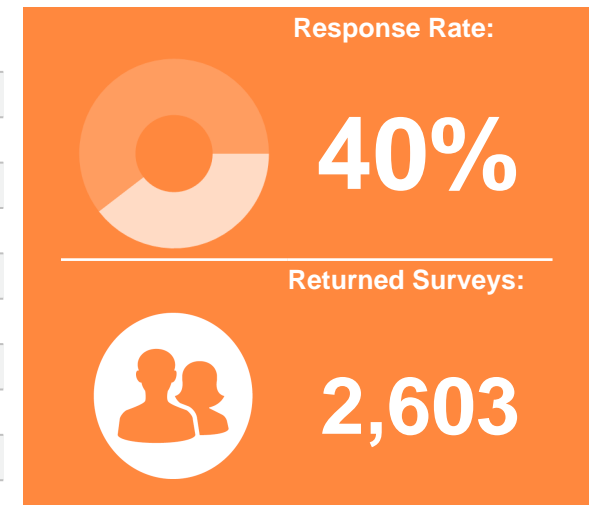


Sunshine Coast Hospital and Health Service

Highlight Report

Report Content

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Purpose

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

Note on the response rate

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

Reporting Framework

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

Strategic priorities: driver analysis

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

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



Workplace climate

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

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

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

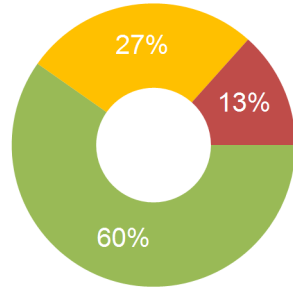


01 Driver analysis scorecard

Purpose

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

Agency engagement



% positive change since 2016

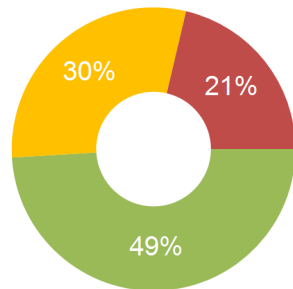
-1

Top 3 drivers

% Positive

Driver	2016	2017
Organisational leadership	49%	49%
Job empowerment	73%	72%
Anti-discrimination	71%	68%

Organisational Leadership



% positive change since 2016

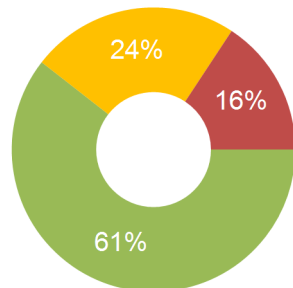
0

Top 3 drivers

% Positive

Driver	2016	2017
Organisational fairness	43%	43%
Learning and development	59%	55%
My manager	67%	67%

Innovation



% positive change since 2016

-1

Top 3 drivers

% Positive

Driver	2016	2017
My manager	67%	67%
Learning and development	59%	55%
Job empowerment	73%	72%

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*	60	27	13	60%	-1	+1	41 - 82	3
Job empowerment	72	15	13	72%	-1	0	60 - 86	3
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	41	30	30	41%	-1	+1	29 - 68	3
Learning and development	55	26	19	55%	-3	-1	33 - 82	3
My workgroup	76	15	9	76%	+1	0	58 - 92	3
My manager	67	18	15	67%	+1	-3	57 - 84	4
Organisational leadership*	49	30	21	49%	0	-2	29 - 85	4
Organisational fairness	43	29	28	43%	-1	0	26 - 67	3
Anti-discrimination	68	25	7	68%	-3	+2	48 - 96	3
Innovation*	61	24	16	61%	-1	+1	46 - 89	3

03 Factors by division

Purpose

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

This section shows the % positive scores for divisions within the agency

	Sunshine Coast Hospital and Health Service % positive	Caloundra Health Service	Clinical Access and Operations Centre	Community Integrated & Subacute Services	Finance, Business & Operational Services	Gympie Hospital	Health Service Chief Executive	Human Resources	Information & Communication Technology	Innovation Quality, Research & Education	Maleny Soldiers Memorial Hospital	Medical Service Group
Number of respondents	2,603	85	77	249	202	137	24	65	136	91	20	517
Agency engagement*	60%	56%	61%	57%	57%	60%	71%	60%	70%	62%	74%	55%
Job empowerment	72%	73%	69%	73%	69%	75%	82%	72%	75%	82%	78%	69%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	41%	44%	42%	37%	44%	32%	31%	44%	52%	50%	32%	38%
Learning and development	55%	43%	59%	54%	43%	66%	53%	54%	51%	58%	76%	56%
My workgroup	76%	79%	79%	78%	68%	71%	77%	87%	85%	82%	73%	75%
My manager	67%	65%	67%	70%	58%	76%	82%	76%	73%	83%	69%	63%
Organisational leadership*	49%	40%	56%	49%	43%	57%	59%	45%	64%	46%	58%	42%
Organisational fairness	43%	48%	51%	44%	34%	46%	49%	43%	51%	48%	55%	39%
Anti-discrimination	68%	67%	61%	69%	68%	71%	76%	79%	71%	69%	73%	67%
Innovation*	61%	60%	64%	62%	53%	61%	73%	66%	65%	77%	64%	57%

03 Factors by division (cont.)

Purpose

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

	Sunshine Coast Hospital and Health Service % positive	Mental Health and Addiction Services	SCUH Program	Surgical Service Group	Women's and Families Service Group
<i>This section shows the % positive scores for divisions within the agency</i>					
Number of respondents	2,603	229	173	238	186
Agency engagement	60%	54%	67%	62%	74%
Job empowerment	72%	74%	71%	73%	82%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	41%	33%	51%	44%	45%
Learning and development	55%	61%	47%	62%	72%
My workgroup	76%	77%	82%	75%	83%
My manager	67%	71%	74%	67%	72%
Organisational leadership	49%	46%	56%	52%	65%
Organisational fairness	43%	44%	39%	42%	52%
Anti-discrimination	68%	62%	72%	66%	73%
Innovation	61%	57%	64%	63%	73%

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*	52	27	21	52%	-6	-2	43 - 82	4
● Effectiveness and innovation*	60	22	19	60%	+2	+2	49 - 77	3
● People and relationships	77	15	8	77%	+1	0	56 - 92	3
● Fairness and trust*	58	25	17	58%	0	0	46 - 78	3
● Performance and development	55	25	20	55%	-3	-1	41 - 74	3
● Leadership and engagement	61	24	16	61%	0	-2	49 - 81	4
● My job	78	12	9	78%	-2	+1	58 - 89	3

* 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.

