

Wide Bay Hospital and Health Service

Highlight Report

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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.

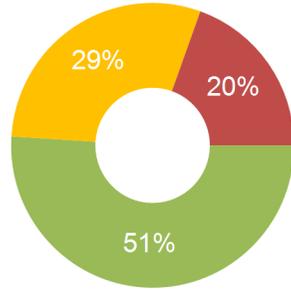


01 Driver analysis scorecard

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

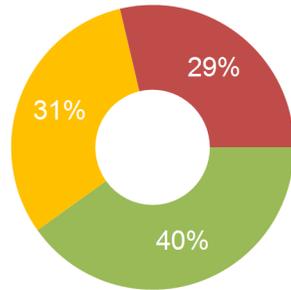
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Top 3 drivers

% Positive

Organisational leadership	2016	<div style="width: 40%; background-color: #76b82a;"></div> 40%
	2017	<div style="width: 40%; background-color: #0056b3;"></div> 40%
Innovation	2016	<div style="width: 53%; background-color: #76b82a;"></div> 53%
	2017	<div style="width: 52%; background-color: #0056b3;"></div> 52%
Learning and development	2016	<div style="width: 50%; background-color: #76b82a;"></div> 50%
	2017	<div style="width: 51%; background-color: #0056b3;"></div> 51%

Organisational Leadership



% positive change since 2016

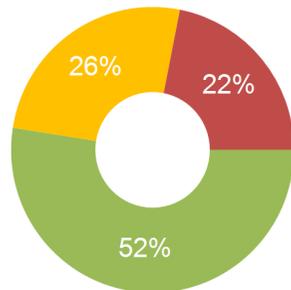
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Top 3 drivers

% Positive

Organisational fairness	2016	<div style="width: 39%; background-color: #76b82a;"></div> 39%
	2017	<div style="width: 37%; background-color: #0056b3;"></div> 37%
Learning and development	2016	<div style="width: 50%; background-color: #76b82a;"></div> 50%
	2017	<div style="width: 51%; background-color: #0056b3;"></div> 51%
Innovation	2016	<div style="width: 53%; background-color: #76b82a;"></div> 53%
	2017	<div style="width: 52%; background-color: #0056b3;"></div> 52%

Innovation



% positive change since 2016

0

Top 3 drivers

% Positive

My manager	2016	<div style="width: 63%; background-color: #76b82a;"></div> 63%
	2017	<div style="width: 60%; background-color: #0056b3;"></div> 60%
Organisational fairness	2016	<div style="width: 39%; background-color: #76b82a;"></div> 39%
	2017	<div style="width: 37%; background-color: #0056b3;"></div> 37%
Job empowerment	2016	<div style="width: 69%; background-color: #76b82a;"></div> 69%
	2017	<div style="width: 69%; background-color: #0056b3;"></div> 69%

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*	51	29	20	51%	-1	-8	41 - 82	5
Job empowerment	69	16	16	69%	0	-3	60 - 86	4
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	35	31	34	35%	+1	-5	29 - 68	5
Learning and development	51	26	23	51%	+1	-5	33 - 82	4
My workgroup	69	18	13	69%	-3	-7	58 - 92	5
My manager	60	19	21	60%	-3	-11	57 - 84	5
Organisational leadership*	40	31	29	40%	0	-11	29 - 85	5
Organisational fairness	37	28	35	37%	-2	-6	26 - 67	5
Anti-discrimination	64	28	8	64%	-4	-2	48 - 96	4
Innovation*	52	26	22	52%	0	-7	46 - 89	5

03 Factors by division

Purpose

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

	Wide Bay Hospital and Health Service % positive	Bundaberg	District Wide Services	Fraser Coast	WBHHS Rural Facilities
<i>This section shows the % positive scores for divisions within the agency</i>					
Number of respondents	1,141	448	90	500	69
Agency engagement*	51%	52%	59%	47%	66%
Job empowerment	69%	71%	73%	66%	83%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	35%	35%	38%	34%	43%
Learning and development	51%	52%	56%	49%	71%
My workgroup	69%	71%	71%	68%	77%
My manager	60%	62%	69%	57%	71%
Organisational leadership*	40%	40%	54%	38%	49%
Organisational fairness	37%	39%	42%	33%	50%
Anti-discrimination	64%	63%	71%	65%	69%
Innovation*	52%	52%	63%	50%	62%

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*	48	28	24	48%	-5	-7	43 - 82	5
● Effectiveness and innovation*	53	24	23	53%	0	-5	49 - 77	5
● People and relationships	70	18	12	70%	-3	-6	56 - 92	5
● Fairness and trust*	53	26	21	53%	-2	-5	46 - 78	5
● Performance and development	51	26	23	51%	0	-4	41 - 74	4
● Leadership and engagement	53	25	23	53%	-1	-10	49 - 81	5
● My job	76	13	11	76%	0	-1	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.

