PEOPLE MATTER 2016

NSW Public Sector Employee Survey

Health

Cancer Institute NSW

CONTENTS OF REPORT

RESPONSE RATE

82%

168 RESPONSES OUT OF 205 EMPLOYEES

ENGAGEMENT INDEX

76%

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. This is thought to be primarily due to employees selecting the wrong work location in the survey.

QUESTION HEADLINES

+ HIGHEST AGREEMENT SCORING QUESTIONS		2016 AGREEMENT %
1h.	I look for ways to perform my job more effectively	**96%**
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	**96%**
7c.	My organisation strives to earn and sustain a high level of public trust	**95%**
1a.	I understand what is expected of me to do well in my role	**95%**
7a.	My organisation provides high quality services	**94%**
2i.	People in my workgroup treat customers/clients with respect	**93%**
2a.	My workgroup strives to achieve customer/client satisfaction	**93%**
1d.	I feel I make a contribution to achieving the organisation's objectives	**93%**
7d.	My organisation focuses on improving the work we do	**90%**
2e.	I receive help and support from other members of my workgroup	**89%**

− LOWEST AGREEMENT SCORING QUESTIONS		2016 AGREEMENT %
7l.	My organisation's processes for recruiting employees are efficient	**48%**
7g.	There is good co-operation between teams across our organisation	**51%**
15.	I believe action will be taken on the results from this survey by my organisation	**54%**
7f.	I feel that change is handled well in my organisation	**54%**
3j.	I am satisfied with the opportunities available for career development in my organisation	**56%**
3k.	I would like to work in another agency within the NSW Public Sector during my career	**56%**
9b.	I have confidence in the ways my organisation resolves grievances	**58%**
6h.	I feel that senior managers listen to employees	**58%**
5n.	My manager appropriately deals with employees who perform poorly	**59%**
6g.	I feel that senior managers keep employees informed about what's going on	**59%**

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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'.

BUSINESS UNIT COMPARISON

COMPARISON OF BUSINESS UNITS

This page provides the scores for each of the business units below Cancer Institute NSW, using the same key question groups.

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

	Cancer Institute NSW	Cancer Prevention & Cancer Screening	Cancer Services and Information & Strategic Research Investment	Corporate Services & Information Technology
NUMBER OF RESPONDENTS	168	56	69	39
ENGAGEMENT	76%	74%	77%	76%
SENIOR MANAGERS	67%	57%	78%	67%
COMMUNICATION	75%	68%	80%	78%
HIGH PERFORMANCE	81%	77%	85%	83%
PUBLIC SECTOR VALUES	82%	80%	85%	82%
DIVERSITY & INCLUSION	81%	75%	85%	85%

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 10 RESPONDENTS
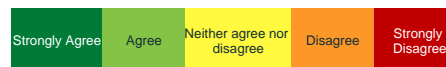
EXPLORE THE FULL SURVEY RESULTS

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Some key comparisons are provided.

ENGAGEMENT — 76% RESPONSE SCALE

	Response Scale		AGREEMENT %	PMES 2014	HEALTH	SECTOR
Q7o. I would recommend my organisation as a great place to work	28 / 50 / 18		77%	73%	60%	60%
Q7p. I am proud to tell others I work for my organisation	39 / 48 / 11		87%	90%	68%	68%
Q7q. I feel a strong personal attachment to my organisation	29 / 41 / 22 / 8		70%	58%	62%	64%
Q7r. My organisation motivates me to help it achieve its objectives	22 / 57 / 15		79%	69%	54%	55%
Q7s. My organisation inspires me to do the best in my job	28 / 51 / 16		78%	73%	55%	55%

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

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ENGAGEMENT WITH WORK — 84% RESPONSE SCALE

	Graph	AGREEMENT %	HEALTH	SECTOR
Q1g. My job gives me a feeling of personal accomplishment	41 / 43 / 12	84%	78%	76%
Q1h. I look for ways to perform my job more effectively	49 / 48	96%	94%	95%
Q1i. I feel motivated to contribute more than what is normally required at work	44 / 36 / 13 / 7	79%	75%	76%
Q1j. I am satisfied with my job at the present time	30 / 47 / 13 / 8	77%	63%	63%

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

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Some key comparisons are provided.

