
PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Health

Clinical Excellence Commission

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RESPONSE RATE

85%

85 RESPONSES
OUT OF 100 EMPLOYEES

ENGAGEMENT INDEX

60%

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
%

1h. I look for ways to perform my job more effectively	93%
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	88%
7c. My organisation strives to earn and sustain a high level of public trust	84%
2a. My workgroup strives to achieve customer/client satisfaction	83%
1d. I feel I make a contribution to achieving the organisation's objectives	82%
3i. I have a strong desire to advance my career	81%
2i. People in my workgroup treat customers/clients with respect	80%
3b. I have informal feedback conversations with my manager throughout the year	80%
1a. I understand what is expected of me to do well in my role	79%
7b. My organisation strives to match services to customer/client needs	79%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

7f. I feel that change is handled well in my organisation	22%
6g. I feel that senior managers keep employees informed about what's going on	32%
7m. Recruitment and promotion decisions in this organisation are generally fair	33%
3j. I am satisfied with the opportunities available for career development in my organisation	33%
5n. My manager appropriately deals with employees who perform poorly	33%
6b. I feel that senior leaders effectively lead and manage change	35%
7g. There is good co-operation between teams across our organisation	35%
9b. I have confidence in the ways my organisation resolves grievances	36%
6d. Senior managers encourage innovation by employees	37%
6a. I believe senior managers provide clear direction for the future of the organisation	38%



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

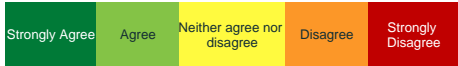
This section shows results for all the survey questions grouped by key themes.

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	60% RESPONSE SCALE					AGREEMENT %	PMES 2014	HEALTH	SECTOR
Q7o. I would recommend my organisation as a great place to work	10	41	23	19	8	51%	88%	60%	60%
Q7p. I am proud to tell others I work for my organisation	19	42	24	8	8	61%	91%	68%	68%
Q7q. I feel a strong personal attachment to my organisation	16	38	28	10	8	54%	75%	62%	64%
Q7r. My organisation motivates me to help it achieve its objectives	15	38	27	10	10	53%	73%	54%	55%
Q7s. My organisation inspires me to do the best in my job	15	33	29	8	14	49%	75%	55%	55%

KEY





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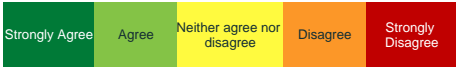
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ENGAGEMENT WITH WORK 71% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		66%	78%	76%
Q1h. I look for ways to perform my job more effectively		93%	94%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		71%	75%	76%
Q1j. I am satisfied with my job at the present time		54%	63%	63%

KEY





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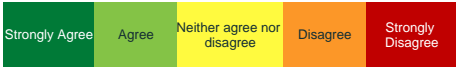
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SENIOR MANAGERS	39% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation		38%	45%	47%
Q6b. I feel that senior leaders effectively lead and manage change		35%	42%	43%
Q6c. I feel that senior managers model the values of my organisation		44%	45%	48%
Q6d. Senior managers encourage innovation by employees		37%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		52%	49%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		57%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		32%	42%	44%
Q6h. I feel that senior managers listen to employees		40%	37%	39%
Q7f. I feel that change is handled well in my organisation		22%	43%	41%

KEY





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COMMUNICATION	57% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q5e. My manager communicates effectively with me	22 45 10 10 13	67%	66%	69%
Q5f. My manager encourages and values employee input	26 46 9 9 11	72%	66%	69%
Q5g. My manager involves my workgroup in decisions about our work	23 40 15 16	63%	62%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	9 23 22 17 28	32%	42%	44%
Q6h. I feel that senior managers listen to employees	11 28 25 16 20	40%	37%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	19 50 14 10	69%	67%	69%

