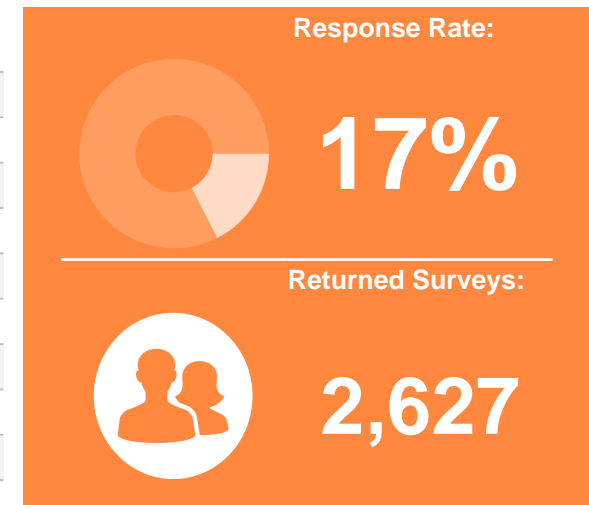


## Metro South Hospital and Health Service

## Highlight Report

### Report Content

Reporting Framework	
STRATEGIC PRIORITIES	01 Driver analysis scorecard
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	03 Factors by division
WORKPLACE CLIMATE	04 Workplace climate
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APPENDICES	14 Appendix A – Strategic priorities by demographics
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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.

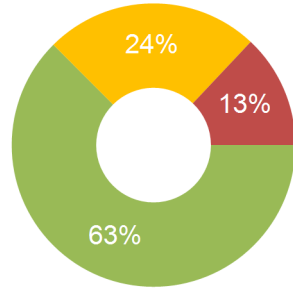


# 01 Driver analysis scorecard

## Purpose

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

### Agency engagement

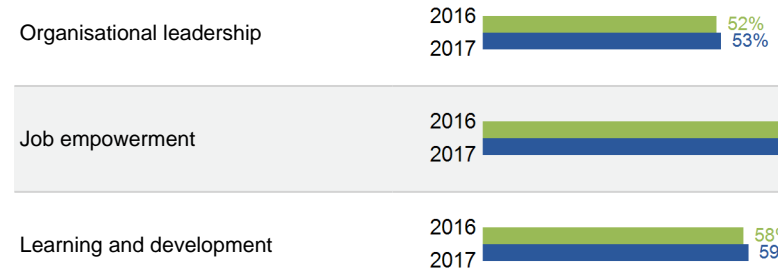


% positive change since 2016

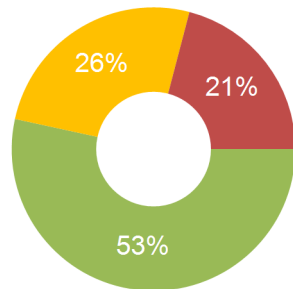
**+1**

#### Top 3 drivers

#### % Positive



### Organisational Leadership

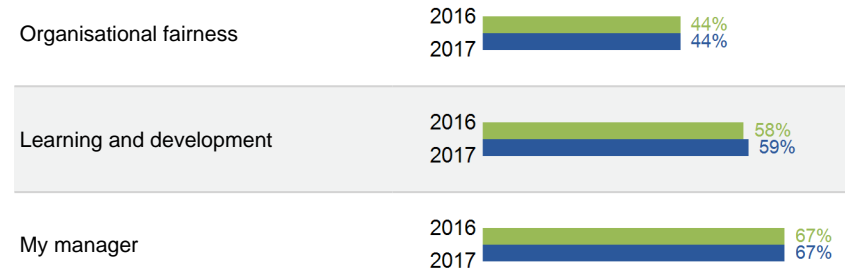


% positive change since 2016

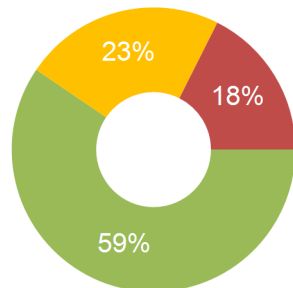
**+1**

#### Top 3 drivers

#### % Positive



### Innovation

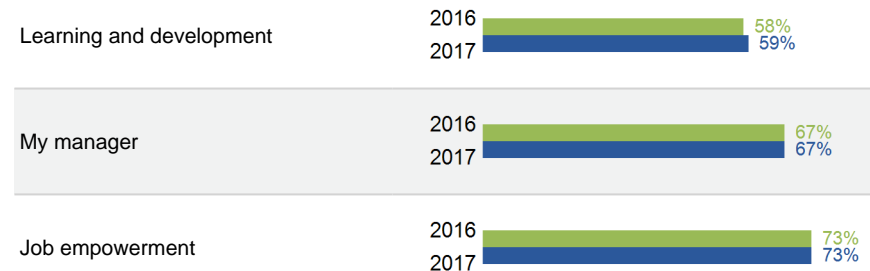


% positive change since 2016

**0**

#### 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*	63	24	13	63%	+1	+4	41 - 82	2
Job empowerment	73	15	12	73%	0	+1	60 - 86	3
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	39	30	31	39%	+1	-1	29 - 68	4
Learning and development	59	22	20	59%	+1	+3	33 - 82	2
My workgroup	75	15	10	75%	0	-1	58 - 92	4
My manager	67	17	16	67%	0	-4	57 - 84	4
Organisational leadership*	53	26	21	53%	+1	+2	29 - 85	3
Organisational fairness	44	26	30	44%	0	+1	26 - 67	3
Anti-discrimination	66	25	9	66%	-4	0	48 - 96	4
Innovation*	59	23	18	59%	0	0	46 - 89	4

## 03 Factors by division

### Purpose

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

	Metro South Hospital and Health Service % positive	Logan & Beaudesert Hospitals	Logan Bayside Health Network Services	Metro South Addiction & Mental Health Services	Metro South Clinical Informatics	Metro South Corporate Services	Metro South Finance Services	Metro South Health - Other	Metro South Oral Health	Metro South Patient Flow Program	Metro South Planning, Engagement & Reform	Princess Alexandra Hospital
<i>This section shows the % positive scores for divisions within the agency</i>												
Number of respondents	2,627	440	27	205	32	65	25	238	106	39	25	909
Agency engagement*	<b>63%</b>	61%	65%	58%	62%	65%	75%	54%	28%	67%	73%	71%
Job empowerment	<b>73%</b>	73%	71%	71%	67%	80%	78%	70%	51%	80%	80%	76%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	<b>39%</b>	36%	38%	40%	32%	54%	49%	36%	25%	52%	56%	42%
Learning and development	<b>59%</b>	62%	54%	61%	41%	62%	78%	52%	29%	71%	62%	63%
My workgroup	<b>75%</b>	76%	72%	79%	70%	79%	85%	74%	80%	94%	78%	76%
My manager	<b>67%</b>	64%	67%	70%	53%	74%	77%	68%	55%	78%	72%	72%
Organisational leadership*	<b>53%</b>	50%	56%	51%	47%	58%	68%	50%	25%	50%	67%	63%
Organisational fairness	<b>44%</b>	45%	32%	41%	36%	50%	40%	41%	28%	57%	48%	49%
Anti-discrimination	<b>66%</b>	67%	59%	67%	57%	74%	77%	62%	56%	66%	83%	70%
Innovation*	<b>59%</b>	58%	48%	62%	54%	69%	78%	54%	34%	66%	72%	65%

