%	+12	0	
Q28i	I develop new knowledge and skills through undertaking tasks at work	71	18	11	71%	+8	-1	
Q31b	My organisation is committed to developing its employees	51	27	22	51%	+19	-1	

06 Workplace climate by item (cont.)

Purpose

This section provides your agency's workplace climate index results by item. This data is benchmarked against the Queensland public sector and is compared with the previous year's results.

● Leadership and engagement		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29a	My manager treats employees with dignity and respect	70	17	13	70%	+5	-8
Q29b	My manager listens to what I have to say	70	17	14	70%	+3	-7
Q29c	My manager keeps me informed about what's going on	58	22	20	58%	+5	-9
Q29d	My manager understands my work	64	18	18	64%	+7	-9
Q29e	My manager creates a shared sense of purpose	61	23	17	61%	+8	-7
Q29f	My manager demonstrates honesty and integrity	69	19	13	69%	+6	-8
Q29g	My manager draws the best out of me	53	28	19	53%	+8	-4
Q31a	In my organisation, the leadership is of high quality	48	31	21	48%	+17	-5

06 Workplace climate by item (cont.)

Purpose

This section provides your agency's workplace climate index results by item. This data is benchmarked against the Queensland public sector and is compared with the previous year's results.

● Leadership and engagement (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31c	Management model the behaviours expected of all employees	46	28	26	46%	+13	-3
Q31d	In my organisation, the leadership operates with a high level of integrity	48	29	23	48%	+12	-7
Q31f	My organisation is well managed	43	33	24	43%	+13	-4
Q33a	I would recommend my organisation as a great place to work	58	28	14	58%	+13	-2
Q33b	I am proud to tell others I work for my organisation	65	25	11	65%	+12	-3
Q33c	I feel strong personal attachment to my organisation	58	29	13	58%	+5	-1
Q33d	My organisation motivates me to help it achieve its objectives	52	33	15	52%	+9	-1
Q33e	My organisation inspires me to do the best in my job	52	32	15	52%	+8	-1

06 Workplace climate by item (cont.)

Purpose

This section provides your agency's workplace climate index results by item. This data is benchmarked against the Queensland public sector and is compared with the previous year's results.

● My job		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q21a	I understand what is expected of me to do well in my job	91	5	4	91%	+1	+1
Q21b	I understand how my work contributes to my organisation's objectives	92	5	3	92%	0	+2
Q22a	I have a choice in deciding how I do my work	65	20	15	65%	+1	-3
Q22e	My job gives me opportunities to utilise my skills	77	14	9	77%	+4	+2
Q22f	I enjoy the work in my current job	79	14	7	79%	+4	+3
Q22g	My job gives me a feeling of personal accomplishment	72	18	10	72%	+5	+3
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	78	16	5	78%	+3	+3
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	82	12	6	82%	0	+3
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	74	16	10	74%	+6	+1

07 Most changed since 2016, by item

Purpose

This section identifies your agency's areas of improvement and highlights good news stories, while also identifying areas that may need attention.

NOTE:
Survey items in scope for this section were single response non-demographic questions that were asked of all respondents in 2017 as well as in 2016 and that excluded a 'na' option. 'My workplace has undergone significant change in the past 12 months' has not been included in the analysis.

The survey items with the most positive change	Index	% positive 2017	vs 2016
My organisation is committed to developing its employees	Performance and development	51%	+19
In my organisation, the leadership is of high quality	Leadership and engagement	48%	+17
I am able to access relevant learning and development opportunities	Performance and development	63%	+15
My senior manager demonstrates honesty and integrity	Fairness and trust	62%	+14
My organisation is well managed	Leadership and engagement	43%	+13

The survey items with the most negative change	Index	% positive 2017	vs 2016
Your physical working environment % positive indicates those who responded with "very satisfied" or "satisfied"	Effectiveness and innovation	64%	-1

08 Leadership behaviour in your agency: Team Leader

Purpose

This section focuses on leadership behaviours as outlined in the Queensland Public Service Workforce Capability Success Profile.

The leadership behaviours change depending on the leadership level of the respondent's manager or direct supervisor.

Leadership levels are defined as follows:

- **Team leader:** manages individuals
- **Program manager:** manages multiple teams/projects
- **Senior officer:** manages program managers
- **Executive:** salary over \$150,000

POSITIVE IMPACT

Please indicate the three leadership behaviours, displayed by your direct manager, that have the greatest positive impact on engaging you in your work

SUCCESSION

Which three of the following leadership behaviours do you think are MOST important for YOU to demonstrate your readiness for promotion?

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Upholds ethical standards and principles	34%	+3
Encourages a strong customer and stakeholder focus	30%	+4
Empowers their team to perform at their best	27%	-4
Supports their team to adapt to change	27%	-1
Describes how their team's work aligns to organisational objectives	25%	+8
Builds effective working relationships with others	23%	-5
Demonstrates sound judgment	23%	-4
Responds confidently when faced with uncertainty	23%	-2
Implements improved ways of doing things	20%	0
Delegates work effectively and monitors performance	20%	-4
Takes responsibility for team development	18%	+2
Applies sound business management skills	16%	+2
Actively seeks feedback for personal development	7%	-1
Builds effective working relationships with others	40%	+1
Empowers their team to perform at their best	36%	+1
Upholds ethical standards and principles	33%	+5
Demonstrates sound judgment	25%	-4
Responds confidently when faced with uncertainty	24%	-3
Actively seeks feedback for personal development	21%	0
Takes responsibility for team development	21%	+3
Implements improved ways of doing things	21%	-5
Supports their team to adapt to change	21%	+2
Delegates work effectively and monitors performance	20%	+2
Encourages a strong customer and stakeholder focus	18%	0
Applies sound business management skills	14%	0
Describes how their team's work aligns to organisational objectives	7%	-2

08 Leadership behaviour in your agency: Team Leader (cont.)

Purpose

This section focuses on leadership behaviours as outlined in the Queensland Public Service Workforce Capability Success Profile.

The leadership behaviours change depending on the leadership level of the respondent's manager or direct supervisor.

