
PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Health

Agency for Clinical Innovation

CONTENTS OF REPORT

HEADLINES	3
QUESTION HEADLINES	4
ALL QUESTIONS	5
PROFILE OF RESPONDENTS	35
DEMOGRAPHIC RESULTS	40
TAKING ACTION	49
GUIDE TO THIS REPORT	50

RESPONSE RATE

88%

132 RESPONSES
OUT OF 150 EMPLOYEES

ENGAGEMENT INDEX

74%

PMES 2016
SECTOR SCORE **65%**

PMES 2014
SECTOR SCORE **65%**

PMES 2016 CLUSTER
SCORE **65%**



ENGAGEMENT

Engaged employees have a sense of personal attachment to their work and organisation; they are motivated and able to give their best to help the organisation succeed.

The complete list of questions which are used to calculate the Engagement Index are listed in the All Questions pages.

RESPONSE RATE

Due to the size of the NSW public sector, even comparatively low levels of response to People Matter can be statistically representative and an accurate reflection of perceptions. Any parts of the sector where the response rate is too low for data to be fully reliable have been flagged in reports.

Some entities exceeded 100% where responses were greater than the employee headcount.

QUESTION HEADLINES

+ HIGHEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	94%
1h.	I look for ways to perform my job more effectively	94%
2a.	My workgroup strives to achieve customer/client satisfaction	90%
7d.	My organisation focuses on improving the work we do	90%
2i.	People in my workgroup treat customers/clients with respect	89%
7c.	My organisation strives to earn and sustain a high level of public trust	88%
7b.	My organisation strives to match services to customer/client needs	87%
3i.	I have a strong desire to advance my career	86%
6f.	Senior managers communicate the importance of customers in achieving our business objectives	86%
7a.	My organisation provides high quality services	86%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

9b.	I have confidence in the ways my organisation resolves grievances	41%
5n.	My manager appropriately deals with employees who perform poorly	45%
7l.	My organisation's processes for recruiting employees are efficient	45%
7m.	Recruitment and promotion decisions in this organisation are generally fair	48%
9c.	I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	54%
3j.	I am satisfied with the opportunities available for career development in my organisation	56%
15.	I believe action will be taken on the results from this survey by my organisation	57%
8j.	How satisfied are you with your ability to access and use flexible working arrangements?	59%
6b.	I feel that senior leaders effectively lead and manage change	59%
1l.	My workload is acceptable	60%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are your highest and lowest scoring questions from the survey, based on respondents who have selected 'Strongly Agree' and 'Agree'.



EXPLORE THE FULL SURVEY RESULTS

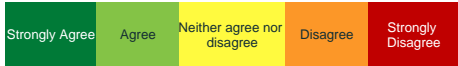
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

ENGAGEMENT	74% RESPONSE SCALE				AGREEMENT %	PMES 2014	HEALTH	SECTOR
Q7o. I would recommend my organisation as a great place to work	33	46	15		78%	68%	60%	60%
Q7p. I am proud to tell others I work for my organisation	36	46	14		82%	73%	68%	68%
Q7q. I feel a strong personal attachment to my organisation	27	34	28	9	62%	59%	62%	64%
Q7r. My organisation motivates me to help it achieve its objectives	30	42	22		72%	63%	54%	55%
Q7s. My organisation inspires me to do the best in my job	30	44	19		73%	65%	55%	55%

KEY





EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

ENGAGEMENT WITH WORK 82% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q1g. My job gives me a feeling of personal accomplishment <div style="display: flex; justify-content: space-between; width: 100%;"> 26 52 14 </div>	78%	78%	76%
Q1h. I look for ways to perform my job more effectively <div style="display: flex; justify-content: space-between; width: 100%;"> 48 45 </div>	94%	94%	95%
Q1i. I feel motivated to contribute more than what is normally required at work <div style="display: flex; justify-content: space-between; width: 100%;"> 36 47 12 </div>	83%	75%	76%
Q1j. I am satisfied with my job at the present time <div style="display: flex; justify-content: space-between; width: 100%;"> 22 51 16 </div>	73%	63%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

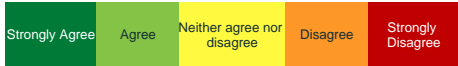
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