	Wide Bay Hospital and Health Service % positive	Bundaberg	District Wide Services	Fraser Coast	WBHHS Rural Facilities
<i>This section shows the % positive scores for divisions within the agency</i>					
Number of respondents	1,141	448	90	500	69
● Safety, health and wellness*	48%	48%	57%	45%	55%
● Effectiveness and innovation*	53%	53%	58%	51%	64%
● People and relationships	70%	72%	72%	68%	78%
● Fairness and trust*	53%	53%	60%	51%	61%
● Performance and development	51%	52%	59%	48%	70%
● Leadership and engagement	53%	54%	62%	50%	64%
● My job	76%	78%	81%	74%	86%

* 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	27	34	39	27%	0	-5	
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	38	28	34	38%	0	-5	
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	41	30	29	41%	+4	-4	
Q23f	My work contributes positively to my quality of life*	42	35	23	42%	-	-2	
Q24h	People in my workgroup are committed to workplace safety	80	15	5	80%	0	-2	
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	58	27	15	58%	-	-9	
Q25b	My workplace culture supports people to achieve a good work/life balance	52	24	24	52%	-1	-10	
Q25c	There is adequate focus on workplace safety at my workplace	75	15	11	75%	+2	-4	

* 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*	39	28	33	39%	-	-10
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	37	31	33	37%	-	-14
Q31h	The wellbeing of employees is a priority for my organisation*	37	30	33	37%	-	-12
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	40	24	36%	-	-5
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	60	21	19	60%	-2	-4
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	45	35	20	45%	-	-10

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Effectiveness and innovation		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q22b	I have the tools I need to do my job effectively	68	14	18	68%	+2	-3
Q22c	I get the information I need to do my job well	64	19	17	64%	-1	-4
Q22d	I have the authority necessary to do my job effectively	64	18	18	64%	-2	-6
Q23c	I feel my job is secure	61	19	20	61%	+5	+3
Q23d	There is too much 'red tape' in my work (e.g. Regulatory or administrative processes) <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	17	31	52	17%	+2	-2
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	56	27	18	56%	-	-9
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	15	39	46	15%	+2	-4
Q25e	Disruptions and/or noise at my workplace make it hard to get things done <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	41	30	29	41%	-3	-5
Q26a	My workplace has undergone significant change in the past 12 months	47	33	20	47%	-6	-5

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● 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	50	26	24	50%	+1	-7
Q27b	I am encouraged to make suggestions about improving work processes and/or services	59	19	22	59%	-1	-8
Q27c	Management is willing to act on suggestions to improve how things are done	44	26	30	44%	+2	-10
Q27d	My workgroup uses research and expertise to identify better practice	51	31	18	51%	-1	-5
Q27e	My workgroup always tries to improve its performance	66	22	12	66%	-2	-4
Q27f	My organisation is open to new ideas	45	29	26	45%	0	-9
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	63	18	18	63%	-2	-6
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	79	13	8	79%	0	+1
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	65	24	11	65%	-2	+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.

● People and relationships		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q24a	People in my workgroup treat each other with respect	62	18	20	62%	-6	-12
Q24b	I receive help and support from other people in my workgroup	76	15	9	76%	-3	-7
Q24c	People in my workgroup are honest, open and transparent in their dealings	56	21	22	56%	-3	-11
Q24d	People in my workgroup use their time and resources efficiently	56	25	19	56%	-3	-8
Q24e	People in my workgroup treat customers with respect	84	12	4	84%	-1	-2
Q24f	People in my workgroup are committed to delivering excellent service to customers	81	14	5	81%	-1	-2
Q24g	People in my workgroup do their jobs effectively	70	20	10	70%	-3	-5
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	74	17	9	74%	-2	-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.

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	67	20	14	67%	-2	-6
Q25f	Performance is assessed and rewarded fairly in my workplace	31	33	36	31%	0	-4
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	34	26	40	34%	-2	-4
Q25h	People are treated fairly and consistently in my workplace	43	23	34	43%	-1	-8
Q25i	People take responsibility for their decisions and actions in my workplace	43	31	26	43%	-6	-9
Q25j	I am able to speak up and share a different view to my colleagues and manager*	60	18	22	60%	-	-11
Q30a	My senior manager demonstrates honesty and integrity	56	24	20	56%	+2	-14
Q31e	Recruitment and promotion decisions in this organisation are fair	32	31	38	32%	0	-5

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Fairness and trust (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31i	My responsibilities outside of work restrict my opportunities for promotion* % positive indicates those who "strongly disagree" or "disagree" with this statement	53	30	16	53%	-	0
Q32a	Age is not a barrier to success in my organisation	66	23	11	66%	-5	+1
Q32b	Gender is not a barrier to success in my organisation	70	22	8	70%	-4	+1
Q32c	Disability is not a barrier to success in my organisation	51	39	10	51%	-5	-5
Q32d	Cultural background is not a barrier to success in my organisation	67	27	5	67%	-4	-2
Q32e	Sexual orientation is not a barrier to success in my organisation	66	29	5	66%	-5	-3
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	44	25	31	44%	-7	-10
Q32g	Women and men have equal access to work experiences that support career progression*	65	25	10	65%	-	-2

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

		Performance and development			Response scale (%)	% positive	vs 2016	vs Qld public sector
Q28a	I receive useful feedback on my performance	51	23	26	51%	-1	-6	
Q28b	My performance is assessed against clear criteria	51	28	22	51%	0	0	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	57	21	22	57%	+1	-6	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	35	33	32	35%	+2	-6	
Q28e	I am able to access relevant learning and development opportunities	60	24	17	60%	+3	-2	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	58	28	13	58%	-2	-1	
Q28g	I am satisfied with the opportunities available for career development	39	30	31	39%	0	-5	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	51	22	27	51%	0	-4	
Q28i	I develop new knowledge and skills through undertaking tasks at work	69	20	11	69%	-2	-3	
Q31b	My organisation is committed to developing its employees	42	29	30	42%	+2	-10	

06 Workplace climate by item (cont.)

Purpose

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

● Leadership and engagement		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29a	My manager treats employees with dignity and respect	68	14	18	68%	-2	-9
Q29b	My manager listens to what I have to say	68	15	17	68%	-3	-9
Q29c	My manager keeps me informed about what's going on	55	18	27	55%	-4	-12
Q29d	My manager understands my work	62	17	21	62%	-3	-11
Q29e	My manager creates a shared sense of purpose	55	21	24	55%	-4	-12
Q29f	My manager demonstrates honesty and integrity	64	18	17	64%	-2	-12
Q29g	My manager draws the best out of me	47	29	24	47%	-3	-10
Q31a	In my organisation, the leadership is of high quality	42	31	28	42%	+1	-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.