Leadership levels are defined as follows:

- **Team leader:** manages individuals
- **Program manager:** manages multiple teams/projects
- **Senior officer:** manages program managers
- **Executive:** salary over \$150,000

DEMONSTRATED

Please indicate the three leadership behaviours that you see most frequently demonstrated by your direct manager

NOT DEMONSTRATED

Please indicate the three leadership behaviours that you would like to see demonstrated more frequently by your direct manager

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Upholds ethical standards and principles	32%	+1
Encourages a strong customer and stakeholder focus	30%	+3
Empowers their team to perform at their best	28%	+1
Supports their team to adapt to change	26%	0
Describes how their team's work aligns to organisational objectives	26%	+7
Responds confidently when faced with uncertainty	25%	0
Implements improved ways of doing things	23%	+3
Builds effective working relationships with others	23%	-5
Demonstrates sound judgment	23%	-7
Applies sound business management skills	21%	+3
Delegates work effectively and monitors performance	17%	-6
Takes responsibility for team development	17%	0
Actively seeks feedback for personal development	6%	-1
Empowers their team to perform at their best	35%	0
Builds effective working relationships with others	30%	+6
Delegates work effectively and monitors performance	30%	0
Actively seeks feedback for personal development	29%	-2
Takes responsibility for team development	28%	-2
Supports their team to adapt to change	25%	-1
Implements improved ways of doing things	25%	-6
Responds confidently when faced with uncertainty	19%	0
Describes how their team's work aligns to organisational objectives	18%	-2
Demonstrates sound judgment	16%	+3
Upholds ethical standards and principles	15%	+2
Encourages a strong customer and stakeholder focus	12%	+1
Applies sound business management skills	12%	-1

08 Leadership behaviour in your agency: Program Manager

Purpose

This section focuses on leadership behaviours as outlined in the Queensland Public Service Workforce Capability Success Profile.

The leadership behaviours change depending on the leadership level of the respondent's manager or direct supervisor.

Leadership levels are defined as follows:

- **Team leader:** manages individuals
- **Program manager:** manages multiple teams/projects
- **Senior officer:** manages program managers
- **Executive:** salary over \$150,000

POSITIVE IMPACT

Please indicate the three leadership behaviours, displayed by your direct manager, that have the greatest positive impact on engaging you in your work

SUCCESSION

Which three of the following leadership behaviours do you think are MOST important for YOU to demonstrate your readiness for promotion?

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Takes a 'big picture' view of issues or problems	41%	+6
Manages and prioritises resources to achieve the best outcomes	29%	-3
Empowers individuals and teams to build capability	28%	+1
Encourages collaboration and inclusion across workgroups	28%	0
Takes responsibility for upholding ethical standards and principles	26%	+2
Demonstrates sound judgment	24%	-5
Encourages innovative ideas and solutions	24%	-2
Motivates others to perform at their best	20%	+1
Builds effective networks across the organisation and sector	20%	-1
Leads change and culture initiatives	17%	+2
Demonstrates sound business acumen	14%	-2
Manages ambiguity and politics effectively	14%	-3
Actively seeks feedback for personal development	9%	+2
Motivates others to perform at their best	36%	0
Takes responsibility for upholding ethical standards and principles	32%	+12
Demonstrates sound judgment	31%	+3
Empowers individuals and teams to build capability	30%	-2
Manages and prioritises resources to achieve the best outcomes	29%	-7
Takes a 'big picture' view of issues or problems	28%	+1
Leads change and culture initiatives	26%	+3
Encourages innovative ideas and solutions	21%	+1
Actively seeks feedback for personal development	18%	0
Builds effective networks across the organisation and sector	16%	-4
Encourages collaboration and inclusion across workgroups	12%	-5
Manages ambiguity and politics effectively	11%	-3
Demonstrates sound business acumen	10%	0

08 Leadership behaviour in your agency: Program Manager (cont.)

Purpose

This section focuses on leadership behaviours as outlined in the Queensland Public Service Workforce Capability Success Profile.

The leadership behaviours change depending on the leadership level of the respondent's manager or direct supervisor.

Leadership levels are defined as follows:

- **Team leader:** manages individuals
- **Program manager:** manages multiple teams/projects
- **Senior officer:** manages program managers
- **Executive:** salary over \$150,000

DEMONSTRATED

Please indicate the three leadership behaviours that you see most frequently demonstrated by your direct manager

NOT DEMONSTRATED

Please indicate the three leadership behaviours that you would like to see demonstrated more frequently by your direct manager

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Takes a 'big picture' view of issues or problems	34%	0
Demonstrates sound judgment	28%	-2
Manages and prioritises resources to achieve the best outcomes	28%	-5
Encourages collaboration and inclusion across workgroups	26%	0
Takes responsibility for upholding ethical standards and principles	25%	+2
Builds effective networks across the organisation and sector	24%	-1
Empowers individuals and teams to build capability	24%	+1
Encourages innovative ideas and solutions	22%	-1
Motivates others to perform at their best	22%	+2
Leads change and culture initiatives	20%	+5
Demonstrates sound business acumen	17%	-1
Manages ambiguity and politics effectively	17%	-2
Actively seeks feedback for personal development	10%	+3
Empowers individuals and teams to build capability	34%	0
Motivates others to perform at their best	32%	-2
Manages ambiguity and politics effectively	28%	+1
Actively seeks feedback for personal development	27%	-2
Takes a 'big picture' view of issues or problems	25%	+6
Leads change and culture initiatives	24%	-1
Encourages collaboration and inclusion across workgroups	23%	0
Manages and prioritises resources to achieve the best outcomes	23%	-3
Encourages innovative ideas and solutions	21%	-5
Takes responsibility for upholding ethical standards and principles	16%	+3
Builds effective networks across the organisation and sector	16%	-1
Demonstrates sound judgment	15%	+1
Demonstrates sound business acumen	12%	+3

08 Leadership behaviour in your agency: Senior Officer

Purpose

This section focuses on leadership behaviours as outlined in the Queensland Public Service Workforce Capability Success Profile.

The leadership behaviours change depending on the leadership level of the respondent's manager or direct supervisor.

Leadership levels are defined as follows:

- **Team leader:** manages individuals
- **Program manager:** manages multiple teams/projects
- **Senior officer:** manages program managers
- **Executive:** salary over \$150,000

POSITIVE IMPACT

Please indicate the three leadership behaviours, displayed by your direct manager, that have the greatest positive impact on engaging you in your work

SUCCESSION

Which three of the following leadership behaviours do you think are MOST important for YOU to demonstrate your readiness for promotion?

