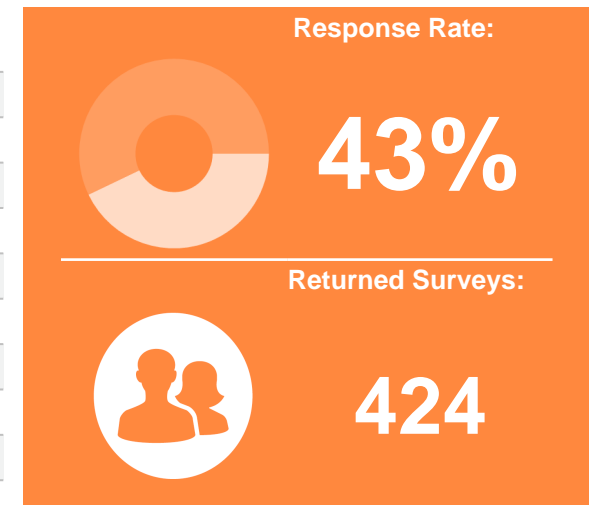


## Torres and Cape Hospital & Health Service

## Highlight Report

### Report Content

Reporting Framework	
STRATEGIC PRIORITIES	01 Driver analysis scorecard
	02 Factors
	03 Factors by division
WORKPLACE CLIMATE	04 Workplace climate
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### Purpose

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

### Note on the response rate

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

## Reporting Framework

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

### Strategic priorities: driver analysis

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

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



### Workplace climate

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

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

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

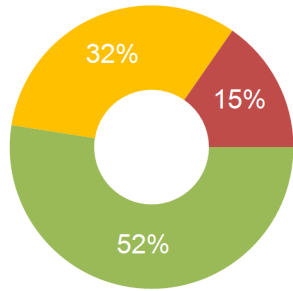


# 01 Driver analysis scorecard

## Purpose

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

### Agency engagement



% positive change since 2016

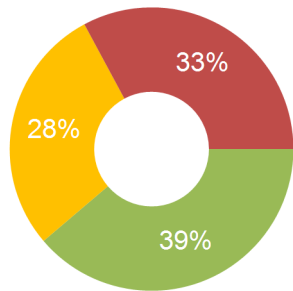
**-2**

#### Top 3 drivers

#### % Positive

Driver	2016	2017
Organisational leadership	39%	39%
Learning and development	53%	57%
My workgroup	70%	70%

### Organisational Leadership



% positive change since 2016

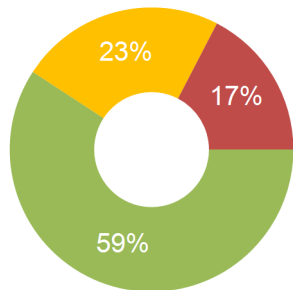
**0**

#### Top 3 drivers

#### % Positive

Driver	2016	2017
Organisational fairness	39%	38%
Anti-discrimination	70%	68%
My manager	62%	64%

### Innovation



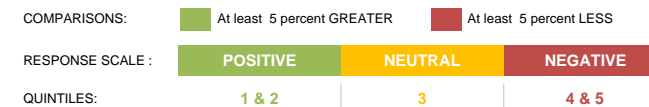
% positive change since 2016

**+4**

#### Top 3 drivers

#### % Positive

Driver	2016	2017
My manager	62%	64%
Learning and development	53%	57%
Job empowerment	70%	71%



## 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*	52	32	15	52%	-2	-6	41 - 82	5
Job empowerment	71	15	14	71%	+2	0	60 - 86	3
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	36	31	33	36%	0	-4	29 - 68	4
Learning and development	57	23	20	57%	+4	+1	33 - 82	2
My workgroup	70	16	14	70%	0	-6	58 - 92	5
My manager	64	18	18	64%	+2	-7	57 - 84	5
Organisational leadership*	39	28	33	39%	0	-12	29 - 85	5
Organisational fairness	38	27	34	38%	0	-4	26 - 67	4
Anti-discrimination	68	23	9	68%	-2	+2	48 - 96	3
Innovation*	59	23	17	59%	+4	0	46 - 89	4

## 03 Factors by division

### Purpose

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

*This section shows the % positive scores for divisions within the agency*

	Torres and Cape Hospital & Health Service % positive	Cairns Hub - Executive / Corporate Services	Cooktown MPHS	Northern Primary Health Care & Programs	Primary Health Care Centres - East	Primary Health Care Centres - North	Primary Health Care Centres - West	Southern Primary Health Care & Programs	Thursday Island Hospital	Weipa IHS
Number of respondents	424	126	46	23	13	41	14	21	43	61
Agency engagement*	<b>52%</b>	52%	50%	51%	57%	54%	55%	34%	52%	66%
Job empowerment	<b>71%</b>	73%	72%	60%	86%	76%	84%	59%	66%	79%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	<b>36%</b>	42%	41%	35%	31%	28%	24%	28%	33%	44%
Learning and development	<b>57%</b>	53%	63%	64%	60%	64%	66%	41%	52%	66%
My workgroup	<b>70%</b>	76%	69%	69%	91%	53%	64%	60%	60%	80%
My manager	<b>64%</b>	74%	57%	47%	73%	51%	84%	49%	59%	72%
Organisational leadership*	<b>39%</b>	43%	31%	24%	47%	33%	41%	23%	37%	53%
Organisational fairness	<b>38%</b>	37%	35%	32%	56%	37%	44%	24%	34%	51%
Anti-discrimination	<b>68%</b>	69%	60%	74%	60%	72%	58%	62%	65%	82%
Innovation*	<b>59%</b>	69%	54%	50%	68%	51%	61%	45%	48%	70%

## 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*	50	27	23	<b>50%</b>	-3	-4	<b>43 - 82</b>	<b>5</b>
<span style="color: green;">●</span> Effectiveness and innovation*	56	22	22	<b>56%</b>	+2	-1	<b>49 - 77</b>	<b>4</b>
<span style="color: purple;">●</span> People and relationships	71	16	14	<b>71%</b>	+1	<b>-5</b>	<b>56 - 92</b>	<b>5</b>
<span style="color: teal;">●</span> Fairness and trust*	56	24	20	<b>56%</b>	+1	-2	<b>46 - 78</b>	<b>4</b>
<span style="color: orange;">●</span> Performance and development	55	24	21	<b>55%</b>	+4	-1	<b>41 - 74</b>	<b>3</b>
<span style="color: blue;">●</span> Leadership and engagement	54	25	21	<b>54%</b>	+1	<b>-8</b>	<b>49 - 81</b>	<b>5</b>
<span style="color: lightblue;">●</span> My job	79	12	9	<b>79%</b>	-1	+2	<b>58 - 89</b>	<b>2</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.

