PEOPLE MATTER 2016

NSW Public Sector Employee Survey

NSW | Health

Health

Bureau of Health Information

NSW GOVERNMENT | Public Service Commission

ORC INTERNATIONAL

CONTENTS OF REPORT

NOTE: Profile of Respondents and Demographic Results are not included where there are less than 50 respondents.

RESPONSE RATE

100%

**34 RESPONSES
OUT OF 34 EMPLOYEES**

ENGAGEMENT INDEX

71%

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 %
2i.	People in my workgroup treat customers/clients with respect	**97%**
2e.	I receive help and support from other members of my workgroup	**94%**
7c.	My organisation strives to earn and sustain a high level of public trust	**94%**
1h.	I look for ways to perform my job more effectively	**91%**
2a.	My workgroup strives to achieve customer/client satisfaction	**91%**
2d.	People in my workgroup have the appropriate skills to do the job well	**91%**
7d.	My organisation focuses on improving the work we do	**91%**
2c.	My team works collaboratively to achieve its objectives	**91%**
2f.	There is good team spirit in my workgroup	**88%**
5a.	My manager encourages people in my workgroup to improve the quality of what they do	**88%**

-	LOWEST AGREEMENT SCORING QUESTIONS	2016 AGREEMENT %
5n.	My manager appropriately deals with employees who perform poorly	**41%**
3j.	I am satisfied with the opportunities available for career development in my organisation	**44%**
6c.	I feel that senior managers model the values of my organisation	**44%**
7f.	I feel that change is handled well in my organisation	**44%**
6g.	I feel that senior managers keep employees informed about what's going on	**47%**
6h.	I feel that senior managers listen to employees	**47%**
3k.	I would like to work in another agency within the NSW Public Sector during my career	**50%**
5q.	My manager would help me to broaden my experience by supporting my movement to another organisation	**50%**
9b.	I have confidence in the ways my organisation resolves grievances	**50%**
7m.	Recruitment and promotion decisions in this organisation are generally fair	**53%**

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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'.
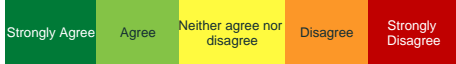
EXPLORE THE FULL SURVEY RESULTS

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 — 71% RESPONSE SCALE

	Responses	AGREEMENT %	PMES 2014	HEALTH	SECTOR
Q7o. I would recommend my organisation as a great place to work	26 / 41 / 21	68%	50%	60%	60%
Q7p. I am proud to tell others I work for my organisation	38 / 44 / 9	82%	70%	68%	68%
Q7q. I feel a strong personal attachment to my organisation	29 / 41 / 9 / 15	71%	40%	62%	64%
Q7r. My organisation motivates me to help it achieve its objectives	29 / 41 / 15 / 9	71%	60%	54%	55%
Q7s. My organisation inspires me to do the best in my job	32 / 41 / 15	74%	40%	55%	55%

KEY

Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree
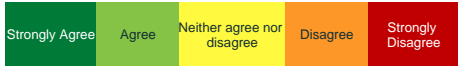
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Some key comparisons are provided.

ENGAGEMENT WITH WORK   **72%** RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q1g. My job gives me a feeling of personal accomplishment	29 / 38 / 18 / 12	68%	78%	76%
Q1h. I look for ways to perform my job more effectively	50 / 41	91%	94%	95%
Q1i. I feel motivated to contribute more than what is normally required at work	38 / 32 / 15 / 12	71%	75%	76%
Q1j. I am satisfied with my job at the present time	29 / 29 / 15 / 24	59%	63%	63%

KEY | Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree
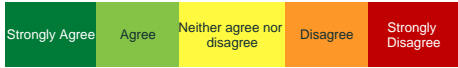
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Some key comparisons are provided.