● Leadership and engagement (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31c	Management model the behaviours expected of all employees	39	29	32	39%	-2	-10
Q31d	In my organisation, the leadership operates with a high level of integrity	42	32	26	42%	+1	-12
Q31f	My organisation is well managed	38	33	29	38%	0	-10
Q33a	I would recommend my organisation as a great place to work	53	27	20	53%	-1	-8
Q33b	I am proud to tell others I work for my organisation	61	24	15	61%	0	-6
Q33c	I feel strong personal attachment to my organisation	52	29	18	52%	-2	-7
Q33d	My organisation motivates me to help it achieve its objectives	44	34	23	44%	-2	-9
Q33e	My organisation inspires me to do the best in my job	45	33	22	45%	-1	-8

06 Workplace climate by item (cont.)

Purpose

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

● My job		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q21a	I understand what is expected of me to do well in my job	90	5	5	90%	+1	0
Q21b	I understand how my work contributes to my organisation's objectives	90	6	4	90%	+1	-1
Q22a	I have a choice in deciding how I do my work	66	17	17	66%	+4	-1
Q22e	My job gives me opportunities to utilise my skills	74	13	13	74%	-1	-1
Q22f	I enjoy the work in my current job	74	15	11	74%	-2	-2
Q22g	My job gives me a feeling of personal accomplishment	67	18	14	67%	-2	-2
Q34a	The degree to which your work is interesting/challenging <i>% positive indicates those who responded with "very satisfied" or "satisfied"</i>	75	16	9	75%	0	0
Q34b	Your ability to work on your own initiative <i>% positive indicates those who responded with "very satisfied" or "satisfied"</i>	79	12	9	79%	0	-1
Q35	All things considered, how satisfied are you with your current job? <i>% positive indicates those who responded with "very satisfied" or "satisfied"</i>	69	14	17	69%	+1	-4

07 Most changed since 2016, by item

Purpose

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

NOTE:

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

The survey items with the most positive change	Index	% positive 2017	vs 2016
I feel my job is secure	Effectiveness and innovation	61%	+5
I have a choice in deciding how I do my work	My job	66%	+4
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	41%	+4
I am able to access relevant learning and development opportunities	Performance and development	60%	+3
My organisation is committed to developing its employees	Performance and development	42%	+2

The survey items with the most negative change	Index	% positive 2017	vs 2016
If I raised a complaint, I feel confident that it would be taken seriously	Fairness and trust	44%	-7
People in my workgroup treat each other with respect	People and relationships	62%	-6
People take responsibility for their decisions and actions in my workplace	Fairness and trust	43%	-6
Age is not a barrier to success in my organisation	Fairness and trust	66%	-5
Disability is not a barrier to success in my organisation	Fairness and trust	51%	-5

08 Leadership behaviour in your agency: Team Leader

Purpose

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

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

Leadership levels are defined as follows:

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

POSITIVE IMPACT

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

SUCCESSION

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

	Proportion	vs Qld public sector
Upholds ethical standards and principles	36%	+5
Encourages a strong customer and stakeholder focus	29%	+3
Empowers their team to perform at their best	28%	-3
Supports their team to adapt to change	28%	0
Builds effective working relationships with others	24%	-5
Delegates work effectively and monitors performance	24%	0
Demonstrates sound judgment	22%	-5
Describes how their team's work aligns to organisational objectives	21%	+3
Responds confidently when faced with uncertainty	20%	-5
Applies sound business management skills	19%	+5
Implements improved ways of doing things	18%	-2
Takes responsibility for team development	17%	+1
Actively seeks feedback for personal development	7%	0
Builds effective working relationships with others	40%	+1
Empowers their team to perform at their best	37%	+2
Upholds ethical standards and principles	30%	+3
Demonstrates sound judgment	29%	-1
Implements improved ways of doing things	26%	+1
Supports their team to adapt to change	23%	+5
Actively seeks feedback for personal development	21%	0
Responds confidently when faced with uncertainty	21%	-5
Delegates work effectively and monitors performance	19%	+1
Takes responsibility for team development	18%	-1
Encourages a strong customer and stakeholder focus	14%	-4
Applies sound business management skills	12%	-2
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

	Proportion	vs Qld public sector
Upholds ethical standards and principles	36%	+4
Encourages a strong customer and stakeholder focus	32%	+5
Empowers their team to perform at their best	26%	0
Demonstrates sound judgment	24%	-6
Applies sound business management skills	23%	+6
Builds effective working relationships with others	23%	-5
Delegates work effectively and monitors performance	22%	-1
Supports their team to adapt to change	22%	-4
Describes how their team's work aligns to organisational objectives	22%	+3
Responds confidently when faced with uncertainty	21%	-3
Takes responsibility for team development	19%	+2
Implements improved ways of doing things	17%	-3
Actively seeks feedback for personal development	9%	+2
Empowers their team to perform at their best	36%	+1
Supports their team to adapt to change	30%	+4
Implements improved ways of doing things	30%	-1
Actively seeks feedback for personal development	29%	-2
Takes responsibility for team development	26%	-4
Builds effective working relationships with others	26%	+2
Delegates work effectively and monitors performance	26%	-4
Responds confidently when faced with uncertainty	21%	+2
Describes how their team's work aligns to organisational objectives	19%	-1
Demonstrates sound judgment	16%	+2
Upholds ethical standards and principles	15%	+2
Applies sound business management skills	15%	+1
Encourages a strong customer and stakeholder focus	9%	-2

