
PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Health

Health Infrastructure

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RESPONSE RATE

90%

70 RESPONSES
OUT OF 78 EMPLOYEES

ENGAGEMENT INDEX

63%

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	97%
7a. My organisation provides high quality services	94%
1a. I understand what is expected of me to do well in my role	90%
2a. My workgroup strives to achieve customer/client satisfaction	90%
7c. My organisation strives to earn and sustain a high level of public trust	89%
7b. My organisation strives to match services to customer/client needs	88%
1d. I feel I make a contribution to achieving the organisation's objectives	87%
2d. People in my workgroup have the appropriate skills to do the job well	87%
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	86%
3i. I have a strong desire to advance my career	86%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

3j. I am satisfied with the opportunities available for career development in my organisation	41%
7l. My organisation's processes for recruiting employees are efficient	41%
7m. Recruitment and promotion decisions in this organisation are generally fair	41%
9b. I have confidence in the ways my organisation resolves grievances	41%
6h. I feel that senior managers listen to employees	42%
7g. There is good co-operation between teams across our organisation	42%
15. I believe action will be taken on the results from this survey by my organisation	42%
6b. I feel that senior leaders effectively lead and manage change	43%
5q. My manager would help me to broaden my experience by supporting my movement to another organisation	45%
6c. I feel that senior managers model the values of my organisation	45%



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

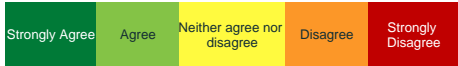
This section shows results for all the survey questions grouped by key themes.

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	63% RESPONSE SCALE	AGREEMENT %	PMES 2014	HEALTH	SECTOR
Q7o. I would recommend my organisation as a great place to work	17 39 14 22 8	56%	61%	60%	60%
Q7p. I am proud to tell others I work for my organisation	20 48 19 8	69%	75%	68%	68%
Q7q. I feel a strong personal attachment to my organisation	25 34 28 9	59%	64%	62%	64%
Q7r. My organisation motivates me to help it achieve its objectives	14 39 23 17	53%	72%	54%	55%
Q7s. My organisation inspires me to do the best in my job	14 39 23 17	53%	67%	55%	55%

KEY





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Some key comparisons are provided.

ENGAGEMENT WITH WORK 81% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		83%	78%	76%
Q1h. I look for ways to perform my job more effectively		97%	94%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		80%	75%	76%
Q1j. I am satisfied with my job at the present time		63%	63%	63%

KEY





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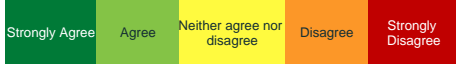
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SENIOR MANAGERS	47% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	15	34	17	14	20	49%	45%	47%
Q6b. I feel that senior leaders effectively lead and manage change	15	28	22	8	28	43%	42%	43%
Q6c. I feel that senior managers model the values of my organisation	14	31	22	9	25	45%	45%	48%
Q6d. Senior managers encourage innovation by employees	8	42	20	17	14	49%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	11	38	23	11	17	49%	49%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	12	40	23	14	11	52%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	9	40	11	17	23	49%	42%	44%
Q6h. I feel that senior managers listen to employees	9	32	23	12	23	42%	37%	39%
Q7f. I feel that change is handled well in my organisation	12	35	22	15	15	48%	43%	41%

KEY





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Some key comparisons are provided.

COMMUNICATION	58% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q5e. My manager communicates effectively with me		65%	66%	69%
Q5f. My manager encourages and values employee input		68%	66%	69%
Q5g. My manager involves my workgroup in decisions about our work		57%	62%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		49%	42%	44%
Q6h. I feel that senior managers listen to employees		42%	37%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		69%	67%	69%

KEY





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Some key comparisons are provided.

	HIGH PERFORMANCE				69% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q1a. I understand what is expected of me to do well in my role	34	56	9		90%	91%	90%	
Q1b. I have the tools I need to do my job effectively	26	53	13		79%	72%	70%	
Q1c. I get the information I need to do my job well	17	53	13	13	70%	69%	67%	
Q1d. I feel I make a contribution to achieving the organisation's objectives	34	53	9		87%	86%	86%	
Q1e. I feel I am able to suggest ideas to improve our way of doing things	25	35	17	17	59%	70%	69%	
Q2b. People in my workgroup use time and resources efficiently	20	56	14	7	76%	68%	70%	
Q2c. My team works collaboratively to achieve its objectives	26	47	9	11	73%	74%	75%	
Q2d. People in my workgroup have the appropriate skills to do the job well	19	69		9	87%	77%	76%	
Q3h. I have received appropriate training and development to do my job well	13	43	29	10	57%	69%	63%	

