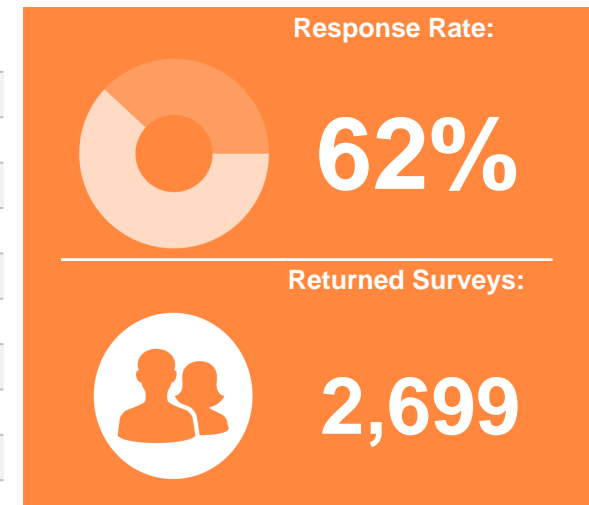


Children's Health Queensland Hospital and Health Service

Highlight Report

Report Content

Reporting Framework	
STRATEGIC PRIORITIES	01 Driver analysis scorecard
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Purpose

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

Note on the response rate

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

Reporting Framework

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

Strategic priorities: driver analysis

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

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



Workplace climate

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

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

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

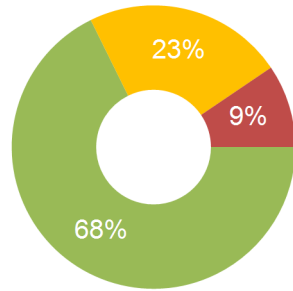


01 Driver analysis scorecard

Purpose

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

Agency engagement



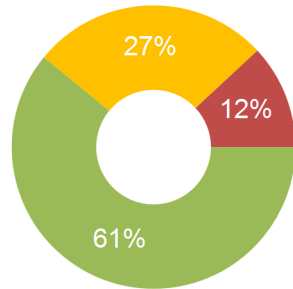
% positive change since 2016
+4

Top 3 drivers

% Positive

Driver	2016	2017
Organisational leadership	59%	61%
Innovation	69%	68%
Job empowerment	76%	77%

Organisational Leadership



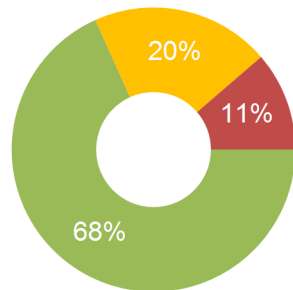
% positive change since 2016
+2

Top 3 drivers

% Positive

Driver	2016	2017
Organisational fairness	50%	49%
My manager	75%	74%
Anti-discrimination	76%	74%

Innovation



% positive change since 2016
0

Top 3 drivers

% Positive

Driver	2016	2017
Job empowerment	76%	77%
My manager	75%	74%
Learning and development	66%	66%

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

RESPONSE SCALE: POSITIVE NEUTRAL NEGATIVE

QUINTILES: 1 & 2 3 4 & 5

02 Factors

Purpose

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

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

	Response scale (%)			% positive	vs 2016	vs Qld public sector	Range of all agencies	Your agency quintile
Agency engagement*	68	23	9	68%	+4	+9	41 - 82	1
Job empowerment	77	14	10	77%	+1	+5	60 - 86	1
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	39	31	30	39%	0	0	29 - 68	4
Learning and development	66	20	13	66%	0	+10	33 - 82	1
My workgroup	81	12	6	81%	0	+5	58 - 92	2
My manager	74	15	10	74%	0	+4	57 - 84	2
Organisational leadership*	61	27	12	61%	+2	+10	29 - 85	2
Organisational fairness	49	29	22	49%	-1	+7	26 - 67	1
Anti-discrimination	74	21	5	74%	-1	+8	48 - 96	2
Innovation*	68	20	11	68%	0	+9	46 - 89	2

03 Factors by division

Purpose

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

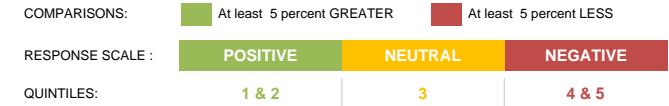
<i>This section shows the % positive scores for divisions within the agency</i>		Children's Health Queensland Hospital and Health Service % positive	CHQ Executive Leadership Team	CHQ Executive Support Services	CHQ Research	Communications and Engagement CHQ	Community, Mental Health and Statewide Programs	Finance and Corporate Services CHQ	Hospital Services	Learning and Workforce Development Nursing	Office of the Chief Information Officer	Office of the Executive Director Allied Health	Office of the Executive Director Medical Services
Number of respondents	2,699		10	32	21	17	638	83	1439	53	124	30	36
Agency engagement*	68%		100%	69%	46%	95%	66%	71%	69%	64%	72%	71%	77%
Job empowerment	77%		100%	75%	78%	82%	76%	68%	78%	77%	74%	75%	85%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	39%		83%	44%	32%	55%	45%	36%	37%	37%	41%	27%	51%
Learning and development	66%		96%	44%	40%	69%	72%	43%	69%	67%	50%	59%	71%
My workgroup	81%		100%	68%	67%	94%	88%	69%	80%	83%	80%	82%	87%
My manager	74%		100%	70%	70%	88%	76%	69%	75%	68%	74%	72%	82%
Organisational leadership*	61%		100%	63%	38%	86%	61%	51%	62%	48%	64%	49%	73%
Organisational fairness	49%		98%	42%	32%	66%	54%	40%	50%	40%	47%	51%	57%
Anti-discrimination	74%		98%	74%	62%	83%	74%	65%	75%	70%	77%	77%	83%
Innovation*	68%		100%	68%	64%	90%	68%	64%	69%	70%	66%	73%	83%