## 03 Factors by division (cont.)

### Purpose

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

	Metro South Hospital and Health Service % positive	QEII Jubilee Hospital	Redland Hospital & Wynnum Health Service
<i>This section shows the % positive scores for divisions within the agency</i>			
Number of respondents	2,627	222	247
Agency engagement	<b>63%</b>	59%	62%
Job empowerment	<b>73%</b>	72%	72%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	<b>39%</b>	36%	36%
Learning and development	<b>59%</b>	53%	57%
My workgroup	<b>75%</b>	69%	71%
My manager	<b>67%</b>	58%	60%
Organisational leadership	<b>53%</b>	42%	52%
Organisational fairness	<b>44%</b>	36%	43%
Anti-discrimination	<b>66%</b>	62%	63%
Innovation	<b>59%</b>	53%	60%

# 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
<span style="color: red;">●</span> Safety, health and wellness*	53	25	22	<b>53%</b>	-3	-2	<b>43 - 82</b>	<b>4</b>
<span style="color: green;">●</span> Effectiveness and innovation*	58	23	19	<b>58%</b>	+1	0	<b>49 - 77</b>	<b>3</b>
<span style="color: purple;">●</span> People and relationships	76	15	9	<b>76%</b>	0	-1	<b>56 - 92</b>	<b>4</b>
<span style="color: blue;">●</span> Fairness and trust*	58	24	19	<b>58%</b>	-1	-1	<b>46 - 78</b>	<b>4</b>
<span style="color: orange;">●</span> Performance and development	57	22	21	<b>57%</b>	+1	+2	<b>41 - 74</b>	<b>2</b>
<span style="color: blue;">●</span> Leadership and engagement	62	21	16	<b>62%</b>	0	0	<b>49 - 81</b>	<b>3</b>
<span style="color: blue;">●</span> My job	78	13	9	<b>78%</b>	0	+1	<b>58 - 89</b>	<b>3</b>

\* 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.

	Metro South Hospital and Health Service % positive	Logan & Beaudesert Hospitals	Logan Bayside Health Network Services	Metro South Addiction & Mental Health Services	Metro South Clinical Informatics	Metro South Corporate Services	Metro South Finance Services	Metro South Health - Other	Metro South Oral Health	Metro South Patient Flow Program	Metro South Planning, Engagement & Reform	Princess Alexandra Hospital
<i>This section shows the % positive scores for divisions within the agency</i>												
Number of respondents	2,627	440	27	205	32	65	25	238	106	39	25	909
<span style="color: red;">●</span> Safety, health and wellness*	<b>53%</b>	50%	46%	52%	45%	65%	67%	50%	35%	61%	65%	57%
<span style="color: green;">●</span> Effectiveness and innovation*	<b>58%</b>	57%	51%	57%	50%	63%	65%	55%	44%	65%	67%	61%
<span style="color: purple;">●</span> People and relationships	<b>76%</b>	76%	73%	79%	70%	79%	86%	75%	80%	94%	79%	77%
<span style="color: teal;">●</span> Fairness and trust*	<b>58%</b>	58%	50%	57%	48%	66%	62%	56%	44%	66%	68%	62%
<span style="color: orange;">●</span> Performance and development	<b>57%</b>	59%	52%	60%	42%	62%	74%	51%	31%	67%	57%	62%
<span style="color: blue;">●</span> Leadership and engagement	<b>62%</b>	60%	63%	62%	54%	67%	74%	60%	40%	68%	71%	69%
<span style="color: lightblue;">●</span> My job	<b>78%</b>	79%	80%	78%	74%	81%	88%	76%	62%	81%	82%	80%

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



## 05 Workplace climate by division (cont.)

### 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.

	Metro South Hospital and Health Service % positive	QEII Jubilee Hospital	Redland Hospital & Wynnum Health Service
<i>This section shows the % positive scores for divisions within the agency</i>			
Number of respondents	2,627	222	247
<span style="color: red;">●</span> Safety, health and wellness*	<b>53%</b>	48%	51%
<span style="color: green;">●</span> Effectiveness and innovation*	<b>58%</b>	55%	57%
<span style="color: purple;">●</span> People and relationships	<b>76%</b>	69%	72%
<span style="color: teal;">●</span> Fairness and trust*	<b>58%</b>	52%	55%
<span style="color: orange;">●</span> Performance and development	<b>57%</b>	52%	56%
<span style="color: blue;">●</span> Leadership and engagement	<b>62%</b>	54%	59%
<span style="color: lightblue;">●</span> My job	<b>78%</b>	78%	79%

\* 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
●	<b>Safety, health and wellness</b>						
	Q23a I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement	31	33	36	31%	+2	-1
	Q23b I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	41	28	31	41%	+1	-2
	Q23e My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	45	28	27	45%	+2	0
	Q23f My work contributes positively to my quality of life*	47	33	20	47%	-	+3
	Q24h People in my workgroup are committed to workplace safety	84	12	4	84%	+2	+2
	Q24j People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	62	24	14	62%	-	-5
	Q25b My workplace culture supports people to achieve a good work/life balance	57	22	21	57%	-1	-5
Q25c There is adequate focus on workplace safety at my workplace	79	13	8	79%	0	0	

\* 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.

<span style="color: red;">●</span> Safety, health and wellness (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29h	My manager proactively discusses flexible work arrangements*	45	25	30	45%	-	-4
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	50	25	25	50%	-	-1
Q31h	The wellbeing of employees is a priority for my organisation*	47	27	26	47%	-	-2
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>	38	34	29	38%	-	-4
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	60	21	19	60%	-1	-4
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	49	29	22	49%	-	-6

\* 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.