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	35%	0
Manages and prioritises resources to achieve the best outcomes	32%	0
Encourages collaboration and inclusion across workgroups	28%	-1
Takes responsibility for upholding ethical standards and principles	28%	+3
Demonstrates sound judgment	23%	-5
Demonstrates sound business acumen	22%	+6
Empowers individuals and teams to build capability	22%	-5
Encourages innovative ideas and solutions	19%	-6
Manages ambiguity and politics effectively	19%	+2
Leads change and culture initiatives	17%	+3
Builds effective networks across the organisation and sector	17%	-4
Motivates others to perform at their best	16%	-3
Actively seeks feedback for personal development	13%	+6
Manages and prioritises resources to achieve the best outcomes	34%	-1
Motivates others to perform at their best	34%	-1
Demonstrates sound judgment	31%	+4
Empowers individuals and teams to build capability	29%	-3
Leads change and culture initiatives	25%	+3
Takes responsibility for upholding ethical standards and principles	23%	+2
Builds effective networks across the organisation and sector	22%	+1
Encourages innovative ideas and solutions	21%	+1
Takes a 'big picture' view of issues or problems	21%	-6
Encourages collaboration and inclusion across workgroups	18%	+2
Manages ambiguity and politics effectively	15%	+1
Actively seeks feedback for personal development	13%	-4
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
Demonstrates sound judgment	35%	+4
Manages and prioritises resources to achieve the best outcomes	32%	-1
Takes responsibility for upholding ethical standards and principles	27%	+4
Takes a 'big picture' view of issues or problems	27%	-8
Demonstrates sound business acumen	24%	+6
Encourages collaboration and inclusion across workgroups	24%	-3
Builds effective networks across the organisation and sector	23%	-2
Encourages innovative ideas and solutions	23%	0
Motivates others to perform at their best	21%	+1
Leads change and culture initiatives	18%	+3
Empowers individuals and teams to build capability	17%	-6
Manages ambiguity and politics effectively	16%	-3
Actively seeks feedback for personal development	11%	+4
Empowers individuals and teams to build capability	40%	+5
Motivates others to perform at their best	31%	-2
Encourages collaboration and inclusion across workgroups	28%	+5
Takes a 'big picture' view of issues or problems	28%	+9
Manages ambiguity and politics effectively	26%	-1
Leads change and culture initiatives	23%	-2
Manages and prioritises resources to achieve the best outcomes	22%	-3
Encourages innovative ideas and solutions	22%	-4
Actively seeks feedback for personal development	22%	-7
Builds effective networks across the organisation and sector	17%	+1
Demonstrates sound judgment	16%	+3
Takes responsibility for upholding ethical standards and principles	14%	+1
Demonstrates sound business acumen	6%	-3

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
Models high levels of ethical and professional behaviour	39%	0
Navigates complex issues, politics and ambiguous situations effectively	38%	+1
Stands behind their decisions in the face of adversity	28%	0
Directs and prioritises resources to achieve the best outcomes	27%	-2
Builds strong relationships that influence organisational and sector outcomes	26%	-1
Creates a culture of continuous improvement	25%	+2
Demonstrates commercial acumen in managing corporate risk	21%	+8
Adopts a system-wide view of issues to inform action	19%	-1
Inspires others to perform at their best	15%	-7
Is compelling when communicating the organisational strategy	15%	+1
Nurtures a learning and development culture	13%	-2
Leads change with agility	11%	-2
Seeks feedback to strengthen leadership approach	11%	-2
Models high levels of ethical and professional behaviour	47%	+9
Inspires others to perform at their best	38%	-4
Builds strong relationships that influence organisational and sector outcomes	34%	-2
Creates a culture of continuous improvement	29%	+4
Navigates complex issues, politics and ambiguous situations effectively	29%	-1
Seeks feedback to strengthen leadership approach	25%	+5
Leads change with agility	22%	+1
Directs and prioritises resources to achieve the best outcomes	20%	-5
Nurtures a learning and development culture	17%	+3
Stands behind their decisions in the face of adversity	16%	+2
Adopts a system-wide view of issues to inform action	11%	-2
Is compelling when communicating the organisational strategy	8%	-6
Demonstrates commercial acumen in managing corporate risk	4%	-3

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

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED

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

NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Navigates complex issues, politics and ambiguous situations effectively	37%	+1
Models high levels of ethical and professional behaviour	35%	-1
Directs and prioritises resources to achieve the best outcomes	30%	0
Stands behind their decisions in the face of adversity	30%	+2
Adopts a system-wide view of issues to inform action	29%	+6
Is compelling when communicating the organisational strategy	24%	+7
Builds strong relationships that influence organisational and sector outcomes	22%	-6
Creates a culture of continuous improvement	19%	-3
Demonstrates commercial acumen in managing corporate risk	16%	0
Inspires others to perform at their best	16%	-5
Leads change with agility	15%	0
Seeks feedback to strengthen leadership approach	15%	+1
Nurtures a learning and development culture	13%	-2
Inspires others to perform at their best	43%	+6
Seeks feedback to strengthen leadership approach	40%	+4
Nurtures a learning and development culture	31%	+5
Directs and prioritises resources to achieve the best outcomes	27%	0
Creates a culture of continuous improvement	24%	-2
Models high levels of ethical and professional behaviour	22%	+4
Builds strong relationships that influence organisational and sector outcomes	21%	-1
Stands behind their decisions in the face of adversity	18%	0
Adopts a system-wide view of issues to inform action	17%	-1
Is compelling when communicating the organisational strategy	17%	-4
Leads change with agility	15%	-7
Demonstrates commercial acumen in managing corporate risk	8%	-1
Navigates complex issues, politics and ambiguous situations effectively	8%	-8