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Stands behind their decisions in the face of adversity	32%	+4
Navigates complex issues, politics and ambiguous situations effectively	32%	-5
Models high levels of ethical and professional behaviour	30%	-9
Creates a culture of continuous improvement	27%	+4
Inspires others to perform at their best	27%	+5
Directs and prioritises resources to achieve the best outcomes	26%	-3
Builds strong relationships that influence organisational and sector outcomes	21%	-6
Adopts a system-wide view of issues to inform action	20%	0
Demonstrates commercial acumen in managing corporate risk	18%	+5
Nurtures a learning and development culture	18%	+3
Is compelling when communicating the organisational strategy	15%	+1
Seeks feedback to strengthen leadership approach	15%	+1
Leads change with agility	9%	-3
Models high levels of ethical and professional behaviour	44%	+6
Inspires others to perform at their best	38%	-4
Creates a culture of continuous improvement	29%	+4
Leads change with agility	27%	+6
Builds strong relationships that influence organisational and sector outcomes	27%	-9
Navigates complex issues, politics and ambiguous situations effectively	27%	-3
Seeks feedback to strengthen leadership approach	25%	+5
Directs and prioritises resources to achieve the best outcomes	24%	-1
Stands behind their decisions in the face of adversity	15%	+1
Nurtures a learning and development culture	15%	+1
Is compelling when communicating the organisational strategy	13%	0
Adopts a system-wide view of issues to inform action	9%	-3
Demonstrates commercial acumen in managing corporate risk	7%	-1

08 Leadership behaviour in your agency: Senior Officer (cont.)

Purpose

This section focuses on leadership behaviours as outlined in the Queensland Public Service Workforce Capability Success Profile.

The leadership behaviours change depending on the leadership level of the respondent's manager or direct supervisor.

Leadership levels are defined as follows:

- **Team leader:** manages individuals
- **Program manager:** manages multiple teams/projects
- **Senior officer:** manages program managers
- **Executive:** salary over \$150,000

DEMONSTRATED

Please indicate the three leadership behaviours that you see most frequently demonstrated by your direct manager

NOT DEMONSTRATED

Please indicate the three leadership behaviours that you would like to see demonstrated more frequently by your direct manager

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Navigates complex issues, politics and ambiguous situations effectively	33%	-2
Models high levels of ethical and professional behaviour	33%	-3
Stands behind their decisions in the face of adversity	31%	+3
Directs and prioritises resources to achieve the best outcomes	28%	-3
Inspires others to perform at their best	26%	+5
Creates a culture of continuous improvement	24%	+2
Adopts a system-wide view of issues to inform action	23%	+1
Builds strong relationships that influence organisational and sector outcomes	21%	-7
Demonstrates commercial acumen in managing corporate risk	18%	+2
Nurtures a learning and development culture	17%	+2
Leads change with agility	15%	0
Is compelling when communicating the organisational strategy	14%	-3
Seeks feedback to strengthen leadership approach	13%	0
Inspires others to perform at their best	36%	0
Directs and prioritises resources to achieve the best outcomes	32%	+5
Seeks feedback to strengthen leadership approach	28%	-7
Nurtures a learning and development culture	27%	+1
Builds strong relationships that influence organisational and sector outcomes	26%	+4
Leads change with agility	25%	+4
Models high levels of ethical and professional behaviour	23%	+4
Creates a culture of continuous improvement	21%	-6
Stands behind their decisions in the face of adversity	20%	+1
Navigates complex issues, politics and ambiguous situations effectively	17%	0
Adopts a system-wide view of issues to inform action	16%	-1
Is compelling when communicating the organisational strategy	12%	-8
Demonstrates commercial acumen in managing corporate risk	10%	+1

08 Leadership behaviour in your agency: Exec. Perceptions of Senior Leaders

Purpose

This section focuses on leadership behaviours as outlined in the Queensland Public Service Workforce Capability Success Profile.

The leadership behaviours change depending on the leadership level of the respondent's manager or direct supervisor.

Leadership levels are defined as follows:

- **Team leader:** manages individuals
- **Program manager:** manages multiple teams/projects
- **Senior officer:** manages program managers
- **Executive:** salary over \$150,000

POSITIVE IMPACT

In your experience, which three leadership behaviours have the greatest positive impact on engaging people in their work?

SUCCESSION

Which of the following leadership behaviours do you think are MOST important for your direct reports to demonstrate their readiness for promotion to the Executive level or a more complex leadership role (if they're already executive)?

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Inspires others to perform at their best	57%	+6
Models high levels of ethical and professional behaviour	55%	+6
Creates a culture of continuous improvement	52%	+22
Nurtures a learning and development culture	36%	+13
Navigates complex issues, politics and ambiguous situations effectively	19%	-8
Seeks feedback to strengthen leadership approach	19%	+4
Stands behind their decisions in the face of adversity	17%	-1
Is compelling when communicating the organisational strategy	14%	+1
Directs and prioritises resources to achieve the best outcomes	12%	-8
Adopts a system-wide view of issues to inform action	7%	-1
Builds strong relationships that influence organisational and sector outcomes	5%	-27
Leads change with agility	5%	-8
Demonstrates commercial acumen in managing corporate risk	2%	0

	Proportion	vs Qld public sector
Inspires others to perform at their best	39%	0
Models high levels of ethical and professional behaviour	39%	+1
Navigates complex issues, politics and ambiguous situations effectively	34%	-1
Nurtures a learning and development culture	32%	+17
Creates a culture of continuous improvement	29%	+4
Seeks feedback to strengthen leadership approach	22%	+2
Directs and prioritises resources to achieve the best outcomes	20%	-4
Is compelling when communicating the organisational strategy	20%	+7
Adopts a system-wide view of issues to inform action	17%	-1
Builds strong relationships that influence organisational and sector outcomes	17%	-16
Leads change with agility	15%	-6
Demonstrates commercial acumen in managing corporate risk	10%	+3
Stands behind their decisions in the face of adversity	7%	-5

08 Leadership behaviour in your agency: Exec. Perceptions of Senior Leaders (cont.)

Purpose

This section focuses on leadership behaviours as outlined in the Queensland Public Service Workforce Capability Success Profile.

The leadership behaviours change depending on the leadership level of the respondent's manager or direct supervisor.

Leadership levels are defined as follows:

- **Team leader:** manages individuals
- **Program manager:** manages multiple teams/projects
- **Senior officer:** manages program managers
- **Executive:** salary over \$150,000

Proportion vs Qld public sector

DEMONSTRATED

Please indicate the three leadership behaviours that you see most frequently demonstrated by your organisation's senior the Executive team

NOT DEMONSTRATED

Please indicate the three leadership behaviours that you would like to see demonstrated more frequently by your organisation's Executive team.

