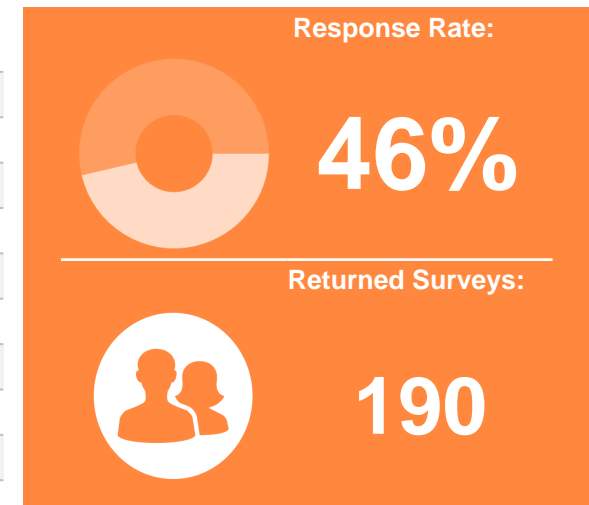


## Central West Hospital and Health Service

## Highlight Report

### Report Content

Reporting Framework	
STRATEGIC PRIORITIES	01 Driver analysis scorecard
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WORKPLACE CLIMATE	04 Workplace climate
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### Purpose

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

### Note on the response rate

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

# Reporting Framework

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

## Strategic priorities: driver analysis

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

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



## Workplace climate

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

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

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

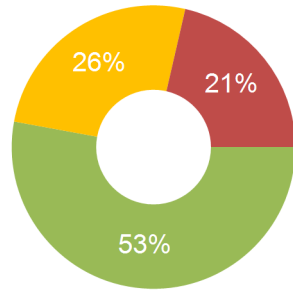


# 01 Driver analysis scorecard

## Purpose

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

### Agency engagement

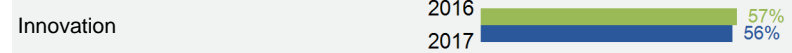


% positive change since 2016

**-4**

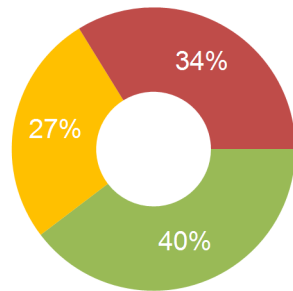
#### Top 3 drivers

#### % Positive



\*only 2 statistically significant drivers were identified for this agency on this outcome

### Organisational Leadership

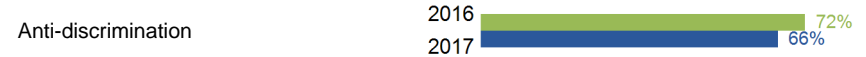
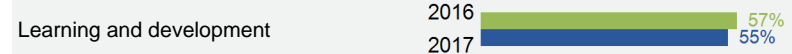


% positive change since 2016

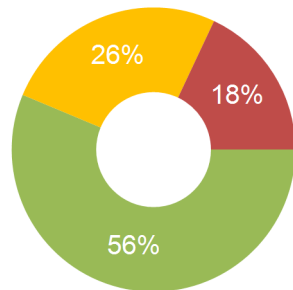
**-7**

#### Top 3 drivers

#### % Positive



### Innovation

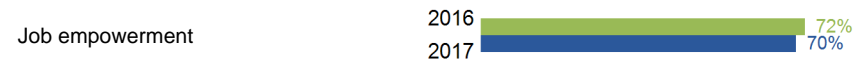


% positive change since 2016

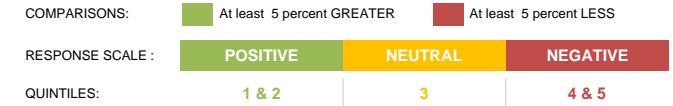
**-1**

#### 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	26	21	53%	-4	-6	41 - 82	4
Job empowerment	70	16	14	70%	-2	-2	60 - 86	4
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	37	32	31	37%	-1	-3	29 - 68	4
Learning and development	55	23	22	55%	-1	-1	33 - 82	3
My workgroup	65	22	13	65%	-1	-11	58 - 92	5
My manager	63	19	18	63%	-2	-8	57 - 84	5
Organisational leadership*	40	27	34	40%	-7	-11	29 - 85	5
Organisational fairness	37	29	33	37%	-4	-5	26 - 67	5
Anti-discrimination	66	26	8	66%	-6	0	48 - 96	4
Innovation*	56	26	18	56%	-1	-3	46 - 89	4

## 03 Factors by division

### Purpose

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

	Central West Hospital and Health Service % positive	Barcaldine Hospital Hub (Incl. Alpha/Aramac/Muttaburra PHC)	Blackall Hospital Hub (Including Tambo and Isisford PHC)	Longreach Hospital	Regional Services (incl Allied Hlth/Mental Hlth & Comm Hlth)	Winton Hospital Hub (Incl. Boulia, Jundah, Windorah, Birdsville and Bedourie)
<i>This section shows the % positive scores for divisions within the agency</i>						
Number of respondents	190	35	27	37	56	22
Agency engagement*	<b>53%</b>	64%	69%	54%	45%	46%
Job empowerment	<b>70%</b>	71%	79%	79%	65%	71%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	<b>37%</b>	40%	41%	36%	37%	39%
Learning and development	<b>55%</b>	60%	79%	51%	49%	48%
My workgroup	<b>65%</b>	69%	84%	63%	62%	54%
My manager	<b>63%</b>	80%	75%	58%	54%	65%
Organisational leadership*	<b>40%</b>	50%	65%	43%	27%	30%
Organisational fairness	<b>37%</b>	56%	49%	36%	28%	34%
Anti-discrimination	<b>66%</b>	67%	64%	68%	72%	65%
Innovation*	<b>56%</b>	65%	69%	53%	52%	53%