SENIOR MANAGERS **67%** RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	22 / 55 / 15	77%	45%	47%
Q6b. I feel that senior leaders effectively lead and manage change	20 / 47 / 21 / 9	67%	42%	43%
Q6c. I feel that senior managers model the values of my organisation	23 / 49 / 19	72%	45%	48%
Q6d. Senior managers encourage innovation by employees	16 / 51 / 26	67%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	21 / 51 / 20 / 8	72%	49%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	19 / 60 / 14	79%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	14 / 45 / 28 / 9	59%	42%	44%
Q6h. I feel that senior managers listen to employees	14 / 44 / 26 / 12	58%	37%	39%
Q7f. I feel that change is handled well in my organisation	17 / 37 / 29 / 13	54%	43%	41%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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COMMUNICATION

75% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither	Disagree	Str. Disagree	AGREEMENT %	HEALTH	SECTOR
Q5e. My manager communicates effectively with me	40	41	12			81%	66%	69%
Q5f. My manager encourages and values employee input	42	45	9			87%	66%	69%
Q5g. My manager involves my workgroup in decisions about our work	35	44	14			80%	62%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	14	45	28	9		59%	42%	44%
Q6h. I feel that senior managers listen to employees	14	44	26	12		58%	37%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	27	55	10			82%	67%	69%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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HIGH PERFORMANCE — 81% RESPONSE SCALE

Question	Strongly Agree	Agree	Neutral	AGREEMENT %	HEALTH	SECTOR
Q1a. I understand what is expected of me to do well in my role	39	56		95%	91%	90%
Q1b. I have the tools I need to do my job effectively	22	68	8	89%	72%	70%
Q1c. I get the information I need to do my job well	21	56	17	77%	69%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	35	58		93%	86%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	35	50	9	85%	70%	69%
Q2b. People in my workgroup use time and resources efficiently	24	58	12	82%	68%	70%
Q2c. My team works collaboratively to achieve its objectives	36	46	11	82%	74%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	36	51	10	86%	77%	76%
Q3h. I have received appropriate training and development to do my job well	23	52	21	75%	69%	63%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

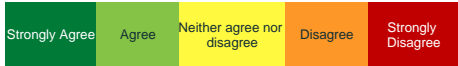## EXPLORE THE FULL SURVEY RESULTS

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HIGH PERFORMANCE 81% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither	Disagree	SD	AGREEMENT %	HEALTH	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	35	53	8			89%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	31	48	15			78%	65%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	30	53	12			83%	63%	65%
Q5j. I have confidence in the decisions my line manager makes	35	49	9			84%	64%	67%
Q6d. Senior managers encourage innovation by employees	16	51	26			67%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	21	51	20	8		72%	49%	52%
Q7d. My organisation focuses on improving the work we do	38	52	9			90%	76%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	37	42	16			80%	61%	62%
Q7g. There is good co-operation between teams across our organisation	15	36	26	16		51%	50%	48%

KEY

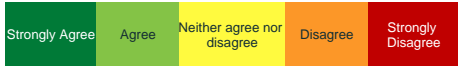| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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HIGH PERFORMANCE — 81% RESPONSE SCALE

	Graph	AGREEMENT %	HEALTH	SECTOR
Q7n. My organisation generally selects capable people to do the job	16 | 61 | 16	77%	53%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	26 | 52 | 14	78%	67%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	49 | 47	96%	84%	85%