SENIOR MANAGERS

54% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	AGREEMENT %	HEALTH	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	26	32	21	15		59%	45%	47%
Q6b. I feel that senior leaders effectively lead and manage change	18	38	15	24		56%	42%	43%
Q6c. I feel that senior managers model the values of my organisation	18	26	35	15		44%	45%	48%
Q6d. Senior managers encourage innovation by employees	29	44	12	12		74%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	18	41	21	21		59%	49%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	15	41	24	15		56%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	15	32	15	26	12	47%	42%	44%
Q6h. I feel that senior managers listen to employees	12	35	29	18		47%	37%	39%
Q7f. I feel that change is handled well in my organisation	15	29	26	26		44%	43%	41%

KEY

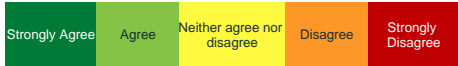| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

COMMUNICATION — 63% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	AGREEMENT %	HEALTH	SECTOR
Q5e. My manager communicates effectively with me	35	38	12	15		74%	66%	69%
Q5f. My manager encourages and values employee input	35	41	18			76%	66%	69%
Q5g. My manager involves my workgroup in decisions about our work	24	41	18	15		65%	62%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	15	32	15	26	12	47%	42%	44%
Q6h. I feel that senior managers listen to employees	12	35	29	18		47%	37%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	29	38	18	12		68%	67%	69%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

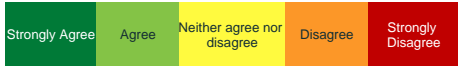**EXPLORE THE FULL SURVEY RESULTS**

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HIGH PERFORMANCE   77% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q1a. I understand what is expected of me to do well in my role	38 / 44 / 9 / 9	82%	91%	90%
Q1b. I have the tools I need to do my job effectively	41 / 41 / 9	82%	72%	70%
Q1c. I get the information I need to do my job well	18 / 53 / 9 / 18	71%	69%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	47 / 35 / 15	82%	86%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	29 / 35 / 15 / 21	65%	70%	69%
Q2b. People in my workgroup use time and resources efficiently	29 / 50 / 12 / 9	79%	68%	70%
Q2c. My team works collaboratively to achieve its objectives	45 / 45	91%	74%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	38 / 53 / 9	91%	77%	76%
Q3h. I have received appropriate training and development to do my job well	29 / 35 / 21 / 12	65%	69%	63%

KEY | Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree |

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Some key comparisons are provided.

HIGH PERFORMANCE — 77% RESPONSE SCALE

	Responses	AGREEMENT %	HEALTH	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	47 / 41 / 9	88%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	24 / 56 / 9 / 9	79%	65%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	29 / 47 / 9 / 15	76%	63%	65%
Q5j. I have confidence in the decisions my line manager makes	35 / 41 / 15	76%	64%	67%
Q6d. Senior managers encourage innovation by employees	29 / 44 / 12 / 12	74%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	18 / 41 / 21 / 21	59%	49%	52%
Q7d. My organisation focuses on improving the work we do	50 / 41	91%	76%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	29 / 35 / 24 / 9	65%	61%	62%
Q7g. There is good co-operation between teams across our organisation	24 / 32 / 9 / 29	56%	50%	48%

KEY: Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree

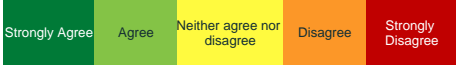**EXPLORE THE FULL SURVEY RESULTS**

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Some key comparisons are provided.

HIGH PERFORMANCE   77% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q7n. My organisation generally selects capable people to do the job	18 | 59 | 15	76%	53%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	29 | 44 | 15 | 12	74%	67%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	56 | 32 | 12	88%	84%	85%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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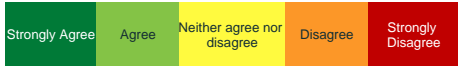**EXPLORE THE FULL SURVEY RESULTS**

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Some key comparisons are provided.

PUBLIC SECTOR VALUES	74% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction	53 / 38 / 9	91%	85%	85%
Q2b. People in my workgroup use time and resources efficiently	29 / 50 / 12 / 9	79%	68%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	53 / 26 / 15	79%	64%	67%
Q2h. People in my workgroup treat each other with respect	53 / 32 / 15	85%	68%	72%
Q2i. People in my workgroup treat customers/clients with respect	56 / 41	97%	86%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	47 / 41 / 9	88%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	24 / 56 / 9 / 9	79%	65%	64%
Q5d. My manager listens to what I have to say	44 / 38 / 9	82%	70%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	29 / 41 / 24	71%	61%	64%

KEY

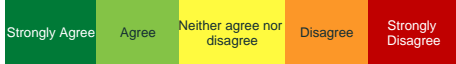| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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PUBLIC SECTOR VALUES — 74% RESPONSE SCALE