KEY





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	HIGH PERFORMANCE				69% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	17	51	25	8	68%	70%	72%	
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	12	48	29	8	60%	65%	64%	
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	20	46	18	12	66%	63%	65%	
Q5j. I have confidence in the decisions my line manager makes	18	51	12	14	69%	64%	67%	
Q6d. Senior managers encourage innovation by employees	8	42	20	17	49%	47%	49%	
Q6e. Senior managers promote collaboration between my organisation and others we work with	11	38	23	11	49%	49%	52%	
Q7d. My organisation focuses on improving the work we do	31	52	9	8	83%	76%	76%	
Q7e. My organisation is making the necessary improvements to meet our future challenges	23	42	15	14	65%	61%	62%	
Q7g. There is good co-operation between teams across our organisation	13	30	22	22	42%	50%	48%	

KEY





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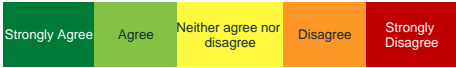
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	HIGH PERFORMANCE				69%	RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7n. My organisation generally selects capable people to do the job	8	58	19	9			66%	53%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	17	48	22	11			66%	67%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	42	44	11				86%	84%	85%

KEY





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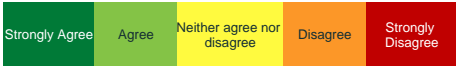
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		68% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR				
Q2a. My workgroup strives to achieve customer/client satisfaction		33	57	90%	85%	85%			
Q2b. People in my workgroup use time and resources efficiently		20	56	14	7	76%	68%	70%	
Q2g. People in my workgroup are honest, open and transparent in their dealings		24	40	10	14	11	64%	64%	67%
Q2h. People in my workgroup treat each other with respect		25	43	10	13	9	68%	68%	72%
Q2i. People in my workgroup treat customers/clients with respect		23	54	11	9	77%	86%	86%	
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		17	51	25	8	68%	70%	72%	
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		12	48	29	8	60%	65%	64%	
Q5d. My manager listens to what I have to say		25	46	15	8	71%	70%	73%	
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		17	49	18	9	66%	61%	64%	

KEY





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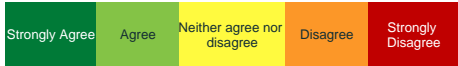
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	68% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q5k. My manager treats employees with dignity and respect	20	49	12	11	8	69%	72%	76%
Q5l. My manager talks to me about how the values apply to my work	14	42	22	15	8	55%	58%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	15	34	17	14	20	49%	45%	47%
Q6c. I feel that senior managers model the values of my organisation	14	31	22	9	25	45%	45%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	12	40	23	14	11	52%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	9	40	11	17	23	49%	42%	44%
Q6h. I feel that senior managers listen to employees	9	32	23	12	23	42%	37%	39%
Q7a. My organisation provides high quality services	38	55				94%	81%	80%
Q7b. My organisation strives to match services to customer/client needs	32	55	9			88%	80%	80%

KEY





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Some key comparisons are provided.

PUBLIC SECTOR VALUES	68% 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	43	46	9			89%	82%	83%
Q7d. My organisation focuses on improving the work we do	31	52	9	8		83%	76%	76%
Q7h. People in my organisation take responsibility for their own actions	12	51	9	15	12	63%	48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	25	47	11		11	72%	58%	63%

KEY





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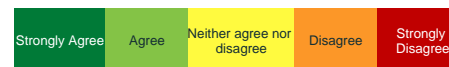
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Some key comparisons are provided.

DIVERSITY & INCLUSION	68% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	14	42	19	17	7	57%	60%	59%
Q5d. My manager listens to what I have to say	25	46	15	8	8	71%	70%	73%
Q5f. My manager encourages and values employee input	23	45	15	11	6	68%	66%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	14	46	22	9	9	60%	63%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	17	49	18	9	7	66%	61%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	15	40	31	11	5	55%	49%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	19	48	14	13	8	67%	73%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	17	48	22	11	4	66%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	17	52	11	11	9	69%	67%	69%

KEY





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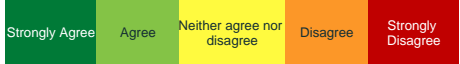
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Some key comparisons are provided.

DIVERSITY & INCLUSION	68% RESPONSE SCALE		AGREEMENT %	HEALTH	SECTOR	
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	42	44	11	86%	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>	25	55	9	80%	55%	58%

KEY





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Some key comparisons are provided.

RECRUITMENT	49% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR		
Q7l. My organisation's processes for recruiting employees are efficient		34	45	9	41%	32%	33%		
Q7m. Recruitment and promotion decisions in this organisation are generally fair		8	33	38	11	11	41%	43%	41%
Q7n. My organisation generally selects capable people to do the job		8	58	19	9	9	66%	53%	51%

KEY





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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	46%	RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR			
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	11	42	28	14	52%	58%	60%	
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	11	34	34	14	8	45%	51%	53%
Q7g. There is good co-operation between teams across our organisation	13	30	22	22	14	42%	50%	48%

