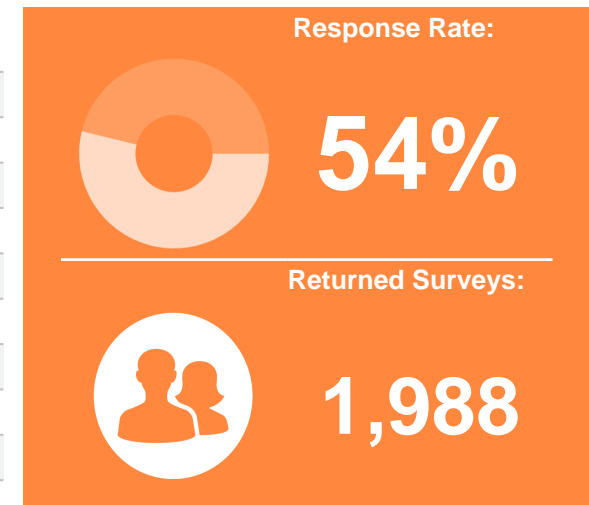


West Moreton Hospital and Health Service

Highlight Report

Report Content

Reporting Framework	
STRATEGIC PRIORITIES	01 Driver analysis scorecard
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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.

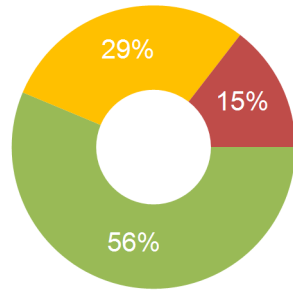


01 Driver analysis scorecard

Purpose

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

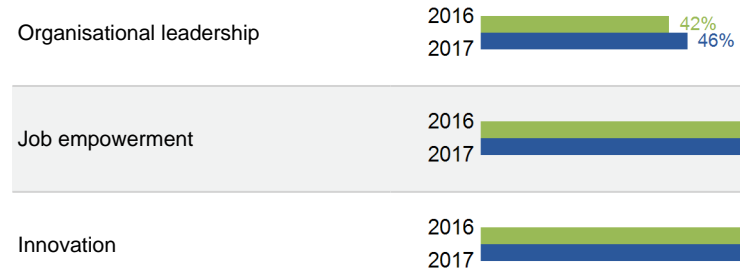
Agency engagement



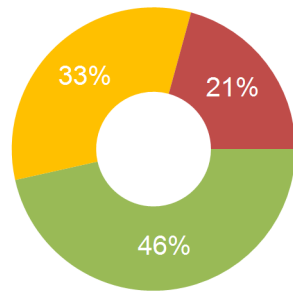
% positive change since 2016
+2

Top 3 drivers

% Positive



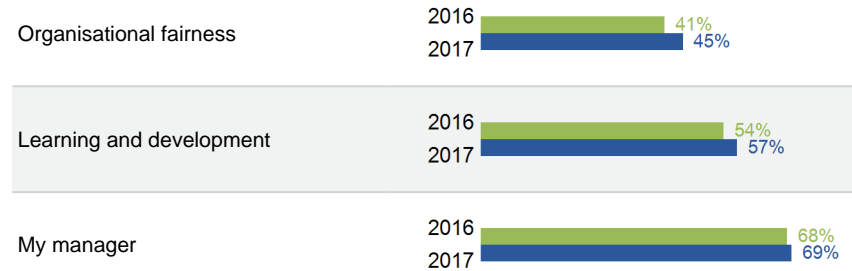
Organisational Leadership



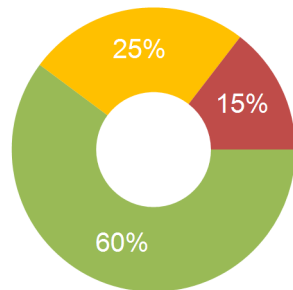
% positive change since 2016
+5

Top 3 drivers

% Positive



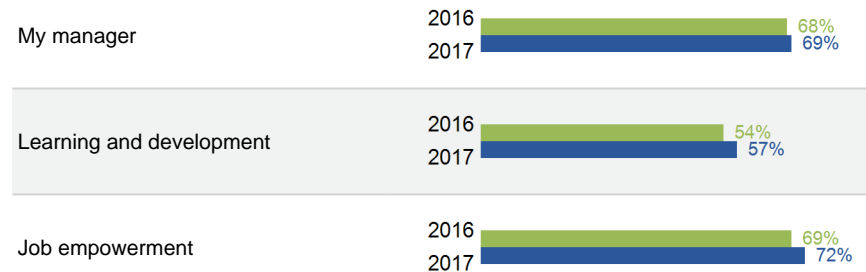
Innovation



% positive change since 2016
+2

Top 3 drivers

% Positive



COMPARISONS: ■ At least 5 percent GREATER ■ At least 5 percent LESS

RESPONSE SCALE: POSITIVE NEUTRAL NEGATIVE

QUINTILES: 1 & 2 3 4 & 5

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*	56	29	15	56%	+2	-2	41 - 82	3
Job empowerment	72	17	11	72%	+3	0	60 - 86	3
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	35	33	33	35%	+2	-5	29 - 68	5
Learning and development	57	25	18	57%	+4	+1	33 - 82	3
My workgroup	74	17	9	74%	+1	-2	58 - 92	4
My manager	69	17	14	69%	+2	-2	57 - 84	4
Organisational leadership*	46	33	21	46%	+5	-5	29 - 85	4
Organisational fairness	45	28	27	45%	+4	+2	26 - 67	2
Anti-discrimination	69	24	7	69%	+1	+3	48 - 96	3
Innovation*	60	25	15	60%	+2	0	46 - 89	3

