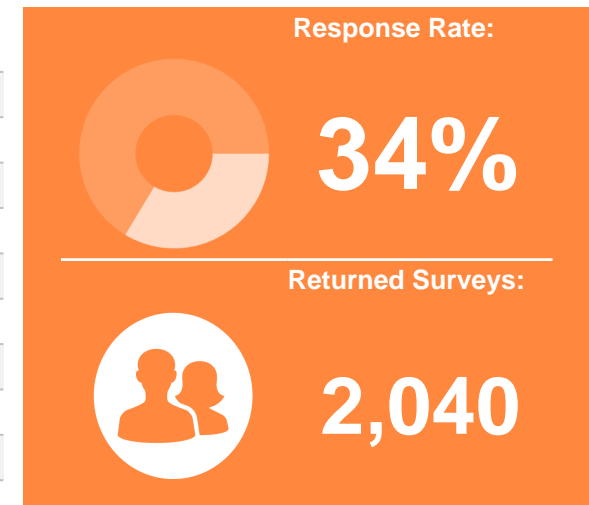


## Townsville Hospital and Health Service

## Highlight Report

### Report Content

Reporting Framework	
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### Purpose

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

### Note on the response rate

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

# Reporting Framework

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

## Strategic priorities: driver analysis

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

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



## Workplace climate

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

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

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

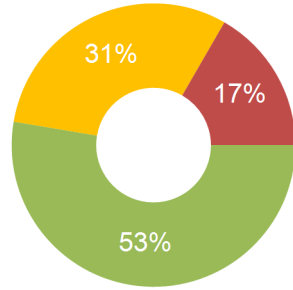


# 01 Driver analysis scorecard

## Purpose

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

### Agency engagement

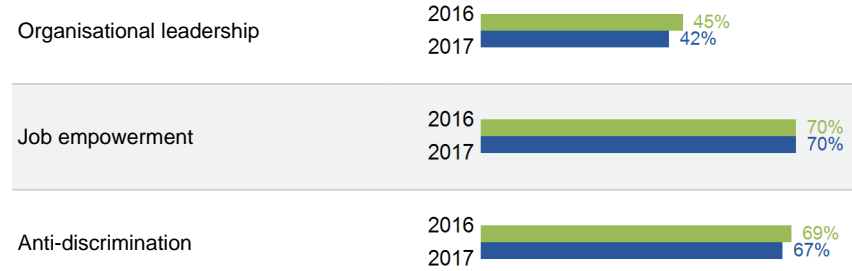


% positive change since 2016

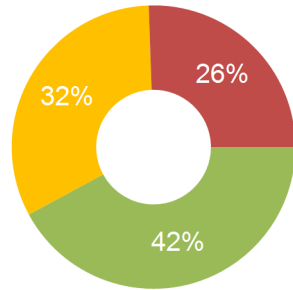
**-3**

#### Top 3 drivers

#### % Positive



### Organisational Leadership

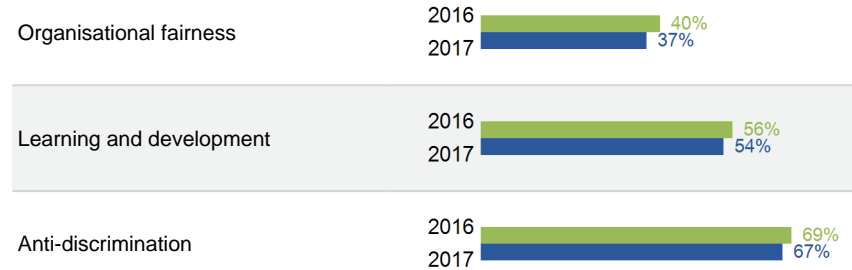


% positive change since 2016

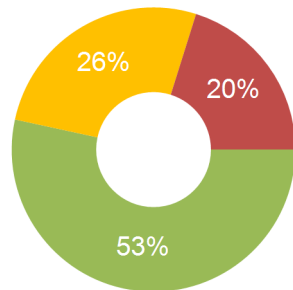
**-3**

#### Top 3 drivers

#### % Positive



### Innovation

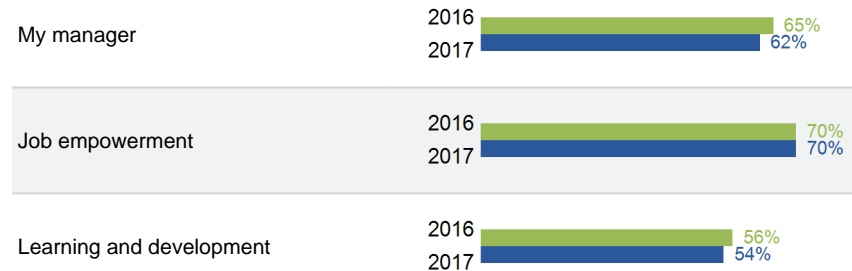


% positive change since 2016

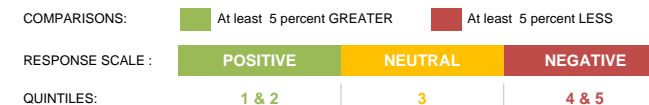
**-3**

#### Top 3 drivers

#### % Positive



## 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*	53	31	17	53%	-3	-6	41 - 82	4
Job empowerment	70	17	13	70%	0	-2	60 - 86	4
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	35	30	34	35%	+1	-5	29 - 68	5
Learning and development	54	25	21	54%	-3	-2	33 - 82	3
My workgroup	67	18	15	67%	-2	-9	58 - 92	5
My manager	62	20	19	62%	-3	-9	57 - 84	5
Organisational leadership*	42	32	26	42%	-3	-9	29 - 85	5
Organisational fairness	37	28	34	37%	-3	-6	26 - 67	5
Anti-discrimination	67	26	8	67%	-2	+1	48 - 96	4
Innovation*	53	26	20	53%	-3	-6	46 - 89	5

