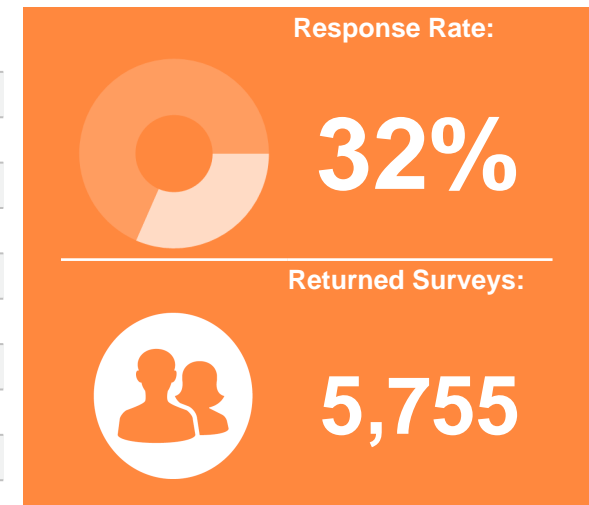


Metro North Hospital and Health Service

Highlight Report

Report Content

Reporting Framework	
STRATEGIC PRIORITIES	01 Driver analysis scorecard
	02 Factors
	03 Factors by division
WORKPLACE CLIMATE	04 Workplace climate
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	06 Workplace climate by item
	07 Most changed since 2016, by item
	08 Leadership behaviour in your agency
	09 Flexible work options
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APPENDICES	14 Appendix A – Strategic priorities by demographics
	15 Appendix B – Strategic priorities and factors by item
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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.

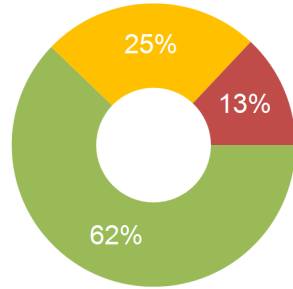


01 Driver analysis scorecard

Purpose

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

Agency engagement

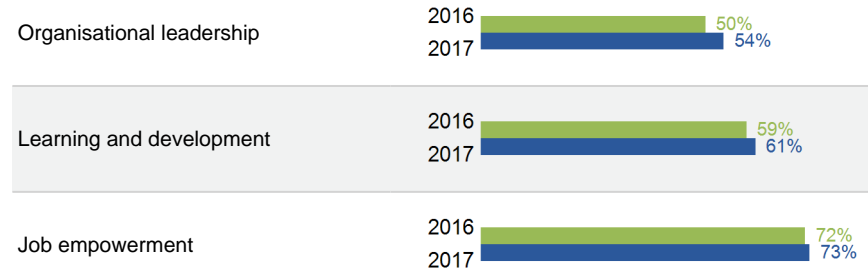


% positive change since 2016

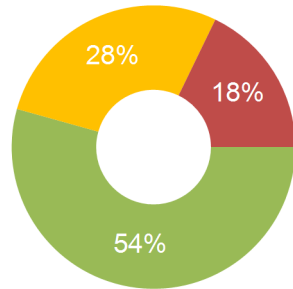
+2

Top 3 drivers

% Positive



Organisational Leadership

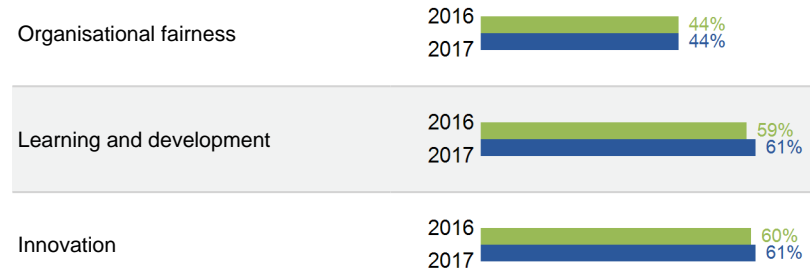


% positive change since 2016

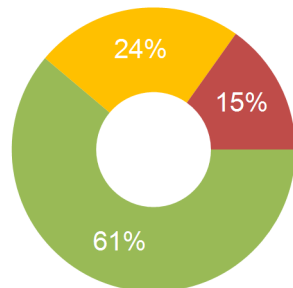
+4

Top 3 drivers

% Positive



Innovation

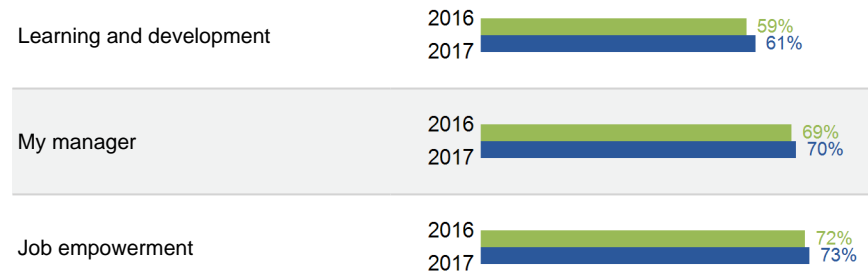


% positive change since 2016

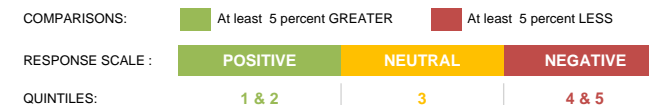
+1

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*	62	25	13	62%	+2	+4	41 - 82	2
Job empowerment	73	16	12	73%	0	+1	60 - 86	3
Workload and health <i>% positive indicates those who have limited to no issues with workload and health</i>	38	31	32	38%	+2	-2	29 - 68	4
Learning and development	61	22	17	61%	+2	+5	33 - 82	2
My workgroup	75	16	10	75%	+1	-1	58 - 92	4
My manager	70	16	14	70%	+1	-1	57 - 84	4
Organisational leadership*	54	28	18	54%	+4	+3	29 - 85	3
Organisational fairness	44	29	27	44%	+1	+1	26 - 67	3
Anti-discrimination	69	23	7	69%	-1	+3	48 - 96	3
Innovation*	61	24	15	61%	+1	+1	46 - 89	3