	Sunshine Coast Hospital and Health Service % positive	Caloundra Health Service	Clinical Access and Operations Centre	Community Integrated & Subacute Services	Finance, Business & Operational Services	Gympie Hospital	Health Service Chief Executive	Human Resources	Information & Communication Technology	Innovation Quality, Research & Education	Maleny Soldiers Memorial Hospital	Medical Service Group
<i>This section shows the % positive scores for divisions within the agency</i>												
Number of respondents	2,603	85	77	249	202	137	24	65	136	91	20	517
● Safety, health and wellness*	52%	54%	55%	52%	52%	49%	50%	63%	59%	65%	55%	48%
● Effectiveness and innovation*	60%	61%	62%	59%	55%	57%	66%	59%	63%	66%	64%	59%
● People and relationships	77%	79%	79%	79%	69%	71%	77%	87%	85%	83%	74%	75%
● Fairness and trust*	58%	60%	59%	59%	54%	62%	66%	66%	64%	62%	67%	56%
● Performance and development	55%	48%	61%	57%	46%	65%	55%	53%	50%	61%	68%	54%
● Leadership and engagement	61%	56%	63%	61%	54%	67%	73%	63%	70%	67%	68%	55%
● My job	78%	76%	77%	79%	76%	83%	86%	83%	82%	86%	84%	75%

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

05 Workplace climate by division (cont.)

Purpose

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

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

	Sunshine Coast Hospital and Health Service % positive	Mental Health and Addiction Services	SCUH Program	Surgical Service Group	Women's and Families Service Group
<i>This section shows the % positive scores for divisions within the agency</i>					
Number of respondents	2,603	229	173	238	186
● Safety, health and wellness*	52%	48%	59%	52%	60%
● Effectiveness and innovation*	60%	57%	60%	63%	69%
● People and relationships	77%	77%	82%	75%	84%
● Fairness and trust*	58%	56%	60%	58%	65%
● Performance and development	55%	58%	49%	59%	66%
● Leadership and engagement	61%	60%	67%	62%	71%
● My job	78%	80%	78%	78%	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	32	33	36	32%	-1	+1
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	44	28	28	44%	-1	+1
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	46	28	26	46%	0	+1
Q23f	My work contributes positively to my quality of life*	47	34	19	47%	-	+3
Q24h	People in my workgroup are committed to workplace safety	83	14	4	83%	0	+1
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	62	25	13	62%	-	-5
Q25b	My workplace culture supports people to achieve a good work/life balance	57	23	20	57%	-3	-5
Q25c	There is adequate focus on workplace safety at my workplace	78	15	7	78%	-1	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*	45	26	29	45%	-	-4
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	45	29	26	45%	-	-6
Q31h	The wellbeing of employees is a priority for my organisation*	42	31	27	42%	-	-7
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>	38	37	25	38%	-	-3
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	62	20	18	62%	-1	-3
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	47	32	21	47%	-	-9

* 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	14	15	71%	+1	0
Q22c	I get the information I need to do my job well	67	18	15	67%	-2	-1
Q22d	I have the authority necessary to do my job effectively	70	17	12	70%	0	+1
Q23c	I feel my job is secure	61	18	21	61%	+7	+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>	19	33	48	19%	+1	0
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	66	23	12	66%	-	+1
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	16	40	44	16%	-1	-3
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>	46	24	30	46%	+3	0
Q26a	My workplace has undergone significant change in the past 12 months	81	13	6	81%	+25	+29

* 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	59	24	17	59%	0	+1	
Q27b	I am encouraged to make suggestions about improving work processes and/or services	69	17	15	69%	-1	+1	
Q27c	Management is willing to act on suggestions to improve how things are done	53	26	21	53%	0	0	
Q27d	My workgroup uses research and expertise to identify better practice	55	30	15	55%	-3	0	
Q27e	My workgroup always tries to improve its performance	71	20	9	71%	0	+2	
Q27f	My organisation is open to new ideas	56	27	17	56%	0	+1	
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	69	14	17	69%	+5	0	
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	79	13	9	79%	+3	+1	
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	68	24	8	68%	-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.

● 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%	+2	0
Q24b	I receive help and support from other people in my workgroup	83	11	6	83%	0	0
Q24c	People in my workgroup are honest, open and transparent in their dealings	66	20	15	66%	+2	-2
Q24d	People in my workgroup use their time and resources efficiently	63	23	14	63%	0	-1
Q24e	People in my workgroup treat customers with respect	87	10	3	87%	-1	+1
Q24f	People in my workgroup are committed to delivering excellent service to customers	85	11	4	85%	+1	+2
Q24g	People in my workgroup do their jobs effectively	75	17	8	75%	+2	0
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	79	15	6	79%	0	+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.

New items were added to this index in 2017.

