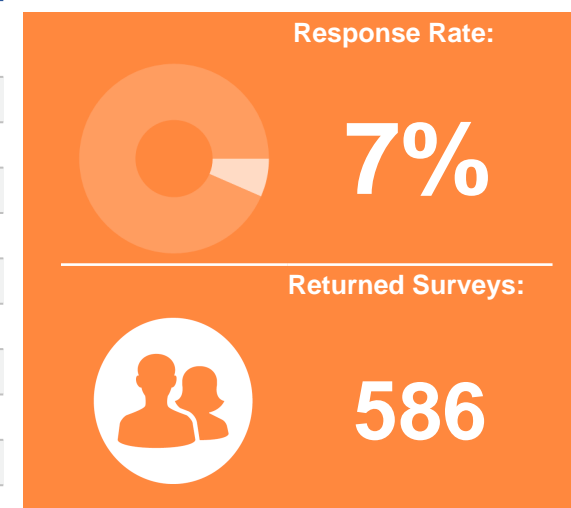


## Gold Coast Hospital and Health Service

## Highlight Report

### Report Content

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STRATEGIC PRIORITIES	01 Driver analysis scorecard
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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.

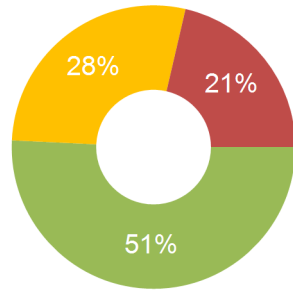


# 01 Driver analysis scorecard

## Purpose

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

### Agency engagement



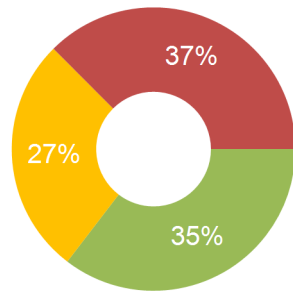
% positive change since 2016  
**-11**

#### Top 3 drivers

#### % Positive

Driver	2016	2017
Organisational leadership	45%	35%
Innovation	61%	51%
Learning and development	59%	50%

### Organisational Leadership



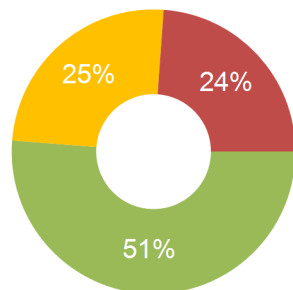
% positive change since 2016  
**-9**

#### Top 3 drivers

#### % Positive

Driver	2016	2017
Organisational fairness	41%	31%
Learning and development	59%	50%
Anti-discrimination	68%	62%

### Innovation



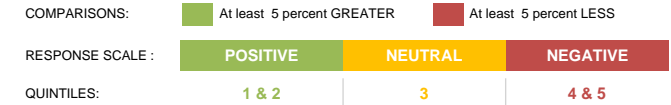
% positive change since 2016  
**-10**

#### Top 3 drivers

#### % Positive

Driver	2016	2017
My manager	66%	57%
Job empowerment	71%	64%
Learning and development	59%	50%

## 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*	51	28	21	51%	-11	-8	41 - 82	5
Job empowerment	64	17	19	64%	-7	-8	60 - 86	5
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	32	30	38	32%	-7	-8	29 - 68	5
Learning and development	50	25	26	50%	-9	-6	33 - 82	4
My workgroup	66	19	15	66%	-8	-10	58 - 92	5
My manager	57	19	24	57%	-9	-14	57 - 84	5
Organisational leadership*	35	27	37	35%	-9	-16	29 - 85	5
Organisational fairness	31	26	42	31%	-9	-11	26 - 67	5
Anti-discrimination	62	26	11	62%	-6	-4	48 - 96	5
Innovation*	51	25	24	51%	-10	-8	46 - 89	5

## 03 Factors by division

### Purpose

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

	Gold Coast Hospital and Health Service % positive	Cancer, Access and Support Services	Clinical Governance, Education & Research	Diagnostic, Emergency & Medical Services	Digital Transformation Services	Finance and Business Development	Integrated Care	Mental Health	People and Engagement	Speciality and Procedural Services
<i>This section shows the % positive scores for divisions within the agency</i>										
Number of respondents	586	65	38	141	61	33	12	35	27	113
Agency engagement*	<b>51%</b>	60%	50%	51%	50%	56%	64%	42%	43%	46%
Job empowerment	<b>64%</b>	70%	63%	64%	62%	62%	61%	60%	48%	67%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	<b>32%</b>	35%	33%	29%	37%	35%	42%	26%	27%	32%
Learning and development	<b>50%</b>	66%	56%	50%	33%	52%	53%	55%	23%	49%
My workgroup	<b>66%</b>	66%	74%	67%	64%	70%	58%	65%	65%	66%
My manager	<b>57%</b>	67%	62%	59%	56%	56%	43%	54%	48%	52%
Organisational leadership*	<b>35%</b>	50%	32%	39%	30%	38%	50%	23%	24%	27%
Organisational fairness	<b>31%</b>	40%	34%	35%	26%	41%	30%	26%	14%	27%
Anti-discrimination	<b>62%</b>	58%	54%	64%	68%	66%	76%	61%	58%	63%
Innovation*	<b>51%</b>	64%	59%	48%	53%	58%	56%	45%	45%	46%

## 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
<span style="color: red;">●</span> Safety, health and wellness*	44	26	30	<b>44%</b>	<b>-12</b>	<b>-10</b>	<b>43 - 82</b>	<b>5</b>
<span style="color: green;">●</span> Effectiveness and innovation*	52	23	25	<b>52%</b>	<b>-6</b>	<b>-6</b>	<b>49 - 77</b>	<b>5</b>
<span style="color: purple;">●</span> People and relationships	67	19	14	<b>67%</b>	<b>-8</b>	<b>-10</b>	<b>56 - 92</b>	<b>5</b>
<span style="color: teal;">●</span> Fairness and trust*	50	25	26	<b>50%</b>	<b>-6</b>	<b>-9</b>	<b>46 - 78</b>	<b>5</b>
<span style="color: orange;">●</span> Performance and development	48	25	27	<b>48%</b>	<b>-8</b>	<b>-8</b>	<b>41 - 74</b>	<b>4</b>
<span style="color: blue;">●</span> Leadership and engagement	50	24	26	<b>50%</b>	<b>-9</b>	<b>-12</b>	<b>49 - 81</b>	<b>5</b>
<span style="color: lightblue;">●</span> My job	72	14	14	<b>72%</b>	<b>-7</b>	<b>-6</b>	<b>58 - 89</b>	<b>5</b>

\* 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.

