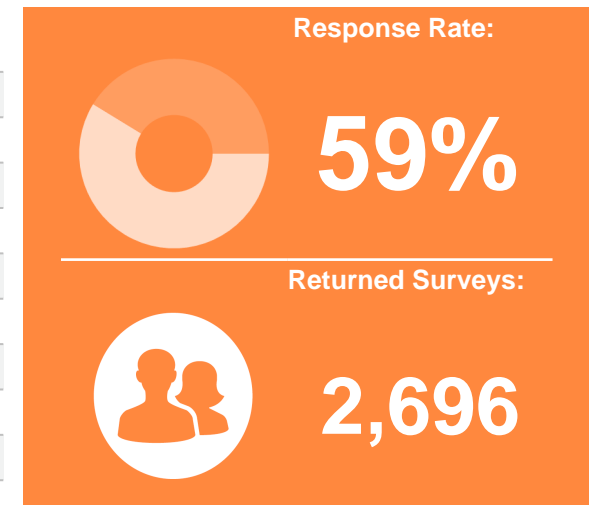


Queensland Ambulance Service

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.

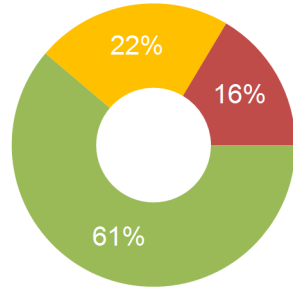


01 Driver analysis scorecard

Purpose

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

Agency engagement



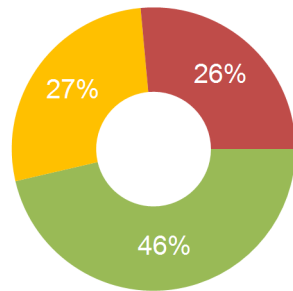
% positive change since 2016
+3

Top 3 drivers

% Positive

Driver	2016	2017
Organisational leadership	41%	46%
Job empowerment	69%	73%
Learning and development	47%	53%

Organisational Leadership



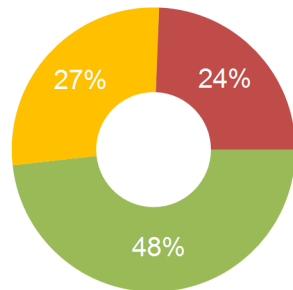
% positive change since 2016
+6

Top 3 drivers

% Positive

Driver	2016	2017
Organisational fairness	39%	39%
Innovation	47%	48%
Learning and development	47%	53%

Innovation



% positive change since 2016
+2

Top 3 drivers

% Positive

Driver	2016	2017
Learning and development	47%	53%
Organisational fairness	39%	39%
Job empowerment	69%	73%

02 Factors

COMPARISONS:	■ At least 5 percent GREATER	■ At least 5 percent LESS	
RESPONSE SCALE :	POSITIVE	NEUTRAL	NEGATIVE
QUINTILES:	1 & 2	3	4 & 5

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*	61	22	16	61%	+3	+3	41 - 82	2
Job empowerment	73	15	12	73%	+3	+1	60 - 86	3
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	31	29	40	31%	-3	-9	29 - 68	5
Learning and development	53	22	24	53%	+6	-3	33 - 82	3
My workgroup	74	17	9	74%	+1	-2	58 - 92	4
My manager	73	15	12	73%	+4	+2	57 - 84	3
Organisational leadership*	46	27	26	46%	+6	-5	29 - 85	4
Organisational fairness	39	26	35	39%	0	-4	26 - 67	4
Anti-discrimination	64	23	13	64%	0	-2	48 - 96	4
Innovation*	48	27	24	48%	+2	-11	46 - 89	5

03 Factors by division

Purpose

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

	Queensland Ambulance Service % positive	Corporate Services	LASN1 Cape York	LASN10 Darling Downs	LASN11 Sunshine Coast	LASN12 West Moreton	LASN13 Metro North	LASN14 Metro South	LASN15 Gold Coast	LASN16 State Operation Centres (Communications)	LASN2 Cairns and Hinterland	LASN3 North West
<i>This section shows the % positive scores for divisions within the agency</i>												
Number of respondents	2,696	107	19	170	177	102	313	322	187	320	128	35
Agency engagement*	61%	69%	66%	62%	48%	60%	51%	57%	61%	66%	73%	74%
Job empowerment	73%	73%	84%	77%	67%	74%	71%	74%	75%	63%	79%	81%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	31%	43%	51%	37%	22%	19%	25%	21%	24%	29%	34%	45%
Learning and development	53%	54%	71%	55%	44%	51%	47%	56%	51%	50%	57%	68%
My workgroup	74%	80%	86%	76%	73%	76%	73%	82%	79%	65%	75%	84%
My manager	73%	73%	79%	68%	55%	80%	73%	78%	87%	73%	77%	69%
Organisational leadership*	46%	60%	59%	36%	29%	45%	36%	42%	53%	52%	59%	54%
Organisational fairness	39%	38%	44%	41%	28%	37%	33%	43%	38%	36%	43%	42%
Anti-discrimination	64%	68%	71%	60%	60%	61%	59%	64%	65%	70%	70%	73%
Innovation*	48%	61%	62%	46%	34%	43%	40%	48%	47%	46%	56%	59%

03 Factors by division (cont.)

Purpose

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

	Queensland Ambulance Service % positive	LASN4 Townsville	LASN5 Mackay	LASN6 Central West	LASN7 Central Queensland	LASN8 Wide Bay	LASN9 South West	Office of Commissioner (incl Cap and Dev)	Office of the Deputy Commissioner - Service Planning & Performance	Office of the Deputy Commissioner - State LASN Operations
<i>This section shows the % positive scores for divisions within the agency</i>										
Number of respondents	2,696	182	131	18	158	104	38	33	83	35
Agency engagement	61%	55%	76%	52%	64%	43%	78%	74%	74%	85%
Job empowerment	73%	69%	84%	77%	78%	62%	85%	76%	76%	91%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	31%	29%	47%	44%	44%	28%	61%	42%	41%	53%
Learning and development	53%	50%	76%	57%	59%	39%	80%	55%	53%	75%
My workgroup	74%	70%	83%	73%	67%	63%	83%	68%	78%	92%
My manager	73%	65%	79%	69%	73%	56%	84%	67%	75%	85%
Organisational leadership	46%	34%	67%	36%	52%	23%	79%	55%	60%	88%
Organisational fairness	39%	32%	60%	42%	40%	25%	68%	43%	43%	72%
Anti-discrimination	64%	59%	77%	54%	64%	56%	67%	47%	66%	87%
Innovation	48%	41%	68%	56%	51%	33%	76%	61%	66%	82%

04 Workplace climate

Purpose

This section provides an overview of your agency's workplace climate index results. This data is benchmarked against the Queensland public sector and other agency results, as well as being compared with the previous year's results.