03 Factors by division

Purpose

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

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

	Metro North Hospital and Health Service % positive	Metro North Caboolture & Kilcoy Hospitals	Metro North Community, Indigenous Subacute Services	Metro North Medical Imaging	Metro North Mental Health	Metro North Office of Chief Executive (CE)	Metro North Oral Health Services	Metro North Redcliffe Hospital	Metro North Royal Brisbane & Women's Hospital (RBWH)	Metro North The Prince Charles Hospital (TPCH)
Number of respondents	5,755	326	591	199	513	430	274	473	1791	993
Agency engagement*	62%	61%	65%	58%	66%	63%	50%	63%	62%	65%
Job empowerment	73%	71%	72%	71%	78%	70%	68%	71%	73%	74%
Workload and health <small>% positive indicates those who have limited to no issues with workload and health</small>	38%	31%	41%	40%	39%	47%	35%	34%	36%	39%
Learning and development	61%	61%	63%	59%	70%	57%	48%	62%	61%	62%
My workgroup	75%	76%	77%	78%	80%	76%	74%	73%	74%	74%
My manager	70%	69%	72%	73%	77%	75%	63%	70%	68%	70%
Organisational leadership*	54%	54%	56%	53%	60%	57%	42%	56%	54%	55%
Organisational fairness	44%	44%	46%	42%	52%	44%	37%	43%	44%	46%
Anti-discrimination	69%	72%	71%	73%	71%	73%	67%	69%	69%	68%
Innovation*	61%	62%	65%	58%	64%	67%	49%	62%	61%	61%

04 Workplace climate

Purpose

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

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

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

	Response scale (%)			% positive	vs 2016	vs Qld public sector	Range of all agencies	Your agency quintile
● Safety, health and wellness*	52	27	21	52%	-3	-2	43 - 82	4
● Effectiveness and innovation*	58	24	19	58%	+1	0	49 - 77	3
● People and relationships	75	15	10	75%	+1	-1	56 - 92	4
● Fairness and trust*	60	24	16	60%	+1	+1	46 - 78	3
● Performance and development	60	23	18	60%	+2	+4	41 - 74	2
● Leadership and engagement	64	22	15	64%	+2	+1	49 - 81	3
● My job	79	12	9	79%	0	+1	58 - 89	2

* 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.

	Metro North Hospital and Health Service % positive	Metro North Caboolture & Kilcoy Hospitals	Metro North Community, Indigenous Subacute Services	Metro North Medical Imaging	Metro North Mental Health	Metro North Office of Chief Executive (CE)	Metro North Oral Health Services	Metro North Redcliffe Hospital	Metro North Royal Brisbane & Women's Hospital (RBWH)	Metro North The Prince Charles Hospital (TPCH)
<i>This section shows the % positive scores for divisions within the agency</i>										
Number of respondents	5,755	326	591	199	513	430	274	473	1791	993
● Safety, health and wellness*	52%	49%	55%	51%	54%	61%	49%	51%	51%	51%
● Effectiveness and innovation*	58%	58%	59%	57%	60%	59%	52%	59%	58%	58%
● People and relationships	75%	77%	77%	78%	80%	76%	74%	73%	74%	74%
● Fairness and trust*	60%	61%	61%	60%	64%	62%	56%	59%	59%	59%
● Performance and development	60%	59%	61%	58%	68%	56%	49%	59%	60%	61%
● Leadership and engagement	64%	63%	66%	63%	69%	66%	54%	64%	63%	65%
● My job	79%	79%	78%	80%	84%	76%	71%	79%	79%	80%

* 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	33	39	28%	+1	-3
Q23b	I feel burned out by my work % positive indicates those who "strongly disagree" or "disagree" with this statement	40	29	31	40%	+2	-3
Q23e	My work has a negative impact on my health % positive indicates those who "strongly disagree" or "disagree" with this statement	45	29	25	45%	+2	0
Q23f	My work contributes positively to my quality of life*	47	34	19	47%	-	+3
Q24h	People in my workgroup are committed to workplace safety	82	14	4	82%	0	0
Q24j	People in my workgroup work together to ensure flexible work arrangements meet both individual and business needs*	61	25	14	61%	-	-6
Q25b	My workplace culture supports people to achieve a good work/life balance	57	24	19	57%	0	-5
Q25c	There is adequate focus on workplace safety at my workplace	79	15	7	79%	0	0

* New in 2017, no trend

06 Workplace climate by item

Purpose

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

New items were added to this index in 2017.

● Safety, health and wellness (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29h	My manager proactively discusses flexible work arrangements*	45	27	28	45%	-	-4
Q31g	In my organisation, senior leaders clearly consider the wellbeing of employees to be important*	51	26	22	51%	-	+1
Q31h	The wellbeing of employees is a priority for my organisation*	48	29	23	48%	-	-1
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	35	28	37%	-	-4
Q34e	Your work-life balance % positive indicates those who responded with "very satisfied" or "satisfied"	60	21	18	60%	+1	-4
Q34g	Your ability to access and use flexible work arrangements* % positive indicates those who responded with "very satisfied" or "satisfied"	48	30	22	48%	-	-7

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Effectiveness and innovation		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q22b	I have the tools I need to do my job effectively	71	15	14	71%	+1	0
Q22c	I get the information I need to do my job well	70	18	12	70%	0	+3
Q22d	I have the authority necessary to do my job effectively	70	18	11	70%	0	+1
Q23c	I feel my job is secure	59	19	21	59%	+3	+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>	20	34	47	20%	+1	0
Q24k	People in my workgroup share diverse ideas to develop innovative solutions*	64	24	12	64%	-	-1
Q25d	Approval processes at my workplace are excessive <small>% positive indicates those who "strongly disagree" or "disagree" with this statement</small>	18	40	42	18%	+1	-2
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>	44	26	30	44%	-1	-1
Q26a	My workplace has undergone significant change in the past 12 months	50	31	19	50%	-1	-2

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

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	58	25	17	58%	+2	+1
Q27b	I am encouraged to make suggestions about improving work processes and/or services	69	17	14	69%	0	+2
Q27c	Management is willing to act on suggestions to improve how things are done	53	26	21	53%	+2	0
Q27d	My workgroup uses research and expertise to identify better practice	58	28	13	58%	0	+3
Q27e	My workgroup always tries to improve its performance	71	20	9	71%	0	+1
Q27f	My organisation is open to new ideas	58	26	16	58%	+2	+3
Q34c	Your physical working environment <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	63	19	18	63%	-2	-6
Q34d	The location of your work <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	78	14	8	78%	0	0
Q34f	Your ability to 'make a difference' to the community <small>% positive indicates those who responded with "very satisfied" or "satisfied"</small>	69	22	9	69%	-1	+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.