SENIOR MANAGERS	70% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	20	45	16	15	66%	45%	47%
Q6b. I feel that senior leaders effectively lead and manage change	20	39	23	15	59%	42%	43%
Q6c. I feel that senior managers model the values of my organisation	20	45	21	11	65%	45%	48%
Q6d. Senior managers encourage innovation by employees	22	50	16	9	72%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	28	52	14		80%	49%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	32	54	10		86%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	25	48	20		73%	42%	44%
Q6h. I feel that senior managers listen to employees	21	41	23	11	63%	37%	39%
Q7f. I feel that change is handled well in my organisation	27	38	22	9	66%	43%	41%

KEY





EXPLORE THE FULL SURVEY RESULTS

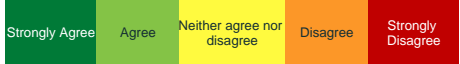
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

COMMUNICATION	74% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q5e. My manager communicates effectively with me		75%	66%	69%
Q5f. My manager encourages and values employee input		78%	66%	69%
Q5g. My manager involves my workgroup in decisions about our work		74%	62%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		73%	42%	44%
Q6h. I feel that senior managers listen to employees		63%	37%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		80%	67%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

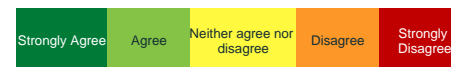
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

	HIGH PERFORMANCE				78% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q1a. I understand what is expected of me to do well in my role	32	52	10		84%	91%	90%	
Q1b. I have the tools I need to do my job effectively	23	50	12	14	73%	72%	70%	
Q1c. I get the information I need to do my job well	19	52	16	12	72%	69%	67%	
Q1d. I feel I make a contribution to achieving the organisation's objectives	27	58	11		86%	86%	86%	
Q1e. I feel I am able to suggest ideas to improve our way of doing things	27	53	13		80%	70%	69%	
Q2b. People in my workgroup use time and resources efficiently	27	50	11	11	77%	68%	70%	
Q2c. My team works collaboratively to achieve its objectives	34	45	11	8	80%	74%	75%	
Q2d. People in my workgroup have the appropriate skills to do the job well	34	48	14		82%	77%	76%	
Q3h. I have received appropriate training and development to do my job well	25	47	19	8	72%	69%	63%	

KEY





EXPLORE THE FULL SURVEY RESULTS

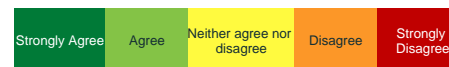
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

HIGH PERFORMANCE	78% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		78%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		73%	65%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise		76%	63%	65%
Q5j. I have confidence in the decisions my line manager makes		71%	64%	67%
Q6d. Senior managers encourage innovation by employees		72%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		80%	49%	52%
Q7d. My organisation focuses on improving the work we do		90%	76%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges		75%	61%	62%
Q7g. There is good co-operation between teams across our organisation		68%	50%	48%

KEY





EXPLORE THE FULL SURVEY RESULTS

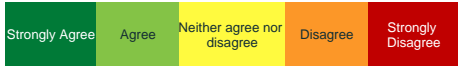
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

	78% RESPONSE SCALE			AGREEMENT %	HEALTH	SECTOR
Q7n. My organisation generally selects capable people to do the job	18	52	22	70%	53%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	30	55	11	84%	67%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	55	39		94%	84%	85%

KEY





EXPLORE THE FULL SURVEY RESULTS

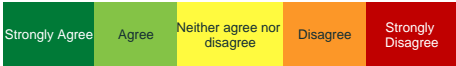
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

PUBLIC SECTOR VALUES	77% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction	43	47			90%	85%	85%
Q2b. People in my workgroup use time and resources efficiently	27	50	11	11	77%	68%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	30	47	14	8	77%	64%	67%
Q2h. People in my workgroup treat each other with respect	39	45	11		84%	68%	72%
Q2i. People in my workgroup treat customers/clients with respect	47	42	8		89%	86%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	32	46	15		78%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	30	43	18		73%	65%	64%
Q5d. My manager listens to what I have to say	39	40	10	9	79%	70%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	29	40	19		69%	61%	64%

KEY





EXPLORE THE FULL SURVEY RESULTS

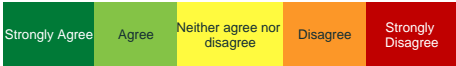
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

