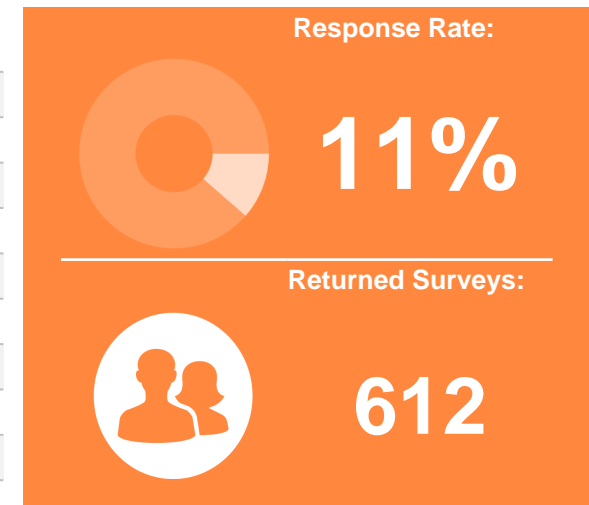


Darling Downs Hospital & Health Service

Highlight Report

Report Content

Reporting Framework	
STRATEGIC PRIORITIES	01 Driver analysis scorecard
	02 Factors
	03 Factors by division
WORKPLACE CLIMATE	04 Workplace climate
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	06 Workplace climate by item
	07 Most changed since 2016, by item
	08 Leadership behaviour in your agency
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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.

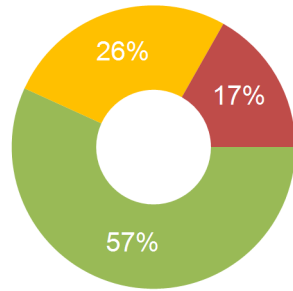


01 Driver analysis scorecard

Purpose

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

Agency engagement

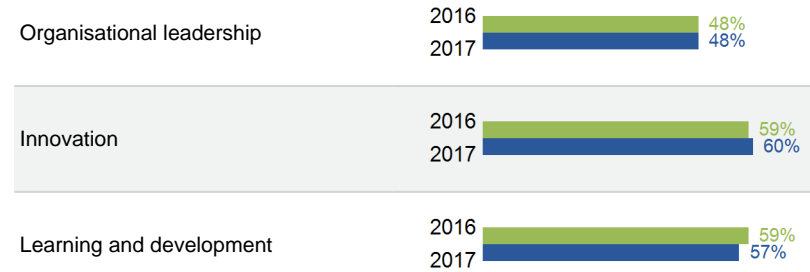


% positive change since 2016

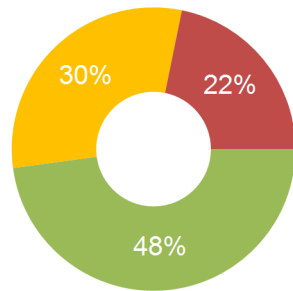
-1

Top 3 drivers

% Positive



Organisational Leadership

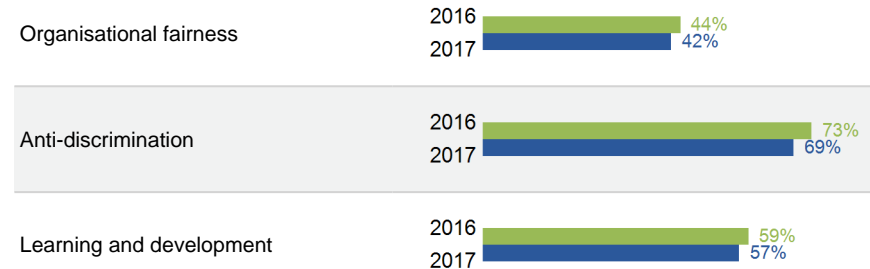


% positive change since 2016

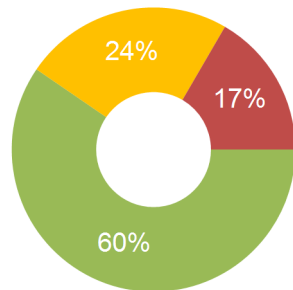
0

Top 3 drivers

% Positive



Innovation

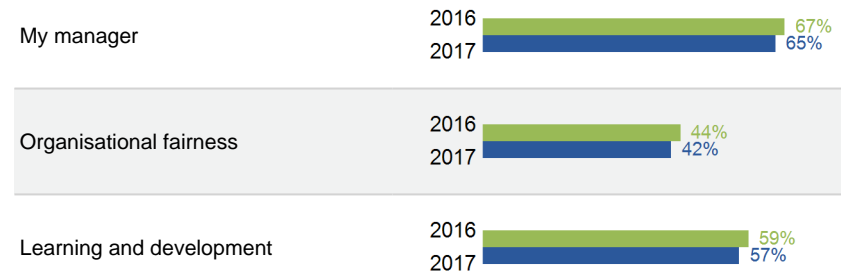


% positive change since 2016

+1

Top 3 drivers

% Positive



COMPARISONS: ■ At least 5 percent GREATER ■ At least 5 percent LESS

RESPONSE SCALE: POSITIVE NEUTRAL NEGATIVE

QUINTILES: 1 & 2 3 4 & 5

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*	57	26	17	57%	-1	-2	41 - 82	3
Job empowerment	72	16	12	72%	0	+1	60 - 86	3
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	43	29	28	43%	+5	+3	29 - 68	3
Learning and development	57	23	20	57%	-2	+1	33 - 82	3
My workgroup	72	17	11	72%	+2	-4	58 - 92	4
My manager	65	19	15	65%	-1	-5	57 - 84	4
Organisational leadership*	48	30	22	48%	0	-3	29 - 85	4
Organisational fairness	42	27	30	42%	-2	0	26 - 67	3
Anti-discrimination	69	23	8	69%	-4	+3	48 - 96	3
Innovation*	60	24	17	60%	+1	0	46 - 89	4

