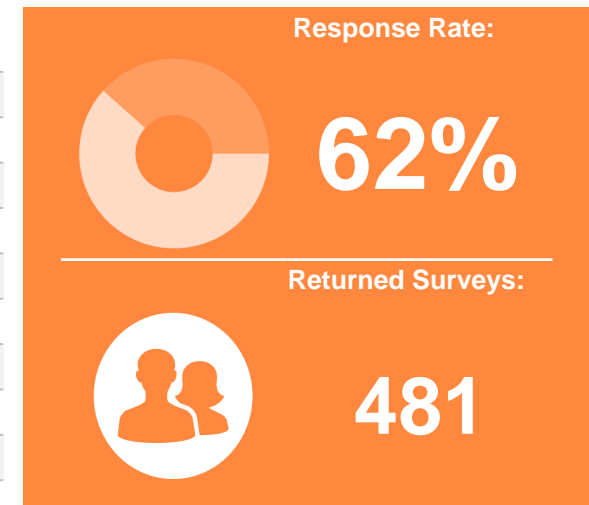


## North West Hospital and Health Service

## Highlight Report

### Report Content

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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.

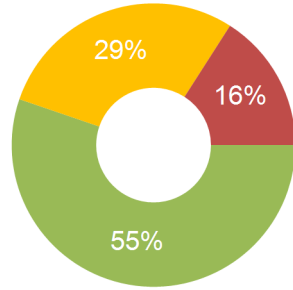


# 01 Driver analysis scorecard

## Purpose

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

### Agency engagement

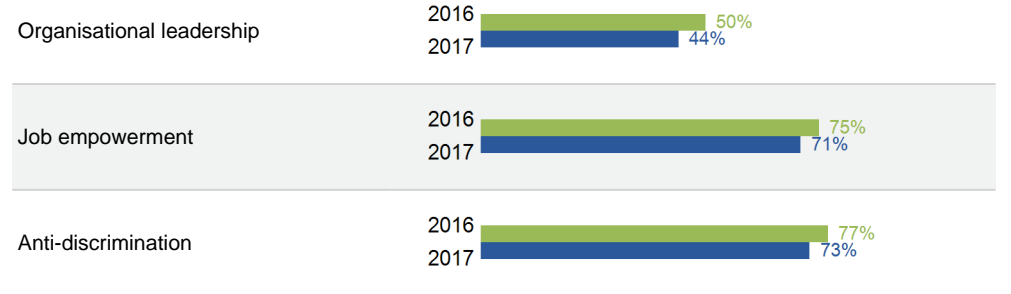


% positive change since 2016

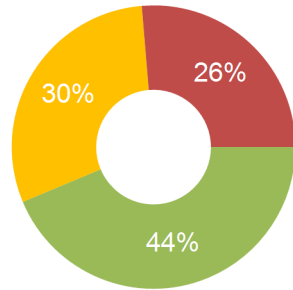
**-4**

#### Top 3 drivers

#### % Positive



### Organisational Leadership

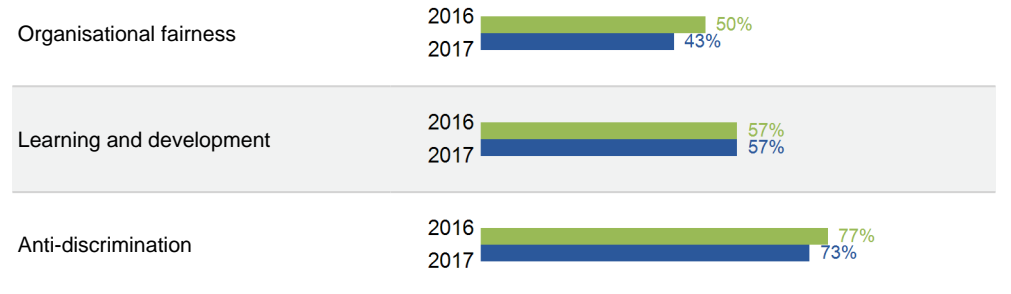


% positive change since 2016

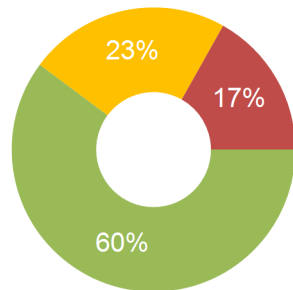
**-6**

#### Top 3 drivers

#### % Positive



### Innovation

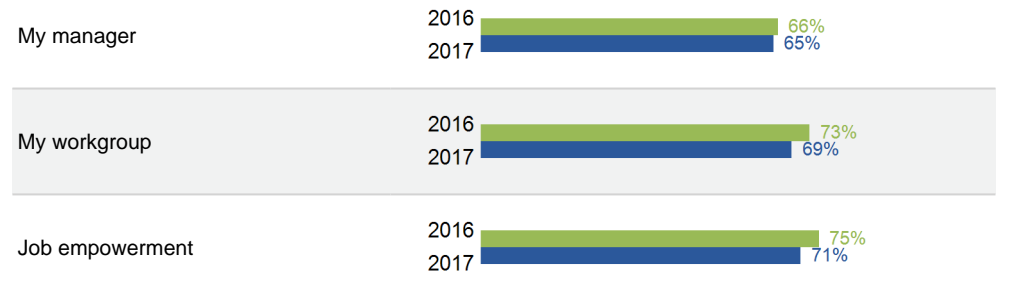


% positive change since 2016

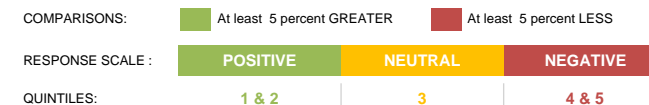
**-1**

#### 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*	55	29	16	55%	-4	-3	41 - 82	4
Job empowerment	71	16	13	71%	-4	-1	60 - 86	4
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	40	32	28	40%	-10	0	29 - 68	4
Learning and development	57	24	19	57%	0	+1	33 - 82	3
My workgroup	69	19	12	69%	-3	-7	58 - 92	5
My manager	65	18	17	65%	-1	-6	57 - 84	5
Organisational leadership*	44	30	26	44%	-6	-7	29 - 85	4
Organisational fairness	43	28	29	43%	-7	0	26 - 67	3
Anti-discrimination	73	21	6	73%	-5	+7	48 - 96	2
Innovation*	60	23	17	60%	-1	+1	46 - 89	3