KEY

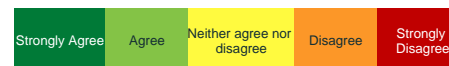| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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PUBLIC SECTOR VALUES — 82% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither	Disagree	AGREEMENT %	HEALTH	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction	35	58			93%	85%	85%
Q2b. People in my workgroup use time and resources efficiently	24	58	12		82%	68%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	37	46	9		83%	64%	67%
Q2h. People in my workgroup treat each other with respect	44	43			87%	68%	72%
Q2i. People in my workgroup treat customers/clients with respect	47	47			93%	86%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	35	53	8		89%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	31	48	15		78%	65%	64%
Q5d. My manager listens to what I have to say	42	45			86%	70%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	35	43	16		78%	61%	64%

KEY: Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree
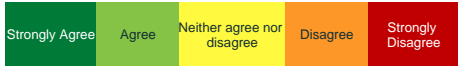
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PUBLIC SECTOR VALUES — 82% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	AGREEMENT %	HEALTH	SECTOR
Q5k. My manager treats employees with dignity and respect	48	40				88%	72%	76%
Q5l. My manager talks to me about how the values apply to my work	26	43	22	8		69%	58%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	22	55	15			77%	45%	47%
Q6c. I feel that senior managers model the values of my organisation	23	49	19			72%	45%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	19	60	14			79%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	14	45	28	9		59%	42%	44%
Q6h. I feel that senior managers listen to employees	14	44	26	12		58%	37%	39%
Q7a. My organisation provides high quality services	38	57				94%	81%	80%
Q7b. My organisation strives to match services to customer/client needs	38	51	9			89%	80%	80%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

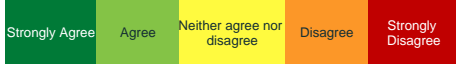## EXPLORE THE FULL SURVEY RESULTS

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PUBLIC SECTOR VALUES — 82% RESPONSE SCALE

Question	Graph	AGREEMENT %	HEALTH	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	51 / 44	95%	82%	83%
Q7d. My organisation focuses on improving the work we do	38 / 52 / 9	90%	76%	76%
Q7h. People in my organisation take responsibility for their own actions	14 / 55 / 21	69%	48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	31 / 57 / 8	88%	58%	63%

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

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Some key comparisons are provided.

DIVERSITY & INCLUSION — 81% RESPONSE SCALE

Question	Graph	AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	21 / 58 / 12 / 8	80%	60%	59%
Q5d. My manager listens to what I have to say	42 / 45	86%	70%	73%
Q5f. My manager encourages and values employee input	42 / 45 / 9	87%	66%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	34 / 45 / 16	79%	63%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	35 / 43 / 16	78%	61%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	29 / 45 / 19	74%	49%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	29 / 56 / 10	85%	73%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	26 / 52 / 14	78%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	27 / 55 / 10	82%	67%	69%

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

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DIVERSITY & INCLUSION   81% RESPONSE SCALE

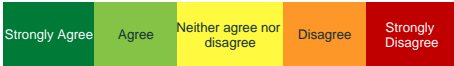|		AGREEMENT %	HEALTH	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	49 / 47	96%	84%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? *Response scale Very satisfied - Very unsatisfied*	22 / 43 / 13 / 17	65%	55%	58%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

RECRUITMENT — 62% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither	Disagree	AGREEMENT %	HEALTH	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	8	40	23	25	48%	32%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	12	48	26	11	60%	43%	41%
Q7n. My organisation generally selects capable people to do the job	16	61	16		77%	53%	51%

KEY: Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree
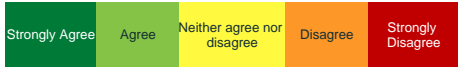
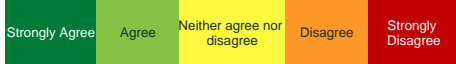**EXPLORE THE FULL SURVEY RESULTS**

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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION 60% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	28 / 42 / 23	69%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	24 / 36 / 33	60%	51%	53%
Q7g. There is good co-operation between teams across our organisation	15 / 36 / 26 / 16	51%	50%	48%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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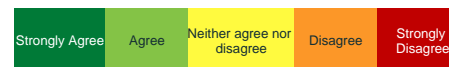
Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT

73% RESPONSE SCALE

Question	Response Scale	AGREEMENT %	HEALTH	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives	25 / 55 / 10 / 9	80%	62%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	37 / 48 / 10	85%	68%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	34 / 53 / 9	87%	58%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	29 / 50 / 12 / 7	80%	59%	59%
Q3e. My performance is assessed against clear criteria	20 / 54 / 13 / 10	74%	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	35 / 50 / 8	85%	69%	71%
Q3g. I am able to access the right learning and development opportunities as required	22 / 52 / 16 / 8	74%	66%	60%
Q3h. I have received appropriate training and development to do my job well	23 / 52 / 21	75%	69%	63%
Q3i. I have a strong desire to advance my career	45 / 32 / 18	77%	69%	69%

KEY

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

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PERFORMANCE FRAMEWORK & DEVELOPMENT

73% RESPONSE SCALE

	RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	17 / 39 / 25 / 11 / 8	56%	48%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	21 / 34 / 33 / 7	56%	40%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	38 / 44 / 15	81%	64%	67%
Q5n. My manager appropriately deals with employees who perform poorly	23 / 36 / 33	59%	44%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	29 / 48 / 17	77%	61%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	28 / 42 / 23	69%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	24 / 36 / 33	60%	51%	53%
Q7j. My organisation is committed to developing its employees	22 / 47 / 26	69%	53%	53%

KEY
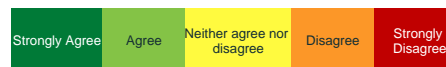
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Some key comparisons are provided.

MOBILITY

62% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	AGREEMENT %	HEALTH	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	21	34	33	7		56%	40%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	28	42	23			69%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	24	36	33			60%	51%	53%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

PAY & BENEFITS

69% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q4a. I am paid fairly for the work I do	18 55 17 8	74%	55%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	17 48 21 10	65%	60%	60%

KEY

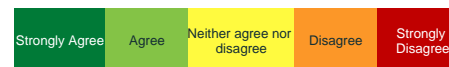| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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.

DIVERSITY GROUPS   86% RESPONSE SCALE

				AGREEMENT %	HEALTH	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	36	48	13	84%	77%	77%
Q8c. Age is not a barrier to success in my organisation	34	51	13	85%	73%	71%
Q8d. Disability is not a barrier to success in my organisation	33	51	15	84%	66%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	40	48	11	89%	76%	76%
Q8f. Gender is not a barrier to success in my organisation	41	45	11	86%	75%	74%

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.

WORKPLACE SUPPORT — 79% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	21 / 58 / 12 / 8	80%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level	22 / 54 / 13 / 8	76%	60%	58%
Q1l. My workload is acceptable	22 / 52 / 16 / 9	73%	54%	55%
Q2e. I receive help and support from other members of my workgroup	40 / 49 / 7	89%	78%	80%
Q2f. There is good team spirit in my workgroup	41 / 44 / 8	85%	64%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	24 / 46 / 13 / 12	70%	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.
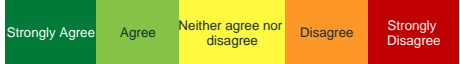
Some key comparisons are provided.

ACTION ABOUT SURVEY RESULTS

54% RESPONSE SCALE

	AGREEMENT %	HEALTH	SECTOR
Q15. I believe action will be taken on the results from this survey by my organisation — 11 / 43 / 32 / 11	54%	34%	32%