<i>This section shows the % positive scores for divisions within the agency</i>		Gold Coast Hospital and Health Service % positive	Cancer, Access and Support Services	Clinical Governance, Education & Research	Diagnostic, Emergency & Medical Services	Digital Transformation Services	Finance and Business Development	Integrated Care	Mental Health	People and Engagement	Specialty and Procedural Services
Number of respondents	586	65	38	141	61	33	12	35	27	113	
<span style="color: red;">●</span> Safety, health and wellness*	44%	50%	45%	42%	48%	51%	40%	34%	44%	40%	
<span style="color: green;">●</span> Effectiveness and innovation*	52%	61%	50%	51%	49%	52%	54%	48%	44%	50%	
<span style="color: purple;">●</span> People and relationships	67%	67%	74%	67%	65%	69%	59%	66%	65%	65%	
<span style="color: teal;">●</span> Fairness and trust*	50%	53%	47%	52%	47%	56%	54%	45%	43%	48%	
<span style="color: orange;">●</span> Performance and development	48%	61%	57%	48%	38%	51%	40%	53%	31%	45%	
<span style="color: blue;">●</span> Leadership and engagement	50%	61%	51%	52%	48%	52%	51%	43%	40%	45%	
<span style="color: lightblue;">●</span> My job	72%	77%	69%	73%	70%	69%	66%	69%	54%	75%	

\* 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	26	31	42	26%	-4	-5	
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	33	29	38	33%	-10	-10	
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	36	29	35	36%	-8	-9	
Q23f	My work contributes positively to my quality of life*	41	34	26	41%	-	-3	
Q24h	People in my workgroup are committed to workplace safety	77	16	7	77%	-4	-5	
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	51	28	21	51%	-	-16	
Q25b	My workplace culture supports people to achieve a good work/life balance	44	24	32	44%	-12	-18	
Q25c	There is adequate focus on workplace safety at my workplace	72	16	12	72%	-7	-6	

\* 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.

<span style="color: red;">●</span> Safety, health and wellness (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29h	My manager proactively discusses flexible work arrangements*	34	27	39	34%	-	-15
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	34	22	44	34%	-	-17
Q31h	The wellbeing of employees is a priority for my organisation*	35	26	40	35%	-	-14
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>	37	33	30	37%	-	-4
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	57	21	22	57%	-1	-7
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	39	34	28	39%	-	-17

\* 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.

<span style="color: green;">●</span> Effectiveness and innovation		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q22b	I have the tools I need to do my job effectively	65	13	22	65%	-6	-6
Q22c	I get the information I need to do my job well	59	22	19	59%	-7	-8
Q22d	I have the authority necessary to do my job effectively	59	20	20	59%	-8	-10
Q23c	I feel my job is secure	55	18	28	55%	-4	-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>	16	28	57	16%	0	-3
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	53	28	19	53%	-	-12
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	13	36	51	13%	0	-6
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>	42	25	33	42%	0	-3
Q26a	My workplace has undergone significant change in the past 12 months	55	27	18	55%	-9	+3

\* New in 2017, no trend

## 06 Workplace climate by item (cont.)

### Purpose

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

New items were added to this index in 2017.

<span style="color: green;">●</span> 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	46	27	27	46%	-12	-11
Q27b	I am encouraged to make suggestions about improving work processes and/or services	61	14	25	61%	-7	-7
Q27c	Management is willing to act on suggestions to improve how things are done	40	26	34	40%	-11	-13
Q27d	My workgroup uses research and expertise to identify better practice	52	30	19	52%	-9	-4
Q27e	My workgroup always tries to improve its performance	63	24	14	63%	-9	-7
Q27f	My organisation is open to new ideas	46	30	25	46%	-11	-9
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	68	15	18	68%	-3	-2
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	76	12	12	76%	-4	-1
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	65	24	11	65%	-5	+2

## 06 Workplace climate by item (cont.)

### Purpose

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

<span style="color: purple;">●</span> People and relationships		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q24a	People in my workgroup treat each other with respect	62	15	23	62%	-9	-13
Q24b	I receive help and support from other people in my workgroup	72	17	12	72%	-11	-11
Q24c	People in my workgroup are honest, open and transparent in their dealings	51	24	25	51%	-10	-16
Q24d	People in my workgroup use their time and resources efficiently	53	26	21	53%	-9	-12
Q24e	People in my workgroup treat customers with respect	81	14	5	81%	-5	-5
Q24f	People in my workgroup are committed to delivering excellent service to customers	79	15	6	79%	-4	-4
Q24g	People in my workgroup do their jobs effectively	67	21	12	67%	-6	-8
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	69	20	11	69%	-9	-9

## 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.

<span style="color: #0070c0;">●</span> <b>Fairness and trust</b>		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q25a	My workplace has an inclusive culture where diversity is valued and respected	63	23	15	<b>63%</b>	-10	-10
Q25f	Performance is assessed and rewarded fairly in my workplace	28	31	41	<b>28%</b>	-6	-8
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	28	22	49	<b>28%</b>	-8	-10
Q25h	People are treated fairly and consistently in my workplace	38	21	41	<b>38%</b>	-9	-13
Q25i	People take responsibility for their decisions and actions in my workplace	38	31	31	<b>38%</b>	-14	-14
Q25j	I am able to speak up and share a different view to my colleagues and manager*	57	18	25	<b>57%</b>	-	-15
Q30a	My senior manager demonstrates honesty and integrity	54	21	25	<b>54%</b>	-5	-16
Q31e	Recruitment and promotion decisions in this organisation are fair	24	26	50	<b>24%</b>	-10	-13