KEY





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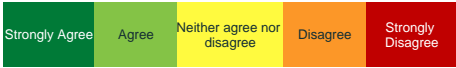
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	HIGH PERFORMANCE					62% RESPONSE SCALE			AGREEMENT %	HEALTH	SECTOR
Q1a. I understand what is expected of me to do well in my role	33	46	9			79%	91%	90%			
Q1b. I have the tools I need to do my job effectively	16	52	7	16	8	68%	72%	70%			
Q1c. I get the information I need to do my job well	15	47	13	15	9	62%	69%	67%			
Q1d. I feel I make a contribution to achieving the organisation's objectives	40	42	12			82%	86%	86%			
Q1e. I feel I am able to suggest ideas to improve our way of doing things	26	46	12	11		72%	70%	69%			
Q2b. People in my workgroup use time and resources efficiently	21	39	16	13	11	60%	68%	70%			
Q2c. My team works collaboratively to achieve its objectives	21	44	14	9	12	65%	74%	75%			
Q2d. People in my workgroup have the appropriate skills to do the job well	16	46	11	16	11	62%	77%	76%			
Q3h. I have received appropriate training and development to do my job well	13	41	24	14	7	54%	69%	63%			

KEY





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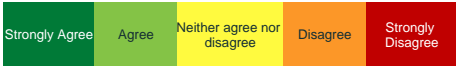
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	HIGH PERFORMANCE					62% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	26	41	17	10		67%	70%	72%	
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	18	39	22	10	11	57%	65%	64%	
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	11	49	20	15		60%	63%	65%	
Q5j. I have confidence in the decisions my line manager makes	21	43	11	9	17	63%	64%	67%	
Q6d. Senior managers encourage innovation by employees	10	27	37	16	10	37%	47%	49%	
Q6e. Senior managers promote collaboration between my organisation and others we work with	14	38	31	9	9	52%	49%	52%	
Q7d. My organisation focuses on improving the work we do	26	46	18			73%	76%	76%	
Q7e. My organisation is making the necessary improvements to meet our future challenges	23	30	30	8	10	53%	61%	62%	
Q7g. There is good co-operation between teams across our organisation	9	27	20	25	19	35%	50%	48%	

KEY





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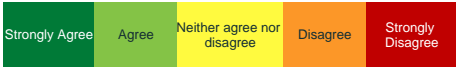
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	62% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q7n. My organisation generally selects capable people to do the job	8	44	19	15	14	52%	53%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	15	49	22	8		64%	67%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	35	54	9			88%	84%	85%

KEY





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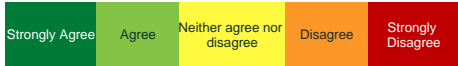
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PUBLIC SECTOR VALUES		61% RESPONSE SCALE			AGREEMENT %	HEALTH	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction	29	55	8		83%	85%	85%
Q2b. People in my workgroup use time and resources efficiently	21	39	16	13	60%	68%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	21	34	20	7	55%	64%	67%
Q2h. People in my workgroup treat each other with respect	26	35	19	8	61%	68%	72%
Q2i. People in my workgroup treat customers/clients with respect	31	49	14		80%	86%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	26	41	17	10	67%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	18	39	22	10	57%	65%	64%
Q5d. My manager listens to what I have to say	24	51	7	11	76%	70%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	20	39	21	16	59%	61%	64%

KEY





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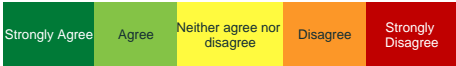
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	61% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q5k. My manager treats employees with dignity and respect	28	44	10	7	11	72%	72%	76%
Q5l. My manager talks to me about how the values apply to my work	17	39	21	9	15	56%	58%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	13	25	19	15	29	38%	45%	47%
Q6c. I feel that senior managers model the values of my organisation	11	33	16	18	23	44%	45%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	15	42	25		12	57%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	9	23	22	17	28	32%	42%	44%
Q6h. I feel that senior managers listen to employees	11	28	25	16	20	40%	37%	39%
Q7a. My organisation provides high quality services	21	55	19			76%	81%	80%
Q7b. My organisation strives to match services to customer/client needs	25	54	14			79%	80%	80%

KEY





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Some key comparisons are provided.