	Proportion	vs Qld public sector
Is compelling when communicating the organisational strategy	39%	+19
Creates a culture of continuous improvement	32%	+7
Demonstrates commercial acumen in managing corporate risk	32%	+13
Adopts a system-wide view of issues to inform action	29%	-1
Stands behind their decisions in the face of adversity	29%	+7
Seeks feedback to strengthen leadership approach	27%	+13
Directs and prioritises resources to achieve the best outcomes	22%	-8
Navigates complex issues, politics and ambiguous situations effectively	22%	-13
Builds strong relationships that influence organisational and sector outcomes	20%	-7
Models high levels of ethical and professional behaviour	15%	-16
Nurtures a learning and development culture	15%	-2
Inspires others to perform at their best	12%	-3
Leads change with agility	2%	-9
Creates a culture of continuous improvement	56%	+28
Inspires others to perform at their best	44%	+11
Models high levels of ethical and professional behaviour	34%	+9
Nurtures a learning and development culture	29%	+6
Seeks feedback to strengthen leadership approach	29%	-2
Builds strong relationships that influence organisational and sector outcomes	22%	-1
Leads change with agility	17%	-4
Adopts a system-wide view of issues to inform action	15%	-4
Directs and prioritises resources to achieve the best outcomes	15%	-14
Navigates complex issues, politics and ambiguous situations effectively	15%	-4
Is compelling when communicating the organisational strategy	10%	-11
Demonstrates commercial acumen in managing corporate risk	7%	-1
Stands behind their decisions in the face of adversity	7%	-9

09 Flexible work options

Purpose

Flexible work arrangements are a very important element of contemporary workplaces. Well executed and managed flexible work arrangements improve employee engagement, retention and attraction. This section outlines the types of flexible work arrangements being used and highlights some potential barriers to their take-up.

NOTE: Multi-select questions may not add up to 100 per cent.

Do you currently use any of the following flexible work options?

	Proportion	vs 2016	vs Qld public sector
Used no flexible work option	49%	-4	+5
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	51%	+4	-5
None of the above	49%	-4	+5
Part time work	28%	0	+11
Flexible work hours for example accumulated hours as 'flexitime'*	8%	-	-21
Flexible work hours for example start late or early to meet responsibilities external to work*	6%	-	-7
Casual/on call	5%	-1	+2
Other, please specify	5%	+1	+2
Leave at half pay	4%	+1	-1
Job sharing	2%	-1	+1
Compressed work hours	2%	+1	0
Hot desks	1%	0	-2
Purchased leave/extended leave/deferred salary schemes	0%	0	0
Part-year work/annualised hours	0%	0	0
Telecommuting	0%	0	-4
Term-time working	0%	0	0

* New in 2017, no trend

09 Flexible work options (cont.)

Purpose

Flexible work arrangements are a very important element of contemporary workplaces. Well executed and managed flexible work arrangements improve employee engagement, retention and attraction. This section outlines the types of flexible work arrangements being used and highlights some potential barriers to their take-up.

NOTE: Multi-select questions may not add up to 100 per cent.

Have you made a request regarding flexible work arrangements in the last 12 months?

	Proportion	vs 2016	vs Qld public sector
Yes, I requested flexibility	21%	+4	+2
No, I have not made a request but I am content with my current arrangements	67%	-1	-2
No, I have not made a request but I am not content with my current arrangements	12%	-3	0

If yes to having made a request regarding flexible work arrangements, was your request for flexible work arrangements*:

	Proportion	vs Qld public sector
Fully granted	52%	-15
Partially granted	22%	+7
Declined – no reason given	9%	+2
Declined – reason provided	13%	+5
I have not received a reply as yet	6%	+1

* New in 2017, no trend

If no to having made a request and not content with your current arrangements, why haven't you made a request to change your work arrangements*?

	Proportion	vs 2016	vs Qld public sector
I feel flexibility is not possible in my current job	33%	-5	+3
Flexible working is frowned upon/not supported by my workplace culture	26%	+2	-3
None of the Above*	24%	-	0
I didn't feel I had the right to	20%	-2	+3
I didn't feel confident presenting my case or negotiating arrangements with my manager	19%	-8	-3
I was concerned that it may negatively impact my team	18%	+8	-1
I don't feel confident in my manager's ability to manage staff working flexibly	12%	-9	0
I felt it would limit my career	12%	-1	-8
I felt it would limit my access to training and development	3%	0	-4
I feel the technology I currently have access to does not support flexible working	1%	-2	-5

* New in 2017, no trend

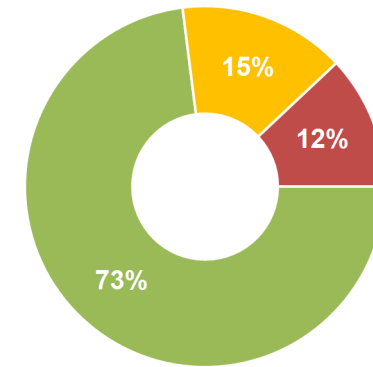
10 Domestic and family violence

Purpose

The Government has committed to a 15 year reform agenda with respect to domestic and family violence. This section is focused on understanding the confidence levels of Queensland public sector employees in dealing with domestic and family violence in the workplace.

Are you aware of any policies, in your workplace, designed to support employees affected by domestic and family violence in the workplace or the community?

Overall	% proportion	vs 2016	vs Qld public sector
Yes	73%	+14	-2
No	12%	-8	0
Don't know	15%	-6	+3



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	87%	+12	+1
No	6%	-7	-2
Don't Know	7%	-5	0

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	70%	+15	-2
No	13%	-9	-1
Don't Know	17%	-6	+3

10 Domestic and family violence (cont.)

Purpose

The Government has committed to a 15 year reform agenda with respect to domestic and family violence. This section is focused on understanding the confidence levels of Queensland public sector employees in dealing with domestic and family violence in the workplace.

