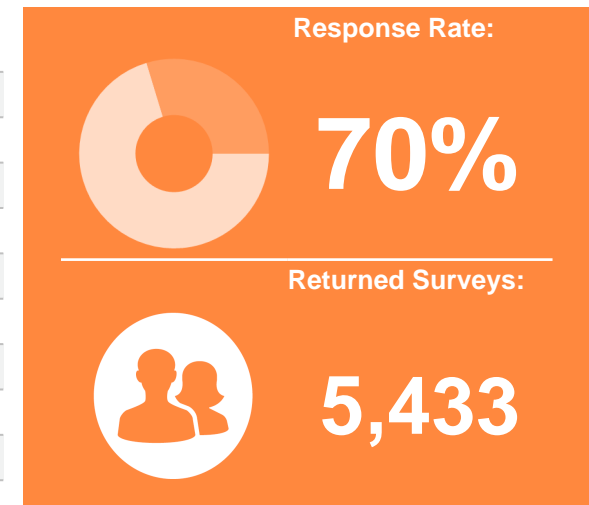


Department of Health

Highlight Report

Report Content

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

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

Note on the response rate

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

Reporting Framework

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

Strategic priorities: driver analysis

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

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



Workplace climate

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

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

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

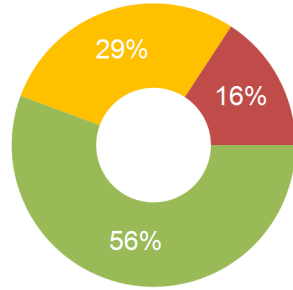


01 Driver analysis scorecard

Purpose

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

Agency engagement



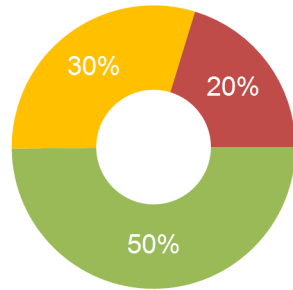
% positive change since 2016
+3

Top 3 drivers

% Positive

Driver	2016	2017
Organisational leadership	46%	50%
Job empowerment	68%	69%
Innovation	59%	60%

Organisational Leadership



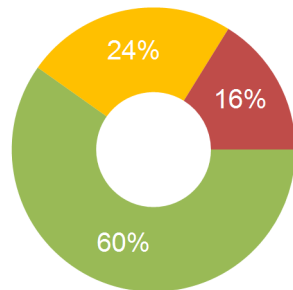
% positive change since 2016
+4

Top 3 drivers

% Positive

Driver	2016	2017
Organisational fairness	41%	42%
Learning and development	49%	53%
Anti-discrimination	72%	70%

Innovation



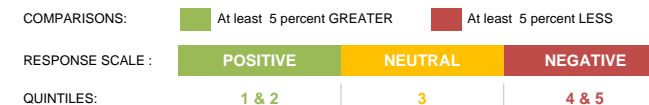
% positive change since 2016
+1

Top 3 drivers

% Positive

Driver	2016	2017
Job empowerment	68%	69%
Learning and development	49%	53%
My manager	70%	70%

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*	56	29	16	56%	+3	-3	41 - 82	4
Job empowerment	69	17	14	69%	+1	-2	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%	+1	+1	29 - 68	3
Learning and development	53	25	22	53%	+4	-3	33 - 82	4
My workgroup	75	15	10	75%	-1	-1	58 - 92	4
My manager	70	16	14	70%	0	-1	57 - 84	4
Organisational leadership*	50	30	20	50%	+4	-1	29 - 85	4
Organisational fairness	42	29	29	42%	+1	-1	26 - 67	4
Anti-discrimination	70	23	8	70%	-2	+3	48 - 96	3
Innovation*	60	24	16	60%	+1	0	46 - 89	3

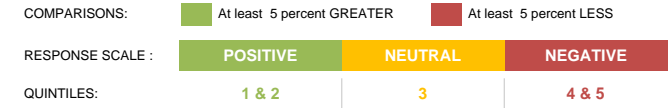
03 Factors by division

Purpose

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

	Department of Health % positive	Clinical Excellence Division	Corporate Services Division	eHealth Queensland	Health Support Queensland	Healthcare Purchasing & System Performance	Office of the Director-General	Prevention Division	Strategy, Policy and Planning
<i>This section shows the % positive scores for divisions within the agency</i>									
Number of respondents	5,433	314	515	1052	2723	110	53	385	221
Agency engagement*	56%	67%	63%	51%	54%	58%	57%	61%	51%
Job empowerment	69%	76%	77%	67%	68%	73%	74%	75%	62%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	40%	55%	51%	36%	37%	48%	37%	43%	49%
Learning and development	53%	75%	66%	44%	49%	65%	48%	67%	59%
My workgroup	75%	82%	79%	77%	71%	86%	83%	82%	79%
My manager	70%	82%	75%	71%	66%	81%	69%	75%	76%
Organisational leadership*	50%	64%	58%	42%	47%	61%	58%	65%	51%
Organisational fairness	42%	51%	48%	40%	39%	47%	39%	49%	44%
Anti-discrimination	70%	68%	72%	71%	68%	71%	71%	74%	69%
Innovation*	60%	72%	70%	59%	55%	69%	64%	70%	59%

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*	55	26	19	55%	-2	0	43 - 82	4
● Effectiveness and innovation*	56	24	20	56%	+1	-1	49 - 77	4
● People and relationships	75	15	9	75%	0	-1	56 - 92	4
● Fairness and trust*	60	24	17	60%	+1	+1	46 - 78	3
● Performance and development	53	25	22	53%	+3	-3	41 - 74	4
● Leadership and engagement	61	23	16	61%	+2	-2	49 - 81	4
● My job	75	14	11	75%	+1	-3	58 - 89	4

* 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.