## 03 Factors by division

### Purpose

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

	North West Hospital and Health Service % positive	Burketown/Camooweal/Dajarra/Karumba	Cloncurry	Doomadgee	Julia Creek / McKinlay	Morrington Island	Mount Isa	Normanton
<i>This section shows the % positive scores for divisions within the agency</i>								
Number of respondents	481	15	44	26	11	33	326	14
Agency engagement*	<b>55%</b>	58%	57%	67%	51%	64%	52%	69%
Job empowerment	<b>71%</b>	81%	72%	72%	66%	73%	70%	65%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	<b>40%</b>	47%	42%	58%	58%	22%	41%	26%
Learning and development	<b>57%</b>	65%	55%	56%	29%	82%	55%	61%
My workgroup	<b>69%</b>	70%	61%	61%	44%	81%	72%	43%
My manager	<b>65%</b>	79%	52%	77%	79%	88%	63%	46%
Organisational leadership*	<b>44%</b>	53%	40%	63%	54%	77%	39%	39%
Organisational fairness	<b>43%</b>	53%	47%	52%	36%	79%	38%	24%
Anti-discrimination	<b>73%</b>	65%	70%	83%	60%	95%	70%	87%
Innovation*	<b>60%</b>	72%	51%	56%	50%	74%	61%	30%

## 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*	53	28	19	<b>53%</b>	<b>-11</b>	-2	<b>43 - 82</b>	<b>4</b>
<span style="color: green;">●</span> Effectiveness and innovation*	57	24	20	<b>57%</b>	-2	-1	<b>49 - 77</b>	<b>4</b>
<span style="color: purple;">●</span> People and relationships	70	18	12	<b>70%</b>	-4	<b>-7</b>	<b>56 - 92</b>	<b>5</b>
<span style="color: teal;">●</span> Fairness and trust*	59	24	17	<b>59%</b>	-4	+1	<b>46 - 78</b>	<b>3</b>
<span style="color: orange;">●</span> Performance and development	58	23	20	<b>58%</b>	0	+2	<b>41 - 74</b>	<b>2</b>
<span style="color: blue;">●</span> Leadership and engagement	57	24	19	<b>57%</b>	-3	<b>-6</b>	<b>49 - 81</b>	<b>4</b>
<span style="color: lightblue;">●</span> My job	79	13	8	<b>79%</b>	-2	+1	<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.

	North West Hospital and Health Service % positive	Burketown/Cambooseal/Dajarra/Karumba	Cloncurry	Doomadgee	Julia Creek / McKinlay	Morrington Island	Mount Isa	Normanton
<i>This section shows the % positive scores for divisions within the agency</i>								
Number of respondents	481	15	44	26	11	33	326	14
<span style="color: red;">●</span> Safety, health and wellness*	53%	60%	51%	58%	46%	58%	52%	44%
<span style="color: green;">●</span> Effectiveness and innovation*	57%	66%	58%	55%	52%	55%	57%	43%
<span style="color: purple;">●</span> People and relationships	70%	71%	63%	63%	43%	81%	72%	41%
<span style="color: teal;">●</span> Fairness and trust*	59%	59%	59%	66%	50%	83%	57%	54%
<span style="color: orange;">●</span> Performance and development	58%	64%	58%	55%	37%	82%	56%	56%
<span style="color: blue;">●</span> Leadership and engagement	57%	66%	51%	70%	66%	78%	54%	51%
<span style="color: lightblue;">●</span> My job	79%	92%	78%	82%	65%	79%	78%	81%

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

## 06 Workplace climate by item

### Purpose

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

New items were added to this index in 2017.

<span style="color: red;">●</span> Safety, health and wellness		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement	30	36	34	<b>30%</b>	-9	-1
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	44	28	29	<b>44%</b>	-10	+1
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	47	32	21	<b>47%</b>	-13	+2
Q23f	My work contributes positively to my quality of life*	49	34	18	<b>49%</b>	-	+4
Q24h	People in my workgroup are committed to workplace safety	78	16	6	<b>78%</b>	-3	-4
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	65	23	12	<b>65%</b>	-	-2
Q25b	My workplace culture supports people to achieve a good work/life balance	62	24	15	<b>62%</b>	-5	-1
Q25c	There is adequate focus on workplace safety at my workplace	72	18	10	<b>72%</b>	-5	-7

\* 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*	51	25	25	51%	-	+2
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	43	32	25	43%	-	-8
Q31h	The wellbeing of employees is a priority for my organisation*	40	33	27	40%	-	-9
Q31j	My commitment to this organisation would be questioned if I chose to use flexible work options* % <small>positive indicates those who "strongly disagree" or "disagree" with this statement</small>	39	38	23	39%	-	-2
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	65	22	13	65%	-5	+1
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	51	36	13	51%	-	-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		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q22b	I have the tools I need to do my job effectively	63	17	20	63%	-6	-7
Q22c	I get the information I need to do my job well	67	20	13	67%	-3	0
Q22d	I have the authority necessary to do my job effectively	68	17	14	68%	-5	-1
Q23c	I feel my job is secure	65	22	13	65%	-1	+7
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>	21	32	46	21%	-2	+2
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	64	23	13	64%	-	-1
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	11	34	55	11%	-8	-8
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	30	29	41%	-9	-4
Q26a	My workplace has undergone significant change in the past 12 months	57	31	13	57%	+7	+5

\* 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	60	22	17	60%	-2	+3
Q27b	I am encouraged to make suggestions about improving work processes and/or services	68	18	14	68%	-2	0
Q27c	Management is willing to act on suggestions to improve how things are done	54	24	22	54%	+1	0
Q27d	My workgroup uses research and expertise to identify better practice	56	29	15	56%	-3	+1
Q27e	My workgroup always tries to improve its performance	69	20	11	69%	-2	-1
Q27f	My organisation is open to new ideas	54	25	22	54%	0	-1
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	64	20	16	64%	-5	-6
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	73	20	7	73%	0	-5
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	67	25	8	67%	-2	+3

## 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	64	16	21	64%	-4	-11
Q24b	I receive help and support from other people in my workgroup	76	16	8	76%	-3	-7
Q24c	People in my workgroup are honest, open and transparent in their dealings	59	24	17	59%	0	-8
Q24d	People in my workgroup use their time and resources efficiently	60	25	16	60%	-2	-5
Q24e	People in my workgroup treat customers with respect	81	14	4	81%	-3	-5
Q24f	People in my workgroup are committed to delivering excellent service to customers	77	16	7	77%	-6	-6
Q24g	People in my workgroup do their jobs effectively	68	19	12	68%	-6	-7
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	72	18	10	72%	-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.