# 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*	49	28	23	<b>49%</b>	-6	-5	<b>43 - 82</b>	<b>5</b>
<span style="color: green;">●</span> Effectiveness and innovation*	55	24	21	<b>55%</b>	-1	-2	<b>49 - 77</b>	<b>4</b>
<span style="color: purple;">●</span> People and relationships	65	22	13	<b>65%</b>	-2	-11	<b>56 - 92</b>	<b>5</b>
<span style="color: teal;">●</span> Fairness and trust*	54	26	20	<b>54%</b>	-3	-4	<b>46 - 78</b>	<b>5</b>
<span style="color: orange;">●</span> Performance and development	54	24	23	<b>54%</b>	-3	-2	<b>41 - 74</b>	<b>3</b>
<span style="color: blue;">●</span> Leadership and engagement	54	23	23	<b>54%</b>	-4	-8	<b>49 - 81</b>	<b>5</b>
<span style="color: lightblue;">●</span> My job	77	15	9	<b>77%</b>	-2	-1	<b>58 - 89</b>	<b>4</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.

	Central West Hospital and Health Service % positive	Barcaldine Hospital Hub (Incl. Alpha/Aramac/Muttaburra PHC)	Blackall Hospital Hub (Including Tambo and Isisford PHC)	Longreach Hospital	Regional Services (incl Allied Hlth/Mental Hlth & Comm Hlth)	Winton Hospital Hub (incl. Boulia, Jundah, Windorah, Birdsville and Bedourie)
<i>This section shows the % positive scores for divisions within the agency</i>						
Number of respondents	190	35	27	37	56	22
<span style="color: red;">●</span> Safety, health and wellness*	49%	56%	62%	45%	48%	46%
<span style="color: green;">●</span> Effectiveness and innovation*	55%	62%	61%	57%	51%	55%
<span style="color: purple;">●</span> People and relationships	65%	69%	84%	62%	62%	53%
<span style="color: teal;">●</span> Fairness and trust*	54%	61%	61%	57%	51%	51%
<span style="color: orange;">●</span> Performance and development	54%	60%	72%	50%	48%	50%
<span style="color: blue;">●</span> Leadership and engagement	54%	68%	71%	53%	45%	51%
<span style="color: lightblue;">●</span> My job	77%	79%	88%	79%	74%	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	33	38	29%	-3	-2
	Q23b I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	41	31	28	41%	+2	-3
	Q23e My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	42	32	26	42%	-1	-3
	Q23f My work contributes positively to my quality of life*	46	31	23	46%	-	+1
	Q24h People in my workgroup are committed to workplace safety	70	22	9	70%	-7	-12
	Q24j People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	60	27	13	60%	-	-7
	Q25b My workplace culture supports people to achieve a good work/life balance	56	23	21	56%	-2	-6
	Q25c There is adequate focus on workplace safety at my workplace	68	20	12	68%	-8	-10

\* New in 2017, no trend



## 06 Workplace climate by item

### Purpose

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

New items were added to this index in 2017.

<span style="color: red;">●</span> Safety, health and wellness (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29h	My manager proactively discusses flexible work arrangements*	50	24	26	50%	-	+1
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	41	22	36	41%	-	-9
Q31h	The wellbeing of employees is a priority for my organisation*	41	25	34	41%	-	-8
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>	41	37	22	41%	-	0
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	61	24	15	61%	-1	-3
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	48	36	17	48%	-	-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.

<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	65	18	16	65%	-2	-6
Q22c	I get the information I need to do my job well	59	20	21	59%	-3	-9
Q22d	I have the authority necessary to do my job effectively	67	16	17	67%	-2	-2
Q23c	I feel my job is secure	61	20	19	61%	+1	+4
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>	17	30	53	17%	-1	-3
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	59	28	14	59%	-	-6
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	17	36	47	17%	+5	-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	30	28	42%	-11	-4
Q26a	My workplace has undergone significant change in the past 12 months	56	29	15	56%	0	+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	56	25	19	56%	+1	-2
Q27b	I am encouraged to make suggestions about improving work processes and/or services	66	19	15	66%	-1	-2
Q27c	Management is willing to act on suggestions to improve how things are done	50	27	22	50%	-3	-3
Q27d	My workgroup uses research and expertise to identify better practice	48	34	18	48%	-3	-7
Q27e	My workgroup always tries to improve its performance	61	25	13	61%	-2	-8
Q27f	My organisation is open to new ideas	56	23	20	56%	+4	+2
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	69	17	14	69%	0	0
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	79	14	7	79%	+2	+1
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	73	18	9	73%	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.

<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	66	17	17	66%	+6	-8
Q24b	I receive help and support from other people in my workgroup	73	17	10	73%	0	-10
Q24c	People in my workgroup are honest, open and transparent in their dealings	54	30	16	54%	+1	-14
Q24d	People in my workgroup use their time and resources efficiently	54	26	20	54%	-3	-10
Q24e	People in my workgroup treat customers with respect	75	18	7	75%	-4	-11
Q24f	People in my workgroup are committed to delivering excellent service to customers	72	21	8	72%	-5	-11
Q24g	People in my workgroup do their jobs effectively	64	24	12	64%	-1	-10
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	64	24	12	64%	-9	-15

## 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	62	27	11	62%	-2	-11
Q25f	Performance is assessed and rewarded fairly in my workplace	33	38	29	33%	-5	-3
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	38	25	37	38%	0	-1
Q25h	People are treated fairly and consistently in my workplace	44	23	33	44%	-2	-7
Q25i	People take responsibility for their decisions and actions in my workplace	44	30	26	44%	+2	-8
Q25j	I am able to speak up and share a different view to my colleagues and manager*	65	20	15	65%	-	-6
Q30a	My senior manager demonstrates honesty and integrity	61	22	17	61%	+3	-10
Q31e	Recruitment and promotion decisions in this organisation are fair	27	31	42	27%	-14	-10

\* New in 2017, no trend

## 06 Workplace climate by item (cont.)

### Purpose

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

New items were added to this index in 2017.