	Department of Health % positive	Clinical Excellence Division	Corporate Services Division	eHealth Queensland	Health Support Queensland	Healthcare Purchasing & System Performance	Office of the Director-General	Prevention Division	Strategy, Policy and Planning
<i>This section shows the % positive scores for divisions within the agency</i>									
Number of respondents	5,433	314	515	1052	2723	110	53	385	221
● Safety, health and wellness*	55%	65%	65%	55%	50%	62%	53%	60%	60%
● Effectiveness and innovation*	56%	63%	64%	54%	54%	63%	61%	62%	55%
● People and relationships	75%	82%	79%	77%	71%	86%	84%	83%	79%
● Fairness and trust*	60%	64%	64%	60%	57%	64%	60%	64%	61%
● Performance and development	53%	69%	65%	45%	50%	62%	49%	63%	56%
● Leadership and engagement	61%	73%	67%	58%	58%	69%	62%	68%	62%
● My job	75%	80%	80%	73%	73%	77%	77%	79%	69%

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

06 Workplace climate by item

Purpose

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

New items were added to this index in 2017.

		Response scale (%)			% positive	vs 2016	vs Qld public sector
●	Safety, health and wellness						
	Q23a I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement	31	35	34	31%	+1	-1
	Q23b I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	43	31	26	43%	0	0
	Q23e My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	48	30	23	48%	0	+2
	Q23f My work contributes positively to my quality of life*	42	37	21	42%	-	-2
	Q24h People in my workgroup are committed to workplace safety	81	15	4	81%	+1	-1
	Q24j People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	69	20	12	69%	-	+2
	Q25b My workplace culture supports people to achieve a good work/life balance	63	20	17	63%	+1	+1
	Q25c There is adequate focus on workplace safety at my workplace	78	16	6	78%	+2	0

* 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*	47	27	26	47%	-	-2
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	51	26	22	51%	-	+1
Q31h	The wellbeing of employees is a priority for my organisation*	49	29	22	49%	-	0
Q31j	My commitment to this organisation would be questioned if I chose to use flexible work options* % <small>positive indicates those who "strongly disagree" or "disagree" with this statement</small>	44	33	24	44%	-	+2
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	64	20	15	64%	+1	0
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	58	26	16	58%	-	+2

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

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	71	15	14	71%	+2	+1
Q22c	I get the information I need to do my job well	65	19	16	65%	+2	-2
Q22d	I have the authority necessary to do my job effectively	66	19	15	66%	+2	-4
Q23c	I feel my job is secure	53	24	24	53%	+6	-5
Q23d	There is too much 'red tape' in my work (e.g. Regulatory or administrative processes) <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	18	31	50	18%	-2	-1
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	63	24	13	63%	-	-2
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	17	35	48	17%	+1	-2
Q25e	Disruptions and/or noise at my workplace make it hard to get things done <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	48	26	26	48%	-3	+2
Q26a	My workplace has undergone significant change in the past 12 months	51	30	20	51%	-5	-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.

		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	57	24	19	57%	+1	0	
Q27b	I am encouraged to make suggestions about improving work processes and/or services	70	17	14	70%	0	+2	
Q27c	Management is willing to act on suggestions to improve how things are done	55	25	20	55%	+1	+2	
Q27d	My workgroup uses research and expertise to identify better practice	52	31	18	52%	-1	-3	
Q27e	My workgroup always tries to improve its performance	69	21	10	69%	0	-1	
Q27f	My organisation is open to new ideas	55	27	17	55%	+1	+1	
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	71	16	13	71%	+4	+2	
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	75	15	10	75%	0	-3	
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	58	30	11	58%	+2	-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.

● People and relationships		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q24a	People in my workgroup treat each other with respect	74	13	13	74%	-1	0
Q24b	I receive help and support from other people in my workgroup	83	11	6	83%	-1	0
Q24c	People in my workgroup are honest, open and transparent in their dealings	67	19	14	67%	0	0
Q24d	People in my workgroup use their time and resources efficiently	61	23	16	61%	-2	-3
Q24e	People in my workgroup treat customers with respect	86	11	4	86%	+1	0
Q24f	People in my workgroup are committed to delivering excellent service to customers	82	13	5	82%	0	-1
Q24g	People in my workgroup do their jobs effectively	71	18	10	71%	-1	-3
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	77	15	8	77%	0	-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	8	73%	+1	+1
Q25f	Performance is assessed and rewarded fairly in my workplace	34	34	31	34%	+1	-2
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	37	24	39	37%	0	-2
Q25h	People are treated fairly and consistently in my workplace	50	24	27	50%	-1	-1
Q25i	People take responsibility for their decisions and actions in my workplace	50	28	22	50%	0	-2
Q25j	I am able to speak up and share a different view to my colleagues and manager*	72	14	14	72%	-	+1
Q30a	My senior manager demonstrates honesty and integrity	71	18	11	71%	+6	+1
Q31e	Recruitment and promotion decisions in this organisation are fair	40	33	28	40%	+2	+3

* 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	55	27	18	55%	-	+2
Q32a	Age is not a barrier to success in my organisation	68	20	11	68%	-4	+3
Q32b	Gender is not a barrier to success in my organisation	73	17	10	73%	-2	+3
Q32c	Disability is not a barrier to success in my organisation	63	30	7	63%	-3	+7
Q32d	Cultural background is not a barrier to success in my organisation	71	22	7	71%	-2	+2
Q32e	Sexual orientation is not a barrier to success in my organisation	72	24	4	72%	-2	+3
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	56	23	21	56%	-2	+2
Q32g	Women and men have equal access to work experiences that support career progression*	70	20	10	70%	-	+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.

		Performance and development			Response scale (%)	% positive	vs 2016	vs Qld public sector
Q28a	I receive useful feedback on my performance	56	24	21	56%	+2	-1	
Q28b	My performance is assessed against clear criteria	47	29	24	47%	+3	-4	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	60	20	21	60%	+4	-3	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	38	31	31	38%	+5	-3	
Q28e	I am able to access relevant learning and development opportunities	59	23	18	59%	+4	-3	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	55	28	17	55%	+4	-4	
Q28g	I am satisfied with the opportunities available for career development	42	27	31	42%	+4	-2	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	53	22	25	53%	+3	-2	
Q28i	I develop new knowledge and skills through undertaking tasks at work	70	18	12	70%	+2	-2	
Q31b	My organisation is committed to developing its employees	51	27	22	51%	+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.