## 03 Factors by division

### Purpose

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

	Townsville Hospital and Health Service % positive	Corporate and Commercial Services	Health and Wellbeing Service Group	Indigenous Health Service Group	Medical Services Group	Mental Health Service Group	Rural Hospitals Service Group	Surgical Service Group
<i>This section shows the % positive scores for divisions within the agency</i>								
Number of respondents	2,040	325	471	43	363	211	212	310
Agency engagement*	<b>53%</b>	54%	55%	68%	48%	53%	61%	47%
Job empowerment	<b>70%</b>	70%	73%	75%	67%	70%	72%	68%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	<b>35%</b>	43%	33%	50%	34%	41%	39%	25%
Learning and development	<b>54%</b>	48%	59%	59%	52%	60%	57%	51%
My workgroup	<b>67%</b>	66%	73%	61%	65%	65%	66%	68%
My manager	<b>62%</b>	65%	67%	68%	52%	69%	67%	54%
Organisational leadership*	<b>42%</b>	43%	44%	43%	36%	46%	50%	38%
Organisational fairness	<b>37%</b>	39%	41%	38%	33%	43%	42%	32%
Anti-discrimination	<b>67%</b>	66%	72%	70%	59%	69%	72%	65%
Innovation*	<b>53%</b>	59%	58%	63%	46%	61%	53%	46%

## 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*	47	28	25	<b>47%</b>	<b>-7</b>	<b>-8</b>	<b>43 - 82</b>	<b>5</b>
<span style="color: green;">●</span> Effectiveness and innovation*	53	25	22	<b>53%</b>	<b>-2</b>	<b>-4</b>	<b>49 - 77</b>	<b>5</b>
<span style="color: purple;">●</span> People and relationships	68	18	14	<b>68%</b>	<b>-2</b>	<b>-9</b>	<b>56 - 92</b>	<b>5</b>
<span style="color: teal;">●</span> Fairness and trust*	54	26	20	<b>54%</b>	<b>-1</b>	<b>-4</b>	<b>46 - 78</b>	<b>5</b>
<span style="color: orange;">●</span> Performance and development	53	25	22	<b>53%</b>	<b>-2</b>	<b>-3</b>	<b>41 - 74</b>	<b>4</b>
<span style="color: blue;">●</span> Leadership and engagement	54	26	20	<b>54%</b>	<b>-3</b>	<b>-8</b>	<b>49 - 81</b>	<b>5</b>
<span style="color: lightblue;">●</span> My job	77	13	10	<b>77%</b>	<b>0</b>	<b>0</b>	<b>58 - 89</b>	<b>3</b>

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

## 05 Workplace climate by division

### Purpose

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

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

	Townsville Hospital and Health Service % positive	Corporate and Commercial Services	Health and Wellbeing Service Group	Indigenous Health Service Group	Medical Services Group	Mental Health Service Group	Rural Hospitals Service Group	Surgical Service Group
<i>This section shows the % positive scores for divisions within the agency</i>								
Number of respondents	2,040	325	471	43	363	211	212	310
<span style="color: red;">●</span> Safety, health and wellness*	<b>47%</b>	53%	47%	55%	42%	52%	52%	40%
<span style="color: green;">●</span> Effectiveness and innovation*	<b>53%</b>	56%	57%	59%	49%	55%	54%	50%
<span style="color: purple;">●</span> People and relationships	<b>68%</b>	67%	73%	61%	66%	65%	67%	68%
<span style="color: teal;">●</span> Fairness and trust*	<b>54%</b>	55%	58%	56%	48%	58%	58%	50%
<span style="color: orange;">●</span> Performance and development	<b>53%</b>	50%	58%	58%	50%	59%	55%	48%
<span style="color: blue;">●</span> Leadership and engagement	<b>54%</b>	56%	58%	62%	47%	59%	61%	48%
<span style="color: lightblue;">●</span> My job	<b>77%</b>	77%	80%	82%	73%	78%	79%	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.

		Response scale (%)			% positive	vs 2016	vs Qld public sector
<b>● Safety, health and wellness</b>							
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement	29	32	39	29%	+2	-3
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	37	29	34	37%	0	-6
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	40	30	30	40%	0	-5
Q23f	My work contributes positively to my quality of life*	41	38	21	41%	-	-3
Q24h	People in my workgroup are committed to workplace safety	77	16	8	77%	-3	-5
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	54	25	21	54%	-	-13
Q25b	My workplace culture supports people to achieve a good work/life balance	50	26	24	50%	-4	-12
Q25c	There is adequate focus on workplace safety at my workplace	73	18	9	73%	-4	-5

\* New in 2017, no trend



## 06 Workplace climate by item

### Purpose

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

New items were added to this index in 2017.

<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*	38	30	32	38%	-	-11
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	39	31	30	39%	-	-12
Q31h	The wellbeing of employees is a priority for my organisation*	38	31	31	38%	-	-11
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>	36	38	26	36%	-	-5
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	60	22	18	60%	-1	-4
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	41	33	26	41%	-	-14

\* New in 2017, no trend

## 06 Workplace climate by item (cont.)

### Purpose

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

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	69	16	14	69%	0	-1
Q22c	I get the information I need to do my job well	64	20	15	64%	-1	-3
Q22d	I have the authority necessary to do my job effectively	65	20	15	65%	-2	-5
Q23c	I feel my job is secure	61	22	18	61%	+4	+3
Q23d	There is too much 'red tape' in my work (e.g. Regulatory or administrative processes) <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	19	33	47	19%	0	0
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	55	27	18	55%	-	-10
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	15	35	50	15%	+2	-4
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>	41	27	32	41%	-1	-4
Q26a	My workplace has undergone significant change in the past 12 months	48	32	20	48%	-6	-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.

<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	52	25	23	52%	-3	-5
Q27b	I am encouraged to make suggestions about improving work processes and/or services	62	20	18	62%	-3	-6
Q27c	Management is willing to act on suggestions to improve how things are done	45	29	27	45%	-5	-9
Q27d	My workgroup uses research and expertise to identify better practice	51	30	19	51%	-3	-4
Q27e	My workgroup always tries to improve its performance	64	23	13	64%	-3	-6
Q27f	My organisation is open to new ideas	47	32	21	47%	-3	-8
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	64	19	17	64%	-2	-5
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	78	15	7	78%	-2	+1
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	66	25	9	66%	-3	+2

## 06 Workplace climate by item (cont.)

### Purpose

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

<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	59	18	22	59%	-5	-15
Q24b	I receive help and support from other people in my workgroup	76	15	9	76%	-3	-7
Q24c	People in my workgroup are honest, open and transparent in their dealings	53	24	23	53%	-3	-14
Q24d	People in my workgroup use their time and resources efficiently	56	23	21	56%	-1	-8
Q24e	People in my workgroup treat customers with respect	81	12	7	81%	-1	-5
Q24f	People in my workgroup are committed to delivering excellent service to customers	77	16	7	77%	-3	-6
Q24g	People in my workgroup do their jobs effectively	67	20	13	67%	-1	-8
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	71	19	11	71%	-3	-8

## 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	64	23	13	64%	-5	-9
Q25f	Performance is assessed and rewarded fairly in my workplace	33	33	34	33%	-1	-3
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	35	25	40	35%	-3	-4
Q25h	People are treated fairly and consistently in my workplace	42	24	33	42%	-4	-9
Q25i	People take responsibility for their decisions and actions in my workplace	43	28	29	43%	-3	-8
Q25j	I am able to speak up and share a different view to my colleagues and manager*	63	17	20	63%	-	-9
Q30a	My senior manager demonstrates honesty and integrity	56	26	17	56%	0	-14
Q31e	Recruitment and promotion decisions in this organisation are fair	33	31	36	33%	-2	-4

\* New in 2017, no trend

## 06 Workplace climate by item (cont.)

### Purpose

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

New items were added to this index in 2017.