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

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

	Response scale (%)			% positive	vs 2016	vs Qld public sector	Range of all agencies	Your agency quintile
● Safety, health and wellness*	46	27	27	46%	-4	-8	43 - 82	5
● Effectiveness and innovation*	55	24	21	55%	+1	-3	49 - 77	5
● People and relationships	75	16	9	75%	+1	-1	56 - 92	4
● Fairness and trust*	56	22	22	56%	+3	-2	46 - 78	4
● Performance and development	51	23	26	51%	+4	-4	41 - 74	4
● Leadership and engagement	63	20	17	63%	+4	0	49 - 81	3
● My job	79	12	9	79%	+2	+1	58 - 89	2

* 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.

	Queensland Ambulance Service % positive	Corporate Services	LASN1 Cape York	LASN10 Darling Downs	LASN11 Sunshine Coast	LASN12 West Moreton	LASN13 Metro North	LASN14 Metro South	LASN15 Gold Coast	LASN16 State Operation Centres (Communications)	LASN2 Cairns and Hinterland	LASN3 North West
<i>This section shows the % positive scores for divisions within the agency</i>												
Number of respondents	2,696	107	19	170	177	102	313	322	187	320	128	35
● Safety, health and wellness*	46%	63%	58%	47%	35%	42%	37%	44%	45%	46%	50%	52%
● Effectiveness and innovation*	55%	56%	66%	56%	46%	54%	50%	55%	54%	51%	61%	64%
● People and relationships	75%	81%	86%	77%	74%	77%	73%	82%	79%	66%	76%	84%
● Fairness and trust*	56%	60%	65%	53%	48%	54%	50%	58%	57%	57%	62%	62%
● Performance and development	51%	53%	59%	52%	39%	50%	45%	53%	51%	51%	52%	64%
● Leadership and engagement	63%	68%	70%	58%	46%	66%	57%	63%	71%	65%	71%	67%
● My job	79%	78%	81%	83%	75%	79%	76%	78%	82%	73%	84%	87%

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

05 Workplace climate by division (cont.)

Purpose

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

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

	Queensland Ambulance Service % positive	LASN4 Townsville	LASN5 Mackay	LASN6 Central West	LASN7 Central Queensland	LASN8 Wide Bay	LASN9 South West	Office of Commissioner (incl Cap and Dev)	Office of the Deputy Commissioner - Service Planning & Performance	Office of the Deputy Commissioner - State LASN Operations
<i>This section shows the % positive scores for divisions within the agency</i>										
Number of respondents	2,696	182	131	18	158	104	38	33	83	35
● Safety, health and wellness*	46%	40%	61%	47%	51%	40%	64%	55%	57%	71%
● Effectiveness and innovation*	55%	50%	68%	61%	57%	46%	75%	59%	61%	79%
● People and relationships	75%	70%	84%	74%	68%	64%	85%	68%	79%	92%
● Fairness and trust*	56%	50%	68%	52%	57%	45%	69%	52%	60%	83%
● Performance and development	51%	46%	72%	53%	56%	38%	76%	55%	53%	75%
● Leadership and engagement	63%	54%	75%	56%	65%	44%	81%	66%	71%	86%
● My job	79%	77%	88%	78%	83%	69%	89%	78%	83%	94%

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

06 Workplace climate by item

Purpose

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

New items were added to this index in 2017.

● Safety, health and wellness		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement	29	31	41	29%	-4	-3
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	36	28	36	36%	-4	-7
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	29	27	44	29%	-2	-16
Q23f	My work contributes positively to my quality of life*	36	36	27	36%	-	-8
Q24h	People in my workgroup are committed to workplace safety	78	17	5	78%	+1	-4
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	51	31	18	51%	-	-16
Q25b	My workplace culture supports people to achieve a good work/life balance	49	23	28	49%	+4	-13
Q25c	There is adequate focus on workplace safety at my workplace	76	14	9	76%	+2	-2

* New in 2017, no trend

06 Workplace climate by item

Purpose

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

New items were added to this index in 2017.

● Safety, health and wellness (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29h	My manager proactively discusses flexible work arrangements*	44	29	27	44%	-	-5
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	44	22	33	44%	-	-7
Q31h	The wellbeing of employees is a priority for my organisation*	44	23	33	44%	-	-5
Q31j	My commitment to this organisation would be questioned if I chose to use flexible work options* % <small>positive indicates those who "strongly disagree" or "disagree" with this statement</small>	36	34	30	36%	-	-5
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	55	22	23	55%	+3	-9
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	41	38	21	41%	-	-14

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Effectiveness and innovation		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q22b	I have the tools I need to do my job effectively	76	12	12	76%	+4	+5
Q22c	I get the information I need to do my job well	69	18	13	69%	+5	+2
Q22d	I have the authority necessary to do my job effectively	76	14	10	76%	+3	+6
Q23c	I feel my job is secure	73	14	13	73%	+3	+15
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	32	51	17%	-2	-2
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	50	31	18	50%	-	-15
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	18	40	42	18%	0	-1
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>	52	27	21	52%	-1	+6
Q26a	My workplace has undergone significant change in the past 12 months	41	34	26	41%	-5	-11

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Effectiveness and innovation (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q27a	I get the opportunity to develop new and better ways of doing my job	43	28	29	43%	0	-15
Q27b	I am encouraged to make suggestions about improving work processes and/or services	52	22	26	52%	+2	-16
Q27c	Management is willing to act on suggestions to improve how things are done	40	27	33	40%	+2	-13
Q27d	My workgroup uses research and expertise to identify better practice	52	30	18	52%	+2	-4
Q27e	My workgroup always tries to improve its performance	63	25	12	63%	+1	-7
Q27f	My organisation is open to new ideas	41	32	27	41%	+3	-14
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	70	16	14	70%	+4	+1
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	79	13	8	79%	+1	+1
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	75	17	8	75%	0	+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.