PUBLIC SECTOR VALUES	77% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree			
Q5k. My manager treats employees with dignity and respect	43	41	8		84%	72%	76%
Q5l. My manager talks to me about how the values apply to my work	27	34	26	10	61%	58%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	20	45	16	15	66%	45%	47%
Q6c. I feel that senior managers model the values of my organisation	20	45	21	11	65%	45%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	32	54	10		86%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	25	48	20		73%	42%	44%
Q6h. I feel that senior managers listen to employees	21	41	23	11	63%	37%	39%
Q7a. My organisation provides high quality services	42	44	10		86%	81%	80%
Q7b. My organisation strives to match services to customer/client needs	40	47	9		87%	80%	80%

KEY





EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

PUBLIC SECTOR VALUES	77% RESPONSE SCALE			AGREEMENT %	HEALTH	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree			
Q7c. My organisation strives to earn and sustain a high level of public trust	45	43	9	88%	82%	83%
Q7d. My organisation focuses on improving the work we do	45	45	8	90%	76%	76%
Q7h. People in my organisation take responsibility for their own actions	22	47	23	69%	48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	23	46	23	69%	58%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

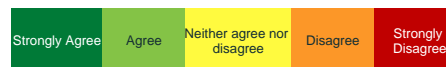
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

DIVERSITY & INCLUSION	75% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		71%	60%	59%
Q5d. My manager listens to what I have to say		79%	70%	73%
Q5f. My manager encourages and values employee input		78%	66%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions		70%	63%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		69%	61%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women		64%	49%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)		80%	73%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions		84%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager		80%	67%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

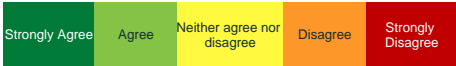
Some key comparisons are provided.

DIVERSITY & INCLUSION

75% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes		94%	84%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>		59%	55%	58%

KEY





EXPLORE THE FULL SURVEY RESULTS

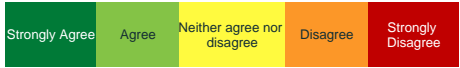
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

RECRUITMENT	55% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	10	35	31	19	45%	32%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	14	35	33	12	48%	43%	41%
Q7n. My organisation generally selects capable people to do the job	18	52	22		70%	53%	51%

KEY





EXPLORE THE FULL SURVEY RESULTS

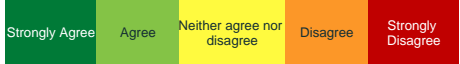
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION 72% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	35	40	18		74%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	33	40	20		73%	51%	53%
Q7g. There is good co-operation between teams across our organisation	25	43	16	13	68%	50%	48%

KEY





EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

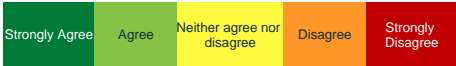
Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT

73% RESPONSE SCALE

	73% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives	30	55			85%	62%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	33	50	9		83%	68%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	27	52	9	8	79%	58%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	22	43	21	10	65%	59%	59%
Q3e. My performance is assessed against clear criteria	20	44	24	10	64%	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	35	45	10		80%	69%	71%
Q3g. I am able to access the right learning and development opportunities as required	29	49	13		78%	66%	60%
Q3h. I have received appropriate training and development to do my job well	25	47	19	8	72%	69%	63%
Q3i. I have a strong desire to advance my career	46	40	9		86%	69%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

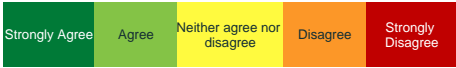
Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT

73% RESPONSE SCALE

					AGREEMENT %	HEALTH	SECTOR	
Q3j. I am satisfied with the opportunities available for career development in my organisation	17	39	19	16	9	56%	48%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	22	39	30			62%	40%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	33	45	13			78%	64%	67%
Q5n. My manager appropriately deals with employees who perform poorly	17	28	36	13		45%	44%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	27	50	13	8		77%	61%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	35	40	18			74%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	33	40	20			73%	51%	53%
Q7j. My organisation is committed to developing its employees	31	51	10			82%	53%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

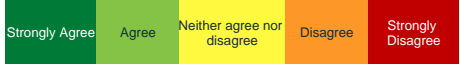
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

MOBILITY	70% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	22	39	30		62%	40%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	35	40	18		74%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	33	40	20		73%	51%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