\* 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	62	23	15	62%	-	+9
Q32a	Age is not a barrier to success in my organisation	59	24	17	59%	-10	-6
Q32b	Gender is not a barrier to success in my organisation	67	20	13	67%	-6	-3
Q32c	Disability is not a barrier to success in my organisation	53	35	11	53%	-4	-3
Q32d	Cultural background is not a barrier to success in my organisation	65	26	9	65%	-5	-4
Q32e	Sexual orientation is not a barrier to success in my organisation	66	27	7	66%	-5	-4
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	35	23	41	35%	-17	-19
Q32g	Women and men have equal access to work experiences that support career progression*	60	24	16	60%	-	-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.

		Performance and development			Response scale (%)	% positive	vs 2016	vs Qld public sector
Q28a	I receive useful feedback on my performance	45	26	29	45%	-9	-12	
Q28b	My performance is assessed against clear criteria	42	28	30	42%	-8	-9	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	56	20	24	56%	-7	-7	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	33	30	36	33%	-8	-7	
Q28e	I am able to access relevant learning and development opportunities	56	24	20	56%	-10	-6	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	56	28	16	56%	-7	-3	
Q28g	I am satisfied with the opportunities available for career development	36	28	36	36%	-11	-8	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	47	19	33	47%	-3	-8	
Q28i	I develop new knowledge and skills through undertaking tasks at work	66	20	14	66%	-7	-6	
Q31b	My organisation is committed to developing its employees	43	25	32	43%	-10	-9	

## 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.

<span style="color: blue;">●</span> Leadership and engagement		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29a	My manager treats employees with dignity and respect	65	16	20	65%	-9	-13
Q29b	My manager listens to what I have to say	65	16	19	65%	-7	-12
Q29c	My manager keeps me informed about what's going on	51	22	28	51%	-11	-17
Q29d	My manager understands my work	59	15	26	59%	-8	-14
Q29e	My manager creates a shared sense of purpose	54	21	24	54%	-10	-13
Q29f	My manager demonstrates honesty and integrity	62	19	19	62%	-9	-14
Q29g	My manager draws the best out of me	46	25	29	46%	-8	-11
Q31a	In my organisation, the leadership is of high quality	38	27	35	38%	-9	-15



## 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	35	24	41	35%	-10	-14
Q31d	In my organisation, the leadership operates with a high level of integrity	35	28	37	35%	-10	-19
Q31f	My organisation is well managed	34	30	37	34%	-9	-14
Q33a	I would recommend my organisation as a great place to work	53	26	22	53%	-13	-8
Q33b	I am proud to tell others I work for my organisation	61	23	16	61%	-10	-6
Q33c	I feel strong personal attachment to my organisation	53	29	19	53%	-7	-6
Q33d	My organisation motivates me to help it achieve its objectives	44	30	25	44%	-10	-9
Q33e	My organisation inspires me to do the best in my job	43	32	25	43%	-13	-10

## 06 Workplace climate by item (cont.)

### Purpose

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

<span style="color: blue;">●</span> My job		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q21a	I understand what is expected of me to do well in my job	88	6	6	88%	-3	-2
Q21b	I understand how my work contributes to my organisation's objectives	90	5	5	90%	-2	-1
Q22a	I have a choice in deciding how I do my work	59	19	22	59%	-6	-9
Q22e	My job gives me opportunities to utilise my skills	68	15	17	68%	-8	-7
Q22f	I enjoy the work in my current job	69	17	13	69%	-9	-6
Q22g	My job gives me a feeling of personal accomplishment	62	20	18	62%	-11	-7
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	70	16	14	70%	-7	-6
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	76	12	12	76%	-3	-4
Q35	All things considered, how satisfied are you with your current job? <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	61	17	22	61%	-13	-11

## 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 negative change	Index	% positive 2017	vs 2016
If I raised a complaint, I feel confident that it would be taken seriously	Fairness and trust	35%	-17
People take responsibility for their decisions and actions in my workplace	Fairness and trust	38%	-14
I would recommend my organisation as a great place to work	Leadership and engagement	53%	-13
My organisation inspires me to do the best in my job	Leadership and engagement	43%	-13
All things considered, how satisfied are you with your current job? % positive indicates those who responded with "very satisfied" or "satisfied"	My job	61%	-13

## 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
Encourages a strong customer and stakeholder focus	33%	+7
Upholds ethical standards and principles	32%	0
Supports their team to adapt to change	28%	0
Empowers their team to perform at their best	27%	-5
Builds effective working relationships with others	25%	-3
Describes how their team's work aligns to organisational objectives	25%	+7
Demonstrates sound judgment	22%	-6
Delegates work effectively and monitors performance	20%	-3
Responds confidently when faced with uncertainty	19%	-6
Implements improved ways of doing things	18%	-2
Applies sound business management skills	18%	+4
Takes responsibility for team development	16%	-1
Actively seeks feedback for personal development	10%	+3
Builds effective working relationships with others	42%	+3
Empowers their team to perform at their best	40%	+4
Upholds ethical standards and principles	32%	+5
Demonstrates sound judgment	26%	-3
Implements improved ways of doing things	26%	+1
Actively seeks feedback for personal development	23%	+3
Responds confidently when faced with uncertainty	22%	-4
Supports their team to adapt to change	19%	+1
Delegates work effectively and monitors performance	19%	0
Encourages a strong customer and stakeholder focus	16%	-2
Applies sound business management skills	15%	+1
Takes responsibility for team development	12%	-7
Describes how their team's work aligns to organisational objectives	7%	-2

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

### Purpose

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

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

Leadership levels are defined as follows:

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

### 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
Encourages a strong customer and stakeholder focus	39%	+11
Upholds ethical standards and principles	31%	0
Builds effective working relationships with others	28%	0
Describes how their team's work aligns to organisational objectives	27%	+8
Supports their team to adapt to change	25%	-1
Empowers their team to perform at their best	23%	-4
Demonstrates sound judgment	22%	-7
Applies sound business management skills	22%	+5
Delegates work effectively and monitors performance	18%	-5
Responds confidently when faced with uncertainty	18%	-7
Implements improved ways of doing things	17%	-3
Takes responsibility for team development	16%	-2
Actively seeks feedback for personal development	7%	0
Empowers their team to perform at their best	38%	+3
Actively seeks feedback for personal development	30%	-1
Delegates work effectively and monitors performance	30%	0
Implements improved ways of doing things	27%	-5
Supports their team to adapt to change	27%	+1
Builds effective working relationships with others	26%	+3
Takes responsibility for team development	25%	-5
Responds confidently when faced with uncertainty	19%	+1
Describes how their team's work aligns to organisational objectives	19%	-1
Upholds ethical standards and principles	19%	+6
Demonstrates sound judgment	16%	+3
Applies sound business management skills	13%	0
Encourages a strong customer and stakeholder focus	8%	-4

## 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	40%	+5
Encourages innovative ideas and solutions	34%	+9
Manages and prioritises resources to achieve the best outcomes	27%	-5
Empowers individuals and teams to build capability	26%	-1
Encourages collaboration and inclusion across workgroups	26%	-2
Takes responsibility for upholding ethical standards and principles	25%	+1
Builds effective networks across the organisation and sector	21%	+1
Demonstrates sound judgment	21%	-7
Motivates others to perform at their best	19%	0
Demonstrates sound business acumen	18%	+2
Manages ambiguity and politics effectively	15%	-2
Actively seeks feedback for personal development	12%	+5
Leads change and culture initiatives	11%	-4
Empowers individuals and teams to build capability	35%	+3
Manages and prioritises resources to achieve the best outcomes	35%	-1
Motivates others to perform at their best	31%	-4
Demonstrates sound judgment	30%	+2
Actively seeks feedback for personal development	29%	+11
Leads change and culture initiatives	27%	+4
Takes a 'big picture' view of issues or problems	27%	0
Encourages innovative ideas and solutions	20%	0
Takes responsibility for upholding ethical standards and principles	19%	-2
Manages ambiguity and politics effectively	15%	+1
Demonstrates sound business acumen	13%	+3
Builds effective networks across the organisation and sector	10%	-10
Encourages collaboration and inclusion across workgroups	9%	-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

Takes a 'big picture' view of issues or problems	32%	-3
Encourages innovative ideas and solutions	31%	+8
Manages and prioritises resources to achieve the best outcomes	29%	-4
Builds effective networks across the organisation and sector	27%	+2
Demonstrates sound judgment	23%	-8
Empowers individuals and teams to build capability	23%	0
Encourages collaboration and inclusion across workgroups	23%	-4
Demonstrates sound business acumen	22%	+4
Leads change and culture initiatives	22%	+7
Motivates others to perform at their best	22%	+2
Manages ambiguity and politics effectively	17%	-1
Takes responsibility for upholding ethical standards and principles	17%	-7
Actively seeks feedback for personal development	8%	+1
Actively seeks feedback for personal development	37%	+8
Manages ambiguity and politics effectively	36%	+9
Empowers individuals and teams to build capability	30%	-5
Leads change and culture initiatives	28%	+3
Motivates others to perform at their best	25%	-8
Encourages collaboration and inclusion across workgroups	21%	-3
Demonstrates sound judgment	20%	+6
Encourages innovative ideas and solutions	20%	-6
Manages and prioritises resources to achieve the best outcomes	20%	-6
Takes a 'big picture' view of issues or problems	18%	-1
Takes responsibility for upholding ethical standards and principles	18%	+4
Builds effective networks across the organisation and sector	14%	-2
Demonstrates sound business acumen	10%	+1

## 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	31%	-8
Navigates complex issues, politics and ambiguous situations effectively	31%	-5
Directs and prioritises resources to achieve the best outcomes	30%	0
Nurtures a learning and development culture	25%	+10
Creates a culture of continuous improvement	24%	+1
Stands behind their decisions in the face of adversity	23%	-6
Adopts a system-wide view of issues to inform action	21%	+1
Demonstrates commercial acumen in managing corporate risk	21%	+8
Inspires others to perform at their best	21%	-1
Builds strong relationships that influence organisational and sector outcomes	18%	-9
Seeks feedback to strengthen leadership approach	17%	+4
Leads change with agility	13%	0
Is compelling when communicating the organisational strategy	11%	-3
Inspires others to perform at their best	38%	-4
Builds strong relationships that influence organisational and sector outcomes	35%	-1
Navigates complex issues, politics and ambiguous situations effectively	32%	+2
Models high levels of ethical and professional behaviour	31%	-7
Creates a culture of continuous improvement	27%	+2
Directs and prioritises resources to achieve the best outcomes	24%	-1
Nurtures a learning and development culture	23%	+9
Leads change with agility	20%	-1
Is compelling when communicating the organisational strategy	16%	+3
Seeks feedback to strengthen leadership approach	16%	-4
Adopts a system-wide view of issues to inform action	15%	+2
Stands behind their decisions in the face of adversity	15%	0
Demonstrates commercial acumen in managing corporate risk	7%	-1



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

### Purpose

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

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

Leadership levels are defined as follows:

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

### DEMONSTRATED

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

### NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Navigates complex issues, politics and ambiguous situations effectively	37%	+1
Builds strong relationships that influence organisational and sector outcomes	31%	+3
Creates a culture of continuous improvement	31%	+9
Models high levels of ethical and professional behaviour	28%	-7
Stands behind their decisions in the face of adversity	28%	+1
Adopts a system-wide view of issues to inform action	23%	0
Inspires others to perform at their best	21%	0
Nurtures a learning and development culture	20%	+5
Demonstrates commercial acumen in managing corporate risk	17%	+1
Directs and prioritises resources to achieve the best outcomes	17%	-13
Is compelling when communicating the organisational strategy	15%	-1
Leads change with agility	14%	-1
Seeks feedback to strengthen leadership approach	14%	+1
Inspires others to perform at their best	46%	+9
Leads change with agility	31%	+10
Seeks feedback to strengthen leadership approach	30%	-6
Models high levels of ethical and professional behaviour	24%	+6
Creates a culture of continuous improvement	23%	-4
Directs and prioritises resources to achieve the best outcomes	23%	-4
Is compelling when communicating the organisational strategy	22%	+1
Builds strong relationships that influence organisational and sector outcomes	20%	-2
Navigates complex issues, politics and ambiguous situations effectively	19%	+2
Nurtures a learning and development culture	19%	-7
Stands behind their decisions in the face of adversity	16%	-3
Adopts a system-wide view of issues to inform action	11%	-7
Demonstrates commercial acumen in managing corporate risk	8%	-2

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

### Purpose

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

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

Leadership levels are defined as follows:

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

### POSITIVE IMPACT

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

### SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Builds strong relationships that influence organisational and sector outcomes	45%	+14
Creates a culture of continuous improvement	41%	+10
Seeks feedback to strengthen leadership approach	41%	+26
Models high levels of ethical and professional behaviour	32%	-17
Navigates complex issues, politics and ambiguous situations effectively	32%	+5
Nurtures a learning and development culture	32%	+10
Inspires others to perform at their best	27%	-24
Stands behind their decisions in the face of adversity	18%	+1
Adopts a system-wide view of issues to inform action	14%	+6
Directs and prioritises resources to achieve the best outcomes	14%	-6
Leads change with agility	5%	-8
Demonstrates commercial acumen in managing corporate risk	0%	-2
Is compelling when communicating the organisational strategy	0%	-13
Navigates complex issues, politics and ambiguous situations effectively	45%	+10
Directs and prioritises resources to achieve the best outcomes	36%	+13
Inspires others to perform at their best	36%	-3
Creates a culture of continuous improvement	27%	+2
Builds strong relationships that influence organisational and sector outcomes	23%	-11
Leads change with agility	23%	+2
Models high levels of ethical and professional behaviour	23%	-15
Nurtures a learning and development culture	23%	+8
Adopts a system-wide view of issues to inform action	18%	0
Seeks feedback to strengthen leadership approach	18%	-2
Stands behind their decisions in the face of adversity	14%	+1
Is compelling when communicating the organisational strategy	9%	-3
Demonstrates commercial acumen in managing corporate risk	5%	-2

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

### Purpose

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

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

Leadership levels are defined as follows:

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

### DEMONSTRATED

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

### NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Adopts a system-wide view of issues to inform action	38%	+8
Creates a culture of continuous improvement	38%	+13
Demonstrates commercial acumen in managing corporate risk	33%	+14
Directs and prioritises resources to achieve the best outcomes	33%	+3
Nurtures a learning and development culture	33%	+17
Builds strong relationships that influence organisational and sector outcomes	29%	+2
Stands behind their decisions in the face of adversity	29%	+6
Seeks feedback to strengthen leadership approach	19%	+5
Is compelling when communicating the organisational strategy	14%	-6
Inspires others to perform at their best	10%	-6
Navigates complex issues, politics and ambiguous situations effectively	10%	-25
Models high levels of ethical and professional behaviour	5%	-26
Leads change with agility	0%	-11
Builds strong relationships that influence organisational and sector outcomes	45%	+23
Seeks feedback to strengthen leadership approach	41%	+9
Models high levels of ethical and professional behaviour	36%	+11
Creates a culture of continuous improvement	27%	-1
Adopts a system-wide view of issues to inform action	23%	+4
Directs and prioritises resources to achieve the best outcomes	23%	-6
Inspires others to perform at their best	18%	-15
Leads change with agility	18%	-3
Navigates complex issues, politics and ambiguous situations effectively	18%	-1
Nurtures a learning and development culture	18%	-5
Demonstrates commercial acumen in managing corporate risk	14%	+5
Stands behind their decisions in the face of adversity	14%	-3
Is compelling when communicating the organisational strategy	5%	-17

## 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	43%	-3	0
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	57%	+3	0
None of the above	43%	-3	0
Part time work	25%	0	+8
Flexible work hours for example accumulated hours as 'flexitime'*	19%	-	-11
Flexible work hours for example start late or early to meet responsibilities external to work*	7%	-	-5
Hot desks	5%	0	+2
Leave at half pay	4%	+1	0
Casual/on call	3%	-1	0
Other, please specify	3%	0	+1
Telecommuting	2%	+1	-2
Compressed work hours	1%	0	-1
Job sharing	1%	-1	-1
Part-year work/annualised hours	0%	0	0
Purchased leave/extended leave/deferred salary schemes	0%	-1	-1
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	21%	+2	+2
No, I have not made a request but I am content with my current arrangements	61%	-5	-8
No, I have not made a request but I am not content with my current arrangements	18%	+3	+7

### 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	44%	-22
Partially granted	20%	+6
Declined – no reason given	18%	+10
Declined – reason provided	16%	+8
I have not received a reply as yet	3%	-2

\* 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	38%	+4	+8
I feel flexibility is not possible in my current job	30%	-5	+1
I didn't feel confident presenting my case or negotiating arrangements with my manager	28%	+9	+6
I felt it would limit my career	24%	+3	+4
I didn't feel I had the right to	18%	-1	+1
None of the Above*	18%	-	-6
I don't feel confident in my manager's ability to manage staff working flexibly	14%	-1	+2
I was concerned that it may negatively impact my team	13%	-6	-6
I felt it would limit my access to training and development	7%	-1	0
I feel the technology I currently have access to does not support flexible working	5%	-2	-1

\* New in 2017, no trend

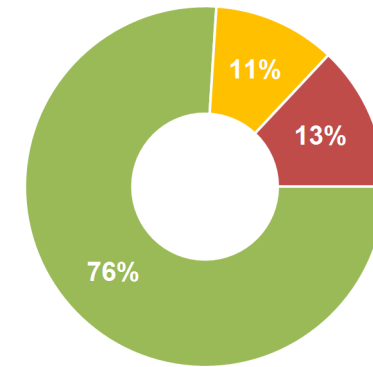
## 10 Domestic and family violence

### 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
<b>Yes</b>	76%	+15	0
<b>No</b>	13%	-6	+1
<b>Don't know</b>	11%	-9	-1



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	87%	+14	+1
<b>No</b>	8%	-6	0
<b>Don't Know</b>	5%	-7	-1

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
<b>Yes</b>	73%	+15	0
<b>No</b>	15%	-6	+1
<b>Don't Know</b>	13%	-9	-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.