<span style="color: green;">●</span> Effectiveness and innovation		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q22b	I have the tools I need to do my job effectively	73	14	12	73%	0	+3
Q22c	I get the information I need to do my job well	71	17	12	71%	0	+4
Q22d	I have the authority necessary to do my job effectively	71	18	11	71%	-1	+1
Q23c	I feel my job is secure	60	20	20	60%	+7	+3
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>	22	33	45	22%	0	+3
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	64	23	13	64%	-	-1
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	20	41	39	20%	+2	+1
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>	45	26	28	45%	0	-1
Q26a	My workplace has undergone significant change in the past 12 months	53	29	18	53%	-2	+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.

<span style="color: green;">●</span> 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	55	24	20	55%	0	-2
Q27b	I am encouraged to make suggestions about improving work processes and/or services	65	17	17	65%	-1	-2
Q27c	Management is willing to act on suggestions to improve how things are done	52	24	24	52%	+2	-1
Q27d	My workgroup uses research and expertise to identify better practice	58	27	15	58%	+1	+3
Q27e	My workgroup always tries to improve its performance	70	20	10	70%	0	0
Q27f	My organisation is open to new ideas	56	25	18	56%	0	+2
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	64	16	20	64%	-1	-5
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	75	15	10	75%	-2	-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	8	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.

<span style="color: purple;">●</span> People and relationships		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q24a	People in my workgroup treat each other with respect	72	13	15	72%	-1	-2
Q24b	I receive help and support from other people in my workgroup	81	12	7	81%	0	-2
Q24c	People in my workgroup are honest, open and transparent in their dealings	63	20	17	63%	-2	-5
Q24d	People in my workgroup use their time and resources efficiently	63	22	15	63%	-1	-1
Q24e	People in my workgroup treat customers with respect	88	9	3	88%	+1	+2
Q24f	People in my workgroup are committed to delivering excellent service to customers	85	11	4	85%	+1	+2
Q24g	People in my workgroup do their jobs effectively	76	16	8	76%	+2	+1
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	80	14	6	80%	+2	+2

## 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.

<span style="color: #0070c0;">●</span> 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	73	18	9	73%	0	+1
Q25f	Performance is assessed and rewarded fairly in my workplace	37	31	32	37%	+1	+1
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	39	24	37	39%	-2	0
Q25h	People are treated fairly and consistently in my workplace	50	22	29	50%	-1	-1
Q25i	People take responsibility for their decisions and actions in my workplace	53	27	21	53%	0	+1
Q25j	I am able to speak up and share a different view to my colleagues and manager*	66	16	18	66%	-	-5
Q30a	My senior manager demonstrates honesty and integrity	66	20	14	66%	+4	-4
Q31e	Recruitment and promotion decisions in this organisation are fair	41	28	31	41%	+1	+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.

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	51	27	22	51%	-	-2
Q32a	Age is not a barrier to success in my organisation	65	22	13	65%	-6	0
Q32b	Gender is not a barrier to success in my organisation	71	19	10	71%	-3	+1
Q32c	Disability is not a barrier to success in my organisation	55	35	10	55%	-5	-2
Q32d	Cultural background is not a barrier to success in my organisation	70	23	8	70%	-1	0
Q32e	Sexual orientation is not a barrier to success in my organisation	71	25	4	71%	-3	+1
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	53	20	27	53%	-3	-1
Q32g	Women and men have equal access to work experiences that support career progression*	66	24	11	66%	-	-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.

		Performance and development			Response scale (%)	% positive	vs 2016	vs Qld public sector
Q28a	I receive useful feedback on my performance	55	22	22	55%	+1	-1	
Q28b	My performance is assessed against clear criteria	56	24	19	56%	+4	+5	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	62	19	19	62%	0	-1	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	43	28	29	43%	+2	+2	
Q28e	I am able to access relevant learning and development opportunities	65	19	16	65%	0	+3	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	63	23	14	63%	0	+4	
Q28g	I am satisfied with the opportunities available for career development	46	25	29	46%	+1	+2	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	54	21	26	54%	+1	-2	
Q28i	I develop new knowledge and skills through undertaking tasks at work	71	17	13	71%	-2	-1	
Q31b	My organisation is committed to developing its employees	57	23	20	57%	+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.

<span style="color: blue;">●</span> Leadership and engagement		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29a	My manager treats employees with dignity and respect	73	13	14	<b>73%</b>	-1	-5
Q29b	My manager listens to what I have to say	73	13	14	<b>73%</b>	0	-4
Q29c	My manager keeps me informed about what's going on	63	17	19	<b>63%</b>	0	-4
Q29d	My manager understands my work	68	16	16	<b>68%</b>	+1	-5
Q29e	My manager creates a shared sense of purpose	64	19	17	<b>64%</b>	0	-4
Q29f	My manager demonstrates honesty and integrity	72	15	14	<b>72%</b>	0	-5
Q29g	My manager draws the best out of me	54	27	20	<b>54%</b>	-1	-4
Q31a	In my organisation, the leadership is of high quality	56	23	21	<b>56%</b>	+2	+3

## 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	50	27	23	50%	-1	+1
Q31d	In my organisation, the leadership operates with a high level of integrity	55	26	19	55%	+2	+1
Q31f	My organisation is well managed	52	27	21	52%	+2	+5
Q33a	I would recommend my organisation as a great place to work	66	21	13	66%	+1	+6
Q33b	I am proud to tell others I work for my organisation	71	20	9	71%	+1	+4
Q33c	I feel strong personal attachment to my organisation	62	26	12	62%	+1	+3
Q33d	My organisation motivates me to help it achieve its objectives	56	28	15	56%	+1	+3
Q33e	My organisation inspires me to do the best in my job	56	28	16	56%	0	+3

## 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.

<span style="color: blue;">●</span> 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	4	4	<b>92%</b>	-2	+2
Q21b	I understand how my work contributes to my organisation's objectives	92	4	3	<b>92%</b>	0	+2
Q22a	I have a choice in deciding how I do my work	66	18	16	<b>66%</b>	0	-1
Q22e	My job gives me opportunities to utilise my skills	76	13	11	<b>76%</b>	0	+1
Q22f	I enjoy the work in my current job	76	16	8	<b>76%</b>	-1	0
Q22g	My job gives me a feeling of personal accomplishment	71	17	12	<b>71%</b>	-1	+2
Q34a	The degree to which your work is interesting/challenging <i>% positive indicates those who responded with "very satisfied" or "satisfied"</i>	75	15	10	<b>75%</b>	0	-1
Q34b	Your ability to work on your own initiative <i>% positive indicates those who responded with "very satisfied" or "satisfied"</i>	80	12	8	<b>80%</b>	0	+1
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	14	13	<b>73%</b>	0	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
I feel my job is secure	Effectiveness and innovation	60%	+7
My performance is assessed against clear criteria	Performance and development	56%	+4
I intend to leave my organisation within the next 12 months	Non factorial item	70%	+4
My senior manager demonstrates honesty and integrity	Fairness and trust	66%	+4
My organisation is committed to developing its employees	Performance and development	57%	+3