● Fairness and trust (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31i	My responsibilities outside of work restrict my opportunities for promotion* % positive indicates those who "strongly disagree" or "disagree" with this statement	53	30	17	53%	-	0
Q32a	Age is not a barrier to success in my organisation	66	22	12	66%	-3	+1
Q32b	Gender is not a barrier to success in my organisation	71	20	8	71%	-2	+1
Q32c	Disability is not a barrier to success in my organisation	58	34	8	58%	-3	+2
Q32d	Cultural background is not a barrier to success in my organisation	70	24	6	70%	-1	0
Q32e	Sexual orientation is not a barrier to success in my organisation	69	28	4	69%	-3	-1
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	47	23	30	47%	-5	-8
Q32g	Women and men have equal access to work experiences that support career progression*	66	25	8	66%	-	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.

		Performance and development			Response scale (%)	% positive	vs 2016	vs Qld public sector
Q28a	I receive useful feedback on my performance	52	25	23	52%	-2	-5	
Q28b	My performance is assessed against clear criteria	48	30	21	48%	-2	-3	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	60	20	20	60%	-3	-3	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	37	32	30	37%	-2	-4	
Q28e	I am able to access relevant learning and development opportunities	60	22	18	60%	-4	-2	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	61	26	13	61%	-3	+2	
Q28g	I am satisfied with the opportunities available for career development	44	27	29	44%	-2	-1	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	52	22	26	52%	-3	-3	
Q28i	I develop new knowledge and skills through undertaking tasks at work	69	18	13	69%	-2	-3	
Q31b	My organisation is committed to developing its employees	44	31	24	44%	-2	-8	

## 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	68	17	16	<b>68%</b>	-4	-10
Q29b	My manager listens to what I have to say	68	16	16	<b>68%</b>	-3	-9
Q29c	My manager keeps me informed about what's going on	59	19	22	<b>59%</b>	-2	-8
Q29d	My manager understands my work	63	16	20	<b>63%</b>	-2	-10
Q29e	My manager creates a shared sense of purpose	57	23	20	<b>57%</b>	-4	-10
Q29f	My manager demonstrates honesty and integrity	66	18	15	<b>66%</b>	-4	-10
Q29g	My manager draws the best out of me	50	29	22	<b>50%</b>	-4	-8
Q31a	In my organisation, the leadership is of high quality	45	31	24	<b>45%</b>	-1	-8



## 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	40	31	29	40%	-6	-9
Q31d	In my organisation, the leadership operates with a high level of integrity	43	34	23	43%	-3	-11
Q31f	My organisation is well managed	40	34	27	40%	-3	-8
Q33a	I would recommend my organisation as a great place to work	55	28	17	55%	-3	-5
Q33b	I am proud to tell others I work for my organisation	62	26	12	62%	-2	-5
Q33c	I feel strong personal attachment to my organisation	53	30	16	53%	-1	-6
Q33d	My organisation motivates me to help it achieve its objectives	46	35	19	46%	-4	-7
Q33e	My organisation inspires me to do the best in my job	47	34	19	47%	-4	-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.

<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	5	5	90%	-1	+1
Q21b	I understand how my work contributes to my organisation's objectives	91	5	4	91%	-1	+1
Q22a	I have a choice in deciding how I do my work	67	17	15	67%	+2	0
Q22e	My job gives me opportunities to utilise my skills	75	14	11	75%	-2	0
Q22f	I enjoy the work in my current job	75	16	10	75%	-2	-1
Q22g	My job gives me a feeling of personal accomplishment	70	18	12	70%	-1	+1
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	75	16	9	75%	-1	-1
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	79	13	8	79%	+2	-1
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	70	16	15	70%	-2	-3

## 07 Most changed since 2016, by item

### Purpose

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

#### NOTE:

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

The survey items with the most positive change	Index	% positive 2017	vs 2016
I feel my job is secure	Effectiveness and innovation	61%	+4
I have a choice in deciding how I do my work	My job	67%	+2
Approval processes at my workplace are excessive % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with approval processes	Effectiveness and innovation	15%	+2
I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with overload	Safety, health and wellness	29%	+2
Your ability to work on your own initiative % positive indicates those who responded with "very satisfied" or "satisfied"	My job	79%	+2

The survey items with the most negative change	Index	% positive 2017	vs 2016
Management model the behaviours expected of all employees	Leadership and engagement	40%	-6
If I raised a complaint, I feel confident that it would be taken seriously	Fairness and trust	47%	-5
People in my workgroup treat each other with respect	People and relationships	59%	-5
My workplace has an inclusive culture where diversity is valued and respected	Fairness and trust	64%	-5
Management is willing to act on suggestions to improve how things are done	Effectiveness and innovation	45%	-5

## 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	33%	+1
Supports their team to adapt to change	29%	+1
Empowers their team to perform at their best	28%	-4
Encourages a strong customer and stakeholder focus	27%	+1
Builds effective working relationships with others	24%	-4
Describes how their team's work aligns to organisational objectives	24%	+7
Responds confidently when faced with uncertainty	24%	-1
Implements improved ways of doing things	22%	+2
Demonstrates sound judgment	21%	-6
Delegates work effectively and monitors performance	21%	-3
Applies sound business management skills	17%	+3
Takes responsibility for team development	16%	-1
Actively seeks feedback for personal development	11%	+3
Builds effective working relationships with others	39%	-1
Empowers their team to perform at their best	36%	+1
Upholds ethical standards and principles	33%	+5
Demonstrates sound judgment	26%	-3
Responds confidently when faced with uncertainty	24%	-3
Implements improved ways of doing things	23%	-2
Actively seeks feedback for personal development	22%	+2
Supports their team to adapt to change	20%	+1
Delegates work effectively and monitors performance	19%	+1
Takes responsibility for team development	19%	+1
Encourages a strong customer and stakeholder focus	18%	-1
Applies sound business management skills	13%	-2
Describes how their team's work aligns to organisational objectives	8%	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

