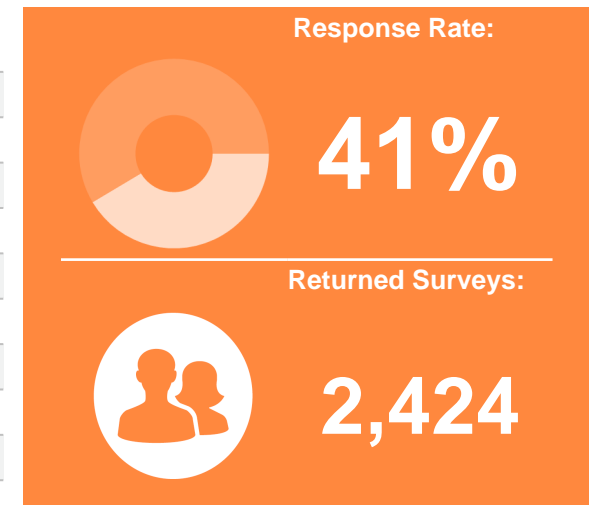


Cairns & Hinterland Hospital & Health Service

Highlight Report

Report Content

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

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

Note on the response rate

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

Reporting Framework

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

Strategic priorities: driver analysis

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

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



Workplace climate

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

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

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

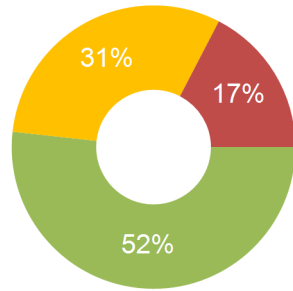


01 Driver analysis scorecard

Purpose

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

Agency engagement

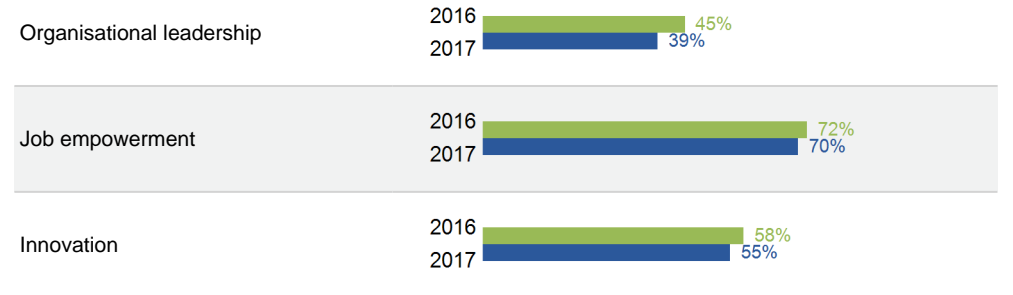


% positive change since 2016

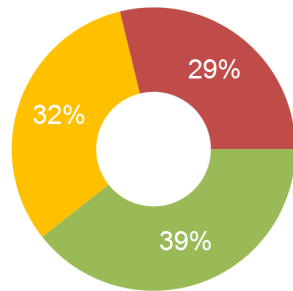
-5

Top 3 drivers

% Positive



Organisational Leadership

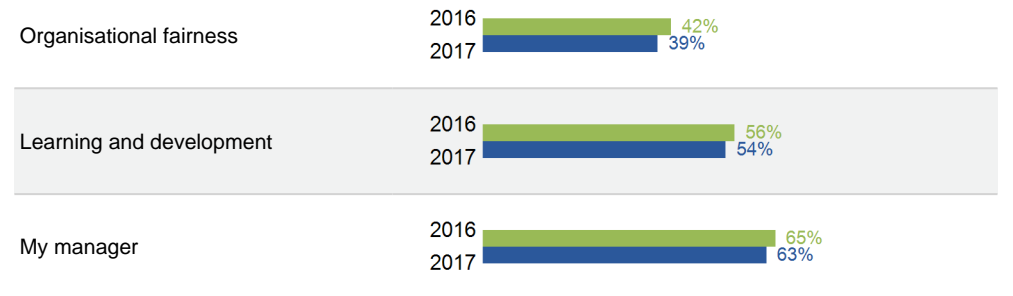


% positive change since 2016

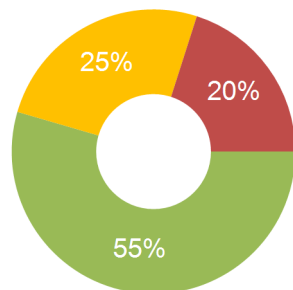
-5

Top 3 drivers

% Positive



Innovation

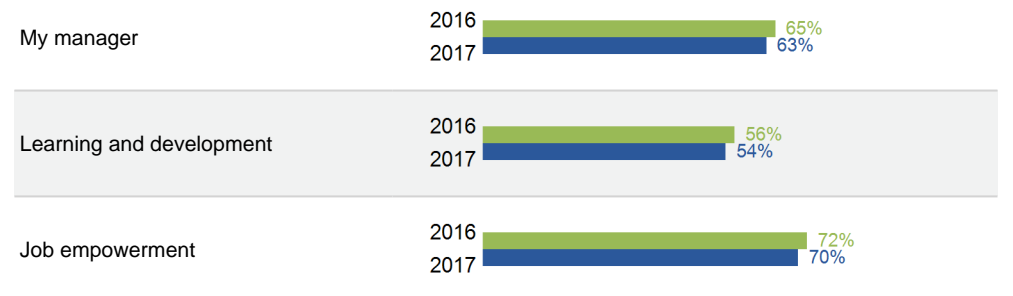


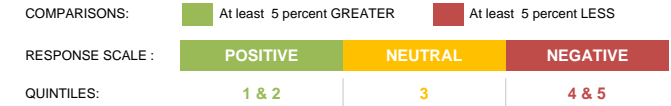
% positive change since 2016

-3

Top 3 drivers

% Positive





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*	52	31	17	52%	-5	-7	41 - 82	5
Job empowerment	70	16	14	70%	-2	-2	60 - 86	4
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	36	32	32	36%	-1	-4	29 - 68	5
Learning and development	54	24	22	54%	-2	-2	33 - 82	3
My workgroup	68	19	14	68%	-3	-8	58 - 92	5
My manager	63	18	19	63%	-2	-8	57 - 84	5
Organisational leadership*	39	32	29	39%	-5	-12	29 - 85	5
Organisational fairness	39	27	34	39%	-3	-4	26 - 67	4
Anti-discrimination	66	26	8	66%	-6	0	48 - 96	4
Innovation*	55	25	20	55%	-3	-5	46 - 89	5