● Fairness and trust		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q25a	My workplace has an inclusive culture where diversity is valued and respected	73	18	9	73%	+2	0
Q25f	Performance is assessed and rewarded fairly in my workplace	35	36	30	35%	-1	-1
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	40	25	35	40%	0	+2
Q25h	People are treated fairly and consistently in my workplace	52	24	24	52%	+1	+1
Q25i	People take responsibility for their decisions and actions in my workplace	54	28	19	54%	0	+2
Q25j	I am able to speak up and share a different view to my colleagues and manager*	71	16	14	71%	-	-1
Q30a	My senior manager demonstrates honesty and integrity	63	25	12	63%	+4	-7
Q31e	Recruitment and promotion decisions in this organisation are fair	33	33	34	33%	-5	-4

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● 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	28	19	53%	-	0
Q32a	Age is not a barrier to success in my organisation	67	21	11	67%	-5	+2
Q32b	Gender is not a barrier to success in my organisation	73	19	9	73%	-3	+3
Q32c	Disability is not a barrier to success in my organisation	58	35	7	58%	-4	+2
Q32d	Cultural background is not a barrier to success in my organisation	71	25	4	71%	-2	+2
Q32e	Sexual orientation is not a barrier to success in my organisation	70	26	3	70%	-2	+1
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	53	24	23	53%	-5	-1
Q32g	Women and men have equal access to work experiences that support career progression*	67	23	10	67%	-	0

* 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	20	56%	-2	0	
Q28b	My performance is assessed against clear criteria	52	28	20	52%	-3	+1	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	62	21	18	62%	-3	-1	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	37	33	30	37%	-4	-3	
Q28e	I am able to access relevant learning and development opportunities	60	23	16	60%	-4	-1	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	62	26	12	62%	-3	+3	
Q28g	I am satisfied with the opportunities available for career development	44	29	28	44%	-4	-1	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	53	21	27	53%	-4	-3	
Q28i	I develop new knowledge and skills through undertaking tasks at work	74	17	9	74%	0	+2	
Q31b	My organisation is committed to developing its employees	49	29	21	49%	-2	-3	

06 Workplace climate by item (cont.)

Purpose

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

● Leadership and engagement		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29a	My manager treats employees with dignity and respect	76	13	11	76%	+3	-2
Q29b	My manager listens to what I have to say	73	14	12	73%	-1	-3
Q29c	My manager keeps me informed about what's going on	63	18	19	63%	-1	-5
Q29d	My manager understands my work	68	16	17	68%	-1	-5
Q29e	My manager creates a shared sense of purpose	66	19	15	66%	+1	-2
Q29f	My manager demonstrates honesty and integrity	73	16	11	73%	+2	-4
Q29g	My manager draws the best out of me	54	28	18	54%	+1	-4
Q31a	In my organisation, the leadership is of high quality	52	28	20	52%	0	-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 (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31c	Management model the behaviours expected of all employees	48	29	23	48%	0	-2
Q31d	In my organisation, the leadership operates with a high level of integrity	51	30	19	51%	+2	-3
Q31f	My organisation is well managed	45	31	24	45%	-1	-2
Q33a	I would recommend my organisation as a great place to work	64	24	12	64%	-1	+3
Q33b	I am proud to tell others I work for my organisation	70	21	8	70%	+1	+3
Q33c	I feel strong personal attachment to my organisation	58	29	13	58%	-2	-1
Q33d	My organisation motivates me to help it achieve its objectives	52	31	17	52%	-2	-1
Q33e	My organisation inspires me to do the best in my job	54	29	16	54%	0	+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.

● 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	91	4	5	91%	-1	+1
Q21b	I understand how my work contributes to my organisation's objectives	92	4	4	92%	-1	+2
Q22a	I have a choice in deciding how I do my work	67	18	15	67%	-1	-1
Q22e	My job gives me opportunities to utilise my skills	75	13	12	75%	-1	0
Q22f	I enjoy the work in my current job	77	15	9	77%	-3	+1
Q22g	My job gives me a feeling of personal accomplishment	71	17	12	71%	-3	+2
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	76	14	10	76%	-2	0
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	81	12	8	81%	-2	+1
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	74	15	11	74%	-3	+1

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%	+7
Your physical working environment % positive indicates those who responded with "very satisfied" or "satisfied"	Effectiveness and innovation	69%	+5
My senior manager demonstrates honesty and integrity	Fairness and trust	63%	+4
The location of your work % positive indicates those who responded with "very satisfied" or "satisfied"	Effectiveness and innovation	79%	+3
My manager treats employees with dignity and respect	Leadership and engagement	76%	+3

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	53%	-5
Age is not a barrier to success in my organisation	Fairness and trust	67%	-5
Recruitment and promotion decisions in this organisation are fair	Fairness and trust	33%	-5
I am able to access relevant learning and development opportunities	Performance and development	60%	-4
Disability is not a barrier to success in my organisation	Fairness and trust	58%	-4

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
Supports their team to adapt to change	34%	+7
Upholds ethical standards and principles	31%	0
Empowers their team to perform at their best	31%	-1
Encourages a strong customer and stakeholder focus	28%	+2
Builds effective working relationships with others	28%	-1
Demonstrates sound judgment	22%	-5
Responds confidently when faced with uncertainty	22%	-3
Implements improved ways of doing things	22%	+2
Delegates work effectively and monitors performance	21%	-3
Takes responsibility for team development	19%	+2
Describes how their team's work aligns to organisational objectives	17%	0
Applies sound business management skills	13%	-1
Actively seeks feedback for personal development	7%	-1
Builds effective working relationships with others	42%	+2
Empowers their team to perform at their best	41%	+6
Implements improved ways of doing things	26%	+1
Upholds ethical standards and principles	26%	-2
Demonstrates sound judgment	25%	-5
Responds confidently when faced with uncertainty	23%	-3
Supports their team to adapt to change	22%	+4
Actively seeks feedback for personal development	21%	0
Takes responsibility for team development	19%	+1
Encourages a strong customer and stakeholder focus	17%	-1
Delegates work effectively and monitors performance	17%	-1
Applies sound business management skills	14%	-1
Describes how their team's work aligns to organisational objectives	7%	-1