● 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	29	18	53%	-	0
Q32a	Age is not a barrier to success in my organisation	65	27	9	65%	-8	0
Q32b	Gender is not a barrier to success in my organisation	70	21	9	70%	-6	0
Q32c	Disability is not a barrier to success in my organisation	55	37	8	55%	-7	-1
Q32d	Cultural background is not a barrier to success in my organisation	69	21	10	69%	-4	-1
Q32e	Sexual orientation is not a barrier to success in my organisation	71	23	6	71%	-4	+1
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	45	22	33	45%	-10	-9
Q32g	Women and men have equal access to work experiences that support career progression*	69	25	6	69%	-	+2

\* New in 2017, no trend

## 06 Workplace climate by item (cont.)

### Purpose

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

		Performance and development			Response scale (%)	% positive	vs 2016	vs Qld public sector
Q28a	I receive useful feedback on my performance	50	23	27	50%	-9	-7	
Q28b	My performance is assessed against clear criteria	48	26	27	48%	-9	-3	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	60	19	21	60%	-3	-3	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	39	31	30	39%	-2	-2	
Q28e	I am able to access relevant learning and development opportunities	56	27	17	56%	-7	-6	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	65	21	13	65%	0	+7	
Q28g	I am satisfied with the opportunities available for career development	48	25	27	48%	0	+4	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	54	23	23	54%	+1	-1	
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	47	23	31	47%	+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.

<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	74	14	12	<b>74%</b>	+1	-4
Q29b	My manager listens to what I have to say	74	16	10	<b>74%</b>	-1	-3
Q29c	My manager keeps me informed about what's going on	50	23	28	<b>50%</b>	-11	-18
Q29d	My manager understands my work	61	18	21	<b>61%</b>	-3	-12
Q29e	My manager creates a shared sense of purpose	59	22	19	<b>59%</b>	-2	-9
Q29f	My manager demonstrates honesty and integrity	71	16	13	<b>71%</b>	+2	-6
Q29g	My manager draws the best out of me	53	26	22	<b>53%</b>	-2	-5
Q31a	In my organisation, the leadership is of high quality	42	25	33	<b>42%</b>	-5	-11



## 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 (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31c	Management model the behaviours expected of all employees	35	28	36	35%	-11	-14
Q31d	In my organisation, the leadership operates with a high level of integrity	44	25	31	44%	-5	-11
Q31f	My organisation is well managed	37	28	35	37%	-9	-10
Q33a	I would recommend my organisation as a great place to work	53	25	23	53%	-5	-8
Q33b	I am proud to tell others I work for my organisation	61	23	16	61%	0	-6
Q33c	I feel strong personal attachment to my organisation	51	29	20	51%	-4	-8
Q33d	My organisation motivates me to help it achieve its objectives	48	27	25	48%	-4	-5
Q33e	My organisation inspires me to do the best in my job	51	25	24	51%	-5	-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: 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	85	11	4	85%	-4	-4
Q21b	I understand how my work contributes to my organisation's objectives	90	6	4	90%	0	-1
Q22a	I have a choice in deciding how I do my work	73	17	11	73%	-1	+5
Q22e	My job gives me opportunities to utilise my skills	75	15	11	75%	-2	0
Q22f	I enjoy the work in my current job	75	16	9	75%	-1	-1
Q22g	My job gives me a feeling of personal accomplishment	69	21	10	69%	-4	0
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	74	17	9	74%	+1	-2
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	83	13	5	83%	-3	+3
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	63	21	16	63%	-11	-9

## 07 Most changed since 2016, by item

### Purpose

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

**NOTE:**

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

The survey items with the most positive change	Index	% positive 2017	vs 2016
People in my workgroup treat each other with respect	People and relationships	66%	+6
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	17%	+5
I intend to leave my organisation within the next 12 months	Non factorial item	56%	+5
My organisation is open to new ideas	Effectiveness and innovation	56%	+4
My senior manager demonstrates honesty and integrity	Fairness and trust	61%	+3

The survey items with the most negative change	Index	% positive 2017	vs 2016
Recruitment and promotion decisions in this organisation are fair	Fairness and trust	27%	-14
My manager keeps me informed about what's going on	Leadership and engagement	50%	-11
Disruptions and/or noise at my workplace make it hard to get things done % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with disruptions and/or noise	Effectiveness and innovation	42%	-11
Management model the behaviours expected of all employees	Leadership and engagement	35%	-11
All things considered, how satisfied are you with your current job? % positive indicates those who responded with "very satisfied" or "satisfied"	My job	63%	-11

## 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	36%	+5
Supports their team to adapt to change	34%	+6
Empowers their team to perform at their best	31%	0
Encourages a strong customer and stakeholder focus	26%	0
Builds effective working relationships with others	25%	-4
Demonstrates sound judgment	23%	-4
Responds confidently when faced with uncertainty	23%	-1
Delegates work effectively and monitors performance	21%	-3
Implements improved ways of doing things	19%	0
Describes how their team's work aligns to organisational objectives	18%	+1
Takes responsibility for team development	14%	-2
Actively seeks feedback for personal development	13%	+5
Applies sound business management skills	10%	-4
Empowers their team to perform at their best	34%	-1
Builds effective working relationships with others	33%	-6
Upholds ethical standards and principles	32%	+4
Demonstrates sound judgment	30%	+1
Supports their team to adapt to change	27%	+9
Implements improved ways of doing things	23%	-2
Takes responsibility for team development	23%	+5
Responds confidently when faced with uncertainty	21%	-6
Encourages a strong customer and stakeholder focus	19%	+1
Actively seeks feedback for personal development	15%	-6
Delegates work effectively and monitors performance	15%	-3
Applies sound business management skills	14%	-1
Describes how their team's work aligns to organisational objectives	14%	+5