Proportion vs Qld public sector

#### DEMONSTRATED

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

	Proportion	vs Qld public sector
Upholds ethical standards and principles	32%	+1
Encourages a strong customer and stakeholder focus	30%	+3
Supports their team to adapt to change	28%	+2
Builds effective working relationships with others	25%	-3
Describes how their team's work aligns to organisational objectives	25%	+6
Demonstrates sound judgment	24%	-5
Empowers their team to perform at their best	23%	-3
Responds confidently when faced with uncertainty	22%	-3
Delegates work effectively and monitors performance	21%	-2
Applies sound business management skills	20%	+3
Implements improved ways of doing things	20%	0
Takes responsibility for team development	17%	0
Actively seeks feedback for personal development	9%	+2

#### 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
Empowers their team to perform at their best	38%	+3
Implements improved ways of doing things	30%	-1
Supports their team to adapt to change	30%	+4
Delegates work effectively and monitors performance	29%	-1
Builds effective working relationships with others	28%	+5
Takes responsibility for team development	27%	-3
Actively seeks feedback for personal development	26%	-5
Describes how their team's work aligns to organisational objectives	18%	-2
Responds confidently when faced with uncertainty	18%	-1
Upholds ethical standards and principles	16%	+4
Applies sound business management skills	13%	0
Demonstrates sound judgment	12%	-2
Encourages a strong customer and stakeholder focus	12%	0

## 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	36%	0
Manages and prioritises resources to achieve the best outcomes	35%	+3
Encourages collaboration and inclusion across workgroups	29%	0
Empowers individuals and teams to build capability	26%	-1
Takes responsibility for upholding ethical standards and principles	25%	+1
Demonstrates sound judgment	24%	-5
Encourages innovative ideas and solutions	24%	-2
Motivates others to perform at their best	20%	+1
Manages ambiguity and politics effectively	18%	+1
Builds effective networks across the organisation and sector	17%	-3
Demonstrates sound business acumen	17%	+1
Leads change and culture initiatives	16%	+1
Actively seeks feedback for personal development	11%	+4
Motivates others to perform at their best	39%	+3
Empowers individuals and teams to build capability	37%	+5
Manages and prioritises resources to achieve the best outcomes	33%	-3
Takes responsibility for upholding ethical standards and principles	28%	+7
Demonstrates sound judgment	25%	-2
Leads change and culture initiatives	23%	+1
Takes a 'big picture' view of issues or problems	23%	-4
Encourages innovative ideas and solutions	22%	+1
Encourages collaboration and inclusion across workgroups	20%	+4
Builds effective networks across the organisation and sector	16%	-5
Actively seeks feedback for personal development	14%	-4
Manages ambiguity and politics effectively	13%	-1
Demonstrates sound business acumen	10%	0

## 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	37%	+4
Takes a 'big picture' view of issues or problems	33%	-1
Demonstrates sound judgment	28%	-2
Empowers individuals and teams to build capability	26%	+3
Takes responsibility for upholding ethical standards and principles	25%	+1
Builds effective networks across the organisation and sector	23%	-2
Encourages collaboration and inclusion across workgroups	22%	-5
Demonstrates sound business acumen	21%	+3
Encourages innovative ideas and solutions	21%	-2
Motivates others to perform at their best	20%	0
Manages ambiguity and politics effectively	18%	0
Leads change and culture initiatives	16%	+1
Actively seeks feedback for personal development	9%	+2
Empowers individuals and teams to build capability	38%	+3
Motivates others to perform at their best	30%	-4
Encourages innovative ideas and solutions	28%	+2
Actively seeks feedback for personal development	28%	-1
Leads change and culture initiatives	27%	+2
Manages ambiguity and politics effectively	25%	-2
Encourages collaboration and inclusion across workgroups	23%	-1
Manages and prioritises resources to achieve the best outcomes	23%	-3
Takes a 'big picture' view of issues or problems	19%	+1
Builds effective networks across the organisation and sector	18%	+1
Takes responsibility for upholding ethical standards and principles	15%	+1
Demonstrates sound judgment	14%	0
Demonstrates sound business acumen	9%	0

## 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	32%	-5
Adopts a system-wide view of issues to inform action	30%	+9
Stands behind their decisions in the face of adversity	30%	+1
Directs and prioritises resources to achieve the best outcomes	28%	-2
Creates a culture of continuous improvement	24%	+1
Demonstrates commercial acumen in managing corporate risk	20%	+7
Builds strong relationships that influence organisational and sector outcomes	20%	-8
Inspires others to perform at their best	19%	-3
Seeks feedback to strengthen leadership approach	16%	+3
Nurtures a learning and development culture	14%	-2
Is compelling when communicating the organisational strategy	13%	-1
Leads change with agility	11%	-2
Inspires others to perform at their best	41%	-1
Models high levels of ethical and professional behaviour	40%	+2
Builds strong relationships that influence organisational and sector outcomes	35%	-1
Navigates complex issues, politics and ambiguous situations effectively	30%	0
Creates a culture of continuous improvement	26%	+1
Seeks feedback to strengthen leadership approach	24%	+4
Directs and prioritises resources to achieve the best outcomes	23%	-3
Leads change with agility	22%	0
Nurtures a learning and development culture	15%	+2
Stands behind their decisions in the face of adversity	15%	0
Adopts a system-wide view of issues to inform action	14%	+2
Is compelling when communicating the organisational strategy	10%	-3
Demonstrates commercial acumen in managing corporate risk	6%	-2



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

### Purpose

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

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

Leadership levels are defined as follows:

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

### DEMONSTRATED

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

### NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Models high levels of ethical and professional behaviour	39%	+3
Navigates complex issues, politics and ambiguous situations effectively	35%	-1
Stands behind their decisions in the face of adversity	30%	+3
Directs and prioritises resources to achieve the best outcomes	28%	-2
Demonstrates commercial acumen in managing corporate risk	25%	+9
Adopts a system-wide view of issues to inform action	24%	+1
Builds strong relationships that influence organisational and sector outcomes	22%	-6
Inspires others to perform at their best	20%	-1
Creates a culture of continuous improvement	19%	-3
Is compelling when communicating the organisational strategy	19%	+2
Nurtures a learning and development culture	15%	0
Seeks feedback to strengthen leadership approach	12%	-2
Leads change with agility	11%	-4
Inspires others to perform at their best	41%	+5
Seeks feedback to strengthen leadership approach	34%	-2
Builds strong relationships that influence organisational and sector outcomes	27%	+5
Navigates complex issues, politics and ambiguous situations effectively	24%	+7
Nurtures a learning and development culture	23%	-3
Stands behind their decisions in the face of adversity	23%	+4
Creates a culture of continuous improvement	22%	-5
Is compelling when communicating the organisational strategy	21%	+1
Models high levels of ethical and professional behaviour	20%	+2
Directs and prioritises resources to achieve the best outcomes	19%	-7
Leads change with agility	18%	-4
Adopts a system-wide view of issues to inform action	17%	0
Demonstrates commercial acumen in managing corporate risk	10%	0

## 08 Leadership behaviour in your agency: Exec. Perceptions of Senior Leaders

### Purpose

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

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

Leadership levels are defined as follows:

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

### POSITIVE IMPACT

In your experience, which three leadership behaviours have the greatest positive impact on engaging people in their work?