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
Inspires others to perform at their best	50%	-1
Models high levels of ethical and professional behaviour	44%	-5
Seeks feedback to strengthen leadership approach	40%	+24
Nurtures a learning and development culture	33%	+11
Creates a culture of continuous improvement	31%	+1
Builds strong relationships that influence organisational and sector outcomes	25%	-7
Directs and prioritises resources to achieve the best outcomes	23%	+3
Navigates complex issues, politics and ambiguous situations effectively	15%	-12
Stands behind their decisions in the face of adversity	15%	-3
Is compelling when communicating the organisational strategy	13%	-1
Leads change with agility	6%	-7
Adopts a system-wide view of issues to inform action	4%	-4
Demonstrates commercial acumen in managing corporate risk	0%	-2
Models high levels of ethical and professional behaviour	47%	+9
Navigates complex issues, politics and ambiguous situations effectively	38%	+3
Inspires others to perform at their best	36%	-3
Directs and prioritises resources to achieve the best outcomes	28%	+4
Seeks feedback to strengthen leadership approach	26%	+5
Builds strong relationships that influence organisational and sector outcomes	23%	-10
Creates a culture of continuous improvement	23%	-2
Leads change with agility	17%	-3
Stands behind their decisions in the face of adversity	15%	+2
Adopts a system-wide view of issues to inform action	13%	-5
Nurtures a learning and development culture	13%	-2
Demonstrates commercial acumen in managing corporate risk	9%	+2
Is compelling when communicating the organisational strategy	9%	-4

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

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED

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

NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Adopts a system-wide view of issues to inform action	38%	+8
Demonstrates commercial acumen in managing corporate risk	38%	+19
Directs and prioritises resources to achieve the best outcomes	36%	+6
Is compelling when communicating the organisational strategy	34%	+14
Navigates complex issues, politics and ambiguous situations effectively	34%	-1
Stands behind their decisions in the face of adversity	34%	+12
Creates a culture of continuous improvement	23%	-1
Models high levels of ethical and professional behaviour	13%	-18
Seeks feedback to strengthen leadership approach	13%	-1
Inspires others to perform at their best	11%	-5
Leads change with agility	11%	0
Builds strong relationships that influence organisational and sector outcomes	6%	-20
Nurtures a learning and development culture	6%	-10
Inspires others to perform at their best	49%	+16
Seeks feedback to strengthen leadership approach	49%	+17
Models high levels of ethical and professional behaviour	43%	+17
Nurtures a learning and development culture	40%	+17
Builds strong relationships that influence organisational and sector outcomes	28%	+5
Leads change with agility	23%	+2
Creates a culture of continuous improvement	17%	-11
Directs and prioritises resources to achieve the best outcomes	15%	-14
Navigates complex issues, politics and ambiguous situations effectively	13%	-6
Stands behind their decisions in the face of adversity	9%	-8
Is compelling when communicating the organisational strategy	6%	-15
Adopts a system-wide view of issues to inform action	4%	-15
Demonstrates commercial acumen in managing corporate risk	4%	-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	47%	-5	+3
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	53%	+5	-3
None of the above	47%	-5	+3
Part time work	27%	+2	+10
Flexible work hours for example accumulated hours as 'flexitime'*	11%	-	-18
Flexible work hours for example start late or early to meet responsibilities external to work*	6%	-	-6
Casual/on call	6%	0	+2
Other, please specify	5%	+1	+2
Hot desks	3%	0	0
Compressed work hours	3%	0	+1
Leave at half pay	2%	-1	-2
Job sharing	2%	-1	0
Part-year work/annualised hours	0%	0	0
Telecommuting	0%	0	-4
Purchased leave/extended leave/deferred salary schemes	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	19%	+2	0
No, I have not made a request but I am content with my current arrangements	68%	-1	-1
No, I have not made a request but I am not content with my current arrangements	13%	-1	+1

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	56%	-11
Partially granted	16%	+1
Declined – no reason given	13%	+6
Declined – reason provided	11%	+3
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 didn't feel confident presenting my case or negotiating arrangements with my manager	36%	+23	+14
Flexible working is frowned upon/not supported by my workplace culture	32%	+5	+3
I feel flexibility is not possible in my current job	27%	-16	-3
None of the Above*	21%	-	-2
I was concerned that it may negatively impact my team	20%	-3	+1
I felt it would limit my career	19%	+1	0
I didn't feel I had the right to	16%	-1	-1
I don't feel confident in my manager's ability to manage staff working flexibly	15%	-5	+3
I felt it would limit my access to training and development	7%	+5	0
I feel the technology I currently have access to does not support flexible working	3%	+1	-3

* New in 2017, no trend

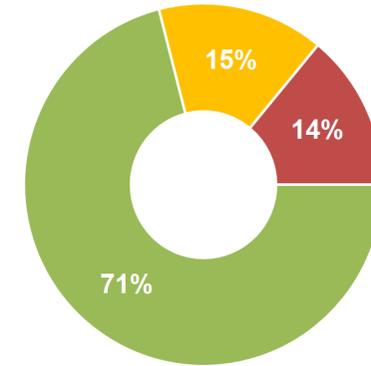
10 Domestic and family violence

Purpose

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

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

Overall	% proportion	vs 2016	vs Qld public sector
Yes	71%	+7	-5
No	14%	-3	+2
Don't know	15%	-4	+3



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	85%	+7	-1
No	8%	-4	+1
Don't Know	7%	-4	+1

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

10 Domestic and family violence (cont.)

Purpose

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

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	86%	+5	+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	83%	+1	+1
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	82%	-1	0

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	70%	+2	-1
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	68%	+2	-3

