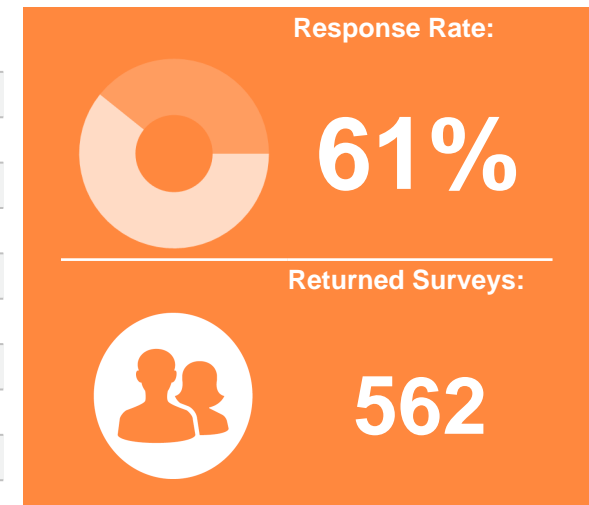


South West Hospital and Health Service

Highlight Report

Report Content

Reporting Framework	
STRATEGIC PRIORITIES	01 Driver analysis scorecard
	02 Factors
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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.

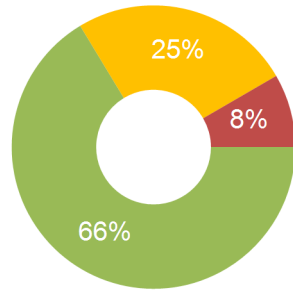


01 Driver analysis scorecard

Purpose

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

Agency engagement



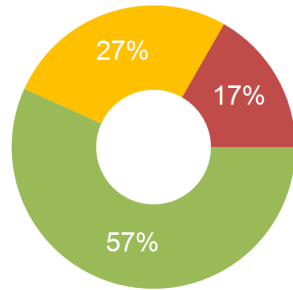
% positive change since 2016
+3

Top 3 drivers

% Positive

Driver	2016	2017
Organisational leadership	56%	57%
Job empowerment	77%	79%
Anti-discrimination	81%	77%

Organisational Leadership



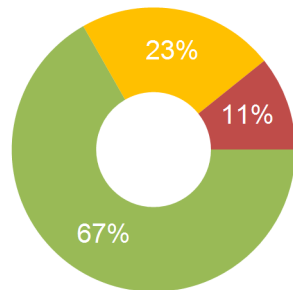
% positive change since 2016
+1

Top 3 drivers

% Positive

Driver	2016	2017
Organisational fairness	51%	50%
My manager	75%	75%
Anti-discrimination	81%	77%

Innovation



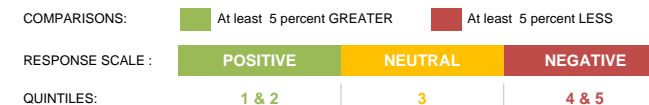
% positive change since 2016
0

Top 3 drivers

% Positive

Driver	2016	2017
Learning and development	65%	67%
My manager	75%	75%
Organisational fairness	51%	50%

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*	66	25	8	66%	+3	+8	41 - 82	2
Job empowerment	79	14	8	79%	+2	+7	60 - 86	1
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	43	33	24	43%	-5	+4	29 - 68	2
Learning and development	67	22	12	67%	+1	+11	33 - 82	1
My workgroup	72	16	12	72%	-1	-4	58 - 92	4
My manager	75	15	10	75%	0	+4	57 - 84	2
Organisational leadership*	57	27	17	57%	+1	+6	29 - 85	2
Organisational fairness	50	26	24	50%	-2	+7	26 - 67	1
Anti-discrimination	77	19	4	77%	-4	+11	48 - 96	1
Innovation*	67	23	11	67%	0	+7	46 - 89	2

03 Factors by division

Purpose

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

	South West Hospital and Health Service % positive	Community & Allied Health	Executive & Support Services	Hospitals	Multipurpose Health Services	Private Practices
<i>This section shows the % positive scores for divisions within the agency</i>						
Number of respondents	562	125	99	173	118	15
Agency engagement*	66%	67%	65%	61%	75%	81%
Job empowerment	79%	82%	79%	74%	84%	78%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	43%	49%	43%	38%	47%	56%
Learning and development	67%	70%	60%	62%	76%	68%
My workgroup	72%	81%	79%	67%	67%	90%
My manager	75%	77%	76%	68%	80%	85%
Organisational leadership*	57%	62%	50%	45%	72%	75%
Organisational fairness	50%	55%	49%	43%	55%	73%
Anti-discrimination	77%	79%	74%	74%	82%	94%
Innovation*	67%	72%	73%	57%	73%	79%

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*	59	26	15	59%	-5	+5	43 - 82	2
● Effectiveness and innovation*	62	22	16	62%	0	+5	49 - 77	2
● People and relationships	73	16	11	73%	-1	-3	56 - 92	4
● Fairness and trust*	65	21	14	65%	-2	+7	46 - 78	1
● Performance and development	66	22	12	66%	+1	+10	41 - 74	1
● Leadership and engagement	68	21	11	68%	+1	+6	49 - 81	2
● My job	84	11	5	84%	+3	+7	58 - 89	1

* 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.