## 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	36%	+4
Encourages a strong customer and stakeholder focus	32%	+4
Responds confidently when faced with uncertainty	29%	+4
Empowers their team to perform at their best	28%	+1
Applies sound business management skills	26%	+9
Demonstrates sound judgment	26%	-3
Supports their team to adapt to change	25%	-1
Builds effective working relationships with others	22%	-6
Describes how their team's work aligns to organisational objectives	20%	+1
Delegates work effectively and monitors performance	18%	-5
Implements improved ways of doing things	14%	-5
Takes responsibility for team development	13%	-4
Actively seeks feedback for personal development	8%	+1

#### 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
Implements improved ways of doing things	38%	+7
Actively seeks feedback for personal development	35%	+5
Empowers their team to perform at their best	35%	0
Takes responsibility for team development	28%	-2
Delegates work effectively and monitors performance	23%	-6
Describes how their team's work aligns to organisational objectives	23%	+3
Responds confidently when faced with uncertainty	23%	+4
Supports their team to adapt to change	22%	-4
Builds effective working relationships with others	19%	-5
Applies sound business management skills	16%	+3
Demonstrates sound judgment	16%	+3
Encourages a strong customer and stakeholder focus	14%	+2
Upholds ethical standards and principles	8%	-5

## 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 responsibility for upholding ethical standards and principles	38%	+14
Manages and prioritises resources to achieve the best outcomes	34%	+2
Empowers individuals and teams to build capability	32%	+5
Encourages innovative ideas and solutions	30%	+5
Demonstrates sound judgment	28%	0
Encourages collaboration and inclusion across workgroups	24%	-4
Motivates others to perform at their best	24%	+5
Takes a 'big picture' view of issues or problems	20%	-16
Leads change and culture initiatives	18%	+3
Actively seeks feedback for personal development	14%	+7
Demonstrates sound business acumen	14%	-2
Manages ambiguity and politics effectively	12%	-5
Builds effective networks across the organisation and sector	8%	-13

	Proportion	vs Qld public sector
Leads change and culture initiatives	35%	+13
Empowers individuals and teams to build capability	31%	-1
Builds effective networks across the organisation and sector	29%	+9
Demonstrates sound judgment	29%	+2
Manages and prioritises resources to achieve the best outcomes	29%	-7
Encourages innovative ideas and solutions	25%	+5
Motivates others to perform at their best	25%	-11
Takes a 'big picture' view of issues or problems	25%	-2
Actively seeks feedback for personal development	19%	+1
Encourages collaboration and inclusion across workgroups	19%	+2
Takes responsibility for upholding ethical standards and principles	15%	-6
Manages ambiguity and politics effectively	10%	-4
Demonstrates sound business acumen	8%	-2

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

### Purpose

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

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

Leadership levels are defined as follows:

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

### DEMONSTRATED

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

### NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Takes responsibility for upholding ethical standards and principles	38%	+14
Encourages collaboration and inclusion across workgroups	33%	+7
Takes a 'big picture' view of issues or problems	33%	-1
Manages and prioritises resources to achieve the best outcomes	31%	-2
Demonstrates sound judgment	29%	-1
Empowers individuals and teams to build capability	25%	+2
Motivates others to perform at their best	25%	+5
Encourages innovative ideas and solutions	23%	0
Manages ambiguity and politics effectively	17%	-2
Demonstrates sound business acumen	15%	-3
Builds effective networks across the organisation and sector	13%	-12
Leads change and culture initiatives	10%	-5
Actively seeks feedback for personal development	6%	-1
Empowers individuals and teams to build capability	37%	+2
Leads change and culture initiatives	29%	+3
Manages ambiguity and politics effectively	29%	+2
Motivates others to perform at their best	29%	-5
Actively seeks feedback for personal development	27%	-2
Manages and prioritises resources to achieve the best outcomes	27%	+1
Encourages collaboration and inclusion across workgroups	24%	+1
Demonstrates sound judgment	22%	+9
Encourages innovative ideas and solutions	22%	-4
Takes a 'big picture' view of issues or problems	20%	+2
Builds effective networks across the organisation and sector	16%	-1
Takes responsibility for upholding ethical standards and principles	14%	+1
Demonstrates sound business acumen	4%	-5

## 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
Stands behind their decisions in the face of adversity	40%	+11
Directs and prioritises resources to achieve the best outcomes	33%	+4
Nurtures a learning and development culture	30%	+14
Navigates complex issues, politics and ambiguous situations effectively	27%	-10
Builds strong relationships that influence organisational and sector outcomes	20%	-7
Creates a culture of continuous improvement	20%	-3
Inspires others to perform at their best	20%	-2
Adopts a system-wide view of issues to inform action	17%	-4
Seeks feedback to strengthen leadership approach	17%	+3
Demonstrates commercial acumen in managing corporate risk	13%	0
Leads change with agility	10%	-3
Is compelling when communicating the organisational strategy	7%	-8
Models high levels of ethical and professional behaviour	45%	+7
Builds strong relationships that influence organisational and sector outcomes	42%	+6
Creates a culture of continuous improvement	32%	+7
Nurtures a learning and development culture	32%	+19
Inspires others to perform at their best	26%	-16
Directs and prioritises resources to achieve the best outcomes	23%	-3
Leads change with agility	23%	+1
Navigates complex issues, politics and ambiguous situations effectively	23%	-7
Is compelling when communicating the organisational strategy	16%	+3
Seeks feedback to strengthen leadership approach	16%	-4
Adopts a system-wide view of issues to inform action	10%	-3
Demonstrates commercial acumen in managing corporate risk	10%	+2
Stands behind their decisions in the face of adversity	3%	-12