<b>Managers</b> <i>Manage one or more employees</i>	<b>% positive</b>	<b>vs 2016</b>	<b>vs Qld public sector</b>
I am confident that I could sensitively communicate with employees affected by domestic and family violence	<b>79%</b>	+7	-3
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	<b>84%</b>	+13	+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	<b>80%</b>	+8	-1

<b>Non-managers</b> <i>Manage no employees</i>	<b>% positive</b>	<b>vs 2016</b>	<b>vs Qld public sector</b>
I am confident that I could sensitively communicate with colleagues affected by domestic and family violence	<b>71%</b>	+4	0
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	<b>69%</b>	+5	-3

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

<b>Managers</b> <i>Manage one or more employees</i>	<b>% proportion</b>	<b>vs Qld public sector</b>	<b>Non-managers</b> <i>Manage no employees</i>	<b>% proportion</b>	<b>vs Qld public sector</b>
<b>Yes</b>	<b>18%</b>	+3	<b>Yes</b>	<b>11%</b>	+4
<b>No</b>	<b>74%</b>	-6	<b>No</b>	<b>84%</b>	-4
<b>Don't Know</b>	<b>3%</b>	+2	<b>Don't Know</b>	<b>2%</b>	0
<b>Prefer not to say</b>	<b>4%</b>	+1	<b>Prefer not to say</b>	<b>3%</b>	0

\* New in 2017, no trend

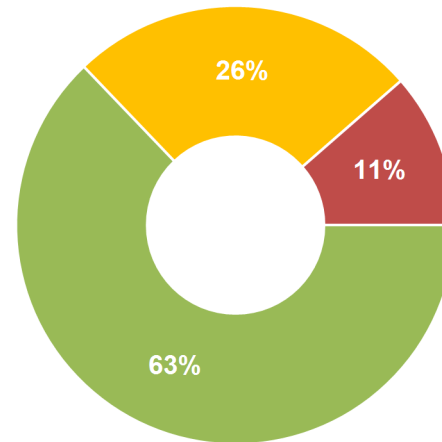
\* New in 2017, no trend

# 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.



# 63%

of employees agreed with the statement:

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

% positive change since 2016 **-7**  
vs Qld public sector **-4**

Reasons for leaving	Proportion	vs Qld public sector
The workplace culture	59%	+20
Career or job opportunities	46%	-6
Your relationship with your manager	40%	+18
Professional/personal development	37%	+2
Stress/Health	36%	+3
Pay and conditions	25%	-2
Balancing work and life commitments	20%	-2
The location of your workplace or the time spent commuting	20%	+2
Job security	19%	0
Work hours	18%	+3
Other (please specify)	15%	+5
Your relationship with your colleagues	14%	+3
Contract expiring	10%	-2
Family/carer responsibilities	8%	-5
Fit between work and your interests	8%	-4
Retirement	5%	-3
Travel plans	4%	-3



## 12 Bullying and sexual harassment

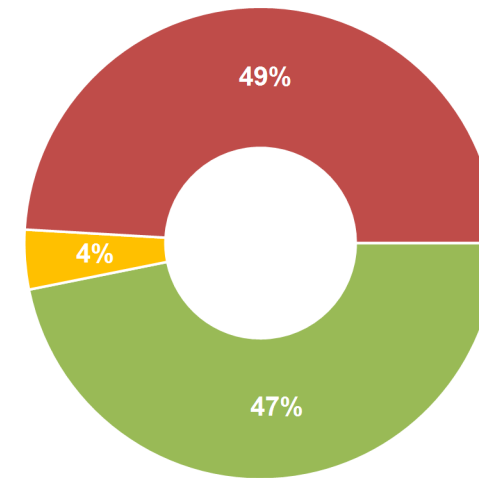
### Purpose

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.

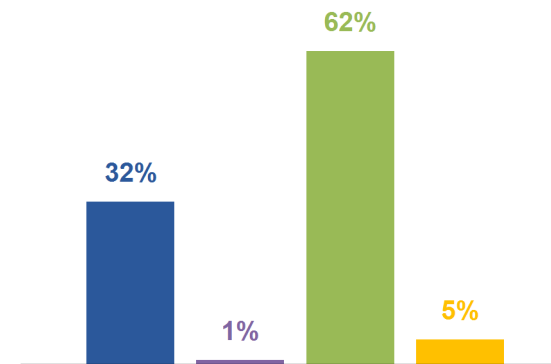
### During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
<b>Yes</b>	49%	+9	+21
<b>No</b>	47%	-5	-20
<b>Don't know</b>	4%	-3	-1



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

	Proportion	vs 2016	vs Qld public sector
<b>Bullying</b>	32%	+7	+16
<b>Sexual Harassment</b>	1%	0	0
<b>No</b>	62%	-7	-16
<b>Don't Know</b>	5%	0	+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.