	South West Hospital and Health Service % positive	Community & Allied Health	Executive & Support Services	Hospitals	Multipurpose Health Services	Private Practices
<i>This section shows the % positive scores for divisions within the agency</i>						
Number of respondents	562	125	99	173	118	15
● Safety, health and wellness*	59%	65%	59%	53%	64%	70%
● Effectiveness and innovation*	62%	64%	62%	57%	68%	70%
● People and relationships	73%	81%	79%	68%	69%	91%
● Fairness and trust*	65%	68%	65%	60%	70%	81%
● Performance and development	66%	68%	65%	60%	75%	65%
● Leadership and engagement	68%	70%	66%	60%	77%	81%
● My job	84%	86%	85%	84%	85%	87%

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

06 Workplace climate by item

Purpose

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

New items were added to this index in 2017.

● Safety, health and wellness		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement	34	37	28	34%	-5	+3
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	46	31	23	46%	-5	+3
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	49	31	19	49%	-4	+4
Q23f	My work contributes positively to my quality of life*	54	32	14	54%	-	+9
Q24h	People in my workgroup are committed to workplace safety	82	13	5	82%	-2	0
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	70	20	10	70%	-	+3
Q25b	My workplace culture supports people to achieve a good work/life balance	67	21	11	67%	-1	+5
Q25c	There is adequate focus on workplace safety at my workplace	83	12	5	83%	+1	+5

* 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*	61	24	15	61%	-	+12
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	56	28	16	56%	-	+5
Q31h	The wellbeing of employees is a priority for my organisation*	54	32	14	54%	-	+5
Q31j	My commitment to this organisation would be questioned if I chose to use flexible work options* % <small>positive indicates those who "strongly disagree" or "disagree" with this statement</small>	39	35	26	39%	-	-2
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	70	19	12	70%	-1	+6
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	65	25	10	65%	-	+10

* 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	76	14	10	76%	-1	+5
Q22c	I get the information I need to do my job well	75	17	8	75%	+1	+8
Q22d	I have the authority necessary to do my job effectively	78	14	9	78%	+2	+8
Q23c	I feel my job is secure	59	24	17	59%	-4	+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>	19	29	51	19%	+1	0
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	68	21	11	68%	-	+3
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	17	39	45	17%	0	-3
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>	46	23	30	46%	-1	+1
Q26a	My workplace has undergone significant change in the past 12 months	48	35	17	48%	-8	-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	68	24	9	68%	+4	+10
Q27b	I am encouraged to make suggestions about improving work processes and/or services	72	18	10	72%	-4	+4
Q27c	Management is willing to act on suggestions to improve how things are done	62	23	15	62%	-1	+9
Q27d	My workgroup uses research and expertise to identify better practice	62	28	10	62%	0	+6
Q27e	My workgroup always tries to improve its performance	76	16	8	76%	+1	+6
Q27f	My organisation is open to new ideas	62	26	12	62%	-2	+7
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	75	14	12	75%	+2	+5
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	82	12	5	82%	-3	+5
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	78	18	4	78%	+4	+14

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	66	18	16	66%	-3	-8
Q24b	I receive help and support from other people in my workgroup	78	14	8	78%	-1	-5
Q24c	People in my workgroup are honest, open and transparent in their dealings	66	18	16	66%	+2	-2
Q24d	People in my workgroup use their time and resources efficiently	62	21	17	62%	-2	-2
Q24e	People in my workgroup treat customers with respect	84	10	6	84%	0	-2
Q24f	People in my workgroup are committed to delivering excellent service to customers	81	12	7	81%	-1	-2
Q24g	People in my workgroup do their jobs effectively	70	19	12	70%	-3	-5
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	78	14	8	78%	-1	0

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	75	17	9	75%	-3	+2
Q25f	Performance is assessed and rewarded fairly in my workplace	43	32	24	43%	-2	+7
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	47	25	29	47%	-4	+8
Q25h	People are treated fairly and consistently in my workplace	58	19	23	58%	0	+7
Q25i	People take responsibility for their decisions and actions in my workplace	52	26	22	52%	-1	0
Q25j	I am able to speak up and share a different view to my colleagues and manager*	76	15	10	76%	-	+5
Q30a	My senior manager demonstrates honesty and integrity	72	19	10	72%	+1	+2
Q31e	Recruitment and promotion decisions in this organisation are fair	50	28	22	50%	0	+13

* 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	45	31	24	45%	-	-8
Q32a	Age is not a barrier to success in my organisation	76	17	7	76%	-6	+11
Q32b	Gender is not a barrier to success in my organisation	81	16	3	81%	-4	+11
Q32c	Disability is not a barrier to success in my organisation	67	28	5	67%	-6	+10
Q32d	Cultural background is not a barrier to success in my organisation	80	17	3	80%	-2	+10
Q32e	Sexual orientation is not a barrier to success in my organisation	80	17	2	80%	0	+11
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	61	19	19	61%	+1	+7
Q32g	Women and men have equal access to work experiences that support career progression*	81	15	4	81%	-	+14

* 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	66	21	13	66%	+3	+9	
Q28b	My performance is assessed against clear criteria	60	25	15	60%	-2	+9	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	71	18	11	71%	+2	+8	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	53	31	15	53%	0	+12	
Q28e	I am able to access relevant learning and development opportunities	73	17	10	73%	+4	+11	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	69	24	7	69%	0	+10	
Q28g	I am satisfied with the opportunities available for career development	58	24	18	58%	-1	+14	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	67	20	14	67%	+2	+11	
Q28i	I develop new knowledge and skills through undertaking tasks at work	80	14	5	80%	+2	+8	
Q31b	My organisation is committed to developing its employees	61	26	13	61%	+1	+9	