### SUCCESSION

Which of the following leadership behaviours do you think are MOST important for your direct reports to demonstrate their readiness for promotion to the Executive level or a more complex leadership role (if they're already executive)?

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Models high levels of ethical and professional behaviour	54%	+5
Inspires others to perform at their best	51%	+1
Navigates complex issues, politics and ambiguous situations effectively	31%	+4
Builds strong relationships that influence organisational and sector outcomes	30%	-2
Nurtures a learning and development culture	30%	+8
Creates a culture of continuous improvement	26%	-5
Directs and prioritises resources to achieve the best outcomes	19%	-1
Leads change with agility	14%	+1
Seeks feedback to strengthen leadership approach	14%	-1
Stands behind their decisions in the face of adversity	11%	-6
Is compelling when communicating the organisational strategy	10%	-3
Adopts a system-wide view of issues to inform action	9%	+1
Demonstrates commercial acumen in managing corporate risk	0%	-2
Inspires others to perform at their best	51%	+11
Models high levels of ethical and professional behaviour	48%	+10
Builds strong relationships that influence organisational and sector outcomes	32%	-1
Creates a culture of continuous improvement	28%	+3
Navigates complex issues, politics and ambiguous situations effectively	23%	-12
Nurtures a learning and development culture	20%	+6
Is compelling when communicating the organisational strategy	18%	+6
Leads change with agility	17%	-3
Adopts a system-wide view of issues to inform action	15%	-3
Directs and prioritises resources to achieve the best outcomes	15%	-8
Seeks feedback to strengthen leadership approach	15%	-5
Stands behind their decisions in the face of adversity	11%	-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
Demonstrates commercial acumen in managing corporate risk	40%	+21
Adopts a system-wide view of issues to inform action	35%	+5
Directs and prioritises resources to achieve the best outcomes	35%	+6
Stands behind their decisions in the face of adversity	34%	+12
Navigates complex issues, politics and ambiguous situations effectively	25%	-10
Models high levels of ethical and professional behaviour	22%	-9
Is compelling when communicating the organisational strategy	20%	0
Creates a culture of continuous improvement	17%	-8
Builds strong relationships that influence organisational and sector outcomes	15%	-11
Seeks feedback to strengthen leadership approach	15%	+1
Nurtures a learning and development culture	12%	-4
Leads change with agility	9%	-2
Inspires others to perform at their best	8%	-8
Creates a culture of continuous improvement	42%	+14
Inspires others to perform at their best	38%	+5
Seeks feedback to strengthen leadership approach	35%	+3
Models high levels of ethical and professional behaviour	30%	+5
Builds strong relationships that influence organisational and sector outcomes	26%	+3
Adopts a system-wide view of issues to inform action	23%	+4
Directs and prioritises resources to achieve the best outcomes	23%	-6
Nurtures a learning and development culture	18%	-5
Is compelling when communicating the organisational strategy	17%	-5
Leads change with agility	17%	-5
Navigates complex issues, politics and ambiguous situations effectively	17%	-2
Stands behind their decisions in the face of adversity	11%	-6
Demonstrates commercial acumen in managing corporate risk	2%	-7

## 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	57%	+1	+13
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	43%	-1	-13
None of the above	57%	+1	+13
Part time work	26%	-1	+9
Flexible work hours for example start late or early to meet responsibilities external to work*	5%	-	-7
Casual/on call	5%	0	+1
Flexible work hours for example accumulated hours as 'flexitime'*	4%	-	-26
Other, please specify	4%	0	+1
Job sharing	3%	0	+1
Compressed work hours	2%	-1	0
Leave at half pay	1%	0	-3
Hot desks	1%	0	-2
Purchased leave/extended leave/deferred salary schemes	0%	0	0
Part-year work/annualised hours	0%	0	0
Telecommuting	0%	0	-4
Term-time working	0%	0	0

\* New in 2017, no trend

## 09 Flexible work options (cont.)

### Purpose

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

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

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

	Proportion	vs 2016	vs Qld public sector
Yes, I requested flexibility	19%	0	-1
No, I have not made a request but I am content with my current arrangements	66%	-3	-3
No, I have not made a request but I am not content with my current arrangements	16%	+4	+4

### 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	44%	-23
Partially granted	15%	+1
Declined – no reason given	19%	+12
Declined – reason provided	15%	+7
I have not received a reply as yet	7%	+2

\* New in 2017, no trend

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

	Proportion	vs 2016	vs Qld public sector
Flexible working is frowned upon/not supported by my workplace culture	31%	-10	+2
I feel flexibility is not possible in my current job	28%	-10	-2
None of the Above*	25%	-	+1
I didn't feel confident presenting my case or negotiating arrangements with my manager	19%	-4	-3
I didn't feel I had the right to	17%	-3	0
I was concerned that it may negatively impact my team	17%	-1	-2
I felt it would limit my career	14%	-5	-6
I don't feel confident in my manager's ability to manage staff working flexibly	12%	-2	0
I feel the technology I currently have access to does not support flexible working	4%	+1	-2
I felt it would limit my access to training and development	4%	-1	-3

\* New in 2017, no trend

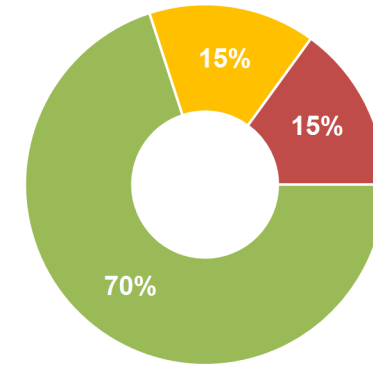
## 10 Domestic and family violence

### 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>	70%	+11	-5
<b>No</b>	15%	-4	+3
<b>Don't know</b>	15%	-7	+2



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	85%	+12	-1
<b>No</b>	8%	-5	0
<b>Don't Know</b>	7%	-7	+1

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	67%	+11	-5
<b>No</b>	17%	-4	+3
<b>Don't Know</b>	16%	-7	+2

## 10 Domestic and family violence (cont.)

### Purpose

The Government has committed to a 15 year reform agenda with respect to domestic and family violence. This section is focused on understanding the confidence levels of Queensland public sector employees in dealing with domestic and family violence in the workplace.