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	21%	+5	Yes	10%	+3
No	75%	-5	No	84%	-4
Don't Know	1%	-1	Don't Know	2%	-1
Prefer not to say	3%	0	Prefer not to say	4%	+1

* New in 2017, no trend

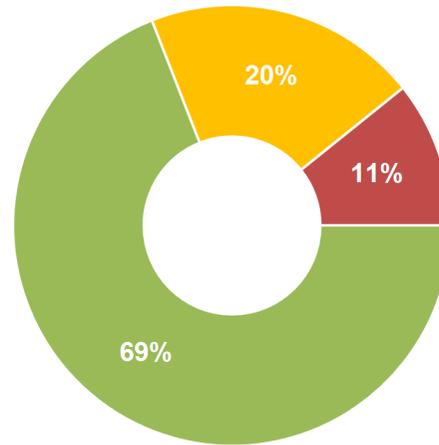
* New in 2017, no trend

11 Intention to leave your organisation

Purpose

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

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



69% % positive change since 2016 vs Qld public sector
 +2 +2

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
The workplace culture	51%	+11
Stress/Health	45%	+12
Career or job opportunities	39%	-13
Your relationship with your manager	31%	+8
Professional/personal development	29%	-7
Balancing work and life commitments	25%	+3
Pay and conditions	17%	-10
Work hours	17%	+3
Job security	15%	-4
Family/carer responsibilities	14%	+1
Retirement	13%	+4
Your relationship with your colleagues	13%	+2
Other (please specify)	11%	0
The location of your workplace or the time spent commuting	11%	-7
Fit between work and your interests	9%	-2
Travel plans	7%	0
Contract expiring	5%	-7

12 Bullying and sexual harassment

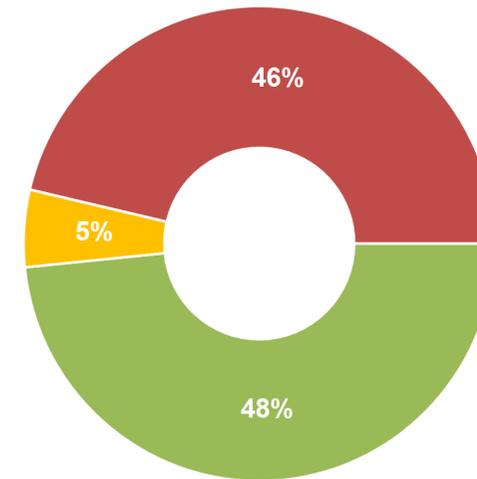
Purpose

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.

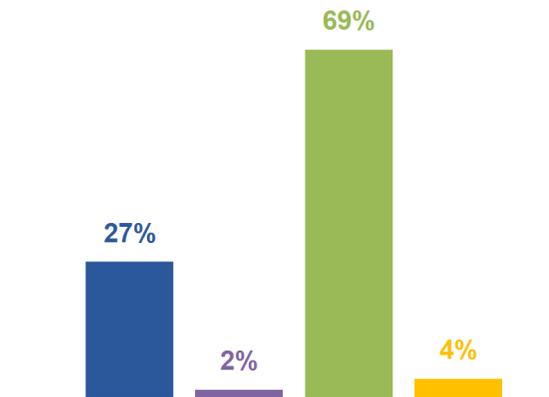
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
Yes	46%	+4	+18
No	48%	-4	-18
Don't know	5%	+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	27%	+1	+10
Sexual Harassment	2%	0	+1
No	69%	-1	-9
Don't Know	4%	+1	-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.

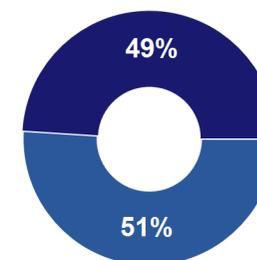
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	51%	0	+7
Your immediate manager/supervisor	35%	-2	+1
A senior manager	26%	0	-5
A client/customer	14%	+1	+7
A group of fellow workers	13%	-2	0
Prefer not to specify	9%	+1	+1
A member of the public	8%	-2	+3
A worker that reports to you	4%	0	-1
A consultant/service provider	2%	-2	0
A representative of another agency	1%	0	-1
Other	1%	-2	-1

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	68%	+6	+10
Inappropriate and unfair application of work policies or rules	43%	+5	+1
Other	25%	-2	-2
Physical behaviour (e.g. assault or aggressive body language)	17%	+3	+6
Interference with your personal property or work equipment	9%	0	+1
Cyber bullying	7%	+2	+1
'Initiations' or pranks	4%	-2	-3

Did you report the BULLYING?

No



Yes

Why did you not report the BULLYING?	Proportion	vs 2016	vs Qld public sector
I did not think any action would be taken	52%	-1	-4
It could affect my career	48%	+19	+3
I did not want to upset relationships in the workplace	39%	+7	0
I did not think it was worth the hassle of going through the report process	33%	-7	-5
Managers accepted the behaviour	32%	-1	-1
I did not have enough evidence	24%	+2	+4
I did not think the bullying was serious enough	10%	-9	-6
Other	7%	-1	-3
The matter was resolved informally	4%	-3	-3
I did not know how to report it	1%	-4	-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.