03 Factors by division

Purpose

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

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

	Cairns & Hinterland Hospital & Health Service % positive	Chief Executive	Chief Finance Officer	Executive Director, Allied Health	Executive Director, Cairns Services (Acute & Community)	Executive Director, HR & Engagement	Executive Director, Medical Services	Executive Director, Nursing & Midwifery	Executive Director, Rural & Remote Services
Number of respondents	2,424	19	123	159	746	47	225	325	284
Agency engagement*	52%	51%	54%	47%	54%	56%	49%	49%	52%
Job empowerment	70%	61%	73%	71%	72%	60%	71%	72%	69%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	36%	49%	45%	31%	39%	26%	39%	33%	34%
Learning and development	54%	49%	43%	51%	59%	40%	53%	59%	55%
My workgroup	68%	74%	67%	65%	70%	72%	75%	69%	65%
My manager	63%	69%	71%	62%	65%	50%	69%	63%	59%
Organisational leadership*	39%	51%	40%	35%	41%	30%	41%	35%	42%
Organisational fairness	39%	48%	39%	39%	41%	35%	41%	36%	40%
Anti-discrimination	66%	72%	69%	71%	66%	76%	67%	64%	69%
Innovation*	55%	64%	61%	55%	58%	57%	54%	52%	54%

04 Workplace climate

Purpose

This section provides an overview of your agency's workplace climate index results. This data is benchmarked against the Queensland public sector and other agency results, as well as being compared with the previous year's results.

Understanding your agency's data, across time and in relation to the Queensland public sector, will enable your agency to assess its progress in workplace improvement.

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

	Response scale (%)			% positive	vs 2016	vs Qld public sector	Range of all agencies	Your agency quintile
● Safety, health and wellness*	48	28	24	48%	-7	-7	43 - 82	5
● Effectiveness and innovation*	54	24	22	54%	-3	-3	49 - 77	5
● People and relationships	68	18	13	68%	-3	-8	56 - 92	5
● Fairness and trust*	55	25	20	55%	-3	-4	46 - 78	4
● Performance and development	53	24	23	53%	-1	-2	41 - 74	4
● Leadership and engagement	54	25	21	54%	-4	-8	49 - 81	5
● My job	77	13	10	77%	-3	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.

	Cairns & Hinterland Hospital & Health Service % positive	Chief Executive	Chief Finance Officer	Executive Director, Allied Health	Executive Director, Cairns Services (Acute & Community)	Executive Director, HR & Engagement	Executive Director, Medical Services	Executive Director, Nursing & Midwifery	Executive Director, Rural & Remote Services
<i>This section shows the % positive scores for divisions within the agency</i>									
Number of respondents	2,424	19	123	159	746	47	225	325	284
● Safety, health and wellness*	48%	55%	54%	47%	50%	46%	50%	47%	48%
● Effectiveness and innovation*	54%	57%	58%	55%	56%	53%	55%	54%	54%
● People and relationships	68%	74%	68%	66%	71%	72%	75%	70%	66%
● Fairness and trust*	55%	65%	58%	57%	56%	56%	57%	53%	55%
● Performance and development	53%	53%	49%	50%	56%	41%	53%	56%	54%
● Leadership and engagement	54%	59%	58%	51%	56%	47%	56%	52%	53%
● My job	77%	66%	78%	77%	78%	72%	79%	79%	77%

* 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	28	34	37	28%	0	-3	
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	39	29	32	39%	-1	-4	
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	41	31	28	41%	-3	-4	
Q23f	My work contributes positively to my quality of life*	45	35	20	45%	-	+1	
Q24h	People in my workgroup are committed to workplace safety	77	17	6	77%	-1	-5	
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	57	25	18	57%	-	-10	
Q25b	My workplace culture supports people to achieve a good work/life balance	53	24	23	53%	-6	-9	
Q25c	There is adequate focus on workplace safety at my workplace	73	18	9	73%	-1	-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.

● Safety, health and wellness (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29h	My manager proactively discusses flexible work arrangements*	41	26	32	41%	-	-8
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	38	29	33	38%	-	-13
Q31h	The wellbeing of employees is a priority for my organisation*	36	32	33	36%	-	-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>	38	38	23	38%	-	-3
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	60	22	18	60%	-1	-4
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	44	34	22	44%	-	-11

* 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	69	16	16	69%	-1	-2
Q22c	I get the information I need to do my job well	66	20	14	66%	-1	-1
Q22d	I have the authority necessary to do my job effectively	67	18	15	67%	-2	-3
Q23c	I feel my job is secure	57	21	23	57%	+2	-1
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	31	52	16%	-2	-3
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	58	24	18	58%	-	-7
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	13	38	49	13%	-2	-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>	45	30	25	45%	+1	-1
Q26a	My workplace has undergone significant change in the past 12 months	48	31	21	48%	-16	-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.

● 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	54	25	21	54%	-3	-3
Q27b	I am encouraged to make suggestions about improving work processes and/or services	62	19	19	62%	-3	-5
Q27c	Management is willing to act on suggestions to improve how things are done	48	26	27	48%	-4	-6
Q27d	My workgroup uses research and expertise to identify better practice	52	31	18	52%	-3	-4
Q27e	My workgroup always tries to improve its performance	63	23	13	63%	-3	-6
Q27f	My organisation is open to new ideas	48	29	23	48%	-5	-7
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	65	17	18	65%	-2	-4
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	79	13	7	79%	-2	+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	9	67%	-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.