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	32%	0
Supports their team to adapt to change	31%	+5
Encourages a strong customer and stakeholder focus	30%	+2
Builds effective working relationships with others	27%	-1
Empowers their team to perform at their best	26%	0
Demonstrates sound judgment	25%	-4
Responds confidently when faced with uncertainty	24%	-1
Implements improved ways of doing things	21%	+2
Describes how their team's work aligns to organisational objectives	20%	+1
Delegates work effectively and monitors performance	20%	-3
Takes responsibility for team development	18%	+1
Applies sound business management skills	17%	0
Actively seeks feedback for personal development	6%	-1
Empowers their team to perform at their best	37%	+2
Delegates work effectively and monitors performance	30%	+1
Implements improved ways of doing things	30%	-1
Actively seeks feedback for personal development	29%	-1
Takes responsibility for team development	29%	-1
Supports their team to adapt to change	26%	0
Builds effective working relationships with others	24%	0
Describes how their team's work aligns to organisational objectives	19%	-1
Responds confidently when faced with uncertainty	18%	0
Applies sound business management skills	14%	+1
Demonstrates sound judgment	14%	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%	+2
Manages and prioritises resources to achieve the best outcomes	31%	-1
Encourages collaboration and inclusion across workgroups	28%	0
Encourages innovative ideas and solutions	27%	+1
Demonstrates sound judgment	25%	-3
Empowers individuals and teams to build capability	25%	-2
Takes responsibility for upholding ethical standards and principles	22%	-2
Builds effective networks across the organisation and sector	21%	+1
Manages ambiguity and politics effectively	19%	+2
Motivates others to perform at their best	19%	0
Leads change and culture initiatives	17%	+2
Demonstrates sound business acumen	16%	0
Actively seeks feedback for personal development	8%	+1
Motivates others to perform at their best	38%	+2
Empowers individuals and teams to build capability	31%	-1
Manages and prioritises resources to achieve the best outcomes	30%	-6
Takes a 'big picture' view of issues or problems	26%	-1
Demonstrates sound judgment	24%	-3
Leads change and culture initiatives	24%	+1
Takes responsibility for upholding ethical standards and principles	22%	+2
Encourages collaboration and inclusion across workgroups	22%	+5
Builds effective networks across the organisation and sector	21%	+1
Encourages innovative ideas and solutions	21%	+1
Actively seeks feedback for personal development	17%	-1
Manages ambiguity and politics effectively	11%	-3
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
Manages and prioritises resources to achieve the best outcomes	36%	+2
Takes a 'big picture' view of issues or problems	32%	-3
Encourages collaboration and inclusion across workgroups	29%	+3
Builds effective networks across the organisation and sector	27%	+2
Demonstrates sound judgment	26%	-4
Encourages innovative ideas and solutions	24%	+1
Takes responsibility for upholding ethical standards and principles	21%	-3
Empowers individuals and teams to build capability	20%	-3
Demonstrates sound business acumen	20%	+2
Leads change and culture initiatives	20%	+5
Manages ambiguity and politics effectively	19%	0
Motivates others to perform at their best	16%	-4
Actively seeks feedback for personal development	7%	0
Empowers individuals and teams to build capability	39%	+5
Motivates others to perform at their best	34%	+1
Encourages innovative ideas and solutions	28%	+2
Leads change and culture initiatives	26%	+1
Manages ambiguity and politics effectively	25%	-2
Encourages collaboration and inclusion across workgroups	25%	+1
Actively seeks feedback for personal development	24%	-5
Manages and prioritises resources to achieve the best outcomes	21%	-5
Takes a 'big picture' view of issues or problems	21%	+2
Builds effective networks across the organisation and sector	14%	-3
Demonstrates sound judgment	14%	0
Takes responsibility for upholding ethical standards and principles	12%	-2
Demonstrates sound business acumen	11%	+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	35%	-1
Models high levels of ethical and professional behaviour	30%	-8
Builds strong relationships that influence organisational and sector outcomes	30%	+3
Adopts a system-wide view of issues to inform action	29%	+9
Stands behind their decisions in the face of adversity	29%	0
Directs and prioritises resources to achieve the best outcomes	28%	-2
Creates a culture of continuous improvement	25%	+2
Inspires others to perform at their best	22%	0
Nurtures a learning and development culture	16%	0
Demonstrates commercial acumen in managing corporate risk	14%	+1
Is compelling when communicating the organisational strategy	13%	-2
Leads change with agility	13%	0
Seeks feedback to strengthen leadership approach	13%	-1
Models high levels of ethical and professional behaviour	42%	+4
Inspires others to perform at their best	40%	-3
Builds strong relationships that influence organisational and sector outcomes	36%	+1
Navigates complex issues, politics and ambiguous situations effectively	28%	-2
Directs and prioritises resources to achieve the best outcomes	26%	0
Leads change with agility	24%	+3
Seeks feedback to strengthen leadership approach	21%	+1
Creates a culture of continuous improvement	20%	-5
Nurtures a learning and development culture	18%	+4
Stands behind their decisions in the face of adversity	16%	+1
Is compelling when communicating the organisational strategy	12%	-1
Adopts a system-wide view of issues to inform action	9%	-3
Demonstrates commercial acumen in managing corporate risk	6%	-2

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	35%	0
Adopts a system-wide view of issues to inform action	33%	+11
Builds strong relationships that influence organisational and sector outcomes	30%	+2
Directs and prioritises resources to achieve the best outcomes	29%	-2
Stands behind their decisions in the face of adversity	29%	+1
Models high levels of ethical and professional behaviour	23%	-12
Creates a culture of continuous improvement	23%	+1
Inspires others to perform at their best	21%	0
Demonstrates commercial acumen in managing corporate risk	19%	+4
Leads change with agility	16%	+1
Is compelling when communicating the organisational strategy	13%	-4
Seeks feedback to strengthen leadership approach	13%	-1
Nurtures a learning and development culture	12%	-3
Inspires others to perform at their best	35%	-2
Seeks feedback to strengthen leadership approach	32%	-3
Nurtures a learning and development culture	30%	+4
Directs and prioritises resources to achieve the best outcomes	29%	+2
Builds strong relationships that influence organisational and sector outcomes	26%	+4
Models high levels of ethical and professional behaviour	23%	+4
Is compelling when communicating the organisational strategy	21%	+1
Creates a culture of continuous improvement	21%	-6
Navigates complex issues, politics and ambiguous situations effectively	18%	+2
Stands behind their decisions in the face of adversity	18%	-1
Leads change with agility	17%	-4
Adopts a system-wide view of issues to inform action	16%	-1
Demonstrates commercial acumen in managing corporate risk	11%	+1

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

Purpose

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

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

Leadership levels are defined as follows:

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

POSITIVE IMPACT

In your experience, which three leadership behaviours have the greatest positive impact on engaging people in their work?