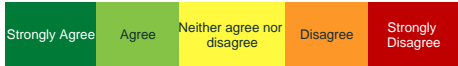
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

PAY & BENEFITS 73% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q4a. I am paid fairly for the work I do	75%	55%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	72%	60%	60%

KEY





EXPLORE THE FULL SURVEY RESULTS

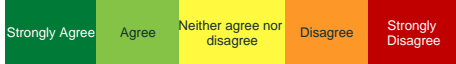
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

DIVERSITY GROUPS	79% RESPONSE SCALE			AGREEMENT %	HEALTH	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	37	46	11	83%	77%	77%
Q8c. Age is not a barrier to success in my organisation	31	49	13	80%	73%	71%
Q8d. Disability is not a barrier to success in my organisation	28	51	18	79%	66%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	36	48	15	84%	76%	76%
Q8f. Gender is not a barrier to success in my organisation	30	40	17	70%	75%	74%

KEY





EXPLORE THE FULL SURVEY RESULTS

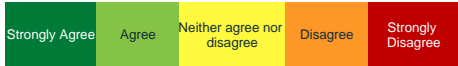
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

WORKPLACE SUPPORT	72% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		71%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level		70%	60%	58%
Q1l. My workload is acceptable		60%	54%	55%
Q2e. I receive help and support from other members of my workgroup		85%	78%	80%
Q2f. There is good team spirit in my workgroup		83%	64%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		66%	52%	56%

KEY





EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

ACTION ABOUT SURVEY RESULTS

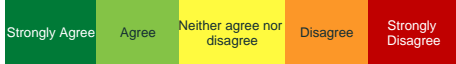
57% RESPONSE SCALE

Q15. I believe action will be taken on the results from this survey by my organisation



	AGREEMENT %	HEALTH	SECTOR
Q15. I believe action will be taken on the results from this survey by my organisation	57%	34%	32%

KEY





EXPLORE THE FULL SURVEY RESULTS

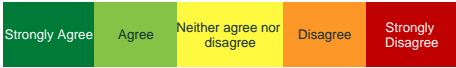
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

WORKPLACE CONDUCT	55% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		69%	58%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		41%	43%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		54%	48%	49%

KEY





EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		54%	42%	46%
Better skills in my workgroup		16%	28%	27%
Improved career opportunities		68%	47%	52%
Improved learning and development opportunities		43%	49%	50%
Greater involvement in decision making		37%	32%	33%
Better pay and benefits		48%	58%	58%
Greater recognition for the work I do		28%	44%	45%
Better leadership from senior managers		30%	37%	39%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		27%	29%	27%
Better accountability for performance		17%	24%	25%
A better location		26%	19%	20%
More flexible working conditions		49%	38%	38%
Better work/life balance		47%	43%	46%
Improved facilities		11%	32%	30%
Improved technology and systems		35%	33%	38%
Better job security		24%	33%	43%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

WORKPLACE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q9a. In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		58%	77%	72%
No		40%	19%	24%
Don't Know		2%	3%	4%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		17%	31%	25%
No		72%	59%	64%
Don't Know		11%	10%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		35%	65%	63%
No		65%	33%	35%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		22%	43%	35%
No		73%	50%	58%
Don't Know		5%	6%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		14%	24%	20%
No		83%	71%	75%
Don't Know		3%	5%	5%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q10e. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months.				
A senior manager		18%	20%	23%
Your Immediate Manager/Supervisor		18%	26%	26%
A fellow worker at your level		29%	29%	25%
A subordinate		6%	7%	8%
Other		12%	5%	4%
Prefer not to say		18%	11%	13%



EXPLORE THE FULL SURVEY RESULTS

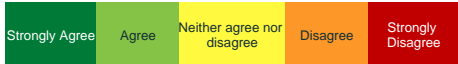
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

HEALTH QUESTIONS	RESPONSE SCALE				AGREEMENT %	HEALTH
Q1. Morale is good in my team	22	54	13	9	76%	59%
Q2. I believe I am valued for what I can offer at my workplace	22	52	16	7	74%	69%
Q3. In my workplace, we recognise our successes and innovations	21	64	8		85%	64%
Q4. Staff are treated respectfully regardless of their job	27	55	12		82%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	23	48	21	7	71%	49%
Q6. Overall, I have confidence in the decisions made by my senior managers	17	53	19	10	70%	50%