Question	Response distribution	AGREEMENT %	HEALTH	SECTOR
Q5k. My manager treats employees with dignity and respect	50 / 26 / 21	76%	72%	76%
Q5l. My manager talks to me about how the values apply to my work	32 / 24 / 32 / 12	56%	58%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	26 / 32 / 21 / 15	59%	45%	47%
Q6c. I feel that senior managers model the values of my organisation	18 / 26 / 35 / 15	44%	45%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	15 / 41 / 24 / 15	56%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	15 / 32 / 15 / 26 / 12	47%	42%	44%
Q6h. I feel that senior managers listen to employees	12 / 35 / 29 / 18	47%	37%	39%
Q7a. My organisation provides high quality services	44 / 44 / 9	88%	81%	80%
Q7b. My organisation strives to match services to customer/client needs	29 / 53 / 12	82%	80%	80%

KEY: Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree

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PUBLIC SECTOR VALUES	74% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	59 / 35	94%	82%	83%
Q7d. My organisation focuses on improving the work we do	50 / 41	91%	76%	76%
Q7h. People in my organisation take responsibility for their own actions	12 / 44 / 21 / 18	56%	48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	38 / 32 / 18	71%	58%	63%

KEY — Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree

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DIVERSITY & INCLUSION

74% RESPONSE SCALE

	Response Scale	AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	24 / 35 / 21 / 21	59%	60%	59%
Q5d. My manager listens to what I have to say	44 / 38 / 9	82%	70%	73%
Q5f. My manager encourages and values employee input	35 / 41 / 18	76%	66%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	32 / 44 / 18	76%	63%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	29 / 41 / 24	71%	61%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	35 / 29 / 26 / 9	65%	49%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	44 / 32 / 9 / 12	76%	73%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	29 / 44 / 15 / 12	74%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	29 / 38 / 18 / 12	68%	67%	69%

KEY

Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree

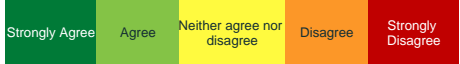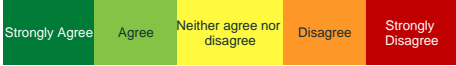**EXPLORE THE FULL SURVEY RESULTS**

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DIVERSITY & INCLUSION

74% RESPONSE SCALE

	AGREEMENT %	HEALTH	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes 56 / 32 / 12	88%	84%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? *Response scale Very satisfied - Very unsatisfied* 32 / 41 / 18	74%	55%	58%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

RECRUITMENT — 64% RESPONSE SCALE

	Response Scale	AGREEMENT %	HEALTH	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	12 / 50 / 18 / 12 / 9	62%	32%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	18 / 35 / 29 / 12	53%	43%	41%
Q7n. My organisation generally selects capable people to do the job	18 / 59 / 15	76%	53%	51%

KEY: Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree
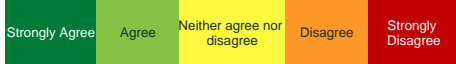
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EMPLOYEE VALUE PROPOSITION **54%** RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	15 / 41 / 24 / 15	56%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	12 / 38 / 38 / 9	50%	51%	53%
Q7g. There is good co-operation between teams across our organisation	24 / 32 / 9 / 29	56%	50%	48%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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PERFORMANCE FRAMEWORK & DEVELOPMENT — 62% RESPONSE SCALE

Question	Response	AGREEMENT %	HEALTH	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives	29 / 35 / 12 / 15 / 9	65%	62%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	29 / 44 / 12 / 15	74%	68%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	26 / 41 / 12 / 21	68%	58%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	24 / 47 / 12 / 18	71%	59%	59%
Q3e. My performance is assessed against clear criteria	32 / 26 / 26 / 15	59%	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	44 / 29 / 18	74%	69%	71%
Q3g. I am able to access the right learning and development opportunities as required	38 / 21 / 21 / 18	59%	66%	60%
Q3h. I have received appropriate training and development to do my job well	29 / 35 / 21 / 12	65%	69%	63%
Q3i. I have a strong desire to advance my career	59 / 26 / 12	85%	69%	69%

KEY: Strongly Agree / Agree / Neither agree nor disagree / Disagree / Strongly Disagree

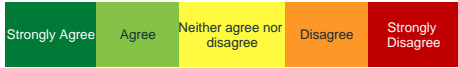## EXPLORE THE FULL SURVEY RESULTS

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PERFORMANCE FRAMEWORK & DEVELOPMENT