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	81	11	8	81%	0	+3
Q29b	My manager listens to what I have to say	79	13	9	79%	-1	+2
Q29c	My manager keeps me informed about what's going on	71	15	14	71%	+1	+3
Q29d	My manager understands my work	73	15	12	73%	-3	0
Q29e	My manager creates a shared sense of purpose	74	15	10	74%	+2	+7
Q29f	My manager demonstrates honesty and integrity	81	11	7	81%	0	+5
Q29g	My manager draws the best out of me	66	22	12	66%	+1	+8
Q31a	In my organisation, the leadership is of high quality	58	27	15	58%	-1	+5

06 Workplace climate by item (cont.)

Purpose

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

● Leadership and engagement (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31c	Management model the behaviours expected of all employees	55	23	22	55%	0	+6
Q31d	In my organisation, the leadership operates with a high level of integrity	57	28	15	57%	+1	+3
Q31f	My organisation is well managed	56	28	16	56%	+3	+9
Q33a	I would recommend my organisation as a great place to work	68	24	9	68%	+3	+7
Q33b	I am proud to tell others I work for my organisation	72	22	6	72%	+2	+5
Q33c	I feel strong personal attachment to my organisation	63	27	9	63%	+2	+4
Q33d	My organisation motivates me to help it achieve its objectives	64	27	9	64%	+4	+11
Q33e	My organisation inspires me to do the best in my job	65	26	9	65%	+4	+12

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	2	92%	+1	+3
Q21b	I understand how my work contributes to my organisation's objectives	94	4	2	94%	+2	+4
Q22a	I have a choice in deciding how I do my work	75	16	9	75%	+4	+8
Q22e	My job gives me opportunities to utilise my skills	84	10	6	84%	+5	+9
Q22f	I enjoy the work in my current job	84	12	4	84%	+2	+8
Q22g	My job gives me a feeling of personal accomplishment	81	15	4	81%	+5	+12
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	82	12	6	82%	+4	+6
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	85	11	4	85%	-2	+6
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	81	12	6	81%	+4	+9

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 job gives me a feeling of personal accomplishment	My job	81%	+5
My job gives me opportunities to utilise my skills	My job	84%	+5
I am able to access relevant learning and development opportunities	Performance and development	73%	+4
Your ability to 'make a difference' to the community % positive indicates those who responded with "very satisfied" or "satisfied"	Effectiveness and innovation	78%	+4
I have a choice in deciding how I do my work	My job	75%	+4

The survey items with the most negative change	Index	% positive 2017	vs 2016
Disability is not a barrier to success in my organisation	Fairness and trust	67%	-6
Age is not a barrier to success in my organisation	Fairness and trust	76%	-6
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	Safety, health and wellness	46%	-5
I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with overload	Safety, health and wellness	34%	-5
Gender is not a barrier to success in my organisation	Fairness and trust	81%	-4

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	35%	+4
Supports their team to adapt to change	33%	+5
Builds effective working relationships with others	29%	0
Upholds ethical standards and principles	29%	-3
Encourages a strong customer and stakeholder focus	28%	+2
Implements improved ways of doing things	26%	+6
Responds confidently when faced with uncertainty	23%	-1
Demonstrates sound judgment	21%	-6
Delegates work effectively and monitors performance	20%	-4
Takes responsibility for team development	17%	+1
Describes how their team's work aligns to organisational objectives	14%	-3
Applies sound business management skills	12%	-2
Actively seeks feedback for personal development	8%	0
Builds effective working relationships with others	40%	+1
Empowers their team to perform at their best	33%	-2
Upholds ethical standards and principles	30%	+2
Implements improved ways of doing things	29%	+4
Responds confidently when faced with uncertainty	26%	-1
Delegates work effectively and monitors performance	23%	+4
Actively seeks feedback for personal development	22%	+1
Demonstrates sound judgment	21%	-9
Takes responsibility for team development	21%	+2
Supports their team to adapt to change	20%	+1
Encourages a strong customer and stakeholder focus	19%	0
Applies sound business management skills	11%	-3
Describes how their team's work aligns to organisational objectives	6%	-3