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	71	19	10	71%	-3	-2
Q25f	Performance is assessed and rewarded fairly in my workplace	41	33	26	41%	-3	+5
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	41	25	33	41%	-9	+3
Q25h	People are treated fairly and consistently in my workplace	47	24	29	47%	-8	-4
Q25i	People take responsibility for their decisions and actions in my workplace	49	26	25	49%	-3	-3
Q25j	I am able to speak up and share a different view to my colleagues and manager*	68	18	14	68%	-	-3
Q30a	My senior manager demonstrates honesty and integrity	61	25	14	61%	+1	-9
Q31e	Recruitment and promotion decisions in this organisation are fair	36	33	32	36%	-12	-1

\* New in 2017, no trend

## 06 Workplace climate by item (cont.)

### Purpose

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

New items were added to this index in 2017.

● 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	51	30	19	51%	-	-2
Q32a	Age is not a barrier to success in my organisation	75	18	7	75%	-5	+10
Q32b	Gender is not a barrier to success in my organisation	81	15	4	81%	0	+11
Q32c	Disability is not a barrier to success in my organisation	60	32	8	60%	-8	+4
Q32d	Cultural background is not a barrier to success in my organisation	71	20	9	71%	-7	+2
Q32e	Sexual orientation is not a barrier to success in my organisation	76	19	5	76%	-3	+6
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	49	22	29	49%	-9	-5
Q32g	Women and men have equal access to work experiences that support career progression*	74	22	4	74%	-	+7

\* 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	57	21	22	57%	+1	+1	
Q28b	My performance is assessed against clear criteria	58	23	19	58%	+2	+7	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	64	19	17	64%	0	+1	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	46	26	28	46%	+3	+5	
Q28e	I am able to access relevant learning and development opportunities	64	19	17	64%	+4	+3	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	63	23	15	63%	+3	+4	
Q28g	I am satisfied with the opportunities available for career development	49	28	23	49%	+1	+4	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	58	20	22	58%	0	+3	
Q28i	I develop new knowledge and skills through undertaking tasks at work	73	16	10	73%	-4	+1	
Q31b	My organisation is committed to developing its employees	44	31	25	44%	-11	-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			Response scale (%)	% positive	vs 2016	vs Qld public sector
Q29a	My manager treats employees with dignity and respect	68	15	16	68%	-1	-9	
Q29b	My manager listens to what I have to say	70	16	14	70%	-2	-7	
Q29c	My manager keeps me informed about what's going on	62	17	22	62%	+1	-6	
Q29d	My manager understands my work	67	16	17	67%	-1	-6	
Q29e	My manager creates a shared sense of purpose	61	21	18	61%	-2	-6	
Q29f	My manager demonstrates honesty and integrity	68	17	14	68%	-2	-8	
Q29g	My manager draws the best out of me	56	24	19	56%	-2	-1	
Q31a	In my organisation, the leadership is of high quality	47	28	25	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.

● Leadership and engagement (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31c	Management model the behaviours expected of all employees	42	29	29	42%	-9	-8
Q31d	In my organisation, the leadership operates with a high level of integrity	45	32	24	45%	-7	-10
Q31f	My organisation is well managed	42	31	27	42%	-6	-6
Q33a	I would recommend my organisation as a great place to work	57	26	17	57%	-2	-4
Q33b	I am proud to tell others I work for my organisation	62	25	13	62%	-4	-5
Q33c	I feel strong personal attachment to my organisation	55	30	15	55%	-4	-4
Q33d	My organisation motivates me to help it achieve its objectives	50	32	18	50%	-6	-3
Q33e	My organisation inspires me to do the best in my job	52	31	17	52%	-4	-1

## 06 Workplace climate by item (cont.)

### Purpose

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

<span style="color: blue;">●</span> My job		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q21a	I understand what is expected of me to do well in my job	90	6	4	<b>90%</b>	-1	0
Q21b	I understand how my work contributes to my organisation's objectives	91	6	4	<b>91%</b>	-3	0
Q22a	I have a choice in deciding how I do my work	69	17	13	<b>69%</b>	-3	+2
Q22e	My job gives me opportunities to utilise my skills	78	12	10	<b>78%</b>	-1	+3
Q22f	I enjoy the work in my current job	77	15	7	<b>77%</b>	-1	+1
Q22g	My job gives me a feeling of personal accomplishment	72	17	10	<b>72%</b>	-2	+3
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	77	17	6	<b>77%</b>	-3	+2
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	82	11	7	<b>82%</b>	-2	+2
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	69	20	10	<b>69%</b>	-2	-4

## 07 Most changed since 2016, by item

### Purpose

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

#### NOTE:

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

The survey items with the most positive change	Index	% positive 2017	vs 2016
I am able to access relevant learning and development opportunities	Performance and development	64%	+4
Learning and development activities I have completed in the past 12 months have helped to improve my performance	Performance and development	63%	+3
I am encouraged to pursue developmental opportunities in other workplaces	Performance and development	46%	+3
My performance is assessed against clear criteria	Performance and development	58%	+2
I receive useful feedback on my performance	Performance and development	57%	+1

The survey items with the most negative change	Index	% positive 2017	vs 2016
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	Safety, health and wellness	47%	-13
Recruitment and promotion decisions in this organisation are fair	Fairness and trust	36%	-12
My organisation is committed to developing its employees	Performance and development	44%	-11
I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with burn out	Safety, health and wellness	44%	-10
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	30%	-9

## 08 Leadership behaviour in your agency: Team Leader

### Purpose

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

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

Leadership levels are defined as follows:

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

### POSITIVE IMPACT

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

### SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Empowers their team to perform at their best	32%	+1
Supports their team to adapt to change	31%	+3
Responds confidently when faced with uncertainty	29%	+4
Upholds ethical standards and principles	29%	-3
Implements improved ways of doing things	25%	+5
Describes how their team's work aligns to organisational objectives	24%	+7
Builds effective working relationships with others	23%	-5
Encourages a strong customer and stakeholder focus	23%	-3
Delegates work effectively and monitors performance	23%	-1
Demonstrates sound judgment	19%	-8
Takes responsibility for team development	16%	0
Applies sound business management skills	14%	0
Actively seeks feedback for personal development	9%	+2
Empowers their team to perform at their best	37%	+2
Builds effective working relationships with others	35%	-5
Upholds ethical standards and principles	32%	+4
Responds confidently when faced with uncertainty	29%	+3
Demonstrates sound judgment	26%	-3
Delegates work effectively and monitors performance	23%	+5
Actively seeks feedback for personal development	22%	+1
Implements improved ways of doing things	21%	-4
Takes responsibility for team development	21%	+2
Supports their team to adapt to change	20%	+1
Encourages a strong customer and stakeholder focus	17%	-1
Applies sound business management skills	10%	-4
Describes how their team's work aligns to organisational objectives	6%	-2

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

### Purpose

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

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

Leadership levels are defined as follows:

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

### DEMONSTRATED

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

### NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Supports their team to adapt to change	32%	+6
Upholds ethical standards and principles	27%	-4
Responds confidently when faced with uncertainty	27%	+2
Implements improved ways of doing things	26%	+6
Builds effective working relationships with others	24%	-4
Empowers their team to perform at their best	24%	-3
Takes responsibility for team development	24%	+7
Delegates work effectively and monitors performance	23%	0
Describes how their team's work aligns to organisational objectives	22%	+3
Encourages a strong customer and stakeholder focus	22%	-6
Applies sound business management skills	20%	+3
Demonstrates sound judgment	18%	-11
Actively seeks feedback for personal development	9%	+2
Empowers their team to perform at their best	41%	+6
Delegates work effectively and monitors performance	29%	-1
Implements improved ways of doing things	29%	-3
Builds effective working relationships with others	28%	+4
Supports their team to adapt to change	26%	0
Actively seeks feedback for personal development	25%	-5
Takes responsibility for team development	25%	-5
Upholds ethical standards and principles	18%	+5
Applies sound business management skills	18%	+4
Describes how their team's work aligns to organisational objectives	17%	-3
Demonstrates sound judgment	17%	+3
Responds confidently when faced with uncertainty	16%	-2
Encourages a strong customer and stakeholder focus	10%	-1

## 08 Leadership behaviour in your agency: Program Manager

### Purpose

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

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

Leadership levels are defined as follows:

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

### POSITIVE IMPACT

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

### SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Empowers individuals and teams to build capability	35%	+8
Manages and prioritises resources to achieve the best outcomes	35%	+3
Takes a 'big picture' view of issues or problems	29%	-6
Encourages collaboration and inclusion across workgroups	28%	0
Encourages innovative ideas and solutions	25%	-1
Demonstrates sound business acumen	23%	+7
Motivates others to perform at their best	22%	+2
Demonstrates sound judgment	21%	-8
Leads change and culture initiatives	19%	+4
Manages ambiguity and politics effectively	19%	+1
Takes responsibility for upholding ethical standards and principles	17%	-8
Builds effective networks across the organisation and sector	15%	-6
Actively seeks feedback for personal development	6%	-1
Motivates others to perform at their best	35%	-1
Empowers individuals and teams to build capability	31%	-1
Takes a 'big picture' view of issues or problems	30%	+3
Takes responsibility for upholding ethical standards and principles	29%	+8
Demonstrates sound judgment	27%	-1
Manages and prioritises resources to achieve the best outcomes	26%	-10
Leads change and culture initiatives	25%	+2
Actively seeks feedback for personal development	20%	+2
Encourages collaboration and inclusion across workgroups	19%	+2
Encourages innovative ideas and solutions	18%	-2
Builds effective networks across the organisation and sector	16%	-5
Demonstrates sound business acumen	14%	+4
Manages ambiguity and politics effectively	13%	-1

## 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	33%	0
Takes a 'big picture' view of issues or problems	31%	-3
Builds effective networks across the organisation and sector	27%	+3
Encourages innovative ideas and solutions	25%	+2
Takes responsibility for upholding ethical standards and principles	25%	+2
Leads change and culture initiatives	23%	+7
Motivates others to perform at their best	23%	+3
Empowers individuals and teams to build capability	22%	-1
Demonstrates sound business acumen	21%	+3
Demonstrates sound judgment	20%	-11
Encourages collaboration and inclusion across workgroups	20%	-7
Manages ambiguity and politics effectively	16%	-3
Actively seeks feedback for personal development	13%	+6
Motivates others to perform at their best	30%	-4
Actively seeks feedback for personal development	28%	-1
Empowers individuals and teams to build capability	28%	-6
Encourages innovative ideas and solutions	28%	+2
Leads change and culture initiatives	26%	+1
Takes a 'big picture' view of issues or problems	25%	+6
Encourages collaboration and inclusion across workgroups	23%	-1
Takes responsibility for upholding ethical standards and principles	23%	+9
Manages and prioritises resources to achieve the best outcomes	20%	-6
Builds effective networks across the organisation and sector	19%	+2
Manages ambiguity and politics effectively	19%	-8
Demonstrates sound business acumen	15%	+6
Demonstrates sound judgment	14%	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	31%	-8
Directs and prioritises resources to achieve the best outcomes	29%	-1
Navigates complex issues, politics and ambiguous situations effectively	29%	-8
Stands behind their decisions in the face of adversity	29%	0
Inspires others to perform at their best	27%	+5
Creates a culture of continuous improvement	24%	+1
Builds strong relationships that influence organisational and sector outcomes	22%	-5
Leads change with agility	22%	+9
Is compelling when communicating the organisational strategy	19%	+4
Nurtures a learning and development culture	19%	+3
Adopts a system-wide view of issues to inform action	15%	-5
Seeks feedback to strengthen leadership approach	15%	+2
Demonstrates commercial acumen in managing corporate risk	14%	0
Inspires others to perform at their best	43%	0
Models high levels of ethical and professional behaviour	39%	+1
Creates a culture of continuous improvement	26%	+1
Leads change with agility	26%	+5
Seeks feedback to strengthen leadership approach	26%	+6
Builds strong relationships that influence organisational and sector outcomes	23%	-13
Is compelling when communicating the organisational strategy	21%	+8
Navigates complex issues, politics and ambiguous situations effectively	20%	-10
Nurtures a learning and development culture	20%	+6
Directs and prioritises resources to achieve the best outcomes	18%	-7
Stands behind their decisions in the face of adversity	18%	+3
Adopts a system-wide view of issues to inform action	11%	-1
Demonstrates commercial acumen in managing corporate risk	8%	+1