Managers <i>Manage one or more employees</i>	% positive	vs 2016	vs Qld public sector
I am confident that I could sensitively communicate with employees affected by domestic and family violence	86%	+10	+4
If I was approached directly by an employee affected by domestic and family violence, I am confident in my ability to provide appropriate levels of support	84%	+7	+3
If I was made aware (e.g. by other colleagues) that domestic and family violence was affecting an employee, I am confident that I could respond appropriately	84%	+6	+2

Non-managers <i>Manage no employees</i>	% positive	vs 2016	vs Qld public sector
I am confident that I could sensitively communicate with colleagues affected by domestic and family violence	71%	+7	0
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	73%	+7	+1

In the past 12 months, have you been in a situation where you have responded to an employee/colleague affected by domestic and family violence?*

Managers <i>Manage one or more employees</i>	% proportion	vs Qld public sector	Non-managers <i>Manage no employees</i>	% proportion	vs Qld public sector
Yes	24%	+9	Yes	10%	+3
No	72%	-8	No	83%	-5
Don't Know	2%	+1	Don't Know	4%	+1
Prefer not to say	2%	-1	Prefer not to say	4%	+1

* New in 2017, no trend

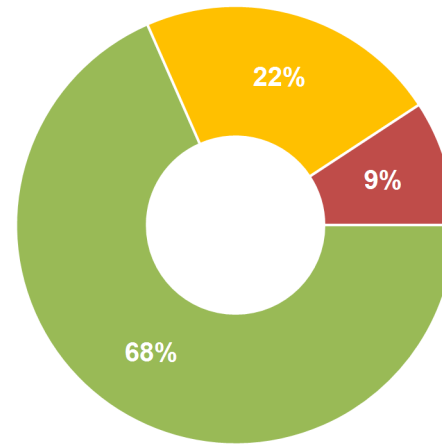
* New in 2017, no trend

11 Intention to leave your organisation

Purpose

The purpose of this section is to show the intention of employees to leave the organisation and their reasons for leaving.

NOTE: Multi-select questions may not add up to 100 per cent.



68%

% positive change since 2016

+7

vs Qld public sector

+2

of employees agreed with the statement:

I intend to stay in my organisation within the next 12 months.

Reasons for leaving	Proportion	vs Qld public sector
The workplace culture	41%	+1
Stress/Health	39%	+6
Career or job opportunities	31%	-21
Your relationship with your manager	26%	+4
Professional/personal development	25%	-10
Balancing work and life commitments	21%	-1
Family/carer responsibilities	17%	+4
Work hours	16%	+2
Pay and conditions	16%	-12
Retirement	15%	+6
Your relationship with your colleagues	15%	+4
Job security	14%	-4
The location of your workplace or the time spent commuting	11%	-6
Other (please specify)	11%	+1
Travel plans	10%	+3
Contract expiring	8%	-4
Fit between work and your interests	7%	-4

12 Bullying and sexual harassment

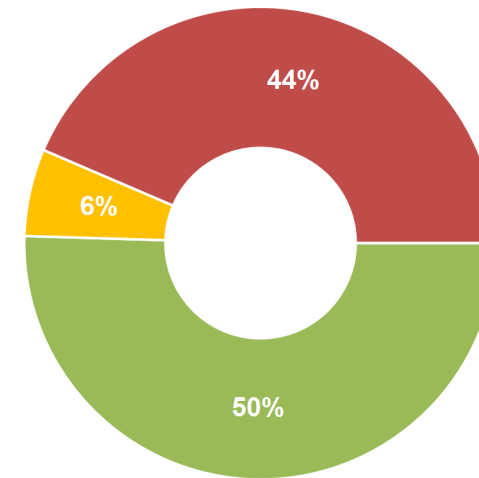
Purpose

This section is focused on understanding the prevalence and sources of bullying and sexual harassment as well as the rate of reporting and barriers to reporting such incidences.

NOTE: Multi-select questions may not add up to 100 per cent.

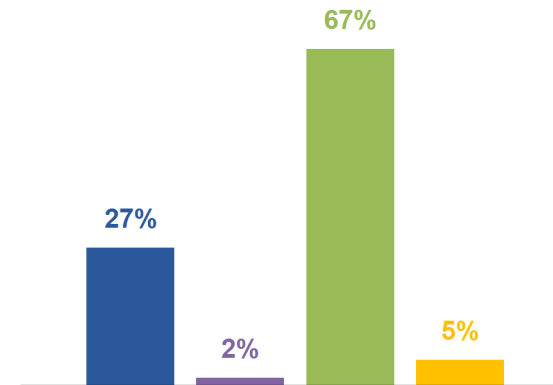
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
Yes	44%	-1	+16
No	50%	+1	-16
Don't know	6%	-1	+1



During the last 12 months, have you been subjected to any of the following in your workplace?

	Proportion	vs 2016	vs Qld public sector
Bullying	27%	-1	+11
Sexual Harassment	2%	0	+1
No	67%	+1	-11
Don't Know	5%	0	+1



12 Bullying and sexual harassment (cont.)

Purpose

This section is focused on understanding the prevalence and sources of bullying and sexual harassment as well as the rate of reporting and barriers to reporting such incidences.

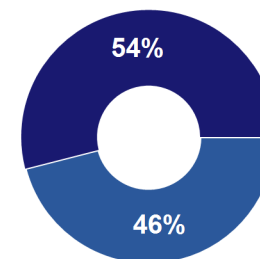
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	56%	+7	+13
A senior manager	28%	-6	-3
Your immediate manager/supervisor	27%	-11	-7
A group of fellow workers	18%	+2	+4
A client/customer	11%	0	+4
A member of the public	9%	-3	+3
Prefer not to specify	8%	+2	-1
A worker that reports to you	5%	-2	0
A representative of another agency	3%	+2	+1
A consultant/service provider	2%	+1	+1
Other	1%	-3	-1

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	60%	-4	+2
Inappropriate and unfair application of work policies or rules	32%	-6	-10
Other	25%	+2	-2
'Initiations' or pranks	12%	+5	+4
Interference with your personal property or work equipment	11%	+4	+3
Physical behaviour (e.g. assault or aggressive body language)	10%	-6	-1
Cyber bullying	6%	+1	0

Did you report the BULLYING?

No



Yes

Why did you not report the BULLYING?

	Proportion	vs 2016	vs Qld public sector
I did not think any action would be taken	53%	-9	-3
I did not want to upset relationships in the workplace	42%	+8	+3
It could affect my career	39%	-6	-6
I did not think it was worth the hassle of going through the report process	33%	-8	-4
Managers accepted the behaviour	31%	-10	-2
I did not have enough evidence	19%	-7	-1
I did not think the bullying was serious enough	13%	+1	-3
Other	12%	+2	+2
The matter was resolved informally	8%	0	+1
I did not know how to report it	3%	-4	-3

12 Bullying and sexual harassment (cont.)

Purpose

This section is focused on understanding the prevalence and sources of bullying and sexual harassment as well as the rate of reporting and barriers to reporting such incidences.