	Torres and Cape Hospital & Health Service % positive	Cairns Hub - Executive / Corporate Services	Cooktown MPHS	Northern Primary Health Care & Programs	Primary Health Care Centres - East	Primary Health Care Centres - North	Primary Health Care Centres - West	Southern Primary Health Care & Programs	Thursday Island Hospital	Weipa IHS
<i>This section shows the % positive scores for divisions within the agency</i>										
Number of respondents	424	126	46	23	13	41	14	21	43	61
<span style="color: red;">●</span> Safety, health and wellness*	50%	55%	49%	45%	53%	45%	48%	38%	44%	62%
<span style="color: green;">●</span> Effectiveness and innovation*	56%	60%	54%	52%	63%	52%	61%	47%	50%	65%
<span style="color: purple;">●</span> People and relationships	71%	77%	69%	69%	92%	53%	65%	60%	61%	81%
<span style="color: teal;">●</span> Fairness and trust*	56%	59%	49%	53%	63%	54%	55%	48%	52%	66%
<span style="color: orange;">●</span> Performance and development	55%	55%	58%	58%	59%	58%	62%	34%	50%	63%
<span style="color: blue;">●</span> Leadership and engagement	54%	59%	49%	43%	62%	48%	65%	38%	51%	66%
<span style="color: lightblue;">●</span> My job	79%	79%	79%	80%	97%	88%	87%	71%	71%	86%

\* 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.

<span style="color: red;">●</span> Safety, health and wellness		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement	27	31	42	27%	+3	-4
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	36	32	32	36%	-3	-7
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	46	30	25	46%	+2	0
Q23f	My work contributes positively to my quality of life*	44	35	21	44%	-	0
Q24h	People in my workgroup are committed to workplace safety	78	15	7	78%	+3	-4
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	61	23	16	61%	-	-6
Q25b	My workplace culture supports people to achieve a good work/life balance	61	21	18	61%	+3	-1
Q25c	There is adequate focus on workplace safety at my workplace	68	20	12	68%	0	-10

\* 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*	47	26	28	47%	-	-2
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	43	25	32	43%	-	-8
Q31h	The wellbeing of employees is a priority for my organisation*	40	29	31	40%	-	-9
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	35	26	38%	-	-3
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	62	24	13	62%	-5	-2
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	54	33	13	54%	-	-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		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q22b	I have the tools I need to do my job effectively	67	16	18	67%	+6	-4
Q22c	I get the information I need to do my job well	65	19	16	65%	+2	-2
Q22d	I have the authority necessary to do my job effectively	65	18	18	65%	+3	-5
Q23c	I feel my job is secure	53	21	26	53%	0	-5
Q23d	There is too much 'red tape' in my work (e.g. Regulatory or administrative processes) <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	20	29	51	20%	-1	+1
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	62	20	18	62%	-	-3
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	10	31	59	10%	-3	-9
Q25e	Disruptions and/or noise at my workplace make it hard to get things done <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	38	27	36	38%	0	-8
Q26a	My workplace has undergone significant change in the past 12 months	55	31	14	55%	-1	+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.

<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	63	21	16	63%	+6	+6
Q27b	I am encouraged to make suggestions about improving work processes and/or services	67	18	15	67%	+3	-1
Q27c	Management is willing to act on suggestions to improve how things are done	55	20	25	55%	+6	+2
Q27d	My workgroup uses research and expertise to identify better practice	55	29	16	55%	+5	-1
Q27e	My workgroup always tries to improve its performance	66	23	11	66%	+1	-4
Q27f	My organisation is open to new ideas	50	29	21	50%	+5	-5
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	69	12	19	69%	-4	0
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	86	10	4	86%	+1	+8
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	69	20	11	69%	-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: purple;">●</span> People and relationships		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q24a	People in my workgroup treat each other with respect	68	15	16	68%	-2	-6
Q24b	I receive help and support from other people in my workgroup	79	10	10	79%	+1	-4
Q24c	People in my workgroup are honest, open and transparent in their dealings	60	20	20	60%	+2	-7
Q24d	People in my workgroup use their time and resources efficiently	59	19	22	59%	0	-5
Q24e	People in my workgroup treat customers with respect	81	12	7	81%	+3	-5
Q24f	People in my workgroup are committed to delivering excellent service to customers	77	15	7	77%	0	-6
Q24g	People in my workgroup do their jobs effectively	68	19	14	68%	-1	-7
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	75	13	12	75%	+3	-4

## 06 Workplace climate by item (cont.)

### Purpose

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

New items were added to this index in 2017.

<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	70	18	12	70%	+1	-2
Q25f	Performance is assessed and rewarded fairly in my workplace	34	37	29	34%	0	-2
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	34	22	44	34%	-3	-4
Q25h	People are treated fairly and consistently in my workplace	44	23	33	44%	0	-7
Q25i	People take responsibility for their decisions and actions in my workplace	46	26	28	46%	-2	-6
Q25j	I am able to speak up and share a different view to my colleagues and manager*	72	13	15	72%	-	0
Q30a	My senior manager demonstrates honesty and integrity	61	21	18	61%	+8	-9
Q31e	Recruitment and promotion decisions in this organisation are fair	34	28	38	34%	+2	-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.