SUCCESSION

Which of the following leadership behaviours do you think are MOST important for your direct reports to demonstrate their readiness for promotion to the Executive level or a more complex leadership role (if they're already executive)?

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Inspires others to perform at their best	53%	+2
Models high levels of ethical and professional behaviour	44%	-5
Builds strong relationships that influence organisational and sector outcomes	32%	0
Creates a culture of continuous improvement	30%	-1
Directs and prioritises resources to achieve the best outcomes	24%	+5
Navigates complex issues, politics and ambiguous situations effectively	21%	-6
Nurtures a learning and development culture	21%	-1
Seeks feedback to strengthen leadership approach	21%	+5
Stands behind their decisions in the face of adversity	20%	+2
Leads change with agility	14%	+1
Adopts a system-wide view of issues to inform action	9%	+2
Is compelling when communicating the organisational strategy	7%	-7
Demonstrates commercial acumen in managing corporate risk	2%	0

	Proportion	vs Qld public sector
Inspires others to perform at their best	40%	+1
Models high levels of ethical and professional behaviour	38%	0
Builds strong relationships that influence organisational and sector outcomes	32%	-1
Navigates complex issues, politics and ambiguous situations effectively	29%	-7
Creates a culture of continuous improvement	27%	+2
Directs and prioritises resources to achieve the best outcomes	25%	+1
Seeks feedback to strengthen leadership approach	24%	+3
Leads change with agility	20%	0
Nurtures a learning and development culture	18%	+4
Adopts a system-wide view of issues to inform action	16%	-2
Stands behind their decisions in the face of adversity	12%	0
Is compelling when communicating the organisational strategy	10%	-2
Demonstrates commercial acumen in managing corporate risk	7%	0

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	37%	+2
Adopts a system-wide view of issues to inform action	33%	+2
Demonstrates commercial acumen in managing corporate risk	33%	+14
Directs and prioritises resources to achieve the best outcomes	29%	-1
Builds strong relationships that influence organisational and sector outcomes	25%	-2
Is compelling when communicating the organisational strategy	24%	+4
Stands behind their decisions in the face of adversity	23%	+1
Leads change with agility	18%	+7
Inspires others to perform at their best	17%	+2
Models high levels of ethical and professional behaviour	16%	-14
Creates a culture of continuous improvement	14%	-10
Nurtures a learning and development culture	12%	-5
Seeks feedback to strengthen leadership approach	8%	-6
Seeks feedback to strengthen leadership approach	37%	+5
Directs and prioritises resources to achieve the best outcomes	36%	+7
Inspires others to perform at their best	31%	-2
Creates a culture of continuous improvement	29%	+1
Models high levels of ethical and professional behaviour	24%	-1
Adopts a system-wide view of issues to inform action	23%	+4
Builds strong relationships that influence organisational and sector outcomes	23%	0
Is compelling when communicating the organisational strategy	22%	+1
Leads change with agility	22%	0
Nurtures a learning and development culture	21%	-3
Navigates complex issues, politics and ambiguous situations effectively	19%	0
Stands behind their decisions in the face of adversity	13%	-3
Demonstrates commercial acumen in managing corporate risk	2%	-6

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	40%	-1	-3
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	60%	+1	+3
None of the above	40%	-1	-3
Part time work	34%	0	+17
Flexible work hours for example accumulated hours as 'flexitime'*	14%	-	-16
Hot desks	7%	+3	+4
Flexible work hours for example start late or early to meet responsibilities external to work*	6%	-	-6
Casual/on call	5%	-1	+2
Other, please specify	3%	0	+1
Job sharing	2%	-1	+1
Compressed work hours	2%	0	0
Leave at half pay	2%	0	-3
Telecommuting	1%	0	-3
Purchased leave/extended leave/deferred salary schemes	1%	0	0
Part-year work/annualised hours	0%	0	0
Term-time working	0%	0	0

* New in 2017, no trend

09 Flexible work options (cont.)

Purpose

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

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

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

	Proportion	vs 2016	vs Qld public sector
Yes, I requested flexibility	20%	+1	0
No, I have not made a request but I am content with my current arrangements	66%	-3	-3
No, I have not made a request but I am not content with my current arrangements	15%	+1	+3

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	52%	-14
Partially granted	15%	+1
Declined – no reason given	12%	+5
Declined – reason provided	15%	+7
I have not received a reply as yet	5%	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
I feel flexibility is not possible in my current job	30%	-1	+1
Flexible working is frowned upon/not supported by my workplace culture	30%	-3	0
None of the Above*	22%	-	-2
I didn't feel confident presenting my case or negotiating arrangements with my manager	20%	-3	-2
I didn't feel I had the right to	20%	-6	+3
I was concerned that it may negatively impact my team	17%	+1	-1
I felt it would limit my career	17%	+3	-2
I don't feel confident in my manager's ability to manage staff working flexibly	13%	+3	+2
I felt it would limit my access to training and development	5%	0	-2
I feel the technology I currently have access to does not support flexible working	2%	-2	-4

* New in 2017, no trend

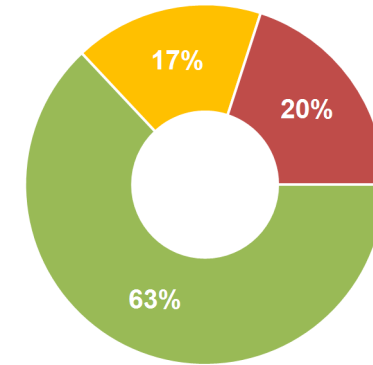
10 Domestic and family violence

Purpose

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

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

Overall	% proportion	vs 2016	vs Qld public sector
Yes	63%	+2	-13
No	20%	-2	+8
Don't know	17%	0	+5