The survey items with the most negative change	Index	% positive 2017	vs 2016
Age is not a barrier to success in my organisation	Fairness and trust	65%	-6
Disability is not a barrier to success in my organisation	Fairness and trust	55%	-5
Gender is not a barrier to success in my organisation	Fairness and trust	71%	-3
If I raised a complaint, I feel confident that it would be taken seriously	Fairness and trust	53%	-3
Sexual orientation is not a barrier to success in my organisation	Fairness and trust	71%	-3

## 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
Supports their team to adapt to change	32%	+5
Upholds ethical standards and principles	31%	0
Empowers their team to perform at their best	29%	-2
Encourages a strong customer and stakeholder focus	27%	+1
Builds effective working relationships with others	26%	-3
Responds confidently when faced with uncertainty	25%	0
Implements improved ways of doing things	23%	+3
Demonstrates sound judgment	22%	-5
Describes how their team's work aligns to organisational objectives	22%	+4
Delegates work effectively and monitors performance	20%	-4
Takes responsibility for team development	15%	-2
Applies sound business management skills	14%	0
Actively seeks feedback for personal development	8%	0
Builds effective working relationships with others	38%	-1
Empowers their team to perform at their best	34%	-1
Upholds ethical standards and principles	28%	+1
Demonstrates sound judgment	28%	-2
Implements improved ways of doing things	26%	0
Responds confidently when faced with uncertainty	23%	-3
Actively seeks feedback for personal development	23%	+2
Supports their team to adapt to change	22%	+3
Takes responsibility for team development	21%	+2
Encourages a strong customer and stakeholder focus	20%	+2
Delegates work effectively and monitors performance	19%	0
Applies sound business management skills	12%	-2
Describes how their team's work aligns to organisational objectives	7%	-1

## 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%	0
Encourages a strong customer and stakeholder focus	29%	+2
Supports their team to adapt to change	28%	+2
Demonstrates sound judgment	26%	-3
Builds effective working relationships with others	26%	-3
Empowers their team to perform at their best	25%	-2
Implements improved ways of doing things	24%	+4
Responds confidently when faced with uncertainty	23%	-1
Describes how their team's work aligns to organisational objectives	23%	+4
Delegates work effectively and monitors performance	19%	-3
Applies sound business management skills	17%	0
Takes responsibility for team development	17%	0
Actively seeks feedback for personal development	7%	0
Empowers their team to perform at their best	35%	0
Delegates work effectively and monitors performance	32%	+3
Actively seeks feedback for personal development	30%	-1
Takes responsibility for team development	29%	-2
Builds effective working relationships with others	27%	+3
Supports their team to adapt to change	27%	+1
Implements improved ways of doing things	26%	-5
Responds confidently when faced with uncertainty	19%	0
Describes how their team's work aligns to organisational objectives	18%	-2
Demonstrates sound judgment	14%	+1
Upholds ethical standards and principles	14%	+2
Applies sound business management skills	14%	+1
Encourages a strong customer and stakeholder focus	11%	-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	34%	-1
Manages and prioritises resources to achieve the best outcomes	32%	0
Empowers individuals and teams to build capability	28%	+1
Encourages innovative ideas and solutions	28%	+3
Encourages collaboration and inclusion across workgroups	27%	-1
Leads change and culture initiatives	24%	+10
Takes responsibility for upholding ethical standards and principles	24%	-1
Demonstrates sound judgment	22%	-6
Builds effective networks across the organisation and sector	20%	0
Motivates others to perform at their best	20%	+1
Demonstrates sound business acumen	15%	-1
Manages ambiguity and politics effectively	12%	-6
Actively seeks feedback for personal development	7%	0
Motivates others to perform at their best	38%	+2
Manages and prioritises resources to achieve the best outcomes	33%	-2
Empowers individuals and teams to build capability	31%	0
Leads change and culture initiatives	28%	+6
Takes a 'big picture' view of issues or problems	26%	-1
Demonstrates sound judgment	23%	-4
Takes responsibility for upholding ethical standards and principles	23%	+3
Encourages innovative ideas and solutions	22%	+2
Actively seeks feedback for personal development	20%	+3
Builds effective networks across the organisation and sector	19%	-1
Encourages collaboration and inclusion across workgroups	19%	+2
Manages ambiguity and politics effectively	9%	-5
Demonstrates sound business acumen	7%	-3



## 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	36%	+2
Manages and prioritises resources to achieve the best outcomes	30%	-3
Builds effective networks across the organisation and sector	27%	+3
Empowers individuals and teams to build capability	25%	+2
Encourages innovative ideas and solutions	24%	+1
Leads change and culture initiatives	24%	+9
Takes responsibility for upholding ethical standards and principles	24%	0
Encourages collaboration and inclusion across workgroups	23%	-4
Motivates others to perform at their best	23%	+3
Demonstrates sound judgment	22%	-8
Demonstrates sound business acumen	18%	0
Manages ambiguity and politics effectively	14%	-4
Actively seeks feedback for personal development	6%	-1
Motivates others to perform at their best	36%	+3
Manages ambiguity and politics effectively	33%	+6
Actively seeks feedback for personal development	30%	+2
Empowers individuals and teams to build capability	30%	-5
Encourages innovative ideas and solutions	24%	-3
Manages and prioritises resources to achieve the best outcomes	23%	-2
Encourages collaboration and inclusion across workgroups	22%	-1
Leads change and culture initiatives	21%	-4
Takes a 'big picture' view of issues or problems	19%	0
Builds effective networks across the organisation and sector	17%	0
Takes responsibility for upholding ethical standards and principles	16%	+3
Demonstrates sound judgment	16%	+2
Demonstrates sound business acumen	8%	-1