● People and relationships		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q24a	People in my workgroup treat each other with respect	63	16	21	63%	-4	-11
Q24b	I receive help and support from other people in my workgroup	74	15	10	74%	-5	-9
Q24c	People in my workgroup are honest, open and transparent in their dealings	55	23	22	55%	-4	-12
Q24d	People in my workgroup use their time and resources efficiently	57	25	19	57%	-2	-8
Q24e	People in my workgroup treat customers with respect	80	14	5	80%	-2	-5
Q24f	People in my workgroup are committed to delivering excellent service to customers	77	17	6	77%	-3	-6
Q24g	People in my workgroup do their jobs effectively	68	21	11	68%	-3	-7
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	72	17	11	72%	-3	-6

06 Workplace climate by item (cont.)

Purpose

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

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	68	19	14	68%	-4	-5
Q25f	Performance is assessed and rewarded fairly in my workplace	34	33	32	34%	+1	-2
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	35	23	42	35%	-4	-3
Q25h	People are treated fairly and consistently in my workplace	45	23	32	45%	-5	-6
Q25i	People take responsibility for their decisions and actions in my workplace	45	28	27	45%	-5	-6
Q25j	I am able to speak up and share a different view to my colleagues and manager*	63	16	20	63%	-	-8
Q30a	My senior manager demonstrates honesty and integrity	57	27	16	57%	-1	-13
Q31e	Recruitment and promotion decisions in this organisation are fair	34	30	36	34%	-5	-3

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Fairness and trust (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31i	My responsibilities outside of work restrict my opportunities for promotion* % positive indicates those who "strongly disagree" or "disagree" with this statement	54	29	17	54%	-	+1
Q32a	Age is not a barrier to success in my organisation	66	22	12	66%	-7	+1
Q32b	Gender is not a barrier to success in my organisation	72	19	9	72%	-6	+2
Q32c	Disability is not a barrier to success in my organisation	54	37	9	54%	-5	-2
Q32d	Cultural background is not a barrier to success in my organisation	68	25	7	68%	-6	-2
Q32e	Sexual orientation is not a barrier to success in my organisation	69	27	4	69%	-6	-1
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	46	21	33	46%	-8	-8
Q32g	Women and men have equal access to work experiences that support career progression*	66	25	9	66%	-	-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.

		Performance and development			Response scale (%)	% positive	vs 2016	vs Qld public sector
Q28a	I receive useful feedback on my performance	52	24	24	52%	0	-5	
Q28b	My performance is assessed against clear criteria	47	30	23	47%	0	-4	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	61	19	20	61%	-2	-2	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	39	30	31	39%	0	-2	
Q28e	I am able to access relevant learning and development opportunities	62	22	16	62%	0	0	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	63	23	14	63%	0	+4	
Q28g	I am satisfied with the opportunities available for career development	43	26	30	43%	-4	-1	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	52	21	26	52%	+2	-3	
Q28i	I develop new knowledge and skills through undertaking tasks at work	70	17	13	70%	-4	-2	
Q31b	My organisation is committed to developing its employees	42	30	27	42%	-4	-10	

06 Workplace climate by item (cont.)

Purpose

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

● Leadership and engagement		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29a	My manager treats employees with dignity and respect	69	14	17	69%	-3	-9
Q29b	My manager listens to what I have to say	71	13	16	71%	-2	-6
Q29c	My manager keeps me informed about what's going on	61	18	22	61%	-2	-7
Q29d	My manager understands my work	64	17	19	64%	-2	-9
Q29e	My manager creates a shared sense of purpose	60	20	20	60%	-3	-8
Q29f	My manager demonstrates honesty and integrity	67	15	17	67%	-3	-9
Q29g	My manager draws the best out of me	51	26	23	51%	-1	-6
Q31a	In my organisation, the leadership is of high quality	42	30	28	42%	-4	-11

06 Workplace climate by item (cont.)

Purpose

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

● Leadership and engagement (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31c	Management model the behaviours expected of all employees	39	30	31	39%	-6	-11
Q31d	In my organisation, the leadership operates with a high level of integrity	40	34	26	40%	-6	-14
Q31f	My organisation is well managed	36	33	31	36%	-5	-11
Q33a	I would recommend my organisation as a great place to work	54	29	17	54%	-7	-7
Q33b	I am proud to tell others I work for my organisation	61	27	12	61%	-5	-7
Q33c	I feel strong personal attachment to my organisation	51	32	17	51%	-5	-8
Q33d	My organisation motivates me to help it achieve its objectives	45	34	21	45%	-5	-8
Q33e	My organisation inspires me to do the best in my job	48	32	20	48%	-3	-5

06 Workplace climate by item (cont.)

Purpose

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

● My job		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q21a	I understand what is expected of me to do well in my job	90	5	5	90%	-2	0
Q21b	I understand how my work contributes to my organisation's objectives	90	6	4	90%	-2	0
Q22a	I have a choice in deciding how I do my work	65	18	17	65%	-1	-3
Q22e	My job gives me opportunities to utilise my skills	75	13	12	75%	-2	0
Q22f	I enjoy the work in my current job	76	15	9	76%	-5	0
Q22g	My job gives me a feeling of personal accomplishment	70	18	12	70%	-5	+1
Q34a	The degree to which your work is interesting/challenging <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	76	16	9	76%	-2	0
Q34b	Your ability to work on your own initiative <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	79	13	8	79%	-3	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	17	13	70%	-4	-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
I have had productive conversations with my manager on my performance in the past 12 months	Performance and development	52%	+2
I feel my job is secure	Effectiveness and innovation	57%	+2
Disruptions and/or noise at my workplace make it hard to get things done % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with disruptions and/or noise	Effectiveness and innovation	45%	+1
I intend to leave my organisation within the next 12 months	Non factorial item	68%	+1
Performance is assessed and rewarded fairly in my workplace	Fairness and trust	34%	+1

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	46%	-8
I would recommend my organisation as a great place to work	Leadership and engagement	54%	-7
Age is not a barrier to success in my organisation	Fairness and trust	66%	-7
Management model the behaviours expected of all employees	Leadership and engagement	39%	-6
Sexual orientation is not a barrier to success in my organisation	Fairness and trust	69%	-6

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%	+1
Encourages a strong customer and stakeholder focus	30%	+4
Supports their team to adapt to change	29%	+1
Empowers their team to perform at their best	29%	-3
Builds effective working relationships with others	27%	-2
Responds confidently when faced with uncertainty	26%	+1
Demonstrates sound judgment	22%	-5
Implements improved ways of doing things	22%	+2
Describes how their team's work aligns to organisational objectives	20%	+3
Delegates work effectively and monitors performance	19%	-5
Takes responsibility for team development	16%	0
Applies sound business management skills	16%	+2
Actively seeks feedback for personal development	7%	-1
Builds effective working relationships with others	39%	0
Empowers their team to perform at their best	38%	+3
Upholds ethical standards and principles	29%	+2
Demonstrates sound judgment	28%	-1
Implements improved ways of doing things	27%	+1
Responds confidently when faced with uncertainty	22%	-4
Supports their team to adapt to change	21%	+2
Encourages a strong customer and stakeholder focus	21%	+2
Delegates work effectively and monitors performance	19%	+1
Actively seeks feedback for personal development	19%	-2
Takes responsibility for team development	18%	0
Applies sound business management skills	13%	-2
Describes how their team's work aligns to organisational objectives	6%	-3