KEY





EXPLORE THE FULL SURVEY RESULTS

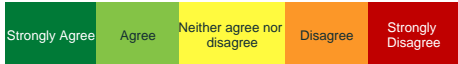
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

HEALTH QUESTIONS	RESPONSE SCALE				AGREEMENT %	HEALTH
Q7. I have a say in decisions which affect my work	16	54	17	10	70%	50%
Q8. Where I work, we share the lessons learnt when mistakes are made	15	55	20	10	70%	64%
Q9. My team's objectives/work plans are clearly outlined	18	57	16	8	75%	64%
Q10. Our objectives/work plans help us to deliver a quality service	16	56	20		72%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	15	26	45	12	41%	41%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

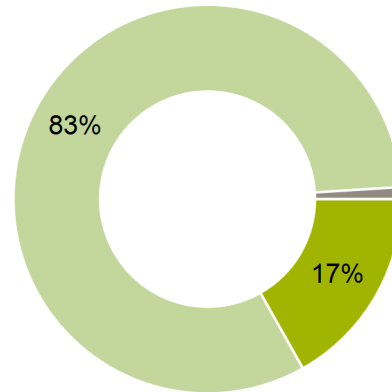
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		23%
Female		77%
Age		
<35		31%
35 - 54		57%
> 54		13%

PROFILE OF RESPONDENTS

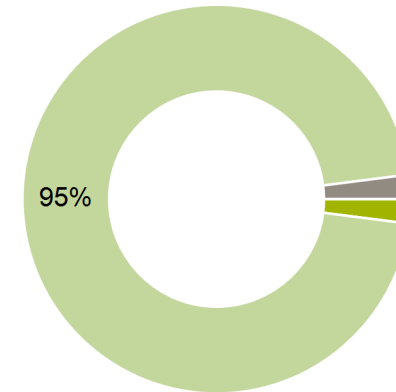


PERSONAL PROFILES

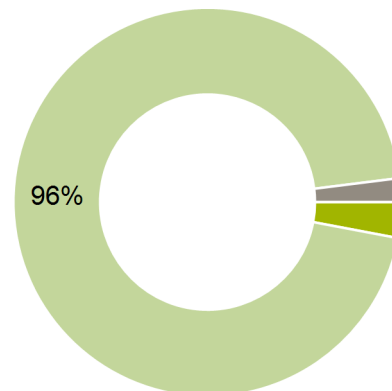
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



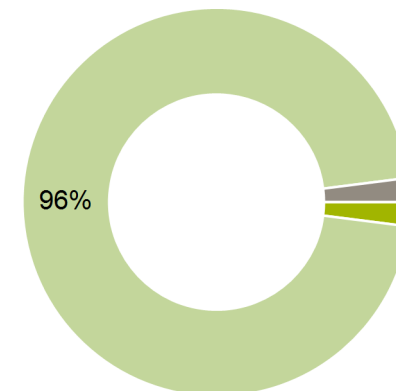
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



DO YOU HAVE A DISABILITY?



DO YOU IDENTIFY AS LGBTI?



KEY



PROFILE OF RESPONDENTS



WORK PROFILES

TENURE IN ORGANISATION	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		20%
1 - 2 years		13%
2 - 5 years		49%
5 - 10 years		11%
10 - 20 years		7%