03 Factors by division

Purpose

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

	Darling Downs Hospital & Health Service % positive	Allied Health	ED Medical Services	Finance Division	Mental Health	Office of Rural and Remote Health and QCP	Office of the Chief Executive	Rural & Aged Care	Toowoomba Hospital	Workforce
<i>This section shows the % positive scores for divisions within the agency</i>										
Number of respondents	612	45	11	12	69	12	10	188	174	30
Agency engagement*	57%	65%	60%	46%	42%	53%	60%	59%	60%	57%
Job empowerment	72%	83%	72%	63%	66%	72%	86%	74%	71%	76%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	43%	45%	64%	42%	46%	76%	43%	45%	36%	52%
Learning and development	57%	60%	43%	41%	53%	52%	51%	65%	54%	56%
My workgroup	72%	79%	77%	65%	66%	63%	86%	73%	74%	72%
My manager	65%	75%	67%	66%	61%	62%	69%	70%	60%	64%
Organisational leadership*	48%	47%	65%	33%	31%	52%	67%	51%	51%	40%
Organisational fairness	42%	52%	48%	18%	34%	34%	45%	50%	40%	30%
Anti-discrimination	69%	62%	60%	68%	57%	71%	78%	74%	70%	80%
Innovation*	60%	69%	58%	55%	49%	50%	66%	62%	58%	65%

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*	53	26	21	53%	-4	-1	43 - 82	4
● Effectiveness and innovation*	58	23	19	58%	+1	+1	49 - 77	3
● People and relationships	73	17	11	73%	+1	-4	56 - 92	4
● Fairness and trust*	58	24	19	58%	-1	-1	46 - 78	4
● Performance and development	56	24	20	56%	-3	0	41 - 74	3
● Leadership and engagement	59	24	17	59%	-1	-4	49 - 81	4
● My job	77	14	9	77%	-2	0	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.

	Darling Downs Hospital & Health Service % positive	Allied Health	ED Medical Services	Finance Division	Mental Health	Office of Rural and Remote Health and QCP	Office of the Chief Executive	Rural & Aged Care	Toowoomba Hospital	Workforce
<i>This section shows the % positive scores for divisions within the agency</i>										
Number of respondents	612	45	11	12	69	12	10	188	174	30
● Safety, health and wellness*	53%	55%	62%	51%	48%	66%	56%	57%	49%	63%
● Effectiveness and innovation*	58%	64%	58%	51%	51%	56%	70%	60%	58%	60%
● People and relationships	73%	79%	78%	67%	66%	66%	84%	73%	75%	73%
● Fairness and trust*	58%	61%	56%	48%	47%	57%	64%	62%	57%	59%
● Performance and development	56%	60%	49%	47%	54%	53%	55%	63%	52%	53%
● Leadership and engagement	59%	65%	64%	51%	48%	57%	66%	62%	58%	56%
● My job	77%	85%	76%	67%	70%	79%	94%	80%	75%	83%

* 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	35	33	32	35%	+5	+3
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	46	26	28	46%	+6	+3
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	48	28	24	48%	+3	+2
Q23f	My work contributes positively to my quality of life*	46	34	20	46%	-	+2
Q24h	People in my workgroup are committed to workplace safety	82	14	4	82%	+1	0
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	64	21	15	64%	-	-2
Q25b	My workplace culture supports people to achieve a good work/life balance	56	23	22	56%	-3	-6
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*	44	28	28	44%	-	-6
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	47	25	28	47%	-	-4
Q31h	The wellbeing of employees is a priority for my organisation*	46	28	26	46%	-	-3
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>	40	34	26	40%	-	-1
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	63	21	16	63%	-1	-1
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	48	30	22	48%	-	-7

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Effectiveness and innovation		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q22b	I have the tools I need to do my job effectively	72	14	13	72%	+2	+2
Q22c	I get the information I need to do my job well	68	18	14	68%	-1	+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	58	22	20	58%	+2	0
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>	24	33	43	24%	+7	+5
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	63	22	15	63%	-	-2
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	18	40	42	18%	+4	-1
Q25e	Disruptions and/or noise at my workplace make it hard to get things done <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	47	27	26	47%	0	+2
Q26a	My workplace has undergone significant change in the past 12 months	55	30	15	55%	+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.

		Effectiveness and innovation (cont.)			Response scale (%)	% positive	vs 2016	vs Qld public sector
Q27a	I get the opportunity to develop new and better ways of doing my job	57	25	18	57%	0	-1	
Q27b	I am encouraged to make suggestions about improving work processes and/or services	68	18	14	68%	+2	0	
Q27c	Management is willing to act on suggestions to improve how things are done	55	23	22	55%	+1	+2	
Q27d	My workgroup uses research and expertise to identify better practice	56	28	16	56%	+2	+1	
Q27e	My workgroup always tries to improve its performance	68	20	12	68%	-1	-2	
Q27f	My organisation is open to new ideas	54	29	18	54%	0	-1	
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	65	16	20	65%	-3	-4	
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	80	11	9	80%	-1	+2	
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	67	24	8	67%	-3	+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.

● People and relationships		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q24a	People in my workgroup treat each other with respect	65	16	19	65%	+2	-9
Q24b	I receive help and support from other people in my workgroup	77	14	9	77%	0	-6
Q24c	People in my workgroup are honest, open and transparent in their dealings	62	21	17	62%	+3	-5
Q24d	People in my workgroup use their time and resources efficiently	63	23	14	63%	+3	-1
Q24e	People in my workgroup treat customers with respect	83	12	5	83%	0	-2
Q24f	People in my workgroup are committed to delivering excellent service to customers	82	12	6	82%	+2	-1
Q24g	People in my workgroup do their jobs effectively	72	19	8	72%	+2	-2
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	76	17	7	76%	-1	-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.