## 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	40%	+1
Navigates complex issues, politics and ambiguous situations effectively	34%	-2
Inspires others to perform at their best	29%	+7
Creates a culture of continuous improvement	29%	+6
Directs and prioritises resources to achieve the best outcomes	29%	-1
Builds strong relationships that influence organisational and sector outcomes	25%	-3
Stands behind their decisions in the face of adversity	25%	-4
Adopts a system-wide view of issues to inform action	21%	+1
Nurtures a learning and development culture	16%	0
Is compelling when communicating the organisational strategy	14%	0
Demonstrates commercial acumen in managing corporate risk	13%	0
Leads change with agility	13%	0
Seeks feedback to strengthen leadership approach	11%	-3
Inspires others to perform at their best	45%	+2
Models high levels of ethical and professional behaviour	42%	+4
Builds strong relationships that influence organisational and sector outcomes	34%	-2
Directs and prioritises resources to achieve the best outcomes	26%	0
Navigates complex issues, politics and ambiguous situations effectively	25%	-5
Leads change with agility	24%	+3
Creates a culture of continuous improvement	24%	-2
Seeks feedback to strengthen leadership approach	21%	+1
Nurtures a learning and development culture	18%	+4
Is compelling when communicating the organisational strategy	13%	0
Adopts a system-wide view of issues to inform action	12%	0
Stands behind their decisions in the face of adversity	10%	-5
Demonstrates commercial acumen in managing corporate risk	6%	-2

## 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%	-2
Directs and prioritises resources to achieve the best outcomes	29%	-2
Builds strong relationships that influence organisational and sector outcomes	28%	0
Stands behind their decisions in the face of adversity	27%	-1
Creates a culture of continuous improvement	26%	+5
Adopts a system-wide view of issues to inform action	26%	+4
Inspires others to perform at their best	24%	+3
Nurtures a learning and development culture	20%	+5
Is compelling when communicating the organisational strategy	17%	0
Demonstrates commercial acumen in managing corporate risk	14%	-2
Leads change with agility	11%	-4
Seeks feedback to strengthen leadership approach	10%	-3
Seeks feedback to strengthen leadership approach	37%	+1
Inspires others to perform at their best	33%	-4
Directs and prioritises resources to achieve the best outcomes	27%	+1
Nurtures a learning and development culture	27%	+1
Creates a culture of continuous improvement	25%	-2
Builds strong relationships that influence organisational and sector outcomes	23%	+1
Leads change with agility	22%	+1
Navigates complex issues, politics and ambiguous situations effectively	22%	+5
Models high levels of ethical and professional behaviour	21%	+3
Stands behind their decisions in the face of adversity	16%	-2
Adopts a system-wide view of issues to inform action	16%	-2
Is compelling when communicating the organisational strategy	14%	-6
Demonstrates commercial acumen in managing corporate risk	12%	+2

## 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	53%	+2
Models high levels of ethical and professional behaviour	46%	-3
Creates a culture of continuous improvement	31%	0
Navigates complex issues, politics and ambiguous situations effectively	30%	+3
Nurtures a learning and development culture	29%	+7
Builds strong relationships that influence organisational and sector outcomes	27%	-5
Directs and prioritises resources to achieve the best outcomes	25%	+5
Stands behind their decisions in the face of adversity	17%	0
Leads change with agility	13%	0
Seeks feedback to strengthen leadership approach	13%	-2
Adopts a system-wide view of issues to inform action	9%	+1
Is compelling when communicating the organisational strategy	7%	-6
Demonstrates commercial acumen in managing corporate risk	0%	-2

	Proportion	vs Qld public sector
Models high levels of ethical and professional behaviour	39%	+2
Inspires others to perform at their best	38%	-1
Builds strong relationships that influence organisational and sector outcomes	31%	-2
Navigates complex issues, politics and ambiguous situations effectively	29%	-6
Seeks feedback to strengthen leadership approach	27%	+7
Creates a culture of continuous improvement	25%	0
Leads change with agility	25%	+5
Directs and prioritises resources to achieve the best outcomes	24%	0
Nurtures a learning and development culture	17%	+3
Stands behind their decisions in the face of adversity	15%	+3
Adopts a system-wide view of issues to inform action	11%	-7
Is compelling when communicating the organisational strategy	11%	-1
Demonstrates commercial acumen in managing corporate risk	5%	-2

## 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

	Proportion	vs Qld public sector
Creates a culture of continuous improvement	33%	+9
Directs and prioritises resources to achieve the best outcomes	32%	+2
Models high levels of ethical and professional behaviour	32%	+2
Adopts a system-wide view of issues to inform action	29%	-1
Builds strong relationships that influence organisational and sector outcomes	27%	0
Navigates complex issues, politics and ambiguous situations effectively	27%	-8
Stands behind their decisions in the face of adversity	21%	-1
Demonstrates commercial acumen in managing corporate risk	19%	0
Is compelling when communicating the organisational strategy	18%	-2
Nurtures a learning and development culture	15%	-2
Leads change with agility	14%	+2
Seeks feedback to strengthen leadership approach	14%	-1
Inspires others to perform at their best	13%	-3
Seeks feedback to strengthen leadership approach	42%	+10
Directs and prioritises resources to achieve the best outcomes	36%	+7
Inspires others to perform at their best	29%	-5
Models high levels of ethical and professional behaviour	28%	+2
Navigates complex issues, politics and ambiguous situations effectively	26%	+6
Builds strong relationships that influence organisational and sector outcomes	21%	-1
Nurtures a learning and development culture	21%	-2
Adopts a system-wide view of issues to inform action	20%	+1
Leads change with agility	20%	-1
Creates a culture of continuous improvement	17%	-11
Stands behind their decisions in the face of adversity	15%	-1
Is compelling when communicating the organisational strategy	14%	-7
Demonstrates commercial acumen in managing corporate risk	8%	0

## 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%	-4	-3
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	60%	+4	+3
None of the above	40%	-4	-3
Part time work	29%	+2	+12
Flexible work hours for example accumulated hours as 'flexitime'*	20%	-	-10
Flexible work hours for example start late or early to meet responsibilities external to work*	8%	-	-5
Casual/on call	4%	-1	+1
Other, please specify	3%	0	+1
Leave at half pay	3%	-1	-1
Hot desks	3%	0	0
Job sharing	2%	0	+1
Compressed work hours	2%	0	0
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	20%	0	+1
No, I have not made a request but I am content with my current arrangements	66%	-2	-3
No, I have not made a request but I am not content with my current arrangements	14%	+2	+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	52%	-14
Partially granted	18%	+4
Declined – no reason given	13%	+6
Declined – reason provided	12%	+4
I have not received a reply as yet	4%	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
Flexible working is frowned upon/not supported by my workplace culture	31%	-5	+1
I feel flexibility is not possible in my current job	28%	-13	-2
I didn't feel confident presenting my case or negotiating arrangements with my manager	25%	-3	+3
None of the Above*	25%	-	+1
I don't feel confident in my manager's ability to manage staff working flexibly	15%	-2	+3
I didn't feel I had the right to	15%	-5	-2
I felt it would limit my career	14%	-2	-6
I was concerned that it may negatively impact my team	13%	-8	-6
I felt it would limit my access to training and development	4%	-1	-3
I feel the technology I currently have access to does not support flexible working	2%	-3	-4