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	75%	-3	-12
No	13%	-2	+5
Don't Know	13%	+5	+6

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	60%	+3	-12
No	22%	-2	+8
Don't Know	18%	-1	+4

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	81%	+2	-1
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	79%	+3	-2
If I was made aware (e.g. by other colleagues) that domestic and family violence was affecting an employee, I am confident that I could respond appropriately	80%	+4	-1

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%	+1	-1
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	67%	0	-5

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	16%	0
No	81%	+1
Don't Know	2%	0
Prefer not to say	1%	-2

* New in 2017, no trend

Non-managers <i>Manage no employees</i>	% proportion	vs Qld public sector
Yes	8%	+1
No	87%	0
Don't Know	2%	0
Prefer not to say	2%	-1

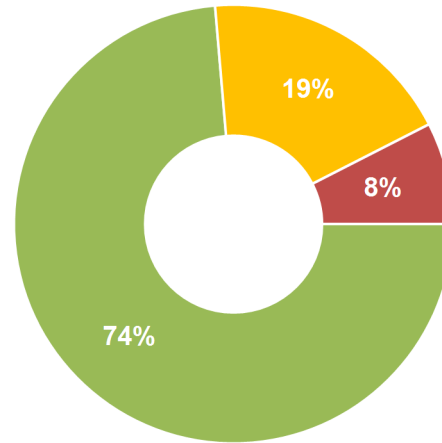
* New in 2017, no trend

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.



% positive change since 2016

+1

vs Qld public sector

+7

74%

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	45%	-7
The workplace culture	43%	+4
Stress/Health	36%	+3
Professional/personal development	31%	-5
Balancing work and life commitments	24%	+2
Your relationship with your manager	22%	0
The location of your workplace or the time spent commuting	22%	+4
Pay and conditions	19%	-8
Work hours	19%	+5
Family/carer responsibilities	15%	+2
Job security	15%	-3
Contract expiring	12%	0
Your relationship with your colleagues	11%	0
Retirement	11%	+2
Fit between work and your interests	10%	-1
Other (please specify)	9%	-1
Travel plans	9%	+3

12 Bullying and sexual harassment

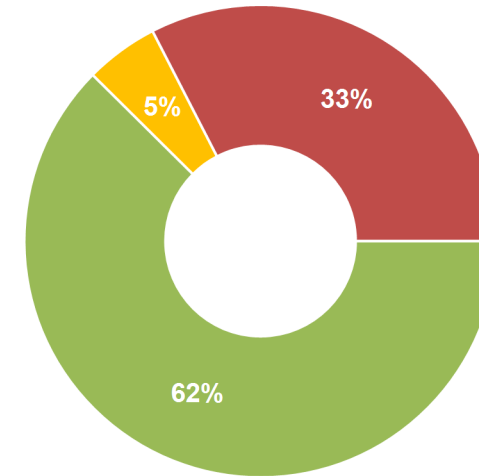
Purpose

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

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

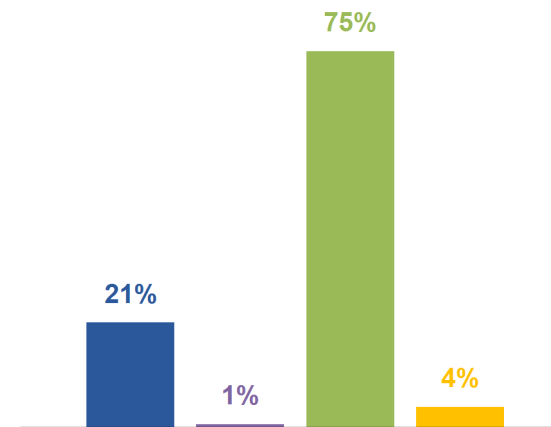
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
Yes	33%	-2	+5
No	62%	+1	-4
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	21%	0	+4
Sexual Harassment	1%	0	0
No	75%	+1	-4
Don't Know	4%	0	0



12 Bullying and sexual harassment (cont.)

Purpose

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

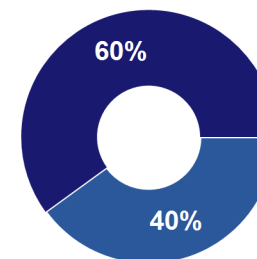
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	48%	-6	+5
Your immediate manager/supervisor	35%	+4	+1
A senior manager	26%	+4	-5
A group of fellow workers	14%	+2	+1
A client/customer	9%	-1	+2
Prefer not to specify	8%	0	-1
A member of the public	6%	+1	+1
A consultant/service provider	4%	0	+2
A worker that reports to you	4%	0	-1
A representative of another agency	1%	+1	-1
Other	1%	0	0

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	59%	-2	+1
Inappropriate and unfair application of work policies or rules	35%	0	-7
Other	24%	-1	-3
Physical behaviour (e.g. assault or aggressive body language)	13%	+1	+2
'Initiations' or pranks	11%	+7	+3
Interference with your personal property or work equipment	6%	+2	-1
Cyber bullying	5%	+1	-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	53%	-5	-3
It could affect my career	42%	+2	-3
I did not want to upset relationships in the workplace	39%	+2	0
I did not think it was worth the hassle of going through the report process	34%	-6	-3
Managers accepted the behaviour	31%	0	-2
I did not have enough evidence	19%	+3	-1
I did not think the bullying was serious enough	14%	-3	-2
The matter was resolved informally	11%	-1	+4
Other	7%	0	-4
I did not know how to report it	4%	+1	-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.