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	69	19	12	69%	0	-3
Q25f	Performance is assessed and rewarded fairly in my workplace	39	33	28	39%	-1	+3
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	38	23	39	38%	-3	0
Q25h	People are treated fairly and consistently in my workplace	48	25	27	48%	-1	-3
Q25i	People take responsibility for their decisions and actions in my workplace	49	26	25	49%	-1	-3
Q25j	I am able to speak up and share a different view to my colleagues and manager*	65	18	17	65%	-	-6
Q30a	My senior manager demonstrates honesty and integrity	61	26	13	61%	+3	-10
Q31e	Recruitment and promotion decisions in this organisation are fair	38	30	32	38%	-4	+1

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Fairness and trust (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31i	My responsibilities outside of work restrict my opportunities for promotion* % positive indicates those who "strongly disagree" or "disagree" with this statement	52	27	22	52%	-	-1
Q32a	Age is not a barrier to success in my organisation	69	19	12	69%	-5	+4
Q32b	Gender is not a barrier to success in my organisation	73	17	10	73%	-4	+4
Q32c	Disability is not a barrier to success in my organisation	57	35	8	57%	-5	0
Q32d	Cultural background is not a barrier to success in my organisation	73	22	5	73%	-2	+4
Q32e	Sexual orientation is not a barrier to success in my organisation	71	24	5	71%	-4	+1
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	52	19	29	52%	-4	-2
Q32g	Women and men have equal access to work experiences that support career progression*	71	18	11	71%	-	+4

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

		Performance and development			Response scale (%)	% positive	vs 2016	vs Qld public sector
Q28a	I receive useful feedback on my performance	53	28	19	53%	-6	-4	
Q28b	My performance is assessed against clear criteria	55	28	17	55%	-1	+5	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	61	19	20	61%	-3	-2	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	39	33	28	39%	-4	-2	
Q28e	I am able to access relevant learning and development opportunities	63	19	18	63%	-4	+1	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	63	24	13	63%	-3	+4	
Q28g	I am satisfied with the opportunities available for career development	45	26	29	45%	-3	+1	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	57	22	21	57%	-4	+2	
Q28i	I develop new knowledge and skills through undertaking tasks at work	72	16	12	72%	0	0	
Q31b	My organisation is committed to developing its employees	51	29	20	51%	+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.

		Leadership and engagement			Response scale (%)	% positive	vs 2016	vs Qld public sector
Q29a	My manager treats employees with dignity and respect	71	16	13	71%	0	-7	
Q29b	My manager listens to what I have to say	71	17	13	71%	-1	-6	
Q29c	My manager keeps me informed about what's going on	62	20	18	62%	-2	-5	
Q29d	My manager understands my work	67	16	17	67%	0	-6	
Q29e	My manager creates a shared sense of purpose	61	22	16	61%	-3	-6	
Q29f	My manager demonstrates honesty and integrity	70	19	12	70%	-1	-7	
Q29g	My manager draws the best out of me	55	26	19	55%	-2	-2	
Q31a	In my organisation, the leadership is of high quality	50	29	21	50%	+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 (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31c	Management model the behaviours expected of all employees	45	30	25	45%	-2	-4
Q31d	In my organisation, the leadership operates with a high level of integrity	49	31	21	49%	0	-5
Q31f	My organisation is well managed	47	32	21	47%	+1	0
Q33a	I would recommend my organisation as a great place to work	60	24	17	60%	+1	-1
Q33b	I am proud to tell others I work for my organisation	65	22	13	65%	-1	-3
Q33c	I feel strong personal attachment to my organisation	54	29	17	54%	-4	-5
Q33d	My organisation motivates me to help it achieve its objectives	51	30	19	51%	-2	-2
Q33e	My organisation inspires me to do the best in my job	54	28	18	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	92	4	4	92%	0	+2
Q21b	I understand how my work contributes to my organisation's objectives	93	5	2	93%	0	+2
Q22a	I have a choice in deciding how I do my work	69	17	13	69%	+3	+2
Q22e	My job gives me opportunities to utilise my skills	74	16	11	74%	-3	-1
Q22f	I enjoy the work in my current job	72	18	10	72%	-7	-4
Q22g	My job gives me a feeling of personal accomplishment	69	18	13	69%	-4	0
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	73	16	10	73%	-3	-2
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	80	12	8	80%	-2	0
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	70	16	15	70%	-3	-3

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
There is too much 'red tape' in my work (e.g. Regulatory or administrative processes) % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with red tape	Effectiveness and innovation	24%	+7
I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with burn out	Safety, health and wellness	46%	+6
I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with overload	Safety, health and wellness	35%	+5
Approval processes at my workplace are excessive % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with approval processes	Effectiveness and innovation	18%	+4
My senior manager demonstrates honesty and integrity	Fairness and trust	61%	+3

The survey items with the most negative change

	Index	% positive 2017	vs 2016
I enjoy the work in my current job	My job	72%	-7
I receive useful feedback on my performance	Performance and development	53%	-6
Age is not a barrier to success in my organisation	Fairness and trust	69%	-5
Disability is not a barrier to success in my organisation	Fairness and trust	57%	-5
My job gives me a feeling of personal accomplishment	My job	69%	-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
Upholds ethical standards and principles	33%	+2
Supports their team to adapt to change	32%	+4
Empowers their team to perform at their best	29%	-2
Encourages a strong customer and stakeholder focus	27%	+1
Demonstrates sound judgment	24%	-3
Implements improved ways of doing things	24%	+4
Builds effective working relationships with others	23%	-6
Responds confidently when faced with uncertainty	23%	-2
Takes responsibility for team development	20%	+3
Describes how their team's work aligns to organisational objectives	18%	+1
Delegates work effectively and monitors performance	17%	-6
Applies sound business management skills	15%	+1
Actively seeks feedback for personal development	9%	+1
Builds effective working relationships with others	38%	-1
Upholds ethical standards and principles	35%	+8
Empowers their team to perform at their best	32%	-3
Demonstrates sound judgment	30%	+1
Responds confidently when faced with uncertainty	26%	0
Implements improved ways of doing things	23%	-3
Actively seeks feedback for personal development	22%	+1
Encourages a strong customer and stakeholder focus	22%	+4
Supports their team to adapt to change	19%	+1
Delegates work effectively and monitors performance	18%	-1
Takes responsibility for team development	17%	-2
Describes how their team's work aligns to organisational objectives	9%	0
Applies sound business management skills	8%	-6