62% RESPONSE SCALE

Question	Response Distribution	AGREEMENT %	HEALTH	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	21 / 24 / 24 / 21 / 12	44%	48%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	24 / 26 / 38 / 12	50%	40%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	38 / 44 / 9	82%	64%	67%
Q5n. My manager appropriately deals with employees who perform poorly	21 / 21 / 41 / 15	41%	44%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	35 / 21 / 21 / 21	56%	61%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	15 / 41 / 24 / 15	56%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	12 / 38 / 38 / 9	50%	51%	53%
Q7j. My organisation is committed to developing its employees	24 / 41 / 18 / 9 / 9	65%	53%	53%

KEY

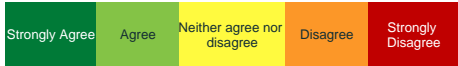| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

MOBILITY 52% RESPONSE SCALE

	Response Scale	AGREEMENT %	HEALTH	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	24 / 26 / 38 / 12	50%	40%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	15 / 41 / 24 / 15	56%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	12 / 38 / 38 / 9	50%	51%	53%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

PAY & BENEFITS   66% RESPONSE SCALE

					AGREEMENT %	HEALTH	SECTOR
Q4a. I am paid fairly for the work I do	26	44	9	21	71%	55%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	26	35	21	18	62%	60%	60%

KEY

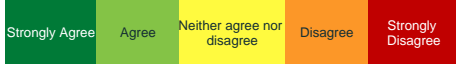| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

EXPLORE THE FULL SURVEY RESULTS

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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

85% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	53 / 32 / 9	85%	77%	77%
Q8c. Age is not a barrier to success in my organisation	50 / 29 / 18	79%	73%	71%
Q8d. Disability is not a barrier to success in my organisation	48 / 33 / 15	82%	66%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	53 / 35 / 9	88%	76%	76%
Q8f. Gender is not a barrier to success in my organisation	53 / 35 / 9	88%	75%	74%

KEY

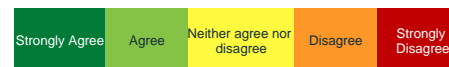| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

EXPLORE THE FULL SURVEY RESULTS

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Some key comparisons are provided.

WORKPLACE SUPPORT — 77% RESPONSE SCALE

	Graph	AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	24 / 35 / 21 / 21	59%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level	24 / 53 / 12 / 12	76%	60%	58%
Q1l. My workload is acceptable	21 / 50 / 9 / 21	71%	54%	55%
Q2e. I receive help and support from other members of my workgroup	53 / 41	94%	78%	80%
Q2f. There is good team spirit in my workgroup	53 / 35 / 9	88%	64%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	35 / 41 / 18	76%	52%	56%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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

72% RESPONSE SCALE

	AGREEMENT %	HEALTH	SECTOR
Q15. I believe action will be taken on the results from this survey by my organisation	72%	34%	32%

Response bar: 22 | 50 | 9 | 16

KEY

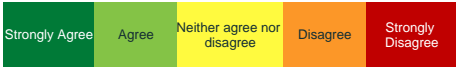| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

EXPLORE THE FULL SURVEY RESULTS

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

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Some key comparisons are provided.
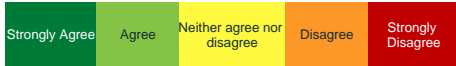
WORKPLACE CONDUCT

64% RESPONSE SCALE

	Graph	AGREEMENT %	HEALTH	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	38 / 32 / 18	71%	58%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	24 / 26 / 32 / 15	50%	43%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	26 / 44 / 15 / 12	71%	48%	49%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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		71%	42%	46%
Better skills in my workgroup		23%	28%	27%
Improved career opportunities		71%	47%	52%
Improved learning and development opportunities		52%	49%	50%
Greater involvement in decision making		39%	32%	33%
Better pay and benefits		52%	58%	58%
Greater recognition for the work I do		29%	44%	45%
Better leadership from senior managers		32%	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		13%	29%	27%
Better accountability for performance		6%	24%	25%
A better location		26%	19%	20%
More flexible working conditions		42%	38%	38%
Better work/life balance		39%	43%	46%
Improved facilities		10%	32%	30%
Improved technology and systems		13%	33%	38%
Better job security		19%	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		74%	77%	72%
No		26%	19%	24%

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		15%	31%	25%
No		74%	59%	64%
Don't Know		12%	10%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes	The data for this question has been hidden for anonymity reasons.			
No	The data for this question has been hidden for anonymity reasons.			