PROFILE OF RESPONDENTS



WORK PROFILES

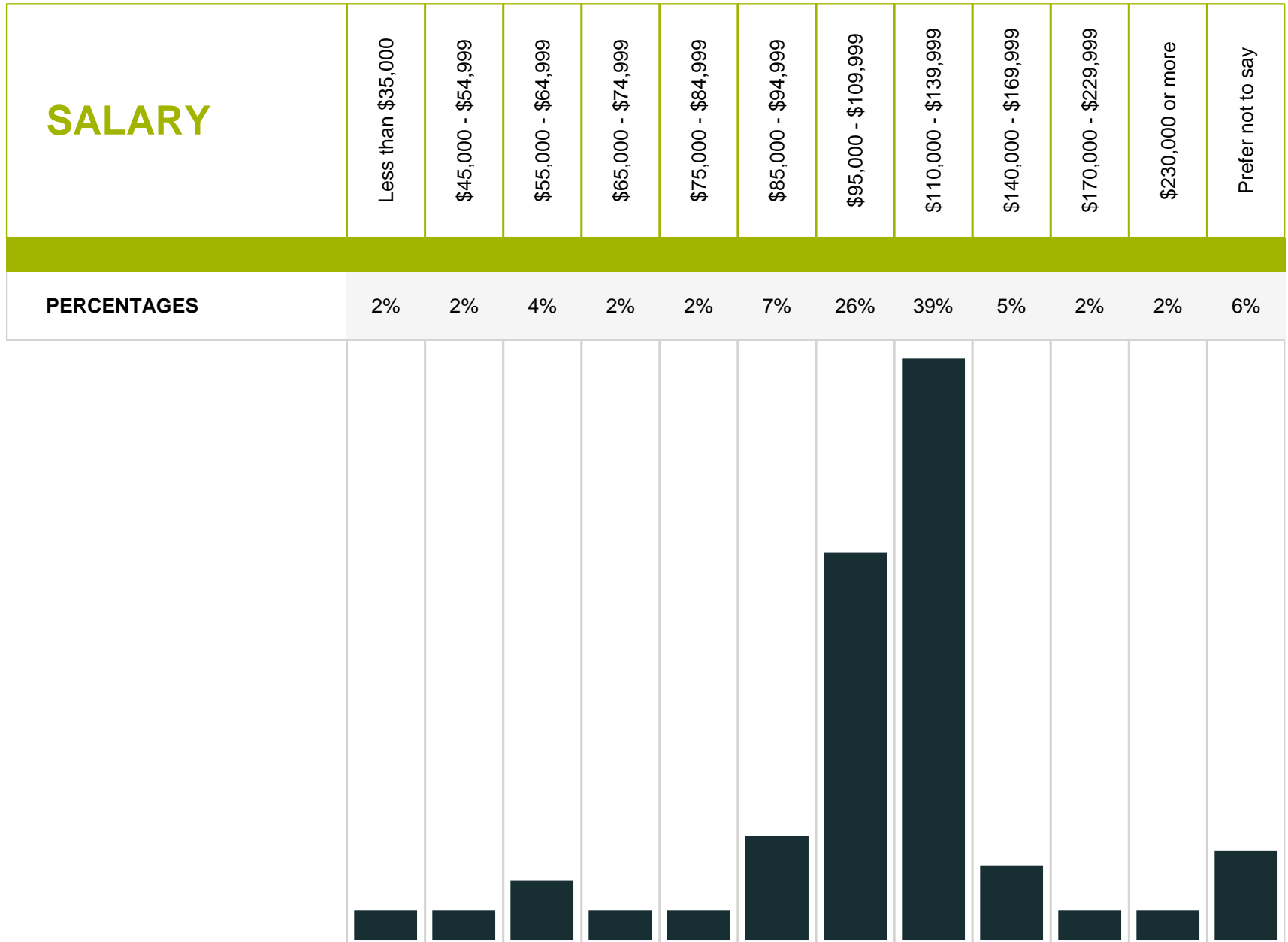
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		1%
Other service delivery work		8%
Administrative support		6%
Corporate services		11%
Policy		4%
Research		4%
Program and project management support		54%
Other		12%

PROFILE OF RESPONDENTS



WORK PROFILES

SALARY



RESULTS BY TYPE OF WORK



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Agency for Clinical Innovation	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	132	1	10	7	13	5	5	65	0	15
ENGAGEMENT	74%	(r)	(r)	(r)	(r)	(r)	(r)	75%	(r)	(r)
SENIOR MANAGERS	70%	(r)	(r)	(r)	(r)	(r)	(r)	69%	(r)	(r)
COMMUNICATION	74%	(r)	(r)	(r)	(r)	(r)	(r)	74%	(r)	(r)
HIGH PERFORMANCE	78%	(r)	(r)	(r)	(r)	(r)	(r)	78%	(r)	(r)
PUBLIC SECTOR VALUES	77%	(r)	(r)	(r)	(r)	(r)	(r)	78%	(r)	(r)
DIVERSITY & INCLUSION	75%	(r)	(r)	(r)	(r)	(r)	(r)	76%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