● People and relationships		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q24a	People in my workgroup treat each other with respect	75	12	13	75%	+2	0
Q24b	I receive help and support from other people in my workgroup	82	12	6	82%	+1	-2
Q24c	People in my workgroup are honest, open and transparent in their dealings	63	22	15	63%	+4	-4
Q24d	People in my workgroup use their time and resources efficiently	58	27	15	58%	-1	-6
Q24e	People in my workgroup treat customers with respect	84	13	3	84%	+1	-2
Q24f	People in my workgroup are committed to delivering excellent service to customers	81	15	4	81%	+1	-2
Q24g	People in my workgroup do their jobs effectively	77	16	7	77%	0	+3
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	80	15	5	80%	+2	+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.

New items were added to this index in 2017.

● Fairness and trust		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q25a	My workplace has an inclusive culture where diversity is valued and respected	73	18	9	73%	+6	0
Q25f	Performance is assessed and rewarded fairly in my workplace	28	30	42	28%	+1	-7
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	39	19	41	39%	0	+1
Q25h	People are treated fairly and consistently in my workplace	48	23	29	48%	+3	-3
Q25i	People take responsibility for their decisions and actions in my workplace	48	27	25	48%	-1	-3
Q25j	I am able to speak up and share a different view to my colleagues and manager*	69	15	16	69%	-	-2
Q30a	My senior manager demonstrates honesty and integrity	66	22	12	66%	+11	-4
Q31e	Recruitment and promotion decisions in this organisation are fair	30	29	41	30%	-1	-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.

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	52	26	22	52%	-	-1
Q32a	Age is not a barrier to success in my organisation	65	20	15	65%	-1	-1
Q32b	Gender is not a barrier to success in my organisation	67	16	17	67%	-2	-2
Q32c	Disability is not a barrier to success in my organisation	44	36	20	44%	0	-12
Q32d	Cultural background is not a barrier to success in my organisation	71	22	7	71%	+2	+1
Q32e	Sexual orientation is not a barrier to success in my organisation	73	21	6	73%	+1	+3
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	53	19	28	53%	0	-2
Q32g	Women and men have equal access to work experiences that support career progression*	68	17	16	68%	-	+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.

		Performance and development			Response scale (%)	% positive	vs 2016	vs Qld public sector
Q28a	I receive useful feedback on my performance	45	24	31	45%	0	-12	
Q28b	My performance is assessed against clear criteria	51	25	24	51%	+1	0	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	59	19	22	59%	+5	-4	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	32	28	40	32%	+6	-9	
Q28e	I am able to access relevant learning and development opportunities	57	24	19	57%	+7	-4	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	62	23	15	62%	+5	+3	
Q28g	I am satisfied with the opportunities available for career development	38	23	39	38%	+5	-7	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	50	21	29	50%	+3	-6	
Q28i	I develop new knowledge and skills through undertaking tasks at work	67	20	13	67%	+3	-5	
Q31b	My organisation is committed to developing its employees	52	23	25	52%	+9	0	

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	80	10	9	80%	+5	+2
Q29b	My manager listens to what I have to say	78	11	11	78%	+4	+1
Q29c	My manager keeps me informed about what's going on	70	15	15	70%	+4	+2
Q29d	My manager understands my work	80	10	10	80%	+3	+7
Q29e	My manager creates a shared sense of purpose	67	20	13	67%	+4	0
Q29f	My manager demonstrates honesty and integrity	78	13	9	78%	+4	+1
Q29g	My manager draws the best out of me	55	28	17	55%	+4	-2
Q31a	In my organisation, the leadership is of high quality	49	25	26	49%	+8	-4

06 Workplace climate by item (cont.)

Purpose

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

● Leadership and engagement (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31c	Management model the behaviours expected of all employees	44	27	29	44%	+3	-5
Q31d	In my organisation, the leadership operates with a high level of integrity	49	28	23	49%	+7	-5
Q31f	My organisation is well managed	43	29	28	43%	+4	-4
Q33a	I would recommend my organisation as a great place to work	59	24	18	59%	+4	-2
Q33b	I am proud to tell others I work for my organisation	80	13	7	80%	+4	+13
Q33c	I feel strong personal attachment to my organisation	65	21	14	65%	+2	+6
Q33d	My organisation motivates me to help it achieve its objectives	50	27	23	50%	+3	-3
Q33e	My organisation inspires me to do the best in my job	52	27	21	52%	+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.

● My job		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q21a	I understand what is expected of me to do well in my job	93	4	3	93%	+1	+3
Q21b	I understand how my work contributes to my organisation's objectives	90	6	4	90%	0	0
Q22a	I have a choice in deciding how I do my work	57	21	22	57%	+3	-10
Q22e	My job gives me opportunities to utilise my skills	79	12	9	79%	+3	+4
Q22f	I enjoy the work in my current job	81	13	7	81%	+2	+5
Q22g	My job gives me a feeling of personal accomplishment	76	15	9	76%	+2	+7
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	78	13	8	78%	+1	+3
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	80	12	9	80%	+3	0
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	75	13	11	75%	+3	+2

07 Most changed since 2016, by item

Purpose

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

NOTE:

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

The survey items with the most positive change	Index	% positive 2017	vs 2016
My senior manager demonstrates honesty and integrity	Fairness and trust	66%	+11
My organisation is committed to developing its employees	Performance and development	52%	+9
In my organisation, the leadership is of high quality	Leadership and engagement	49%	+8
In my organisation, the leadership operates with a high level of integrity	Leadership and engagement	49%	+7
I am able to access relevant learning and development opportunities	Performance and development	57%	+7

The survey items with the most negative change	Index	% positive 2017	vs 2016
I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with overload	Safety, health and wellness	29%	-4
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	36%	-4
There is too much 'red tape' in my work (e.g. Regulatory or administrative processes) % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with red tape	Effectiveness and innovation	17%	-2
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	29%	-2
Gender is not a barrier to success in my organisation	Fairness and trust	67%	-2

08 Leadership behaviour in your agency: Team Leader

Purpose

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

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

Leadership levels are defined as follows:

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

POSITIVE IMPACT

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

SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Upholds ethical standards and principles	37%	+5
Builds effective working relationships with others	33%	+4
Empowers their team to perform at their best	31%	0
Supports their team to adapt to change	27%	-1
Demonstrates sound judgment	26%	-1
Encourages a strong customer and stakeholder focus	24%	-2
Responds confidently when faced with uncertainty	21%	-4
Delegates work effectively and monitors performance	20%	-4
Describes how their team's work aligns to organisational objectives	19%	+1
Implements improved ways of doing things	17%	-3
Applies sound business management skills	16%	+2
Takes responsibility for team development	14%	-2
Actively seeks feedback for personal development	10%	+3
Upholds ethical standards and principles	39%	+11
Builds effective working relationships with others	38%	-1
Empowers their team to perform at their best	37%	+2
Demonstrates sound judgment	34%	+5
Actively seeks feedback for personal development	29%	+8
Responds confidently when faced with uncertainty	22%	-5
Takes responsibility for team development	19%	0
Supports their team to adapt to change	18%	0
Implements improved ways of doing things	17%	-9
Encourages a strong customer and stakeholder focus	16%	-2
Delegates work effectively and monitors performance	14%	-5
Applies sound business management skills	12%	-2
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

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	37%	+6
Demonstrates sound judgment	31%	+1
Builds effective working relationships with others	30%	+1
Supports their team to adapt to change	26%	0
Empowers their team to perform at their best	25%	-1
Encourages a strong customer and stakeholder focus	25%	-3
Describes how their team's work aligns to organisational objectives	21%	+2
Responds confidently when faced with uncertainty	21%	-4
Applies sound business management skills	20%	+3
Delegates work effectively and monitors performance	19%	-3
Implements improved ways of doing things	18%	-2
Takes responsibility for team development	14%	-3
Actively seeks feedback for personal development	9%	+2

NOT DEMONSTRATED

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

	Proportion	vs Qld public sector
Empowers their team to perform at their best	37%	+2
Implements improved ways of doing things	35%	+4
Actively seeks feedback for personal development	32%	+1
Takes responsibility for team development	29%	-1
Delegates work effectively and monitors performance	26%	-4
Supports their team to adapt to change	26%	0
Builds effective working relationships with others	22%	-2
Describes how their team's work aligns to organisational objectives	20%	0
Responds confidently when faced with uncertainty	17%	-2
Upholds ethical standards and principles	15%	+3
Demonstrates sound judgment	14%	+1
Applies sound business management skills	12%	-1
Encourages a strong customer and stakeholder focus	11%	-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
Manages and prioritises resources to achieve the best outcomes	37%	+5
Takes a 'big picture' view of issues or problems	36%	+1
Demonstrates sound judgment	31%	+3
Takes responsibility for upholding ethical standards and principles	29%	+5
Motivates others to perform at their best	24%	+5
Empowers individuals and teams to build capability	22%	-5
Encourages collaboration and inclusion across workgroups	22%	-6
Encourages innovative ideas and solutions	18%	-7
Demonstrates sound business acumen	17%	+1
Manages ambiguity and politics effectively	17%	0
Builds effective networks across the organisation and sector	16%	-4
Leads change and culture initiatives	14%	0
Actively seeks feedback for personal development	12%	+5
Motivates others to perform at their best	43%	+7
Empowers individuals and teams to build capability	36%	+4
Demonstrates sound judgment	35%	+7
Manages and prioritises resources to achieve the best outcomes	31%	-5
Takes responsibility for upholding ethical standards and principles	27%	+7
Actively seeks feedback for personal development	27%	+10
Takes a 'big picture' view of issues or problems	21%	-6
Builds effective networks across the organisation and sector	17%	-3
Encourages innovative ideas and solutions	16%	-4
Leads change and culture initiatives	16%	-7
Encourages collaboration and inclusion across workgroups	14%	-3
Manages ambiguity and politics effectively	11%	-3
Demonstrates sound business acumen	6%	-4

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 a 'big picture' view of issues or problems	39%	+4
Demonstrates sound judgment	34%	+3
Manages and prioritises resources to achieve the best outcomes	31%	-2
Motivates others to perform at their best	28%	+8
Takes responsibility for upholding ethical standards and principles	26%	+3
Empowers individuals and teams to build capability	23%	0
Builds effective networks across the organisation and sector	20%	-4
Encourages collaboration and inclusion across workgroups	20%	-6
Manages ambiguity and politics effectively	20%	+2
Encourages innovative ideas and solutions	18%	-5
Demonstrates sound business acumen	16%	-1
Leads change and culture initiatives	12%	-3
Actively seeks feedback for personal development	10%	+3
Empowers individuals and teams to build capability	37%	+3
Actively seeks feedback for personal development	35%	+6
Motivates others to perform at their best	32%	-2
Manages ambiguity and politics effectively	29%	+2
Manages and prioritises resources to achieve the best outcomes	27%	+1
Encourages innovative ideas and solutions	25%	-1
Leads change and culture initiatives	23%	-2
Encourages collaboration and inclusion across workgroups	22%	-1
Takes a 'big picture' view of issues or problems	19%	0
Builds effective networks across the organisation and sector	17%	+1
Takes responsibility for upholding ethical standards and principles	14%	0
Demonstrates sound judgment	10%	-4
Demonstrates sound business acumen	9%	0

08 Leadership behaviour in your agency: Senior Officer

Purpose

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

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

Leadership levels are defined as follows:

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

POSITIVE IMPACT

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

SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Models high levels of ethical and professional behaviour	40%	+2
Navigates complex issues, politics and ambiguous situations effectively	32%	-4
Stands behind their decisions in the face of adversity	27%	-1
Directs and prioritises resources to achieve the best outcomes	26%	-3
Creates a culture of continuous improvement	26%	+3
Adopts a system-wide view of issues to inform action	25%	+5
Builds strong relationships that influence organisational and sector outcomes	25%	-3
Inspires others to perform at their best	23%	+1
Is compelling when communicating the organisational strategy	17%	+3
Seeks feedback to strengthen leadership approach	16%	+3
Nurtures a learning and development culture	15%	-1
Demonstrates commercial acumen in managing corporate risk	13%	-1
Leads change with agility	12%	-1
Models high levels of ethical and professional behaviour	54%	+16
Inspires others to perform at their best	49%	+6
Builds strong relationships that influence organisational and sector outcomes	31%	-5
Creates a culture of continuous improvement	27%	+2
Seeks feedback to strengthen leadership approach	24%	+4
Directs and prioritises resources to achieve the best outcomes	21%	-4
Leads change with agility	19%	-2
Navigates complex issues, politics and ambiguous situations effectively	19%	-11
Nurtures a learning and development culture	16%	+3
Stands behind their decisions in the face of adversity	15%	0
Adopts a system-wide view of issues to inform action	11%	-1
Is compelling when communicating the organisational strategy	7%	-6
Demonstrates commercial acumen in managing corporate risk	6%	-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
Models high levels of ethical and professional behaviour	37%	+1
Navigates complex issues, politics and ambiguous situations effectively	31%	-4
Stands behind their decisions in the face of adversity	29%	+2
Directs and prioritises resources to achieve the best outcomes	29%	-1
Creates a culture of continuous improvement	27%	+5
Builds strong relationships that influence organisational and sector outcomes	24%	-3
Adopts a system-wide view of issues to inform action	23%	+1
Inspires others to perform at their best	22%	+1
Is compelling when communicating the organisational strategy	18%	+2
Seeks feedback to strengthen leadership approach	17%	+4
Nurtures a learning and development culture	14%	-1
Leads change with agility	13%	-1
Demonstrates commercial acumen in managing corporate risk	12%	-3
Seeks feedback to strengthen leadership approach	40%	+5
Inspires others to perform at their best	36%	-1
Creates a culture of continuous improvement	30%	+4
Nurtures a learning and development culture	26%	0
Builds strong relationships that influence organisational and sector outcomes	23%	+1
Stands behind their decisions in the face of adversity	22%	+3
Adopts a system-wide view of issues to inform action	19%	+2
Models high levels of ethical and professional behaviour	19%	+1
Directs and prioritises resources to achieve the best outcomes	18%	-8
Is compelling when communicating the organisational strategy	18%	-3
Leads change with agility	17%	-4
Navigates complex issues, politics and ambiguous situations effectively	17%	0
Demonstrates commercial acumen in managing corporate risk	11%	+1

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
Builds strong relationships that influence organisational and sector outcomes	54%	+22
Inspires others to perform at their best	54%	+3
Models high levels of ethical and professional behaviour	54%	+5
Navigates complex issues, politics and ambiguous situations effectively	31%	+4
Creates a culture of continuous improvement	23%	-8
Is compelling when communicating the organisational strategy	23%	+10
Leads change with agility	23%	+10
Nurtures a learning and development culture	15%	-7
Seeks feedback to strengthen leadership approach	15%	0
Stands behind their decisions in the face of adversity	8%	-10
Adopts a system-wide view of issues to inform action	0%	-8
Demonstrates commercial acumen in managing corporate risk	0%	-2
Directs and prioritises resources to achieve the best outcomes	0%	-20
Models high levels of ethical and professional behaviour	46%	+8
Adopts a system-wide view of issues to inform action	31%	+13
Builds strong relationships that influence organisational and sector outcomes	31%	-3
Inspires others to perform at their best	31%	-9
Creates a culture of continuous improvement	23%	-2
Navigates complex issues, politics and ambiguous situations effectively	23%	-12
Stands behind their decisions in the face of adversity	23%	+10
Demonstrates commercial acumen in managing corporate risk	15%	+9
Directs and prioritises resources to achieve the best outcomes	15%	-8
Is compelling when communicating the organisational strategy	15%	+3
Seeks feedback to strengthen leadership approach	15%	-5
Leads change with agility	8%	-13
Nurtures a learning and development culture	8%	-7

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
Creates a culture of continuous improvement	42%	+17
Navigates complex issues, politics and ambiguous situations effectively	42%	+7
Directs and prioritises resources to achieve the best outcomes	33%	+3
Demonstrates commercial acumen in managing corporate risk	25%	+6
Inspires others to perform at their best	25%	+10
Models high levels of ethical and professional behaviour	25%	-5
Adopts a system-wide view of issues to inform action	17%	-14
Builds strong relationships that influence organisational and sector outcomes	17%	-10
Is compelling when communicating the organisational strategy	17%	-3
Leads change with agility	17%	+6
Seeks feedback to strengthen leadership approach	17%	+3
Stands behind their decisions in the face of adversity	17%	-6
Nurtures a learning and development culture	8%	-8
Inspires others to perform at their best	67%	+33
Seeks feedback to strengthen leadership approach	42%	+10
Adopts a system-wide view of issues to inform action	25%	+6
Builds strong relationships that influence organisational and sector outcomes	25%	+2
Creates a culture of continuous improvement	25%	-3
Models high levels of ethical and professional behaviour	25%	0
Nurtures a learning and development culture	25%	+2
Demonstrates commercial acumen in managing corporate risk	17%	+8
Is compelling when communicating the organisational strategy	17%	-5
Navigates complex issues, politics and ambiguous situations effectively	17%	-2
Directs and prioritises resources to achieve the best outcomes	8%	-21
Stands behind their decisions in the face of adversity	8%	-8
Leads change with agility	0%	-21

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	76%	-1	+33
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	24%	+1	-33
None of the above	76%	-1	+33
Flexible work hours for example accumulated hours as 'flexitime'	8%	-	-21
Part time work	6%	0	-11
Flexible work hours for example start late or early to meet responsibilities external to work*	6%	-	-6
Casual/on call	3%	0	-1
Job sharing	2%	0	0
Other, please specify	2%	+1	-1
Hot desks	1%	0	-2
Leave at half pay	1%	0	-3
Compressed work hours	1%	0	-1
Telecommuting	0%	0	-4
Purchased leave/extended leave/deferred salary schemes	0%	0	0
Part-year work/annualised hours	0%	0	0
Term-time working	0%	0	0

* New in 2017, no trend

09 Flexible work options (cont.)

Purpose

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

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

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

	Proportion	vs 2016	vs Qld public sector
Yes, I requested flexibility	13%	0	-7
No, I have not made a request but I am content with my current arrangements	76%	+1	+7
No, I have not made a request but I am not content with my current arrangements	12%	-1	0

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	57%	-9
Partially granted	20%	+6
Declined – no reason given	10%	+3
Declined – reason provided	8%	0
I have not received a reply as yet	5%	+1

* New in 2017, no trend

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

	Proportion	vs 2016	vs Qld public sector
I feel flexibility is not possible in my current job	39%	-11	+10
None of the Above*	27%	-	+3
I felt it would limit my career	26%	-4	+6
Flexible working is frowned upon/not supported by my workplace culture	24%	-16	-6
I didn't feel confident presenting my case or negotiating arrangements with my manager	18%	-2	-4
I didn't feel I had the right to	14%	-3	-2
I don't feel confident in my manager's ability to manage staff working flexibly	13%	-9	+1
I was concerned that it may negatively impact my team	12%	-2	-7
I felt it would limit my access to training and development	11%	-2	+3
I feel the technology I currently have access to does not support flexible working	2%	-3	-4