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

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED

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

NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Upholds ethical standards and principles	33%	+2
Encourages a strong customer and stakeholder focus	32%	+4
Supports their team to adapt to change	27%	+1
Demonstrates sound judgment	25%	-4
Empowers their team to perform at their best	25%	-2
Responds confidently when faced with uncertainty	24%	-1
Describes how their team's work aligns to organisational objectives	23%	+4
Builds effective working relationships with others	23%	-5
Implements improved ways of doing things	22%	+2
Applies sound business management skills	19%	+2
Delegates work effectively and monitors performance	19%	-4
Takes responsibility for team development	16%	-1
Actively seeks feedback for personal development	9%	+2
Empowers their team to perform at their best	39%	+4
Delegates work effectively and monitors performance	33%	+3
Actively seeks feedback for personal development	30%	0
Takes responsibility for team development	30%	0
Implements improved ways of doing things	30%	-2
Builds effective working relationships with others	25%	+1
Supports their team to adapt to change	24%	-2
Responds confidently when faced with uncertainty	17%	-2
Describes how their team's work aligns to organisational objectives	16%	-4
Upholds ethical standards and principles	15%	+2
Demonstrates sound judgment	14%	0
Encourages a strong customer and stakeholder focus	13%	+2
Applies sound business management skills	11%	-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%	0
Manages and prioritises resources to achieve the best outcomes	31%	-1
Takes responsibility for upholding ethical standards and principles	27%	+3
Encourages collaboration and inclusion across workgroups	27%	-2
Empowers individuals and teams to build capability	25%	-2
Encourages innovative ideas and solutions	24%	-2
Demonstrates sound judgment	23%	-6
Builds effective networks across the organisation and sector	22%	+2
Motivates others to perform at their best	21%	+2
Demonstrates sound business acumen	18%	+2
Leads change and culture initiatives	16%	+1
Manages ambiguity and politics effectively	14%	-3
Actively seeks feedback for personal development	8%	+1
Motivates others to perform at their best	38%	+2
Empowers individuals and teams to build capability	32%	0
Manages and prioritises resources to achieve the best outcomes	32%	-4
Demonstrates sound judgment	26%	-2
Takes responsibility for upholding ethical standards and principles	26%	+5
Takes a 'big picture' view of issues or problems	25%	-2
Encourages innovative ideas and solutions	23%	+3
Actively seeks feedback for personal development	21%	+4
Leads change and culture initiatives	21%	-2
Builds effective networks across the organisation and sector	16%	-5
Encourages collaboration and inclusion across workgroups	15%	-1
Manages ambiguity and politics effectively	15%	+1
Demonstrates sound business acumen	10%	0

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

08 Leadership behaviour in your agency: Senior Officer

Purpose

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

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

Leadership levels are defined as follows:

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

POSITIVE IMPACT

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

SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Navigates complex issues, politics and ambiguous situations effectively	37%	+1
Models high levels of ethical and professional behaviour	36%	-3
Stands behind their decisions in the face of adversity	36%	+7
Directs and prioritises resources to achieve the best outcomes	32%	+3
Adopts a system-wide view of issues to inform action	25%	+5
Creates a culture of continuous improvement	25%	+2
Inspires others to perform at their best	16%	-6
Nurtures a learning and development culture	16%	+1
Builds strong relationships that influence organisational and sector outcomes	16%	-11
Seeks feedback to strengthen leadership approach	16%	+3
Is compelling when communicating the organisational strategy	15%	+1
Leads change with agility	13%	0
Demonstrates commercial acumen in managing corporate risk	12%	-1
Inspires others to perform at their best	42%	0
Models high levels of ethical and professional behaviour	40%	+2
Creates a culture of continuous improvement	31%	+6
Builds strong relationships that influence organisational and sector outcomes	29%	-7
Navigates complex issues, politics and ambiguous situations effectively	26%	-4
Directs and prioritises resources to achieve the best outcomes	24%	-1
Leads change with agility	22%	+1
Seeks feedback to strengthen leadership approach	22%	+2
Stands behind their decisions in the face of adversity	20%	+5
Nurtures a learning and development culture	17%	+4
Adopts a system-wide view of issues to inform action	12%	0
Is compelling when communicating the organisational strategy	8%	-5
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	36%	+1
Navigates complex issues, politics and ambiguous situations effectively	35%	0
Directs and prioritises resources to achieve the best outcomes	33%	+3
Stands behind their decisions in the face of adversity	29%	+2
Adopts a system-wide view of issues to inform action	28%	+5
Demonstrates commercial acumen in managing corporate risk	21%	+5
Builds strong relationships that influence organisational and sector outcomes	19%	-9
Creates a culture of continuous improvement	19%	-3
Seeks feedback to strengthen leadership approach	18%	+4
Nurtures a learning and development culture	17%	+2
Is compelling when communicating the organisational strategy	15%	-1
Inspires others to perform at their best	14%	-7
Leads change with agility	14%	0
Inspires others to perform at their best	39%	+2
Seeks feedback to strengthen leadership approach	32%	-4
Creates a culture of continuous improvement	28%	+1
Nurtures a learning and development culture	28%	+2
Builds strong relationships that influence organisational and sector outcomes	24%	+2
Stands behind their decisions in the face of adversity	24%	+5
Leads change with agility	23%	+1
Navigates complex issues, politics and ambiguous situations effectively	22%	+5
Directs and prioritises resources to achieve the best outcomes	20%	-7
Models high levels of ethical and professional behaviour	19%	+1
Is compelling when communicating the organisational strategy	18%	-2
Adopts a system-wide view of issues to inform action	14%	-3
Demonstrates commercial acumen in managing corporate risk	7%	-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