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.
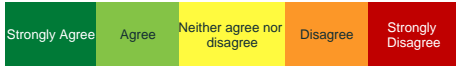
WORKPLACE CONDUCT	72% RESPONSE SCALE		AGREEMENT %	HEALTH	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	31 / 57 / 8		88%	58%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	17 / 41 / 33		58%	43%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	21 / 50 / 23		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		58%	42%	46%
Better skills in my workgroup		19%	28%	27%
Improved career opportunities		66%	47%	52%
Improved learning and development opportunities		53%	49%	50%
Greater involvement in decision making		34%	32%	33%
Better pay and benefits		62%	58%	58%
Greater recognition for the work I do		39%	44%	45%
Better leadership from senior managers		26%	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		17%	29%	27%
Better accountability for performance		22%	24%	25%
A better location		24%	19%	20%
More flexible working conditions		52%	38%	38%
Better work/life balance		50%	43%	46%
Improved facilities		27%	32%	30%
Improved technology and systems		27%	33%	38%
Better job security		33%	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		88%	77%	72%
No		10%	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		8%	31%	25%
No		86%	59%	64%
Don't Know		7%	10%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		50%	65%	63%
No		50%	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		14%	43%	35%
No		79%	50%	58%
Don't Know		6%	6%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		9%	24%	20%
No		89%	71%	75%
Don't Know		2%	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		29%	20%	23%
Your Immediate Manager/Supervisor		14%	26%	26%
A fellow worker at your level		29%	29%	25%
A subordinate		7%	7%	8%
A client or customer		7%	2%	2%
Other		7%	5%	4%
Prefer not to say		7%	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

HEALTH QUESTIONS	Strongly Agree	Agree	Neither	Disagree	AGREEMENT %	HEALTH
Q1. Morale is good in my team	32	52	8		84%	59%
Q2. I believe I am valued for what I can offer at my workplace	28	58	8		85%	69%
Q3. In my workplace, we recognise our successes and innovations	26	56	11		82%	64%
Q4. Staff are treated respectfully regardless of their job	27	55	8		82%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	24	46	18	9	70%	49%
Q6. Overall, I have confidence in the decisions made by my senior managers	24	53	15		77%	50%

KEY
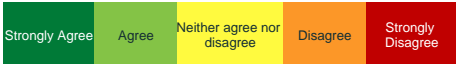
Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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	18	53	19	8		71%	50%
Q8. Where I work, we share the lessons learnt when mistakes are made	16	59	16	8		75%	64%
Q9. My team's objectives/work plans are clearly outlined	20	59	13			79%	64%
Q10. Our objectives/work plans help us to deliver a quality service	20	61	13			82%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	12	32	42	10		44%	41%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
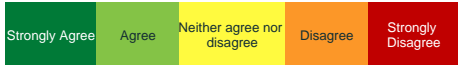
PROFILE OF RESPONDENTS

PERSONAL PROFILES

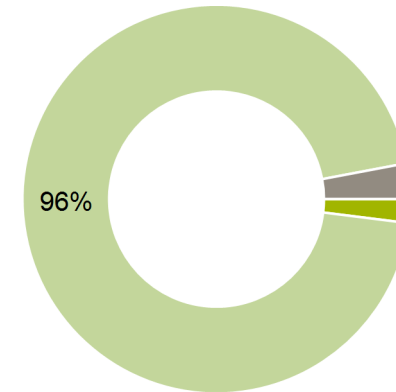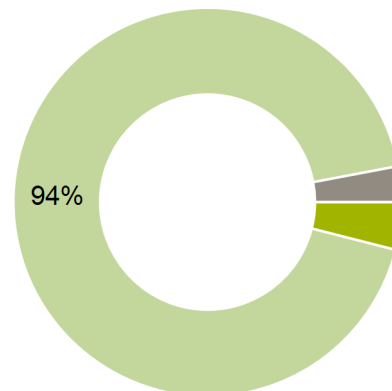|	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		16%
Female		83%
Other		1%
Age		
<35		32%
35 - 54		52%
> 54		16%

PERSONAL PROFILES

DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?

78%

20%
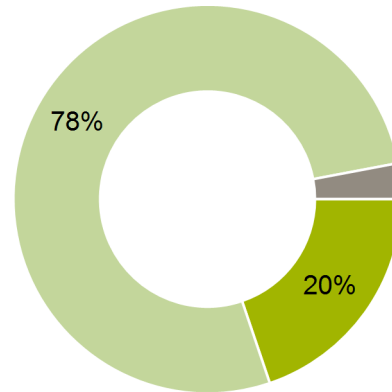
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?