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

### Purpose

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

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

Leadership levels are defined as follows:

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

### DEMONSTRATED

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

### NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Navigates complex issues, politics and ambiguous situations effectively	37%	+1
Builds strong relationships that influence organisational and sector outcomes	35%	+7
Is compelling when communicating the organisational strategy	28%	+12
Leads change with agility	27%	+12
Directs and prioritises resources to achieve the best outcomes	25%	-5
Creates a culture of continuous improvement	22%	0
Inspires others to perform at their best	22%	+1
Models high levels of ethical and professional behaviour	20%	-15
Seeks feedback to strengthen leadership approach	20%	+6
Stands behind their decisions in the face of adversity	20%	-7
Adopts a system-wide view of issues to inform action	18%	-4
Nurtures a learning and development culture	15%	0
Demonstrates commercial acumen in managing corporate risk	12%	-4
Seeks feedback to strengthen leadership approach	38%	+2
Directs and prioritises resources to achieve the best outcomes	31%	+5
Inspires others to perform at their best	31%	-5
Nurtures a learning and development culture	31%	+5
Creates a culture of continuous improvement	28%	+1
Stands behind their decisions in the face of adversity	25%	+6
Leads change with agility	23%	+2
Navigates complex issues, politics and ambiguous situations effectively	20%	+3
Builds strong relationships that influence organisational and sector outcomes	18%	-4
Is compelling when communicating the organisational strategy	18%	-2
Adopts a system-wide view of issues to inform action	15%	-3
Models high levels of ethical and professional behaviour	15%	-4
Demonstrates commercial acumen in managing corporate risk	5%	-5

## 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	77%	+28
Inspires others to perform at their best	62%	+11
Creates a culture of continuous improvement	38%	+8
Nurtures a learning and development culture	38%	+16
Builds strong relationships that influence organisational and sector outcomes	31%	-1
Leads change with agility	15%	+3
Navigates complex issues, politics and ambiguous situations effectively	15%	-12
Adopts a system-wide view of issues to inform action	8%	0
Directs and prioritises resources to achieve the best outcomes	8%	-12
Stands behind their decisions in the face of adversity	8%	-10
Demonstrates commercial acumen in managing corporate risk	0%	-2
Is compelling when communicating the organisational strategy	0%	-13
Seeks feedback to strengthen leadership approach	0%	-15
Models high levels of ethical and professional behaviour	50%	+12
Builds strong relationships that influence organisational and sector outcomes	42%	+8
Inspires others to perform at their best	42%	+2
Seeks feedback to strengthen leadership approach	42%	+21
Directs and prioritises resources to achieve the best outcomes	25%	+1
Adopts a system-wide view of issues to inform action	17%	-1
Creates a culture of continuous improvement	17%	-8
Leads change with agility	17%	-4
Navigates complex issues, politics and ambiguous situations effectively	17%	-19
Nurtures a learning and development culture	17%	+2
Stands behind their decisions in the face of adversity	17%	+4
Demonstrates commercial acumen in managing corporate risk	0%	-7
Is compelling when communicating the organisational strategy	0%	-12

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

### Purpose

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

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

Leadership levels are defined as follows:

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

### DEMONSTRATED

Please indicate the three leadership behaviours that you see most frequently demonstrated by your organisation's senior the Executive team

### NOT DEMONSTRATED

Please indicate the three leadership behaviours that you would like to see demonstrated more frequently by your organisation's Executive team.

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Demonstrates commercial acumen in managing corporate risk	42%	+23
Models high levels of ethical and professional behaviour	42%	+11
Adopts a system-wide view of issues to inform action	33%	+3
Navigates complex issues, politics and ambiguous situations effectively	33%	-1
Builds strong relationships that influence organisational and sector outcomes	25%	-2
Leads change with agility	25%	+14
Stands behind their decisions in the face of adversity	25%	+3
Creates a culture of continuous improvement	17%	-8
Directs and prioritises resources to achieve the best outcomes	17%	-13
Is compelling when communicating the organisational strategy	17%	-3
Seeks feedback to strengthen leadership approach	17%	+3
Inspires others to perform at their best	8%	-7
Nurtures a learning and development culture	0%	-17
Seeks feedback to strengthen leadership approach	67%	+35
Models high levels of ethical and professional behaviour	42%	+17
Builds strong relationships that influence organisational and sector outcomes	33%	+11
Adopts a system-wide view of issues to inform action	25%	+6
Is compelling when communicating the organisational strategy	25%	+4
Nurtures a learning and development culture	25%	+2
Creates a culture of continuous improvement	17%	-12
Directs and prioritises resources to achieve the best outcomes	17%	-12
Inspires others to perform at their best	17%	-17
Navigates complex issues, politics and ambiguous situations effectively	17%	-2
Leads change with agility	8%	-13
Stands behind their decisions in the face of adversity	8%	-8
Demonstrates commercial acumen in managing corporate risk	0%	-8