03 Factors by division

Purpose

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

	West Moreton Hospital and Health Service % positive	Clinical Services Division	Finance and Business Services Division	Legal and Corporate Governance	Medical Services	Mental Health and Specialised Services Division	Nursing & Midwifery Education	Office of the Chief Executive	People and Culture
<i>This section shows the % positive scores for divisions within the agency</i>									
Number of respondents	1,988	773	204	13	151	433	199	21	48
Agency engagement*	56%	57%	51%	63%	66%	54%	61%	52%	58%
Job empowerment	72%	73%	68%	78%	77%	71%	73%	78%	75%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	35%	36%	34%	54%	34%	38%	27%	29%	38%
Learning and development	57%	59%	45%	62%	66%	58%	67%	39%	51%
My workgroup	74%	78%	67%	88%	75%	72%	74%	84%	81%
My manager	69%	71%	67%	85%	78%	67%	72%	80%	67%
Organisational leadership*	46%	47%	41%	52%	48%	50%	51%	47%	45%
Organisational fairness	45%	48%	37%	49%	47%	43%	48%	38%	52%
Anti-discrimination	69%	71%	65%	88%	71%	67%	68%	66%	83%
Innovation*	60%	62%	55%	72%	64%	59%	66%	66%	64%

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	-3	43 - 82	4
● Effectiveness and innovation*	56	24	20	56%	+2	-1	49 - 77	4
● People and relationships	74	17	9	74%	+1	-2	56 - 92	4
● Fairness and trust*	59	25	16	59%	+3	+1	46 - 78	3
● Performance and development	57	25	18	57%	+4	+1	41 - 74	3
● Leadership and engagement	60	24	16	60%	+3	-3	49 - 81	4
● My job	79	13	8	79%	+2	+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.

	West Moreton Hospital and Health Service % positive	Clinical Services Division	Finance and Business Services Division	Legal and Corporate Governance	Medical Services	Mental Health and Specialised Services Division	Nursing & Midwifery Education	Office of the Chief Executive	People and Culture
<i>This section shows the % positive scores for divisions within the agency</i>									
Number of respondents	1,988	773	204	13	151	433	199	21	48
● Safety, health and wellness*	51%	52%	50%	63%	53%	52%	51%	54%	60%
● Effectiveness and innovation*	56%	58%	52%	61%	60%	55%	59%	58%	60%
● People and relationships	74%	78%	68%	88%	76%	72%	75%	85%	81%
● Fairness and trust*	59%	61%	54%	71%	62%	57%	60%	55%	69%
● Performance and development	57%	58%	49%	61%	64%	57%	65%	43%	52%
● Leadership and engagement	60%	61%	56%	70%	67%	59%	64%	63%	59%
● My job	79%	80%	77%	83%	84%	77%	81%	80%	82%

* 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.

		Response scale (%)			% positive	vs 2016	vs Qld public sector
Safety, health and wellness							
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement	26	34	41	26%	+3	-6
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	37	31	33	37%	+2	-7
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	41	33	25	41%	+2	-4
Q23f	My work contributes positively to my quality of life*	46	35	19	46%	-	+2
Q24h	People in my workgroup are committed to workplace safety	83	13	4	83%	+1	+1
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	65	23	12	65%	-	-2
Q25b	My workplace culture supports people to achieve a good work/life balance	57	23	20	57%	+2	-5
Q25c	There is adequate focus on workplace safety at my workplace	75	16	9	75%	-1	-4

* 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*	50	26	24	50%	-	+1
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	46	29	25	46%	-	-5
Q31h	The wellbeing of employees is a priority for my organisation*	42	31	26	42%	-	-7
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>	34	38	28	34%	-	-7
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	61	24	15	61%	+2	-3
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	52	32	17	52%	-	-3

* 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	67	16	16	67%	+3	-3
Q22c	I get the information I need to do my job well	68	19	13	68%	+5	0
Q22d	I have the authority necessary to do my job effectively	68	20	11	68%	+3	-1
Q23c	I feel my job is secure	59	20	21	59%	+7	+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>	18	31	51	18%	+4	-1
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	65	24	11	65%	-	0
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	11	36	52	11%	+1	-8
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>	38	28	34	38%	-1	-7
Q26a	My workplace has undergone significant change in the past 12 months	55	30	15	55%	-5	+3

* 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	58	26	16	58%	+3	0
Q27b	I am encouraged to make suggestions about improving work processes and/or services	70	18	12	70%	+3	+2
Q27c	Management is willing to act on suggestions to improve how things are done	52	28	20	52%	+4	-1
Q27d	My workgroup uses research and expertise to identify better practice	57	29	14	57%	-1	+2
Q27e	My workgroup always tries to improve its performance	70	21	9	70%	-2	0
Q27f	My organisation is open to new ideas	55	30	16	55%	+1	0
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	60	19	21	60%	-2	-9
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	76	16	9	76%	0	-2
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	69	23	7	69%	0	+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.

● People and relationships		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q24a	People in my workgroup treat each other with respect	70	16	14	70%	+1	-4
Q24b	I receive help and support from other people in my workgroup	82	12	6	82%	+2	-1
Q24c	People in my workgroup are honest, open and transparent in their dealings	63	22	15	63%	0	-4
Q24d	People in my workgroup use their time and resources efficiently	63	24	13	63%	0	-2
Q24e	People in my workgroup treat customers with respect	85	11	4	85%	+2	-1
Q24f	People in my workgroup are committed to delivering excellent service to customers	82	14	4	82%	0	-1
Q24g	People in my workgroup do their jobs effectively	74	19	7	74%	+1	-1
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	77	16	7	77%	+1	-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.

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	71	20	9	71%	-1	-1
Q25f	Performance is assessed and rewarded fairly in my workplace	40	33	28	40%	+5	+4
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	44	24	32	44%	+3	+6
Q25h	People are treated fairly and consistently in my workplace	50	25	25	50%	+3	-1
Q25i	People take responsibility for their decisions and actions in my workplace	51	28	21	51%	+2	-1
Q25j	I am able to speak up and share a different view to my colleagues and manager*	68	16	16	68%	-	-3
Q30a	My senior manager demonstrates honesty and integrity	64	23	12	64%	+8	-6
Q31e	Recruitment and promotion decisions in this organisation are fair	39	32	29	39%	+6	+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.