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
Supports their team to adapt to change	32%	+6
Builds effective working relationships with others	31%	+3
Implements improved ways of doing things	29%	+10
Upholds ethical standards and principles	28%	-4
Empowers their team to perform at their best	26%	0
Demonstrates sound judgment	24%	-6
Encourages a strong customer and stakeholder focus	24%	-4
Responds confidently when faced with uncertainty	21%	-3
Takes responsibility for team development	20%	+3
Delegates work effectively and monitors performance	19%	-4
Applies sound business management skills	17%	0
Describes how their team's work aligns to organisational objectives	17%	-1
Actively seeks feedback for personal development	9%	+2
Empowers their team to perform at their best	35%	0
Delegates work effectively and monitors performance	34%	+4
Takes responsibility for team development	31%	0
Actively seeks feedback for personal development	28%	-2
Supports their team to adapt to change	27%	+1
Implements improved ways of doing things	25%	-7
Builds effective working relationships with others	23%	-1
Describes how their team's work aligns to organisational objectives	22%	+2
Responds confidently when faced with uncertainty	16%	-2
Upholds ethical standards and principles	15%	+2
Applies sound business management skills	14%	+1
Demonstrates sound judgment	13%	0
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
Encourages collaboration and inclusion across workgroups	36%	+8
Empowers individuals and teams to build capability	32%	+5
Encourages innovative ideas and solutions	29%	+3
Manages and prioritises resources to achieve the best outcomes	29%	-3
Takes a 'big picture' view of issues or problems	28%	-8
Motivates others to perform at their best	27%	+8
Builds effective networks across the organisation and sector	22%	+2
Demonstrates sound judgment	21%	-8
Leads change and culture initiatives	18%	+4
Takes responsibility for upholding ethical standards and principles	18%	-6
Manages ambiguity and politics effectively	18%	0
Demonstrates sound business acumen	13%	-3
Actively seeks feedback for personal development	9%	+2
Manages and prioritises resources to achieve the best outcomes	35%	-1
Demonstrates sound judgment	32%	+4
Leads change and culture initiatives	29%	+7
Takes responsibility for upholding ethical standards and principles	29%	+8
Empowers individuals and teams to build capability	28%	-4
Motivates others to perform at their best	26%	-10
Actively seeks feedback for personal development	22%	+4
Builds effective networks across the organisation and sector	20%	0
Takes a 'big picture' view of issues or problems	20%	-6
Encourages collaboration and inclusion across workgroups	20%	+3
Encourages innovative ideas and solutions	17%	-3
Manages ambiguity and politics effectively	14%	0
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
Encourages collaboration and inclusion across workgroups	38%	+11
Takes a 'big picture' view of issues or problems	30%	-5
Empowers individuals and teams to build capability	29%	+6
Demonstrates sound judgment	28%	-3
Builds effective networks across the organisation and sector	27%	+3
Manages and prioritises resources to achieve the best outcomes	27%	-6
Takes responsibility for upholding ethical standards and principles	25%	+2
Encourages innovative ideas and solutions	23%	0
Motivates others to perform at their best	22%	+2
Leads change and culture initiatives	16%	+1
Manages ambiguity and politics effectively	14%	-4
Demonstrates sound business acumen	13%	-5
Actively seeks feedback for personal development	7%	0
Actively seeks feedback for personal development	34%	+6
Motivates others to perform at their best	34%	0
Empowers individuals and teams to build capability	31%	-4
Leads change and culture initiatives	29%	+4
Manages ambiguity and politics effectively	27%	+1
Manages and prioritises resources to achieve the best outcomes	24%	-1
Encourages collaboration and inclusion across workgroups	22%	-1
Encourages innovative ideas and solutions	20%	-6
Takes a 'big picture' view of issues or problems	19%	0
Builds effective networks across the organisation and sector	18%	+1
Demonstrates sound judgment	15%	+2
Takes responsibility for upholding ethical standards and principles	15%	+1
Demonstrates sound business acumen	12%	+3

08 Leadership behaviour in your agency: Senior Officer

Purpose

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

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

Leadership levels are defined as follows:

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

POSITIVE IMPACT

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

SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Models high levels of ethical and professional behaviour	38%	-1
Builds strong relationships that influence organisational and sector outcomes	34%	+7
Navigates complex issues, politics and ambiguous situations effectively	31%	-5
Nurtures a learning and development culture	27%	+11
Inspires others to perform at their best	26%	+4
Creates a culture of continuous improvement	24%	+1
Directs and prioritises resources to achieve the best outcomes	24%	-6
Stands behind their decisions in the face of adversity	24%	-5
Is compelling when communicating the organisational strategy	19%	+5
Adopts a system-wide view of issues to inform action	17%	-3
Seeks feedback to strengthen leadership approach	14%	+1
Leads change with agility	11%	-2
Demonstrates commercial acumen in managing corporate risk	10%	-4
Models high levels of ethical and professional behaviour	52%	+13
Inspires others to perform at their best	39%	-3
Builds strong relationships that influence organisational and sector outcomes	32%	-4
Seeks feedback to strengthen leadership approach	27%	+7
Creates a culture of continuous improvement	26%	+1
Navigates complex issues, politics and ambiguous situations effectively	25%	-5
Directs and prioritises resources to achieve the best outcomes	21%	-4
Leads change with agility	21%	0
Is compelling when communicating the organisational strategy	16%	+3
Adopts a system-wide view of issues to inform action	13%	0
Nurtures a learning and development culture	13%	-1
Stands behind their decisions in the face of adversity	9%	-5
Demonstrates commercial acumen in managing corporate risk	6%	-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
Creates a culture of continuous improvement	38%	+16
Models high levels of ethical and professional behaviour	35%	0
Builds strong relationships that influence organisational and sector outcomes	28%	0
Navigates complex issues, politics and ambiguous situations effectively	28%	-8
Directs and prioritises resources to achieve the best outcomes	25%	-6
Stands behind their decisions in the face of adversity	24%	-4
Is compelling when communicating the organisational strategy	23%	+6
Inspires others to perform at their best	22%	+1
Leads change with agility	19%	+5
Adopts a system-wide view of issues to inform action	17%	-5
Demonstrates commercial acumen in managing corporate risk	16%	+1
Nurtures a learning and development culture	12%	-3
Seeks feedback to strengthen leadership approach	12%	-2
Seeks feedback to strengthen leadership approach	36%	+1
Inspires others to perform at their best	34%	-3
Creates a culture of continuous improvement	30%	+3
Directs and prioritises resources to achieve the best outcomes	29%	+2
Nurtures a learning and development culture	27%	+1
Is compelling when communicating the organisational strategy	22%	+2
Stands behind their decisions in the face of adversity	22%	+3
Adopts a system-wide view of issues to inform action	20%	+2
Models high levels of ethical and professional behaviour	18%	-1
Builds strong relationships that influence organisational and sector outcomes	16%	-5
Leads change with agility	16%	-5
Navigates complex issues, politics and ambiguous situations effectively	16%	0
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	70%	+19
Models high levels of ethical and professional behaviour	70%	+21
Builds strong relationships that influence organisational and sector outcomes	40%	+8
Leads change with agility	30%	+17
Adopts a system-wide view of issues to inform action	20%	+12
Nurtures a learning and development culture	20%	-2
Creates a culture of continuous improvement	10%	-21
Directs and prioritises resources to achieve the best outcomes	10%	-10
Navigates complex issues, politics and ambiguous situations effectively	10%	-17
Seeks feedback to strengthen leadership approach	10%	-5
Stands behind their decisions in the face of adversity	10%	-7
Demonstrates commercial acumen in managing corporate risk	0%	-2
Is compelling when communicating the organisational strategy	0%	-13
Models high levels of ethical and professional behaviour	70%	+32
Inspires others to perform at their best	60%	+21
Leads change with agility	40%	+20
Nurtures a learning and development culture	30%	+16
Builds strong relationships that influence organisational and sector outcomes	20%	-13
Navigates complex issues, politics and ambiguous situations effectively	20%	-15
Creates a culture of continuous improvement	10%	-15
Demonstrates commercial acumen in managing corporate risk	10%	+3
Directs and prioritises resources to achieve the best outcomes	10%	-14
Is compelling when communicating the organisational strategy	10%	-2
Seeks feedback to strengthen leadership approach	10%	-10
Stands behind their decisions in the face of adversity	10%	-3
Adopts a system-wide view of issues to inform action	0%	-18