<b>Managers</b> <i>Manage one or more employees</i>	<b>% positive</b>	<b>vs 2016</b>	<b>vs Qld public sector</b>
I am confident that I could sensitively communicate with employees affected by domestic and family violence	<b>82%</b>	+8	0
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>79%</b>	+4	-3
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>80%</b>	+8	-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>69%</b>	+3	-2
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	<b>68%</b>	+5	-4

### In the past 12 months, have you been in a situation where you have responded to an employee/colleague affected by domestic and family violence?\*

<b>Managers</b> <i>Manage one or more employees</i>	<b>% proportion</b>	<b>vs Qld public sector</b>
<b>Yes</b>	<b>21%</b>	+5
<b>No</b>	<b>76%</b>	-4
<b>Don't Know</b>	<b>1%</b>	-1
<b>Prefer not to say</b>	<b>2%</b>	-1

\* New in 2017, no trend

<b>Non-managers</b> <i>Manage no employees</i>	<b>% proportion</b>	<b>vs Qld public sector</b>
<b>Yes</b>	<b>8%</b>	+1
<b>No</b>	<b>87%</b>	-1
<b>Don't Know</b>	<b>2%</b>	0
<b>Prefer not to say</b>	<b>3%</b>	0

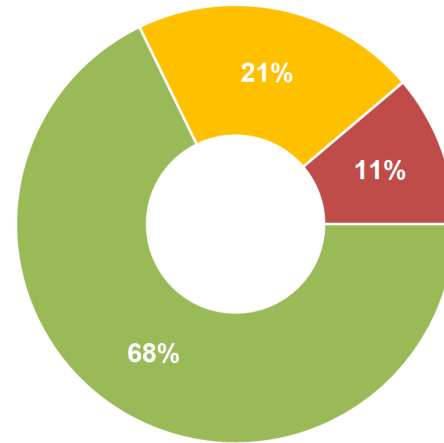
\* New in 2017, no trend

# 11 Intention to leave your organisation

## Purpose

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

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



**68%**

of employees agreed with the statement:

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

% positive change since 2016 **+1** vs Qld public sector **+1**

Reasons for leaving	Proportion	vs Qld public sector
The workplace culture	52%	+12
Career or job opportunities	40%	-12
Stress/Health	38%	+5
Professional/personal development	33%	-3
Your relationship with your manager	28%	+6
Balancing work and life commitments	22%	0
Pay and conditions	18%	-9
Work hours	18%	+3
Family/carer responsibilities	14%	+1
Other (please specify)	13%	+2
Your relationship with your colleagues	12%	+1
Job security	12%	-7
Fit between work and your interests	11%	0
Travel plans	10%	+3
Retirement	9%	+1
Contract expiring	8%	-4
The location of your workplace or the time spent commuting	8%	-10



## 12 Bullying and sexual harassment

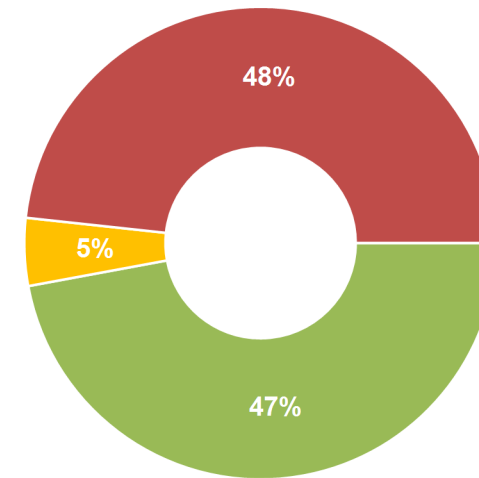
### Purpose

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.

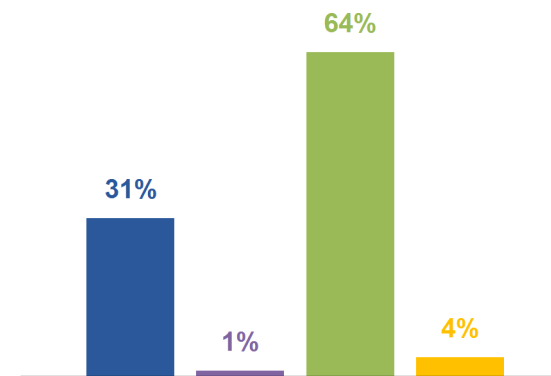
### During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
<b>Yes</b>	48%	+6	+20
<b>No</b>	47%	-5	-20
<b>Don't know</b>	5%	-2	-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>	31%	+5	+15
<b>Sexual Harassment</b>	1%	0	0
<b>No</b>	64%	-3	-14
<b>Don't Know</b>	4%	-2	-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.

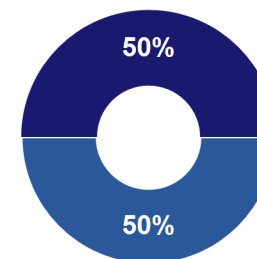
**NOTE:** Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	47%	-2	+3
Your immediate manager/supervisor	34%	-1	0
A senior manager	28%	+4	-3
A group of fellow workers	16%	+3	+2
A client/customer	9%	0	+2
A worker that reports to you	8%	+1	+3
A member of the public	7%	-1	+1
Prefer not to specify	7%	-3	-2
A consultant/service provider	2%	+1	0
Other	2%	0	0
A representative of another agency	1%	-1	-1

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	62%	-7	+4
Inappropriate and unfair application of work policies or rules	41%	+2	-1
Other	24%	0	-2
Physical behaviour (e.g. assault or aggressive body language)	14%	0	+3
Interference with your personal property or work equipment	8%	+2	+1
'Initiations' or pranks	7%	+4	0
Cyber bullying	5%	-2	-1

### 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	59%	+6	+3
I did not want to upset relationships in the workplace	37%	-3	-3
I did not think it was worth the hassle of going through the report process	36%	-1	-1
It could affect my career	35%	-8	-10
Managers accepted the behaviour	30%	-1	-4
I did not have enough evidence	22%	-1	+1
I did not think the bullying was serious enough	18%	+5	+2
Other	11%	-2	+1
The matter was resolved informally	9%	+2	+1
I did not know how to report it	5%	-2	0

## 12 Bullying and sexual harassment (cont.)

### Purpose

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

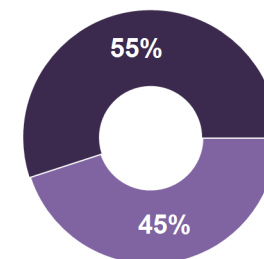
**NOTE:** Multi-select questions may not add up to 100 per cent.