● 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	53	31	16	<b>53%</b>	-	0
Q32a	Age is not a barrier to success in my organisation	71	20	9	<b>71%</b>	-2	+6
Q32b	Gender is not a barrier to success in my organisation	73	18	9	<b>73%</b>	-2	+3
Q32c	Disability is not a barrier to success in my organisation	61	33	7	<b>61%</b>	0	+4
Q32d	Cultural background is not a barrier to success in my organisation	68	18	14	<b>68%</b>	-3	-2
Q32e	Sexual orientation is not a barrier to success in my organisation	70	26	4	<b>70%</b>	-1	+1
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	46	23	31	<b>46%</b>	-3	-8
Q32g	Women and men have equal access to work experiences that support career progression*	65	25	10	<b>65%</b>	-	-2

\* New in 2017, no trend

## 06 Workplace climate by item (cont.)

### Purpose

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

		Performance and development			Response scale (%)	% positive	vs 2016	vs Qld public sector
Q28a	I receive useful feedback on my performance	51	26	23	51%	0	-6	
Q28b	My performance is assessed against clear criteria	47	31	23	47%	+6	-4	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	64	18	18	64%	+7	+1	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	40	33	27	40%	0	-1	
Q28e	I am able to access relevant learning and development opportunities	67	21	12	67%	+6	+5	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	65	24	12	65%	+4	+6	
Q28g	I am satisfied with the opportunities available for career development	46	24	30	46%	0	+2	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	54	22	24	54%	+8	-1	
Q28i	I develop new knowledge and skills through undertaking tasks at work	72	17	10	72%	+1	0	
Q31b	My organisation is committed to developing its employees	45	27	27	45%	+4	-7	

## 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	70	15	15	70%	+3	-8
Q29b	My manager listens to what I have to say	69	13	18	69%	-1	-8
Q29c	My manager keeps me informed about what's going on	59	19	22	59%	+4	-9
Q29d	My manager understands my work	66	15	19	66%	+1	-7
Q29e	My manager creates a shared sense of purpose	63	17	20	63%	+3	-5
Q29f	My manager demonstrates honesty and integrity	69	16	15	69%	+1	-7
Q29g	My manager draws the best out of me	53	27	20	53%	+1	-4
Q31a	In my organisation, the leadership is of high quality	40	27	33	40%	+1	-13



## 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	36	28	36	36%	-5	-14
Q31d	In my organisation, the leadership operates with a high level of integrity	44	27	29	44%	+2	-11
Q31f	My organisation is well managed	36	31	34	36%	+1	-12
Q33a	I would recommend my organisation as a great place to work	51	31	18	51%	-4	-10
Q33b	I am proud to tell others I work for my organisation	59	31	10	59%	-3	-8
Q33c	I feel strong personal attachment to my organisation	55	33	12	55%	-1	-4
Q33d	My organisation motivates me to help it achieve its objectives	49	32	20	49%	+1	-5
Q33e	My organisation inspires me to do the best in my job	49	34	18	49%	-1	-4

## 06 Workplace climate by item (cont.)

### Purpose

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

<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	90	6	4	90%	+1	+1
Q21b	I understand how my work contributes to my organisation's objectives	90	6	4	90%	-1	-1
Q22a	I have a choice in deciding how I do my work	72	16	12	72%	0	+4
Q22e	My job gives me opportunities to utilise my skills	80	9	12	80%	+2	+5
Q22f	I enjoy the work in my current job	77	15	8	77%	-3	+1
Q22g	My job gives me a feeling of personal accomplishment	71	17	12	71%	-4	+2
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	79	13	9	79%	+1	+3
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	83	10	7	83%	-1	+3
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	71	16	14	71%	-2	-2

## 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 have had productive conversations with my manager on my performance in the past 12 months	Performance and development	54%	+8
My senior manager demonstrates honesty and integrity	Fairness and trust	61%	+8
In my organisation, there are opportunities for me to develop my skills and knowledge	Performance and development	64%	+7
I am able to access relevant learning and development opportunities	Performance and development	67%	+6
My performance is assessed against clear criteria	Performance and development	47%	+6

The survey items with the most negative change	Index	% positive 2017	vs 2016
Management model the behaviours expected of all employees	Leadership and engagement	36%	-5
Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	Safety, health and wellness	62%	-5
My job gives me a feeling of personal accomplishment	My job	71%	-4
Your physical working environment % positive indicates those who responded with "very satisfied" or "satisfied"	Effectiveness and innovation	69%	-4
I would recommend my organisation as a great place to work	Leadership and engagement	51%	-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
Upholds ethical standards and principles	34%	+3
Builds effective working relationships with others	28%	-1
Empowers their team to perform at their best	28%	-4
Supports their team to adapt to change	28%	0
Responds confidently when faced with uncertainty	27%	+2
Encourages a strong customer and stakeholder focus	25%	-1
Implements improved ways of doing things	23%	+3
Takes responsibility for team development	23%	+7
Applies sound business management skills	21%	+7
Delegates work effectively and monitors performance	19%	-5
Describes how their team's work aligns to organisational objectives	19%	+1
Demonstrates sound judgment	18%	-9
Actively seeks feedback for personal development	6%	-1
Empowers their team to perform at their best	41%	+5
Builds effective working relationships with others	35%	-5
Responds confidently when faced with uncertainty	25%	-1
Upholds ethical standards and principles	25%	-2
Implements improved ways of doing things	24%	-1
Takes responsibility for team development	24%	+6
Demonstrates sound judgment	24%	-6
Delegates work effectively and monitors performance	22%	+4
Actively seeks feedback for personal development	21%	0
Supports their team to adapt to change	19%	+1
Encourages a strong customer and stakeholder focus	16%	-2
Applies sound business management skills	13%	-1
Describes how their team's work aligns to organisational objectives	10%	+2

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

### Purpose

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

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

Leadership levels are defined as follows:

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

### DEMONSTRATED

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

### NOT DEMONSTRATED

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

Proportion vs Qld public sector

Responds confidently when faced with uncertainty	31%	+6
Upholds ethical standards and principles	28%	-3
Encourages a strong customer and stakeholder focus	27%	0
Supports their team to adapt to change	27%	+1
Implements improved ways of doing things	25%	+5
Builds effective working relationships with others	24%	-5
Delegates work effectively and monitors performance	24%	+1
Applies sound business management skills	22%	+4
Describes how their team's work aligns to organisational objectives	22%	+3
Empowers their team to perform at their best	22%	-5
Demonstrates sound judgment	20%	-9
Takes responsibility for team development	18%	+1
Actively seeks feedback for personal development	8%	+1
Empowers their team to perform at their best	30%	-5
Actively seeks feedback for personal development	28%	-3
Takes responsibility for team development	28%	-2
Builds effective working relationships with others	27%	+3
Delegates work effectively and monitors performance	27%	-3
Describes how their team's work aligns to organisational objectives	27%	+6
Supports their team to adapt to change	27%	+1
Implements improved ways of doing things	26%	-5
Responds confidently when faced with uncertainty	18%	-1
Demonstrates sound judgment	17%	+3
Encourages a strong customer and stakeholder focus	17%	+5
Upholds ethical standards and principles	16%	+3
Applies sound business management skills	10%	-3