● Leadership and engagement		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29a	My manager treats employees with dignity and respect	78	11	11	78%	+1	0
Q29b	My manager listens to what I have to say	77	12	11	77%	0	0
Q29c	My manager keeps me informed about what's going on	67	16	17	67%	0	-1
Q29d	My manager understands my work	72	14	13	72%	+1	-1
Q29e	My manager creates a shared sense of purpose	67	19	15	67%	0	-1
Q29f	My manager demonstrates honesty and integrity	76	13	11	76%	+1	0
Q29g	My manager draws the best out of me	56	26	19	56%	+1	-2
Q31a	In my organisation, the leadership is of high quality	51	29	20	51%	+4	-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.

● Leadership and engagement (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31c	Management model the behaviours expected of all employees	48	29	22	48%	+2	-1
Q31d	In my organisation, the leadership operates with a high level of integrity	53	30	17	53%	+4	-1
Q31f	My organisation is well managed	47	31	22	47%	+5	-1
Q33a	I would recommend my organisation as a great place to work	58	27	15	58%	+3	-3
Q33b	I am proud to tell others I work for my organisation	63	25	12	63%	+3	-4
Q33c	I feel strong personal attachment to my organisation	54	30	16	54%	+1	-5
Q33d	My organisation motivates me to help it achieve its objectives	51	31	18	51%	+3	-2
Q33e	My organisation inspires me to do the best in my job	52	30	18	52%	+3	-2

06 Workplace climate by item (cont.)

Purpose

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

● 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	88	6	6	88%	+1	-2
Q21b	I understand how my work contributes to my organisation's objectives	90	5	4	90%	+1	0
Q22a	I have a choice in deciding how I do my work	65	18	17	65%	0	-2
Q22e	My job gives me opportunities to utilise my skills	71	15	14	71%	+2	-4
Q22f	I enjoy the work in my current job	72	17	11	72%	+1	-3
Q22g	My job gives me a feeling of personal accomplishment	65	20	15	65%	+1	-4
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	71	16	13	71%	+2	-5
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	77	13	10	77%	0	-3
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	71	16	13	71%	+2	-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
I feel my job is secure	Effectiveness and innovation	53%	+6
My senior manager demonstrates honesty and integrity	Fairness and trust	71%	+6
My organisation is well managed	Leadership and engagement	47%	+5
I am encouraged to pursue developmental opportunities in other workplaces	Performance and development	38%	+5
In my organisation, the leadership operates with a high level of integrity	Leadership and engagement	53%	+4

The survey items with the most negative change	Index	% positive 2017	vs 2016
Age is not a barrier to success in my organisation	Fairness and trust	68%	-4
Disruptions and/or noise at my workplace make it hard to get things done % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with disruptions and/or noise	Effectiveness and innovation	48%	-3
Disability is not a barrier to success in my organisation	Fairness and trust	63%	-3
Gender is not a barrier to success in my organisation	Fairness and trust	73%	-2
Cultural background is not a barrier to success in my organisation	Fairness and trust	71%	-2

08 Leadership behaviour in your agency: Team Leader

Purpose

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

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

Leadership levels are defined as follows:

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

POSITIVE IMPACT

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

SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Empowers their team to perform at their best	30%	-1
Builds effective working relationships with others	29%	0
Encourages a strong customer and stakeholder focus	28%	+2
Supports their team to adapt to change	28%	0
Upholds ethical standards and principles	28%	-3
Delegates work effectively and monitors performance	26%	+2
Demonstrates sound judgment	25%	-2
Responds confidently when faced with uncertainty	24%	0
Implements improved ways of doing things	22%	+2
Describes how their team's work aligns to organisational objectives	18%	+1
Takes responsibility for team development	16%	0
Applies sound business management skills	13%	-1
Actively seeks feedback for personal development	7%	0
Builds effective working relationships with others	38%	-1
Empowers their team to perform at their best	37%	+2
Demonstrates sound judgment	28%	-1
Implements improved ways of doing things	28%	+2
Responds confidently when faced with uncertainty	25%	-1
Upholds ethical standards and principles	21%	-6
Encourages a strong customer and stakeholder focus	20%	+2
Actively seeks feedback for personal development	20%	-1
Delegates work effectively and monitors performance	20%	+2
Supports their team to adapt to change	19%	+1
Takes responsibility for team development	18%	0
Applies sound business management skills	15%	+1
Describes how their team's work aligns to organisational objectives	9%	0