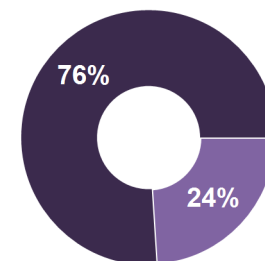
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you SEXUALLY HARASSED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	50%	-3	-2
A client/customer	27%	+14	+14
A member of the public	18%	+18	+10
A senior manager	18%	-2	+4
Your immediate manager/supervisor	9%	+2	-5
A consultant/service provider	5%	+5	+2
A group of fellow workers	5%	+5	-4
A worker that reports to you	5%	+5	+2
Other	5%	+5	+2
Prefer not to specify	5%	-9	-7
A representative of another agency	0%	0	-3

What type of SEXUAL HARASSMENT did you experience?	Proportion	vs 2016	vs Qld public sector
Remarks of a sexual nature	59%	-	-14
Any other unwelcome conduct of a sexual nature in relation to you	45%	-	+19
Unwanted physical intimacy	36%	-	0
Unwelcome demand or request, either directly or implied, for sexual favours	27%	-	+11

Did you report the **SEXUAL HARASSMENT**?

No



Yes

Why did you not report the **SEXUAL HARASSMENT**?

Why did you not report the SEXUAL HARASSMENT ?	Proportion	vs 2016	vs Qld public sector
I did not think any action would be taken	50%	+30	+8
I did not want to upset relationships in the workplace	44%	+24	+6
I did not think it was worth the hassle of going through the report process	38%	+28	0
It could affect my career	38%	+18	+2
I did not have enough evidence	25%	+15	+4
I did not think the sexual harassment was serious enough	25%	-5	-5
Managers accepted the behaviour	19%	+9	-3
I did not know how to report it	13%	+13	+5
Other	13%	+3	+1
The matter was resolved informally	13%	-18	-1

13 Your view

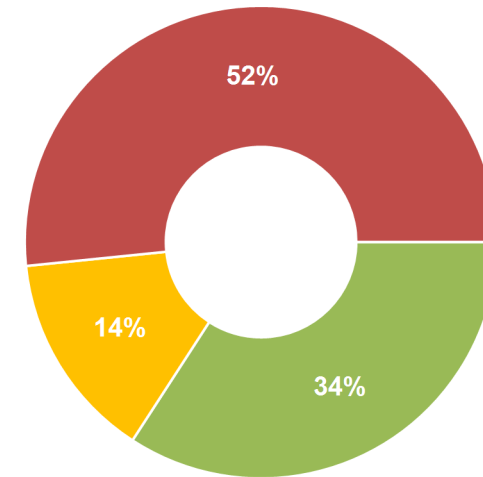
Purpose

This section is focused on understanding workplace improvement.

This section refers to the visibility of change attributable to past Working for Queensland surveys as well as satisfaction with the change implemented.

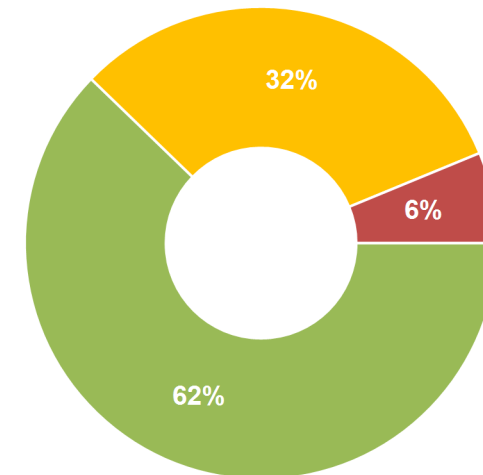
Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Yes	34%	+15	+4
No	52%	-17	-4
No, but I have not worked long in my organisation	14%	+2	+1



How satisfied are you with your organisation's action in response to last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Positive	62%	+22	0
Neutral	32%	-13	0
Negative	6%	-9	0



14 Agency specific questions

Purpose

The purpose of agency specific questions is to provide agencies with an opportunity to explore issues that are of interest in their unique context.

	Response scale (%)			% positive 2017	vs 2016
The organisation's work to embed the core values of care, integrity, respect and commitment is improving the culture in my workplace	61	28	11	61%	-
The culture and sense of team in my workplace is great	56	25	19	56%	-
The culture and sense of team in my workplace has improved in the past six (6) months	45	35	20	45%	-
I am proud of the health service I help deliver	80	15	4	80%	-
I am proud to be a member of my team	80	16	4	80%	-
I would recommend CQHHS as a great place to work	59	29	12	59%	-
Overall leadership across the CQHHS has noticeably improved over the last twelve (12) months	46	35	19	46%	-
I feel valued by my line manager	63	18	19	63%	-
I feel supported and engaged by my colleagues in my team	73	18	10	73%	-
The services provided by my team contributes positively to the delivery of quality health services to the Central Queensland community	82	15	3	82%	-

15 Appendix A – Strategic priorities by demographics

Purpose

This section enables you to understand the perceptions of the varying demographic groups of your workforce for each of the strategic priorities (agency engagement, organisational leadership and innovation).

"Restricted" indicates a group with less than 10 respondents

		Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
Central Queensland Hospital & Health Service		1,551	57%	46%	58%
Managerial status	Yes	261	66%	50%	68%
	No	1,283	55%	45%	56%
Employment status	Permanent	1,300	56%	44%	58%
	Non-permanent	244	65%	61%	60%
Full-time status	Full-time basis	1,038	56%	45%	59%
	Part-time basis	500	59%	50%	57%
FTE Salary	Under \$50,000	216	63%	55%	55%
	\$50,000 - \$69,999	488	61%	52%	56%
	\$70,000 - \$89,999	355	52%	40%	56%
	\$90,000 or over	467	55%	41%	63%
Time in agency	Less than 2 years	359	65%	59%	62%
	2 to less than 6 years	379	55%	48%	57%
	6 to less than 10 years	247	54%	42%	57%
	10 to less than 14 years	192	55%	41%	57%
	14 to less than 16 years	59	45%	30%	46%
	16 to less than 20 years	88	60%	42%	57%
	20 years or more	220	52%	38%	59%

15 Appendix A – Strategic priorities by demographics (cont.)

Purpose

This section enables you to understand the perceptions of the varying demographic groups of your workforce for each of the strategic priorities (agency engagement, organisational leadership and innovation).

		Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
<i>"Restricted" indicates a group with less than 10 respondents</i>					
Central Queensland Hospital & Health Service		1,551	57%	46%	58%
Age					
	34 years or younger	382	62%	54%	64%
	35 to 44 years	335	57%	47%	59%
	45 to 54 years	451	55%	43%	58%
	55 years or older	368	55%	42%	52%
Gender*					
	Female	1,274	57%	47%	58%
	Male	262	57%	46%	57%
	X	6	Restricted	Restricted	Restricted
Type of work					
	Direct service delivery	924	55%	45%	57%
	Corporate services and administrative support/clerical	327	57%	46%	61%
	Other	284	63%	50%	59%
Clinical versus non-clinical					
	Clinical	891	56%	47%	58%
	Non-clinical	639	58%	46%	58%
Shiftwork					
	Yes	491	53%	45%	50%
	No	1,048	59%	47%	62%

*Please note that from 2017 gender is a multi-tick question and, as such may not add up to 100%

16 Appendix B – Strategic priorities and factors by item

Purpose

This section provides detailed information for each strategic priority and factor to enable in-depth discussions, action planning and workshoping.