## 08 Leadership behaviour in your agency: Program Manager

### Purpose

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

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

Leadership levels are defined as follows:

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

### POSITIVE IMPACT

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

### SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Takes a 'big picture' view of issues or problems	33%	-2
Takes responsibility for upholding ethical standards and principles	33%	+9
Encourages innovative ideas and solutions	29%	+4
Manages and prioritises resources to achieve the best outcomes	29%	-3
Demonstrates sound judgment	27%	-1
Builds effective networks across the organisation and sector	24%	+3
Encourages collaboration and inclusion across workgroups	23%	-6
Empowers individuals and teams to build capability	20%	-7
Motivates others to perform at their best	20%	0
Leads change and culture initiatives	17%	+2
Manages ambiguity and politics effectively	17%	0
Demonstrates sound business acumen	16%	0
Actively seeks feedback for personal development	7%	0
Empowers individuals and teams to build capability	30%	-2
Manages and prioritises resources to achieve the best outcomes	30%	-6
Motivates others to perform at their best	30%	-6
Demonstrates sound judgment	27%	0
Encourages innovative ideas and solutions	26%	+6
Takes a 'big picture' view of issues or problems	26%	-1
Takes responsibility for upholding ethical standards and principles	25%	+5
Leads change and culture initiatives	23%	+1
Builds effective networks across the organisation and sector	21%	0
Encourages collaboration and inclusion across workgroups	20%	+3
Actively seeks feedback for personal development	17%	-1
Manages ambiguity and politics effectively	17%	+3
Demonstrates sound business acumen	8%	-2

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

### Purpose

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

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

Leadership levels are defined as follows:

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

### DEMONSTRATED

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

### NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Manages and prioritises resources to achieve the best outcomes	34%	0
Takes responsibility for upholding ethical standards and principles	29%	+6
Encourages innovative ideas and solutions	27%	+4
Encourages collaboration and inclusion across workgroups	26%	-1
Takes a 'big picture' view of issues or problems	26%	-9
Demonstrates sound judgment	22%	-9
Builds effective networks across the organisation and sector	21%	-3
Empowers individuals and teams to build capability	20%	-3
Manages ambiguity and politics effectively	19%	+1
Motivates others to perform at their best	19%	-1
Demonstrates sound business acumen	18%	0
Leads change and culture initiatives	18%	+3
Actively seeks feedback for personal development	13%	+6
Empowers individuals and teams to build capability	41%	+6
Manages and prioritises resources to achieve the best outcomes	37%	+11
Leads change and culture initiatives	29%	+4
Encourages innovative ideas and solutions	26%	0
Motivates others to perform at their best	26%	-7
Manages ambiguity and politics effectively	24%	-3
Actively seeks feedback for personal development	22%	-7
Takes responsibility for upholding ethical standards and principles	20%	+6
Builds effective networks across the organisation and sector	18%	+1
Encourages collaboration and inclusion across workgroups	17%	-7
Demonstrates sound judgment	14%	+1
Takes a 'big picture' view of issues or problems	13%	-6
Demonstrates sound business acumen	11%	+2

## 08 Leadership behaviour in your agency: Senior Officer

### Purpose

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

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

Leadership levels are defined as follows:

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

### POSITIVE IMPACT

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

### SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Models high levels of ethical and professional behaviour	41%	+2
Stands behind their decisions in the face of adversity	35%	+6
Directs and prioritises resources to achieve the best outcomes	32%	+3
Builds strong relationships that influence organisational and sector outcomes	28%	+1
Navigates complex issues, politics and ambiguous situations effectively	25%	-12
Creates a culture of continuous improvement	23%	0
Adopts a system-wide view of issues to inform action	20%	-1
Demonstrates commercial acumen in managing corporate risk	20%	+6
Is compelling when communicating the organisational strategy	19%	+4
Seeks feedback to strengthen leadership approach	19%	+5
Inspires others to perform at their best	14%	-8
Leads change with agility	11%	-2
Nurtures a learning and development culture	11%	-5
Inspires others to perform at their best	42%	0
Creates a culture of continuous improvement	37%	+11
Builds strong relationships that influence organisational and sector outcomes	35%	0
Models high levels of ethical and professional behaviour	33%	-5
Directs and prioritises resources to achieve the best outcomes	30%	+5
Navigates complex issues, politics and ambiguous situations effectively	25%	-5
Leads change with agility	19%	-2
Nurtures a learning and development culture	19%	+5
Seeks feedback to strengthen leadership approach	19%	-1
Stands behind their decisions in the face of adversity	18%	+3
Is compelling when communicating the organisational strategy	11%	-2
Adopts a system-wide view of issues to inform action	9%	-4
Demonstrates commercial acumen in managing corporate risk	3%	-5



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

### Purpose

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

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

Leadership levels are defined as follows:

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

### DEMONSTRATED

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

### NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Models high levels of ethical and professional behaviour	35%	0
Directs and prioritises resources to achieve the best outcomes	30%	0
Stands behind their decisions in the face of adversity	30%	+3
Builds strong relationships that influence organisational and sector outcomes	29%	+1
Navigates complex issues, politics and ambiguous situations effectively	25%	-10
Adopts a system-wide view of issues to inform action	24%	+2
Creates a culture of continuous improvement	24%	+2
Demonstrates commercial acumen in managing corporate risk	23%	+7
Inspires others to perform at their best	22%	+1
Seeks feedback to strengthen leadership approach	16%	+3
Is compelling when communicating the organisational strategy	15%	-2
Nurtures a learning and development culture	14%	-1
Leads change with agility	10%	-5
Inspires others to perform at their best	41%	+4
Seeks feedback to strengthen leadership approach	37%	+2
Directs and prioritises resources to achieve the best outcomes	31%	+4
Builds strong relationships that influence organisational and sector outcomes	30%	+8
Creates a culture of continuous improvement	30%	+3
Models high levels of ethical and professional behaviour	22%	+4
Nurtures a learning and development culture	22%	-4
Adopts a system-wide view of issues to inform action	20%	+2
Is compelling when communicating the organisational strategy	17%	-3
Leads change with agility	15%	-7
Demonstrates commercial acumen in managing corporate risk	11%	+1
Navigates complex issues, politics and ambiguous situations effectively	11%	-6
Stands behind their decisions in the face of adversity	11%	-8