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

Purpose

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

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

Leadership levels are defined as follows:

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

Proportion vs Qld public sector

DEMONSTRATED

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

	Proportion	vs Qld public sector
Upholds ethical standards and principles	35%	+3
Encourages a strong customer and stakeholder focus	28%	+1
Supports their team to adapt to change	28%	+2
Empowers their team to perform at their best	27%	0
Demonstrates sound judgment	26%	-3
Builds effective working relationships with others	24%	-4
Delegates work effectively and monitors performance	24%	+1
Responds confidently when faced with uncertainty	23%	-2
Describes how their team's work aligns to organisational objectives	21%	+3
Implements improved ways of doing things	19%	-1
Applies sound business management skills	18%	+1
Takes responsibility for team development	17%	0
Actively seeks feedback for personal development	8%	+1

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
Builds effective working relationships with others	34%	+10
Empowers their team to perform at their best	32%	-3
Delegates work effectively and monitors performance	32%	+2
Takes responsibility for team development	29%	-1
Actively seeks feedback for personal development	26%	-4
Supports their team to adapt to change	26%	0
Implements improved ways of doing things	25%	-6
Describes how their team's work aligns to organisational objectives	19%	-1
Responds confidently when faced with uncertainty	18%	-1
Applies sound business management skills	16%	+2
Upholds ethical standards and principles	15%	+3
Encourages a strong customer and stakeholder focus	13%	+2
Demonstrates sound judgment	12%	-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	36%	+1
Encourages collaboration and inclusion across workgroups	29%	+1
Demonstrates sound judgment	27%	-1
Encourages innovative ideas and solutions	27%	+2
Manages and prioritises resources to achieve the best outcomes	25%	-7
Builds effective networks across the organisation and sector	24%	+3
Takes responsibility for upholding ethical standards and principles	22%	-2
Motivates others to perform at their best	21%	+2
Empowers individuals and teams to build capability	19%	-8
Demonstrates sound business acumen	19%	+3
Manages ambiguity and politics effectively	19%	+1
Leads change and culture initiatives	18%	+3
Actively seeks feedback for personal development	8%	+1
Manages and prioritises resources to achieve the best outcomes	35%	-1
Motivates others to perform at their best	34%	-2
Empowers individuals and teams to build capability	32%	0
Takes responsibility for upholding ethical standards and principles	30%	+10
Leads change and culture initiatives	27%	+5
Demonstrates sound judgment	27%	-1
Actively seeks feedback for personal development	26%	+8
Takes a 'big picture' view of issues or problems	20%	-6
Encourages collaboration and inclusion across workgroups	19%	+3
Encourages innovative ideas and solutions	17%	-3
Builds effective networks across the organisation and sector	15%	-5
Demonstrates sound business acumen	10%	0
Manages ambiguity and politics effectively	7%	-7

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	35%	+2
Takes a 'big picture' view of issues or problems	33%	-2
Demonstrates sound judgment	29%	-1
Encourages innovative ideas and solutions	28%	+5
Encourages collaboration and inclusion across workgroups	28%	+1
Takes responsibility for upholding ethical standards and principles	24%	+1
Builds effective networks across the organisation and sector	23%	-1
Demonstrates sound business acumen	23%	+5
Empowers individuals and teams to build capability	21%	-2
Motivates others to perform at their best	18%	-2
Manages ambiguity and politics effectively	16%	-2
Leads change and culture initiatives	11%	-4
Actively seeks feedback for personal development	4%	-3
Motivates others to perform at their best	36%	+2
Empowers individuals and teams to build capability	34%	-1
Leads change and culture initiatives	30%	+5
Actively seeks feedback for personal development	30%	+1
Encourages collaboration and inclusion across workgroups	24%	+1
Encourages innovative ideas and solutions	24%	-2
Builds effective networks across the organisation and sector	22%	+5
Manages ambiguity and politics effectively	22%	-5
Takes a 'big picture' view of issues or problems	20%	+1
Manages and prioritises resources to achieve the best outcomes	18%	-8
Takes responsibility for upholding ethical standards and principles	17%	+3
Demonstrates sound business acumen	8%	-1
Demonstrates sound judgment	8%	-6

08 Leadership behaviour in your agency: Senior Officer

Purpose

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

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

Leadership levels are defined as follows:

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

POSITIVE IMPACT

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

SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Models high levels of ethical and professional behaviour	39%	0
Stands behind their decisions in the face of adversity	32%	+3
Navigates complex issues, politics and ambiguous situations effectively	29%	-7
Creates a culture of continuous improvement	28%	+5
Directs and prioritises resources to achieve the best outcomes	24%	-5
Inspires others to perform at their best	24%	+2
Adopts a system-wide view of issues to inform action	23%	+2
Nurtures a learning and development culture	19%	+3
Builds strong relationships that influence organisational and sector outcomes	17%	-10
Seeks feedback to strengthen leadership approach	16%	+3
Leads change with agility	15%	+2
Demonstrates commercial acumen in managing corporate risk	13%	0
Is compelling when communicating the organisational strategy	8%	-6