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
Adopts a system-wide view of issues to inform action	60%	+30
Demonstrates commercial acumen in managing corporate risk	60%	+41
Is compelling when communicating the organisational strategy	40%	+20
Creates a culture of continuous improvement	20%	-5
Directs and prioritises resources to achieve the best outcomes	20%	-10
Navigates complex issues, politics and ambiguous situations effectively	20%	-15
Nurtures a learning and development culture	20%	+3
Stands behind their decisions in the face of adversity	20%	-2
Builds strong relationships that influence organisational and sector outcomes	10%	-17
Inspires others to perform at their best	10%	-5
Leads change with agility	10%	-1
Models high levels of ethical and professional behaviour	10%	-20
Seeks feedback to strengthen leadership approach	0%	-14
Inspires others to perform at their best	70%	+37
Creates a culture of continuous improvement	50%	+22
Models high levels of ethical and professional behaviour	50%	+25
Seeks feedback to strengthen leadership approach	50%	+19
Nurtures a learning and development culture	30%	+7
Builds strong relationships that influence organisational and sector outcomes	10%	-13
Directs and prioritises resources to achieve the best outcomes	10%	-19
Leads change with agility	10%	-11
Navigates complex issues, politics and ambiguous situations effectively	10%	-9
Stands behind their decisions in the face of adversity	10%	-7
Adopts a system-wide view of issues to inform action	0%	-19
Demonstrates commercial acumen in managing corporate risk	0%	-8
Is compelling when communicating the organisational strategy	0%	-21

09 Flexible work options

Purpose

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

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

Do you currently use any of the following flexible work options?	Proportion	vs 2016	vs Qld public sector
Used no flexible work option	49%	-5	+5
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	51%	+5	-5
None of the above	49%	-5	+5
Part time work	23%	+1	+6
Flexible work hours for example accumulated hours as 'flexitime'*	10%	-	-19
Flexible work hours for example start late or early to meet responsibilities external to work*	10%	-	-2
Casual/on call	6%	0	+3
Job sharing	5%	+1	+4
Other, please specify	4%	+1	+1
Hot desks	3%	+1	0
Compressed work hours	1%	-1	-1
Leave at half pay	1%	-2	-3
Part-year work/annualised hours	1%	+1	+1
Purchased leave/extended leave/deferred salary schemes	1%	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	15%	-4	-4
No, I have not made a request but I am content with my current arrangements	73%	+5	+4
No, I have not made a request but I am not content with my current arrangements	11%	-2	0

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

	Proportion	vs Qld public sector
Fully granted	64%	-3
Partially granted	16%	+2
Declined – no reason given	12%	+5
Declined – reason provided	4%	-4
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*	37%	-	+13
I feel flexibility is not possible in my current job	27%	-7	-2
I was concerned that it may negatively impact my team	27%	-2	+8
I didn't feel I had the right to	19%	-15	+3
I didn't feel confident presenting my case or negotiating arrangements with my manager	16%	-16	-6
Flexible working is frowned upon/not supported by my workplace culture	10%	-1	-20
I feel the technology I currently have access to does not support flexible working	8%	+4	+2
I felt it would limit my career	8%	-5	-11
I felt it would limit my access to training and development	6%	-2	-1
I don't feel confident in my manager's ability to manage staff working flexibly	3%	-12	-9

* New in 2017, no trend

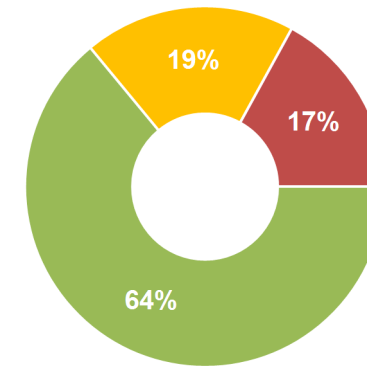
10 Domestic and family violence

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	64%	-4	-12
No	17%	+3	+5
Don't know	19%	+1	+7