## 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
Models high levels of ethical and professional behaviour	64%	+15
Creates a culture of continuous improvement	50%	+19
Inspires others to perform at their best	36%	-15
Navigates complex issues, politics and ambiguous situations effectively	36%	+9
Builds strong relationships that influence organisational and sector outcomes	29%	-3
Directs and prioritises resources to achieve the best outcomes	29%	+9
Seeks feedback to strengthen leadership approach	21%	+6
Leads change with agility	14%	+1
Nurtures a learning and development culture	14%	-8
Is compelling when communicating the organisational strategy	7%	-6
Adopts a system-wide view of issues to inform action	0%	-8
Demonstrates commercial acumen in managing corporate risk	0%	-2
Stands behind their decisions in the face of adversity	0%	-17
Inspires others to perform at their best	69%	+30
Models high levels of ethical and professional behaviour	38%	+1
Builds strong relationships that influence organisational and sector outcomes	31%	-3
Navigates complex issues, politics and ambiguous situations effectively	31%	-4
Directs and prioritises resources to achieve the best outcomes	23%	-1
Creates a culture of continuous improvement	15%	-10
Leads change with agility	15%	-5
Seeks feedback to strengthen leadership approach	15%	-5
Stands behind their decisions in the face of adversity	15%	+3
Adopts a system-wide view of issues to inform action	8%	-10
Demonstrates commercial acumen in managing corporate risk	8%	+1
Nurtures a learning and development culture	8%	-7
Is compelling when communicating the organisational strategy	0%	-12

## 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
Nurtures a learning and development culture	50%	+33
Builds strong relationships that influence organisational and sector outcomes	25%	-2
Demonstrates commercial acumen in managing corporate risk	25%	+6
Directs and prioritises resources to achieve the best outcomes	25%	-5
Models high levels of ethical and professional behaviour	25%	-5
Navigates complex issues, politics and ambiguous situations effectively	25%	-10
Stands behind their decisions in the face of adversity	25%	+3
Adopts a system-wide view of issues to inform action	17%	-14
Creates a culture of continuous improvement	17%	-8
Seeks feedback to strengthen leadership approach	17%	+3
Inspires others to perform at their best	8%	-7
Is compelling when communicating the organisational strategy	8%	-11
Leads change with agility	8%	-3
Directs and prioritises resources to achieve the best outcomes	46%	+17
Models high levels of ethical and professional behaviour	46%	+21
Builds strong relationships that influence organisational and sector outcomes	38%	+16
Seeks feedback to strengthen leadership approach	38%	+7
Navigates complex issues, politics and ambiguous situations effectively	31%	+12
Inspires others to perform at their best	23%	-10
Leads change with agility	23%	+2
Nurtures a learning and development culture	23%	0
Adopts a system-wide view of issues to inform action	8%	-11
Creates a culture of continuous improvement	8%	-21
Is compelling when communicating the organisational strategy	8%	-14
Stands behind their decisions in the face of adversity	8%	-9
Demonstrates commercial acumen in managing corporate risk	0%	-8

## 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	59%	-6	+15
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	41%	+6	-15
None of the above	59%	-6	+15
Flexible work hours for example accumulated hours as 'flexitime'*	12%	-	-17
Part time work	10%	0	-7
Flexible work hours for example start late or early to meet responsibilities external to work*	9%	-	-3
Leave at half pay	4%	+1	0
Other, please specify	4%	+1	+2
Casual/on call	4%	-1	+1
Compressed work hours	2%	0	0
Job sharing	2%	-2	+1
Hot desks	1%	0	-2
Term-time working	1%	+1	+1
Telecommuting	1%	0	-3
Purchased leave/extended leave/deferred salary schemes	1%	-1	0
Part-year work/annualised hours	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	18%	+5	-1
No, I have not made a request but I am content with my current arrangements	69%	-3	0
No, I have not made a request but I am not content with my current arrangements	13%	-2	+1

### 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	68%	+1
Partially granted	16%	+2
Declined – no reason given	3%	-4
Declined – reason provided	8%	0
I have not received a reply as yet	5%	+1

\* New in 2017, no trend

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

	Proportion	vs 2016	vs Qld public sector
I feel flexibility is not possible in my current job	37%	-2	+7
None of the Above*	30%	-	+6
Flexible working is frowned upon/not supported by my workplace culture	24%	+5	-6
I didn't feel confident presenting my case or negotiating arrangements with my manager	19%	-2	-3
I was concerned that it may negatively impact my team	19%	+9	0
I didn't feel I had the right to	17%	-8	0
I don't feel confident in my manager's ability to manage staff working flexibly	11%	-2	-1
I feel the technology I currently have access to does not support flexible working	7%	-2	+1
I felt it would limit my career	7%	-1	-12
I felt it would limit my access to training and development	6%	+2	-1

\* New in 2017, no trend

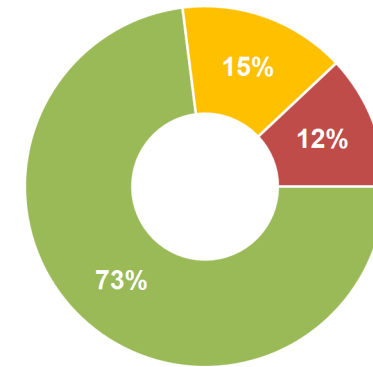
## 10 Domestic and family violence

### 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>	73%	+4	-3
<b>No</b>	12%	-6	0
<b>Don't know</b>	15%	+1	+3



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	79%	+6	-7
<b>No</b>	9%	-11	+1
<b>Don't Know</b>	13%	+5	+6