	Proportion	vs Qld public sector
Models high levels of ethical and professional behaviour	57%	+19
Builds strong relationships that influence organisational and sector outcomes	34%	-2
Inspires others to perform at their best	34%	-8
Creates a culture of continuous improvement	32%	+7
Seeks feedback to strengthen leadership approach	26%	+6
Navigates complex issues, politics and ambiguous situations effectively	23%	-7
Directs and prioritises resources to achieve the best outcomes	22%	-3
Nurtures a learning and development culture	21%	+7
Stands behind their decisions in the face of adversity	17%	+2
Adopts a system-wide view of issues to inform action	10%	-2
Leads change with agility	10%	-11
Is compelling when communicating the organisational strategy	9%	-4
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
Models high levels of ethical and professional behaviour	39%	+3
Stands behind their decisions in the face of adversity	28%	+1
Creates a culture of continuous improvement	27%	+5
Navigates complex issues, politics and ambiguous situations effectively	27%	-9
Inspires others to perform at their best	24%	+3
Adopts a system-wide view of issues to inform action	21%	-1
Directs and prioritises resources to achieve the best outcomes	21%	-9
Is compelling when communicating the organisational strategy	21%	+5
Nurtures a learning and development culture	20%	+5
Seeks feedback to strengthen leadership approach	19%	+5
Leads change with agility	17%	+3
Builds strong relationships that influence organisational and sector outcomes	16%	-12
Demonstrates commercial acumen in managing corporate risk	15%	-1
Seeks feedback to strengthen leadership approach	36%	+1
Creates a culture of continuous improvement	35%	+9
Stands behind their decisions in the face of adversity	31%	+12
Inspires others to perform at their best	26%	-11
Builds strong relationships that influence organisational and sector outcomes	23%	+1
Models high levels of ethical and professional behaviour	23%	+5
Adopts a system-wide view of issues to inform action	19%	+2
Is compelling when communicating the organisational strategy	19%	-1
Nurtures a learning and development culture	19%	-7
Directs and prioritises resources to achieve the best outcomes	17%	-10
Leads change with agility	16%	-6
Navigates complex issues, politics and ambiguous situations effectively	16%	-1
Demonstrates commercial acumen in managing corporate risk	13%	+3

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

Models high levels of ethical and professional behaviour	62%	+13
Inspires others to perform at their best	54%	+3
Builds strong relationships that influence organisational and sector outcomes	38%	+7
Navigates complex issues, politics and ambiguous situations effectively	38%	+11
Creates a culture of continuous improvement	23%	-8
Directs and prioritises resources to achieve the best outcomes	23%	+3
Seeks feedback to strengthen leadership approach	23%	+8
Adopts a system-wide view of issues to inform action	8%	0
Is compelling when communicating the organisational strategy	8%	-6
Leads change with agility	8%	-5
Nurtures a learning and development culture	8%	-15
Stands behind their decisions in the face of adversity	8%	-10
Demonstrates commercial acumen in managing corporate risk	0%	-2

Models high levels of ethical and professional behaviour	62%	+24
Builds strong relationships that influence organisational and sector outcomes	38%	+5
Creates a culture of continuous improvement	31%	+6
Inspires others to perform at their best	31%	-9
Navigates complex issues, politics and ambiguous situations effectively	31%	-4
Nurtures a learning and development culture	31%	+16
Directs and prioritises resources to achieve the best outcomes	23%	-1
Is compelling when communicating the organisational strategy	15%	+3
Stands behind their decisions in the face of adversity	15%	+3
Adopts a system-wide view of issues to inform action	8%	-10
Demonstrates commercial acumen in managing corporate risk	8%	+1
Seeks feedback to strengthen leadership approach	8%	-13
Leads change with agility	0%	-20

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
Adopts a system-wide view of issues to inform action	42%	+11
Directs and prioritises resources to achieve the best outcomes	42%	+12
Is compelling when communicating the organisational strategy	33%	+14
Stands behind their decisions in the face of adversity	33%	+11
Builds strong relationships that influence organisational and sector outcomes	25%	-2
Inspires others to perform at their best	25%	+10
Creates a culture of continuous improvement	17%	-8
Models high levels of ethical and professional behaviour	17%	-14
Navigates complex issues, politics and ambiguous situations effectively	17%	-18
Nurtures a learning and development culture	17%	0
Seeks feedback to strengthen leadership approach	17%	+3
Demonstrates commercial acumen in managing corporate risk	8%	-11
Leads change with agility	8%	-3
Seeks feedback to strengthen leadership approach	54%	+22
Creates a culture of continuous improvement	46%	+18
Inspires others to perform at their best	38%	+5
Models high levels of ethical and professional behaviour	38%	+13
Directs and prioritises resources to achieve the best outcomes	23%	-6
Adopts a system-wide view of issues to inform action	15%	-4
Builds strong relationships that influence organisational and sector outcomes	15%	-7
Is compelling when communicating the organisational strategy	15%	-6
Navigates complex issues, politics and ambiguous situations effectively	15%	-4
Nurtures a learning and development culture	15%	-8
Stands behind their decisions in the face of adversity	15%	-1
Leads change with agility	8%	-14
Demonstrates commercial acumen in managing corporate risk	0%	-8

09 Flexible work options

Purpose

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

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

Do you currently use any of the following flexible work options?

	Proportion	vs 2016	vs Qld public sector
Used no flexible work option	41%	-5	-2
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	59%	+5	+2
None of the above	41%	-5	-2
Part time work	32%	-1	+15
Flexible work hours for example accumulated hours as 'flexitime'*	16%	-	-14
Flexible work hours for example start late or early to meet responsibilities external to work*	8%	-	-4
Casual/on call	7%	-1	+3
Hot desks	3%	+2	0
Leave at half pay	2%	0	-2
Other, please specify	2%	+1	0
Job sharing	2%	0	+1
Compressed work hours	1%	0	-1
Telecommuting	1%	+1	-3
Purchased leave/extended leave/deferred salary schemes	0%	0	0
Term-time working	0%	0	0
Part-year work/annualised hours	0%	0	0