RESULTS BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Agency for Clinical Innovation	Less than \$35,000	\$35,000 - \$44,999	\$45,000 - \$54,999	\$55,000 - \$64,999	\$65,000 - \$74,999	\$75,000 - \$84,999	\$85,000 - \$94,999	\$95,000 - \$109,999	\$110,000 - \$139,999	\$140,000 - \$169,999	\$170,000 - \$229,999	\$230,000 or more	Prefer not to say
NUMBER OF RESPONDENTS	132	3	0	2	5	3	3	8	32	48	6	2	3	7
ENGAGEMENT	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	72%	71%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	72%	65%	(r)	(r)	(r)	(r)
COMMUNICATION	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	73%	68%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	76%	76%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	76%	75%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	73%	71%	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT
OFF LIMIT OF 30 RESPONDENTS

RESULTS BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Agency for Clinical Innovation	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	132	24	16	58	13	8	0
ENGAGEMENT	74%	(r)	(r)	69%	(r)	(r)	(r)
SENIOR MANAGERS	70%	(r)	(r)	61%	(r)	(r)	(r)
COMMUNICATION	74%	(r)	(r)	68%	(r)	(r)	(r)
HIGH PERFORMANCE	78%	(r)	(r)	74%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	77%	(r)	(r)	73%	(r)	(r)	(r)
DIVERSITY & INCLUSION	75%	(r)	(r)	71%	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT
OFF LIMIT OF 30 RESPONDENTS

RESULTS BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Agency for Clinical Innovation	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	132	0	3	11	23	15	20	15	18	7	8	0
ENGAGEMENT	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT
OFF LIMIT OF 30 RESPONDENTS

RESULTS BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Agency for Clinical Innovation	Male	Female	Other
NUMBER OF RESPONDENTS	132	28	93	0
ENGAGEMENT	74%	(r)	72%	(r)
SENIOR MANAGERS	70%	(r)	68%	(r)
COMMUNICATION	74%	(r)	71%	(r)
HIGH PERFORMANCE	78%	(r)	75%	(r)
PUBLIC SECTOR VALUES	77%	(r)	75%	(r)
DIVERSITY & INCLUSION	75%	(r)	73%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

RESULTS BY CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Agency for Clinical Innovation	Junior Medical Officer	Career Medical Officer, Hospitalist	Staff Specialist	Visiting Medical Officer	Clinical Academic	Assistant in Nursing	Enrolled Nurse	Registered Nurse/Midwife, Clinical Nurse/Midwife Specialist/Consultant, Practitioner	Nurse/Midwifery Educator and Clinical Nurse/Midwifery Educator	Nurse/Midwifery Manager	Support Officers	Information Management	Clinical Support Executive
NUMBER OF RESPONDENTS	132	0	0	0	0	0	0	0	1	0	0	0	0	1
ENGAGEMENT	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

RESULTS BY CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Agency for Clinical Innovation	Administrative and Executive Assistant	Corporate Services	Senior Manager/Executive	Allied Health Professional	Allied Health Assistant	Health Education, Health Promotion and Health Protection	Counsellor, Welfare Support	Interpreters and Liaison Officer	Aboriginal Health Workers and Aboriginal Education Officers	Technician/Technologist	Hospital Scientist/Biomedical Engineers	Researchers	Data Analyst
NUMBER OF RESPONDENTS	132	3	7	2	0	0	0	0	0	0	1	0	1	1
ENGAGEMENT	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

RESULTS BY CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Agency for Clinical Innovation	Technical Officers/Technical Assistant	Dental Officer, Therapists and Hygienist	Dental Specialist	Dental Assistant	Trainee Dental Assistant	Operational Ambulance Officers	Operational Ambulance Managers	Project Director	Project Manager	Project Officer	Cleaning, Linen and Food	Motor Vehicle, Patient Transport	Security Services, Fire Safety
NUMBER OF RESPONDENTS	132	0	0	0	0	0	0	0	0	16	11	0	0	0
ENGAGEMENT	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

RESULTS BY CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Agency for Clinical Innovation	Residential Care Attendant, Patient Care Assistant, Patient Services, Wardsperson	Warehouse staff	Tradesperson	Apprentice Trade Worker and Trade Assistant	Trainee	Volunteer	Other job role	Prefer not to say
NUMBER OF RESPONDENTS	132	0	0	0	0	1	0	2	3
ENGAGEMENT	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS



WHAT'S NEXT?

Sector employees have now given their feedback and these results show where actions and improvements are required.

Research has shown that a key reason why employees can become disengaged is if they are asked their opinion and then no action takes place as a result.