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

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED

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

NOT DEMONSTRATED

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

Proportion vs Qld public sector

Encourages a strong customer and stakeholder focus	31%	+3
Upholds ethical standards and principles	29%	-3
Builds effective working relationships with others	29%	+1
Demonstrates sound judgment	28%	-1
Supports their team to adapt to change	26%	+1
Empowers their team to perform at their best	25%	-2
Delegates work effectively and monitors performance	24%	+1
Responds confidently when faced with uncertainty	24%	-1
Implements improved ways of doing things	22%	+2
Describes how their team's work aligns to organisational objectives	19%	0
Takes responsibility for team development	17%	0
Applies sound business management skills	16%	-1
Actively seeks feedback for personal development	6%	-1
Empowers their team to perform at their best	35%	-1
Delegates work effectively and monitors performance	31%	+2
Implements improved ways of doing things	31%	0
Actively seeks feedback for personal development	31%	0
Takes responsibility for team development	30%	-1
Supports their team to adapt to change	24%	-2
Builds effective working relationships with others	23%	-1
Responds confidently when faced with uncertainty	20%	+2
Describes how their team's work aligns to organisational objectives	20%	-1
Demonstrates sound judgment	15%	+1
Applies sound business management skills	13%	0
Upholds ethical standards and principles	13%	0
Encourages a strong customer and stakeholder focus	12%	+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
Takes a 'big picture' view of issues or problems	37%	+1
Manages and prioritises resources to achieve the best outcomes	31%	-1
Encourages collaboration and inclusion across workgroups	30%	+2
Demonstrates sound judgment	30%	+1
Empowers individuals and teams to build capability	27%	0
Encourages innovative ideas and solutions	27%	+1
Takes responsibility for upholding ethical standards and principles	23%	-2
Builds effective networks across the organisation and sector	22%	+2
Manages ambiguity and politics effectively	21%	+3
Demonstrates sound business acumen	15%	-1
Motivates others to perform at their best	15%	-4
Leads change and culture initiatives	13%	-2
Actively seeks feedback for personal development	7%	-1
Motivates others to perform at their best	38%	+2
Manages and prioritises resources to achieve the best outcomes	38%	+2
Empowers individuals and teams to build capability	30%	-2
Takes a 'big picture' view of issues or problems	29%	+2
Demonstrates sound judgment	25%	-2
Encourages innovative ideas and solutions	23%	+3
Leads change and culture initiatives	20%	-2
Builds effective networks across the organisation and sector	20%	0
Encourages collaboration and inclusion across workgroups	17%	0
Actively seeks feedback for personal development	16%	-1
Takes responsibility for upholding ethical standards and principles	16%	-4
Manages ambiguity and politics effectively	16%	+2
Demonstrates sound business acumen	11%	+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
Takes a 'big picture' view of issues or problems	35%	0
Manages and prioritises resources to achieve the best outcomes	33%	-1
Demonstrates sound judgment	29%	-1
Encourages collaboration and inclusion across workgroups	29%	+2
Builds effective networks across the organisation and sector	25%	+1
Encourages innovative ideas and solutions	23%	0
Takes responsibility for upholding ethical standards and principles	22%	-1
Empowers individuals and teams to build capability	22%	-1
Manages ambiguity and politics effectively	21%	+2
Demonstrates sound business acumen	18%	0
Motivates others to perform at their best	18%	-2
Leads change and culture initiatives	14%	-1
Actively seeks feedback for personal development	7%	0
Empowers individuals and teams to build capability	36%	+1
Motivates others to perform at their best	35%	+2
Manages and prioritises resources to achieve the best outcomes	29%	+3
Actively seeks feedback for personal development	28%	-1
Encourages innovative ideas and solutions	28%	+1
Manages ambiguity and politics effectively	26%	0
Encourages collaboration and inclusion across workgroups	25%	+2
Leads change and culture initiatives	21%	-4
Takes a 'big picture' view of issues or problems	18%	-1
Takes responsibility for upholding ethical standards and principles	15%	+1
Builds effective networks across the organisation and sector	14%	-3
Demonstrates sound judgment	14%	0
Demonstrates sound business acumen	7%	-2

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
Navigates complex issues, politics and ambiguous situations effectively	42%	+6
Models high levels of ethical and professional behaviour	34%	-5
Builds strong relationships that influence organisational and sector outcomes	28%	+1
Adopts a system-wide view of issues to inform action	27%	+7
Stands behind their decisions in the face of adversity	27%	-2
Creates a culture of continuous improvement	25%	+2
Directs and prioritises resources to achieve the best outcomes	22%	-7
Inspires others to perform at their best	21%	-1
Nurtures a learning and development culture	16%	+1
Demonstrates commercial acumen in managing corporate risk	15%	+1
Leads change with agility	14%	+1
Is compelling when communicating the organisational strategy	13%	-1
Seeks feedback to strengthen leadership approach	13%	0
Inspires others to perform at their best	41%	-1
Builds strong relationships that influence organisational and sector outcomes	37%	+2
Models high levels of ethical and professional behaviour	35%	-3
Navigates complex issues, politics and ambiguous situations effectively	34%	+4
Creates a culture of continuous improvement	24%	-1
Directs and prioritises resources to achieve the best outcomes	23%	-2
Leads change with agility	21%	0
Adopts a system-wide view of issues to inform action	20%	+8
Seeks feedback to strengthen leadership approach	17%	-3
Is compelling when communicating the organisational strategy	15%	+2
Stands behind their decisions in the face of adversity	12%	-2
Nurtures a learning and development culture	11%	-3
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	41%	+5
Models high levels of ethical and professional behaviour	34%	-2
Builds strong relationships that influence organisational and sector outcomes	30%	+3
Adopts a system-wide view of issues to inform action	28%	+5
Directs and prioritises resources to achieve the best outcomes	27%	-3
Stands behind their decisions in the face of adversity	26%	-1
Creates a culture of continuous improvement	21%	-1
Inspires others to perform at their best	20%	-1
Demonstrates commercial acumen in managing corporate risk	16%	+1
Is compelling when communicating the organisational strategy	14%	-3
Leads change with agility	14%	0
Seeks feedback to strengthen leadership approach	14%	0
Nurtures a learning and development culture	13%	-2
Seeks feedback to strengthen leadership approach	35%	-1
Inspires others to perform at their best	33%	-4
Creates a culture of continuous improvement	32%	+5
Directs and prioritises resources to achieve the best outcomes	29%	+2
Nurtures a learning and development culture	26%	-1
Is compelling when communicating the organisational strategy	24%	+3
Builds strong relationships that influence organisational and sector outcomes	20%	-1
Leads change with agility	19%	-2
Navigates complex issues, politics and ambiguous situations effectively	19%	+2
Adopts a system-wide view of issues to inform action	17%	0
Models high levels of ethical and professional behaviour	16%	-2
Stands behind their decisions in the face of adversity	16%	-3
Demonstrates commercial acumen in managing corporate risk	12%	+2

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	51%	+2
Inspires others to perform at their best	48%	-3
Creates a culture of continuous improvement	31%	+1
Navigates complex issues, politics and ambiguous situations effectively	29%	+2
Builds strong relationships that influence organisational and sector outcomes	28%	-4
Directs and prioritises resources to achieve the best outcomes	21%	+1
Nurtures a learning and development culture	20%	-2
Stands behind their decisions in the face of adversity	17%	0
Is compelling when communicating the organisational strategy	15%	+2
Leads change with agility	14%	+1
Seeks feedback to strengthen leadership approach	12%	-4
Adopts a system-wide view of issues to inform action	8%	0
Demonstrates commercial acumen in managing corporate risk	4%	+2