PUBLIC SECTOR VALUES	61% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q7c. My organisation strives to earn and sustain a high level of public trust	30	54	13			84%	82%	83%
Q7d. My organisation focuses on improving the work we do	26	46	18			73%	76%	76%
Q7h. People in my organisation take responsibility for their own actions		37	25	17	15	43%	48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	10	38	32	7	12	48%	58%	63%

KEY





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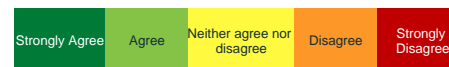
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DIVERSITY & INCLUSION	66%	RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR			
Q1f. I am provided with the support I need to optimise my contribution at work	14	35	24	9	18	49%	60%	59%
Q5d. My manager listens to what I have to say	24	51	7	11		76%	70%	73%
Q5f. My manager encourages and values employee input	26	46	9	9	11	72%	66%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	18	45	16	16		63%	63%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	20	39	21	16		59%	61%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	20	28	41	7		48%	49%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	25	49	16	9		74%	73%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	15	49	22	8		64%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	19	50	14	10		69%	67%	69%

KEY





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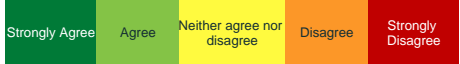
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DIVERSITY & INCLUSION		66% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR		
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	35	54	9	88%	84%	85%	
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	13	48	18	17	61%	55%	58%

KEY





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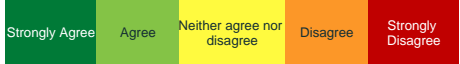
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Some key comparisons are provided.

RECRUITMENT	45% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	10	39	30	10	10	49%	32%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair		26	25	26	16	33%	43%	41%
Q7n. My organisation generally selects capable people to do the job	8	44	19	15	14	52%	53%	51%

KEY





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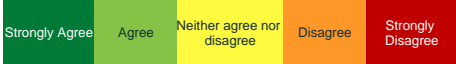
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	45%	RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR			
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	16	36	30	14	52%	58%	60%	
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	15	33	35	14	48%	51%	53%	
Q7g. There is good co-operation between teams across our organisation	9	27	20	25	19	35%	50%	48%

KEY





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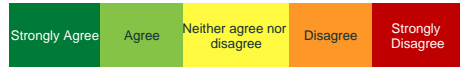
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PERFORMANCE FRAMEWORK & DEVELOPMENT

57% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		62%	62%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		80%	68%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		60%	58%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		61%	59%	59%
Q3e. My performance is assessed against clear criteria		46%	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		72%	69%	71%
Q3g. I am able to access the right learning and development opportunities as required		57%	66%	60%
Q3h. I have received appropriate training and development to do my job well		54%	69%	63%
Q3i. I have a strong desire to advance my career		81%	69%	69%

KEY





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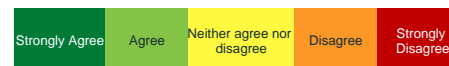
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PERFORMANCE FRAMEWORK & DEVELOPMENT	57% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation		33%	48%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career		59%	40%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do		72%	64%	67%
Q5n. My manager appropriately deals with employees who perform poorly		33%	44%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup		56%	61%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role		52%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		48%	51%	53%
Q7j. My organisation is committed to developing its employees		45%	53%	53%

KEY





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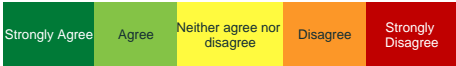
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MOBILITY	53% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	23	36	30	11	59%	40%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	16	36	30	14	52%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	15	33	35	14	48%	51%	53%

KEY





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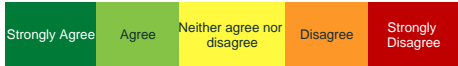
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PAY & BENEFITS		67% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q4a. I am paid fairly for the work I do		69%	55%	60%				
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)		66%	60%	60%				

KEY





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DIVERSITY GROUPS	76% RESPONSE SCALE			AGREEMENT %	HEALTH	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	27	51	17	78%	77%	77%
Q8c. Age is not a barrier to success in my organisation	25	49	16	74%	73%	71%
Q8d. Disability is not a barrier to success in my organisation	25	53	19	78%	66%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	27	51	15	78%	76%	76%
Q8f. Gender is not a barrier to success in my organisation	28	42	23	71%	75%	74%

KEY





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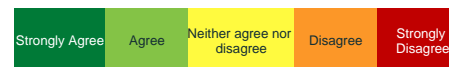
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Some key comparisons are provided.