* New in 2017, no trend

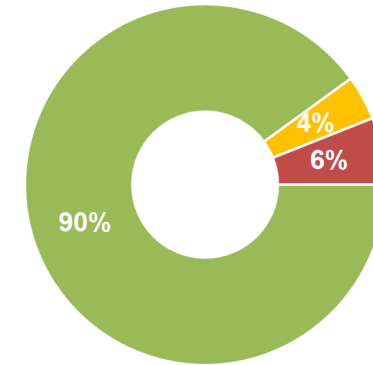
10 Domestic and family violence

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
Yes	90%	+10	+14
No	6%	-5	-6
Don't know	4%	-5	-8



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	99%	+6	+13
No	1%	-3	-7
Don't Know	0%	-4	-6

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	88%	+11	+16
No	7%	-6	-7
Don't Know	5%	-5	-9

10 Domestic and family violence (cont.)

Purpose

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

Managers <i>Manage one or more employees</i>	% positive	vs 2016	vs Qld public sector
I am confident that I could sensitively communicate with employees affected by domestic and family violence	94%	+4	+12
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	94%	+4	+13
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	93%	+3	+12

Non-managers <i>Manage no employees</i>	% positive	vs 2016	vs Qld public sector
I am confident that I could sensitively communicate with colleagues affected by domestic and family violence	79%	+6	+8
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	78%	+6	+6

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

Managers <i>Manage one or more employees</i>	% proportion	vs Qld public sector	Non-managers <i>Manage no employees</i>	% proportion	vs Qld public sector
Yes	18%	+3	Yes	6%	-1
No	78%	-2	No	89%	+1
Don't Know	0%	-1	Don't Know	2%	-1
Prefer not to say	3%	0	Prefer not to say	3%	0

* New in 2017, no trend

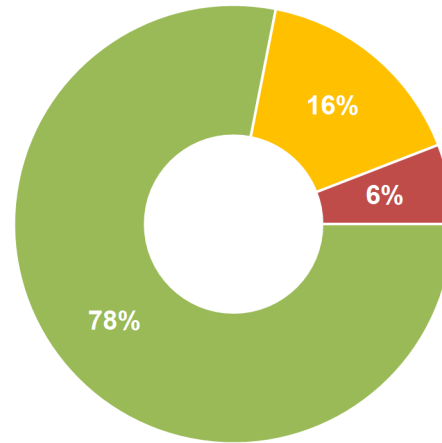
* New in 2017, no trend

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.



78%

of employees agreed with the statement:

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

% positive change since 2016

+6

vs Qld public sector

+11

Reasons for leaving	Proportion	vs Qld public sector
Career or job opportunities	57%	+5
Pay and conditions	55%	+28
Stress/Health	49%	+16
Professional/personal development	43%	+8
The workplace culture	42%	+3
Work hours	32%	+17
Balancing work and life commitments	31%	+9
Your relationship with your manager	22%	0
Family/carer responsibilities	17%	+4
The location of your workplace or the time spent commuting	14%	-4
Fit between work and your interests	14%	+2
Your relationship with your colleagues	11%	0
Job security	9%	-10
Other (please specify)	7%	-3
Retirement	7%	-1
Travel plans	6%	-1
Contract expiring	4%	-8

12 Bullying and sexual harassment

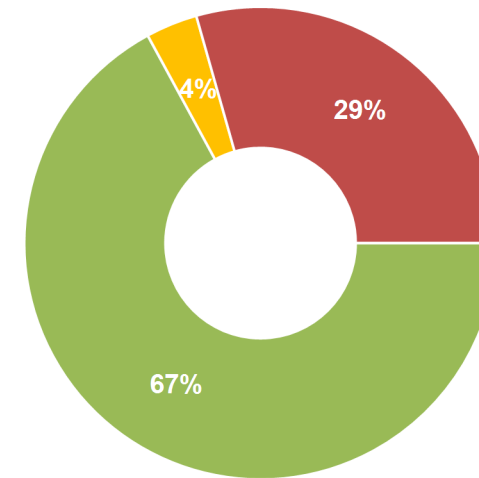
Purpose

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

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

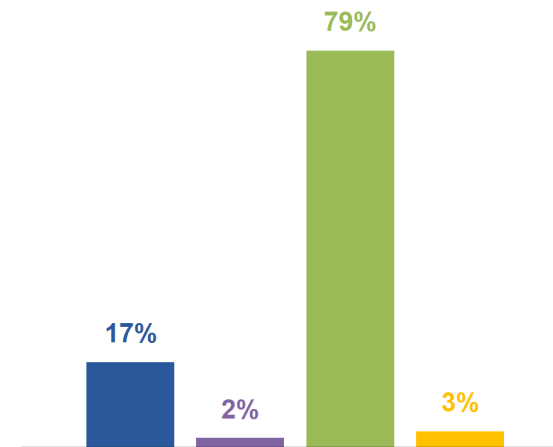
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
Yes	29%	-2	+2
No	67%	+4	0
Don't know	4%	-2	-2



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

	Proportion	vs 2016	vs Qld public sector
Bullying	17%	-2	0
Sexual Harassment	2%	0	+1
No	79%	+3	+1
Don't Know	3%	-2	-1



12 Bullying and sexual harassment (cont.)

Purpose

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

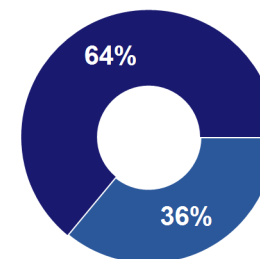
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	42%	+6	-1
Your immediate manager/supervisor	36%	-5	+2
A senior manager	35%	-5	+4
A group of fellow workers	13%	+2	-1
A member of the public	13%	0	+7
A client/customer	8%	-2	+1
Prefer not to specify	7%	-2	-1
A representative of another agency	6%	0	+5
Other	2%	0	+1
A consultant/service provider	2%	+1	0
A worker that reports to you	2%	-1	-3

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	62%	+7	+4
Inappropriate and unfair application of work policies or rules	51%	-6	+9
Other	19%	-4	-7
Physical behaviour (e.g. assault or aggressive body language)	11%	-2	0
Interference with your personal property or work equipment	8%	+1	0
'Initiations' or pranks	6%	+3	-2
Cyber bullying	4%	0	-2