● 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	47	30	23	47%	-	-6
Q32a	Age is not a barrier to success in my organisation	69	21	10	69%	+2	+3
Q32b	Gender is not a barrier to success in my organisation	76	17	7	76%	+3	+6
Q32c	Disability is not a barrier to success in my organisation	55	36	10	55%	-1	-2
Q32d	Cultural background is not a barrier to success in my organisation	72	22	6	72%	+2	+2
Q32e	Sexual orientation is not a barrier to success in my organisation	72	24	4	72%	+1	+3
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	54	23	23	54%	+1	0
Q32g	Women and men have equal access to work experiences that support career progression*	71	23	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	58	24	18	58%	+5	+1	
Q28b	My performance is assessed against clear criteria	54	29	17	54%	+6	+3	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	64	20	17	64%	+5	+1	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	43	30	28	43%	+5	+2	
Q28e	I am able to access relevant learning and development opportunities	63	23	14	63%	+2	+1	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	65	24	11	65%	+3	+6	
Q28g	I am satisfied with the opportunities available for career development	48	27	24	48%	+5	+4	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	57	22	21	57%	+4	+2	
Q28i	I develop new knowledge and skills through undertaking tasks at work	73	18	8	73%	+1	+1	
Q31b	My organisation is committed to developing its employees	47	32	21	47%	+3	-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		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29a	My manager treats employees with dignity and respect	76	12	12	76%	+1	-2
Q29b	My manager listens to what I have to say	76	13	11	76%	+3	-1
Q29c	My manager keeps me informed about what's going on	65	17	18	65%	0	-2
Q29d	My manager understands my work	70	15	15	70%	+2	-3
Q29e	My manager creates a shared sense of purpose	67	19	14	67%	+4	0
Q29f	My manager demonstrates honesty and integrity	73	15	12	73%	0	-3
Q29g	My manager draws the best out of me	58	26	16	58%	+2	+1
Q31a	In my organisation, the leadership is of high quality	49	31	19	49%	+6	-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.

● Leadership and engagement (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31c	Management model the behaviours expected of all employees	46	32	22	46%	+3	-4
Q31d	In my organisation, the leadership operates with a high level of integrity	49	34	18	49%	+6	-6
Q31f	My organisation is well managed	42	34	24	42%	+4	-5
Q33a	I would recommend my organisation as a great place to work	57	27	15	57%	+4	-3
Q33b	I am proud to tell others I work for my organisation	64	25	11	64%	+3	-4
Q33c	I feel strong personal attachment to my organisation	58	29	14	58%	+1	-1
Q33d	My organisation motivates me to help it achieve its objectives	51	33	16	51%	+2	-2
Q33e	My organisation inspires me to do the best in my job	52	32	16	52%	+2	-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	92	5	4	92%	+1	+2
Q21b	I understand how my work contributes to my organisation's objectives	91	5	4	91%	+1	0
Q22a	I have a choice in deciding how I do my work	67	20	13	67%	+2	-1
Q22e	My job gives me opportunities to utilise my skills	79	13	8	79%	+2	+4
Q22f	I enjoy the work in my current job	77	15	7	77%	+1	+2
Q22g	My job gives me a feeling of personal accomplishment	73	18	10	73%	+1	+3
Q34a	The degree to which your work is interesting/challenging <i>% positive indicates those who responded with "very satisfied" or "satisfied"</i>	79	15	7	79%	+1	+3
Q34b	Your ability to work on your own initiative <i>% positive indicates those who responded with "very satisfied" or "satisfied"</i>	81	12	6	81%	+1	+2
Q35	All things considered, how satisfied are you with your current job? <i>% positive indicates those who responded with "very satisfied" or "satisfied"</i>	73	17	10	73%	+3	0

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 senior manager demonstrates honesty and integrity	Fairness and trust	64%	+8
I feel my job is secure	Effectiveness and innovation	59%	+7
In my organisation, the leadership is of high quality	Leadership and engagement	49%	+6
My performance is assessed against clear criteria	Performance and development	54%	+6
In my organisation, the leadership operates with a high level of integrity	Leadership and engagement	49%	+6

The survey items with the most negative change	Index	% positive 2017	vs 2016
My workgroup always tries to improve its performance	Effectiveness and innovation	70%	-2
Your physical working environment % positive indicates those who responded with "very satisfied" or "satisfied"	Effectiveness and innovation	60%	-2
Disability is not a barrier to success in my organisation	Fairness and trust	55%	-1
There is adequate focus on workplace safety at my workplace	Safety, health and wellness	75%	-1
Disruptions and/or noise at my workplace make it hard to get things done % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with disruptions and/or noise	Effectiveness and innovation	38%	-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
Empowers their team to perform at their best	32%	+1
Supports their team to adapt to change	29%	+2
Upholds ethical standards and principles	29%	-2
Builds effective working relationships with others	26%	-3
Encourages a strong customer and stakeholder focus	26%	0
Responds confidently when faced with uncertainty	23%	-2
Delegates work effectively and monitors performance	22%	-1
Demonstrates sound judgment	22%	-5
Implements improved ways of doing things	20%	+1
Takes responsibility for team development	20%	+4
Describes how their team's work aligns to organisational objectives	20%	+2
Applies sound business management skills	14%	-1
Actively seeks feedback for personal development	10%	+3
Builds effective working relationships with others	40%	+1
Empowers their team to perform at their best	34%	-1
Upholds ethical standards and principles	29%	+2
Implements improved ways of doing things	28%	+3
Demonstrates sound judgment	26%	-4
Responds confidently when faced with uncertainty	25%	-1
Actively seeks feedback for personal development	22%	+1
Supports their team to adapt to change	21%	+3
Takes responsibility for team development	20%	+2
Encourages a strong customer and stakeholder focus	17%	-1
Delegates work effectively and monitors performance	17%	-2
Applies sound business management skills	11%	-4
Describes how their team's work aligns to organisational objectives	9%	0