## 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	40%	+5
Navigates complex issues, politics and ambiguous situations effectively	33%	-2
Stands behind their decisions in the face of adversity	33%	+6
Builds strong relationships that influence organisational and sector outcomes	30%	+2
Creates a culture of continuous improvement	30%	+8
Directs and prioritises resources to achieve the best outcomes	27%	-4
Is compelling when communicating the organisational strategy	23%	+7
Leads change with agility	20%	+5
Inspires others to perform at their best	17%	-4
Adopts a system-wide view of issues to inform action	13%	-9
Nurtures a learning and development culture	13%	-2
Seeks feedback to strengthen leadership approach	13%	0
Demonstrates commercial acumen in managing corporate risk	7%	-9
Directs and prioritises resources to achieve the best outcomes	39%	+12
Seeks feedback to strengthen leadership approach	39%	+3
Inspires others to perform at their best	32%	-4
Creates a culture of continuous improvement	29%	+3
Is compelling when communicating the organisational strategy	26%	+5
Models high levels of ethical and professional behaviour	26%	+8
Builds strong relationships that influence organisational and sector outcomes	23%	+1
Nurtures a learning and development culture	19%	-7
Leads change with agility	16%	-5
Navigates complex issues, politics and ambiguous situations effectively	16%	-1
Stands behind their decisions in the face of adversity	16%	-3
Adopts a system-wide view of issues to inform action	10%	-8
Demonstrates commercial acumen in managing corporate risk	10%	0

## 09 Flexible work options

### Purpose

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

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

### Do you currently use any of the following flexible work options?

	Proportion	vs 2016	vs Qld public sector
Used no flexible work option	54%	-7	+10
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	46%	+7	-10
None of the above	54%	-7	+10
Part time work	17%	-1	0
Flexible work hours for example accumulated hours as 'flexitime'*	14%	-	-15
Flexible work hours for example start late or early to meet responsibilities external to work*	8%	-	-4
Casual/on call	6%	-3	+2
Leave at half pay	5%	0	+1
Other, please specify	4%	+1	+1
Job sharing	2%	0	0
Hot desks	1%	0	-2
Telecommuting	1%	+1	-3
Compressed work hours	1%	-1	-1
Part-year work/annualised hours	0%	-1	0
Purchased leave/extended leave/deferred salary schemes	0%	0	-1
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	18%	-1	-1
No, I have not made a request but I am content with my current arrangements	71%	+2	+2
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 2016	vs Qld public sector
Fully granted	41%		-25
Partially granted	32%		+18
Declined – no reason given	12%		+5
Declined – reason provided	6%		-2
I have not received a reply as yet	9%		+4

\* New in 2017, no trend

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

	Proportion	vs 2016	vs Qld public sector
None of the Above*	35%	-	+11
I didn't feel I had the right to	25%	-5	+8
I didn't feel confident presenting my case or negotiating arrangements with my manager	20%	-6	-2
I felt it would limit my career	20%	+7	0
I feel flexibility is not possible in my current job	15%	-15	-15
I was concerned that it may negatively impact my team	15%	-7	-4
I don't feel confident in my manager's ability to manage staff working flexibly	10%	-7	-2
I felt it would limit my access to training and development	10%	+1	+3
Flexible working is frowned upon/not supported by my workplace culture	5%	-17	-25
I feel the technology I currently have access to does not support flexible working	5%	-4	-1

\* New in 2017, no trend

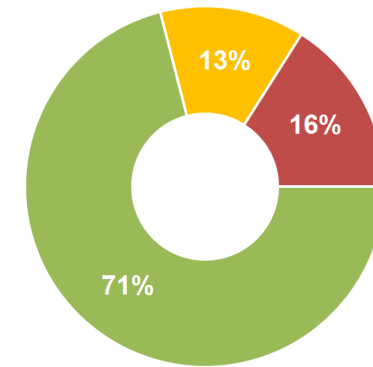
## 10 Domestic and family violence

### Purpose

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

Are you aware of any policies, in your workplace, designed to support employees affected by domestic and family violence in the workplace or the community?

Overall	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	71%	-2	-5
<b>No</b>	16%	+4	+4
<b>Don't know</b>	13%	-1	+1



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	77%	-7	-9
<b>No</b>	13%	+4	+5
<b>Don't Know</b>	10%	+4	+4

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	69%	0	-3
<b>No</b>	17%	+3	+4
<b>Don't Know</b>	14%	-3	0

## 10 Domestic and family violence (cont.)

### Purpose

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

<b>Managers</b> <i>Manage one or more employees</i>	<b>% positive</b>	<b>vs 2016</b>	<b>vs Qld public sector</b>
I am confident that I could sensitively communicate with employees affected by domestic and family violence	<b>80%</b>	-7	-2
If I was approached directly by an employee affected by domestic and family violence, I am confident in my ability to provide appropriate levels of support	<b>84%</b>	+3	+2
If I was made aware (e.g. by other colleagues) that domestic and family violence was affecting an employee, I am confident that I could respond appropriately	<b>82%</b>	-3	0

<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>68%</b>	-1	-3
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	<b>73%</b>	-3	+1