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	79%	-2	-7
No	12%	+5	+4
Don't Know	9%	-3	+2

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	60%	-6	-12
No	18%	+4	+5
Don't Know	21%	+2	+7

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	82%	+2	-1
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	80%	-10	-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	79%	-9	-2

Non-managers <i>Manage no employees</i>	% positive	vs 2016	vs Qld public sector
I am confident that I could sensitively communicate with colleagues affected by domestic and family violence	74%	+4	+3
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	75%	+2	+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
Yes	17%	+2
No	79%	-1
Don't Know	1%	0
Prefer not to say	2%	-1

* New in 2017, no trend

Non-managers <i>Manage no employees</i>	% proportion	vs Qld public sector
Yes	6%	0
No	88%	0
Don't Know	2%	-1
Prefer not to say	4%	+1

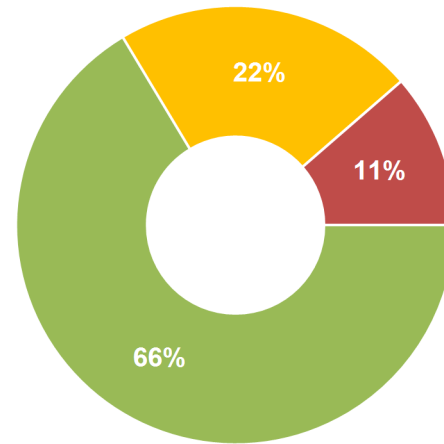
* New in 2017, no trend

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.



66%

of employees agreed with the statement:

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

% positive change since 2016: **-1**
 vs Qld public sector: **0**

Reasons for leaving	Proportion	vs Qld public sector
Career or job opportunities	38%	-14
The workplace culture	28%	-11
Stress/Health	26%	-7
Professional/personal development	25%	-10
The location of your workplace or the time spent commuting	25%	+8
Balancing work and life commitments	25%	+3
Family/carer responsibilities	17%	+4
Pay and conditions	14%	-13
Work hours	14%	0
Your relationship with your colleagues	11%	+1
Your relationship with your manager	11%	-11
Other (please specify)	11%	0
Retirement	11%	+2
Fit between work and your interests	10%	-1
Job security	10%	-8
Contract expiring	9%	-3
Travel plans	9%	+2

12 Bullying and sexual harassment

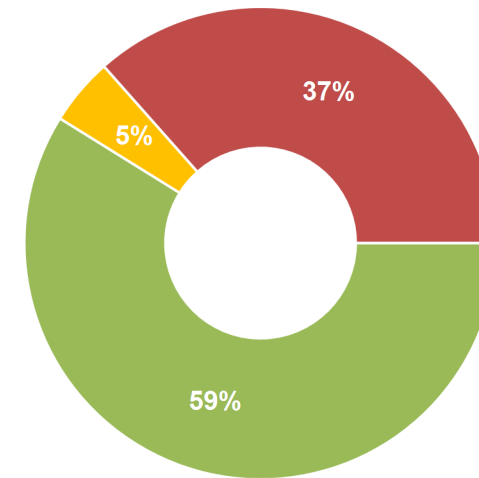
Purpose

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.

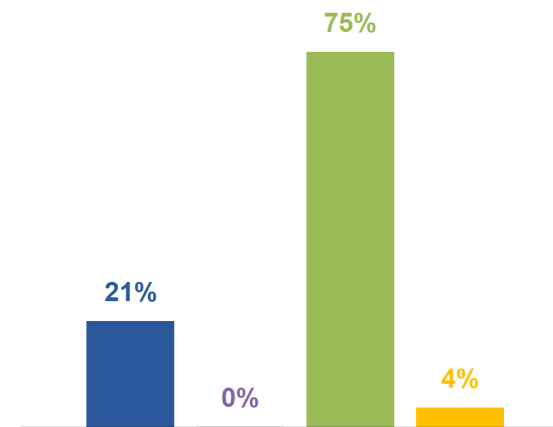
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
Yes	37%	+1	+9
No	59%	-1	-8
Don't know	5%	-1	-1



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

	Proportion	vs 2016	vs Qld public sector
Bullying	21%	-2	+4
Sexual Harassment	0%	0	-1
No	75%	+3	-4
Don't Know	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.

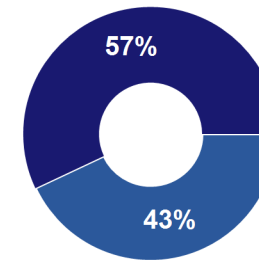
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	60%	+2	+16
A senior manager	23%	+6	-8
Your immediate manager/supervisor	22%	-6	-12
A group of fellow workers	13%	-7	-1
A client/customer	10%	-1	+3
Prefer not to specify	9%	-2	+1
A member of the public	6%	-2	0
A worker that reports to you	5%	0	0
A representative of another agency	3%	+3	+1
A consultant/service provider	1%	0	-1
Other	1%	-2	-1

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	59%	-4	+1
Inappropriate and unfair application of work policies or rules	36%	+6	-6
Other	24%	-10	-2
'Initiations' or pranks	18%	+14	+10
Physical behaviour (e.g. assault or aggressive body language)	7%	-3	-4
Interference with your personal property or work equipment	5%	-3	-3
Cyber bullying	3%	-1	-3

Did you report the BULLYING?