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	28%	-3
Supports their team to adapt to change	28%	+2
Builds effective working relationships with others	28%	0
Empowers their team to perform at their best	28%	+1
Encourages a strong customer and stakeholder focus	27%	0
Demonstrates sound judgment	27%	-2
Responds confidently when faced with uncertainty	23%	-2
Implements improved ways of doing things	22%	+2
Delegates work effectively and monitors performance	22%	-1
Describes how their team's work aligns to organisational objectives	19%	0
Takes responsibility for team development	19%	+2
Applies sound business management skills	16%	-1
Actively seeks feedback for personal development	9%	+2
Empowers their team to perform at their best	32%	-3
Supports their team to adapt to change	30%	+4
Implements improved ways of doing things	29%	-2
Delegates work effectively and monitors performance	29%	-1
Actively seeks feedback for personal development	28%	-3
Builds effective working relationships with others	28%	+4
Takes responsibility for team development	26%	-5
Describes how their team's work aligns to organisational objectives	21%	0
Responds confidently when faced with uncertainty	19%	0
Upholds ethical standards and principles	15%	+2
Demonstrates sound judgment	14%	+1
Applies sound business management skills	14%	+1
Encourages a strong customer and stakeholder focus	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	33%	-2
Manages and prioritises resources to achieve the best outcomes	31%	-1
Empowers individuals and teams to build capability	29%	+2
Motivates others to perform at their best	28%	+9
Encourages collaboration and inclusion across workgroups	28%	0
Takes responsibility for upholding ethical standards and principles	26%	+2
Demonstrates sound judgment	26%	-3
Encourages innovative ideas and solutions	24%	-2
Builds effective networks across the organisation and sector	20%	0
Leads change and culture initiatives	17%	+2
Manages ambiguity and politics effectively	13%	-4
Demonstrates sound business acumen	13%	-3
Actively seeks feedback for personal development	9%	+2
Motivates others to perform at their best	39%	+3
Manages and prioritises resources to achieve the best outcomes	36%	0
Empowers individuals and teams to build capability	34%	+2
Takes responsibility for upholding ethical standards and principles	25%	+5
Demonstrates sound judgment	24%	-3
Takes a 'big picture' view of issues or problems	24%	-3
Leads change and culture initiatives	23%	+1
Actively seeks feedback for personal development	19%	+2
Encourages collaboration and inclusion across workgroups	18%	+2
Encourages innovative ideas and solutions	18%	-3
Builds effective networks across the organisation and sector	17%	-4
Manages ambiguity and politics effectively	13%	-1
Demonstrates sound business acumen	8%	-2

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
Manages and prioritises resources to achieve the best outcomes	34%	+1
Takes a 'big picture' view of issues or problems	34%	-1
Encourages collaboration and inclusion across workgroups	30%	+4
Builds effective networks across the organisation and sector	28%	+3
Motivates others to perform at their best	25%	+5
Demonstrates sound judgment	24%	-7
Empowers individuals and teams to build capability	24%	+1
Takes responsibility for upholding ethical standards and principles	21%	-2
Encourages innovative ideas and solutions	21%	-2
Manages ambiguity and politics effectively	18%	0
Leads change and culture initiatives	17%	+1
Demonstrates sound business acumen	14%	-4
Actively seeks feedback for personal development	8%	+1
Empowers individuals and teams to build capability	34%	-1
Leads change and culture initiatives	32%	+7
Motivates others to perform at their best	30%	-3
Actively seeks feedback for personal development	28%	0
Encourages innovative ideas and solutions	28%	+2
Manages and prioritises resources to achieve the best outcomes	26%	0
Manages ambiguity and politics effectively	25%	-2
Encourages collaboration and inclusion across workgroups	23%	0
Takes a 'big picture' view of issues or problems	18%	-1
Takes responsibility for upholding ethical standards and principles	15%	+1
Builds effective networks across the organisation and sector	14%	-2
Demonstrates sound judgment	14%	0
Demonstrates sound business acumen	11%	+2

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
Models high levels of ethical and professional behaviour	43%	+4
Navigates complex issues, politics and ambiguous situations effectively	29%	-7
Stands behind their decisions in the face of adversity	28%	0
Creates a culture of continuous improvement	26%	+3
Inspires others to perform at their best	26%	+4
Builds strong relationships that influence organisational and sector outcomes	24%	-3
Directs and prioritises resources to achieve the best outcomes	24%	-5
Adopts a system-wide view of issues to inform action	21%	0
Is compelling when communicating the organisational strategy	20%	+6
Demonstrates commercial acumen in managing corporate risk	14%	0
Seeks feedback to strengthen leadership approach	14%	+1
Nurtures a learning and development culture	12%	-4
Leads change with agility	7%	-5

	Proportion	vs Qld public sector
Models high levels of ethical and professional behaviour	42%	+4
Inspires others to perform at their best	40%	-3
Builds strong relationships that influence organisational and sector outcomes	38%	+2
Navigates complex issues, politics and ambiguous situations effectively	26%	-4
Directs and prioritises resources to achieve the best outcomes	24%	-1
Creates a culture of continuous improvement	24%	-1
Leads change with agility	24%	+3
Seeks feedback to strengthen leadership approach	21%	+1
Adopts a system-wide view of issues to inform action	15%	+3
Nurtures a learning and development culture	13%	0
Stands behind their decisions in the face of adversity	13%	-2
Is compelling when communicating the organisational strategy	11%	-2
Demonstrates commercial acumen in managing corporate risk	8%	+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
Models high levels of ethical and professional behaviour	35%	0
Navigates complex issues, politics and ambiguous situations effectively	34%	-2
Directs and prioritises resources to achieve the best outcomes	26%	-5
Stands behind their decisions in the face of adversity	26%	-2
Builds strong relationships that influence organisational and sector outcomes	25%	-2
Inspires others to perform at their best	24%	+3
Creates a culture of continuous improvement	23%	+1
Is compelling when communicating the organisational strategy	21%	+4
Adopts a system-wide view of issues to inform action	20%	-2
Seeks feedback to strengthen leadership approach	18%	+5
Nurtures a learning and development culture	15%	0
Demonstrates commercial acumen in managing corporate risk	15%	-1
Leads change with agility	13%	-1
Inspires others to perform at their best	36%	0
Seeks feedback to strengthen leadership approach	32%	-3
Directs and prioritises resources to achieve the best outcomes	28%	+2
Leads change with agility	25%	+4
Nurtures a learning and development culture	24%	-2
Navigates complex issues, politics and ambiguous situations effectively	23%	+6
Models high levels of ethical and professional behaviour	21%	+3
Stands behind their decisions in the face of adversity	21%	+2
Is compelling when communicating the organisational strategy	20%	0
Adopts a system-wide view of issues to inform action	19%	+2
Builds strong relationships that influence organisational and sector outcomes	19%	-3
Creates a culture of continuous improvement	17%	-10
Demonstrates commercial acumen in managing corporate risk	10%	0