\* New in 2017, no trend

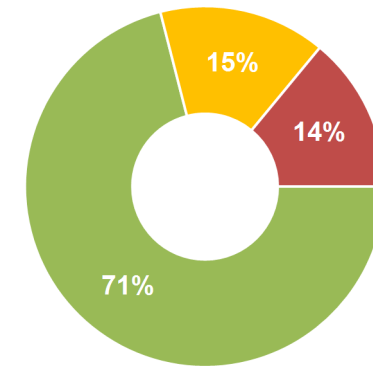
## 10 Domestic and family violence

### 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
<b>Yes</b>	71%	+9	-5
<b>No</b>	14%	-5	+2
<b>Don't know</b>	15%	-4	+3



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	83%	+7	-3
<b>No</b>	7%	-5	0
<b>Don't Know</b>	10%	-2	+4

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	68%	+9	-5
<b>No</b>	16%	-4	+3
<b>Don't Know</b>	16%	-4	+2



## 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.

<b>Managers</b> <i>Manage one or more employees</i>	<b>% positive</b>	<b>vs 2016</b>	<b>vs Qld public sector</b>
I am confident that I could sensitively communicate with employees affected by domestic and family violence	<b>80%</b>	+3	-3
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	<b>77%</b>	+6	-4
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	<b>78%</b>	+5	-3

<b>Non-managers</b> <i>Manage no employees</i>	<b>% positive</b>	<b>vs 2016</b>	<b>vs Qld public sector</b>
I am confident that I could sensitively communicate with colleagues affected by domestic and family violence	<b>71%</b>	+3	0
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	<b>68%</b>	+5	-3

### 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?\*

<b>Managers</b> <i>Manage one or more employees</i>	<b>% proportion</b>	<b>vs Qld public sector</b>
<b>Yes</b>	<b>17%</b>	+1
<b>No</b>	<b>80%</b>	0
<b>Don't Know</b>	<b>2%</b>	0
<b>Prefer not to say</b>	<b>2%</b>	-1

\* New in 2017, no trend

<b>Non-managers</b> <i>Manage no employees</i>	<b>% proportion</b>	<b>vs Qld public sector</b>
<b>Yes</b>	<b>6%</b>	0
<b>No</b>	<b>88%</b>	0
<b>Don't Know</b>	<b>3%</b>	0
<b>Prefer not to say</b>	<b>3%</b>	0

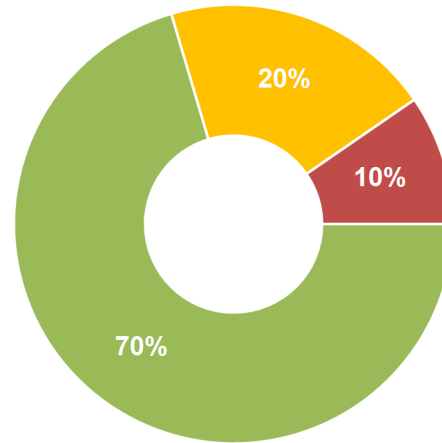
\* New in 2017, no trend

# 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

**+4**

vs Qld public sector

**+4**

# 70%

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	45%	-7
The workplace culture	42%	+3
Stress/Health	36%	+3
Professional/personal development	33%	-2
Your relationship with your manager	32%	+10
Balancing work and life commitments	25%	+3
Pay and conditions	22%	-5
The location of your workplace or the time spent commuting	20%	+3
Work hours	19%	+5
Job security	17%	-1
Family/carer responsibilities	13%	0
Fit between work and your interests	12%	+1
Other (please specify)	10%	0
Your relationship with your colleagues	10%	0
Retirement	10%	+2
Contract expiring	10%	-2
Travel plans	5%	-2

## 12 Bullying and sexual harassment

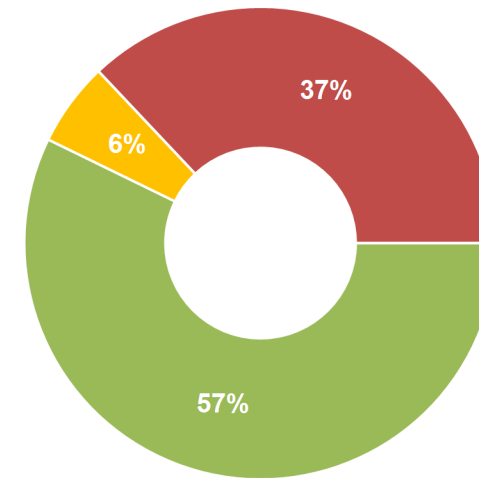
### Purpose

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.

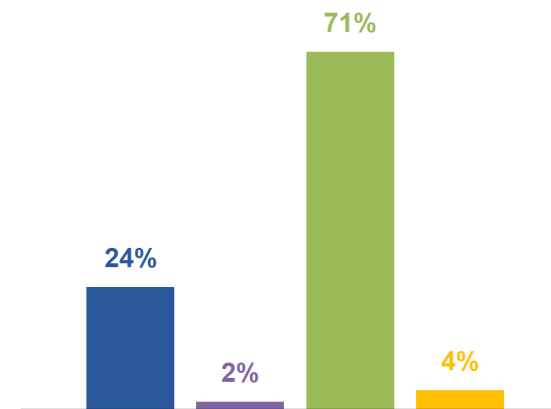
### During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
<b>Yes</b>	37%	+1	+9
<b>No</b>	57%	-1	-10
<b>Don't know</b>	6%	0	0



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

	Proportion	vs 2016	vs Qld public sector
<b>Bullying</b>	24%	0	+8
<b>Sexual Harassment</b>	2%	0	+1
<b>No</b>	71%	0	-7
<b>Don't Know</b>	4%	-1	-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.

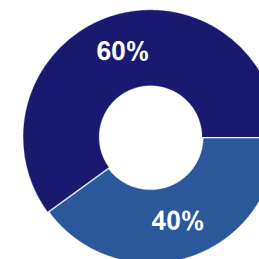
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	43%	-4	0
Your immediate manager/supervisor	35%	+2	+2
A senior manager	28%	+3	-3
A group of fellow workers	14%	-2	0
A client/customer	11%	-2	+4
Prefer not to specify	8%	0	0
A member of the public	7%	-2	+1
A worker that reports to you	5%	-1	0
A consultant/service provider	4%	-2	+2
A representative of another agency	1%	0	0
Other	1%	0	0

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	61%	-2	+3
Inappropriate and unfair application of work policies or rules	45%	+4	+3
Other	24%	0	-2
Physical behaviour (e.g. assault or aggressive body language)	11%	-2	0
Interference with your personal property or work equipment	5%	0	-2
Cyber bullying	5%	+1	-1
'Initiations' or pranks	4%	+1	-4

### 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	61%	-2	+5
It could affect my career	41%	-5	-4
I did not think it was worth the hassle of going through the report process	37%	+5	0
I did not want to upset relationships in the workplace	35%	-7	-4
Managers accepted the behaviour	34%	+3	0
I did not have enough evidence	22%	+5	+2
I did not think the bullying was serious enough	17%	+5	+1
Other	9%	0	-1
The matter was resolved informally	8%	0	+1
I did not know how to report it	5%	-2	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.