Strategic priorities		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Agency engagement							
Q33a	I would recommend my organisation as a great place to work	58%	+13	28%	-4	14%	-9
Q33b	I am proud to tell others I work for my organisation	65%	+12	25%	-6	11%	-6
Q33c	I feel strong personal attachment to my organisation	58%	+5	29%	+1	13%	-6
Q33d	My organisation motivates me to help it achieve its objectives	52%	+9	33%	-1	15%	-8
Q33e	My organisation inspires me to do the best in my job	52%	+8	32%	0	15%	-8
Organisational leadership							
Q31a	In my organisation, the leadership is of high quality	48%	+17	31%	+1	21%	-18
Q31c	Management model the behaviours expected of all employees	46%	+13	28%	0	26%	-12
Q31d	In my organisation, the leadership operates with a high level of integrity	48%	+12	29%	-1	23%	-11
Q31f	My organisation is well managed	43%	+13	33%	+6	24%	-19
Innovation							
Q27a	I get the opportunity to develop new and better ways of doing my job	57%	+8	26%	-1	17%	-7
Q27b	I am encouraged to make suggestions about improving work processes and/or services	66%	+5	20%	+1	15%	-6
Q27c	Management is willing to act on suggestions to improve how things are done	51%	+9	28%	0	22%	-9
Q27d	My workgroup uses research and expertise to identify better practice	55%	+7	30%	-3	15%	-4
Q27e	My workgroup always tries to improve its performance	68%	+6	22%	-4	10%	-2
Q27f	My organisation is open to new ideas	52%	+10	31%	-1	17%	-9

16 Appendix B – Strategic priorities and factors by item (cont.)

Purpose

This section provides detailed information for each strategic priority and factor to enable in-depth discussions, action planning and workshoping.

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Job empowerment							
Q22a	I have a choice in deciding how I do my work	65%	+1	20%	+1	15%	-2
Q22b	I have the tools I need to do my job effectively	68%	+5	16%	0	16%	-5
Q22c	I get the information I need to do my job well	66%	+8	18%	-4	16%	-4
Q22d	I have the authority necessary to do my job effectively	68%	+7	19%	-3	13%	-4
Q22e	My job gives me opportunities to utilise my skills	77%	+4	14%	-2	9%	-2
Q34b	Your ability to work on your own initiative	82%	0	12%	0	6%	-1
Workload and health							
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with overload	27%	+5	33%	+1	40%	-5
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with burn out	38%	+6	32%	+1	30%	-8
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with negative health impacts	45%	+7	31%	-2	24%	-5
Learning and development							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	61%	+11	20%	-5	19%	-7
Q28e	I am able to access relevant learning and development opportunities	63%	+15	21%	-4	16%	-11
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	63%	+10	24%	-4	13%	-5
Q28g	I am satisfied with the opportunities available for career development	49%	+13	25%	-4	26%	-9
Q31b	My organisation is committed to developing its employees	51%	+19	27%	-4	22%	-14

16 Appendix B – Strategic priorities and factors by item (cont.)

Purpose

This section provides detailed information for each strategic priority and factor to enable in-depth discussions, action planning and workshoping.

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
My workgroup							
Q24a	People in my workgroup treat each other with respect	64%	+6	17%	-2	19%	-3
Q24b	I receive help and support from other people in my workgroup	76%	+5	15%	-3	9%	-2
Q24c	People in my workgroup are honest, open and transparent in their dealings	57%	+6	23%	-4	20%	-2
Q24d	People in my workgroup use their time and resources efficiently	57%	+6	25%	-1	18%	-5
Q24e	People in my workgroup treat customers with respect	82%	+2	13%	-2	5%	-1
Q24f	People in my workgroup are committed to delivering excellent service to customers	80%	+5	15%	-4	5%	-2
Q24g	People in my workgroup do their jobs effectively	68%	+5	21%	-3	11%	-2
My manager							
Q29a	My manager treats employees with dignity and respect	70%	+5	17%	-1	13%	-4
Q29b	My manager listens to what I have to say	70%	+3	17%	+1	14%	-4
Q29c	My manager keeps me informed about what's going on	58%	+5	22%	+1	20%	-6
Q29d	My manager understands my work	64%	+7	18%	-2	18%	-6
Q29e	My manager creates a shared sense of purpose	61%	+8	23%	-2	17%	-6
Q29f	My manager demonstrates honesty and integrity	69%	+6	19%	-1	13%	-6
Q29g	My manager draws the best out of me	53%	+8	28%	-2	19%	-6

16 Appendix B – Strategic priorities and factors by item (cont.)

Purpose

This section provides detailed information for each strategic priority and factor to enable in-depth discussions, action planning and workshoping.

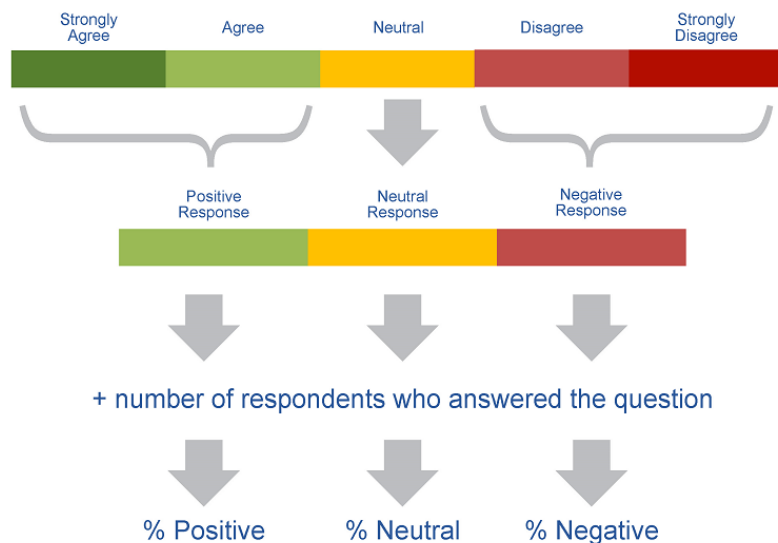
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Organisational fairness							
Q25f	Performance is assessed and rewarded fairly in my workplace	35%	+6	35%	+2	30%	-8
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	37%	+3	24%	+3	39%	-6
Q25h	People are treated fairly and consistently in my workplace	45%	+7	23%	-1	31%	-6
Q25i	People take responsibility for their decisions and actions in my workplace	47%	+8	27%	-3	26%	-5
Q31e	Recruitment and promotion decisions in this organisation are fair	36%	+9	33%	+1	31%	-10
Anti-discrimination							
Q32a	Age is not a barrier to success in my organisation	70%	+2	21%	-2	9%	0
Q32b	Gender is not a barrier to success in my organisation	75%	+4	19%	-3	6%	0
Q32c	Disability is not a barrier to success in my organisation	58%	+1	33%	-4	8%	+3
Q32d	Cultural background is not a barrier to success in my organisation	73%	+2	22%	-4	5%	+1
Q32e	Sexual orientation is not a barrier to success in my organisation	73%	+3	24%	-3	3%	0