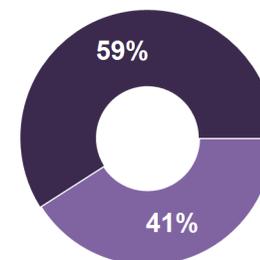
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you SEXUALLY HARASSED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	71%	+31	+19
A client/customer	29%	+16	+16
A group of fellow workers	29%	+29	+21
A senior manager	12%	-8	-3
Your immediate manager/supervisor	12%	-2	-2
A consultant/service provider	6%	-1	+3
A member of the public	6%	-7	-2
A representative of another agency	6%	+6	+3
A worker that reports to you	6%	+6	+3
Other	6%	-1	+4
Prefer not to specify	6%	-7	-6

What type of SEXUAL HARASSMENT did you experience?	Proportion	vs 2016	vs Qld public sector
Remarks of a sexual nature	82%	-	+10
Unwanted physical intimacy	35%	-	-1
Any other unwelcome conduct of a sexual nature in relation to you	29%	-	+3
Unwelcome demand or request, either directly or implied, for sexual favours	18%	-	+1

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 any action would be taken	40%	+40	-2
Other	30%	+30	+19
I did not think it was worth the hassle of going through the report process	20%	+20	-18
I did not think the sexual harassment was serious enough	20%	+20	-10
I did not want to upset relationships in the workplace	20%	+20	-18
It could affect my career	20%	+20	-15
Managers accepted the behaviour	20%	+20	-1
I did not have enough evidence	10%	+10	-11
I did not know how to report it	10%	+10	+2
The matter was resolved informally	0%	0	-14

13 Your view

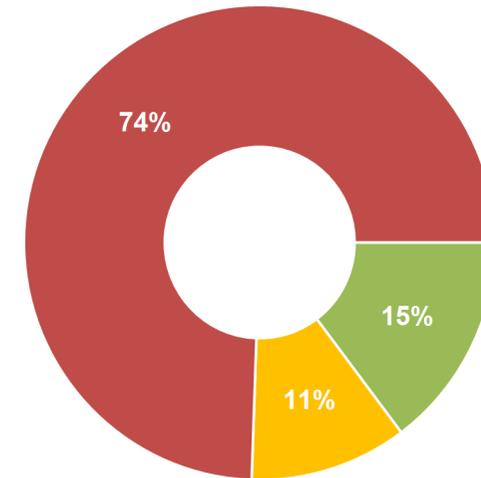
Purpose

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.

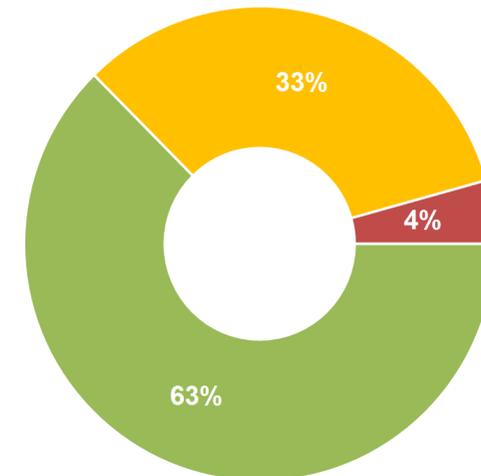
Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Yes	15%	-2	-16
No	74%	+2	+19
No, but I have not worked long in my organisation	11%	0	-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	63%	+2	0
Neutral	33%	-1	+1
Negative	4%	-1	-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)
Wide Bay Hospital and Health Service	1,141	51%	40%	52%
Managerial status				
Yes	230	59%	50%	62%
No	902	49%	37%	50%
Employment status				
Permanent	1,027	51%	39%	53%
Non-permanent	110	56%	46%	51%
Full-time status				
Full-time basis	763	53%	42%	54%
Part-time basis	369	47%	37%	49%
FTE Salary				
Under \$50,000	116	57%	44%	56%
\$50,000 - \$69,999	306	53%	42%	50%
\$70,000 - \$89,999	297	51%	42%	53%
\$90,000 or over	405	48%	36%	54%
Time in agency				
Less than 2 years	187	63%	57%	60%
2 to less than 6 years	325	52%	39%	52%
6 to less than 10 years	208	47%	35%	51%
10 to less than 14 years	142	44%	31%	48%
14 to less than 16 years	40	55%	32%	43%
16 to less than 20 years	81	43%	35%	51%
20 years or more	156	51%	42%	54%

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

Purpose

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

		Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
<i>"Restricted" indicates a group with less than 10 respondents</i>					
Wide Bay Hospital and Health Service		1,141	51%	40%	52%
Age					
	34 years or younger	191	63%	51%	57%
	35 to 44 years	274	50%	45%	55%
	45 to 54 years	355	51%	35%	51%
	55 years or older	312	46%	36%	49%
Gender*					
	Female	893	52%	41%	53%
	Male	236	50%	37%	50%
	X	7	Restricted	Restricted	Restricted
Type of work					
	Direct service delivery	720	48%	37%	51%
	Corporate services and administrative support/clerical	276	59%	48%	56%
	Other	143	51%	41%	51%
Clinical versus non-clinical					
	Clinical	665	46%	36%	51%
	Non-clinical	470	58%	46%	54%
Shiftwork					
	Yes	330	42%	29%	41%
	No	806	55%	45%	57%

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

15 Appendix B – Strategic priorities and factors by item

Purpose

This section provides detailed information for each strategic priority and factor to enable in-depth discussions, action planning and 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	53%	-1	27%	+1	20%	0
Q33b	I am proud to tell others I work for my organisation	61%	0	24%	-1	15%	+1
Q33c	I feel strong personal attachment to my organisation	52%	-2	29%	+1	18%	+1
Q33d	My organisation motivates me to help it achieve its objectives	44%	-2	34%	+1	23%	+1
Q33e	My organisation inspires me to do the best in my job	45%	-1	33%	-1	22%	+2
Organisational leadership							
Q31a	In my organisation, the leadership is of high quality	42%	+1	31%	-2	28%	0
Q31c	Management model the behaviours expected of all employees	39%	-2	29%	+1	32%	+1
Q31d	In my organisation, the leadership operates with a high level of integrity	42%	+1	32%	0	26%	-1
Q31f	My organisation is well managed	38%	0	33%	+2	29%	-2
Innovation							
Q27a	I get the opportunity to develop new and better ways of doing my job	50%	+1	26%	-1	24%	0
Q27b	I am encouraged to make suggestions about improving work processes and/or services	59%	-1	19%	+2	22%	0
Q27c	Management is willing to act on suggestions to improve how things are done	44%	+2	26%	0	30%	-2
Q27d	My workgroup uses research and expertise to identify better practice	51%	-1	31%	0	18%	+1
Q27e	My workgroup always tries to improve its performance	66%	-2	22%	0	12%	+1
Q27f	My organisation is open to new ideas	45%	0	29%	-1	26%	+1