	Proportion	vs Qld public sector
Inspires others to perform at their best	60%	+10
Models high levels of ethical and professional behaviour	58%	+9
Navigates complex issues, politics and ambiguous situations effectively	31%	+4
Builds strong relationships that influence organisational and sector outcomes	28%	-4
Nurtures a learning and development culture	25%	+2
Creates a culture of continuous improvement	21%	-10
Directs and prioritises resources to achieve the best outcomes	19%	-1
Seeks feedback to strengthen leadership approach	19%	+3
Stands behind their decisions in the face of adversity	19%	+1
Adopts a system-wide view of issues to inform action	10%	+2
Is compelling when communicating the organisational strategy	5%	-8
Leads change with agility	5%	-8
Demonstrates commercial acumen in managing corporate risk	1%	-1
Models high levels of ethical and professional behaviour	41%	+3
Navigates complex issues, politics and ambiguous situations effectively	33%	-2
Inspires others to perform at their best	31%	-9
Adopts a system-wide view of issues to inform action	26%	+8
Builds strong relationships that influence organisational and sector outcomes	26%	-8
Directs and prioritises resources to achieve the best outcomes	26%	+2
Creates a culture of continuous improvement	23%	-2
Seeks feedback to strengthen leadership approach	23%	+3
Nurtures a learning and development culture	21%	+6
Leads change with agility	19%	-1
Is compelling when communicating the organisational strategy	17%	+4
Stands behind their decisions in the face of adversity	12%	-1
Demonstrates commercial acumen in managing corporate risk	4%	-3

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

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED

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

NOT DEMONSTRATED

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

	Proportion	vs Qld public sector
Adopts a system-wide view of issues to inform action	31%	+1
Navigates complex issues, politics and ambiguous situations effectively	31%	-4
Builds strong relationships that influence organisational and sector outcomes	30%	+3
Directs and prioritises resources to achieve the best outcomes	30%	0
Stands behind their decisions in the face of adversity	28%	+6
Is compelling when communicating the organisational strategy	26%	+6
Creates a culture of continuous improvement	24%	0
Demonstrates commercial acumen in managing corporate risk	24%	+5
Seeks feedback to strengthen leadership approach	23%	+9
Models high levels of ethical and professional behaviour	19%	-12
Nurtures a learning and development culture	14%	-3
Inspires others to perform at their best	11%	-5
Leads change with agility	3%	-8
Models high levels of ethical and professional behaviour	38%	+13
Directs and prioritises resources to achieve the best outcomes	34%	+5
Creates a culture of continuous improvement	33%	+4
Inspires others to perform at their best	32%	-2
Seeks feedback to strengthen leadership approach	29%	-2
Nurtures a learning and development culture	27%	+3
Leads change with agility	23%	+1
Adopts a system-wide view of issues to inform action	19%	0
Navigates complex issues, politics and ambiguous situations effectively	19%	0
Stands behind their decisions in the face of adversity	18%	+1
Builds strong relationships that influence organisational and sector outcomes	15%	-7
Is compelling when communicating the organisational strategy	11%	-10
Demonstrates commercial acumen in managing corporate risk	3%	-6

09 Flexible work options

Purpose

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

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

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

	Proportion	vs 2016	vs Qld public sector
Used no flexible work option	50%	-1	+6
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	50%	+1	-6
None of the above	50%	-1	+6
Part time work	28%	0	+11
Casual/on call	6%	0	+3
Flexible work hours for example start late or early to meet responsibilities external to work*	6%	-	-7
Flexible work hours for example accumulated hours as 'flexitime'*	4%	-	-25
Other, please specify	3%	0	+1
Job sharing	3%	0	+1
Hot desks	3%	0	0
Leave at half pay	3%	-1	-1
Compressed work hours	3%	0	+1
Purchased leave/extended leave/deferred salary schemes	1%	0	0
Part-year work/annualised hours	1%	0	0
Telecommuting	0%	0	-4
Term-time working	0%	0	0

* New in 2017, no trend

09 Flexible work options (cont.)

Purpose

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

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

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

	Proportion	vs 2016	vs Qld public sector
Yes, I requested flexibility	20%	+3	0
No, I have not made a request but I am content with my current arrangements	66%	-7	-3
No, I have not made a request but I am not content with my current arrangements	15%	+3	+3

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

	Proportion	vs Qld public sector
Fully granted	56%	-10
Partially granted	15%	+1
Declined – no reason given	12%	+5
Declined – reason provided	12%	+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	32%	+9	+3
I feel flexibility is not possible in my current job	32%	-5	+3
None of the Above*	22%	-	-1
I didn't feel confident presenting my case or negotiating arrangements with my manager	22%	-5	0
I was concerned that it may negatively impact my team	17%	-3	-1
I didn't feel I had the right to	17%	-5	0
I don't feel confident in my manager's ability to manage staff working flexibly	14%	-6	+2
I felt it would limit my career	12%	-4	-7
I felt it would limit my access to training and development	6%	-2	-1
I feel the technology I currently have access to does not support flexible working	3%	-1	-3

* New in 2017, no trend

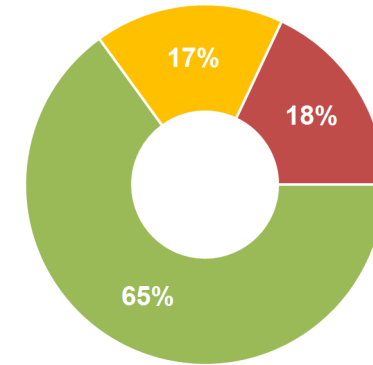
10 Domestic and family violence

Purpose

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

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

Overall	% proportion	vs 2016	vs Qld public sector
Yes	65%	+8	-11
No	18%	-3	+6
Don't know	17%	-6	+5



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	79%	+9	-8
No	11%	-4	+3
Don't Know	10%	-6	+4

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	62%	+8	-10
No	20%	-2	+6
Don't Know	19%	-6	+4

10 Domestic and family violence (cont.)

Purpose

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

Managers <i>Manage one or more employees</i>	% positive	vs 2016	vs Qld public sector
I am confident that I could sensitively communicate with employees affected by domestic and family violence	81%	+3	-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	82%	+4	0
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	78%	+1	-3

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	69%	+2	-2
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	66%	+3	-5