17 Appendix C – How to interpret this report

% Positive, neutral and negative scores

Across Working for Queensland (WfQ) reporting, most data is expressed as % positive, % neutral or % negative.

- % positive presents the proportion of respondents who expressed a positive opinion or assessment i.e. combining 'Strongly agree' and 'Agree' responses.
- % neutral presents the proportion of respondents who expressed a neutral opinion or assessment.
- % negative presents the proportion of respondents who expressed a negative opinion or assessment i.e. combining 'Strongly disagree' and 'Disagree' responses.



Negatively Worded Questions: An example

What are negatively worded questions?

Negatively worded questions are items in the questionnaire that are phrased in a negative way e.g. "Approval processes at my work are excessive".

How are the negatively worded responses scored?

When responding to a negatively worded question, "Strongly disagree" and "Disagree" responses are classified as positive i.e. it is good that you disagree that approval processes at work are excessive (this means they are not excessive!). Therefore, the "Strongly disagree" and "Disagree" responses are combined to calculate the % positive score.

What does this mean for interpreting the % positive score for negatively worded questions?

The % positive score combines the negative responses as they are the "preferred" responses to this item.

EXAMPLE

In the table below the % positive score for "Approval processes at my work are excessive" is 82%. This result can be expressed by stating that:

82% disagreed that their "Approval processes at my work are excessive"

OR

82% felt that the approval processes at their work are not excessive.

Conversely, the % negative score means that 8% of the employees perceive that the approval processes at their work are excessive.

	% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Q25 d Approval processes at my work are excessive.	82%	+4	10%	-2	8%	-5

How will I know if I am interpreting this correctly?

To assist in the interpretation, all negatively worded questions are accompanied by an explanatory statement.

17 Appendix C – How to interpret this report (cont.)

Rounding

Results were rounded to whole numbers. Percentages may therefore not add up to 100%.

Factor scores

Factor measures combine information from multiple survey items that correlate highly with the overall factor. The factor scores are calculated as the sum of positive responses given to all questions within the factor, divided by the number of answers to all questions within the factor.

The report depicts three strategic priorities and makes use of seven factor measures.

Workplace climate index scores

Workplace climate indices have been created by grouping together survey items by theme. Like factor scores, the climate index scores are calculated as the sum of positive responses given to all questions within the index, divided by the number of answers to all questions within the index.

% Change and division comparisons

Throughout this report the % change figure and division comparisons are frequently reported. The % change score relates to differences between:

- the 2016 and 2017 % positive, negative and neutral scores, or
- the 2017 agency and Qld Public Sector % scores.

The % score is highlighted green when the 2017 work area result is five or more percentage points higher than the 2016 score. The % score is highlighted red where the 2017 work area result is five or more percentage points lower.

The division comparisons relate to the comparisons of the % positive scores between the agency and other divisions.

Quintile

Indicates the position of your agency when the 62 participating agencies are ranked against individual workplace factors and workplace outcomes.

Quintile	Interpretation
1	Among first 20% of agencies OR Among top eleven ranked agencies
2	Among second 20% of agencies OR Between 12th and 22nd ranked agencies
3	Among third 20% of agencies OR Between 23rd and 33rd ranked agencies
4	Among fourth 20% of agencies OR Between 34th and 44th ranked agencies
5	Among last 20% of agencies OR Between 45th and 58th ranked agencies

Quintile positions 1 and 2 are indicated in green font, the third quintile is indicated in yellow font, and quintile positions 4 and 5 are indicated in red font.

PLEASE NOTE: While the coloured highlighting of both the % scores and the quintiles helps differentiate results, it does not necessarily indicate a statistically significant difference.

Number of respondents

The number of respondents for sub populations (i.e. divisions, demographic groups) may not add up to the total number of respondents due to missing demographic or division information.

Base size for Working for Queensland 2017

The base size of Working for Queensland refers to the number of people included in the data collection phase of the survey.

Please note, that key elements of the 2017 Working for Queensland survey have been incorporated into the School Opinion Survey. As such, school-based employees are not included in the WfQ base size for 2017, but data for this group will be incorporated at a later date. This will lead to fluctuations in response rate and, possibly, to Queensland public sector benchmarks in 2017 Working for Queensland reporting.

Definitions

The following definitions were used in the survey:

Your workgroup - The group or team where you spend most of your time. If you are a manager your workgroup is the people you manage.

Your workplace - The place where you work, such as a school, hospital or office location as well as the places you visit as part of your work. Questions about your workplace concern the experiences you have in this environment.

Your organisation

For Health agencies - The Hospital and Health Service (HHS), in which you work, or the Queensland Ambulance Service or the Department of Health.

For non-Health agencies - The Government department or public service office you work for in your current job (e.g. Department of Transport and Main Roads for staff employed in RoadTek, The Public Trustee for staff working for the The Public Trustee).

Your manager - The person you usually report to.

Your senior manager - The person your manager usually reports to.

Your customer(s) - The person(s) you provide advice or service to, whether internal or external to the Queensland Public Sector (e.g. students, clients, customers, stakeholders, patients, members of the community).

Sexual harassment - an unwelcome sexual advance, unwelcome request for sexual favours or other unwelcome conduct of a sexual nature which makes a person feel offended, humiliated or intimidated, and where that reaction is reasonable in the circumstances. Sexual harassment does not need to be deliberate or repeated to be illegal.

Bullying - repeated and unreasonable behaviour directed towards a worker or group of workers that creates a risk to health and safety.