03 Factors by division (cont.)

Purpose

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

	Children's Health Queensland Hospital and Health Service % positive	People and Culture CHQ
<i>This section shows the % positive scores for divisions within the agency</i>		
Number of respondents	2,699	31
Agency engagement	68%	73%
Job empowerment	77%	77%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	39%	38%
Learning and development	66%	67%
My workgroup	81%	93%
My manager	74%	71%
Organisational leadership	61%	64%
Organisational fairness	49%	56%
Anti-discrimination	74%	89%
Innovation	68%	77%



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*	57	26	18	57%	-1	+2	43 - 82	3
● Effectiveness and innovation*	62	21	17	62%	0	+5	49 - 77	2
● People and relationships	82	12	6	82%	0	+5	56 - 92	2
● Fairness and trust*	64	23	13	64%	0	+6	46 - 78	2
● Performance and development	64	21	15	64%	+1	+8	41 - 74	1
● Leadership and engagement	69	21	10	69%	+2	+7	49 - 81	2
● My job	81	11	8	81%	0	+4	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.

<i>This section shows the % positive scores for divisions within the agency</i>		Children's Health Queensland Hospital and Health Service % positive	CHQ Executive Leadership Team	CHQ Executive Support Services	CHQ Research	Communications and Engagement CHQ	Community, Mental Health and Statewide Programs	Finance and Corporate Services CHQ	Hospital Services	Learning and Workforce Development Nursing	Office of the Chief Information Officer	Office of the Executive Director Allied Health	Office of the Executive Director Medical Services
Number of respondents	2,699		10	32	21	17	638	83	1439	53	124	30	36
● Safety, health and wellness*	57%		89%	61%	49%	73%	60%	53%	56%	55%	56%	50%	66%
● Effectiveness and innovation*	62%		92%	59%	58%	77%	65%	56%	63%	60%	59%	60%	69%
● People and relationships	82%		100%	70%	68%	95%	88%	69%	80%	82%	80%	84%	87%
● Fairness and trust*	64%		98%	62%	52%	79%	66%	57%	65%	60%	66%	66%	73%
● Performance and development	64%		97%	50%	47%	73%	68%	47%	65%	61%	51%	59%	70%
● Leadership and engagement	69%		100%	68%	55%	90%	69%	65%	70%	62%	71%	66%	78%
● My job	81%		100%	74%	85%	91%	81%	76%	83%	81%	77%	79%	86%

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

05 Workplace climate by division (cont.)

Purpose

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

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

	Children's Health Queensland Hospital and Health Service % positive	People and Culture CHQ
<i>This section shows the % positive scores for divisions within the agency</i>		
Number of respondents	2,699	31
● Safety, health and wellness*	57%	59%
● Effectiveness and innovation*	62%	71%
● People and relationships	82%	93%
● Fairness and trust*	64%	74%
● Performance and development	64%	67%
● Leadership and engagement	69%	70%
● My job	81%	76%

* 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	29	33	38	29%	0	-3
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	43	30	27	43%	0	0
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	47	29	25	47%	0	+1
Q23f	My work contributes positively to my quality of life*	52	33	15	52%	-	+8
Q24h	People in my workgroup are committed to workplace safety	87	11	2	87%	0	+5
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	68	22	10	68%	-	+1
Q25b	My workplace culture supports people to achieve a good work/life balance	63	21	16	63%	+3	+1
Q25c	There is adequate focus on workplace safety at my workplace	82	12	5	82%	+1	+4

* New in 2017, no trend

06 Workplace climate by item

Purpose

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

New items were added to this index in 2017.

● Safety, health and wellness (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29h	My manager proactively discusses flexible work arrangements*	50	28	22	50%	-	+1
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	57	27	16	57%	-	+6
Q31h	The wellbeing of employees is a priority for my organisation*	54	29	18	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>	44	33	23	44%	-	+3
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	62	21	17	62%	+4	-2
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	56	29	15	56%	-	0

* 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	77	12	11	77%	+3	+7
Q22c	I get the information I need to do my job well	76	15	9	76%	+3	+9
Q22d	I have the authority necessary to do my job effectively	75	16	9	75%	-1	+5
Q23c	I feel my job is secure	63	16	20	63%	+1	+6
Q23d	There is too much 'red tape' in my work (e.g. Regulatory or administrative processes) <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	18	32	49	18%	+1	-1
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	72	19	9	72%	-	+7
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	17	40	44	17%	+2	-2
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>	42	24	34	42%	0	-3
Q26a	My workplace has undergone significant change in the past 12 months	56	29	14	56%	-18	+4

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● 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	23	15	63%	-1	+5
Q27b	I am encouraged to make suggestions about improving work processes and/or services	75	15	11	75%	-2	+7
Q27c	Management is willing to act on suggestions to improve how things are done	60	24	16	60%	+1	+6
Q27d	My workgroup uses research and expertise to identify better practice	69	22	8	69%	-1	+14
Q27e	My workgroup always tries to improve its performance	78	17	5	78%	-2	+9
Q27f	My organisation is open to new ideas	65	22	13	65%	+3	+10
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	66	16	19	66%	+3	-3
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	77	13	10	77%	+1	-1
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	76	17	7	76%	+1	+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.