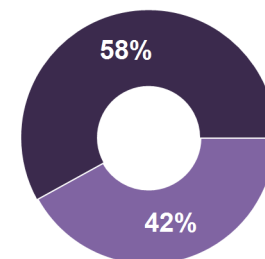
**NOTE:** Multi-select questions may not add up to 100 per cent.

Who were you <b>SEXUALLY HARASSED</b> by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	53%	+11	+1
A senior manager	15%	+5	0
Prefer not to specify	15%	+8	+3
A representative of another agency	9%	+2	+6
Your immediate manager/supervisor	9%	-1	-5
A client/customer	6%	-36	-7
A group of fellow workers	6%	+3	-2
A worker that reports to you	3%	+3	0
Other	3%	0	+1
A consultant/service provider	0%	-3	-2
A member of the public	0%	-23	-8

What type of <b>SEXUAL HARASSMENT</b> did you experience?	Proportion	vs 2016	vs Qld public sector
Remarks of a sexual nature	75%	-	+2
Unwanted physical intimacy	28%	-	-8
Any other unwelcome conduct of a sexual nature in relation to you	22%	-	-5
Unwelcome demand or request, either directly or implied, for sexual favours	13%	-	-4

### Did you report the **SEXUAL HARASSMENT**?

No



Yes

Why did you not report the <b>SEXUAL HARASSMENT</b> ?	Proportion	vs 2016	vs Qld public sector
I did not think any action would be taken	53%	+15	+11
I did not think it was worth the hassle of going through the report process	37%	+4	-1
I did not want to upset relationships in the workplace	37%	+13	-1
I did not think the sexual harassment was serious enough	26%	-7	-4
I did not have enough evidence	16%	+6	-6
It could affect my career	16%	-3	-20
Managers accepted the behaviour	16%	-13	-6
Other	16%	-18	+5
The matter was resolved informally	11%	+1	-3
I did not know how to report it	5%	-4	-3

## 13 Your view

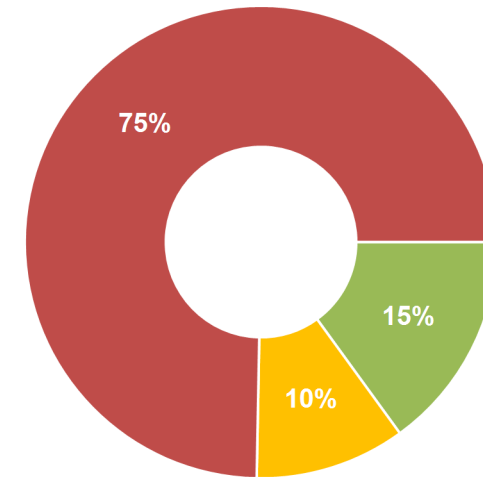
### Purpose

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.

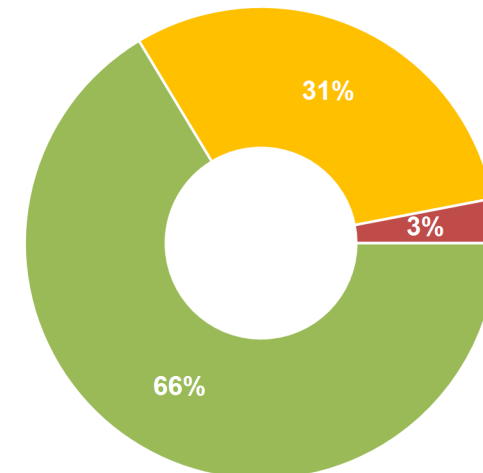
### Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
<b>Yes</b>	15%	-4	-15
<b>No</b>	75%	+5	+19
<b>No, but I have not worked long in my organisation</b>	10%	-1	-3



### 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
<b>Positive</b>	66%	+2	+4
<b>Neutral</b>	31%	0	-1
<b>Negative</b>	3%	-2	-3



## 14 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)
<b>Metro South Hospital and Health Service</b>	2,627	63%	53%	59%
<b>Managerial status</b>				
Yes	480	71%	63%	73%
No	2,135	61%	51%	57%
<b>Employment status</b>				
Permanent	2,220	61%	52%	59%
Non-permanent	402	69%	63%	61%
<b>Full-time status</b>				
Full-time basis	1,783	63%	53%	60%
Part-time basis	823	62%	53%	59%
<b>FTE Salary</b>				
Under \$50,000	224	64%	54%	51%
\$50,000 - \$69,999	658	63%	52%	57%
\$70,000 - \$89,999	686	61%	52%	57%
\$90,000 or over	1,012	64%	56%	66%
<b>Time in agency</b>				
Less than 2 years	429	73%	69%	69%
2 to less than 6 years	710	64%	55%	60%
6 to less than 10 years	472	61%	48%	56%
10 to less than 14 years	408	55%	43%	54%
14 to less than 16 years	102	54%	49%	54%
16 to less than 20 years	184	57%	47%	57%
20 years or more	316	65%	56%	62%

## 14 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).

*"Restricted" indicates a group with less than 10 respondents*

		Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
<b>Metro South Hospital and Health Service</b>		2,627	63%	53%	59%
<b>Age</b>	34 years or younger	616	71%	64%	66%
	35 to 44 years	650	62%	54%	58%
	45 to 54 years	749	60%	49%	58%
	55 years or older	583	60%	50%	57%
<b>Gender*</b>	Female	2,093	64%	54%	60%
	Male	506	59%	52%	57%
	X	14	40%	38%	33%
<b>Type of work</b>	Direct service delivery	1,598	61%	54%	60%
	Corporate services and administrative support/clerical	591	67%	55%	61%
	Other	436	60%	48%	57%
<b>Clinical versus non-clinical</b>	Clinical	1,648	62%	55%	61%
	Non-clinical	974	63%	52%	58%
<b>Shiftwork</b>	Yes	728	55%	45%	49%
	No	1,892	65%	57%	63%