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		29%	43%	35%
No		53%	50%	58%
Don't Know		18%	6%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		24%	24%	20%
No		68%	71%	75%
Don't Know		9%	5%	5%

ℹ️

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	The data for this question has been hidden for anonymity reasons.			
A fellow worker at your level	The data for this question has been hidden for anonymity reasons.			
Prefer not to say	The data for this question has been hidden for anonymity reasons.			

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	25 / 56 / 9 / 9	81%	59%
Q2. I believe I am valued for what I can offer at my workplace	34 / 41 / 16	75%	69%
Q3. In my workplace, we recognise our successes and innovations	38 / 44 / 13	81%	64%
Q4. Staff are treated respectfully regardless of their job	34 / 44 / 9 / 9	78%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	25 / 31 / 22 / 16	56%	49%
Q6. Overall, I have confidence in the decisions made by my senior managers	19 / 38 / 31	56%	50%

KEY
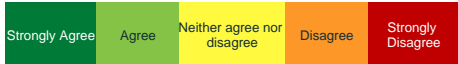
Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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	13	33	27	27		47%	50%
Q8. Where I work, we share the lessons learnt when mistakes are made	23	45	26			68%	64%
Q9. My team's objectives/work plans are clearly outlined	23	52	13	13		74%	64%
Q10. Our objectives/work plans help us to deliver a quality service	29	48	19			77%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	10	39	35	10		48%	41%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
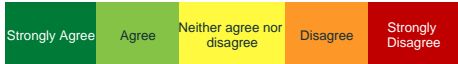
WHAT'S NEXT?

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.
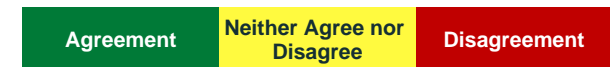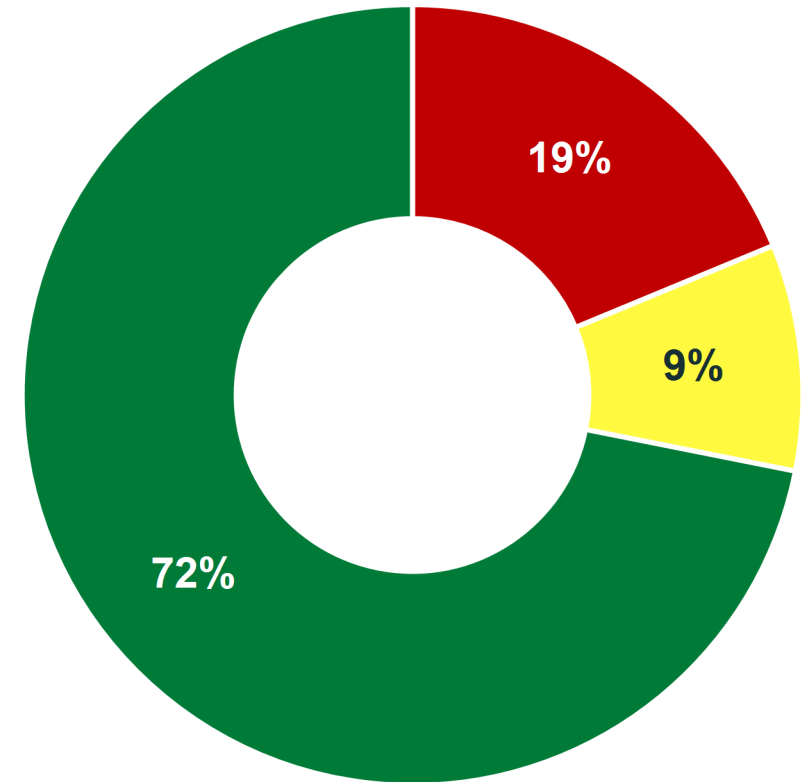
72%

of employees replied favourably to:

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

32%	34%
SECTOR	CLUSTER

19%

9%

72%

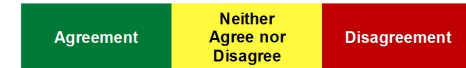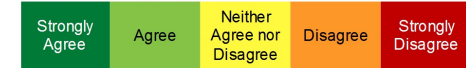| Agreement | Neither Agree nor Disagree | Disagreement |

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.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree

Agreement	Neither Agree nor Disagree	Disagreement

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%