● People and relationships		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q24a	People in my workgroup treat each other with respect	78	12	10	78%	0	+4
Q24b	I receive help and support from other people in my workgroup	87	9	4	87%	0	+4
Q24c	People in my workgroup are honest, open and transparent in their dealings	68	20	12	68%	-2	+1
Q24d	People in my workgroup use their time and resources efficiently	69	20	11	69%	-1	+5
Q24e	People in my workgroup treat customers with respect	94	5	1	94%	+1	+8
Q24f	People in my workgroup are committed to delivering excellent service to customers	92	7	2	92%	+2	+9
Q24g	People in my workgroup do their jobs effectively	81	13	5	81%	+1	+7
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	84	11	4	84%	+1	+6

06 Workplace climate by item (cont.)

Purpose

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

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	79	15	6	79%	0	+7
Q25f	Performance is assessed and rewarded fairly in my workplace	41	35	24	41%	+2	+6
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	44	27	30	44%	-2	+5
Q25h	People are treated fairly and consistently in my workplace	57	23	20	57%	0	+6
Q25i	People take responsibility for their decisions and actions in my workplace	60	25	15	60%	-2	+8
Q25j	I am able to speak up and share a different view to my colleagues and manager*	74	14	12	74%	-	+3
Q30a	My senior manager demonstrates honesty and integrity	75	19	7	75%	+4	+4
Q31e	Recruitment and promotion decisions in this organisation are fair	45	34	22	45%	-1	+8

* 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	50	26	24	50%	-	-3
Q32a	Age is not a barrier to success in my organisation	75	17	8	75%	-1	+10
Q32b	Gender is not a barrier to success in my organisation	80	15	5	80%	-2	+10
Q32c	Disability is not a barrier to success in my organisation	63	31	5	63%	-2	+7
Q32d	Cultural background is not a barrier to success in my organisation	76	20	4	76%	-2	+7
Q32e	Sexual orientation is not a barrier to success in my organisation	78	20	2	78%	-1	+8
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	61	22	17	61%	-4	+7
Q32g	Women and men have equal access to work experiences that support career progression*	75	20	6	75%	-	+8

* 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	61	22	16	61%	-1	+5	
Q28b	My performance is assessed against clear criteria	56	27	16	56%	+1	+5	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	72	16	12	72%	-1	+10	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	47	29	24	47%	+4	+6	
Q28e	I am able to access relevant learning and development opportunities	73	17	10	73%	0	+11	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	72	19	9	72%	+1	+13	
Q28g	I am satisfied with the opportunities available for career development	53	25	22	53%	+1	+9	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	61	21	19	61%	-1	+5	
Q28i	I develop new knowledge and skills through undertaking tasks at work	80	13	7	80%	0	+8	
Q31b	My organisation is committed to developing its employees	62	25	13	62%	0	+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	82	10	8	82%	0	+4
Q29b	My manager listens to what I have to say	79	13	8	79%	-2	+2
Q29c	My manager keeps me informed about what's going on	73	16	12	73%	+1	+5
Q29d	My manager understands my work	75	14	11	75%	0	+2
Q29e	My manager creates a shared sense of purpose	73	16	11	73%	0	+6
Q29f	My manager demonstrates honesty and integrity	80	12	8	80%	0	+4
Q29g	My manager draws the best out of me	60	27	13	60%	-3	+3
Q31a	In my organisation, the leadership is of high quality	63	26	11	63%	+2	+10

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	58	28	14	58%	0	+9
Q31d	In my organisation, the leadership operates with a high level of integrity	64	26	10	64%	+4	+10
Q31f	My organisation is well managed	58	29	13	58%	+5	+11
Q33a	I would recommend my organisation as a great place to work	71	20	9	71%	+3	+10
Q33b	I am proud to tell others I work for my organisation	78	17	6	78%	+5	+10
Q33c	I feel strong personal attachment to my organisation	65	24	11	65%	+5	+6
Q33d	My organisation motivates me to help it achieve its objectives	61	27	11	61%	+3	+8
Q33e	My organisation inspires me to do the best in my job	64	26	11	64%	+4	+10

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	93	3	4	93%	0	+4
Q21b	I understand how my work contributes to my organisation's objectives	93	4	3	93%	-1	+3
Q22a	I have a choice in deciding how I do my work	70	16	13	70%	+1	+3
Q22e	My job gives me opportunities to utilise my skills	80	11	9	80%	-2	+5
Q22f	I enjoy the work in my current job	80	14	7	80%	-1	+4
Q22g	My job gives me a feeling of personal accomplishment	76	15	9	76%	+1	+7
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	81	12	7	81%	-2	+5
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	82	11	7	82%	-1	+2
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	77	14	10	77%	0	+4

07 Most changed since 2016, by item

Purpose

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

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

The survey items with the most positive change	Index	% positive 2017	vs 2016
I feel strong personal attachment to my organisation	Leadership and engagement	65%	+5
My organisation is well managed	Leadership and engagement	58%	+5
I am proud to tell others I work for my organisation	Leadership and engagement	78%	+5
My senior manager demonstrates honesty and integrity	Fairness and trust	75%	+4
My organisation inspires me to do the best in my job	Leadership and engagement	64%	+4

The survey items with the most negative change	Index	% positive 2017	vs 2016
If I raised a complaint, I feel confident that it would be taken seriously	Fairness and trust	61%	-4
My manager draws the best out of me	Leadership and engagement	60%	-3
People in my workgroup are honest, open and transparent in their dealings	People and relationships	68%	-2
People take responsibility for their decisions and actions in my workplace	Fairness and trust	60%	-2
Disability is not a barrier to success in my organisation	Fairness and trust	63%	-2

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	34%	+6
Builds effective working relationships with others	28%	0
Upholds ethical standards and principles	27%	-4
Encourages a strong customer and stakeholder focus	26%	0
Responds confidently when faced with uncertainty	23%	-1
Delegates work effectively and monitors performance	21%	-2
Implements improved ways of doing things	21%	+2
Demonstrates sound judgment	21%	-6
Takes responsibility for team development	20%	+3
Describes how their team's work aligns to organisational objectives	18%	0
Applies sound business management skills	12%	-2
Actively seeks feedback for personal development	9%	+1
Builds effective working relationships with others	42%	+3
Empowers their team to perform at their best	38%	+3
Responds confidently when faced with uncertainty	27%	+1
Implements improved ways of doing things	27%	+1
Demonstrates sound judgment	25%	-4
Actively seeks feedback for personal development	23%	+3
Upholds ethical standards and principles	23%	-4
Supports their team to adapt to change	21%	+2
Encourages a strong customer and stakeholder focus	18%	0
Takes responsibility for team development	18%	-1
Delegates work effectively and monitors performance	17%	-1
Applies sound business management skills	12%	-3
Describes how their team's work aligns to organisational objectives	9%	0