● People and relationships		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q24a	People in my workgroup treat each other with respect	72	14	14	72%	+1	-2
Q24b	I receive help and support from other people in my workgroup	82	12	7	82%	+1	-1
Q24c	People in my workgroup are honest, open and transparent in their dealings	63	21	16	63%	0	-5
Q24d	People in my workgroup use their time and resources efficiently	62	22	15	62%	+1	-2
Q24e	People in my workgroup treat customers with respect	86	10	4	86%	0	+1
Q24f	People in my workgroup are committed to delivering excellent service to customers	84	12	4	84%	0	+1
Q24g	People in my workgroup do their jobs effectively	74	18	9	74%	+1	-1
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	78	15	7	78%	+2	0

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Fairness and trust		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q25a	My workplace has an inclusive culture where diversity is valued and respected	73	18	9	73%	0	+1
Q25f	Performance is assessed and rewarded fairly in my workplace	37	34	29	37%	+1	+1
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	39	26	35	39%	-1	+1
Q25h	People are treated fairly and consistently in my workplace	52	24	24	52%	+1	+1
Q25i	People take responsibility for their decisions and actions in my workplace	52	28	20	52%	0	0
Q25j	I am able to speak up and share a different view to my colleagues and manager*	69	16	15	69%	-	-2
Q30a	My senior manager demonstrates honesty and integrity	67	20	13	67%	+6	-3
Q31e	Recruitment and promotion decisions in this organisation are fair	41	32	27	41%	+2	+4

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

New items were added to this index in 2017.

● Fairness and trust (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31i	My responsibilities outside of work restrict my opportunities for promotion* % positive indicates those who "strongly disagree" or "disagree" with this statement	51	27	21	51%	-	-2
Q32a	Age is not a barrier to success in my organisation	69	20	11	69%	-1	+4
Q32b	Gender is not a barrier to success in my organisation	75	18	8	75%	0	+5
Q32c	Disability is not a barrier to success in my organisation	58	34	9	58%	0	+1
Q32d	Cultural background is not a barrier to success in my organisation	72	22	6	72%	-1	+3
Q32e	Sexual orientation is not a barrier to success in my organisation	73	23	3	73%	-1	+4
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	57	21	22	57%	-2	+2
Q32g	Women and men have equal access to work experiences that support career progression*	70	21	8	70%	-	+4

* New in 2017, no trend

06 Workplace climate by item (cont.)

Purpose

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

		Performance and development			Response scale (%)	% positive	vs 2016	vs Qld public sector
Q28a	I receive useful feedback on my performance	59	22	18	59%	+2	+2	
Q28b	My performance is assessed against clear criteria	56	27	17	56%	+2	+5	
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	67	17	16	67%	+2	+4	
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	45	29	27	45%	+3	+4	
Q28e	I am able to access relevant learning and development opportunities	67	20	13	67%	+2	+5	
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	66	24	10	66%	+1	+7	
Q28g	I am satisfied with the opportunities available for career development	49	25	26	49%	+2	+5	
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	58	20	22	58%	+2	+3	
Q28i	I develop new knowledge and skills through undertaking tasks at work	73	16	10	73%	0	+1	
Q31b	My organisation is committed to developing its employees	56	27	17	56%	+4	+4	

06 Workplace climate by item (cont.)

Purpose

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

● Leadership and engagement		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q29a	My manager treats employees with dignity and respect	77	12	11	77%	0	-1
Q29b	My manager listens to what I have to say	75	13	12	75%	0	-1
Q29c	My manager keeps me informed about what's going on	67	16	16	67%	+3	0
Q29d	My manager understands my work	71	14	15	71%	+1	-2
Q29e	My manager creates a shared sense of purpose	67	18	15	67%	+1	-1
Q29f	My manager demonstrates honesty and integrity	74	14	11	74%	+1	-2
Q29g	My manager draws the best out of me	57	26	17	57%	+1	0
Q31a	In my organisation, the leadership is of high quality	58	25	17	58%	+6	+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.

● Leadership and engagement (cont.)		Response scale (%)			% positive	vs 2016	vs Qld public sector
Q31c	Management model the behaviours expected of all employees	52	28	20	52%	+2	+3
Q31d	In my organisation, the leadership operates with a high level of integrity	57	28	16	57%	+5	+2
Q31f	My organisation is well managed	51	30	19	51%	+4	+3
Q33a	I would recommend my organisation as a great place to work	65	22	13	65%	+3	+5
Q33b	I am proud to tell others I work for my organisation	72	20	9	72%	+2	+4
Q33c	I feel strong personal attachment to my organisation	60	26	13	60%	+2	+1
Q33d	My organisation motivates me to help it achieve its objectives	56	28	16	56%	+2	+3
Q33e	My organisation inspires me to do the best in my job	57	28	15	57%	+3	+4

06 Workplace climate by item (cont.)

Purpose

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

● 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	93	4	4	93%	0	+3
Q21b	I understand how my work contributes to my organisation's objectives	93	4	3	93%	0	+2
Q22a	I have a choice in deciding how I do my work	66	19	15	66%	+2	-1
Q22e	My job gives me opportunities to utilise my skills	78	12	10	78%	0	+3
Q22f	I enjoy the work in my current job	76	15	8	76%	-1	+1
Q22g	My job gives me a feeling of personal accomplishment	71	17	12	71%	0	+2
Q34a	The degree to which your work is interesting/challenging <i>% positive indicates those who responded with "very satisfied" or "satisfied"</i>	77	14	9	77%	+1	+2
Q34b	Your ability to work on your own initiative <i>% positive indicates those who responded with "very satisfied" or "satisfied"</i>	81	12	8	81%	-1	+1
Q35	All things considered, how satisfied are you with your current job? <i>% positive indicates those who responded with "very satisfied" or "satisfied"</i>	74	14	12	74%	+1	+1

07 Most changed since 2016, by item

Purpose

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

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

The survey items with the most positive change	Index	% positive 2017	vs 2016
In my organisation, the leadership is of high quality	Leadership and engagement	58%	+6
My senior manager demonstrates honesty and integrity	Fairness and trust	67%	+6
In my organisation, the leadership operates with a high level of integrity	Leadership and engagement	57%	+5
My organisation is committed to developing its employees	Performance and development	56%	+4
I intend to leave my organisation within the next 12 months	Non factorial item	70%	+4

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	57%	-2
Your physical working environment % positive indicates those who responded with "very satisfied" or "satisfied"	Effectiveness and innovation	63%	-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	44%	-1
Age is not a barrier to success in my organisation	Fairness and trust	69%	-1
I enjoy the work in my current job	My job	76%	-1