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	71%	+4	-1
<b>No</b>	14%	-4	0
<b>Don't Know</b>	16%	0	+1

## 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>84%</b>	+1	+2
If I was approached directly by an employee affected by domestic and family violence, I am confident in my ability to provide appropriate levels of support	<b>84%</b>	+1	+2
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>83%</b>	0	+1

<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>80%</b>	+7	+9
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	<b>81%</b>	+5	+9

### 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>Non-managers</b> <i>Manage no employees</i>	<b>% proportion</b>	<b>vs Qld public sector</b>
<b>Yes</b>	<b>21%</b>	+6	<b>Yes</b>	<b>15%</b>	+9
<b>No</b>	<b>68%</b>	-12	<b>No</b>	<b>76%</b>	-12
<b>Don't Know</b>	<b>1%</b>	-1	<b>Don't Know</b>	<b>3%</b>	+1
<b>Prefer not to say</b>	<b>10%</b>	+7	<b>Prefer not to say</b>	<b>5%</b>	+2

\* New in 2017, no trend

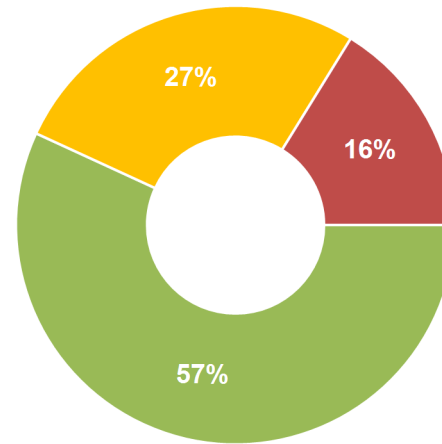
\* New in 2017, no trend

# 11 Intention to leave your organisation

## Purpose

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

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



**57%**

% positive change since 2016

**+1**

vs Qld public sector

**-10**

of employees agreed with the statement:

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

Reasons for leaving	Proportion	vs Qld public sector
The workplace culture	41%	+2
Career or job opportunities	36%	-16
Professional/personal development	33%	-2
Stress/Health	33%	0
Your relationship with your manager	27%	+4
Balancing work and life commitments	25%	+3
Family/carer responsibilities	18%	+5
Other (please specify)	18%	+7
Pay and conditions	18%	-10
Work hours	14%	0
Job security	14%	-5
The location of your workplace or the time spent commuting	12%	-6
Your relationship with your colleagues	12%	+1
Contract expiring	11%	-1
Fit between work and your interests	10%	-1
Retirement	10%	+2
Travel plans	10%	+4



## 12 Bullying and sexual harassment

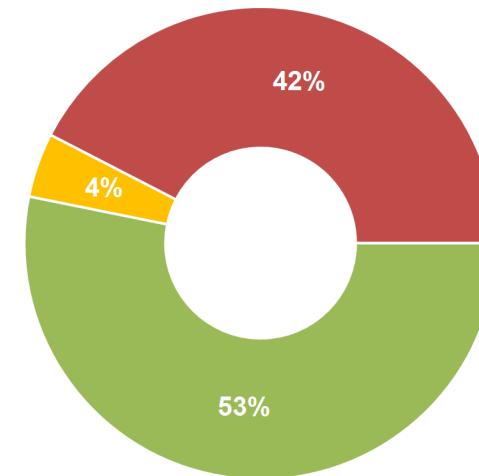
### Purpose

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

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

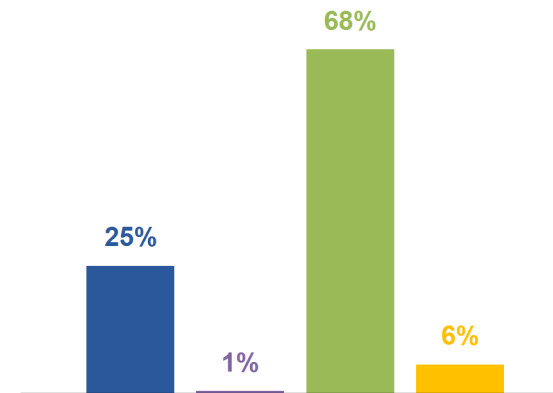
### During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
<b>Yes</b>	42%	-1	+15
<b>No</b>	53%	+2	-14
<b>Don't know</b>	4%	0	-1



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

	Proportion	vs 2016	vs Qld public sector
<b>Bullying</b>	25%	-3	+9
<b>Sexual Harassment</b>	1%	0	0
<b>No</b>	68%	+1	-10
<b>Don't Know</b>	6%	+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.

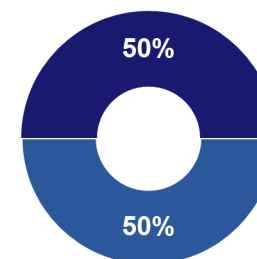
**NOTE:** Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	36%	-9	-7
A senior manager	30%	+2	-1
Your immediate manager/supervisor	27%	-16	-7
A group of fellow workers	14%	-1	0
A worker that reports to you	11%	+1	+6
A client/customer	7%	-1	-1
Prefer not to specify	7%	-1	-2
Other	3%	+2	+2
A member of the public	2%	-3	-3
A consultant/service provider	0%	-2	-2
A representative of another agency	0%	-2	-2

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	55%	-12	-3
Inappropriate and unfair application of work policies or rules	33%	-7	-9
Other	32%	+11	+5
Cyber bullying	11%	0	+5
'Initiations' or pranks	5%	+2	-2
Physical behaviour (e.g. assault or aggressive body language)	5%	-2	-6
Interference with your personal property or work equipment	4%	-5	-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 think any action would be taken	64%	+10	+8
I did not think it was worth the hassle of going through the report process	42%	+3	+5
It could affect my career	42%	-1	-3
I did not want to upset relationships in the workplace	38%	-7	-2
I did not have enough evidence	24%	-7	+4
I did not think the bullying was serious enough	24%	+5	+8
Managers accepted the behaviour	24%	-4	-9
Other	16%	+8	+5
I did not know how to report it	9%	+3	+4
The matter was resolved informally	9%	+1	+2

# 13 Your view

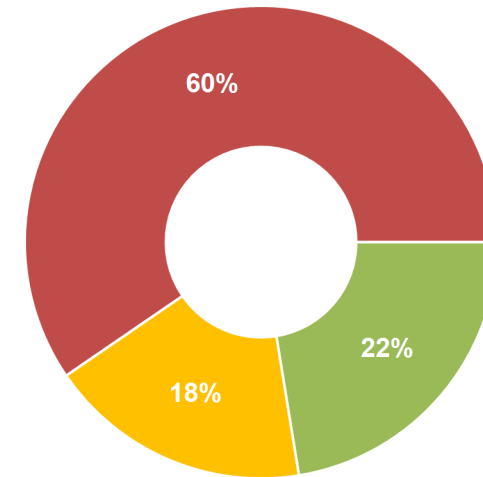
## Purpose

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.