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

Managers <i>Manage one or more employees</i>	% proportion	vs Qld public sector	Non-managers <i>Manage no employees</i>	% proportion	vs Qld public sector
Yes	17%	+1	Yes	8%	+1
No	77%	-3	No	86%	-2
Don't Know	3%	+1	Don't Know	2%	-1
Prefer not to say	3%	0	Prefer not to say	4%	+1

* New in 2017, no trend

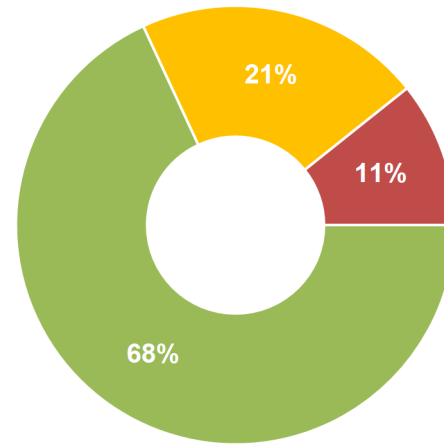
* New in 2017, no trend

11 Intention to leave your organisation

Purpose

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

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



68%

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

+1

Reasons for leaving	Proportion	vs Qld public sector
The workplace culture	45%	+6
Career or job opportunities	41%	-12
Stress/Health	34%	+1
Professional/personal development	31%	-5
Your relationship with your manager	27%	+4
Balancing work and life commitments	26%	+4
Pay and conditions	17%	-10
Work hours	16%	+2
Family/carer responsibilities	15%	+2
Your relationship with your colleagues	14%	+3
Job security	13%	-5
Travel plans	12%	+5
Retirement	10%	+2
Other (please specify)	9%	-1
Fit between work and your interests	9%	-3
The location of your workplace or the time spent commuting	8%	-10
Contract expiring	7%	-5

12 Bullying and sexual harassment

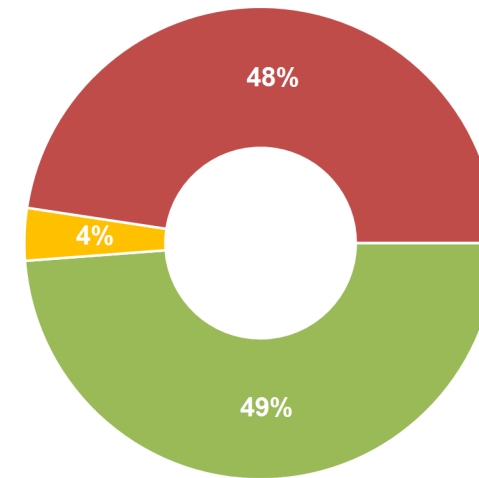
Purpose

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.

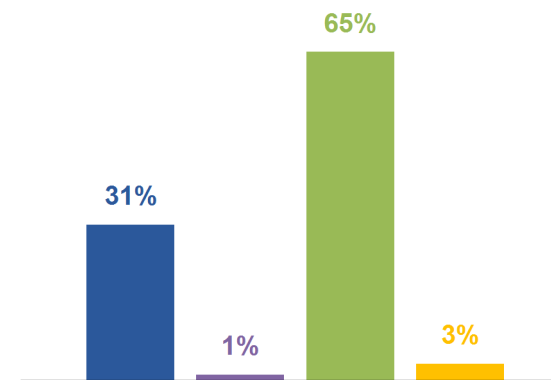
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
Yes	48%	+6	+20
No	49%	-4	-18
Don't know	4%	-2	-2



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	31%	+4	+14
Sexual Harassment	1%	0	0
No	65%	-4	-13
Don't Know	3%	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.

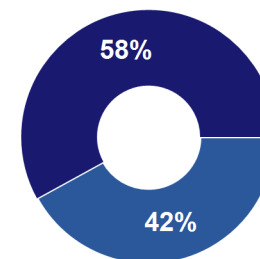
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	51%	-6	+7
Your immediate manager/supervisor	35%	+1	+1
A senior manager	25%	+3	-6
A group of fellow workers	17%	+1	+3
A client/customer	10%	-3	+3
A member of the public	9%	-1	+3
A worker that reports to you	8%	0	+3
Prefer not to specify	7%	+1	-2
A consultant/service provider	2%	-1	0
A representative of another agency	1%	-1	-1
Other	1%	-1	-1

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	57%	-13	-1
Inappropriate and unfair application of work policies or rules	32%	-1	-9
Other	20%	-3	-7
'Initiations' or pranks	17%	+12	+10
Physical behaviour (e.g. assault or aggressive body language)	15%	0	+4
Interference with your personal property or work equipment	9%	+4	+1
Cyber bullying	7%	+2	+1

Did you report the BULLYING?

No



Yes

Why did you not report the BULLYING?

	Proportion	vs 2016	vs Qld public sector
I did not think any action would be taken	57%	0	+1
I did not want to upset relationships in the workplace	42%	+3	+3
It could affect my career	40%	-1	-5
I did not think it was worth the hassle of going through the report process	36%	-2	-1
Managers accepted the behaviour	33%	0	0
I did not have enough evidence	19%	0	-1
I did not think the bullying was serious enough	13%	-1	-3
Other	12%	+1	+1
The matter was resolved informally	9%	-1	+2
I did not know how to report it	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.

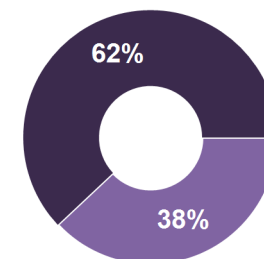
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you SEXUALLY HARASSED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	59%	+2	+7
A client/customer	19%	-24	+6
Your immediate manager/supervisor	15%	-6	+1
A group of fellow workers	11%	-13	+3
A representative of another agency	11%	+2	+9
A senior manager	11%	-1	-3
A member of the public	4%	-21	-4
A worker that reports to you	4%	-8	+1
Other	4%	-5	+2
A consultant/service provider	0%	-12	-2
Prefer not to specify	0%	-6	-12

What type of SEXUAL HARASSMENT did you experience?	Proportion	vs 2016	vs Qld public sector
Remarks of a sexual nature	85%	-	+12
Unwanted physical intimacy	67%	-	+31
Unwelcome demand or request, either directly or implied, for sexual favours	33%	-	+17
Any other unwelcome conduct of a sexual nature in relation to you	30%	-	+3

Did you report the **SEXUAL HARASSMENT**?