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

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED

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

NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Empowers their team to perform at their best	32%	+5
Supports their team to adapt to change	31%	+5
Upholds ethical standards and principles	29%	-2
Encourages a strong customer and stakeholder focus	28%	0
Builds effective working relationships with others	27%	-1
Demonstrates sound judgment	23%	-6
Implements improved ways of doing things	22%	+2
Responds confidently when faced with uncertainty	22%	-3
Delegates work effectively and monitors performance	21%	-2
Describes how their team's work aligns to organisational objectives	21%	+2
Takes responsibility for team development	19%	+2
Applies sound business management skills	14%	-3
Actively seeks feedback for personal development	7%	0
Empowers their team to perform at their best	35%	0
Actively seeks feedback for personal development	33%	+2
Delegates work effectively and monitors performance	32%	+3
Implements improved ways of doing things	30%	-1
Supports their team to adapt to change	29%	+3
Takes responsibility for team development	29%	-2
Builds effective working relationships with others	25%	+1
Describes how their team's work aligns to organisational objectives	21%	0
Responds confidently when faced with uncertainty	18%	-1
Encourages a strong customer and stakeholder focus	13%	+1
Applies sound business management skills	11%	-2
Demonstrates sound judgment	11%	-2
Upholds ethical standards and principles	9%	-4

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	38%	+2
Manages and prioritises resources to achieve the best outcomes	35%	+3
Encourages collaboration and inclusion across workgroups	30%	+2
Encourages innovative ideas and solutions	27%	+2
Empowers individuals and teams to build capability	26%	-1
Demonstrates sound judgment	22%	-6
Builds effective networks across the organisation and sector	21%	+1
Motivates others to perform at their best	21%	+2
Takes responsibility for upholding ethical standards and principles	20%	-4
Leads change and culture initiatives	19%	+4
Demonstrates sound business acumen	15%	-1
Manages ambiguity and politics effectively	15%	-2
Actively seeks feedback for personal development	7%	0
Motivates others to perform at their best	37%	+1
Manages and prioritises resources to achieve the best outcomes	36%	0
Empowers individuals and teams to build capability	33%	+1
Takes a 'big picture' view of issues or problems	29%	+2
Leads change and culture initiatives	28%	+5
Demonstrates sound judgment	24%	-3
Encourages innovative ideas and solutions	22%	+2
Actively seeks feedback for personal development	21%	+4
Encourages collaboration and inclusion across workgroups	19%	+3
Builds effective networks across the organisation and sector	19%	-1
Takes responsibility for upholding ethical standards and principles	16%	-5
Manages ambiguity and politics effectively	11%	-3
Demonstrates sound business acumen	5%	-5

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
Takes a 'big picture' view of issues or problems	35%	0
Manages and prioritises resources to achieve the best outcomes	34%	+1
Encourages collaboration and inclusion across workgroups	30%	+3
Empowers individuals and teams to build capability	25%	+2
Demonstrates sound judgment	25%	-6
Encourages innovative ideas and solutions	25%	+2
Builds effective networks across the organisation and sector	25%	0
Motivates others to perform at their best	20%	0
Takes responsibility for upholding ethical standards and principles	20%	-3
Leads change and culture initiatives	19%	+4
Demonstrates sound business acumen	17%	-1
Manages ambiguity and politics effectively	13%	-5
Actively seeks feedback for personal development	7%	0
Empowers individuals and teams to build capability	39%	+4
Motivates others to perform at their best	33%	0
Manages ambiguity and politics effectively	30%	+4
Actively seeks feedback for personal development	29%	0
Encourages innovative ideas and solutions	27%	+1
Leads change and culture initiatives	25%	0
Encourages collaboration and inclusion across workgroups	25%	+1
Manages and prioritises resources to achieve the best outcomes	25%	-1
Takes a 'big picture' view of issues or problems	16%	-2
Builds effective networks across the organisation and sector	16%	-1
Demonstrates sound judgment	13%	-1
Takes responsibility for upholding ethical standards and principles	11%	-3
Demonstrates sound business acumen	8%	-1

08 Leadership behaviour in your agency: Senior Officer

Purpose

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

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

Leadership levels are defined as follows:

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

POSITIVE IMPACT

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

SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Models high levels of ethical and professional behaviour	40%	+1
Navigates complex issues, politics and ambiguous situations effectively	35%	-1
Directs and prioritises resources to achieve the best outcomes	28%	-2
Stands behind their decisions in the face of adversity	28%	-1
Builds strong relationships that influence organisational and sector outcomes	27%	0
Creates a culture of continuous improvement	25%	+2
Adopts a system-wide view of issues to inform action	24%	+4
Inspires others to perform at their best	21%	-1
Nurtures a learning and development culture	17%	+2
Seeks feedback to strengthen leadership approach	15%	+2
Leads change with agility	13%	0
Is compelling when communicating the organisational strategy	13%	-2
Demonstrates commercial acumen in managing corporate risk	11%	-3
Inspires others to perform at their best	48%	+5
Models high levels of ethical and professional behaviour	44%	+6
Navigates complex issues, politics and ambiguous situations effectively	30%	0
Builds strong relationships that influence organisational and sector outcomes	30%	-6
Creates a culture of continuous improvement	29%	+3
Directs and prioritises resources to achieve the best outcomes	26%	0
Seeks feedback to strengthen leadership approach	23%	+2
Leads change with agility	21%	0
Adopts a system-wide view of issues to inform action	12%	0
Nurtures a learning and development culture	12%	-2
Is compelling when communicating the organisational strategy	11%	-2
Stands behind their decisions in the face of adversity	10%	-4
Demonstrates commercial acumen in managing corporate risk	6%	-2