Who were you <b>SEXUALLY HARASSED</b> by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	48%	+10	-4
A client/customer	14%	-17	+1
A consultant/service provider	14%	+14	+12
A senior manager	10%	-3	-5
Other	10%	+10	+7
Prefer not to specify	10%	+3	-2
Your immediate manager/supervisor	10%	-9	-4
A group of fellow workers	0%	0	-8
A member of the public	0%	0	-8
A representative of another agency	0%	0	-3
A worker that reports to you	0%	0	-3

What type of <b>SEXUAL HARASSMENT</b> did you experience?	Proportion	vs 2016	vs Qld public sector
Remarks of a sexual nature	75%	-	+2
Unwanted physical intimacy	40%	-	+4
Any other unwelcome conduct of a sexual nature in relation to you	25%	-	-1
Unwelcome demand or request, either directly or implied, for sexual favours	20%	-	+4

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

No



Yes

Why did you not report the <b>SEXUAL HARASSMENT</b> ?	Proportion	vs 2016	vs Qld public sector
I did not have enough evidence	55%	+46	+33
I did not think any action would be taken	55%	-4	+13
The matter was resolved informally	36%	+36	+23
I did not think the sexual harassment was serious enough	27%	+2	-3
Managers accepted the behaviour	27%	+27	+6
I did not think it was worth the hassle of going through the report process	18%	-23	-20
It could affect my career	18%	-7	-17
I did not know how to report it	9%	+1	+1
Other	9%	+9	-2
I did not want to upset relationships in the workplace	0%	-42	-38

# 13 Your view

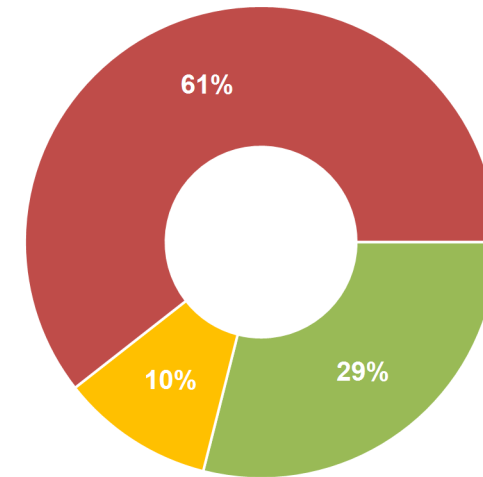
## Purpose

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.

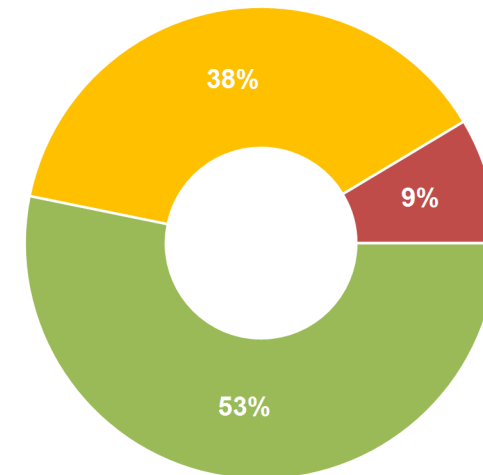
## Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
<b>Yes</b>	29%	+13	-1
<b>No</b>	61%	-9	+5
<b>No, but I have not worked long in my organisation</b>	10%	-4	-3



## How satisfied are you with your organisation's action in response to last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
<b>Positive</b>	53%	-4	-9
<b>Neutral</b>	38%	+1	+6
<b>Negative</b>	9%	+3	+3



## 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 have a good understanding of the vision, values and purpose of my organisation	85	12	3	85%	+15
Achievements are recognised and celebrated in my workplace	51	28	21	51%	+9
The morale in my work area is positive	43	25	32	43%	-4
My organisation's leaders have become more visible	42	29	28	42%	+5
I have seen an improvement in workplace culture in the last 12 months	28	40	33	28%	+3
Communication from the organisation's leaders is effective and timely	38	32	30	38%	0
I can see my organisation is working to eliminate bullying and harassment	57	24	20	57%	-
My organisation works to attract, develop and retain people from diverse backgrounds	51	36	12	51%	+8

## 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>Townsville Hospital and Health Service</b>	2,040	53%	42%	53%
<b>Managerial status</b>				
Yes	398	58%	47%	65%
No	1,635	52%	41%	51%
<b>Employment status</b>				
Permanent	1,742	51%	40%	52%
Non-permanent	288	64%	55%	60%
<b>Full-time status</b>				
Full-time basis	1,442	53%	42%	54%
Part-time basis	583	52%	42%	51%
<b>FTE Salary</b>				
Under \$50,000	212	56%	48%	49%
\$50,000 - \$69,999	579	52%	39%	49%
\$70,000 - \$89,999	495	54%	42%	56%
\$90,000 or over	730	52%	43%	57%
<b>Time in agency</b>				
Less than 2 years	407	65%	57%	61%
2 to less than 6 years	541	50%	42%	51%
6 to less than 10 years	343	49%	37%	51%
10 to less than 14 years	281	49%	35%	53%
14 to less than 16 years	96	52%	35%	53%
16 to less than 20 years	122	46%	34%	52%
20 years or more	246	54%	43%	53%

## 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>Townsville Hospital and Health Service</b>		2,040	53%	42%	53%
<b>Age</b>	34 years or younger	515	56%	46%	56%
	35 to 44 years	502	50%	42%	56%
	45 to 54 years	567	49%	41%	52%
	55 years or older	435	57%	40%	52%
<b>Gender*</b>	Female	1,653	53%	42%	54%
	Male	374	53%	44%	54%
	X	3	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
<b>Type of work</b>	Direct service delivery	1,273	53%	43%	53%
	Corporate services and administrative support/clerical	447	54%	41%	55%
	Other	312	51%	43%	54%
<b>Clinical versus non-clinical</b>	Clinical	1,231	53%	44%	55%
	Non-clinical	797	53%	40%	51%
<b>Shiftwork</b>	Yes	562	50%	38%	46%
	No	1,468	54%	44%	56%