96%

DO YOU HAVE A DISABILITY?

94%

7%

DO YOU IDENTIFY AS LGBTI?

90%

7%

KEY | YES | NO | PREFER NOT TO SAY
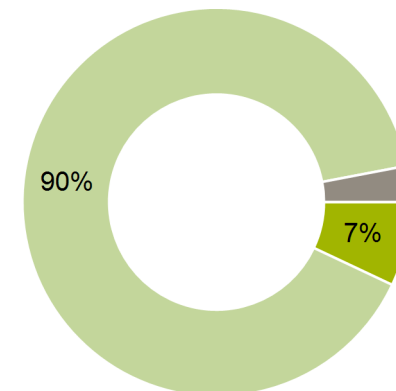
WORK PROFILES

TENURE IN ORGANISATION	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		25%
1 - 2 years		21%
2 - 5 years		31%
5 - 10 years		13%
10 - 20 years		9%
More than 20 years		1%

WORK PROFILES

TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		6%
Other service delivery work		3%
Administrative support		10%
Corporate services		24%
Policy		2%
Research		8%
Program and project management support		34%
Other		13%

WORK PROFILES

SALARY	Less than $35,000	$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
PERCENTAGES	3%	3%	6%	9%	7%	14%	18%	20%	8%	3%	1%	8%
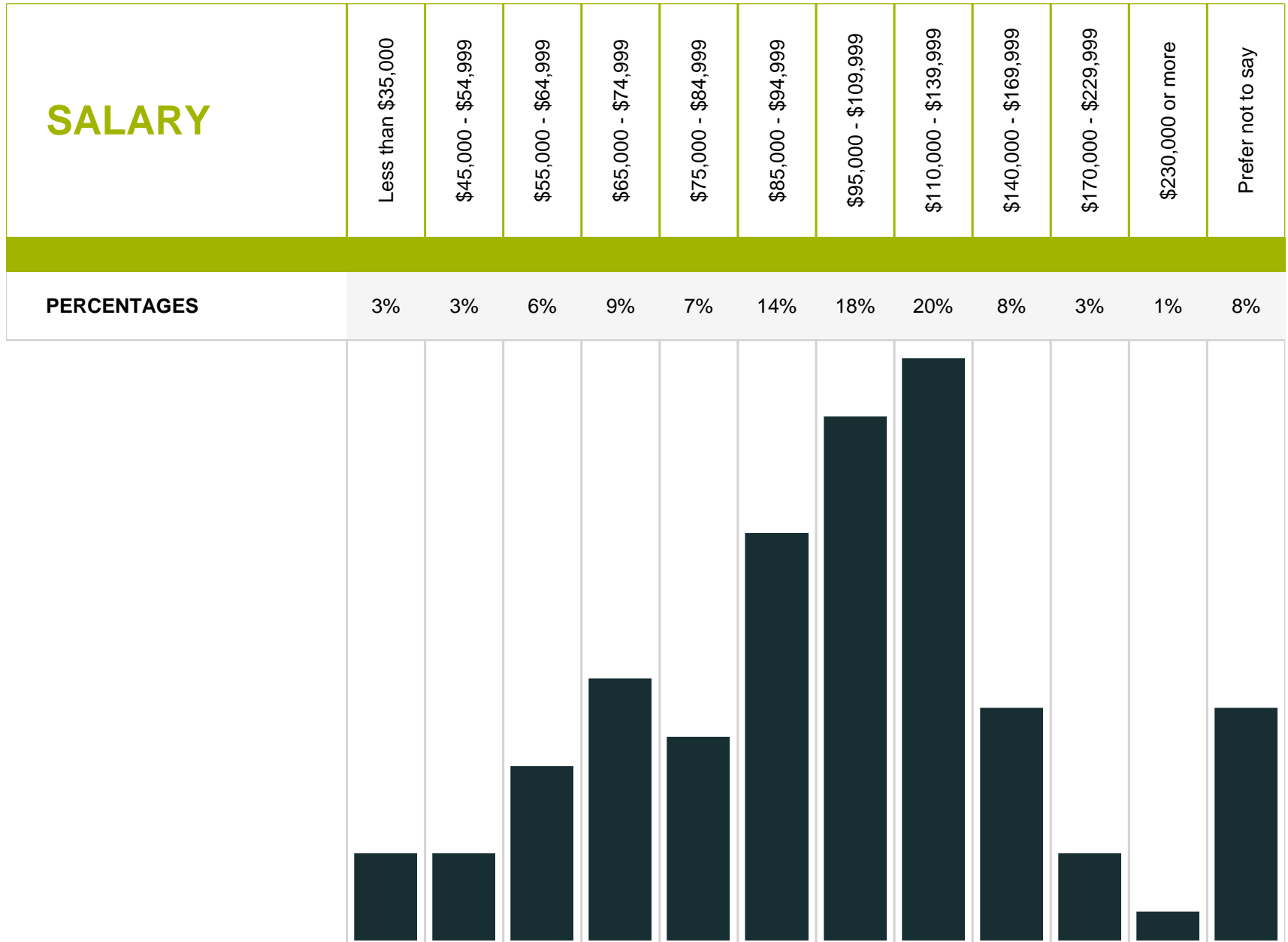
EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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.