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	52%	-7	-4
It could affect my career	46%	-6	+1
I did not think it was worth the hassle of going through the report process	39%	-3	+1
I did not want to upset relationships in the workplace	35%	+6	-5
Managers accepted the behaviour	31%	-6	-2
I did not have enough evidence	25%	+5	+5
I did not think the bullying was serious enough	15%	+2	-1
Other	9%	-1	-2
The matter was resolved informally	7%	-1	0
I did not know how to report it	2%	-2	-4

12 Bullying and sexual harassment (cont.)

Purpose

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

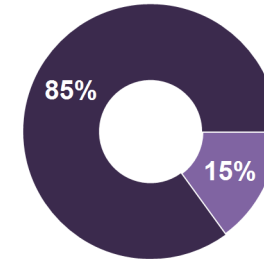
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you SEXUALLY HARASSED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	38%	-20	-15
A client/customer	27%	-9	+14
A member of the public	27%	+13	+19
Prefer not to specify	21%	+14	+9
Your immediate manager/supervisor	10%	+10	-3
A group of fellow workers	8%	-6	0
A senior manager	8%	-10	-6
Other	4%	+4	+2
A representative of another agency	2%	-1	-1
A consultant/service provider	0%	-4	-2
A worker that reports to you	0%	0	-3

What type of SEXUAL HARASSMENT did you experience?	Proportion	vs 2016	vs Qld public sector
Remarks of a sexual nature	87%	-	+14
Unwanted physical intimacy	51%	-	+15
Unwelcome demand or request, either directly or implied, for sexual favours	24%	-	+8
Any other unwelcome conduct of a sexual nature in relation to you	16%	-	-11

Did you report the **SEXUAL HARASSMENT**?

No



Yes

Why did you not report the **SEXUAL HARASSMENT**?

Why did you not report the SEXUAL HARASSMENT ?	Proportion	vs 2016	vs Qld public sector
I did not think it was worth the hassle of going through the report process	46%	-9	+8
I did not think any action would be taken	41%	-26	-1
I did not think the sexual harassment was serious enough	33%	+6	+3
I did not have enough evidence	23%	+1	+2
Managers accepted the behaviour	21%	-7	-1
The matter was resolved informally	21%	-7	+7
I did not want to upset relationships in the workplace	18%	-21	-20
It could affect my career	15%	-24	-20
Other	15%	+10	+4
I did not know how to report it	5%	0	-3

13 Your view

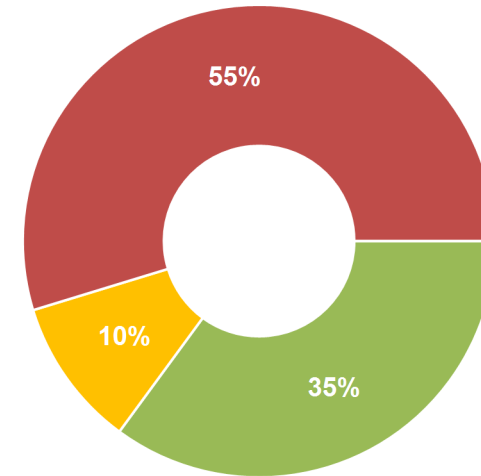
Purpose

This section is focused on understanding workplace improvement.

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

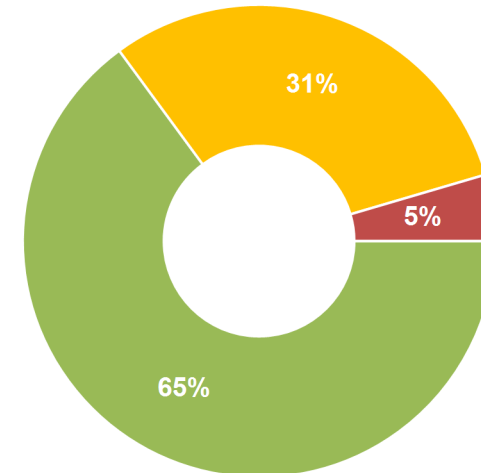
Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Yes	35%	-7	+5
No	55%	+5	-1
No, but I have not worked long in my organisation	10%	+2	-3



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

	Proportion	vs 2016	vs Qld public sector
Positive	65%	+6	+3
Neutral	31%	-2	-2
Negative	5%	-3	-1



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)
Queensland Ambulance Service	2,696	61%	46%	48%
Managerial status				
Yes	474	77%	63%	67%
No	2,214	58%	43%	44%
Employment status				
Permanent	2,443	60%	45%	47%
Non-permanent	249	78%	65%	60%
Full-time status				
Full-time basis	2,473	62%	47%	49%
Part-time basis	209	56%	45%	44%
FTE Salary				
Under \$50,000	155	64%	53%	46%
\$50,000 - \$69,999	641	61%	46%	44%
\$70,000 - \$89,999	951	58%	43%	46%
\$90,000 or over	936	64%	49%	53%
Time in agency				
Less than 2 years	379	79%	65%	58%
2 to less than 6 years	545	58%	45%	46%
6 to less than 10 years	569	57%	41%	44%
10 to less than 14 years	463	59%	41%	45%
14 to less than 16 years	123	52%	45%	47%
16 to less than 20 years	203	53%	36%	45%
20 years or more	405	66%	52%	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).