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

<b>Managers</b> <i>Manage one or more employees</i>	<b>% proportion</b>	<b>vs Qld public sector</b>	<b>Non-managers</b> <i>Manage no employees</i>	<b>% proportion</b>	<b>vs Qld public sector</b>
<b>Yes</b>	<b>13%</b>	-3	<b>Yes</b>	<b>10%</b>	+3
<b>No</b>	<b>83%</b>	+3	<b>No</b>	<b>84%</b>	-4
<b>Don't Know</b>	<b>0%</b>	-2	<b>Don't Know</b>	<b>3%</b>	0
<b>Prefer not to say</b>	<b>4%</b>	+1	<b>Prefer not to say</b>	<b>4%</b>	+1

\* New in 2017, no trend

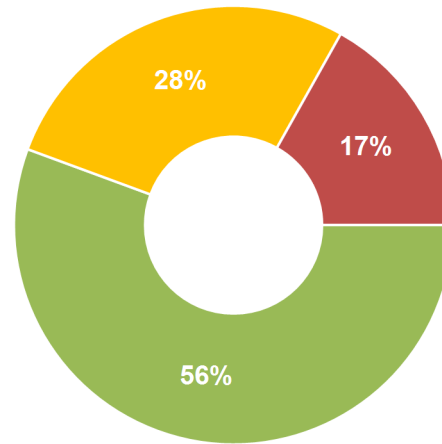
\* New in 2017, no trend

# 11 Intention to leave your organisation

## Purpose

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

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



**56%**

of employees agreed with the statement:

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

% positive change since 2016

**+5**

vs Qld public sector

**-11**

Reasons for leaving	Proportion	vs Qld public sector
The workplace culture	51%	+12
Stress/Health	37%	+4
Career or job opportunities	36%	-16
Professional/personal development	36%	0
Pay and conditions	31%	+4
Your relationship with your manager	25%	+3
Your relationship with your colleagues	24%	+13
Family/carer responsibilities	19%	+6
The location of your workplace or the time spent commuting	18%	0
Balancing work and life commitments	16%	-6
Work hours	15%	+1
Other (please specify)	13%	+3
Fit between work and your interests	12%	+1
Job security	12%	-7
Contract expiring	7%	-5
Retirement	7%	-1
Travel plans	6%	-1

## 12 Bullying and sexual harassment

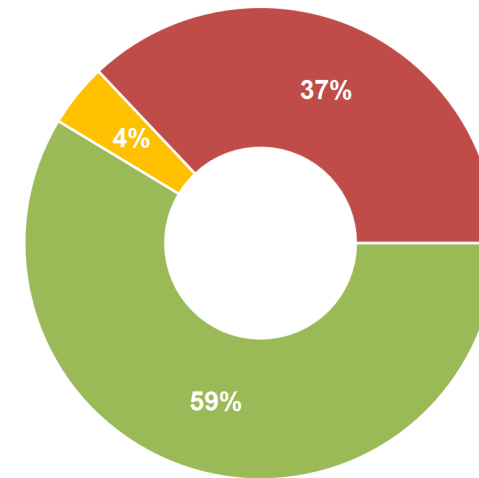
### Purpose

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

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

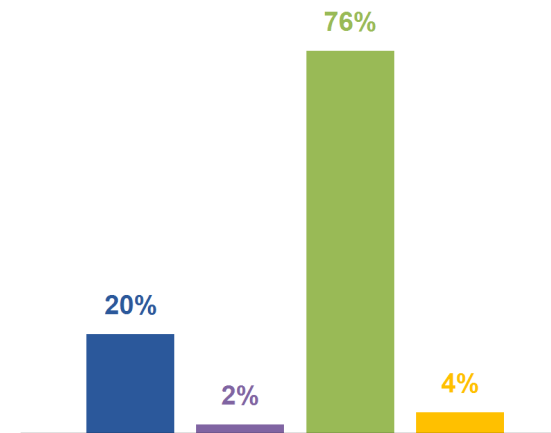
### During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
<b>Yes</b>	37%	-1	+9
<b>No</b>	59%	0	-8
<b>Don't know</b>	4%	+1	-1



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

	Proportion	vs 2016	vs Qld public sector
<b>Bullying</b>	20%	-4	+3
<b>Sexual Harassment</b>	2%	+1	+1
<b>No</b>	76%	+6	-2
<b>Don't Know</b>	4%	-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.

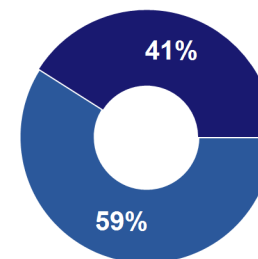
**NOTE:** Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	53%	+6	+10
A senior manager	50%	+13	+19
Your immediate manager/supervisor	41%	-4	+7
A group of fellow workers	13%	-14	-1
A client/customer	6%	+2	-1
A consultant/service provider	6%	+6	+4
A member of the public	3%	+1	-2
A worker that reports to you	3%	-5	-2
Other	3%	+1	+1
Prefer not to specify	3%	-1	-5
A representative of another agency	0%	-2	-2

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	75%	+13	+17
Inappropriate and unfair application of work policies or rules	56%	+4	+14
Interference with your personal property or work equipment	16%	-2	+8
Other	16%	-6	-11
Physical behaviour (e.g. assault or aggressive body language)	13%	-2	+1
Cyber bullying	6%	-8	0
'Initiations' or pranks	3%	-9	-4

### Did you report the BULLYING?

No



Yes

### Why did you not report the BULLYING?

	Proportion	vs 2016	vs Qld public sector
I did not think any action would be taken	54%	-13	-2
It could affect my career	38%	0	-7
Managers accepted the behaviour	31%	-17	-2
Other	15%	-4	+5
I did not have enough evidence	8%	-26	-12
I did not think it was worth the hassle of going through the report process	8%	-21	-30
I did not think the bullying was serious enough	8%	-7	-8
I did not want to upset relationships in the workplace	8%	-26	-32
The matter was resolved informally	8%	-2	0
I did not know how to report it	0%	-10	-5