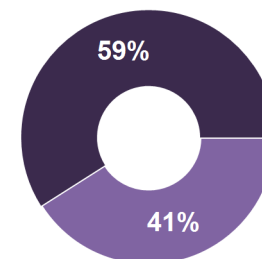
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you SEXUALLY HARASSED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	53%	+11	+1
A client/customer	18%	+9	+5
A senior manager	18%	-7	+3
A group of fellow workers	12%	+3	+4
Prefer not to specify	12%	-5	0
Your immediate manager/supervisor	12%	+3	-2
A member of the public	6%	+6	-2
A worker that reports to you	6%	+6	+3
A consultant/service provider	0%	0	-2
A representative of another agency	0%	0	-3
Other	0%	0	-2

What type of SEXUAL HARASSMENT did you experience?	Proportion	vs 2016	vs Qld public sector
Remarks of a sexual nature	75%	-	+2
Any other unwelcome conduct of a sexual nature in relation to you	25%	-	-1
Unwanted physical intimacy	25%	-	-11
Unwelcome demand or request, either directly or implied, for sexual favours	13%	-	-4

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	60%	+60	+18
It could affect my career	60%	+60	+25
I did not want to upset relationships in the workplace	50%	+50	+12
I did not think it was worth the hassle of going through the report process	40%	+40	+2
I did not have enough evidence	30%	+30	+9
I did not think the sexual harassment was serious enough	20%	+20	-10
Managers accepted the behaviour	20%	+20	-1
I did not know how to report it	10%	+10	+2
Other	10%	+10	-1
The matter was resolved informally	0%	0	-14

13 Your view

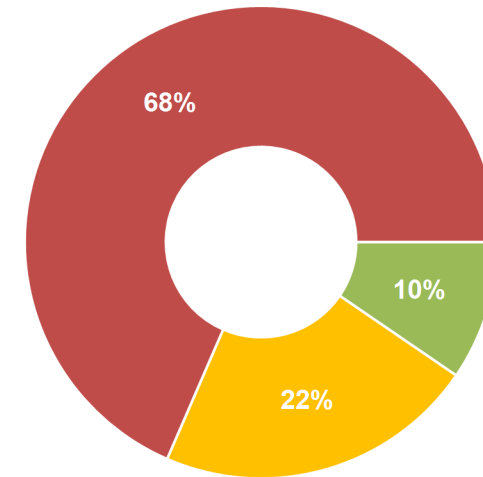
Purpose

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.

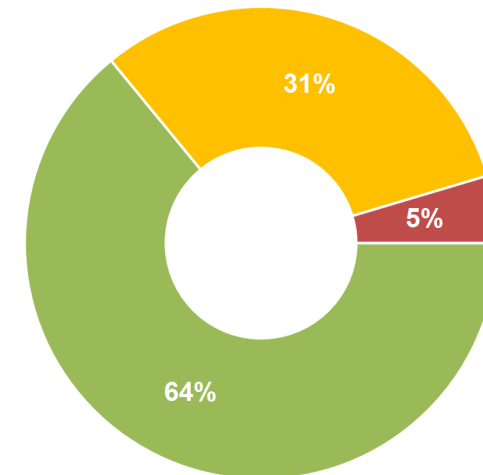
Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Yes	10%	-5	-21
No	68%	0	+13
No, but I have not worked long in my organisation	22%	+6	+8



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	64%	+1	+2
Neutral	31%	-2	-1
Negative	5%	+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)
Sunshine Coast Hospital and Health Service		2,603	60%	49%	61%
Managerial status	Yes	455	60%	47%	68%
	No	2,130	60%	50%	59%
Employment status	Permanent	2,089	58%	47%	60%
	Non-permanent	503	66%	58%	64%
Full-time status	Full-time basis	1,588	59%	48%	61%
	Part-time basis	993	62%	51%	61%
FTE Salary	Under \$50,000	284	62%	52%	56%
	\$50,000 - \$69,999	793	61%	50%	56%
	\$70,000 - \$89,999	618	60%	51%	63%
	\$90,000 or over	870	58%	46%	65%
Time in agency	Less than 2 years	869	68%	62%	66%
	2 to less than 6 years	558	58%	45%	57%
	6 to less than 10 years	417	56%	38%	56%
	10 to less than 14 years	299	55%	44%	57%
	14 to less than 16 years	86	53%	38%	54%
	16 to less than 20 years	124	48%	44%	57%
	20 years or more	248	56%	46%	64%

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>					
Sunshine Coast Hospital and Health Service		2,603	60%	49%	61%
Age					
	34 years or younger	485	67%	59%	67%
	35 to 44 years	633	59%	50%	63%
	45 to 54 years	872	58%	46%	57%
	55 years or older	597	58%	45%	58%
Gender*					
	Female	2,015	60%	50%	62%
	Male	569	58%	48%	57%
	X	8	<i>Restricted</i>	<i>Restricted</i>	<i>Restricted</i>
Type of work					
	Direct service delivery	1,544	59%	49%	60%
	Corporate services and administrative support/clerical	683	63%	50%	62%
	Other	357	58%	46%	61%
Clinical versus non-clinical					
	Clinical	1,409	59%	50%	63%
	Non-clinical	1,168	61%	49%	58%
Shiftwork					
	Yes	777	58%	48%	55%
	No	1,812	60%	50%	63%