WORKPLACE SUPPORT	57% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		49%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level		58%	60%	58%
Q1l. My workload is acceptable		57%	54%	55%
Q2e. I receive help and support from other members of my workgroup		67%	78%	80%
Q2f. There is good team spirit in my workgroup		56%	64%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		54%	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

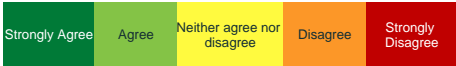
40% RESPONSE SCALE

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	40%	34%	32%

KEY





EXPLORE THE FULL SURVEY RESULTS

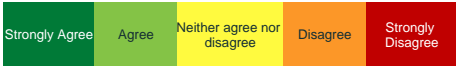
This section shows results for all the survey questions grouped by key themes.

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	43% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	10 38 32 7 12	48%	58%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	10 26 37 17 10	36%	43%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	10 36 32 9 13	46%	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		63%	42%	46%
Better skills in my workgroup		37%	28%	27%
Improved career opportunities		65%	47%	52%
Improved learning and development opportunities		60%	49%	50%
Greater involvement in decision making		37%	32%	33%
Better pay and benefits		57%	58%	58%
Greater recognition for the work I do		45%	44%	45%
Better leadership from senior managers		53%	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		24%	29%	27%
Better accountability for performance		29%	24%	25%
A better location		16%	19%	20%
More flexible working conditions		36%	38%	38%
Better work/life balance		36%	43%	46%
Improved facilities		16%	32%	30%
Improved technology and systems		39%	33%	38%
Better job security		32%	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		72%	77%	72%
No		24%	19%	24%
Don't Know		4%	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		26%	31%	25%
No		60%	59%	64%
Don't Know		14%	10%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		31%	65%	63%
No		69%	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		42%	43%	35%
No		49%	50%	58%
Don't Know		9%	6%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		26%	24%	20%
No		68%	71%	75%
Don't Know		6%	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		10%	20%	23%
Your Immediate Manager/Supervisor		45%	26%	26%
A fellow worker at your level		30%	29%	25%
A subordinate		5%	7%	8%
A client or customer		5%	2%	2%
Prefer not to say		5%	11%	13%



EXPLORE THE FULL SURVEY RESULTS

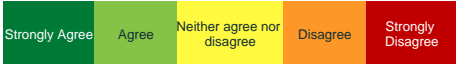
This section shows results for all the survey questions grouped by key themes.

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		43%	59%
Q2. I believe I am valued for what I can offer at my workplace		61%	69%
Q3. In my workplace, we recognise our successes and innovations		64%	64%
Q4. Staff are treated respectfully regardless of their job		62%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace		43%	49%
Q6. Overall, I have confidence in the decisions made by my senior managers		42%	50%

KEY





EXPLORE THE FULL SURVEY RESULTS

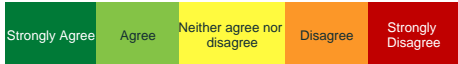
This section shows results for all the survey questions grouped by key themes.