No



Yes

Why did you not report the SEXUAL HARASSMENT ?	Proportion	vs 2016	vs Qld public sector
I did not have enough evidence	38%	+13	+16
I did not think any action would be taken	38%	-13	-4
I did not think it was worth the hassle of going through the report process	31%	-13	-6
I did not think the sexual harassment was serious enough	31%	+6	+1
I did not want to upset relationships in the workplace	31%	0	-7
It could affect my career	31%	0	-4
The matter was resolved informally	31%	+25	+18
Managers accepted the behaviour	25%	+6	+4
I did not know how to report it	13%	+13	+5
Other	0%	-6	-11

13 Your view

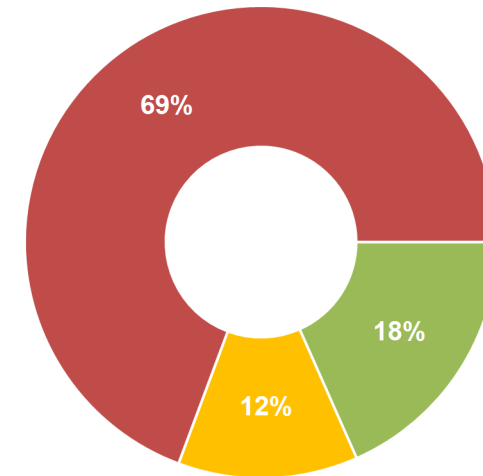
Purpose

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.

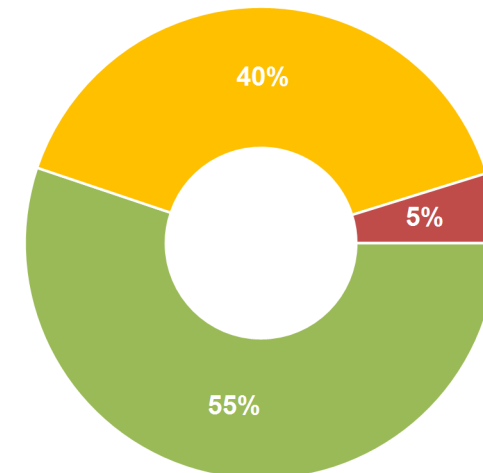
Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Yes	18%	+5	-12
No	69%	+2	+13
No, but I have not worked long in my organisation	12%	-7	-1



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	55%	+2	-7
Neutral	40%	-2	+8
Negative	5%	0	-1



14 Agency specific questions

Purpose

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

	Response scale (%)			% positive 2017	vs 2016
There is clarity around the responsibility of leaders at all levels of CHHHS	33	36	30	33%	-
I believe leadership is important in clinical environments	94	6	1	94%	-
The role of leaders is understood and valued by the people I work with	51	29	20	51%	-
My Role as a leader has a direct impact on the people in my team and the effectiveness of the health service	62	34	4	62%	-
I feel empowered to be a leader in our health service	42	41	18	42%	-
I clearly understand my leadership responsibilities	57	35	8	57%	-
The feedback I receive helps me improve and develop	60	27	13	60%	-
I provide regular feedback to others on how they are performing their role	50	38	12	50%	-
I found my last PaD conversation was useful	40	32	28	40%	-
My manager and I are implementing the development actions of my current PaD	39	36	25	39%	-

15 Appendix A – Strategic priorities by demographics

Purpose

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

"Restricted" indicates a group with less than 10 respondents

	Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
Cairns & Hinterland Hospital & Health Service	2,424	52%	39%	55%
Managerial status				
Yes	426	53%	42%	64%
No	1,981	52%	39%	52%
Employment status				
Permanent	1,959	50%	37%	54%
Non-permanent	450	60%	49%	58%
Full-time status				
Full-time basis	1,603	52%	41%	56%
Part-time basis	784	51%	37%	52%
FTE Salary				
Under \$50,000	257	58%	47%	54%
\$50,000 - \$69,999	710	54%	40%	51%
\$70,000 - \$89,999	607	49%	35%	51%
\$90,000 or over	810	51%	40%	60%
Time in agency				
Less than 2 years	525	61%	52%	59%
2 to less than 6 years	632	52%	41%	56%
6 to less than 10 years	448	50%	35%	57%
10 to less than 14 years	284	45%	33%	51%
14 to less than 16 years	85	54%	37%	55%
16 to less than 20 years	149	46%	35%	51%
20 years or more	285	47%	33%	46%

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

Purpose

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

		Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
<i>"Restricted" indicates a group with less than 10 respondents</i>					
Cairns & Hinterland Hospital & Health Service		2,424	52%	39%	55%
Age					
	34 years or younger	526	60%	49%	60%
	35 to 44 years	544	52%	41%	58%
	45 to 54 years	753	49%	35%	54%
	55 years or older	592	49%	35%	48%
Gender*					
	Female	1,969	52%	40%	55%
	Male	443	51%	38%	54%
	X	8	Restricted	Restricted	Restricted
Type of work					
	Direct service delivery	1,567	52%	40%	55%
	Corporate services and administrative support/clerical	431	54%	39%	57%
	Other	398	49%	36%	50%
Clinical versus non-clinical					
	Clinical	1,487	52%	40%	56%
	Non-clinical	886	53%	39%	54%
Shiftwork					
	Yes	796	50%	37%	45%
	No	1,613	53%	41%	59%

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

16 Appendix B – Strategic priorities and factors by item

Purpose

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

Strategic priorities		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Agency engagement							
Q33a	I would recommend my organisation as a great place to work	54%	-7	29%	+4	17%	+4
Q33b	I am proud to tell others I work for my organisation	61%	-5	27%	+4	12%	+2
Q33c	I feel strong personal attachment to my organisation	51%	-5	32%	+2	17%	+3
Q33d	My organisation motivates me to help it achieve its objectives	45%	-5	34%	+2	21%	+3
Q33e	My organisation inspires me to do the best in my job	48%	-3	32%	0	20%	+2
Organisational leadership							
Q31a	In my organisation, the leadership is of high quality	42%	-4	30%	0	28%	+4
Q31c	Management model the behaviours expected of all employees	39%	-6	30%	-1	31%	+7
Q31d	In my organisation, the leadership operates with a high level of integrity	40%	-6	34%	+1	26%	+5
Q31f	My organisation is well managed	36%	-5	33%	+2	31%	+3
Innovation							
Q27a	I get the opportunity to develop new and better ways of doing my job	54%	-3	25%	+1	21%	+2
Q27b	I am encouraged to make suggestions about improving work processes and/or services	62%	-3	19%	+1	19%	+2
Q27c	Management is willing to act on suggestions to improve how things are done	48%	-4	26%	0	27%	+4
Q27d	My workgroup uses research and expertise to identify better practice	52%	-3	31%	+1	18%	+1
Q27e	My workgroup always tries to improve its performance	63%	-3	23%	+1	13%	+2
Q27f	My organisation is open to new ideas	48%	-5	29%	+2	23%	+3