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

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED

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

NOT DEMONSTRATED

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

Proportion vs Qld public sector

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

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
Models high levels of ethical and professional behaviour	53%	+4
Inspires others to perform at their best	46%	-5
Nurtures a learning and development culture	37%	+14
Creates a culture of continuous improvement	31%	0
Navigates complex issues, politics and ambiguous situations effectively	27%	-1
Builds strong relationships that influence organisational and sector outcomes	25%	-6
Directs and prioritises resources to achieve the best outcomes	21%	+1
Seeks feedback to strengthen leadership approach	19%	+4
Stands behind their decisions in the face of adversity	16%	-1
Adopts a system-wide view of issues to inform action	10%	+2
Is compelling when communicating the organisational strategy	8%	-5
Leads change with agility	8%	-5
Demonstrates commercial acumen in managing corporate risk	1%	-2

	Proportion	vs Qld public sector
Models high levels of ethical and professional behaviour	47%	+9
Inspires others to perform at their best	38%	-1
Navigates complex issues, politics and ambiguous situations effectively	30%	-5
Creates a culture of continuous improvement	27%	+2
Builds strong relationships that influence organisational and sector outcomes	27%	-7
Directs and prioritises resources to achieve the best outcomes	24%	0
Seeks feedback to strengthen leadership approach	23%	+3
Leads change with agility	21%	+1
Nurtures a learning and development culture	19%	+5
Adopts a system-wide view of issues to inform action	16%	-2
Stands behind their decisions in the face of adversity	13%	0
Is compelling when communicating the organisational strategy	10%	-2
Demonstrates commercial acumen in managing corporate risk	3%	-4

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

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	34%	-5	-9
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	66%	+5	+9
None of the above	34%	-5	-9
Part time work	33%	+2	+16
Flexible work hours for example accumulated hours as 'flexitime'*	18%	-	-12
Flexible work hours for example start late or early to meet responsibilities external to work*	8%	-	-4
Hot desks	8%	-2	+5
Other, please specify	4%	0	+2
Leave at half pay	4%	0	0
Casual/on call	4%	0	+1
Job sharing	4%	0	+2
Compressed work hours	3%	0	+1
Telecommuting	1%	0	-3
Purchased leave/extended leave/deferred salary schemes	1%	0	0
Part-year work/annualised hours	0%	0	0
Term-time working	0%	0	0

* New in 2017, no trend

09 Flexible work options (cont.)

Purpose

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

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

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

	Proportion	vs 2016	vs Qld public sector
Yes, I requested flexibility	21%	+1	+2
No, I have not made a request but I am content with my current arrangements	68%	-2	-1
No, I have not made a request but I am not content with my current arrangements	11%	+1	-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	65%	-1
Partially granted	15%	+1
Declined – no reason given	5%	-2
Declined – reason provided	10%	+2
I have not received a reply as yet	4%	-1

* New in 2017, no trend

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

	Proportion	vs 2016	vs Qld public sector
I feel flexibility is not possible in my current job	33%	-4	+3
Flexible working is frowned upon/not supported by my workplace culture	32%	+5	+2
None of the Above*	24%	-	0
I didn't feel confident presenting my case or negotiating arrangements with my manager	21%	-1	-1
I felt it would limit my career	18%	+1	-1
I was concerned that it may negatively impact my team	18%	-5	-1
I didn't feel I had the right to	16%	-11	-1
I don't feel confident in my manager's ability to manage staff working flexibly	9%	-4	-3
I felt it would limit my access to training and development	6%	0	-1
I feel the technology I currently have access to does not support flexible working	5%	-3	-1

* New in 2017, no trend

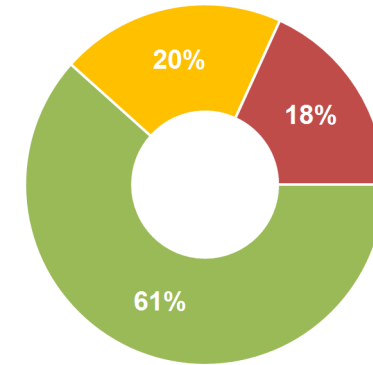
10 Domestic and family violence

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
Yes	61%	+6	-14
No	18%	-2	+6
Don't know	20%	-5	+8



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	78%	+10	-8
No	11%	-5	+3
Don't Know	11%	-5	+5

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	57%	+5	-15
No	20%	-1	+7
Don't Know	22%	-4	+8

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	75%	-2	-7
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	76%	+5	-6
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	73%	+3	-8

Non-managers <i>Manage no employees</i>	% positive	vs 2016	vs Qld public sector
I am confident that I could sensitively communicate with colleagues affected by domestic and family violence	70%	+2	-1
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	64%	+5	-8

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	15%	-1
No	82%	+2
Don't Know	2%	0
Prefer not to say	1%	-1

* New in 2017, no trend

Non-managers <i>Manage no employees</i>	% proportion	vs Qld public sector
Yes	6%	-1
No	89%	+2
Don't Know	2%	0
Prefer not to say	2%	-1

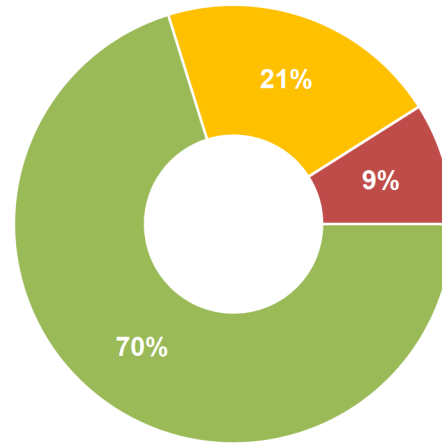
* New in 2017, no trend

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.