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	14 32 23 18 12	47%	50%
Q8. Where I work, we share the lessons learnt when mistakes are made	12 37 24 14 13	49%	64%
Q9. My team's objectives/work plans are clearly outlined	22 35 16 14 13	57%	64%
Q10. Our objectives/work plans help us to deliver a quality service	20 37 15 15 13	57%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	12 12 14 26 36	23%	41%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

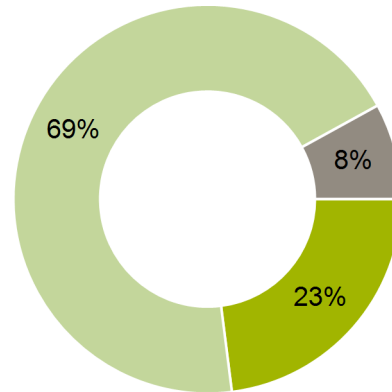
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		37%
Female		63%
Age		
<35		13%
35 - 54		64%
> 54		22%

PROFILE OF RESPONDENTS

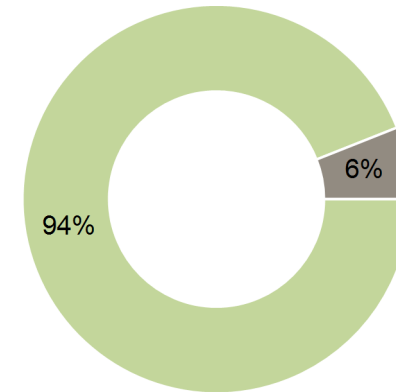


PERSONAL PROFILES

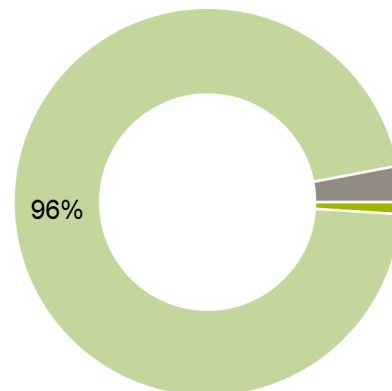
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



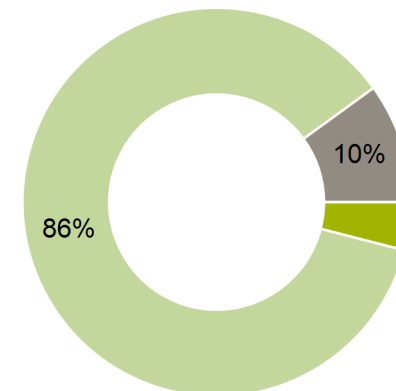
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		16%
1 - 2 years		9%
2 - 5 years		43%
5 - 10 years		29%
10 - 20 years		1%
More than 20 years		1%