No



Yes

Why did you not report the BULLYING?	Proportion	vs 2016	vs Qld public sector
I did not want to upset relationships in the workplace	46%	-3	+6
I did not think any action would be taken	42%	-7	-14
I did not think it was worth the hassle of going through the report process	31%	-8	-7
It could affect my career	27%	-7	-18
I did not have enough evidence	25%	+5	+5
I did not think the bullying was serious enough	25%	+16	+9
Managers accepted the behaviour	17%	-3	-16
Other	14%	+1	+3
The matter was resolved informally	5%	-8	-2
I did not know how to report it	3%	0	-2

13 Your view

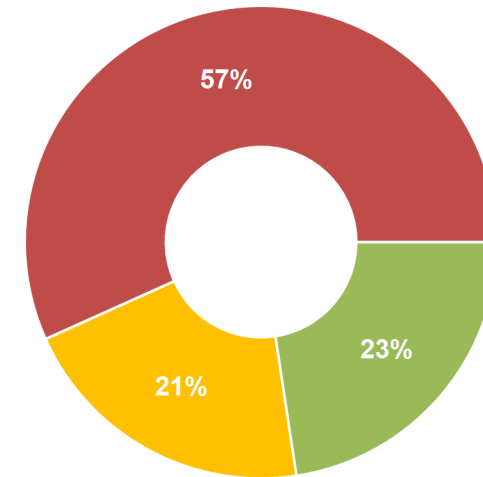
Purpose

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.

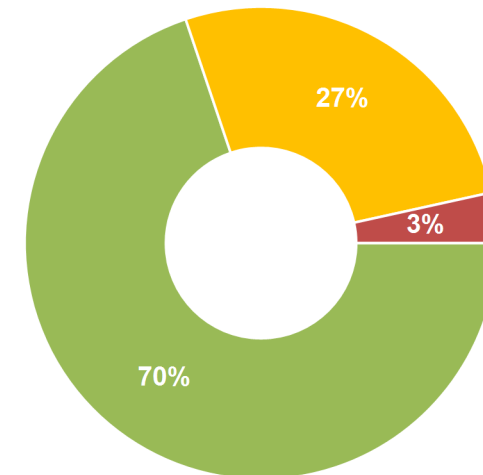
Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Yes	23%	0	-8
No	57%	-3	+1
No, but I have not worked long in my organisation	21%	+3	+7



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	70%	+5	+8
Neutral	27%	-4	-5
Negative	3%	-1	-2



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)
South West Hospital and Health Service	562	66%	57%	67%
Managerial status				
Yes	101	74%	60%	78%
No	458	65%	56%	64%
Employment status				
Permanent	455	66%	55%	66%
Non-permanent	104	68%	63%	68%
Full-time status				
Full-time basis	400	65%	56%	67%
Part-time basis	156	69%	60%	66%
FTE Salary				
Under \$50,000	114	70%	67%	64%
\$50,000 - \$69,999	160	67%	58%	62%
\$70,000 - \$89,999	130	66%	54%	67%
\$90,000 or over	147	63%	51%	73%
Time in agency				
Less than 2 years	171	70%	65%	67%
2 to less than 6 years	154	63%	56%	69%
6 to less than 10 years	64	64%	53%	69%
10 to less than 14 years	49	63%	52%	63%
14 to less than 16 years	24	74%	47%	60%
16 to less than 20 years	31	66%	58%	61%
20 years or more	68	66%	48%	67%

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).

		Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
<i>"Restricted" indicates a group with less than 10 respondents</i>					
South West Hospital and Health Service		562	66%	57%	67%
Age					
	34 years or younger	167	68%	63%	68%
	35 to 44 years	116	65%	49%	69%
	45 to 54 years	131	63%	50%	61%
	55 years or older	146	69%	62%	69%
Gender*					
	Female	485	66%	56%	68%
	Male	75	71%	60%	63%
	X	0	Restricted	Restricted	Restricted
Type of work					
	Direct service delivery	312	67%	56%	68%
	Corporate services and administrative support/clerical	130	68%	61%	70%
	Other	107	62%	50%	57%
Clinical versus non-clinical					
	Clinical	300	68%	56%	70%
	Non-clinical	248	65%	57%	63%
Shiftwork					
	Yes	161	66%	58%	61%
	No	393	67%	57%	70%

*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 workshoping.

Strategic priorities		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Agency engagement							
Q33a	I would recommend my organisation as a great place to work	68%	+3	24%	0	9%	-3
Q33b	I am proud to tell others I work for my organisation	72%	+2	22%	0	6%	-2
Q33c	I feel strong personal attachment to my organisation	63%	+2	27%	-1	9%	-1
Q33d	My organisation motivates me to help it achieve its objectives	64%	+4	27%	-2	9%	-2
Q33e	My organisation inspires me to do the best in my job	65%	+4	26%	-3	9%	-1
Organisational leadership							
Q31a	In my organisation, the leadership is of high quality	58%	-1	27%	+1	15%	0
Q31c	Management model the behaviours expected of all employees	55%	0	23%	-2	22%	+2
Q31d	In my organisation, the leadership operates with a high level of integrity	57%	+1	28%	-1	15%	0
Q31f	My organisation is well managed	56%	+3	28%	-2	16%	-1
Innovation							
Q27a	I get the opportunity to develop new and better ways of doing my job	68%	+4	24%	+2	9%	-6
Q27b	I am encouraged to make suggestions about improving work processes and/or services	72%	-4	18%	+4	10%	0
Q27c	Management is willing to act on suggestions to improve how things are done	62%	-1	23%	0	15%	+1
Q27d	My workgroup uses research and expertise to identify better practice	62%	0	28%	0	10%	0
Q27e	My workgroup always tries to improve its performance	76%	+1	16%	-2	8%	+1
Q27f	My organisation is open to new ideas	62%	-2	26%	+3	12%	-1