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	65%	+14
Models high levels of ethical and professional behaviour	57%	+8
Creates a culture of continuous improvement	31%	0
Directs and prioritises resources to achieve the best outcomes	23%	+3
Nurtures a learning and development culture	22%	-1
Builds strong relationships that influence organisational and sector outcomes	20%	-12
Navigates complex issues, politics and ambiguous situations effectively	20%	-7
Stands behind their decisions in the face of adversity	19%	+2
Seeks feedback to strengthen leadership approach	16%	+1
Adopts a system-wide view of issues to inform action	9%	+2
Leads change with agility	9%	-3
Is compelling when communicating the organisational strategy	8%	-5
Demonstrates commercial acumen in managing corporate risk	0%	-2

	Proportion	vs Qld public sector
Inspires others to perform at their best	44%	+5
Models high levels of ethical and professional behaviour	40%	+2
Navigates complex issues, politics and ambiguous situations effectively	30%	-5
Adopts a system-wide view of issues to inform action	29%	+11
Builds strong relationships that influence organisational and sector outcomes	26%	-7
Directs and prioritises resources to achieve the best outcomes	26%	+2
Creates a culture of continuous improvement	23%	-2
Seeks feedback to strengthen leadership approach	23%	+3
Nurtures a learning and development culture	18%	+3
Leads change with agility	15%	-5
Stands behind their decisions in the face of adversity	10%	-3
Is compelling when communicating the organisational strategy	8%	-4
Demonstrates commercial acumen in managing corporate risk	5%	-1

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

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
Adopts a system-wide view of issues to inform action	40%	+10
Directs and prioritises resources to achieve the best outcomes	31%	+2
Is compelling when communicating the organisational strategy	27%	+7
Stands behind their decisions in the face of adversity	27%	+5
Creates a culture of continuous improvement	26%	+1
Demonstrates commercial acumen in managing corporate risk	23%	+4
Builds strong relationships that influence organisational and sector outcomes	21%	-5
Navigates complex issues, politics and ambiguous situations effectively	21%	-13
Models high levels of ethical and professional behaviour	20%	-10
Seeks feedback to strengthen leadership approach	19%	+4
Inspires others to perform at their best	14%	-1
Leads change with agility	11%	0
Nurtures a learning and development culture	10%	-7
Seeks feedback to strengthen leadership approach	34%	+3
Inspires others to perform at their best	33%	0
Models high levels of ethical and professional behaviour	33%	+8
Creates a culture of continuous improvement	32%	+3
Directs and prioritises resources to achieve the best outcomes	32%	+2
Builds strong relationships that influence organisational and sector outcomes	30%	+8
Stands behind their decisions in the face of adversity	22%	+5
Nurtures a learning and development culture	21%	-3
Adopts a system-wide view of issues to inform action	16%	-3
Navigates complex issues, politics and ambiguous situations effectively	16%	-3
Is compelling when communicating the organisational strategy	12%	-9
Demonstrates commercial acumen in managing corporate risk	10%	+1
Leads change with agility	10%	-12

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	40%	-5	-3
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	60%	+5	+3
None of the above	40%	-5	-3
Part time work	30%	+1	+13
Flexible work hours for example accumulated hours as 'flexitime'*	17%	-	-13
Casual/on call	7%	+1	+3
Flexible work hours for example start late or early to meet responsibilities external to work*	6%	-	-6
Leave at half pay	5%	0	+1
Hot desks	3%	+1	0
Other, please specify	3%	0	+1
Job sharing	2%	0	0
Compressed work hours	2%	0	0
Purchased leave/extended leave/deferred salary schemes	1%	0	0
Telecommuting	1%	0	-3
Part-year work/annualised hours	0%	0	0
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	65%	-5	-4
No, I have not made a request but I am not content with my current arrangements	13%	+1	+2

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	53%	-14
Partially granted	23%	+9
Declined – no reason given	10%	+3
Declined – reason provided	10%	+2
I have not received a reply as yet	5%	0

* 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
None of the Above*	33%	-	+10
I feel flexibility is not possible in my current job	24%	-13	-6
Flexible working is frowned upon/not supported by my workplace culture	23%	-10	-7
I didn't feel confident presenting my case or negotiating arrangements with my manager	19%	-4	-3
I was concerned that it may negatively impact my team	19%	-5	0
I didn't feel I had the right to	15%	-8	-2
I felt it would limit my career	14%	-6	-5
I don't feel confident in my manager's ability to manage staff working flexibly	11%	-8	-1
I felt it would limit my access to training and development	4%	-4	-3
I feel the technology I currently have access to does not support flexible working	1%	-5	-5

* New in 2017, no trend

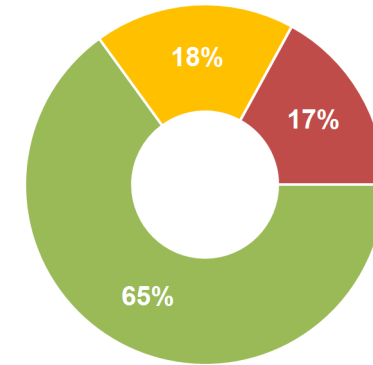
10 Domestic and family violence

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	65%	+3	-11
No	17%	-2	+5
Don't know	18%	-2	+6