PROFILE OF RESPONDENTS



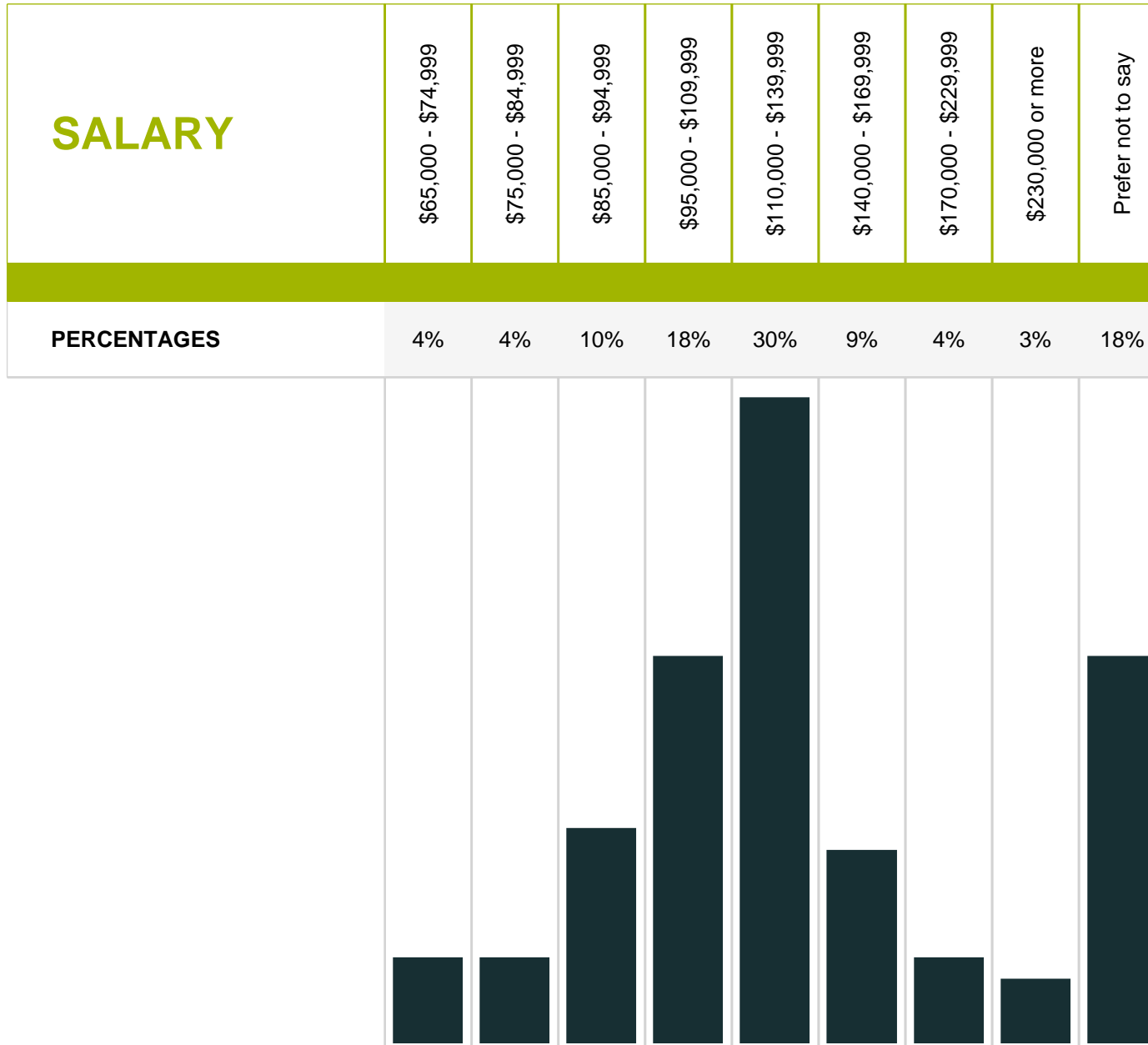
WORK PROFILES

TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		5%
Other service delivery work		9%
Administrative support		5%
Corporate services		13%
Policy		4%
Research		1%
Program and project management support		49%
Other		13%

PROFILE OF RESPONDENTS



WORK PROFILES



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.

	Clinical Excellence Commission	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	85	4	7	4	10	3	1	37	0	10
ENGAGEMENT	60%	(r)	(r)	(r)	(r)	(r)	(r)	56%	(r)	(r)
SENIOR MANAGERS	39%	(r)	(r)	(r)	(r)	(r)	(r)	32%	(r)	(r)
COMMUNICATION	57%	(r)	(r)	(r)	(r)	(r)	(r)	55%	(r)	(r)
HIGH PERFORMANCE	62%	(r)	(r)	(r)	(r)	(r)	(r)	58%	(r)	(r)
PUBLIC SECTOR VALUES	61%	(r)	(r)	(r)	(r)	(r)	(r)	59%	(r)	(r)
DIVERSITY & INCLUSION	66%	(r)	(r)	(r)	(r)	(r)	(r)	61%	(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.

	Clinical Excellence Commission	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	85	0	0	0	0	3	3	8	14	23	7	3	2	14
ENGAGEMENT	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	39%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	66%	(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 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.

	Clinical Excellence Commission	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	85	12	7	32	22	1	1
ENGAGEMENT	60%	(r)	(r)	51%	(r)	(r)	(r)
SENIOR MANAGERS	39%	(r)	(r)	26%	(r)	(r)	(r)
COMMUNICATION	57%	(r)	(r)	46%	(r)	(r)	(r)
HIGH PERFORMANCE	62%	(r)	(r)	53%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	61%	(r)	(r)	47%	(r)	(r)	(r)
DIVERSITY & INCLUSION	66%	(r)	(r)	57%	(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.