	Cancer Institute NSW	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	168	9	5	16	37	3	13	53	0	20
ENGAGEMENT	76%	(r)	(r)	(r)	77%	(r)	(r)	77%	(r)	(r)
SENIOR MANAGERS	67%	(r)	(r)	(r)	77%	(r)	(r)	66%	(r)	(r)
COMMUNICATION	75%	(r)	(r)	(r)	85%	(r)	(r)	74%	(r)	(r)
HIGH PERFORMANCE	81%	(r)	(r)	(r)	88%	(r)	(r)	81%	(r)	(r)
PUBLIC SECTOR VALUES	82%	(r)	(r)	(r)	87%	(r)	(r)	83%	(r)	(r)
DIVERSITY & INCLUSION	81%	(r)	(r)	(r)	90%	(r)	(r)	80%	(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

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.

	Cancer Institute NSW	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	168	4	0	5	9	14	11	21	27	31	12	5	2	13
ENGAGEMENT	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	75%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	67%	(r)	(r)	(r)	(r)
COMMUNICATION	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	77%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	81%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	82%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	82%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	83%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	81%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	84%	(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

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.

	Cancer Institute NSW	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	168	38	33	48	20	14	2
ENGAGEMENT	76%	81%	77%	68%	(r)	(r)	(r)
SENIOR MANAGERS	67%	78%	65%	61%	(r)	(r)	(r)
COMMUNICATION	75%	78%	77%	72%	(r)	(r)	(r)
HIGH PERFORMANCE	81%	88%	85%	76%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	82%	88%	86%	76%	(r)	(r)	(r)
DIVERSITY & INCLUSION	81%	88%	86%	74%	(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

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.

	Cancer Institute NSW	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	168	0	4	17	27	30	21	11	15	13	7	4
ENGAGEMENT	76%	(r)	(r)	(r)	(r)	71%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	67%	(r)	(r)	(r)	(r)	67%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	75%	(r)	(r)	(r)	(r)	76%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	81%	(r)	(r)	(r)	(r)	79%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	82%	(r)	(r)	(r)	(r)	80%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	81%	(r)	(r)	(r)	(r)	81%	(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

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.

	Cancer Institute NSW	Male	Female	Other
NUMBER OF RESPONDENTS	168	25	128	1
ENGAGEMENT	76%	(r)	75%	(r)
SENIOR MANAGERS	67%	(r)	67%	(r)
COMMUNICATION	75%	(r)	74%	(r)
HIGH PERFORMANCE	81%	(r)	81%	(r)
PUBLIC SECTOR VALUES	82%	(r)	82%	(r)
DIVERSITY & INCLUSION	81%	(r)	80%	(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

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.