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	79%	+4	-7
No	10%	-4	+3
Don't Know	11%	0	+4

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	62%	+4	-11
No	18%	-1	+5
Don't Know	20%	-2	+6

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	80%	+1	-2
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	81%	+7	-1
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	81%	+4	-1

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	70%	0	-1
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	67%	+1	-4

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	17%	+1	Yes	7%	+1
No	77%	-3	No	87%	-1
Don't Know	3%	+1	Don't Know	3%	+1
Prefer not to say	4%	+1	Prefer not to say	3%	0

* New in 2017, no trend

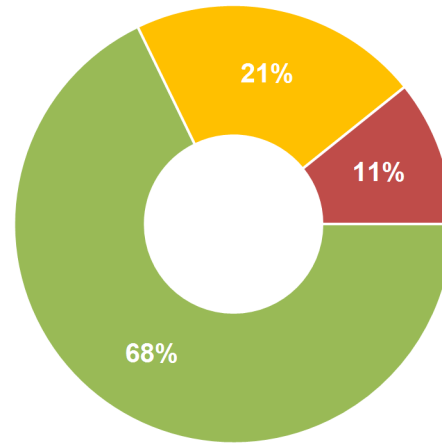
* New in 2017, no trend

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.



% positive change since 2016

68%

+5

vs Qld public sector

+1

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
Career or job opportunities	49%	-4
The workplace culture	44%	+5
Professional/personal development	33%	-2
Stress/Health	32%	-1
Your relationship with your manager	25%	+2
Balancing work and life commitments	22%	0
The location of your workplace or the time spent commuting	18%	+1
Job security	17%	-1
Pay and conditions	17%	-10
Work hours	17%	+3
Family/carer responsibilities	15%	+2
Your relationship with your colleagues	11%	0
Contract expiring	11%	-1
Fit between work and your interests	11%	0
Other (please specify)	8%	-2
Travel plans	8%	+2
Retirement	8%	-1

12 Bullying and sexual harassment

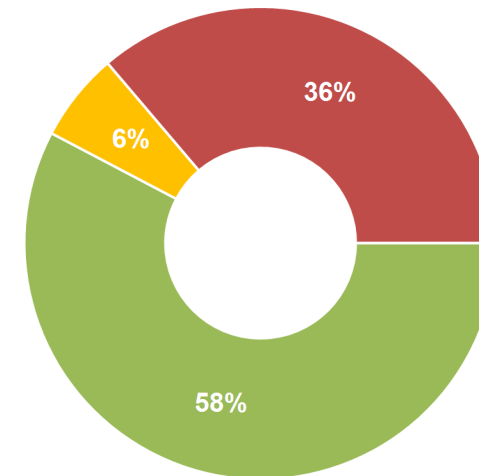
Purpose

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.

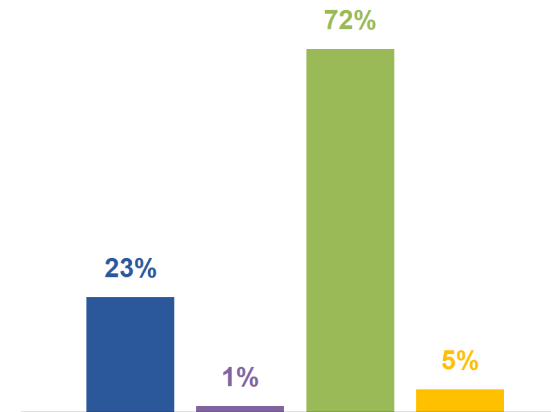
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
Yes	36%	-4	+8
No	58%	+4	-9
Don't know	6%	0	+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	23%	-4	+6
Sexual Harassment	1%	0	0
No	72%	+4	-6
Don't Know	5%	0	0



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.

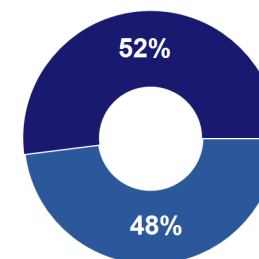
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	49%	+5	+5
Your immediate manager/supervisor	38%	+10	+5
A senior manager	30%	-4	-1
A group of fellow workers	13%	0	-1
A client/customer	10%	0	+3
A member of the public	8%	0	+3
Prefer not to specify	5%	-2	-3
A worker that reports to you	4%	-3	-1
A representative of another agency	3%	0	+1
A consultant/service provider	2%	0	0
Other	2%	0	0

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	65%	+2	+7
Inappropriate and unfair application of work policies or rules	37%	0	-5
Other	27%	+3	0
Physical behaviour (e.g. assault or aggressive body language)	12%	+3	+1
'Initiations' or pranks	8%	+3	0
Interference with your personal property or work equipment	7%	+1	0
Cyber bullying	6%	0	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	58%	+2	+2
It could affect my career	44%	+4	-1
I did not want to upset relationships in the workplace	44%	+2	+4
Managers accepted the behaviour	37%	+4	+4
I did not think it was worth the hassle of going through the report process	36%	-1	-1
I did not have enough evidence	19%	-2	-1
I did not think the bullying was serious enough	14%	+1	-2
Other	7%	-2	-3
The matter was resolved informally	4%	-3	-3
I did not know how to report it	3%	0	-2

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.