	Clinical Excellence Commission	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	85	0	0	5	4	8	9	8	18	9	5	1
ENGAGEMENT	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	39%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	66%	(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.

	Clinical Excellence Commission	Male	Female	Other
NUMBER OF RESPONDENTS	85	28	47	0
ENGAGEMENT	60%	(r)	61%	(r)
SENIOR MANAGERS	39%	(r)	40%	(r)
COMMUNICATION	57%	(r)	54%	(r)
HIGH PERFORMANCE	62%	(r)	63%	(r)
PUBLIC SECTOR VALUES	61%	(r)	59%	(r)
DIVERSITY & INCLUSION	66%	(r)	65%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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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.

	Clinical Excellence Commission	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	85	0	0	3	1	0	0	0	2	0	0	0	1	0
ENGAGEMENT	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	39%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	66%	(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.

	Clinical Excellence Commission	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	85	6	9	2	0	0	2	0	0	0	0	0	1	3
ENGAGEMENT	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	39%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	66%	(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.

	Clinical Excellence Commission	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	85	0	0	0	0	0	0	0	1	8	13	0	0	0
ENGAGEMENT	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	39%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	66%	(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.

	Clinical Excellence Commission	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	85	0	0	0	0	0	0	2	11
ENGAGEMENT	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	39%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	66%	(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.

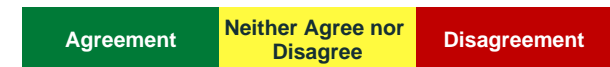
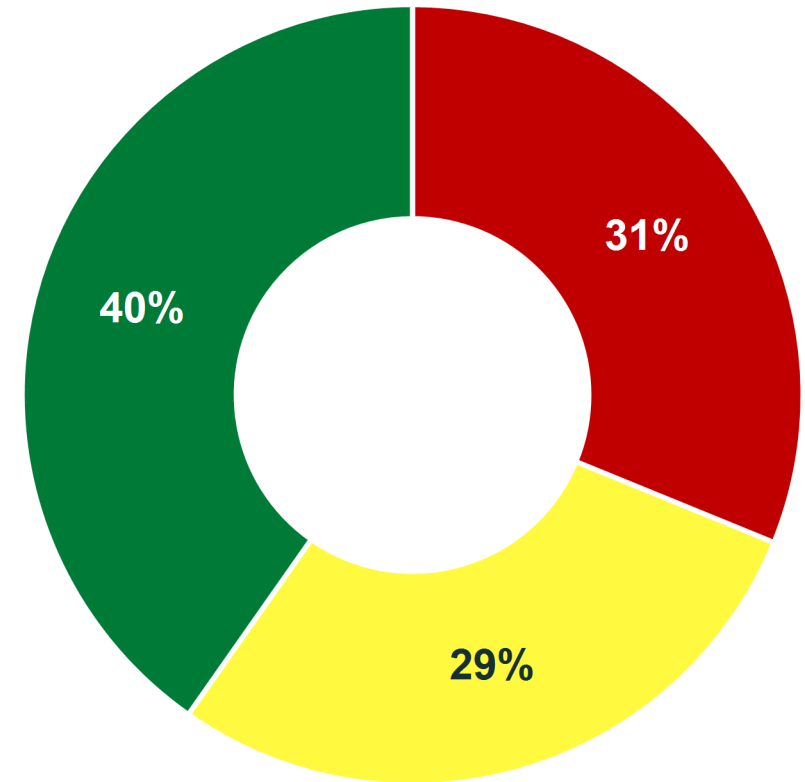
40%

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

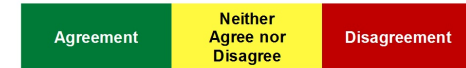
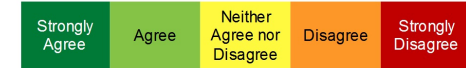
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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%