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
Empowers their team to perform at their best	32%	+1
Upholds ethical standards and principles	30%	-2
Builds effective working relationships with others	30%	+1
Supports their team to adapt to change	30%	+2
Encourages a strong customer and stakeholder focus	27%	+1
Responds confidently when faced with uncertainty	24%	-1
Implements improved ways of doing things	23%	+3
Demonstrates sound judgment	23%	-4
Delegates work effectively and monitors performance	21%	-3
Describes how their team's work aligns to organisational objectives	18%	0
Takes responsibility for team development	16%	0
Applies sound business management skills	14%	0
Actively seeks feedback for personal development	8%	+1
Builds effective working relationships with others	38%	-1
Empowers their team to perform at their best	36%	+1
Implements improved ways of doing things	28%	+2
Demonstrates sound judgment	27%	-2
Responds confidently when faced with uncertainty	25%	-1
Upholds ethical standards and principles	24%	-3
Supports their team to adapt to change	22%	+4
Takes responsibility for team development	20%	+2
Delegates work effectively and monitors performance	20%	+2
Actively seeks feedback for personal development	20%	-1
Encourages a strong customer and stakeholder focus	18%	0
Applies sound business management skills	11%	-3
Describes how their team's work aligns to organisational objectives	9%	0

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

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED

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

NOT DEMONSTRATED

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

Proportion vs Qld public sector

Upholds ethical standards and principles	30%	-2
Encourages a strong customer and stakeholder focus	28%	+1
Builds effective working relationships with others	28%	0
Supports their team to adapt to change	28%	+2
Empowers their team to perform at their best	27%	0
Demonstrates sound judgment	25%	-5
Responds confidently when faced with uncertainty	25%	0
Implements improved ways of doing things	23%	+4
Delegates work effectively and monitors performance	21%	-2
Describes how their team's work aligns to organisational objectives	20%	+1
Takes responsibility for team development	19%	+2
Applies sound business management skills	16%	-1
Actively seeks feedback for personal development	8%	+1
Empowers their team to perform at their best	37%	+2
Actively seeks feedback for personal development	33%	+3
Delegates work effectively and monitors performance	30%	0
Supports their team to adapt to change	29%	+3
Implements improved ways of doing things	29%	-3
Takes responsibility for team development	28%	-2
Builds effective working relationships with others	26%	+2
Describes how their team's work aligns to organisational objectives	19%	-1
Responds confidently when faced with uncertainty	19%	0
Applies sound business management skills	13%	0
Upholds ethical standards and principles	12%	0
Demonstrates sound judgment	11%	-2
Encourages a strong customer and stakeholder focus	11%	0

08 Leadership behaviour in your agency: Program Manager

Purpose

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

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

Leadership levels are defined as follows:

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

POSITIVE IMPACT

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

SUCCESSION

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Takes a 'big picture' view of issues or problems	36%	+1
Manages and prioritises resources to achieve the best outcomes	31%	-1
Encourages collaboration and inclusion across workgroups	29%	+1
Encourages innovative ideas and solutions	26%	+1
Takes responsibility for upholding ethical standards and principles	25%	+1
Demonstrates sound judgment	25%	-4
Empowers individuals and teams to build capability	24%	-3
Motivates others to perform at their best	22%	+2
Builds effective networks across the organisation and sector	21%	0
Leads change and culture initiatives	19%	+4
Demonstrates sound business acumen	14%	-2
Manages ambiguity and politics effectively	13%	-4
Actively seeks feedback for personal development	9%	+2
Motivates others to perform at their best	38%	+2
Manages and prioritises resources to achieve the best outcomes	32%	-4
Empowers individuals and teams to build capability	30%	-2
Leads change and culture initiatives	29%	+6
Demonstrates sound judgment	26%	-2
Takes a 'big picture' view of issues or problems	24%	-3
Encourages innovative ideas and solutions	21%	+1
Takes responsibility for upholding ethical standards and principles	21%	0
Builds effective networks across the organisation and sector	19%	-1
Actively seeks feedback for personal development	18%	+1
Encourages collaboration and inclusion across workgroups	18%	+1
Manages ambiguity and politics effectively	14%	0
Demonstrates sound business acumen	9%	-1

08 Leadership behaviour in your agency: Program Manager (cont.)

Purpose

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

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

Leadership levels are defined as follows:

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

DEMONSTRATED

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

NOT DEMONSTRATED

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

Proportion vs Qld public sector

	Proportion	vs Qld public sector
Takes a 'big picture' view of issues or problems	36%	+1
Manages and prioritises resources to achieve the best outcomes	34%	+1
Encourages collaboration and inclusion across workgroups	27%	0
Demonstrates sound judgment	26%	-4
Encourages innovative ideas and solutions	25%	+1
Takes responsibility for upholding ethical standards and principles	24%	+1
Builds effective networks across the organisation and sector	23%	-1
Motivates others to perform at their best	21%	+2
Empowers individuals and teams to build capability	21%	-2
Leads change and culture initiatives	18%	+3
Demonstrates sound business acumen	17%	0
Manages ambiguity and politics effectively	15%	-3
Actively seeks feedback for personal development	8%	+1
Motivates others to perform at their best	34%	+1
Empowers individuals and teams to build capability	32%	-2
Manages ambiguity and politics effectively	30%	+4
Actively seeks feedback for personal development	30%	+1
Encourages innovative ideas and solutions	27%	+1
Encourages collaboration and inclusion across workgroups	24%	+1
Leads change and culture initiatives	24%	-1
Manages and prioritises resources to achieve the best outcomes	22%	-4
Takes a 'big picture' view of issues or problems	20%	+1
Builds effective networks across the organisation and sector	16%	-1
Takes responsibility for upholding ethical standards and principles	14%	+1
Demonstrates sound judgment	13%	0
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	35%	-2
Models high levels of ethical and professional behaviour	34%	-4
Directs and prioritises resources to achieve the best outcomes	26%	-3
Stands behind their decisions in the face of adversity	26%	-3
Builds strong relationships that influence organisational and sector outcomes	25%	-2
Creates a culture of continuous improvement	25%	+2
Adopts a system-wide view of issues to inform action	23%	+2
Inspires others to perform at their best	22%	0
Nurtures a learning and development culture	21%	+6
Seeks feedback to strengthen leadership approach	16%	+3
Is compelling when communicating the organisational strategy	14%	0
Leads change with agility	13%	0
Demonstrates commercial acumen in managing corporate risk	13%	-1
Inspires others to perform at their best	44%	+1
Models high levels of ethical and professional behaviour	40%	+2
Builds strong relationships that influence organisational and sector outcomes	29%	-7
Navigates complex issues, politics and ambiguous situations effectively	29%	-1
Creates a culture of continuous improvement	26%	+1
Directs and prioritises resources to achieve the best outcomes	25%	0
Leads change with agility	24%	+3
Seeks feedback to strengthen leadership approach	19%	-1
Nurtures a learning and development culture	17%	+3
Adopts a system-wide view of issues to inform action	14%	+2
Is compelling when communicating the organisational strategy	14%	+1
Stands behind their decisions in the face of adversity	11%	-4
Demonstrates commercial acumen in managing corporate risk	8%	+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	34%	-2
Models high levels of ethical and professional behaviour	31%	-4
Builds strong relationships that influence organisational and sector outcomes	26%	-1
Directs and prioritises resources to achieve the best outcomes	26%	-4
Stands behind their decisions in the face of adversity	24%	-3
Adopts a system-wide view of issues to inform action	23%	+1
Inspires others to perform at their best	23%	+2
Creates a culture of continuous improvement	23%	+1
Nurtures a learning and development culture	19%	+4
Is compelling when communicating the organisational strategy	19%	+2
Seeks feedback to strengthen leadership approach	17%	+4
Leads change with agility	15%	+1
Demonstrates commercial acumen in managing corporate risk	15%	-1
Seeks feedback to strengthen leadership approach	37%	+2
Inspires others to perform at their best	36%	0
Directs and prioritises resources to achieve the best outcomes	26%	-1
Nurtures a learning and development culture	25%	-1
Creates a culture of continuous improvement	24%	-2
Models high levels of ethical and professional behaviour	20%	+2
Is compelling when communicating the organisational strategy	19%	-1
Leads change with agility	19%	-2
Navigates complex issues, politics and ambiguous situations effectively	19%	+2
Stands behind their decisions in the face of adversity	19%	0
Builds strong relationships that influence organisational and sector outcomes	19%	-3
Adopts a system-wide view of issues to inform action	18%	0
Demonstrates commercial acumen in managing corporate risk	12%	+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
Models high levels of ethical and professional behaviour	53%	+4
Inspires others to perform at their best	49%	-2
Creates a culture of continuous improvement	32%	+1
Builds strong relationships that influence organisational and sector outcomes	31%	-1
Navigates complex issues, politics and ambiguous situations effectively	28%	+1
Nurtures a learning and development culture	23%	+1
Directs and prioritises resources to achieve the best outcomes	22%	+2
Seeks feedback to strengthen leadership approach	16%	0
Leads change with agility	15%	+3
Stands behind their decisions in the face of adversity	13%	-4
Is compelling when communicating the organisational strategy	9%	-4
Adopts a system-wide view of issues to inform action	8%	0
Demonstrates commercial acumen in managing corporate risk	2%	0

	Proportion	vs Qld public sector
Models high levels of ethical and professional behaviour	43%	+5
Navigates complex issues, politics and ambiguous situations effectively	35%	0
Inspires others to perform at their best	35%	-4
Builds strong relationships that influence organisational and sector outcomes	31%	-2
Creates a culture of continuous improvement	27%	+2
Seeks feedback to strengthen leadership approach	23%	+3
Directs and prioritises resources to achieve the best outcomes	23%	-1
Adopts a system-wide view of issues to inform action	20%	+2
Leads change with agility	18%	-3
Nurtures a learning and development culture	17%	+2
Stands behind their decisions in the face of adversity	11%	-1
Is compelling when communicating the organisational strategy	10%	-2
Demonstrates commercial acumen in managing corporate risk	6%	-1

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	35%	+5
Directs and prioritises resources to achieve the best outcomes	32%	+2
Creates a culture of continuous improvement	31%	+6
Models high levels of ethical and professional behaviour	26%	-4
Navigates complex issues, politics and ambiguous situations effectively	26%	-9
Builds strong relationships that influence organisational and sector outcomes	22%	-5
Inspires others to perform at their best	19%	+4
Nurtures a learning and development culture	19%	+2
Seeks feedback to strengthen leadership approach	19%	+5
Demonstrates commercial acumen in managing corporate risk	18%	-1
Stands behind their decisions in the face of adversity	18%	-4
Is compelling when communicating the organisational strategy	18%	-2
Leads change with agility	11%	0
Seeks feedback to strengthen leadership approach	31%	-1
Models high levels of ethical and professional behaviour	30%	+5
Directs and prioritises resources to achieve the best outcomes	29%	0
Navigates complex issues, politics and ambiguous situations effectively	28%	+9
Inspires others to perform at their best	26%	-7
Builds strong relationships that influence organisational and sector outcomes	24%	+2
Leads change with agility	23%	+2
Nurtures a learning and development culture	23%	-1
Creates a culture of continuous improvement	22%	-7
Is compelling when communicating the organisational strategy	19%	-2
Adopts a system-wide view of issues to inform action	19%	0
Stands behind their decisions in the face of adversity	18%	+1
Demonstrates commercial acumen in managing corporate risk	7%	-1

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	42%	-6	-2
Used flexible workplace option <i>% proportion indicates those that used at least one of the 13 work place options</i>	58%	+6	+2
None of the above	42%	-6	-2
Part time work	30%	+1	+13
Flexible work hours for example accumulated hours as 'flexitime'*	17%	-	-13
Flexible work hours for example start late or early to meet responsibilities external to work*	7%	-	-6
Casual/on call	4%	0	+1
Hot desks	3%	0	0
Other, please specify	3%	0	0
Job sharing	2%	0	+1
Leave at half pay	2%	0	-2
Compressed work hours	1%	0	-1
Telecommuting	1%	0	-3
Purchased leave/extended leave/deferred salary schemes	0%	0	0
Part-year work/annualised hours	0%	0	0
Term-time working	0%	0	0

* New in 2017, no trend

09 Flexible work options (cont.)

Purpose

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

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

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

	Proportion	vs 2016	vs Qld public sector
Yes, I requested flexibility	19%	+2	-1
No, I have not made a request but I am content with my current arrangements	67%	-3	-2
No, I have not made a request but I am not content with my current arrangements	14%	+1	+2

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

	Proportion	vs Qld public sector
Fully granted	53%	-13
Partially granted	18%	+4
Declined – no reason given	10%	+3
Declined – reason provided	13%	+5
I have not received a reply as yet	5%	+1

* New in 2017, no trend

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

	Proportion	vs 2016	vs Qld public sector
Flexible working is frowned upon/not supported by my workplace culture	36%	+1	+6
I feel flexibility is not possible in my current job	29%	-8	-1
None of the Above*	21%	-	-3
I didn't feel confident presenting my case or negotiating arrangements with my manager	21%	-2	-1
I didn't feel I had the right to	18%	-2	+1
I felt it would limit my career	16%	-3	-3
I was concerned that it may negatively impact my team	16%	-4	-3
I don't feel confident in my manager's ability to manage staff working flexibly	11%	-2	-1
I felt it would limit my access to training and development	6%	+1	-1
I feel the technology I currently have access to does not support flexible working	4%	-2	-2