## 09 Flexible work options

### Purpose

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

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

Do you currently use any of the following flexible work options?	Proportion	vs 2016	vs Qld public sector
Used no flexible work option	69%	-3	+25
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	31%	+3	-25
None of the above	69%	-3	+25
Part time work	11%	0	-6
Flexible work hours for example start late or early to meet responsibilities external to work*	7%	-	-5
Flexible work hours for example accumulated hours as 'flexitime'	7%	-	-22
Casual/on call	4%	-1	+1
Job sharing	2%	0	0
Leave at half pay	2%	0	-2
Hot desks	2%	+1	-1
Compressed work hours	1%	+1	-1
Other, please specify	1%	-2	-1
Part-year work/annualised hours	1%	+1	0
Telecommuting	1%	0	-3
Purchased leave/extended leave/deferred salary schemes	0%	-1	-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	13%	0	-7
No, I have not made a request but I am content with my current arrangements	73%	-3	+4
No, I have not made a request but I am not content with my current arrangements	14%	+2	+2

### 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	59%	-7
Partially granted	18%	+4
Declined – no reason given	10%	+3
Declined – reason provided	10%	+2
I have not received a reply as yet	3%	-1

\* New in 2017, no trend

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

	Proportion	vs 2016	vs Qld public sector
None of the Above*	37%	-	+13
I feel flexibility is not possible in my current job	26%	+5	-4
I was concerned that it may negatively impact my team	20%	+2	+1
I didn't feel confident presenting my case or negotiating arrangements with my manager	18%	-12	-3
I didn't feel I had the right to	17%	-7	0
I don't feel confident in my manager's ability to manage staff working flexibly	11%	-7	-1
Flexible working is frowned upon/not supported by my workplace culture	9%	-12	-21
I felt it would limit my career	8%	-7	-12
I felt it would limit my access to training and development	3%	-3	-4
I feel the technology I currently have access to does not support flexible working	2%	-5	-4

\* New in 2017, no trend

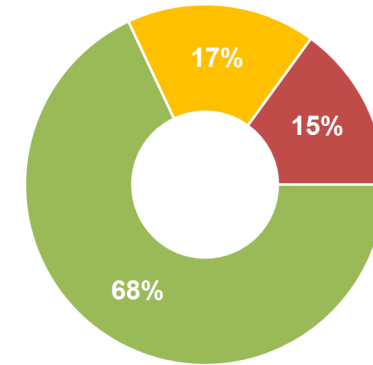
# 10 Domestic and family violence

## 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>	68%	-2	-8
<b>No</b>	15%	+2	+3
<b>Don't know</b>	17%	0	+4



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	71%	-1	-15
<b>No</b>	16%	0	+9
<b>Don't Know</b>	12%	+1	+6

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	67%	-2	-5
<b>No</b>	15%	+3	+2
<b>Don't Know</b>	18%	-1	+3

## 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>86%</b>	-1	+4
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>	-2	+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>80%</b>	-11	-2

<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>73%</b>	-1	+2
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	<b>71%</b>	-1	-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>Yes</b>	<b>25%</b>	+9
<b>No</b>	<b>73%</b>	-7
<b>Don't Know</b>	<b>3%</b>	+1
<b>Prefer not to say</b>	<b>0%</b>	-3

\* 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>9%</b>	+2
<b>No</b>	<b>84%</b>	-3
<b>Don't Know</b>	<b>2%</b>	0
<b>Prefer not to say</b>	<b>5%</b>	+2

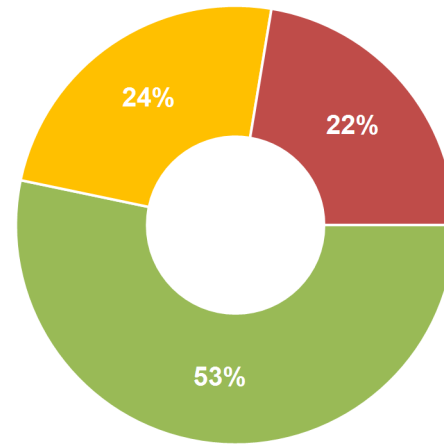
\* New in 2017, no trend

# 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.



**53%**

of employees agreed with the statement:

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

% positive change since 2016

-2

vs Qld public sector

-13

Reasons for leaving	Proportion	vs Qld public sector
Career or job opportunities	37%	-15
The workplace culture	34%	-5
Professional/personal development	29%	-7
Family/carer responsibilities	25%	+12
Stress/Health	25%	-8
Balancing work and life commitments	21%	-1
The location of your workplace or the time spent commuting	20%	+3
Your relationship with your manager	19%	-4
Pay and conditions	17%	-10
Travel plans	13%	+7
Other (please specify)	12%	+2
Your relationship with your colleagues	9%	-1
Work hours	9%	-5
Job security	8%	-10
Fit between work and your interests	8%	-3
Contract expiring	6%	-6
Retirement	6%	-3



## 12 Bullying and sexual harassment

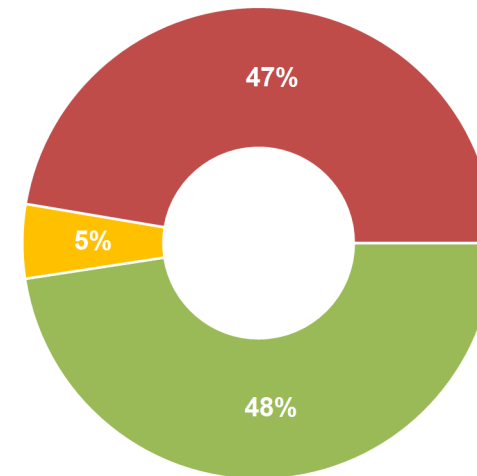
### Purpose

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.

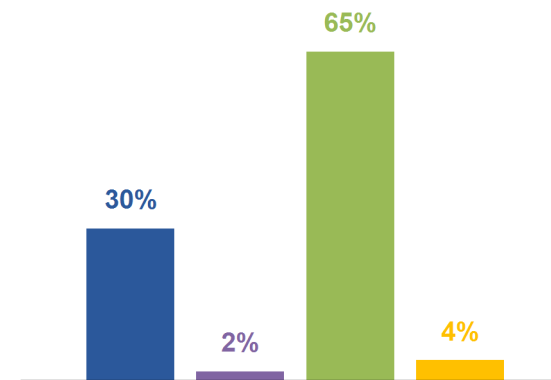
### During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
<b>Yes</b>	47%	+2	+19
<b>No</b>	48%	-2	-19
<b>Don't know</b>	5%	0	0



### 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>	30%	+3	+13
<b>Sexual Harassment</b>	2%	+2	+1
<b>No</b>	65%	-4	-13
<b>Don't Know</b>	4%	+1	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.