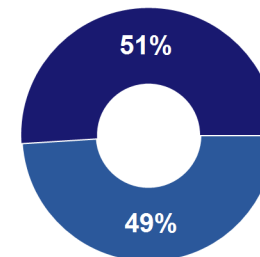
**NOTE:** Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	50%	0	+7
Your immediate manager/supervisor	42%	+7	+8
A senior manager	29%	+7	-2
A group of fellow workers	15%	-5	+1
A client/customer	9%	-1	+2
A member of the public	7%	-4	+2
Prefer not to specify	7%	-1	-2
A worker that reports to you	6%	+2	+1
Other	4%	+1	+2
A consultant/service provider	3%	-2	+1
A representative of another agency	0%	-3	-2

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	62%	-3	+4
Inappropriate and unfair application of work policies or rules	53%	+14	+11
Other	24%	-4	-3
Physical behaviour (e.g. assault or aggressive body language)	12%	+2	0
Cyber bullying	8%	+1	+2
Interference with your personal property or work equipment	8%	+2	+1
'Initiations' or pranks	4%	-1	-3

### Did you report the BULLYING?

No



Yes

Why did you not report the BULLYING?	Proportion	vs 2016	vs Qld public sector
I did not think any action would be taken	60%	+3	+4
It could affect my career	42%	-4	-4
I did not want to upset relationships in the workplace	38%	-5	-2
Managers accepted the behaviour	31%	-9	-2
I did not think it was worth the hassle of going through the report process	30%	-9	-8
I did not have enough evidence	26%	+7	+6
Other	26%	+18	+15
I did not think the bullying was serious enough	21%	+3	+5
I did not know how to report it	10%	+2	+5
The matter was resolved informally	6%	-4	-1

## 13 Your view

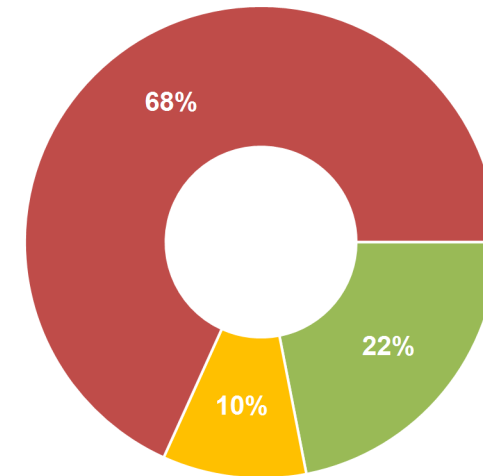
### Purpose

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.

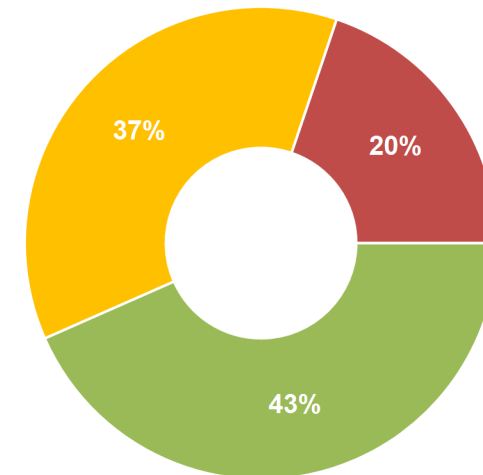
### Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
<b>Yes</b>	22%	+4	-8
<b>No</b>	68%	+3	+12
<b>No, but I have not worked long in my organisation</b>	10%	-7	-4



### 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
<b>Positive</b>	43%	-9	-19
<b>Neutral</b>	37%	-4	+5
<b>Negative</b>	20%	+13	+14



# 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)
<b>Gold Coast Hospital and Health Service</b>	586	51%	35%	51%
<b>Managerial status</b>				
Yes	117	56%	37%	66%
No	469	49%	35%	47%
<b>Employment status</b>				
Permanent	483	49%	33%	51%
Non-permanent	102	61%	49%	54%
<b>Full-time status</b>				
Full-time basis	414	49%	33%	52%
Part-time basis	166	55%	41%	49%
<b>FTE Salary</b>				
Under \$50,000	36	56%	42%	42%
\$50,000 - \$69,999	151	47%	38%	42%
\$70,000 - \$89,999	163	50%	35%	52%
\$90,000 or over	229	54%	34%	58%
<b>Time in agency</b>				
Less than 2 years	128	63%	53%	59%
2 to less than 6 years	165	52%	37%	53%
6 to less than 10 years	117	44%	25%	43%
10 to less than 14 years	62	39%	25%	47%
14 to less than 16 years	19	34%	13%	35%
16 to less than 20 years	27	38%	19%	50%
20 years or more	60	55%	36%	59%

## 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>					
<b>Gold Coast Hospital and Health Service</b>		586	51%	35%	51%
<b>Age</b>	34 years or younger	103	58%	48%	56%
	35 to 44 years	129	52%	33%	55%
	45 to 54 years	193	47%	33%	52%
	55 years or older	157	51%	33%	45%
<b>Gender*</b>	Female	458	50%	36%	51%
	Male	123	54%	36%	52%
	X	0	Restricted	Restricted	Restricted
<b>Type of work</b>	Direct service delivery	311	51%	36%	48%
	Corporate services and administrative support/clerical	163	50%	35%	50%
	Other	111	51%	33%	61%
<b>Clinical versus non-clinical</b>	Clinical	313	50%	36%	51%
	Non-clinical	270	52%	35%	52%
<b>Shiftwork</b>	Yes	168	47%	32%	40%
	No	417	52%	36%	55%