	Proportion	vs Qld public sector
Inspires others to perform at their best	43%	+3
Models high levels of ethical and professional behaviour	37%	-1
Navigates complex issues, politics and ambiguous situations effectively	35%	0
Builds strong relationships that influence organisational and sector outcomes	31%	-3
Creates a culture of continuous improvement	29%	+3
Adopts a system-wide view of issues to inform action	23%	+5
Leads change with agility	22%	+2
Directs and prioritises resources to achieve the best outcomes	18%	-5
Seeks feedback to strengthen leadership approach	16%	-5
Nurtures a learning and development culture	14%	0
Stands behind their decisions in the face of adversity	13%	0
Is compelling when communicating the organisational strategy	10%	-2
Demonstrates commercial acumen in managing corporate risk	10%	+3

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
Navigates complex issues, politics and ambiguous situations effectively	36%	+1
Models high levels of ethical and professional behaviour	35%	+5
Adopts a system-wide view of issues to inform action	32%	+2
Stands behind their decisions in the face of adversity	26%	+4
Builds strong relationships that influence organisational and sector outcomes	25%	-2
Creates a culture of continuous improvement	24%	-1
Directs and prioritises resources to achieve the best outcomes	23%	-7
Nurtures a learning and development culture	19%	+2
Demonstrates commercial acumen in managing corporate risk	18%	-1
Inspires others to perform at their best	16%	+1
Is compelling when communicating the organisational strategy	14%	-6
Seeks feedback to strengthen leadership approach	14%	0
Leads change with agility	10%	-1
Creates a culture of continuous improvement	35%	+6
Inspires others to perform at their best	35%	+1
Directs and prioritises resources to achieve the best outcomes	32%	+3
Leads change with agility	27%	+5
Is compelling when communicating the organisational strategy	24%	+3
Models high levels of ethical and professional behaviour	23%	-2
Adopts a system-wide view of issues to inform action	22%	+3
Nurtures a learning and development culture	22%	-2
Builds strong relationships that influence organisational and sector outcomes	18%	-5
Navigates complex issues, politics and ambiguous situations effectively	18%	-1
Seeks feedback to strengthen leadership approach	17%	-14
Demonstrates commercial acumen in managing corporate risk	14%	+6
Stands behind their decisions in the face of adversity	13%	-4

09 Flexible work options

Purpose

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

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

Do you currently use any of the following flexible work options?	Proportion	vs 2016	vs Qld public sector
Used no flexible work option	32%	-12	-12
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	68%	+12	+12
Flexible work hours for example accumulated hours as 'flexitime'*	46%	-	+17
None of the above	32%	-12	-12
Flexible work hours for example start late or early to meet responsibilities external to work*	16%	-	+3
Part time work	15%	+2	-2
Leave at half pay	6%	0	+2
Hot desks	4%	+2	+1
Telecommuting	4%	+1	0
Other, please specify	2%	0	0
Casual/on call	2%	0	-2
Compressed work hours	1%	0	-1
Job sharing	1%	0	-1
Purchased leave/extended leave/deferred salary schemes	1%	0	0
Term-time working	0%	0	0
Part-year work/annualised hours	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	20%	+1	+1
No, I have not made a request but I am content with my current arrangements	68%	-2	-1
No, I have not made a request but I am not content with my current arrangements	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	64%	-3
Partially granted	16%	+2
Declined – no reason given	7%	0
Declined – reason provided	9%	+1
I have not received a reply as yet	4%	0

* New in 2017, no trend

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

	Proportion	vs 2016	vs Qld public sector
Flexible working is frowned upon/not supported by my workplace culture	34%	-8	+4
I feel flexibility is not possible in my current job	28%	-6	-2
I didn't feel confident presenting my case or negotiating arrangements with my manager	25%	+1	+3
I was concerned that it may negatively impact my team	20%	-5	+1
None of the Above*	20%	-	-4
I felt it would limit my career	20%	+1	0
I didn't feel I had the right to	17%	-3	0
I don't feel confident in my manager's ability to manage staff working flexibly	14%	-3	+2
I feel the technology I currently have access to does not support flexible working	8%	-2	+2
I felt it would limit my access to training and development	7%	0	0

* New in 2017, no trend

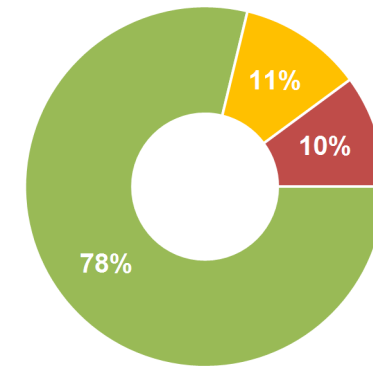
10 Domestic and family violence

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	78%	+10	+3
No	10%	-5	-2
Don't know	11%	-5	-1



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	90%	+10	+3
No	6%	-6	-1
Don't Know	4%	-4	-2

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	75%	+10	+3
No	11%	-5	-2
Don't Know	14%	-5	-1

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	78%	+7	-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	76%	+6	-5
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	77%	+8	-4

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	67%	+5	-4
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	67%	+8	-4

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

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

* New in 2017, no trend

Non-managers <i>Manage no employees</i>	% proportion	vs Qld public sector
Yes	5%	-2
No	89%	+1
Don't Know	3%	+1
Prefer not to say	3%	0

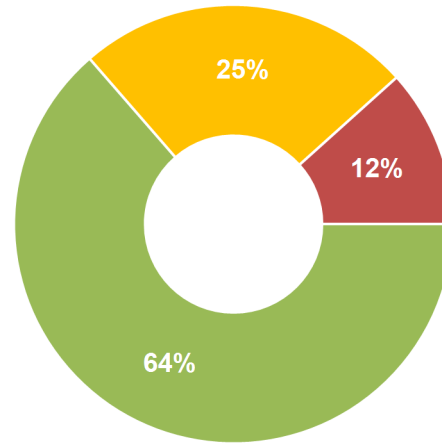
* New in 2017, no trend

11 Intention to leave your organisation

Purpose

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

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



64% +4 -3

% positive change since 2016

vs Qld public sector

of employees agreed with the statement:

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

Reasons for leaving	Proportion	vs Qld public sector
Career or job opportunities	54%	+2
The workplace culture	41%	+2
Professional/personal development	38%	+3
Stress/Health	33%	0
Your relationship with your manager	25%	+3
Pay and conditions	24%	-3
Balancing work and life commitments	22%	0
Job security	21%	+3
The location of your workplace or the time spent commuting	20%	+2
Contract expiring	15%	+3
Work hours	14%	0
Family/carer responsibilities	13%	0
Fit between work and your interests	12%	+1
Your relationship with your colleagues	11%	+1
Other (please specify)	8%	-2
Retirement	8%	-1
Travel plans	5%	-1

12 Bullying and sexual harassment

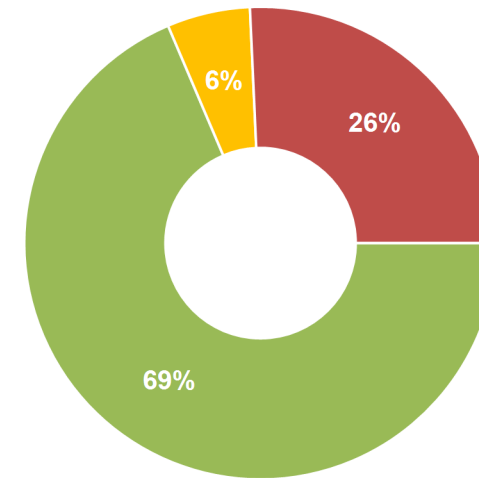
Purpose

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

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

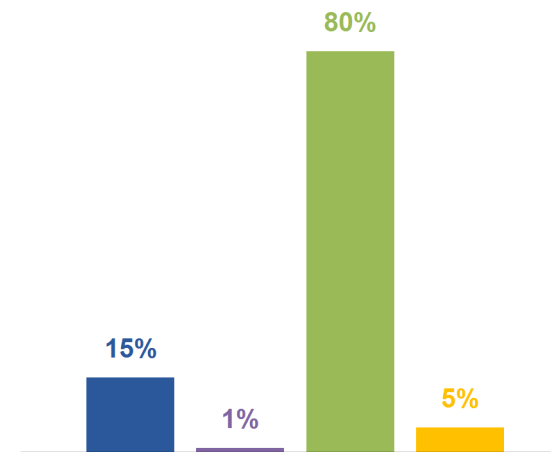
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
Yes	26%	+1	-2
No	69%	0	+2
Don't know	6%	-1	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
Bullying	15%	+1	-2
Sexual Harassment	1%	0	0
No	80%	0	+1
Don't Know	5%	-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.

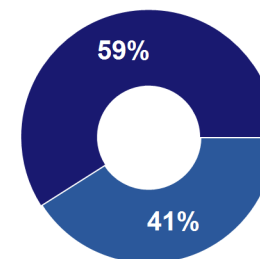
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	39%	+3	-4
Your immediate manager/supervisor	37%	-3	+3
A senior manager	29%	-7	-3
A group of fellow workers	12%	-2	-2
Prefer not to specify	10%	+2	+1
A worker that reports to you	5%	0	0
A client/customer	4%	-2	-3
Other	2%	0	0
A consultant/service provider	1%	-2	-1
A representative of another agency	1%	0	-1
A member of the public	1%	-1	-5

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	59%	0	+1
Inappropriate and unfair application of work policies or rules	45%	+1	+3
Other	27%	+3	0
Physical behaviour (e.g. assault or aggressive body language)	9%	-2	-2
'Initiations' or pranks	6%	+2	-1
Interference with your personal property or work equipment	6%	-2	-2
Cyber bullying	5%	-2	-1

Did you report the BULLYING?

No



Yes

Why did you not report the BULLYING?	Proportion	vs 2016	vs Qld public sector
I did not think any action would be taken	60%	+2	+4
It could affect my career	46%	+1	+1
I did not want to upset relationships in the workplace	41%	+2	+1
I did not think it was worth the hassle of going through the report process	38%	+4	+1
Managers accepted the behaviour	37%	-2	+4
I did not have enough evidence	21%	0	0
I did not think the bullying was serious enough	16%	-3	0
Other	11%	+1	0
I did not know how to report it	7%	-2	+2
The matter was resolved informally	5%	0	-2

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.

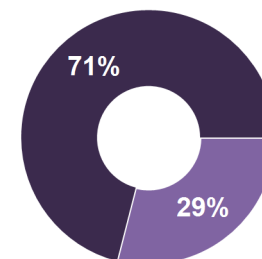
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you SEXUALLY HARASSED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	53%	-14	+1
A senior manager	14%	+8	0
Prefer not to specify	14%	+8	+2
Your immediate manager/supervisor	14%	-2	0
A client/customer	4%	-3	-9
A group of fellow workers	4%	-6	-4
A worker that reports to you	4%	+1	+1
Other	4%	+1	+2
A member of the public	2%	+2	-6
A consultant/service provider	0%	-3	-2
A representative of another agency	0%	0	-3

What type of SEXUAL HARASSMENT did you experience?	Proportion	vs 2016	vs Qld public sector
Remarks of a sexual nature	70%	-	-3
Unwanted physical intimacy	30%	-	-6
Any other unwelcome conduct of a sexual nature in relation to you	23%	-	-3
Unwelcome demand or request, either directly or implied, for sexual favours	23%	-	+7

Did you report the **SEXUAL HARASSMENT**?