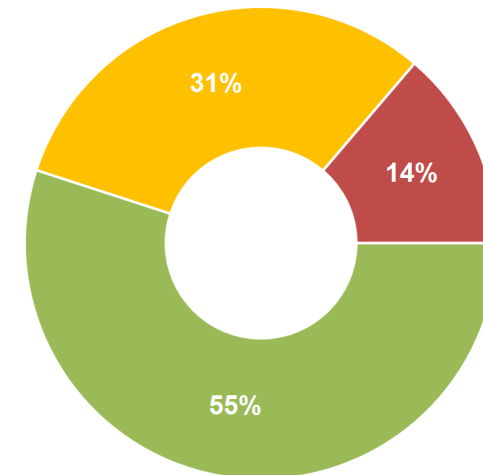
## Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
<b>Yes</b>	22%	+10	-8
<b>No</b>	60%	-5	+4
<b>No, but I have not worked long in my organisation</b>	18%	-5	+4



## 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>	55%	+1	-7
<b>Neutral</b>	31%	-6	-1
<b>Negative</b>	14%	+4	+8



## 14 Agency specific questions

### Purpose

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

	Response scale (%)			% positive 2017	vs 2016
I value the opportunity to engage with Executives and senior leaders	73	20	7	73%	-
Communication from the organisation's leaders is effective and timely	44	29	27	44%	-
Leaders in our Health Service work to create a fair and supportive workplace	45	29	26	45%	-
I am confident that management are proactively seeking to improve our workplace	49	28	22	49%	-
I feel confident to propose alternative ways of operating within my team	64	19	16	64%	-
My manager sets clear expectations about team behaviours	61	17	21	61%	-
My manager takes action to address inappropriate team behaviours	56	19	25	56%	-
I understand how to report risks within the organisation	90	8	2	90%	-
I feel the TCHHS is genuinely interested in receiving and considering any feedback provided	54	26	20	54%	-

## 15 Appendix A – Strategic priorities by demographics

### Purpose

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

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

	Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
<b>Torres and Cape Hospital &amp; Health Service</b>	424	52%	39%	59%
<b>Managerial status</b>				
Yes	119	50%	33%	59%
No	303	54%	41%	60%
<b>Employment status</b>				
Permanent	328	49%	35%	57%
Non-permanent	96	64%	53%	66%
<b>Full-time status</b>				
Full-time basis	377	52%	39%	58%
Part-time basis	43	55%	35%	65%
<b>FTE Salary</b>				
Under \$50,000	38	77%	67%	80%
\$50,000 - \$69,999	88	73%	61%	67%
\$70,000 - \$89,999	95	47%	38%	59%
\$90,000 or over	199	42%	26%	52%
<b>Time in agency</b>				
Less than 2 years	140	58%	48%	64%
2 to less than 6 years	138	47%	37%	56%
6 to less than 10 years	65	55%	34%	64%
10 to less than 14 years	33	46%	30%	51%
14 to less than 16 years	8	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
16 to less than 20 years	14	55%	45%	48%
20 years or more	25	55%	28%	63%

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

### Purpose

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

		Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
<i>"Restricted" indicates a group with less than 10 respondents</i>					
<b>Torres and Cape Hospital &amp; Health Service</b>		424	52%	39%	59%
<b>Age</b>					
	34 years or younger	82	69%	60%	68%
	35 to 44 years	98	53%	41%	58%
	45 to 54 years	127	43%	31%	58%
	55 years or older	114	52%	31%	55%
<b>Gender*</b>					
	Female	329	53%	40%	61%
	Male	89	52%	35%	55%
	X	4	Restricted	Restricted	Restricted
<b>Type of work</b>					
	Direct service delivery	185	47%	32%	51%
	Corporate services and administrative support/clerical	135	57%	47%	66%
	Other	102	57%	41%	67%
<b>Clinical versus non-clinical</b>					
	Clinical	188	44%	27%	50%
	Non-clinical	236	59%	48%	66%
<b>Shiftwork</b>					
	Yes	62	53%	38%	53%
	No	361	52%	39%	60%

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

## 16 Appendix B – Strategic priorities and factors by item

### Purpose

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

Strategic priorities		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>Agency engagement</b>							
Q33a	I would recommend my organisation as a great place to work	51%	-4	31%	+3	18%	+1
Q33b	I am proud to tell others I work for my organisation	59%	-3	31%	+7	10%	-4
Q33c	I feel strong personal attachment to my organisation	55%	-1	33%	+5	12%	-4
Q33d	My organisation motivates me to help it achieve its objectives	49%	+1	32%	-2	20%	+1
Q33e	My organisation inspires me to do the best in my job	49%	-1	34%	+3	18%	-1
<b>Organisational leadership</b>							
Q31a	In my organisation, the leadership is of high quality	40%	+1	27%	-3	33%	+2
Q31c	Management model the behaviours expected of all employees	36%	-5	28%	0	36%	+5
Q31d	In my organisation, the leadership operates with a high level of integrity	44%	+2	27%	-3	29%	+1
Q31f	My organisation is well managed	36%	+1	31%	-4	34%	+3
<b>Innovation</b>							
Q27a	I get the opportunity to develop new and better ways of doing my job	63%	+6	21%	-2	16%	-3
Q27b	I am encouraged to make suggestions about improving work processes and/or services	67%	+3	18%	0	15%	-3
Q27c	Management is willing to act on suggestions to improve how things are done	55%	+6	20%	-3	25%	-3
Q27d	My workgroup uses research and expertise to identify better practice	55%	+5	29%	-2	16%	-3
Q27e	My workgroup always tries to improve its performance	66%	+1	23%	-1	11%	-1
Q27f	My organisation is open to new ideas	50%	+5	29%	-2	21%	-2