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



## 15 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
<b>Agency engagement</b>							
Q33a	I would recommend my organisation as a great place to work	66%	+1	21%	-1	13%	0
Q33b	I am proud to tell others I work for my organisation	71%	+1	20%	-1	9%	0
Q33c	I feel strong personal attachment to my organisation	62%	+1	26%	0	12%	-1
Q33d	My organisation motivates me to help it achieve its objectives	56%	+1	28%	-1	15%	0
Q33e	My organisation inspires me to do the best in my job	56%	0	28%	0	16%	0
<b>Organisational leadership</b>							
Q31a	In my organisation, the leadership is of high quality	56%	+2	23%	-1	21%	0
Q31c	Management model the behaviours expected of all employees	50%	-1	27%	0	23%	+1
Q31d	In my organisation, the leadership operates with a high level of integrity	55%	+2	26%	-2	19%	-1
Q31f	My organisation is well managed	52%	+2	27%	0	21%	-2
<b>Innovation</b>							
Q27a	I get the opportunity to develop new and better ways of doing my job	55%	0	24%	0	20%	0
Q27b	I am encouraged to make suggestions about improving work processes and/or services	65%	-1	17%	+1	17%	0
Q27c	Management is willing to act on suggestions to improve how things are done	52%	+2	24%	-2	24%	0
Q27d	My workgroup uses research and expertise to identify better practice	58%	+1	27%	0	15%	-1
Q27e	My workgroup always tries to improve its performance	70%	0	20%	0	10%	0
Q27f	My organisation is open to new ideas	56%	0	25%	0	18%	0

## 15 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
<b>Job empowerment</b>							
Q22a	I have a choice in deciding how I do my work	66%	0	18%	0	16%	0
Q22b	I have the tools I need to do my job effectively	73%	0	14%	+1	12%	-1
Q22c	I get the information I need to do my job well	71%	0	17%	0	12%	0
Q22d	I have the authority necessary to do my job effectively	71%	-1	18%	+1	11%	0
Q22e	My job gives me opportunities to utilise my skills	76%	0	13%	0	11%	0
Q34b	Your ability to work on your own initiative	80%	0	12%	0	8%	0
<b>Workload and health</b>							
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	31%	+2	33%	-2	36%	0
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	41%	+1	28%	-1	31%	+1
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%	+2	28%	-3	27%	+1
<b>Learning and development</b>							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	62%	0	19%	+1	19%	0
Q28e	I am able to access relevant learning and development opportunities	65%	0	19%	-1	16%	+1
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	63%	0	23%	0	14%	0
Q28g	I am satisfied with the opportunities available for career development	46%	+1	25%	0	29%	-1
Q31b	My organisation is committed to developing its employees	57%	+3	23%	-3	20%	0

## 15 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
<b>My workgroup</b>							
Q24a	People in my workgroup treat each other with respect	72%	-1	13%	0	15%	+1
Q24b	I receive help and support from other people in my workgroup	81%	0	12%	0	7%	+1
Q24c	People in my workgroup are honest, open and transparent in their dealings	63%	-2	20%	+1	17%	0
Q24d	People in my workgroup use their time and resources efficiently	63%	-1	22%	+1	15%	0
Q24e	People in my workgroup treat customers with respect	88%	+1	9%	-1	3%	0
Q24f	People in my workgroup are committed to delivering excellent service to customers	85%	+1	11%	-1	4%	0
Q24g	People in my workgroup do their jobs effectively	76%	+2	16%	-2	8%	0
<b>My manager</b>							
Q29a	My manager treats employees with dignity and respect	73%	-1	13%	+1	14%	0
Q29b	My manager listens to what I have to say	73%	0	13%	0	14%	0
Q29c	My manager keeps me informed about what's going on	63%	0	17%	-2	19%	+1
Q29d	My manager understands my work	68%	+1	16%	-1	16%	0
Q29e	My manager creates a shared sense of purpose	64%	0	19%	+1	17%	0
Q29f	My manager demonstrates honesty and integrity	72%	0	15%	0	14%	0
Q29g	My manager draws the best out of me	54%	-1	27%	+1	20%	0

## 15 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.

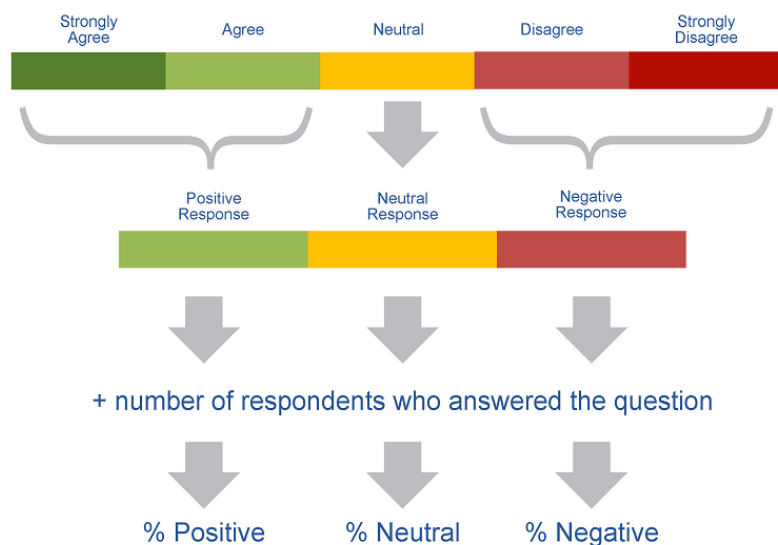
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>Organisational fairness</b>							
Q25f	Performance is assessed and rewarded fairly in my workplace	37%	+1	31%	-2	32%	0
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	39%	-2	24%	+1	37%	0
Q25h	People are treated fairly and consistently in my workplace	50%	-1	22%	0	29%	+1
Q25i	People take responsibility for their decisions and actions in my workplace	53%	0	27%	0	21%	0
Q31e	Recruitment and promotion decisions in this organisation are fair	41%	+1	28%	-2	31%	+2
<b>Anti-discrimination</b>							
Q32a	Age is not a barrier to success in my organisation	65%	-6	22%	+2	13%	+4
Q32b	Gender is not a barrier to success in my organisation	71%	-3	19%	+1	10%	+3
Q32c	Disability is not a barrier to success in my organisation	55%	-5	35%	+2	10%	+3
Q32d	Cultural background is not a barrier to success in my organisation	70%	-1	23%	-1	8%	+3
Q32e	Sexual orientation is not a barrier to success in my organisation	71%	-3	25%	0	4%	+2

## 16 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.

## 16 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.