*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	64%	-1	24%	0	12%	+1
Q33b	I am proud to tell others I work for my organisation	70%	+1	21%	-1	8%	+1
Q33c	I feel strong personal attachment to my organisation	58%	-2	29%	+1	13%	+1
Q33d	My organisation motivates me to help it achieve its objectives	52%	-2	31%	-1	17%	+3
Q33e	My organisation inspires me to do the best in my job	54%	0	29%	-2	16%	+2
Organisational leadership							
Q31a	In my organisation, the leadership is of high quality	52%	0	28%	0	20%	0
Q31c	Management model the behaviours expected of all employees	48%	0	29%	-2	23%	+2
Q31d	In my organisation, the leadership operates with a high level of integrity	51%	+2	30%	-2	19%	0
Q31f	My organisation is well managed	45%	-1	31%	-1	24%	+2
Innovation							
Q27a	I get the opportunity to develop new and better ways of doing my job	59%	0	24%	-1	17%	+1
Q27b	I am encouraged to make suggestions about improving work processes and/or services	69%	-1	17%	-1	15%	+1
Q27c	Management is willing to act on suggestions to improve how things are done	53%	0	26%	0	21%	0
Q27d	My workgroup uses research and expertise to identify better practice	55%	-3	30%	+1	15%	+2
Q27e	My workgroup always tries to improve its performance	71%	0	20%	0	9%	0
Q27f	My organisation is open to new ideas	56%	0	27%	-1	17%	+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	67%	-1	18%	-1	15%	+2
Q22b	I have the tools I need to do my job effectively	71%	+1	14%	-1	15%	0
Q22c	I get the information I need to do my job well	67%	-2	18%	-1	15%	+3
Q22d	I have the authority necessary to do my job effectively	70%	0	17%	-1	12%	+2
Q22e	My job gives me opportunities to utilise my skills	75%	-1	13%	0	12%	+1
Q34b	Your ability to work on your own initiative	81%	-2	12%	0	8%	+2
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	32%	-1	33%	0	36%	+1
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with burn out	44%	-1	28%	-2	28%	+4
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	46%	0	28%	-3	26%	+3
Learning and development							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	62%	-3	21%	+2	18%	+1
Q28e	I am able to access relevant learning and development opportunities	60%	-4	23%	+3	16%	+2
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	62%	-3	26%	+2	12%	+1
Q28g	I am satisfied with the opportunities available for career development	44%	-4	29%	+3	28%	+1
Q31b	My organisation is committed to developing its employees	49%	-2	29%	-2	21%	+4

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

Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
My workgroup							
Q24a	People in my workgroup treat each other with respect	74%	+2	13%	-1	13%	-1
Q24b	I receive help and support from other people in my workgroup	83%	0	11%	0	6%	0
Q24c	People in my workgroup are honest, open and transparent in their dealings	66%	+2	20%	-1	15%	-1
Q24d	People in my workgroup use their time and resources efficiently	63%	0	23%	+1	14%	0
Q24e	People in my workgroup treat customers with respect	87%	-1	10%	+1	3%	0
Q24f	People in my workgroup are committed to delivering excellent service to customers	85%	+1	11%	0	4%	-1
Q24g	People in my workgroup do their jobs effectively	75%	+2	17%	-1	8%	-1
My manager							
Q29a	My manager treats employees with dignity and respect	76%	+3	13%	-1	11%	-2
Q29b	My manager listens to what I have to say	73%	-1	14%	+2	12%	-1
Q29c	My manager keeps me informed about what's going on	63%	-1	18%	0	19%	0
Q29d	My manager understands my work	68%	-1	16%	0	17%	+1
Q29e	My manager creates a shared sense of purpose	66%	+1	19%	-1	15%	-1
Q29f	My manager demonstrates honesty and integrity	73%	+2	16%	-1	11%	-1
Q29g	My manager draws the best out of me	54%	+1	28%	0	18%	-1

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

Purpose

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

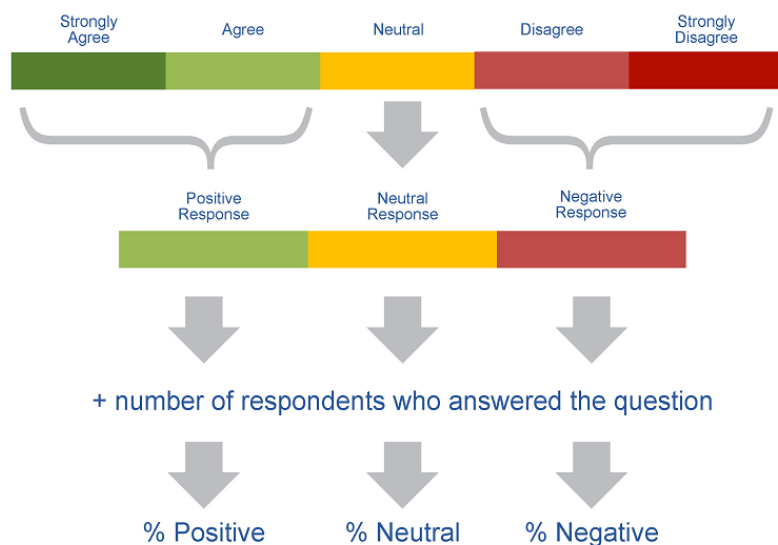
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Organisational fairness							
Q25f	Performance is assessed and rewarded fairly in my workplace	35%	-1	36%	+1	30%	0
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	40%	0	25%	-1	35%	+1
Q25h	People are treated fairly and consistently in my workplace	52%	+1	24%	0	24%	-1
Q25i	People take responsibility for their decisions and actions in my workplace	54%	0	28%	+1	19%	-1
Q31e	Recruitment and promotion decisions in this organisation are fair	33%	-5	33%	+1	34%	+4
Anti-discrimination							
Q32a	Age is not a barrier to success in my organisation	67%	-5	21%	+1	11%	+4
Q32b	Gender is not a barrier to success in my organisation	73%	-3	19%	+1	9%	+2
Q32c	Disability is not a barrier to success in my organisation	58%	-4	35%	+2	7%	+2
Q32d	Cultural background is not a barrier to success in my organisation	71%	-2	25%	+1	4%	+1
Q32e	Sexual orientation is not a barrier to success in my organisation	70%	-2	26%	+2	3%	+1

16 Appendix C – How to interpret this report

% Positive, neutral and negative scores

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

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



Negatively Worded Questions: An example

What are negatively worded questions?

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

How are the negatively worded responses scored?

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

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

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

EXAMPLE

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

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

OR

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

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

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

How will I know if I am interpreting this correctly?

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

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

Rounding

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

Factor scores

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

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

Workplace climate index scores

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

% Change and division comparisons

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

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

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

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

Quintile

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

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

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

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

Number of respondents

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

Base size for Working for Queensland 2017

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

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

Definitions

The following definitions were used in the survey:

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

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

Your organisation

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

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

Your manager - The person you usually report to.

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

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

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

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