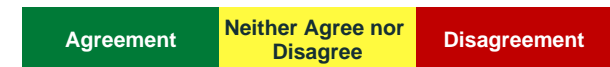
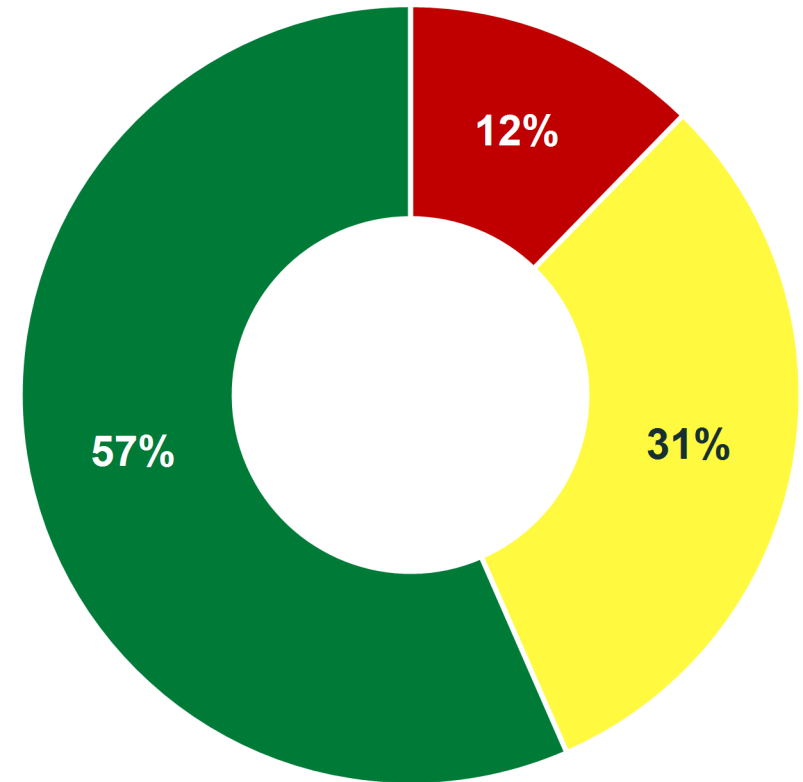
57%

of employees replied favourably to:

'I believe action will be taken on the results from this survey by my organisation.'

32%
SECTOR

34%
CLUSTER



GUIDE TO THIS REPORT

ANONYMITY RULES

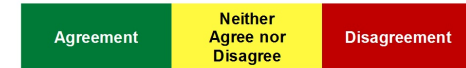
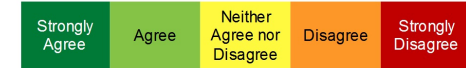
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees). Where people work in small teams, the results are merged with larger business units and results are not available. Where this happens an 'r' is shown in reports.

HOW TO READ THIS REPORT

The majority of questions have a 5-point answer scale. In reports, the Strongly Agree and Agree scores are combined to create an agreement (or positive) score which is shown as a rounded percentage.

Previous surveys had a 4-point answer scale, which means that comparisons are limited for this year only. Some scales, such as those used for the Engagement Index, are unchanged.



HOW THE DRIVERS AND INFLUENCERS ARE DERIVED

ORC International employs SPSS software to fully interrogate the results and perform appropriate calculations. Our statisticians need a minimum of **30 responses** from a team to perform the analysis to determine the top influences of engagement, leadership and other key question groups.

Statistical techniques applied for this analysis include **Factor Analysis** which identifies patterns in data and allows the statistician to assess whether the attitude questions are measuring the same underlying theme or characteristic.

Regression Analysis then involves building a statistical model based on research that employee engagement is affected by various elements of the workplace such as line manager, learning & development, reward and recognition, job role, etc. This analysis assigns importance weights to the attributes that have been measured. It relies on certain assumptions, one of which is that the variables used in the model should, by definition, not be strongly related to each other. The outcome of these techniques is a list of questions which we can say have the highest association with the engagement index, or more simply, are the most significant influencers of employee engagement

ROUNDING

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of the calculation for maximum accuracy.

Values from .00 to .49 are rounded down, whereas values from .50 to .99 are rounded up. Therefore, in some instances the data will not add up to 100%. Example below:

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Total
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%