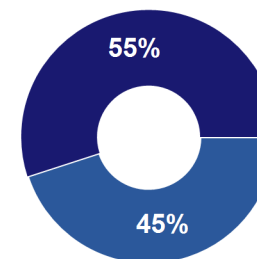
**NOTE:** Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	48%	0	+4
Your immediate manager/supervisor	36%	-6	+2
A senior manager	24%	-6	-7
A group of fellow workers	12%	-2	-2
Prefer not to specify	11%	+6	+3
A worker that reports to you	7%	-1	+2
A client/customer	6%	+2	-2
A member of the public	5%	-2	-1
A consultant/service provider	2%	+2	0
Other	2%	0	0
A representative of another agency	1%	-3	-1

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	70%	+1	+12
Inappropriate and unfair application of work policies or rules	39%	-11	-3
Other	19%	-7	-8
Physical behaviour (e.g. assault or aggressive body language)	11%	+5	0
Interference with your personal property or work equipment	7%	-1	-1
'Initiations' or pranks	4%	+3	-3
Cyber bullying	3%	-1	-3

### Did you report the BULLYING?

No



Yes

Why did you not report the BULLYING?	Proportion	vs 2016	vs Qld public sector
I did not think any action would be taken	53%	-6	-3
I did not want to upset relationships in the workplace	42%	+7	+3
It could affect my career	41%	+5	-4
Managers accepted the behaviour	39%	-4	+6
I did not think it was worth the hassle of going through the report process	38%	-6	0
I did not think the bullying was serious enough	21%	+3	+5
I did not have enough evidence	20%	-11	0
Other	11%	+3	0
The matter was resolved informally	8%	0	0
I did not know how to report it	5%	+5	-1

# 13 Your view

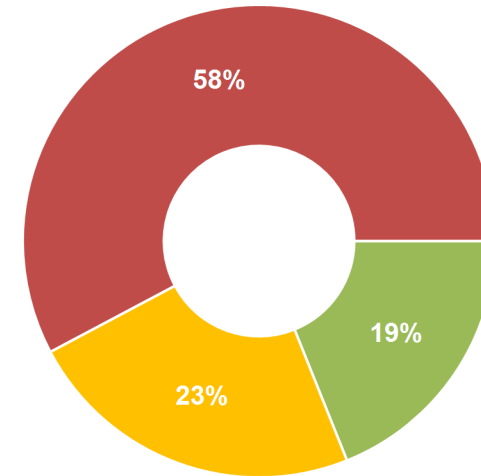
## Purpose

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.

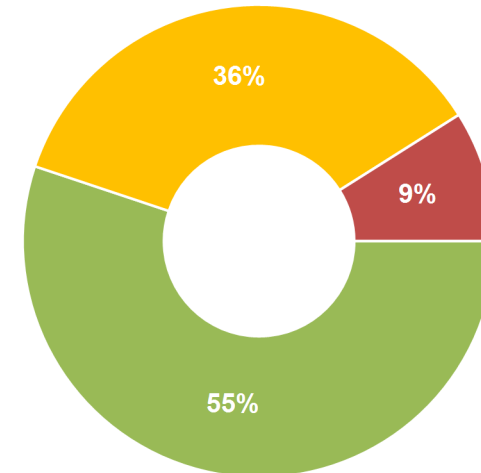
## Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
<b>Yes</b>	19%	+6	-11
<b>No</b>	58%	-1	+2
<b>No, but I have not worked long in my organisation</b>	23%	-5	+10



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

	Proportion	vs 2016	vs Qld public sector
<b>Positive</b>	55%	-18	-7
<b>Neutral</b>	36%	+9	+4
<b>Negative</b>	9%	+9	+3



## 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>North West Hospital and Health Service</b>	481	55%	44%	60%
<b>Managerial status</b>				
Yes	83	54%	35%	63%
No	396	56%	46%	60%
<b>Employment status</b>				
Permanent	386	54%	38%	59%
Non-permanent	92	63%	67%	64%
<b>Full-time status</b>				
Full-time basis	413	55%	44%	60%
Part-time basis	66	56%	43%	60%
<b>FTE Salary</b>				
Under \$50,000	53	70%	56%	69%
\$50,000 - \$69,999	162	61%	53%	56%
\$70,000 - \$89,999	111	44%	28%	61%
\$90,000 or over	146	53%	40%	61%
<b>Time in agency</b>				
Less than 2 years	174	55%	53%	60%
2 to less than 6 years	151	54%	40%	66%
6 to less than 10 years	56	55%	35%	63%
10 to less than 14 years	30	52%	39%	56%
14 to less than 16 years	10	42%	31%	35%
16 to less than 20 years	19	60%	40%	41%
20 years or more	41	65%	39%	55%

## 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>North West Hospital and Health Service</b>		481	55%	44%	60%
<b>Age</b>	34 years or younger	173	59%	47%	65%
	35 to 44 years	105	52%	41%	64%
	45 to 54 years	104	49%	39%	52%
	55 years or older	95	61%	48%	57%
<b>Gender*</b>	Female	408	54%	42%	60%
	Male	65	63%	56%	62%
	X	3	Restricted	Restricted	Restricted
<b>Type of work</b>	Direct service delivery	287	53%	44%	59%
	Corporate services and administrative support/clerical	104	57%	41%	64%
	Other	85	60%	44%	58%
<b>Clinical versus non-clinical</b>	Clinical	277	54%	44%	61%
	Non-clinical	202	56%	43%	60%
<b>Shiftwork</b>	Yes	152	50%	42%	56%
	No	324	58%	45%	62%