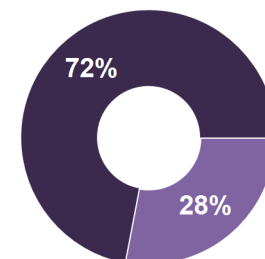
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you SEXUALLY HARASSED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	48%	+9	-4
A client/customer	24%	-4	+11
Your immediate manager/supervisor	16%	-6	+2
A senior manager	12%	+6	-3
A consultant/service provider	8%	+8	+6
A member of the public	8%	-9	0
A representative of another agency	4%	+4	+1
A worker that reports to you	4%	+4	+1
Prefer not to specify	4%	+4	-8
A group of fellow workers	0%	-28	-8
Other	0%	0	-2

What type of SEXUAL HARASSMENT did you experience?	Proportion	vs 2016	vs Qld public sector
Remarks of a sexual nature	72%	-	-1
Unwanted physical intimacy	40%	-	+4
Any other unwelcome conduct of a sexual nature in relation to you	24%	-	-2
Unwelcome demand or request, either directly or implied, for sexual favours	20%	-	+4

Did you report the **SEXUAL HARASSMENT**?

No



Yes

Why did you not report the SEXUAL HARASSMENT ?	Proportion	vs 2016	vs Qld public sector
I did not think any action would be taken	72%	+42	+31
I did not want to upset relationships in the workplace	44%	-26	+7
It could affect my career	44%	-6	+9
I did not think it was worth the hassle of going through the report process	33%	+3	-4
I did not think the sexual harassment was serious enough	33%	-17	+3
I did not have enough evidence	28%	-12	+6
Managers accepted the behaviour	11%	-9	-10
I did not know how to report it	6%	-4	-2
The matter was resolved informally	6%	-4	-8
Other	0%	0	-11

13 Your view

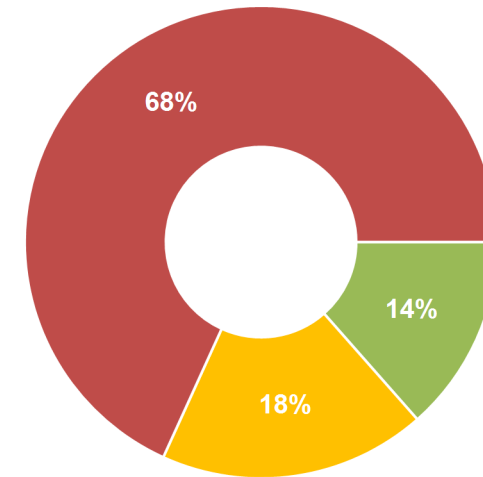
Purpose

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.

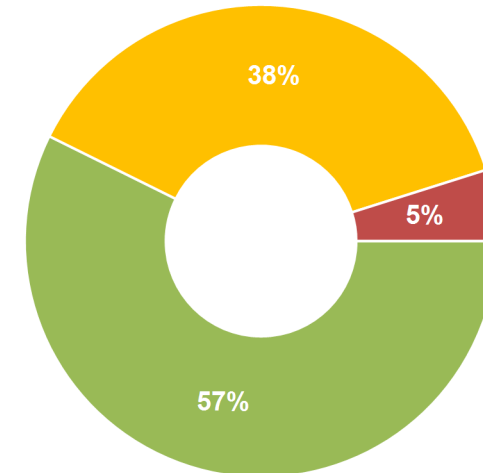
Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Yes	14%	-11	-17
No	68%	+6	+12
No, but I have not worked long in my organisation	18%	+5	+5



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	57%	+1	-5
Neutral	38%	+4	+6
Negative	5%	-4	-1



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
I understand what I need to do to work in line with the values of the Health Service.	91	7	1	91%	-1
My team regularly discusses how to improve productivity and performance.	69	20	10	69%	+1
Leaders in our Health Service work to create a fair and supportive workplace.	53	31	16	53%	+2
I am confident that management are proactively seeking to improve our workplace.	59	25	16	59%	+4
I would recommend the services or care provided by the Health Service to a friend or relative.	66	23	11	66%	+1
I feel supported by my line manager and colleagues if I raise a concern about patient safety.	76	16	8	76%	+1
I understand what I need to do to support the development of a Just Culture in the Health Service.	70	23	7	70%	-2

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)
West Moreton Hospital and Health Service	1,988	56%	46%	60%
Managerial status				
Yes	350	59%	47%	68%
No	1,621	56%	47%	59%
Employment status				
Permanent	1,541	53%	43%	59%
Non-permanent	440	67%	60%	65%
Full-time status				
Full-time basis	1,265	55%	45%	60%
Part-time basis	699	59%	49%	61%
FTE Salary				
Under \$50,000	227	64%	56%	63%
\$50,000 - \$69,999	488	61%	49%	59%
\$70,000 - \$89,999	549	55%	49%	57%
\$90,000 or over	698	53%	41%	63%
Time in agency				
Less than 2 years	520	69%	63%	67%
2 to less than 6 years	521	55%	46%	62%
6 to less than 10 years	311	52%	44%	56%
10 to less than 14 years	224	55%	42%	60%
14 to less than 16 years	65	40%	25%	51%
16 to less than 20 years	103	46%	32%	55%
20 years or more	237	47%	29%	51%

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>					
West Moreton Hospital and Health Service		1,988	56%	46%	60%
Age					
	34 years or younger	614	61%	56%	64%
	35 to 44 years	537	56%	46%	61%
	45 to 54 years	501	53%	40%	59%
	55 years or older	328	54%	40%	53%
Gender*					
	Female	1,488	57%	47%	62%
	Male	487	55%	46%	55%
	X	4	Restricted	Restricted	Restricted
Type of work					
	Direct service delivery	1,349	57%	47%	60%
	Corporate services and administrative support/clerical	310	56%	45%	63%
	Other	310	54%	44%	59%
Clinical versus non-clinical					
	Clinical	1,304	57%	48%	61%
	Non-clinical	666	55%	43%	57%
Shiftwork					
	Yes	752	60%	51%	58%
	No	1,230	54%	44%	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 workshopping.