# 13 Your view

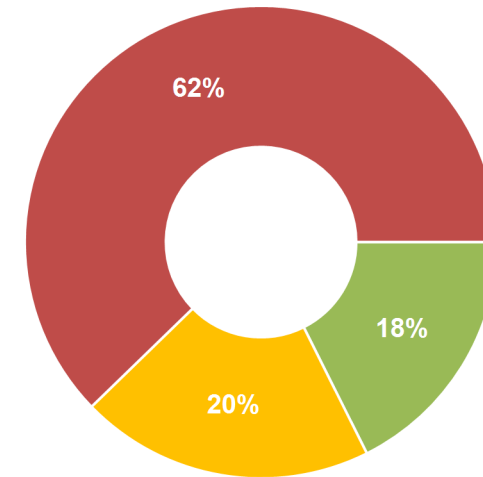
## Purpose

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.

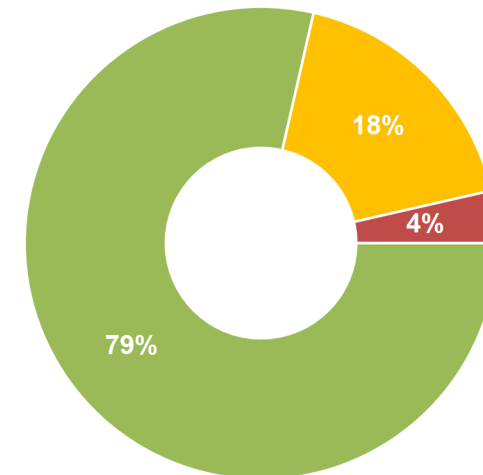
## Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
<b>Yes</b>	18%	-12	-13
<b>No</b>	62%	+7	+6
<b>No, but I have not worked long in my organisation</b>	20%	+6	+6



## 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>	79%	+22	+16
<b>Neutral</b>	18%	-22	-14
<b>Negative</b>	4%	+1	-2



## 14 Appendix A – Strategic priorities by demographics

### Purpose

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

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

	Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
<b>Central West Hospital and Health Service</b>	190	53%	40%	56%
<b>Managerial status</b>				
Yes	54	48%	28%	53%
No	135	55%	45%	57%
<b>Employment status</b>				
Permanent	153	50%	37%	56%
Non-permanent	37	66%	50%	56%
<b>Full-time status</b>				
Full-time basis	151	49%	34%	55%
Part-time basis	36	65%	58%	60%
<b>FTE Salary</b>				
Under \$50,000	23	73%	65%	67%
\$50,000 - \$69,999	47	66%	50%	61%
\$70,000 - \$89,999	35	36%	27%	39%
\$90,000 or over	79	48%	33%	60%
<b>Time in agency</b>				
Less than 2 years	65	60%	45%	61%
2 to less than 6 years	44	49%	44%	56%
6 to less than 10 years	28	60%	39%	54%
10 to less than 14 years	16	42%	27%	53%
14 to less than 16 years	7	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
16 to less than 20 years	15	47%	38%	45%
20 years or more	15	35%	15%	52%

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

### Purpose

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

		Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
<i>"Restricted" indicates a group with less than 10 respondents</i>					
<b>Central West Hospital and Health Service</b>		190	53%	40%	56%
<b>Age</b>					
	34 years or younger	50	59%	52%	64%
	35 to 44 years	43	50%	31%	54%
	45 to 54 years	49	48%	35%	54%
	55 years or older	47	55%	41%	53%
<b>Gender*</b>					
	Female	158	53%	40%	57%
	Male	30	49%	35%	53%
	X	0	Restricted	Restricted	Restricted
<b>Type of work</b>					
	Direct service delivery	123	50%	40%	55%
	Corporate services and administrative support/clerical	37	63%	43%	62%
	Other	30	54%	34%	57%
<b>Clinical versus non-clinical</b>					
	Clinical	106	48%	39%	56%
	Non-clinical	83	60%	40%	56%
<b>Shiftwork</b>					
	Yes	51	50%	45%	55%
	No	139	54%	38%	57%

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

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

### Purpose

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

Strategic priorities		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>Agency engagement</b>							
Q33a	I would recommend my organisation as a great place to work	53%	-5	25%	-2	23%	+6
Q33b	I am proud to tell others I work for my organisation	61%	0	23%	-5	16%	+5
Q33c	I feel strong personal attachment to my organisation	51%	-4	29%	-3	20%	+7
Q33d	My organisation motivates me to help it achieve its objectives	48%	-4	27%	-4	25%	+9
Q33e	My organisation inspires me to do the best in my job	51%	-5	25%	-2	24%	+8
<b>Organisational leadership</b>							
Q31a	In my organisation, the leadership is of high quality	42%	-5	25%	-8	33%	+13
Q31c	Management model the behaviours expected of all employees	35%	-11	28%	+2	36%	+9
Q31d	In my organisation, the leadership operates with a high level of integrity	44%	-5	25%	-4	31%	+8
Q31f	My organisation is well managed	37%	-9	28%	-2	35%	+10
<b>Innovation</b>							
Q27a	I get the opportunity to develop new and better ways of doing my job	56%	+1	25%	-8	19%	+7
Q27b	I am encouraged to make suggestions about improving work processes and/or services	66%	-1	19%	0	15%	+1
Q27c	Management is willing to act on suggestions to improve how things are done	50%	-3	27%	+1	22%	+2
Q27d	My workgroup uses research and expertise to identify better practice	48%	-3	34%	+1	18%	+2
Q27e	My workgroup always tries to improve its performance	61%	-2	25%	+2	13%	-1
Q27f	My organisation is open to new ideas	56%	+4	23%	-8	20%	+4