* New in 2017, no trend

09 Flexible work options (cont.)

Purpose

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

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

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

	Proportion	vs 2016	vs Qld public sector
Yes, I requested flexibility	19%	+2	0
No, I have not made a request but I am content with my current arrangements	67%	-4	-2
No, I have not made a request but I am not content with my current arrangements	14%	+2	+2

If yes to having made a request regarding flexible work arrangements, was your request for flexible work arrangements*:

	Proportion	vs Qld public sector
Fully granted	50%	-16
Partially granted	22%	+8
Declined – no reason given	12%	+5
Declined – reason provided	11%	+4
I have not received a reply as yet	4%	0

* New in 2017, no trend

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

	Proportion	vs 2016	vs Qld public sector
Flexible working is frowned upon/not supported by my workplace culture	30%	+1	0
I feel flexibility is not possible in my current job	26%	-7	-3
None of the Above*	25%	-	+1
I didn't feel I had the right to	18%	-2	+1
I didn't feel confident presenting my case or negotiating arrangements with my manager	17%	-14	-5
I don't feel confident in my manager's ability to manage staff working flexibly	17%	-4	+5
I felt it would limit my career	10%	0	-10
I was concerned that it may negatively impact my team	8%	-12	-11
I feel the technology I currently have access to does not support flexible working	6%	+3	0
I felt it would limit my access to training and development	2%	-1	-5

* New in 2017, no trend

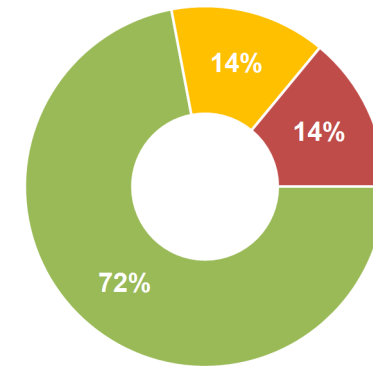
10 Domestic and family violence

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	72%	+10	-4
No	14%	-5	+2
Don't know	14%	-5	+2



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	86%	+16	0
No	8%	-8	0
Don't Know	6%	-9	0

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	68%	+8	-4
No	16%	-4	+2
Don't Know	16%	-4	+2

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	83%	+4	+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%	-1	-3
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%	+5	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	72%	+3	+1
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	72%	+5	0

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	20%	+5	Yes	10%	+3
No	77%	-3	No	85%	-3
Don't Know	1%	-1	Don't Know	2%	0
Prefer not to say	2%	-1	Prefer not to say	3%	0

* New in 2017, no trend

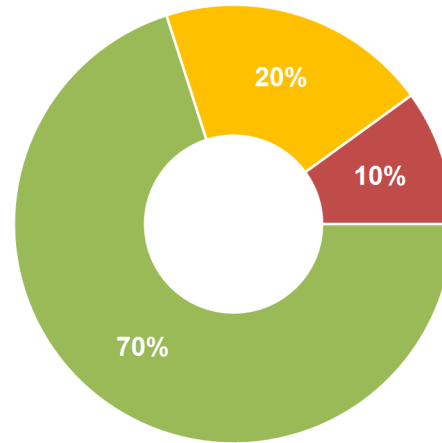
* New in 2017, no trend

11 Intention to leave your organisation

Purpose

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

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



70%

of employees agreed with the statement:

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

% positive change since 2016

+1

vs Qld public sector

+3

Reasons for leaving	Proportion	vs Qld public sector
Stress/Health	46%	+13
The workplace culture	44%	+5
Career or job opportunities	42%	-10
Professional/personal development	29%	-7
Your relationship with your manager	28%	+6
Balancing work and life commitments	26%	+4
Work hours	20%	+5
Your relationship with your colleagues	16%	+6
Fit between work and your interests	16%	+4
Job security	15%	-3
Retirement	15%	+7
Family/carer responsibilities	12%	-1
The location of your workplace or the time spent commuting	12%	-5
Pay and conditions	10%	-17
Travel plans	8%	+2
Other (please specify)	7%	-4
Contract expiring	5%	-7

12 Bullying and sexual harassment

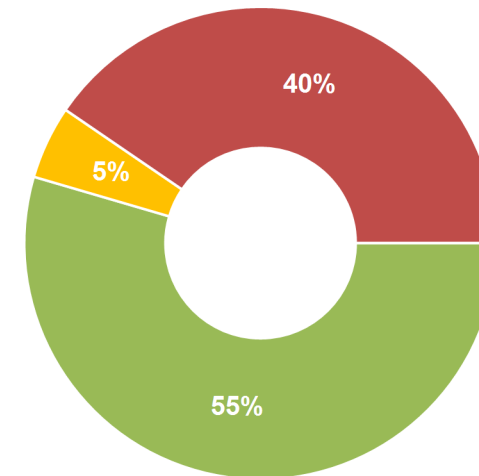
Purpose

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.

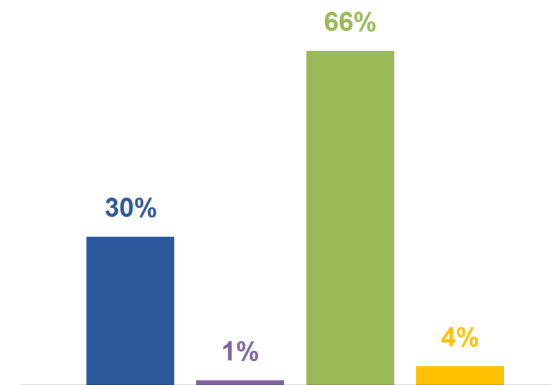
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
Yes	40%	-2	+13
No	55%	+2	-12
Don't know	5%	0	0



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

	Proportion	vs 2016	vs Qld public sector
Bullying	30%	+3	+13
Sexual Harassment	1%	0	0
No	66%	-2	-12
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.