70%

of employees agreed with the statement:

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

% positive change since 2016

+3

vs Qld public sector

+3

Reasons for leaving	Proportion	vs Qld public sector
Career or job opportunities	49%	-3
The workplace culture	39%	-1
Stress/Health	37%	+4
Professional/personal development	35%	0
Balancing work and life commitments	26%	+4
The location of your workplace or the time spent commuting	25%	+8
Your relationship with your manager	24%	+2
Pay and conditions	21%	-6
Work hours	18%	+3
Job security	16%	-2
Family/carer responsibilities	16%	+3
Contract expiring	14%	+2
Fit between work and your interests	12%	+1
Your relationship with your colleagues	11%	0
Other (please specify)	10%	0
Travel plans	8%	+2
Retirement	3%	-5

12 Bullying and sexual harassment

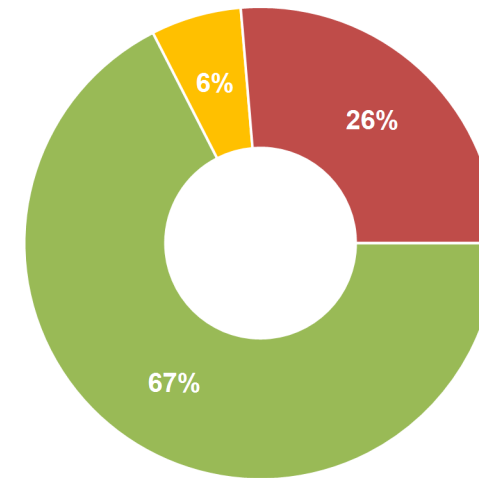
Purpose

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.

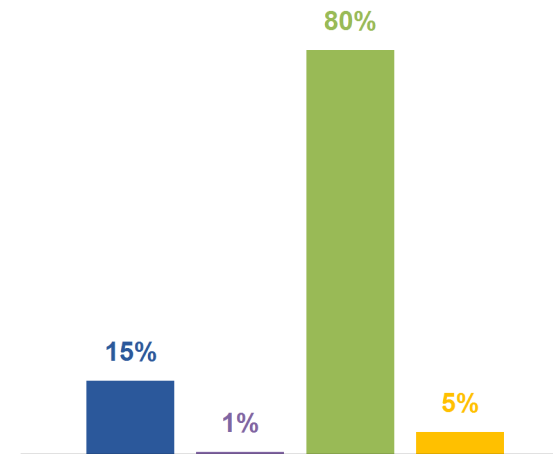
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
Yes	26%	-1	-2
No	67%	+1	+1
Don't know	6%	0	+1



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

	Proportion	vs 2016	vs Qld public sector
Bullying	15%	0	-2
Sexual Harassment	1%	0	0
No	80%	0	+2
Don't Know	5%	0	0



12 Bullying and sexual harassment (cont.)

Purpose

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

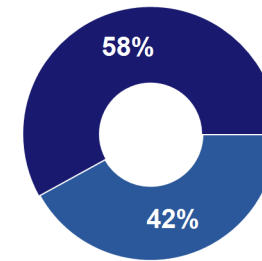
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	49%	+2	+6
Your immediate manager/supervisor	31%	+1	-3
A senior manager	20%	-1	-11
A group of fellow workers	11%	-3	-3
Prefer not to specify	8%	+2	0
A client/customer	8%	0	+1
A member of the public	5%	-1	0
A consultant/service provider	4%	0	+2
A worker that reports to you	4%	-2	-1
Other	2%	0	+1
A representative of another agency	1%	-3	-1

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	63%	+6	+5
Inappropriate and unfair application of work policies or rules	35%	+4	-7
Other	26%	-9	-1
Physical behaviour (e.g. assault or aggressive body language)	10%	+3	-1
Interference with your personal property or work equipment	5%	+2	-3
Cyber bullying	4%	0	-2
'Initiations' or pranks	2%	0	-5

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	45%	-3	-11
I did not want to upset relationships in the workplace	45%	-1	+5
It could affect my career	43%	0	-3
I did not think it was worth the hassle of going through the report process	34%	+2	-3
Managers accepted the behaviour	31%	+5	-2
I did not think the bullying was serious enough	21%	0	+4
I did not have enough evidence	18%	+1	-2
Other	12%	-3	+1
The matter was resolved informally	11%	+1	+3
I did not know how to report it	9%	+3	+4

12 Bullying and sexual harassment (cont.)

Purpose

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

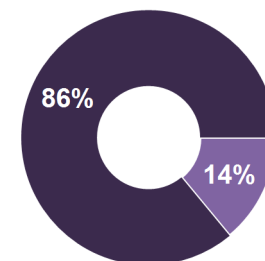
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you SEXUALLY HARASSED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	29%	-14	-23
A consultant/service provider	21%	+21	+19
A client/customer	14%	0	+1
A member of the public	14%	+7	+6
Prefer not to specify	14%	+7	+2
Your immediate manager/supervisor	14%	+7	0
A group of fellow workers	7%	-7	-1
A representative of another agency	7%	+7	+5
A worker that reports to you	7%	0	+4
A senior manager	0%	-21	-15
Other	0%	0	-2

What type of SEXUAL HARASSMENT did you experience?	Proportion	vs 2016	vs Qld public sector
Remarks of a sexual nature	77%	-	+4
Unwanted physical intimacy	54%	-	+18
Any other unwelcome conduct of a sexual nature in relation to you	8%	-	-19
Unwelcome demand or request, either directly or implied, for sexual favours	0%	-	-16

Did you report the **SEXUAL HARASSMENT**?