"Restricted" indicates a group with less than 10 respondents

		Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
Queensland Ambulance Service		2,696	61%	46%	48%
Age	34 years or younger	957	64%	50%	48%
	35 to 44 years	697	58%	43%	48%
	45 to 54 years	739	58%	45%	47%
	55 years or older	295	68%	51%	53%
Gender*	Female	1,232	63%	48%	49%
	Male	1,450	60%	45%	47%
	X	10	46%	29%	32%
Type of work	Direct service delivery	2,019	58%	42%	44%
	Corporate services and administrative support/clerical	312	70%	62%	63%
	Other	358	73%	59%	57%
Clinical versus non-clinical	Clinical	2,293	59%	44%	46%
	Non-clinical	383	71%	60%	62%
Shiftwork	Yes	1,940	58%	42%	43%
	No	753	70%	58%	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	
Agency engagement							
Q33a	I would recommend my organisation as a great place to work	59%	+4	24%	-1	18%	-2
Q33b	I am proud to tell others I work for my organisation	80%	+4	13%	-3	7%	-1
Q33c	I feel strong personal attachment to my organisation	65%	+2	21%	-1	14%	-1
Q33d	My organisation motivates me to help it achieve its objectives	50%	+3	27%	-2	23%	-1
Q33e	My organisation inspires me to do the best in my job	52%	+5	27%	-3	21%	-2
Organisational leadership							
Q31a	In my organisation, the leadership is of high quality	49%	+8	25%	-2	26%	-6
Q31c	Management model the behaviours expected of all employees	44%	+3	27%	+2	29%	-5
Q31d	In my organisation, the leadership operates with a high level of integrity	49%	+7	28%	-2	23%	-5
Q31f	My organisation is well managed	43%	+4	29%	+1	28%	-5
Innovation							
Q27a	I get the opportunity to develop new and better ways of doing my job	43%	0	28%	+2	29%	-3
Q27b	I am encouraged to make suggestions about improving work processes and/or services	52%	+2	22%	+2	26%	-4
Q27c	Management is willing to act on suggestions to improve how things are done	40%	+2	27%	+2	33%	-4
Q27d	My workgroup uses research and expertise to identify better practice	52%	+2	30%	0	18%	-1
Q27e	My workgroup always tries to improve its performance	63%	+1	25%	0	12%	-1
Q27f	My organisation is open to new ideas	41%	+3	32%	+2	27%	-5

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
Job empowerment							
Q22a	I have a choice in deciding how I do my work	57%	+3	21%	+3	22%	-6
Q22b	I have the tools I need to do my job effectively	76%	+4	12%	-2	12%	-2
Q22c	I get the information I need to do my job well	69%	+5	18%	-3	13%	-2
Q22d	I have the authority necessary to do my job effectively	76%	+3	14%	-1	10%	-2
Q22e	My job gives me opportunities to utilise my skills	79%	+3	12%	-1	9%	-2
Q34b	Your ability to work on your own initiative	80%	+3	12%	-3	9%	-1
Workload and health							
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with overload	29%	-4	31%	-2	41%	+7
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with burn out	36%	-4	28%	+1	36%	+2
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	29%	-2	27%	+2	44%	0
Learning and development							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	59%	+5	19%	0	22%	-5
Q28e	I am able to access relevant learning and development opportunities	57%	+7	24%	0	19%	-6
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	62%	+5	23%	-1	15%	-4
Q28g	I am satisfied with the opportunities available for career development	38%	+5	23%	+1	39%	-6
Q31b	My organisation is committed to developing its employees	52%	+9	23%	-1	25%	-7

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
My workgroup							
Q24a	People in my workgroup treat each other with respect	75%	+2	12%	-2	13%	-1
Q24b	I receive help and support from other people in my workgroup	82%	+1	12%	-1	6%	0
Q24c	People in my workgroup are honest, open and transparent in their dealings	63%	+4	22%	-3	15%	-1
Q24d	People in my workgroup use their time and resources efficiently	58%	-1	27%	+1	15%	-1
Q24e	People in my workgroup treat customers with respect	84%	+1	13%	0	3%	-1
Q24f	People in my workgroup are committed to delivering excellent service to customers	81%	+1	15%	0	4%	-1
Q24g	People in my workgroup do their jobs effectively	77%	0	16%	0	7%	-1
My manager							
Q29a	My manager treats employees with dignity and respect	80%	+5	10%	-1	9%	-3
Q29b	My manager listens to what I have to say	78%	+4	11%	-1	11%	-3
Q29c	My manager keeps me informed about what's going on	70%	+4	15%	-2	15%	-2
Q29d	My manager understands my work	80%	+3	10%	-2	10%	-1
Q29e	My manager creates a shared sense of purpose	67%	+4	20%	0	13%	-4
Q29f	My manager demonstrates honesty and integrity	78%	+4	13%	0	9%	-4
Q29g	My manager draws the best out of me	55%	+4	28%	0	17%	-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 workshopping.

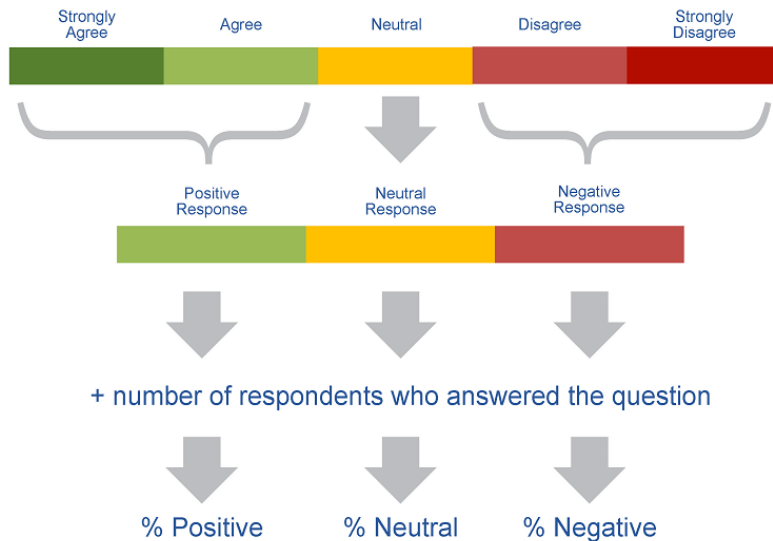
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Organisational fairness							
Q25f	Performance is assessed and rewarded fairly in my workplace	28%	+1	30%	+2	42%	-2
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	39%	0	19%	0	41%	0
Q25h	People are treated fairly and consistently in my workplace	48%	+3	23%	+2	29%	-5
Q25i	People take responsibility for their decisions and actions in my workplace	48%	-1	27%	+1	25%	0
Q31e	Recruitment and promotion decisions in this organisation are fair	30%	-1	29%	+1	41%	0
Anti-discrimination							
Q32a	Age is not a barrier to success in my organisation	65%	-1	20%	0	15%	+1
Q32b	Gender is not a barrier to success in my organisation	67%	-2	16%	-1	17%	+3
Q32c	Disability is not a barrier to success in my organisation	44%	0	36%	-2	20%	+2
Q32d	Cultural background is not a barrier to success in my organisation	71%	+2	22%	-3	7%	+1
Q32e	Sexual orientation is not a barrier to success in my organisation	73%	+1	21%	-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.