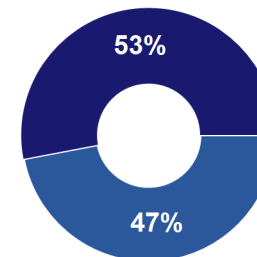
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	49%	-4	+6
A senior manager	36%	+8	+5
Your immediate manager/supervisor	34%	-2	0
A group of fellow workers	16%	-3	+2
A client/customer	14%	+2	+7
A member of the public	7%	-2	+2
Prefer not to specify	6%	-2	-3
A representative of another agency	4%	+1	+2
Other	3%	0	+2
A consultant/service provider	2%	-1	0
A worker that reports to you	2%	-5	-3

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	61%	-7	+3
Inappropriate and unfair application of work policies or rules	40%	+3	-2
Other	28%	+2	+2
Physical behaviour (e.g. assault or aggressive body language)	12%	-2	+1
Interference with your personal property or work equipment	10%	+3	+2
Cyber bullying	5%	-1	-1
'Initiations' or pranks	3%	-4	-5

Did you report the BULLYING?

No



Yes

Why did you not report the BULLYING?

Why did you not report the BULLYING?	Proportion	vs 2016	vs Qld public sector
I did not think any action would be taken	61%	+4	+5
It could affect my career	47%	+10	+2
I did not think it was worth the hassle of going through the report process	42%	+3	+4
I did not want to upset relationships in the workplace	40%	-2	+1
Managers accepted the behaviour	30%	-5	-3
I did not have enough evidence	23%	+4	+3
I did not think the bullying was serious enough	14%	+1	-2
Other	14%	+4	+4
I did not know how to report it	4%	+1	-1
The matter was resolved informally	3%	-5	-5

13 Your view

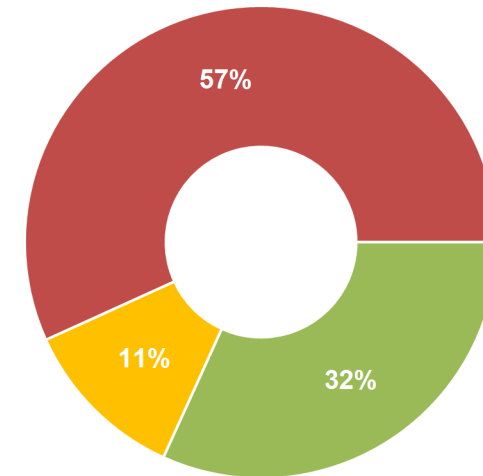
Purpose

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.

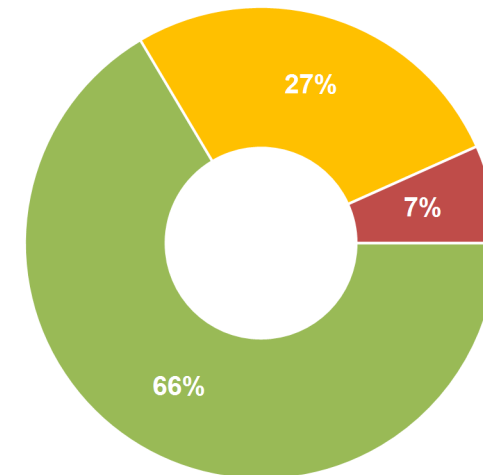
Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Yes	32%	+11	+1
No	57%	-11	+1
No, but I have not worked long in my organisation	11%	0	-2



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

	Proportion	vs 2016	vs Qld public sector
Positive	66%	0	+4
Neutral	27%	-3	-5
Negative	7%	+3	+1



14 Appendix A – Strategic priorities by demographics

Purpose

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

"Restricted" indicates a group with less than 10 respondents

	Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
Darling Downs Hospital & Health Service	612	57%	48%	60%
Managerial status				
Yes	114	70%	57%	73%
No	492	54%	46%	57%
Employment status				
Permanent	514	54%	44%	59%
Non-permanent	98	73%	68%	64%
Full-time status				
Full-time basis	390	55%	46%	59%
Part-time basis	206	56%	49%	59%
FTE Salary				
Under \$50,000	75	66%	57%	57%
\$50,000 - \$69,999	194	63%	53%	62%
\$70,000 - \$89,999	151	47%	45%	59%
\$90,000 or over	182	55%	41%	58%
Time in agency				
Less than 2 years	123	73%	70%	68%
2 to less than 6 years	138	62%	53%	61%
6 to less than 10 years	94	48%	35%	52%
10 to less than 14 years	77	50%	43%	59%
14 to less than 16 years	25	56%	43%	62%
16 to less than 20 years	40	48%	38%	62%
20 years or more	113	49%	38%	55%

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

Purpose

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

		Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
<i>"Restricted" indicates a group with less than 10 respondents</i>					
Darling Downs Hospital & Health Service		612	57%	48%	60%
Age	34 years or younger	111	66%	67%	70%
	35 to 44 years	130	59%	50%	56%
	45 to 54 years	200	52%	42%	57%
	55 years or older	165	56%	42%	60%
Gender*	Female	495	58%	48%	60%
	Male	110	53%	49%	60%
	X	2	Restricted	Restricted	Restricted
Type of work	Direct service delivery	371	56%	47%	58%
	Corporate services and administrative support/clerical	140	62%	49%	64%
	Other	97	55%	50%	60%
Clinical versus non-clinical	Clinical	359	57%	48%	59%
	Non-clinical	251	57%	48%	60%
Shiftwork	Yes	196	52%	46%	52%
	No	413	59%	49%	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 workshopping.