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

### Purpose

This section provides detailed information for each strategic priority and factor to enable in-depth discussions, action planning and 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	72%	0	16%	-1	12%	+1
Q22b	I have the tools I need to do my job effectively	67%	+6	16%	-4	18%	-2
Q22c	I get the information I need to do my job well	65%	+2	19%	+1	16%	-3
Q22d	I have the authority necessary to do my job effectively	65%	+3	18%	-3	18%	0
Q22e	My job gives me opportunities to utilise my skills	80%	+2	9%	-3	12%	0
Q34b	Your ability to work on your own initiative	83%	-1	10%	0	7%	+2
<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	27%	+3	31%	-4	42%	+1
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	36%	-3	32%	+4	32%	0
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	46%	+2	30%	+1	25%	-3
<b>Learning and development</b>							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	64%	+7	18%	-1	18%	-5
Q28e	I am able to access relevant learning and development opportunities	67%	+6	21%	-1	12%	-6
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	65%	+4	24%	-1	12%	-3
Q28g	I am satisfied with the opportunities available for career development	46%	0	24%	-1	30%	+1
Q31b	My organisation is committed to developing its employees	45%	+4	27%	-4	27%	0



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

### Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>My workgroup</b>							
Q24a	People in my workgroup treat each other with respect	68%	-2	15%	+2	16%	-1
Q24b	I receive help and support from other people in my workgroup	79%	+1	10%	-2	10%	+2
Q24c	People in my workgroup are honest, open and transparent in their dealings	60%	+2	20%	-5	20%	+3
Q24d	People in my workgroup use their time and resources efficiently	59%	0	19%	-5	22%	+5
Q24e	People in my workgroup treat customers with respect	81%	+3	12%	-3	7%	0
Q24f	People in my workgroup are committed to delivering excellent service to customers	77%	0	15%	+1	7%	-1
Q24g	People in my workgroup do their jobs effectively	68%	-1	19%	+1	14%	0
<b>My manager</b>							
Q29a	My manager treats employees with dignity and respect	70%	+3	15%	-2	15%	-1
Q29b	My manager listens to what I have to say	69%	-1	13%	-1	18%	+2
Q29c	My manager keeps me informed about what's going on	59%	+4	19%	-2	22%	-1
Q29d	My manager understands my work	66%	+1	15%	-1	19%	0
Q29e	My manager creates a shared sense of purpose	63%	+3	17%	-2	20%	-1
Q29f	My manager demonstrates honesty and integrity	69%	+1	16%	-3	15%	+2
Q29g	My manager draws the best out of me	53%	+1	27%	+2	20%	-2

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

### Purpose

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

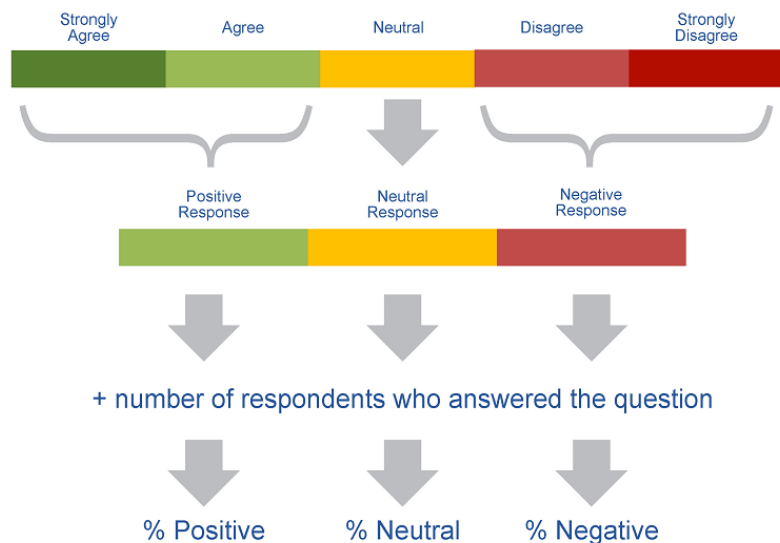
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>Organisational fairness</b>							
Q25f	Performance is assessed and rewarded fairly in my workplace	34%	0	37%	+4	29%	-3
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	34%	-3	22%	0	44%	+2
Q25h	People are treated fairly and consistently in my workplace	44%	0	23%	-1	33%	+1
Q25i	People take responsibility for their decisions and actions in my workplace	46%	-2	26%	0	28%	+2
Q31e	Recruitment and promotion decisions in this organisation are fair	34%	+2	28%	-2	38%	-1
<b>Anti-discrimination</b>							
Q32a	Age is not a barrier to success in my organisation	71%	-2	20%	0	9%	+2
Q32b	Gender is not a barrier to success in my organisation	73%	-2	18%	-1	9%	+3
Q32c	Disability is not a barrier to success in my organisation	61%	0	33%	-1	7%	+1
Q32d	Cultural background is not a barrier to success in my organisation	68%	-3	18%	-2	14%	+5
Q32e	Sexual orientation is not a barrier to success in my organisation	70%	-1	26%	+1	4%	0

## 17 Appendix C – How to interpret this report

### % Positive, neutral and negative scores

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

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



### Negatively Worded Questions: An example

*What are negatively worded questions?*

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

*How are the negatively worded responses scored?*

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

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

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

#### EXAMPLE

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

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

OR

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

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

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

*How will I know if I am interpreting this correctly?*

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

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

### Rounding

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

### Factor scores

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

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

### Workplace climate index scores

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

### % Change and division comparisons

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

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

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

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

### Quintile

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

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

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

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

### Number of respondents

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

### Base size for Working for Queensland 2017

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

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

### Definitions

The following definitions were used in the survey:

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

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

#### Your organisation

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

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

**Your manager** - The person you usually report to.

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

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

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

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