\*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
<b>Agency engagement</b>							
Q33a	I would recommend my organisation as a great place to work	55%	-3	28%	0	17%	+3
Q33b	I am proud to tell others I work for my organisation	62%	-2	26%	-1	12%	+2
Q33c	I feel strong personal attachment to my organisation	53%	-1	30%	-1	16%	+2
Q33d	My organisation motivates me to help it achieve its objectives	46%	-4	35%	+1	19%	+2
Q33e	My organisation inspires me to do the best in my job	47%	-4	34%	+1	19%	+3
<b>Organisational leadership</b>							
Q31a	In my organisation, the leadership is of high quality	45%	-1	31%	-2	24%	+3
Q31c	Management model the behaviours expected of all employees	40%	-6	31%	0	29%	+6
Q31d	In my organisation, the leadership operates with a high level of integrity	43%	-3	34%	-1	23%	+4
Q31f	My organisation is well managed	40%	-3	34%	-1	27%	+4
<b>Innovation</b>							
Q27a	I get the opportunity to develop new and better ways of doing my job	52%	-3	25%	-2	23%	+5
Q27b	I am encouraged to make suggestions about improving work processes and/or services	62%	-3	20%	0	18%	+3
Q27c	Management is willing to act on suggestions to improve how things are done	45%	-5	29%	0	27%	+4
Q27d	My workgroup uses research and expertise to identify better practice	51%	-3	30%	-1	19%	+4
Q27e	My workgroup always tries to improve its performance	64%	-3	23%	+1	13%	+2
Q27f	My organisation is open to new ideas	47%	-3	32%	+1	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	67%	+2	17%	-2	15%	-1
Q22b	I have the tools I need to do my job effectively	69%	0	16%	0	14%	0
Q22c	I get the information I need to do my job well	64%	-1	20%	0	15%	+2
Q22d	I have the authority necessary to do my job effectively	65%	-2	20%	+1	15%	+1
Q22e	My job gives me opportunities to utilise my skills	75%	-2	14%	0	11%	+2
Q34b	Your ability to work on your own initiative	79%	+2	13%	-3	8%	+1
<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	29%	+2	32%	-4	39%	+2
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with burn out	37%	0	29%	-4	34%	+4
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	40%	0	30%	-4	30%	+3
<b>Learning and development</b>							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	60%	-3	20%	+1	20%	+2
Q28e	I am able to access relevant learning and development opportunities	60%	-4	22%	+2	18%	+2
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	61%	-3	26%	+2	13%	0
Q28g	I am satisfied with the opportunities available for career development	44%	-2	27%	-1	29%	+3
Q31b	My organisation is committed to developing its employees	44%	-2	31%	-1	24%	+3

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

### Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>My workgroup</b>							
Q24a	People in my workgroup treat each other with respect	59%	-5	18%	+2	22%	+4
Q24b	I receive help and support from other people in my workgroup	76%	-3	15%	+2	9%	+1
Q24c	People in my workgroup are honest, open and transparent in their dealings	53%	-3	24%	-1	23%	+4
Q24d	People in my workgroup use their time and resources efficiently	56%	-1	23%	-3	21%	+4
Q24e	People in my workgroup treat customers with respect	81%	-1	12%	-1	7%	+2
Q24f	People in my workgroup are committed to delivering excellent service to customers	77%	-3	16%	+2	7%	+2
Q24g	People in my workgroup do their jobs effectively	67%	-1	20%	-2	13%	+3
<b>My manager</b>							
Q29a	My manager treats employees with dignity and respect	68%	-4	17%	+2	16%	+2
Q29b	My manager listens to what I have to say	68%	-3	16%	+1	16%	+3
Q29c	My manager keeps me informed about what's going on	59%	-2	19%	0	22%	+3
Q29d	My manager understands my work	63%	-2	16%	-1	20%	+3
Q29e	My manager creates a shared sense of purpose	57%	-4	23%	+1	20%	+3
Q29f	My manager demonstrates honesty and integrity	66%	-4	18%	+2	15%	+2
Q29g	My manager draws the best out of me	50%	-4	29%	0	22%	+4

## 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.

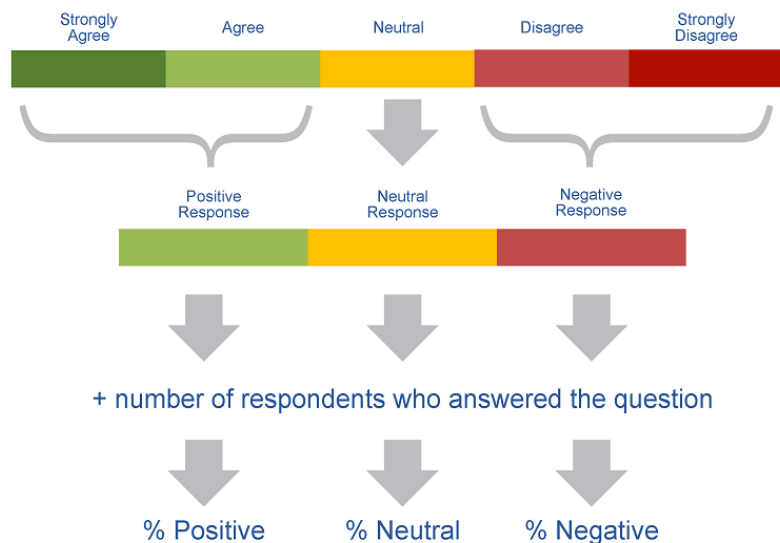
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>Organisational fairness</b>							
Q25f	Performance is assessed and rewarded fairly in my workplace	33%	-1	33%	-3	34%	+4
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	35%	-3	25%	0	40%	+3
Q25h	People are treated fairly and consistently in my workplace	42%	-4	24%	-2	33%	+6
Q25i	People take responsibility for their decisions and actions in my workplace	43%	-3	28%	-1	29%	+4
Q31e	Recruitment and promotion decisions in this organisation are fair	33%	-2	31%	-5	36%	+7
<b>Anti-discrimination</b>							
Q32a	Age is not a barrier to success in my organisation	66%	-3	22%	-1	12%	+4
Q32b	Gender is not a barrier to success in my organisation	71%	-2	20%	-1	8%	+3
Q32c	Disability is not a barrier to success in my organisation	58%	-3	34%	0	8%	+3
Q32d	Cultural background is not a barrier to success in my organisation	70%	-1	24%	0	6%	+1
Q32e	Sexual orientation is not a barrier to success in my organisation	69%	-3	28%	+2	4%	+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.