Strategic priorities		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Agency engagement							
Q33a	I would recommend my organisation as a great place to work	60%	+1	24%	-1	17%	0
Q33b	I am proud to tell others I work for my organisation	65%	-1	22%	-1	13%	+1
Q33c	I feel strong personal attachment to my organisation	54%	-4	29%	+2	17%	+2
Q33d	My organisation motivates me to help it achieve its objectives	51%	-2	30%	+1	19%	+1
Q33e	My organisation inspires me to do the best in my job	54%	0	28%	-1	18%	+1
Organisational leadership							
Q31a	In my organisation, the leadership is of high quality	50%	+2	29%	+1	21%	-3
Q31c	Management model the behaviours expected of all employees	45%	-2	30%	+4	25%	-1
Q31d	In my organisation, the leadership operates with a high level of integrity	49%	0	31%	+2	21%	-2
Q31f	My organisation is well managed	47%	+1	32%	+3	21%	-5
Innovation							
Q27a	I get the opportunity to develop new and better ways of doing my job	57%	0	25%	+1	18%	-1
Q27b	I am encouraged to make suggestions about improving work processes and/or services	68%	+2	18%	+2	14%	-4
Q27c	Management is willing to act on suggestions to improve how things are done	55%	+1	23%	-1	22%	0
Q27d	My workgroup uses research and expertise to identify better practice	56%	+2	28%	-3	16%	+2
Q27e	My workgroup always tries to improve its performance	68%	-1	20%	0	12%	+1
Q27f	My organisation is open to new ideas	54%	0	29%	+3	18%	-3

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	69%	+3	17%	-2	13%	-1
Q22b	I have the tools I need to do my job effectively	72%	+2	14%	0	13%	-2
Q22c	I get the information I need to do my job well	68%	-1	18%	+1	14%	0
Q22d	I have the authority necessary to do my job effectively	70%	0	17%	+1	12%	-1
Q22e	My job gives me opportunities to utilise my skills	74%	-3	16%	+3	11%	+1
Q34b	Your ability to work on your own initiative	80%	-2	12%	+1	8%	+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	35%	+5	33%	-1	32%	-4
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	46%	+6	26%	-4	28%	-2
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with negative health impacts	48%	+3	28%	-1	24%	-2
Learning and development							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	61%	-3	19%	+1	20%	+2
Q28e	I am able to access relevant learning and development opportunities	63%	-4	19%	0	18%	+3
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	63%	-3	24%	+2	13%	+2
Q28g	I am satisfied with the opportunities available for career development	45%	-3	26%	-1	29%	+5
Q31b	My organisation is committed to developing its employees	51%	+2	29%	+1	20%	-3

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	65%	+2	16%	0	19%	-2
Q24b	I receive help and support from other people in my workgroup	77%	0	14%	0	9%	0
Q24c	People in my workgroup are honest, open and transparent in their dealings	62%	+3	21%	0	17%	-3
Q24d	People in my workgroup use their time and resources efficiently	63%	+3	23%	0	14%	-3
Q24e	People in my workgroup treat customers with respect	83%	0	12%	+1	5%	-1
Q24f	People in my workgroup are committed to delivering excellent service to customers	82%	+2	12%	-2	6%	0
Q24g	People in my workgroup do their jobs effectively	72%	+2	19%	0	8%	-2
My manager							
Q29a	My manager treats employees with dignity and respect	71%	0	16%	+2	13%	-2
Q29b	My manager listens to what I have to say	71%	-1	17%	+4	13%	-2
Q29c	My manager keeps me informed about what's going on	62%	-2	20%	+4	18%	-3
Q29d	My manager understands my work	67%	0	16%	+2	17%	-2
Q29e	My manager creates a shared sense of purpose	61%	-3	22%	+5	16%	-2
Q29f	My manager demonstrates honesty and integrity	70%	-1	19%	+4	12%	-4
Q29g	My manager draws the best out of me	55%	-2	26%	+4	19%	-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.

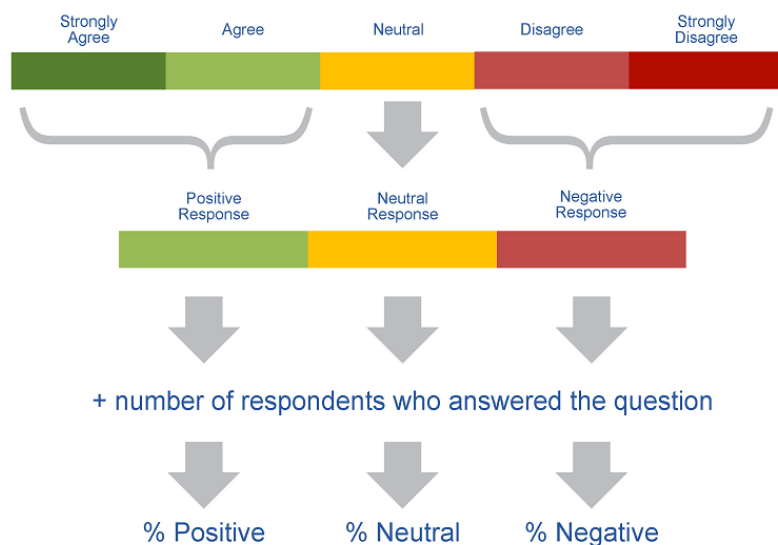
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Organisational fairness							
Q25f	Performance is assessed and rewarded fairly in my workplace	39%	-1	33%	+2	28%	-1
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	38%	-3	23%	+1	39%	+2
Q25h	People are treated fairly and consistently in my workplace	48%	-1	25%	+2	27%	-1
Q25i	People take responsibility for their decisions and actions in my workplace	49%	-1	26%	0	25%	+1
Q31e	Recruitment and promotion decisions in this organisation are fair	38%	-4	30%	+1	32%	+3
Anti-discrimination							
Q32a	Age is not a barrier to success in my organisation	69%	-5	19%	+1	12%	+5
Q32b	Gender is not a barrier to success in my organisation	73%	-4	17%	+2	10%	+2
Q32c	Disability is not a barrier to success in my organisation	57%	-5	35%	+5	8%	+1
Q32d	Cultural background is not a barrier to success in my organisation	73%	-2	22%	+2	5%	+1
Q32e	Sexual orientation is not a barrier to success in my organisation	71%	-4	24%	+2	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.