* New in 2017, no trend

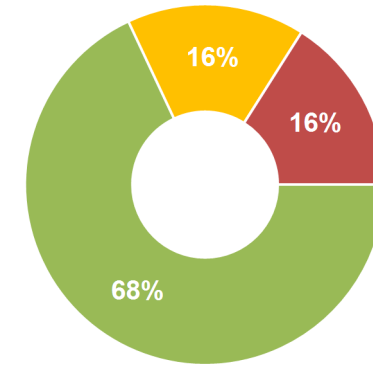
10 Domestic and family violence

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	68%	+5	-7
No	16%	-2	+4
Don't know	16%	-3	+4



Managers <i>Manage one or more employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	82%	+7	-4
No	9%	-3	+2
Don't Know	9%	-4	+2

Non-managers <i>Manage no employees</i>	% proportion	vs 2016	vs Qld public sector
Yes	65%	+4	-7
No	17%	-2	+4
Don't Know	18%	-3	+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	78%	0	-4
If I was approached directly by an employee affected by domestic and family violence, I am confident in my ability to provide appropriate levels of support	75%	0	-7
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	76%	0	-6

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%	+3	-2
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	67%	+5	-4

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

Managers <i>Manage one or more employees</i>	% proportion	vs Qld public sector
Yes	18%	+2
No	78%	-2
Don't Know	2%	0
Prefer not to say	2%	-1

* New in 2017, no trend

Non-managers <i>Manage no employees</i>	% proportion	vs Qld public sector
Yes	7%	+1
No	87%	-1
Don't Know	3%	+1
Prefer not to say	3%	0

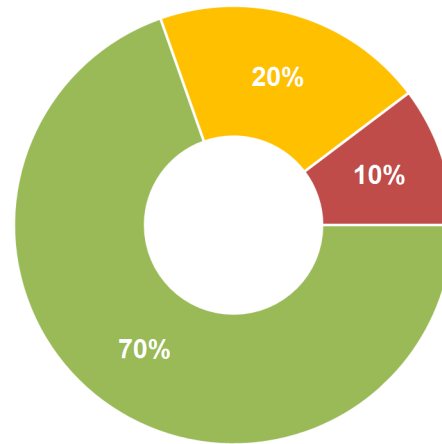
* New in 2017, no trend

11 Intention to leave your organisation

Purpose

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

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



% positive change since 2016

+4

vs Qld public sector

+3

70%

of employees agreed with the statement:

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

Reasons for leaving	Proportion	vs Qld public sector
Career or job opportunities	48%	-4
The workplace culture	43%	+3
Stress/Health	35%	+2
Professional/personal development	33%	-2
Your relationship with your manager	25%	+2
Balancing work and life commitments	24%	+2
Pay and conditions	20%	-7
The location of your workplace or the time spent commuting	19%	+2
Work hours	18%	+4
Job security	17%	-1
Family/carer responsibilities	13%	0
Your relationship with your colleagues	12%	+1
Contract expiring	11%	-1
Fit between work and your interests	11%	0
Other (please specify)	10%	0
Retirement	9%	0
Travel plans	7%	+1

12 Bullying and sexual harassment

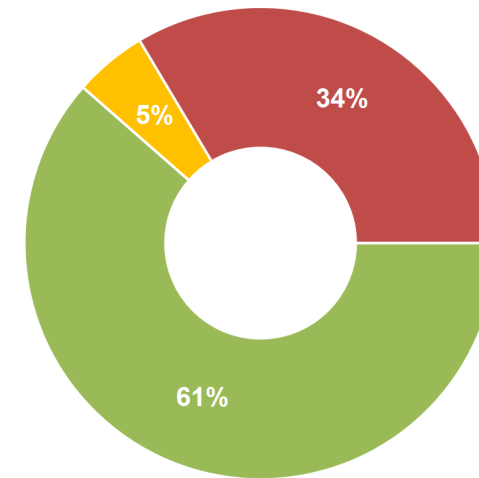
Purpose

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.

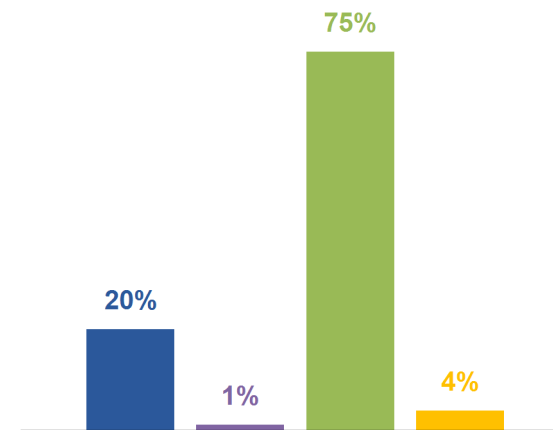
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

	Proportion	vs 2016	vs Qld public sector
Yes	34%	0	+6
No	61%	+2	-5
Don't know	5%	-1	0



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

	Proportion	vs 2016	vs Qld public sector
Bullying	20%	-1	+3
Sexual Harassment	1%	0	0
No	75%	+1	-3
Don't Know	4%	-1	-1



12 Bullying and sexual harassment (cont.)

Purpose

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

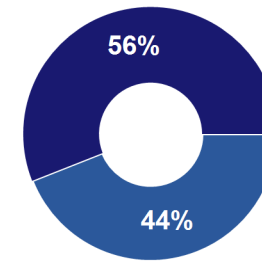
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	50%	-1	+6
Your immediate manager/supervisor	31%	-5	-3
A senior manager	28%	+2	-3
A group of fellow workers	15%	-1	+1
A client/customer	10%	-1	+3
A member of the public	8%	+1	+2
Prefer not to specify	7%	0	-1
A worker that reports to you	6%	0	+1
A consultant/service provider	4%	0	+2
Other	2%	-1	0
A representative of another agency	1%	+1	-1

What type of BULLYING did you experience?	Proportion	vs 2016	vs Qld public sector
Verbal abuse	63%	0	+5
Inappropriate and unfair application of work policies or rules	39%	-3	-3
Other	22%	-2	-5
Physical behaviour (e.g. assault or aggressive body language)	14%	-2	+3
'Initiations' or pranks	9%	+4	+2
Interference with your personal property or work equipment	7%	-1	0
Cyber bullying	6%	0	0

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	54%	-2	-2
It could affect my career	45%	+2	0
I did not want to upset relationships in the workplace	40%	-1	0
Managers accepted the behaviour	36%	+4	+3
I did not think it was worth the hassle of going through the report process	35%	-4	-2
I did not have enough evidence	21%	+1	+1
I did not think the bullying was serious enough	17%	+2	+1
Other	12%	+3	+1
The matter was resolved informally	8%	-2	+1
I did not know how to report it	5%	0	0

12 Bullying and sexual harassment (cont.)

Purpose

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

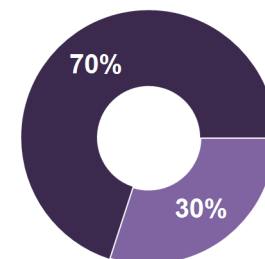
NOTE: Multi-select questions may not add up to 100 per cent.