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

Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Job empowerment							
Q22a	I have a choice in deciding how I do my work	65%	-1	18%	-1	17%	+2
Q22b	I have the tools I need to do my job effectively	69%	-1	16%	+1	16%	0
Q22c	I get the information I need to do my job well	66%	-1	20%	+1	14%	0
Q22d	I have the authority necessary to do my job effectively	67%	-2	18%	0	15%	+2
Q22e	My job gives me opportunities to utilise my skills	75%	-2	13%	0	12%	+2
Q34b	Your ability to work on your own initiative	79%	-3	13%	0	8%	+2
Workload and health							
Q23a	I am overloaded with work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with overload	28%	0	34%	0	37%	+1
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with burn out	39%	-1	29%	-1	32%	+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	41%	-3	31%	+3	28%	0
Learning and development							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	61%	-2	19%	0	20%	+2
Q28e	I am able to access relevant learning and development opportunities	62%	0	22%	+1	16%	0
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	63%	0	23%	-2	14%	+2
Q28g	I am satisfied with the opportunities available for career development	43%	-4	26%	-1	30%	+5
Q31b	My organisation is committed to developing its employees	42%	-4	30%	0	27%	+4

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

Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
My workgroup							
Q24a	People in my workgroup treat each other with respect	63%	-4	16%	-1	21%	+5
Q24b	I receive help and support from other people in my workgroup	74%	-5	15%	+2	10%	+3
Q24c	People in my workgroup are honest, open and transparent in their dealings	55%	-4	23%	-1	22%	+5
Q24d	People in my workgroup use their time and resources efficiently	57%	-2	25%	+1	19%	+2
Q24e	People in my workgroup treat customers with respect	80%	-2	14%	+2	5%	0
Q24f	People in my workgroup are committed to delivering excellent service to customers	77%	-3	17%	+2	6%	+1
Q24g	People in my workgroup do their jobs effectively	68%	-3	21%	+2	11%	+1
My manager							
Q29a	My manager treats employees with dignity and respect	69%	-3	14%	0	17%	+3
Q29b	My manager listens to what I have to say	71%	-2	13%	-1	16%	+3
Q29c	My manager keeps me informed about what's going on	61%	-2	18%	-1	22%	+3
Q29d	My manager understands my work	64%	-2	17%	+1	19%	+1
Q29e	My manager creates a shared sense of purpose	60%	-3	20%	0	20%	+3
Q29f	My manager demonstrates honesty and integrity	67%	-3	15%	-1	17%	+4
Q29g	My manager draws the best out of me	51%	-1	26%	-2	23%	+3

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

Purpose

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

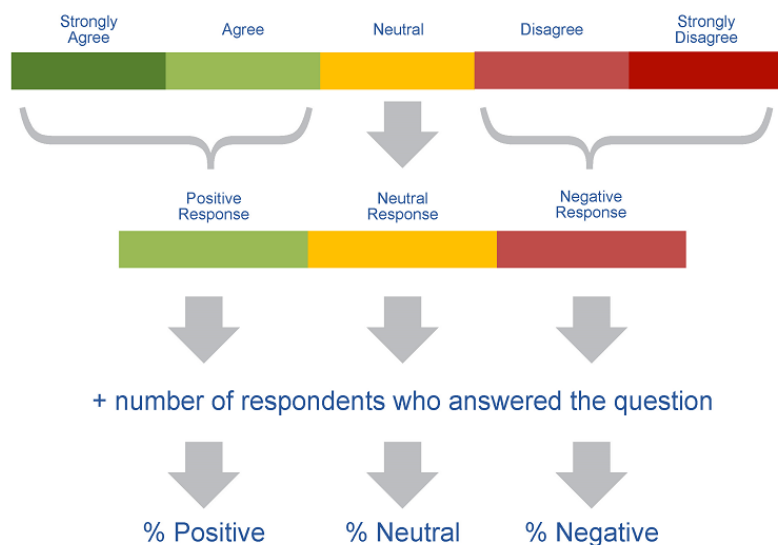
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Organisational fairness							
Q25f	Performance is assessed and rewarded fairly in my workplace	34%	+1	33%	-2	32%	+1
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	35%	-4	23%	-2	42%	+6
Q25h	People are treated fairly and consistently in my workplace	45%	-5	23%	-1	32%	+6
Q25i	People take responsibility for their decisions and actions in my workplace	45%	-5	28%	0	27%	+5
Q31e	Recruitment and promotion decisions in this organisation are fair	34%	-5	30%	-2	36%	+6
Anti-discrimination							
Q32a	Age is not a barrier to success in my organisation	66%	-7	22%	+2	12%	+5
Q32b	Gender is not a barrier to success in my organisation	72%	-6	19%	+2	9%	+3
Q32c	Disability is not a barrier to success in my organisation	54%	-5	37%	+2	9%	+3
Q32d	Cultural background is not a barrier to success in my organisation	68%	-6	25%	+3	7%	+3
Q32e	Sexual orientation is not a barrier to success in my organisation	69%	-6	27%	+5	4%	+1

17 Appendix C – How to interpret this report

% Positive, neutral and negative scores

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

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



Negatively Worded Questions: An example

What are negatively worded questions?

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

How are the negatively worded responses scored?

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

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

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

EXAMPLE

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

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

OR

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

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

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

How will I know if I am interpreting this correctly?

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

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

Rounding

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

Factor scores

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

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

Workplace climate index scores

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

% Change and division comparisons

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

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

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

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

Quintile

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

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

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

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

Number of respondents

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

Base size for Working for Queensland 2017

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

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

Definitions

The following definitions were used in the survey:

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

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

Your organisation

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

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

Your manager - The person you usually report to.

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

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

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

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