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

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

### Purpose

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

Strategic priorities		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>Agency engagement</b>							
Q33a	I would recommend my organisation as a great place to work	57%	-2	26%	+2	17%	0
Q33b	I am proud to tell others I work for my organisation	62%	-4	25%	+3	13%	+1
Q33c	I feel strong personal attachment to my organisation	55%	-4	30%	+2	15%	+2
Q33d	My organisation motivates me to help it achieve its objectives	50%	-6	32%	+3	18%	+3
Q33e	My organisation inspires me to do the best in my job	52%	-4	31%	+2	17%	+2
<b>Organisational leadership</b>							
Q31a	In my organisation, the leadership is of high quality	47%	-4	28%	+5	25%	-1
Q31c	Management model the behaviours expected of all employees	42%	-9	29%	+7	29%	+1
Q31d	In my organisation, the leadership operates with a high level of integrity	45%	-7	32%	+9	24%	-2
Q31f	My organisation is well managed	42%	-6	31%	+2	27%	+4
<b>Innovation</b>							
Q27a	I get the opportunity to develop new and better ways of doing my job	60%	-2	22%	+2	17%	0
Q27b	I am encouraged to make suggestions about improving work processes and/or services	68%	-2	18%	+6	14%	-4
Q27c	Management is willing to act on suggestions to improve how things are done	54%	+1	24%	-2	22%	+1
Q27d	My workgroup uses research and expertise to identify better practice	56%	-3	29%	+2	15%	+2
Q27e	My workgroup always tries to improve its performance	69%	-2	20%	+1	11%	+1
Q27f	My organisation is open to new ideas	54%	0	25%	-2	22%	+2

## 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	69%	-3	17%	+1	13%	+2
Q22b	I have the tools I need to do my job effectively	63%	-6	17%	+1	20%	+6
Q22c	I get the information I need to do my job well	67%	-3	20%	+2	13%	0
Q22d	I have the authority necessary to do my job effectively	68%	-5	17%	+3	14%	+2
Q22e	My job gives me opportunities to utilise my skills	78%	-1	12%	-1	10%	+2
Q34b	Your ability to work on your own initiative	82%	-2	11%	+1	7%	+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	30%	-9	36%	0	34%	+9
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	44%	-10	28%	+1	29%	+9
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with negative health impacts	47%	-13	32%	+9	21%	+3
<b>Learning and development</b>							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	64%	0	19%	0	17%	0
Q28e	I am able to access relevant learning and development opportunities	64%	+4	19%	-4	17%	0
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	63%	+3	23%	-5	15%	+2
Q28g	I am satisfied with the opportunities available for career development	49%	+1	28%	+2	23%	-2
Q31b	My organisation is committed to developing its employees	44%	-11	31%	+10	25%	+1

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

### Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>My workgroup</b>							
Q24a	People in my workgroup treat each other with respect	64%	-4	16%	+2	21%	+2
Q24b	I receive help and support from other people in my workgroup	76%	-3	16%	+4	8%	-2
Q24c	People in my workgroup are honest, open and transparent in their dealings	59%	0	24%	+3	17%	-2
Q24d	People in my workgroup use their time and resources efficiently	60%	-2	25%	+3	16%	0
Q24e	People in my workgroup treat customers with respect	81%	-3	14%	+3	4%	0
Q24f	People in my workgroup are committed to delivering excellent service to customers	77%	-6	16%	+4	7%	+2
Q24g	People in my workgroup do their jobs effectively	68%	-6	19%	+1	12%	+5
<b>My manager</b>							
Q29a	My manager treats employees with dignity and respect	68%	-1	15%	0	16%	+1
Q29b	My manager listens to what I have to say	70%	-2	16%	+2	14%	0
Q29c	My manager keeps me informed about what's going on	62%	+1	17%	0	22%	-1
Q29d	My manager understands my work	67%	-1	16%	-1	17%	+2
Q29e	My manager creates a shared sense of purpose	61%	-2	21%	0	18%	+2
Q29f	My manager demonstrates honesty and integrity	68%	-2	17%	+4	14%	-2
Q29g	My manager draws the best out of me	56%	-2	24%	+1	19%	+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.

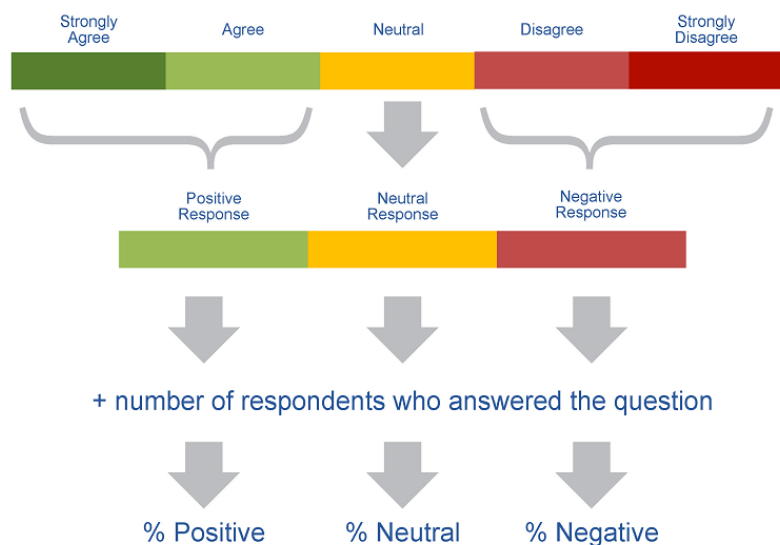
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>Organisational fairness</b>							
Q25f	Performance is assessed and rewarded fairly in my workplace	41%	-3	33%	+4	26%	-1
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	41%	-9	25%	+4	33%	+5
Q25h	People are treated fairly and consistently in my workplace	47%	-8	24%	+6	29%	+2
Q25i	People take responsibility for their decisions and actions in my workplace	49%	-3	26%	-1	25%	+3
Q31e	Recruitment and promotion decisions in this organisation are fair	36%	-12	33%	+11	32%	+1
<b>Anti-discrimination</b>							
Q32a	Age is not a barrier to success in my organisation	75%	-5	18%	+3	7%	+2
Q32b	Gender is not a barrier to success in my organisation	81%	0	15%	+1	4%	-1
Q32c	Disability is not a barrier to success in my organisation	60%	-8	32%	+5	8%	+4
Q32d	Cultural background is not a barrier to success in my organisation	71%	-7	20%	+3	9%	+4
Q32e	Sexual orientation is not a barrier to success in my organisation	76%	-3	19%	0	5%	+3

## 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.