Who were you SEXUALLY HARASSED by?	Proportion	vs 2016	vs Qld public sector
A fellow worker	43%	-4	-9
A client/customer	20%	+4	+7
Your immediate manager/supervisor	11%	-2	-3
A member of the public	9%	-1	+1
Prefer not to specify	9%	-1	-3
A group of fellow workers	8%	+2	0
A senior manager	6%	-1	-8
A representative of another agency	5%	+3	+2
A consultant/service provider	3%	+2	+1
A worker that reports to you	3%	+2	0
Other	2%	-1	-1

What type of SEXUAL HARASSMENT did you experience?	Proportion	vs 2016	vs Qld public sector
Remarks of a sexual nature	80%	-	+7
Unwanted physical intimacy	32%	-	-4
Any other unwelcome conduct of a sexual nature in relation to you	23%	-	-3
Unwelcome demand or request, either directly or implied, for sexual favours	22%	-	+5

Did you report the SEXUAL HARASSMENT?

No



Yes

Why did you not report the SEXUAL HARASSMENT?	Proportion	vs 2016	vs Qld public sector
I did not think it was worth the hassle of going through the report process	44%	+19	+7
I did not want to upset relationships in the workplace	36%	-2	-2
I did not think the sexual harassment was serious enough	31%	-31	+1
I did not think any action would be taken	27%	-20	-15
I did not have enough evidence	22%	0	+1
It could affect my career	22%	+3	-13
The matter was resolved informally	22%	0	+9
Managers accepted the behaviour	20%	-2	-1
Other	7%	-6	-4
I did not know how to report it	4%	-5	-3

13 Your view

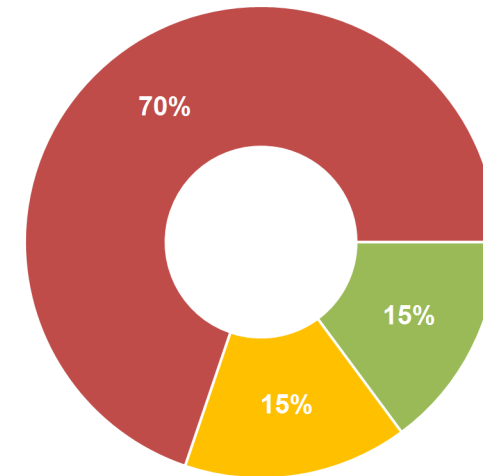
Purpose

This section is focused on understanding workplace improvement.

This section refers to the visibility of change attributable to past Working for Queensland surveys as well as satisfaction with the change implemented.

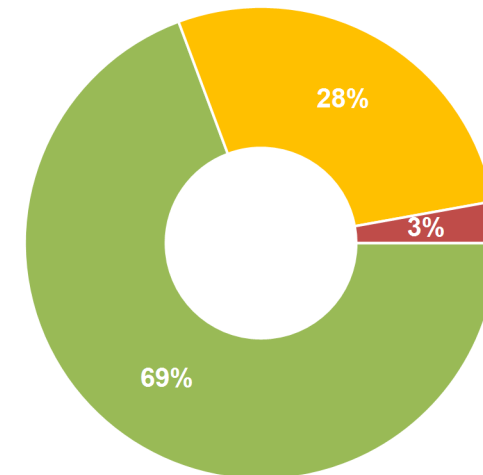
Have you noticed any action your organisation has taken as a result of last year's Working for Queensland survey?

	Proportion	vs 2016	vs Qld public sector
Yes	15%	+3	-16
No	70%	-1	+14
No, but I have not worked long in my organisation	15%	-1	+2



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

	Proportion	vs 2016	vs Qld public sector
Positive	69%	+8	+7
Neutral	28%	-6	-4
Negative	3%	-2	-3



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)
Metro North Hospital and Health Service	5,755	62%	54%	61%
Managerial status				
Yes	1,106	68%	59%	71%
No	4,612	61%	53%	59%
Employment status				
Permanent	4,690	61%	52%	61%
Non-permanent	1,046	69%	63%	63%
Full-time status				
Full-time basis	3,787	62%	54%	62%
Part-time basis	1,914	63%	55%	60%
FTE Salary				
Under \$50,000	455	62%	55%	55%
\$50,000 - \$69,999	1,508	64%	54%	56%
\$70,000 - \$89,999	1,401	61%	53%	60%
\$90,000 or over	2,320	62%	55%	67%
Time in agency				
Less than 2 years	1,283	69%	66%	66%
2 to less than 6 years	1,468	63%	56%	62%
6 to less than 10 years	1,000	58%	48%	58%
10 to less than 14 years	749	59%	49%	59%
14 to less than 16 years	213	57%	53%	57%
16 to less than 20 years	315	60%	49%	58%
20 years or more	709	59%	47%	60%

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).