\*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
<b>Agency engagement</b>							
Q33a	I would recommend my organisation as a great place to work	53%	-13	26%	+2	22%	+11
Q33b	I am proud to tell others I work for my organisation	61%	-10	23%	+1	16%	+8
Q33c	I feel strong personal attachment to my organisation	53%	-7	29%	+1	19%	+5
Q33d	My organisation motivates me to help it achieve its objectives	44%	-10	30%	-1	25%	+11
Q33e	My organisation inspires me to do the best in my job	43%	-13	32%	+3	25%	+10
<b>Organisational leadership</b>							
Q31a	In my organisation, the leadership is of high quality	38%	-9	27%	-5	35%	+14
Q31c	Management model the behaviours expected of all employees	35%	-10	24%	-5	41%	+15
Q31d	In my organisation, the leadership operates with a high level of integrity	35%	-10	28%	-6	37%	+15
Q31f	My organisation is well managed	34%	-9	30%	-4	37%	+13
<b>Innovation</b>							
Q27a	I get the opportunity to develop new and better ways of doing my job	46%	-12	27%	+5	27%	+7
Q27b	I am encouraged to make suggestions about improving work processes and/or services	61%	-7	14%	-3	25%	+9
Q27c	Management is willing to act on suggestions to improve how things are done	40%	-11	26%	0	34%	+10
Q27d	My workgroup uses research and expertise to identify better practice	52%	-9	30%	+4	19%	+6
Q27e	My workgroup always tries to improve its performance	63%	-9	24%	+4	14%	+4
Q27f	My organisation is open to new ideas	46%	-11	30%	+2	25%	+9

## 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
<b>Job empowerment</b>							
Q22a	I have a choice in deciding how I do my work	59%	-6	19%	+1	22%	+5
Q22b	I have the tools I need to do my job effectively	65%	-6	13%	-1	22%	+7
Q22c	I get the information I need to do my job well	59%	-7	22%	+1	19%	+6
Q22d	I have the authority necessary to do my job effectively	59%	-8	20%	+1	20%	+7
Q22e	My job gives me opportunities to utilise my skills	68%	-8	15%	+2	17%	+6
Q34b	Your ability to work on your own initiative	76%	-3	12%	0	12%	+3
<b>Workload and health</b>							
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	26%	-4	31%	-2	42%	+7
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with burn out	33%	-10	29%	+1	38%	+9
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	36%	-8	29%	+1	35%	+7
<b>Learning and development</b>							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	56%	-7	20%	+1	24%	+6
Q28e	I am able to access relevant learning and development opportunities	56%	-10	24%	+3	20%	+7
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	56%	-7	28%	+3	16%	+4
Q28g	I am satisfied with the opportunities available for career development	36%	-11	28%	+2	36%	+9
Q31b	My organisation is committed to developing its employees	43%	-10	25%	-3	32%	+13

## 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
<b>My workgroup</b>							
Q24a	People in my workgroup treat each other with respect	62%	-9	15%	0	23%	+9
Q24b	I receive help and support from other people in my workgroup	72%	-11	17%	+5	12%	+5
Q24c	People in my workgroup are honest, open and transparent in their dealings	51%	-10	24%	+2	25%	+8
Q24d	People in my workgroup use their time and resources efficiently	53%	-9	26%	+2	21%	+6
Q24e	People in my workgroup treat customers with respect	81%	-5	14%	+4	5%	+1
Q24f	People in my workgroup are committed to delivering excellent service to customers	79%	-4	15%	+2	6%	+2
Q24g	People in my workgroup do their jobs effectively	67%	-6	21%	+2	12%	+4
<b>My manager</b>							
Q29a	My manager treats employees with dignity and respect	65%	-9	16%	+3	20%	+6
Q29b	My manager listens to what I have to say	65%	-7	16%	+2	19%	+5
Q29c	My manager keeps me informed about what's going on	51%	-11	22%	+4	28%	+7
Q29d	My manager understands my work	59%	-8	15%	0	26%	+8
Q29e	My manager creates a shared sense of purpose	54%	-10	21%	+4	24%	+7
Q29f	My manager demonstrates honesty and integrity	62%	-9	19%	+3	19%	+6
Q29g	My manager draws the best out of me	46%	-8	25%	+1	29%	+8



## 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.

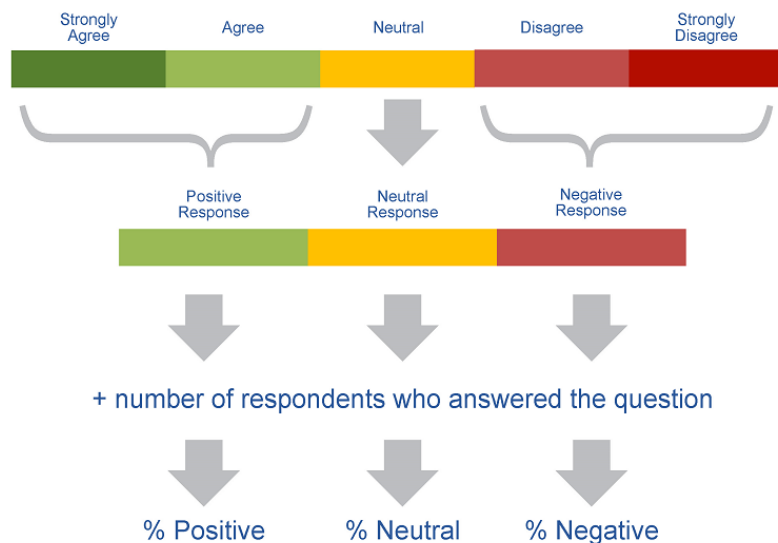
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
<b>Organisational fairness</b>							
Q25f	Performance is assessed and rewarded fairly in my workplace	28%	-6	31%	-4	41%	+9
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	28%	-8	22%	-1	49%	+10
Q25h	People are treated fairly and consistently in my workplace	38%	-9	21%	-5	41%	+14
Q25i	People take responsibility for their decisions and actions in my workplace	38%	-14	31%	+4	31%	+10
Q31e	Recruitment and promotion decisions in this organisation are fair	24%	-10	26%	-6	50%	+16
<b>Anti-discrimination</b>							
Q32a	Age is not a barrier to success in my organisation	59%	-10	24%	+2	17%	+7
Q32b	Gender is not a barrier to success in my organisation	67%	-6	20%	0	13%	+6
Q32c	Disability is not a barrier to success in my organisation	53%	-4	35%	-2	11%	+7
Q32d	Cultural background is not a barrier to success in my organisation	65%	-5	26%	0	9%	+6
Q32e	Sexual orientation is not a barrier to success in my organisation	66%	-5	27%	0	7%	+5

## 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.