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

### Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>Job empowerment</b>							
Q22a	I have a choice in deciding how I do my work	73%	-1	17%	-1	11%	+2
Q22b	I have the tools I need to do my job effectively	65%	-2	18%	+1	16%	+1
Q22c	I get the information I need to do my job well	59%	-3	20%	-3	21%	+6
Q22d	I have the authority necessary to do my job effectively	67%	-2	16%	-2	17%	+4
Q22e	My job gives me opportunities to utilise my skills	75%	-2	15%	+1	11%	+1
Q34b	Your ability to work on your own initiative	83%	-3	13%	+4	5%	0
<b>Workload and health</b>							
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with overload	29%	-3	33%	-7	38%	+10
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with burn out	41%	+2	31%	-2	28%	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	42%	-1	32%	-2	26%	+3
<b>Learning and development</b>							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	60%	-3	19%	-3	21%	+6
Q28e	I am able to access relevant learning and development opportunities	56%	-7	27%	+2	17%	+5
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	65%	0	21%	-2	13%	+3
Q28g	I am satisfied with the opportunities available for career development	48%	0	25%	-2	27%	+2
Q31b	My organisation is committed to developing its employees	47%	+1	23%	-8	31%	+6

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

### Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>My workgroup</b>							
Q24a	People in my workgroup treat each other with respect	66%	+6	17%	0	17%	-5
Q24b	I receive help and support from other people in my workgroup	73%	0	17%	+1	10%	-1
Q24c	People in my workgroup are honest, open and transparent in their dealings	54%	+1	30%	+2	16%	-3
Q24d	People in my workgroup use their time and resources efficiently	54%	-3	26%	+2	20%	+1
Q24e	People in my workgroup treat customers with respect	75%	-4	18%	+4	7%	-1
Q24f	People in my workgroup are committed to delivering excellent service to customers	72%	-5	21%	+6	8%	-1
Q24g	People in my workgroup do their jobs effectively	64%	-1	24%	+2	12%	-1
<b>My manager</b>							
Q29a	My manager treats employees with dignity and respect	74%	+1	14%	-2	12%	+1
Q29b	My manager listens to what I have to say	74%	-1	16%	+3	10%	-3
Q29c	My manager keeps me informed about what's going on	50%	-11	23%	+2	28%	+10
Q29d	My manager understands my work	61%	-3	18%	-1	21%	+5
Q29e	My manager creates a shared sense of purpose	59%	-2	22%	-1	19%	+3
Q29f	My manager demonstrates honesty and integrity	71%	+2	16%	-1	13%	0
Q29g	My manager draws the best out of me	53%	-2	26%	+1	22%	+1

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

### Purpose

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

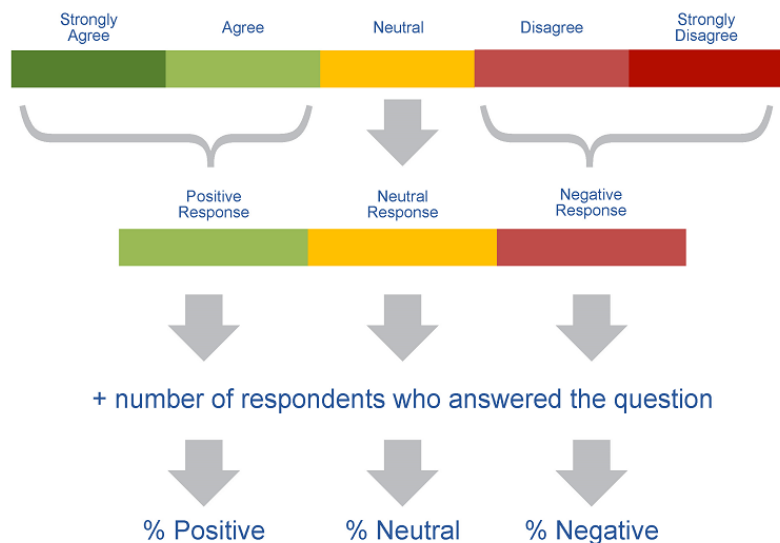
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>Organisational fairness</b>							
Q25f	Performance is assessed and rewarded fairly in my workplace	33%	-5	38%	+6	29%	-1
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	38%	0	25%	-2	37%	+3
Q25h	People are treated fairly and consistently in my workplace	44%	-2	23%	0	33%	+2
Q25i	People take responsibility for their decisions and actions in my workplace	44%	+2	30%	-3	26%	+1
Q31e	Recruitment and promotion decisions in this organisation are fair	27%	-14	31%	+2	42%	+12
<b>Anti-discrimination</b>							
Q32a	Age is not a barrier to success in my organisation	65%	-8	27%	+8	9%	0
Q32b	Gender is not a barrier to success in my organisation	70%	-6	21%	+4	9%	+2
Q32c	Disability is not a barrier to success in my organisation	55%	-7	37%	+4	8%	+3
Q32d	Cultural background is not a barrier to success in my organisation	69%	-4	21%	+1	10%	+3
Q32e	Sexual orientation is not a barrier to success in my organisation	71%	-4	23%	+2	6%	+1

## 16 Appendix C – How to interpret this report

### % Positive, neutral and negative scores

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

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



### Negatively Worded Questions: An example

*What are negatively worded questions?*

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

*How are the negatively worded responses scored?*

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

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

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

#### EXAMPLE

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

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

OR

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

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

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

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

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



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

### Rounding

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

### Factor scores

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

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

### Workplace climate index scores

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

### % Change and division comparisons

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

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

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

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

### Quintile

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

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

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

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

### Number of respondents

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

### Base size for Working for Queensland 2017

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

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

### Definitions

The following definitions were used in the survey:

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

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

#### Your organisation

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

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

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

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

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

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

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