"Restricted" indicates a group with less than 10 respondents

		Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
Metro North Hospital and Health Service		5,755	62%	54%	61%
Age	34 years or younger	1,555	69%	63%	66%
	35 to 44 years	1,493	62%	55%	62%
	45 to 54 years	1,618	59%	49%	58%
	55 years or older	1,060	59%	49%	57%
Gender*	Female	4,386	63%	55%	62%
	Male	1,326	59%	54%	60%
	X	23	29%	24%	21%
Type of work	Direct service delivery	3,590	62%	54%	61%
	Corporate services and administrative support/clerical	1,255	64%	56%	61%
	Other	873	61%	54%	61%
Clinical versus non-clinical	Clinical	3,626	63%	55%	63%
	Non-clinical	2,085	61%	53%	59%
Shiftwork	Yes	1,709	61%	52%	55%
	No	4,025	63%	56%	64%

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

15 Appendix B – Strategic priorities and factors by item

Purpose

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

Strategic priorities		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Agency engagement							
Q33a	I would recommend my organisation as a great place to work	65%	+3	22%	-3	13%	0
Q33b	I am proud to tell others I work for my organisation	72%	+2	20%	-2	9%	0
Q33c	I feel strong personal attachment to my organisation	60%	+2	26%	-1	13%	-1
Q33d	My organisation motivates me to help it achieve its objectives	56%	+2	28%	-3	16%	0
Q33e	My organisation inspires me to do the best in my job	57%	+3	28%	-2	15%	0
Organisational leadership							
Q31a	In my organisation, the leadership is of high quality	58%	+6	25%	-4	17%	-2
Q31c	Management model the behaviours expected of all employees	52%	+2	28%	-2	20%	-1
Q31d	In my organisation, the leadership operates with a high level of integrity	57%	+5	28%	-4	16%	-1
Q31f	My organisation is well managed	51%	+4	30%	-3	19%	-1
Innovation							
Q27a	I get the opportunity to develop new and better ways of doing my job	58%	+2	25%	0	17%	-1
Q27b	I am encouraged to make suggestions about improving work processes and/or services	69%	0	17%	0	14%	0
Q27c	Management is willing to act on suggestions to improve how things are done	53%	+2	26%	-1	21%	0
Q27d	My workgroup uses research and expertise to identify better practice	58%	0	28%	0	13%	-1
Q27e	My workgroup always tries to improve its performance	71%	0	20%	0	9%	0
Q27f	My organisation is open to new ideas	58%	+2	26%	-1	16%	-1

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

Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Job empowerment							
Q22a	I have a choice in deciding how I do my work	66%	+2	19%	-1	15%	-1
Q22b	I have the tools I need to do my job effectively	71%	+1	15%	0	14%	-1
Q22c	I get the information I need to do my job well	70%	0	18%	0	12%	0
Q22d	I have the authority necessary to do my job effectively	70%	0	18%	0	11%	0
Q22e	My job gives me opportunities to utilise my skills	78%	0	12%	0	10%	0
Q34b	Your ability to work on your own initiative	81%	-1	12%	0	8%	0
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%	+1	33%	0	39%	-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	40%	+2	29%	-1	31%	0
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	45%	+2	29%	0	25%	-2
Learning and development							
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	67%	+2	17%	-1	16%	-1
Q28e	I am able to access relevant learning and development opportunities	67%	+2	20%	-1	13%	-1
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	66%	+1	24%	0	10%	-1
Q28g	I am satisfied with the opportunities available for career development	49%	+2	25%	-2	26%	-1
Q31b	My organisation is committed to developing its employees	56%	+4	27%	-2	17%	-2

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

Purpose

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

Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
My workgroup							
Q24a	People in my workgroup treat each other with respect	72%	+1	14%	0	14%	-1
Q24b	I receive help and support from other people in my workgroup	82%	+1	12%	0	7%	0
Q24c	People in my workgroup are honest, open and transparent in their dealings	63%	0	21%	0	16%	-1
Q24d	People in my workgroup use their time and resources efficiently	62%	+1	22%	-1	15%	0
Q24e	People in my workgroup treat customers with respect	86%	0	10%	0	4%	0
Q24f	People in my workgroup are committed to delivering excellent service to customers	84%	0	12%	-1	4%	0
Q24g	People in my workgroup do their jobs effectively	74%	+1	18%	-1	9%	0
My manager							
Q29a	My manager treats employees with dignity and respect	77%	0	12%	0	11%	0
Q29b	My manager listens to what I have to say	75%	0	13%	0	12%	0
Q29c	My manager keeps me informed about what's going on	67%	+3	16%	-2	16%	0
Q29d	My manager understands my work	71%	+1	14%	-2	15%	0
Q29e	My manager creates a shared sense of purpose	67%	+1	18%	-1	15%	0
Q29f	My manager demonstrates honesty and integrity	74%	+1	14%	-1	11%	0
Q29g	My manager draws the best out of me	57%	+1	26%	-1	17%	0

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

Purpose

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

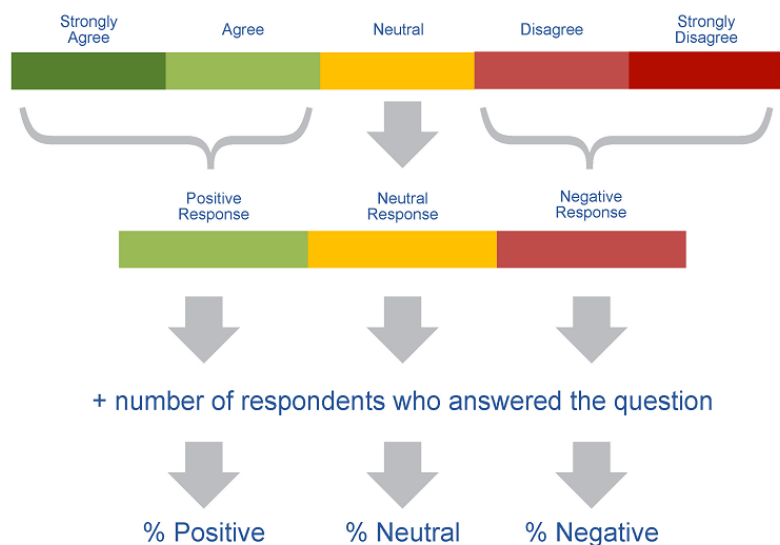
Factors		% positive	vs 2016	% neutral	vs 2016	% negative	vs 2016
Organisational fairness							
Q25f	Performance is assessed and rewarded fairly in my workplace	37%	+1	34%	0	29%	-1
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	39%	-1	26%	0	35%	0
Q25h	People are treated fairly and consistently in my workplace	52%	+1	24%	0	24%	0
Q25i	People take responsibility for their decisions and actions in my workplace	52%	0	28%	0	20%	0
Q31e	Recruitment and promotion decisions in this organisation are fair	41%	+2	32%	-2	27%	0
Anti-discrimination							
Q32a	Age is not a barrier to success in my organisation	69%	-1	20%	-1	11%	+2
Q32b	Gender is not a barrier to success in my organisation	75%	0	18%	-1	8%	0
Q32c	Disability is not a barrier to success in my organisation	58%	0	34%	-1	9%	+2
Q32d	Cultural background is not a barrier to success in my organisation	72%	-1	22%	0	6%	+1
Q32e	Sexual orientation is not a barrier to success in my organisation	73%	-1	23%	0	3%	0

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.