	Cancer Institute NSW	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	168	0	0	0	1	0	0	1	3	0	0	10	7	0
ENGAGEMENT	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	81%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	82%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	81%	(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

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.

	Cancer Institute NSW	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	168	8	34	5	3	0	3	0	0	0	1	0	3	9
ENGAGEMENT	76%	(r)	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	67%	(r)	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	75%	(r)	81%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	81%	(r)	84%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	82%	(r)	84%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	81%	(r)	84%	(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

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.

	Cancer Institute NSW	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	168	0	0	0	0	0	0	0	1	19	22	0	0	0
ENGAGEMENT	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	81%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	82%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	81%	(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

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.

	Cancer Institute NSW	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	168	0	0	0	0	0	0	10	9
ENGAGEMENT	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	81%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	82%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	81%	(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.
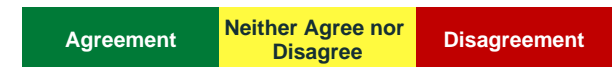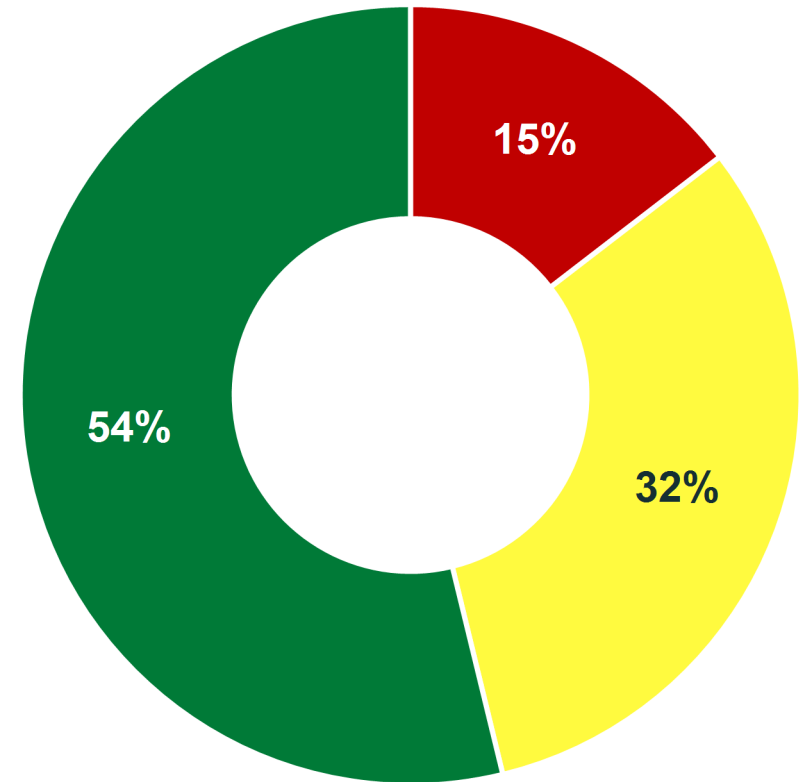
54%

of employees replied favourably to:

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

32%
SECTOR

34%
CLUSTER

15%

32%

54%

| Agreement | Neither Agree nor Disagree | Disagreement |

GUIDE TO THIS REPORT

ℹ ANONYMITY RULES

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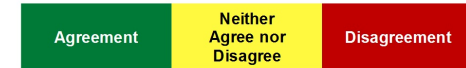
There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees). Where people work in small teams, the results are merged with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

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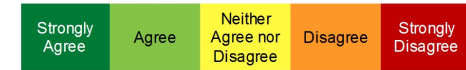
Previous surveys had a 4-point answer scale, which means that comparisons are limited for this year only. Some scales, such as those used for the Engagement Index, are unchanged.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree

Agreement	Neither Agree nor Disagree	Disagreement

ℹ 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

ℹ 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%