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

Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Job empowerment							
Q22a	I have a choice in deciding how I do my work	66%	+4	17%	-4	17%	0
Q22b	I have the tools I need to do my job effectively	68%	+2	14%	-2	18%	0
Q22c	I get the information I need to do my job well	64%	-1	19%	+1	17%	0
Q22d	I have the authority necessary to do my job effectively	64%	-2	18%	0	18%	+2
Q22e	My job gives me opportunities to utilise my skills	74%	-1	13%	+1	13%	+1
Q34b	Your ability to work on your own initiative	79%	0	12%	+1	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	27%	0	34%	-3	39%	+3
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	38%	0	28%	-5	34%	+5
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	41%	+4	30%	-1	29%	-3
Learning and development							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	57%	+1	21%	-1	22%	-1
Q28e	I am able to access relevant learning and development opportunities	60%	+3	24%	-2	17%	-1
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	58%	-2	28%	+2	13%	0
Q28g	I am satisfied with the opportunities available for career development	39%	0	30%	+1	31%	-1
Q31b	My organisation is committed to developing its employees	42%	+2	29%	-3	30%	+1

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

Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
My workgroup							
Q24a	People in my workgroup treat each other with respect	62%	-6	18%	+4	20%	+2
Q24b	I receive help and support from other people in my workgroup	76%	-3	15%	+2	9%	+1
Q24c	People in my workgroup are honest, open and transparent in their dealings	56%	-3	21%	0	22%	+3
Q24d	People in my workgroup use their time and resources efficiently	56%	-3	25%	+1	19%	+2
Q24e	People in my workgroup treat customers with respect	84%	-1	12%	+1	4%	0
Q24f	People in my workgroup are committed to delivering excellent service to customers	81%	-1	14%	+2	5%	0
Q24g	People in my workgroup do their jobs effectively	70%	-3	20%	+3	10%	0
My manager							
Q29a	My manager treats employees with dignity and respect	68%	-2	14%	0	18%	+2
Q29b	My manager listens to what I have to say	68%	-3	15%	+2	17%	+1
Q29c	My manager keeps me informed about what's going on	55%	-4	18%	+1	27%	+3
Q29d	My manager understands my work	62%	-3	17%	+1	21%	+2
Q29e	My manager creates a shared sense of purpose	55%	-4	21%	+2	24%	+3
Q29f	My manager demonstrates honesty and integrity	64%	-2	18%	+1	17%	+2
Q29g	My manager draws the best out of me	47%	-3	29%	+2	24%	+2

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

Purpose

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

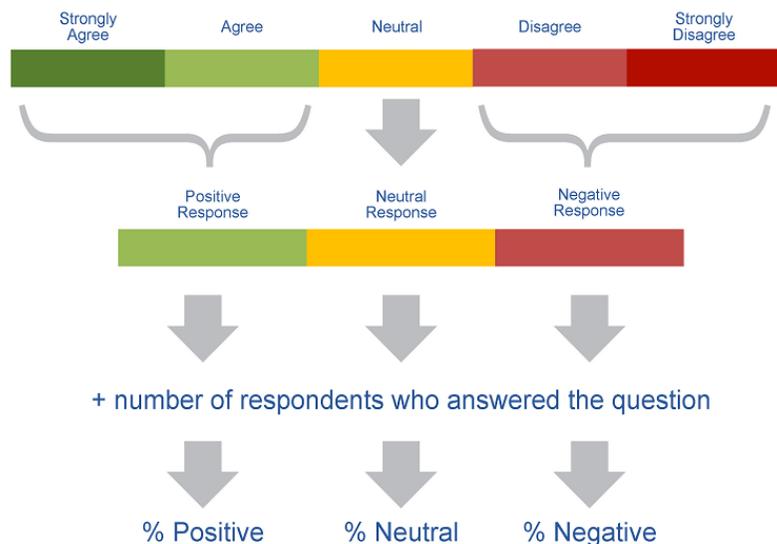
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Organisational fairness							
Q25f	Performance is assessed and rewarded fairly in my workplace	31%	0	33%	-2	36%	+3
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	34%	-2	26%	+2	40%	0
Q25h	People are treated fairly and consistently in my workplace	43%	-1	23%	-1	34%	+2
Q25i	People take responsibility for their decisions and actions in my workplace	43%	-6	31%	+5	26%	+1
Q31e	Recruitment and promotion decisions in this organisation are fair	32%	0	31%	-1	38%	+1
Anti-discrimination							
Q32a	Age is not a barrier to success in my organisation	66%	-5	23%	+2	11%	+3
Q32b	Gender is not a barrier to success in my organisation	70%	-4	22%	+2	8%	+2
Q32c	Disability is not a barrier to success in my organisation	51%	-5	39%	+3	10%	+2
Q32d	Cultural background is not a barrier to success in my organisation	67%	-4	27%	+3	5%	+1
Q32e	Sexual orientation is not a barrier to success in my organisation	66%	-5	29%	+3	5%	+2

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.