No



Yes

Why did you not report the SEXUAL HARASSMENT ?	Proportion	vs 2016	vs Qld public sector
I did not think the sexual harassment was serious enough	41%	+18	+11
I did not think any action would be taken	38%	-21	-3
I did not think it was worth the hassle of going through the report process	38%	+9	+1
I did not want to upset relationships in the workplace	32%	-3	-6
It could affect my career	32%	-3	-3
Managers accepted the behaviour	32%	-9	+11
I did not have enough evidence	18%	+6	-4
The matter was resolved informally	15%	+3	+1
I did not know how to report it	9%	-9	+1
Other	9%	+3	-2

13 Your view

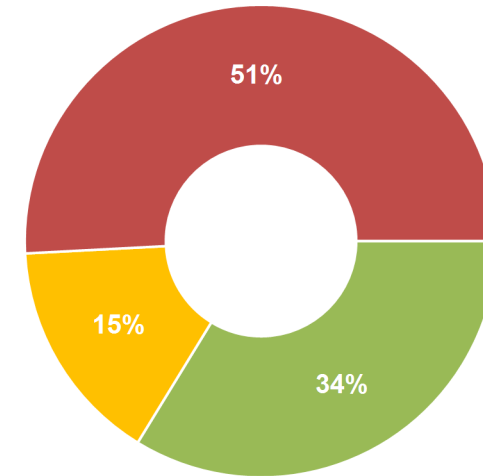
Purpose

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.

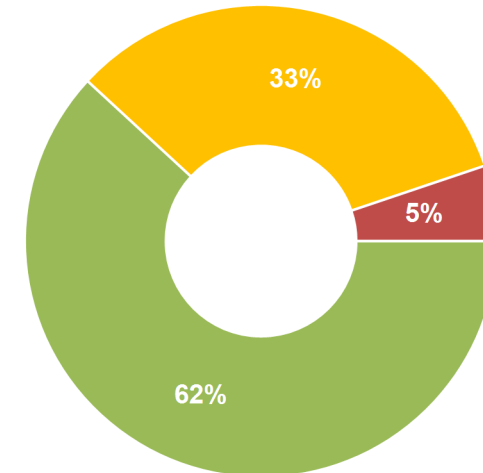
Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Yes	34%	+3	+3
No	51%	-2	-5
No, but I have not worked long in my organisation	15%	-1	+2



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	62%	+2	0
Neutral	33%	-1	+1
Negative	5%	0	-1



14 Agency specific questions

Purpose

The purpose of agency specific questions is to provide agencies with an opportunity to explore issues that are of interest in their unique context.

	Response scale (%)			% positive 2017	vs 2016
People in my workgroup are good at sharing information across the organisation	60	23	17	60%	-1
People in my workgroup network and collaborate with others in the organisation to achieve outcomes	68	21	10	68%	-1
People in my workgroup are supported and encouraged to` strive for high performance and excellence	62	24	15	62%	0
People in my workgroup take responsibility for their own performance	63	23	14	63%	-3
My manager encourages the sharing of knowledge and skills within the team	72	16	12	72%	0
My manager encourages our workgroup to learn new skills to respond to the changing needs of the organisation	67	21	12	67%	+3
People in my workgroup acknowledge and celebrate effort and success	63	23	14	63%	+3
People in my workgroup understand and value the contribution from other people in the organisation	64	25	11	64%	0
People within my workgroup have a clear understanding of their role and the interconnections across the organisation	65	23	13	65%	+3
My work ultimately impacts on the customers of Queensland Health	84	12	4	84%	-1
My workgroup has clarity on its role and purpose within the organisation	75	16	9	75%	+3

15 Appendix A – Strategic priorities by demographics

Purpose

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

"Restricted" indicates a group with less than 10 respondents

	Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
Department of Health	5,433	56%	50%	60%
Managerial status				
Yes	1,289	62%	55%	71%
No	4,117	54%	48%	56%
Employment status				
Permanent	4,327	54%	47%	58%
Non-permanent	1,088	64%	62%	66%
Full-time status				
Full-time basis	4,592	55%	50%	60%
Part-time basis	805	58%	52%	57%
FTE Salary				
Under \$50,000	373	60%	55%	55%
\$50,000 - \$69,999	1,099	57%	54%	55%
\$70,000 - \$89,999	1,175	54%	48%	57%
\$90,000 or over	2,729	55%	48%	64%
Time in agency				
Less than 2 years	1,415	63%	63%	65%
2 to less than 6 years	1,117	57%	51%	60%
6 to less than 10 years	1,220	52%	45%	56%
10 to less than 14 years	652	50%	40%	55%
14 to less than 16 years	180	47%	39%	54%
16 to less than 20 years	304	52%	41%	59%
20 years or more	521	55%	46%	60%

15 Appendix A – Strategic priorities by demographics (cont.)

Purpose

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

"Restricted" indicates a group with less than 10 respondents

	Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
Department of Health	5,433	56%	50%	60%
Age				
34 years or younger	1,361	60%	57%	62%
35 to 44 years	1,573	55%	49%	59%
45 to 54 years	1,518	53%	48%	60%
55 years or older	928	56%	47%	58%
Gender*				
Female	3,340	57%	51%	60%
Male	2,031	54%	48%	60%
X	23	20%	21%	35%
Type of work				
Direct service delivery	472	59%	51%	58%
Corporate services and administrative support/clerical	2,424	55%	49%	61%
Other	2,514	56%	50%	59%
Clinical versus non-clinical				
Clinical	666	58%	52%	59%
Non-clinical	4,728	55%	50%	60%
Shiftwork				
Yes	543	58%	47%	51%
No	4,873	55%	50%	61%

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

16 Appendix B – Strategic priorities and factors by item

Purpose

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

Strategic priorities		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Agency engagement							
Q33a	I would recommend my organisation as a great place to work	58%	+3	27%	-2	15%	-1
Q33b	I am proud to tell others I work for my organisation	63%	+3	25%	-2	12%	-1
Q33c	I feel strong personal attachment to my organisation	54%	+1	30%	0	16%	-1
Q33d	My organisation motivates me to help it achieve its objectives	51%	+3	31%	-2	18%	-1
Q33e	My organisation inspires me to do the best in my job	52%	+3	30%	-3	18%	0
Organisational leadership							
Q31a	In my organisation, the leadership is of high quality	51%	+4	29%	-1	20%	-2
Q31c	Management model the behaviours expected of all employees	48%	+2	29%	-2	22%	0
Q31d	In my organisation, the leadership operates with a high level of integrity	53%	+4	30%	-2	17%	-2
Q31f	My organisation is well managed	47%	+5	31%	-2	22%	-3
Innovation							
Q27a	I get the opportunity to develop new and better ways of doing my job	57%	+1	24%	0	19%	-1
Q27b	I am encouraged to make suggestions about improving work processes and/or services	70%	0	17%	0	14%	0
Q27c	Management is willing to act on suggestions to improve how things are done	55%	+1	25%	0	20%	-1
Q27d	My workgroup uses research and expertise to identify better practice	52%	-1	31%	+1	18%	0
Q27e	My workgroup always tries to improve its performance	69%	0	21%	-1	10%	+1
Q27f	My organisation is open to new ideas	55%	+1	27%	-1	17%	-1