No



Yes

Why did you not report the SEXUAL HARASSMENT ?	Proportion	vs 2016	vs Qld public sector
I did not think the sexual harassment was serious enough	50%	-5	+20
I did not think it was worth the hassle of going through the report process	33%	-30	-4
I did not want to upset relationships in the workplace	33%	-12	-5
It could affect my career	33%	+6	-2
I did not have enough evidence	17%	-20	-5
I did not think any action would be taken	17%	-2	-25
Managers accepted the behaviour	17%	+8	-5
The matter was resolved informally	17%	-11	+3
I did not know how to report it	8%	+8	0
Other	8%	+8	-3

13 Your view

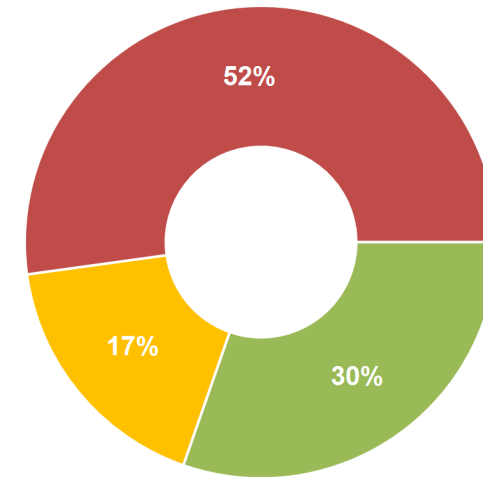
Purpose

This section is focused on understanding workplace improvement.

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

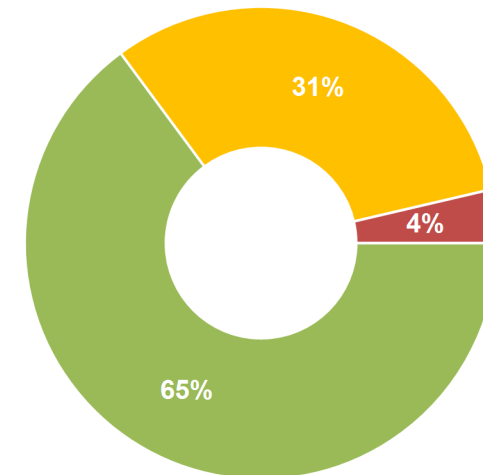
Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Yes	30%	+16	0
No	52%	-13	-4
No, but I have not worked long in my organisation	17%	-3	+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
Positive	65%	+1	+3
Neutral	31%	-2	-1
Negative	4%	+1	-2



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 trust the people in my team	79	15	6	79%	0
My manager supports my wellbeing	76	16	8	76%	-
I feel I can speak up and provide honest feedback to my manager	72	15	13	72%	-5
My manager sets clear expectations about team behaviours	75	16	9	75%	0
My manager takes action to address inappropriate team behaviours	64	22	14	64%	+1
I see examples of the CHQ values being demonstrated regularly in the workplace	72	21	7	72%	-
I receive regular feedback on my performance	54	24	22	54%	-
My manager coaches me on how to improve aspects of my performance	48	29	23	48%	-
I feel valued for my contribution at work	66	19	15	66%	-6
I understand how to report, manage and escalate risks within the organisation	86	11	3	86%	0

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)
Children's Health Queensland Hospital and Health Service	2,699	68%	61%	68%
Managerial status				
Yes	491	71%	64%	79%
No	2,189	67%	60%	66%
Employment status				
Permanent	2,088	65%	58%	67%
Non-permanent	595	77%	72%	74%
Full-time status				
Full-time basis	1,739	69%	62%	68%
Part-time basis	942	66%	60%	68%
FTE Salary				
Under \$50,000	223	70%	66%	68%
\$50,000 - \$69,999	587	71%	62%	64%
\$70,000 - \$89,999	697	65%	59%	66%
\$90,000 or over	1,160	67%	61%	73%
Time in agency				
Less than 2 years	755	77%	74%	73%
2 to less than 6 years	975	65%	59%	67%
6 to less than 10 years	342	64%	55%	65%
10 to less than 14 years	263	67%	55%	66%
14 to less than 16 years	67	55%	43%	61%
16 to less than 20 years	115	64%	55%	69%
20 years or more	173	58%	52%	69%

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>					
Children's Health Queensland Hospital and Health Service		2,699	68%	61%	68%
Age					
	34 years or younger	907	75%	70%	72%
	35 to 44 years	710	69%	62%	71%
	45 to 54 years	698	63%	54%	66%
	55 years or older	362	56%	51%	61%
Gender*					
	Female	2,238	68%	60%	68%
	Male	437	69%	65%	71%
	X	11	47%	22%	38%
Type of work					
	Direct service delivery	1,800	66%	60%	67%
	Corporate services and administrative support/clerical	580	74%	63%	69%
	Other	309	68%	61%	72%
Clinical versus non-clinical					
	Clinical	1,830	66%	60%	68%
	Non-clinical	861	72%	63%	68%
Shiftwork					
	Yes	720	69%	64%	67%
	No	1,969	67%	60%	69%