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
Job empowerment							
Q22a	I have a choice in deciding how I do my work	75%	+4	16%	-1	9%	-3
Q22b	I have the tools I need to do my job effectively	76%	-1	14%	0	10%	0
Q22c	I get the information I need to do my job well	75%	+1	17%	+1	8%	-2
Q22d	I have the authority necessary to do my job effectively	78%	+2	14%	-1	9%	-1
Q22e	My job gives me opportunities to utilise my skills	84%	+5	10%	-1	6%	-4
Q34b	Your ability to work on your own initiative	85%	-2	11%	+2	4%	-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	34%	-5	37%	+5	28%	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	46%	-5	31%	+5	23%	+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	49%	-4	31%	+4	19%	0
Learning and development							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	71%	+2	18%	+1	11%	-4
Q28e	I am able to access relevant learning and development opportunities	73%	+4	17%	-1	10%	-3
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	69%	0	24%	+3	7%	-2
Q28g	I am satisfied with the opportunities available for career development	58%	-1	24%	+2	18%	-1
Q31b	My organisation is committed to developing its employees	61%	+1	26%	+2	13%	-3

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
My workgroup							
Q24a	People in my workgroup treat each other with respect	66%	-3	18%	+4	16%	-1
Q24b	I receive help and support from other people in my workgroup	78%	-1	14%	+1	8%	0
Q24c	People in my workgroup are honest, open and transparent in their dealings	66%	+2	18%	-2	16%	0
Q24d	People in my workgroup use their time and resources efficiently	62%	-2	21%	+1	17%	+1
Q24e	People in my workgroup treat customers with respect	84%	0	10%	0	6%	0
Q24f	People in my workgroup are committed to delivering excellent service to customers	81%	-1	12%	-1	7%	+2
Q24g	People in my workgroup do their jobs effectively	70%	-3	19%	+2	12%	+1
My manager							
Q29a	My manager treats employees with dignity and respect	81%	0	11%	+1	8%	0
Q29b	My manager listens to what I have to say	79%	-1	13%	+2	9%	0
Q29c	My manager keeps me informed about what's going on	71%	+1	15%	0	14%	-1
Q29d	My manager understands my work	73%	-3	15%	+4	12%	-1
Q29e	My manager creates a shared sense of purpose	74%	+2	15%	0	10%	-2
Q29f	My manager demonstrates honesty and integrity	81%	0	11%	0	7%	0
Q29g	My manager draws the best out of me	66%	+1	22%	-1	12%	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.

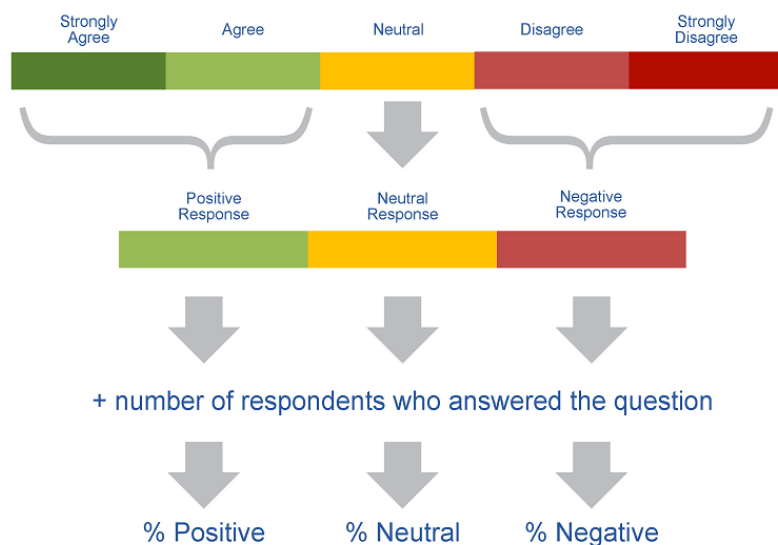
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Organisational fairness							
Q25f	Performance is assessed and rewarded fairly in my workplace	43%	-2	32%	0	24%	+2
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	47%	-4	25%	+2	29%	+2
Q25h	People are treated fairly and consistently in my workplace	58%	0	19%	-3	23%	+3
Q25i	People take responsibility for their decisions and actions in my workplace	52%	-1	26%	0	22%	+1
Q31e	Recruitment and promotion decisions in this organisation are fair	50%	0	28%	0	22%	0
Anti-discrimination							
Q32a	Age is not a barrier to success in my organisation	76%	-6	17%	+2	7%	+4
Q32b	Gender is not a barrier to success in my organisation	81%	-4	16%	+4	3%	0
Q32c	Disability is not a barrier to success in my organisation	67%	-6	28%	+5	5%	+2
Q32d	Cultural background is not a barrier to success in my organisation	80%	-2	17%	+2	3%	0
Q32e	Sexual orientation is not a barrier to success in my organisation	80%	0	17%	-1	2%	+1

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.