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

Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Job empowerment							
Q22a	I have a choice in deciding how I do my work	65%	0	18%	0	17%	0
Q22b	I have the tools I need to do my job effectively	71%	+2	15%	0	14%	-1
Q22c	I get the information I need to do my job well	65%	+2	19%	-1	16%	-1
Q22d	I have the authority necessary to do my job effectively	66%	+2	19%	-1	15%	-1
Q22e	My job gives me opportunities to utilise my skills	71%	+2	15%	-1	14%	0
Q34b	Your ability to work on your own initiative	77%	0	13%	0	10%	0
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	31%	+1	35%	0	34%	-2
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with burn out	43%	0	31%	0	26%	0
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with negative health impacts	48%	0	30%	+1	23%	-1
Learning and development							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	60%	+4	20%	-3	21%	-1
Q28e	I am able to access relevant learning and development opportunities	59%	+4	23%	-2	18%	-2
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	55%	+4	28%	-3	17%	-1
Q28g	I am satisfied with the opportunities available for career development	42%	+4	27%	-2	31%	-2
Q31b	My organisation is committed to developing its employees	51%	+4	27%	-2	22%	-2

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

Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
My workgroup							
Q24a	People in my workgroup treat each other with respect	74%	-1	13%	0	13%	+1
Q24b	I receive help and support from other people in my workgroup	83%	-1	11%	0	6%	+1
Q24c	People in my workgroup are honest, open and transparent in their dealings	67%	0	19%	-1	14%	+1
Q24d	People in my workgroup use their time and resources efficiently	61%	-2	23%	+1	16%	+1
Q24e	People in my workgroup treat customers with respect	86%	+1	11%	-1	4%	0
Q24f	People in my workgroup are committed to delivering excellent service to customers	82%	0	13%	0	5%	0
Q24g	People in my workgroup do their jobs effectively	71%	-1	18%	0	10%	+1
My manager							
Q29a	My manager treats employees with dignity and respect	78%	+1	11%	-1	11%	0
Q29b	My manager listens to what I have to say	77%	0	12%	0	11%	0
Q29c	My manager keeps me informed about what's going on	67%	0	16%	-1	17%	+1
Q29d	My manager understands my work	72%	+1	14%	0	13%	-1
Q29e	My manager creates a shared sense of purpose	67%	0	19%	0	15%	0
Q29f	My manager demonstrates honesty and integrity	76%	+1	13%	-1	11%	0
Q29g	My manager draws the best out of me	56%	+1	26%	-1	19%	+1

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

Purpose

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

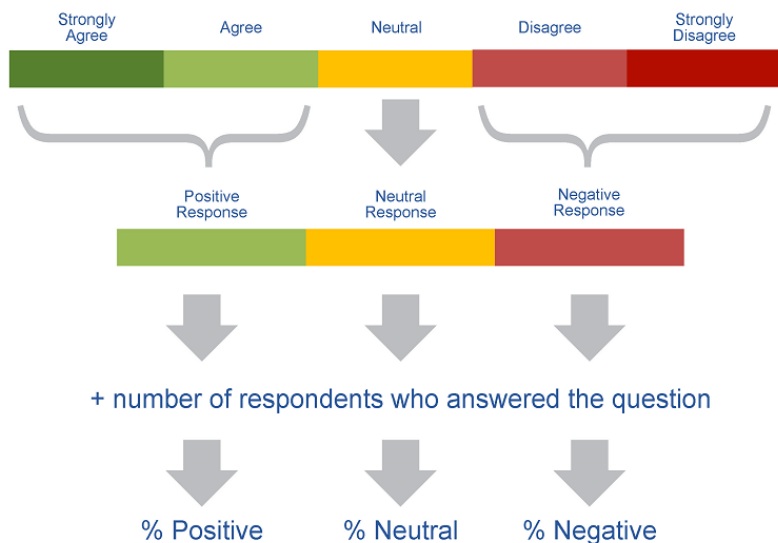
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Organisational fairness							
Q25f	Performance is assessed and rewarded fairly in my workplace	34%	+1	34%	0	31%	-1
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	37%	0	24%	0	39%	0
Q25h	People are treated fairly and consistently in my workplace	50%	-1	24%	0	27%	0
Q25i	People take responsibility for their decisions and actions in my workplace	50%	0	28%	+1	22%	0
Q31e	Recruitment and promotion decisions in this organisation are fair	40%	+2	33%	-1	28%	-1
Anti-discrimination							
Q32a	Age is not a barrier to success in my organisation	68%	-4	20%	+1	11%	+3
Q32b	Gender is not a barrier to success in my organisation	73%	-2	17%	-1	10%	+3
Q32c	Disability is not a barrier to success in my organisation	63%	-3	30%	0	7%	+3
Q32d	Cultural background is not a barrier to success in my organisation	71%	-2	22%	0	7%	+2
Q32e	Sexual orientation is not a barrier to success in my organisation	72%	-2	24%	+1	4%	+1

17 Appendix C – How to interpret this report

% Positive, neutral and negative scores

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

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



Negatively Worded Questions: An example

What are negatively worded questions?

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

How are the negatively worded responses scored?

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

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

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

EXAMPLE

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

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

OR

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

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

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

How will I know if I am interpreting this correctly?

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

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

Rounding

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

Factor scores

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

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

Workplace climate index scores

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

% Change and division comparisons

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

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

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

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

Quintile

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

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

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

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

Number of respondents

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

Base size for Working for Queensland 2017

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

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

Definitions

The following definitions were used in the survey:

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

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

Your organisation

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

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

Your manager - The person you usually report to.

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

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

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

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