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

16 Appendix B – Strategic priorities and factors by item

Purpose

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

Strategic priorities		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Agency engagement							
Q33a	I would recommend my organisation as a great place to work	71%	+3	20%	-2	9%	-1
Q33b	I am proud to tell others I work for my organisation	78%	+5	17%	-4	6%	-1
Q33c	I feel strong personal attachment to my organisation	65%	+5	24%	-4	11%	-1
Q33d	My organisation motivates me to help it achieve its objectives	61%	+3	27%	-1	11%	-2
Q33e	My organisation inspires me to do the best in my job	64%	+4	26%	-3	11%	-1
Organisational leadership							
Q31a	In my organisation, the leadership is of high quality	63%	+2	26%	0	11%	-2
Q31c	Management model the behaviours expected of all employees	58%	0	28%	-1	14%	+1
Q31d	In my organisation, the leadership operates with a high level of integrity	64%	+4	26%	-3	10%	-1
Q31f	My organisation is well managed	58%	+5	29%	-3	13%	-2
Innovation							
Q27a	I get the opportunity to develop new and better ways of doing my job	63%	-1	23%	+2	15%	-1
Q27b	I am encouraged to make suggestions about improving work processes and/or services	75%	-2	15%	+2	11%	0
Q27c	Management is willing to act on suggestions to improve how things are done	60%	+1	24%	0	16%	-1
Q27d	My workgroup uses research and expertise to identify better practice	69%	-1	22%	+1	8%	0
Q27e	My workgroup always tries to improve its performance	78%	-2	17%	+2	5%	0
Q27f	My organisation is open to new ideas	65%	+3	22%	-2	13%	-1

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

Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Job empowerment							
Q22a	I have a choice in deciding how I do my work	70%	+1	16%	0	13%	-1
Q22b	I have the tools I need to do my job effectively	77%	+3	12%	-3	11%	-1
Q22c	I get the information I need to do my job well	76%	+3	15%	-3	9%	0
Q22d	I have the authority necessary to do my job effectively	75%	-1	16%	0	9%	+1
Q22e	My job gives me opportunities to utilise my skills	80%	-2	11%	+2	9%	0
Q34b	Your ability to work on your own initiative	82%	-1	11%	0	7%	+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	29%	0	33%	+1	38%	-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	43%	0	30%	0	27%	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	47%	0	29%	-1	25%	0
Learning and development							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	72%	-1	16%	+1	12%	0
Q28e	I am able to access relevant learning and development opportunities	73%	0	17%	0	10%	0
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	72%	+1	19%	-1	9%	0
Q28g	I am satisfied with the opportunities available for career development	53%	+1	25%	-1	22%	0
Q31b	My organisation is committed to developing its employees	62%	0	25%	-1	13%	+1

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

Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
My workgroup							
Q24a	People in my workgroup treat each other with respect	78%	0	12%	0	10%	0
Q24b	I receive help and support from other people in my workgroup	87%	0	9%	0	4%	0
Q24c	People in my workgroup are honest, open and transparent in their dealings	68%	-2	20%	+2	12%	0
Q24d	People in my workgroup use their time and resources efficiently	69%	-1	20%	0	11%	0
Q24e	People in my workgroup treat customers with respect	94%	+1	5%	-1	1%	0
Q24f	People in my workgroup are committed to delivering excellent service to customers	92%	+2	7%	-1	2%	0
Q24g	People in my workgroup do their jobs effectively	81%	+1	13%	-1	5%	0
My manager							
Q29a	My manager treats employees with dignity and respect	82%	0	10%	0	8%	-1
Q29b	My manager listens to what I have to say	79%	-2	13%	+2	8%	0
Q29c	My manager keeps me informed about what's going on	73%	+1	16%	0	12%	-1
Q29d	My manager understands my work	75%	0	14%	0	11%	0
Q29e	My manager creates a shared sense of purpose	73%	0	16%	0	11%	0
Q29f	My manager demonstrates honesty and integrity	80%	0	12%	+1	8%	0
Q29g	My manager draws the best out of me	60%	-3	27%	+4	13%	-1

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

Purpose

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

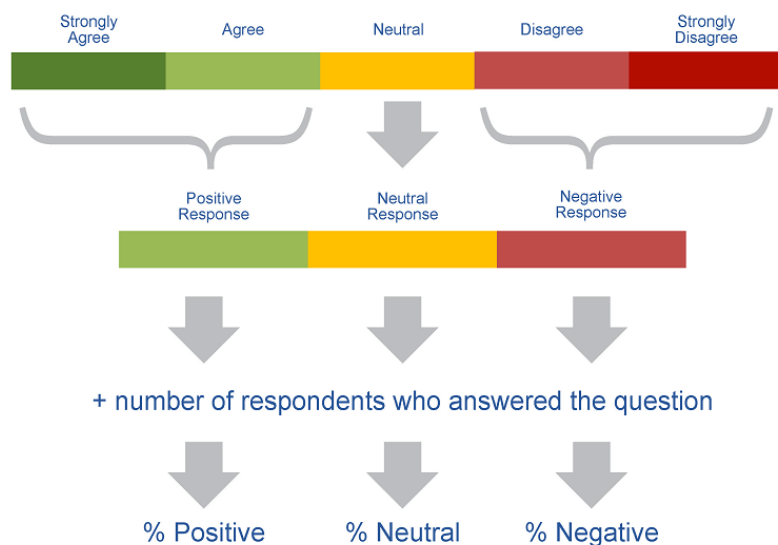
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Organisational fairness							
Q25f	Performance is assessed and rewarded fairly in my workplace	41%	+2	35%	-1	24%	-1
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	44%	-2	27%	+3	30%	-1
Q25h	People are treated fairly and consistently in my workplace	57%	0	23%	+1	20%	0
Q25i	People take responsibility for their decisions and actions in my workplace	60%	-2	25%	+1	15%	+1
Q31e	Recruitment and promotion decisions in this organisation are fair	45%	-1	34%	0	22%	+1
Anti-discrimination							
Q32a	Age is not a barrier to success in my organisation	75%	-1	17%	-1	8%	+2
Q32b	Gender is not a barrier to success in my organisation	80%	-2	15%	0	5%	+1
Q32c	Disability is not a barrier to success in my organisation	63%	-2	31%	0	5%	+2
Q32d	Cultural background is not a barrier to success in my organisation	76%	-2	20%	0	4%	+1
Q32e	Sexual orientation is not a barrier to success in my organisation	78%	-1	20%	0	2%	+1

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.