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	57%	+4	27%	0	15%	-4
Q33b	I am proud to tell others I work for my organisation	64%	+3	25%	0	11%	-2
Q33c	I feel strong personal attachment to my organisation	58%	+1	29%	+3	14%	-4
Q33d	My organisation motivates me to help it achieve its objectives	51%	+2	33%	+2	16%	-4
Q33e	My organisation inspires me to do the best in my job	52%	+2	32%	+2	16%	-4
Organisational leadership							
Q31a	In my organisation, the leadership is of high quality	49%	+6	31%	0	19%	-6
Q31c	Management model the behaviours expected of all employees	46%	+3	32%	+2	22%	-5
Q31d	In my organisation, the leadership operates with a high level of integrity	49%	+6	34%	0	18%	-6
Q31f	My organisation is well managed	42%	+4	34%	0	24%	-4
Innovation							
Q27a	I get the opportunity to develop new and better ways of doing my job	58%	+3	26%	+1	16%	-5
Q27b	I am encouraged to make suggestions about improving work processes and/or services	70%	+3	18%	+1	12%	-4
Q27c	Management is willing to act on suggestions to improve how things are done	52%	+4	28%	0	20%	-5
Q27d	My workgroup uses research and expertise to identify better practice	57%	-1	29%	+2	14%	-1
Q27e	My workgroup always tries to improve its performance	70%	-2	21%	+3	9%	0
Q27f	My organisation is open to new ideas	55%	+1	30%	+2	16%	-3

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	67%	+2	20%	+2	13%	-4
Q22b	I have the tools I need to do my job effectively	67%	+3	16%	+1	16%	-4
Q22c	I get the information I need to do my job well	68%	+5	19%	-2	13%	-4
Q22d	I have the authority necessary to do my job effectively	68%	+3	20%	+3	11%	-5
Q22e	My job gives me opportunities to utilise my skills	79%	+2	13%	0	8%	-2
Q34b	Your ability to work on your own initiative	81%	+1	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	26%	+3	34%	0	41%	-3
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	37%	+2	31%	+1	33%	-3
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	41%	+2	33%	+2	25%	-4
Learning and development							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	64%	+5	20%	0	17%	-5
Q28e	I am able to access relevant learning and development opportunities	63%	+2	23%	+1	14%	-3
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	65%	+3	24%	-2	11%	-1
Q28g	I am satisfied with the opportunities available for career development	48%	+5	27%	0	24%	-6
Q31b	My organisation is committed to developing its employees	47%	+3	32%	+2	21%	-5

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	70%	+1	16%	+1	14%	-1
Q24b	I receive help and support from other people in my workgroup	82%	+2	12%	0	6%	-1
Q24c	People in my workgroup are honest, open and transparent in their dealings	63%	0	22%	+2	15%	-2
Q24d	People in my workgroup use their time and resources efficiently	63%	0	24%	+2	13%	-2
Q24e	People in my workgroup treat customers with respect	85%	+2	11%	-2	4%	0
Q24f	People in my workgroup are committed to delivering excellent service to customers	82%	0	14%	+1	4%	-1
Q24g	People in my workgroup do their jobs effectively	74%	+1	19%	+2	7%	-3
My manager							
Q29a	My manager treats employees with dignity and respect	76%	+1	12%	-1	12%	-1
Q29b	My manager listens to what I have to say	76%	+3	13%	-3	11%	0
Q29c	My manager keeps me informed about what's going on	65%	0	17%	0	18%	0
Q29d	My manager understands my work	70%	+2	15%	0	15%	-2
Q29e	My manager creates a shared sense of purpose	67%	+4	19%	-2	14%	-2
Q29f	My manager demonstrates honesty and integrity	73%	0	15%	0	12%	-1
Q29g	My manager draws the best out of me	58%	+2	26%	0	16%	-2

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 workshopping.

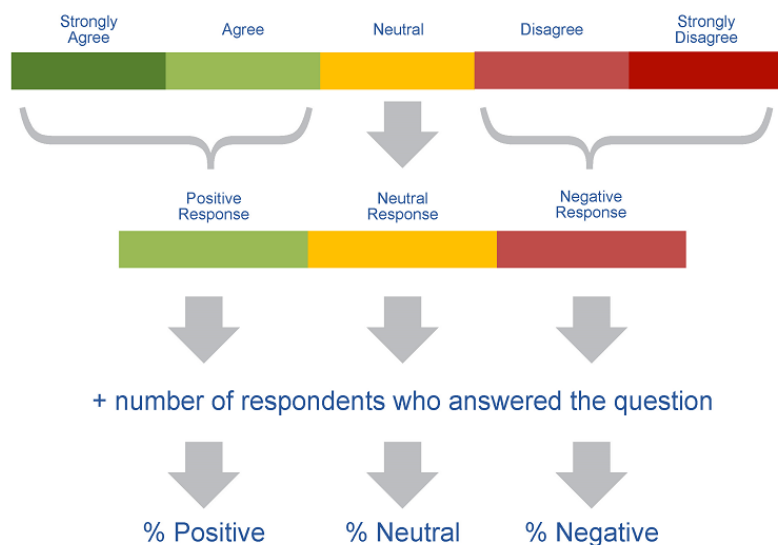
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Organisational fairness							
Q25f	Performance is assessed and rewarded fairly in my workplace	40%	+5	33%	0	28%	-4
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	44%	+3	24%	+1	32%	-4
Q25h	People are treated fairly and consistently in my workplace	50%	+3	25%	+1	25%	-4
Q25i	People take responsibility for their decisions and actions in my workplace	51%	+2	28%	0	21%	-3
Q31e	Recruitment and promotion decisions in this organisation are fair	39%	+6	32%	-2	29%	-3
Anti-discrimination							
Q32a	Age is not a barrier to success in my organisation	69%	+2	21%	-3	10%	+1
Q32b	Gender is not a barrier to success in my organisation	76%	+3	17%	-4	7%	+1
Q32c	Disability is not a barrier to success in my organisation	55%	-1	36%	0	10%	+1
Q32d	Cultural background is not a barrier to success in my organisation	72%	+2	22%	-4	6%	+2
Q32e	Sexual orientation is not a barrier to success in my organisation	72%	+1	24%	-2	4%	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.