KEY





EXPLORE THE FULL SURVEY RESULTS

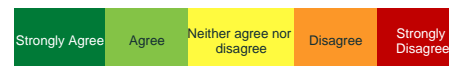
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	59% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		57%	62%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		71%	68%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		58%	58%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		57%	59%	59%
Q3e. My performance is assessed against clear criteria		49%	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		67%	66%	60%
Q3h. I have received appropriate training and development to do my job well		57%	69%	63%
Q3i. I have a strong desire to advance my career		86%	69%	69%

KEY





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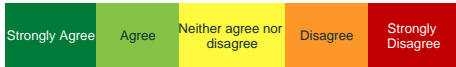
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	59% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation		41%	48%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career		51%	40%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do		71%	64%	67%
Q5n. My manager appropriately deals with employees who perform poorly		54%	44%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup		58%	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		45%	51%	53%
Q7j. My organisation is committed to developing its employees		52%	53%	53%

KEY





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Some key comparisons are provided.

MOBILITY	49% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	21	31	34	9	51%	40%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	11	42	28	14	52%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	11	34	34	14	45%	51%	53%

KEY





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PAY & BENEFITS 65% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR	
Q4a. I am paid fairly for the work I do		72%	55%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)		59%	60%	60%

KEY





EXPLORE THE FULL SURVEY RESULTS

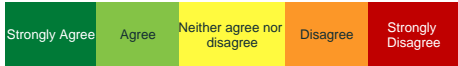
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DIVERSITY GROUPS	68% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	20	50	17	9	70%	77%	77%
Q8c. Age is not a barrier to success in my organisation	19	55	23		73%	73%	71%
Q8d. Disability is not a barrier to success in my organisation	16	49	35		65%	66%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	19	45	34		64%	76%	76%
Q8f. Gender is not a barrier to success in my organisation	19	48	25		67%	75%	74%

KEY





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Some key comparisons are provided.

WORKPLACE SUPPORT	67% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		57%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level		65%	60%	58%
Q1l. My workload is acceptable		70%	54%	55%
Q2e. I receive help and support from other members of my workgroup		80%	78%	80%
Q2f. There is good team spirit in my workgroup		65%	64%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		64%	52%	56%

KEY





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ACTION ABOUT SURVEY RESULTS

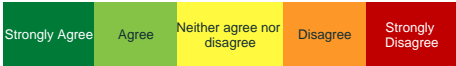
42% RESPONSE SCALE

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	42%	34%	32%

KEY





EXPLORE THE FULL SURVEY RESULTS

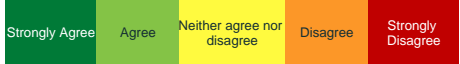
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

WORKPLACE CONDUCT	53% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		72%	58%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		41%	43%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		47%	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		50%	42%	46%
Better skills in my workgroup		13%	28%	27%
Improved career opportunities		44%	47%	52%
Improved learning and development opportunities		40%	49%	50%
Greater involvement in decision making		32%	32%	33%
Better pay and benefits		45%	58%	58%
Greater recognition for the work I do		26%	44%	45%
Better leadership from senior managers		37%	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		15%	29%	27%
Better accountability for performance		19%	24%	25%
A better location		18%	19%	20%
More flexible working conditions		18%	38%	38%
Better work/life balance		21%	43%	46%
Improved facilities		21%	32%	30%
Improved technology and systems		26%	33%	38%
Better job security		27%	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		61%	77%	72%
No		34%	19%	24%
Don't Know		5%	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		24%	31%	25%
No		63%	59%	64%
Don't Know		13%	10%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		33%	65%	63%
No		67%	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		45%	43%	35%
No		47%	50%	58%
Don't Know		8%	6%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		27%	24%	20%
No		69%	71%	75%
Don't Know		5%	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		41%	20%	23%
Your Immediate Manager/Supervisor		18%	26%	26%
A fellow worker at your level		35%	29%	25%
Other		6%	5%	4%



EXPLORE THE FULL SURVEY RESULTS

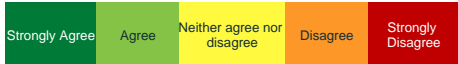
This section shows results for all the survey questions grouped by key themes.

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	16	50	17	8	9	66%	59%
Q2. I believe I am valued for what I can offer at my workplace	20	50	19	8		70%	69%
Q3. In my workplace, we recognise our successes and innovations	16	50	22	9		66%	64%
Q4. Staff are treated respectfully regardless of their job	13	55	11	14	8	67%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	13	33	19	13	23	45%	49%
Q6. Overall, I have confidence in the decisions made by my senior managers	13	39	22	16	11	52%	50%

KEY





EXPLORE THE FULL SURVEY RESULTS

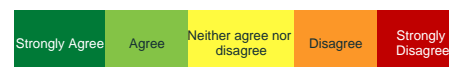
This section shows results for all the survey questions grouped by key themes.

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		59%	50%
Q8. Where I work, we share the lessons learnt when mistakes are made		70%	64%
Q9. My team's objectives/work plans are clearly outlined		66%	64%
Q10. Our objectives/work plans help us to deliver a quality service		69%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months		36%	41%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

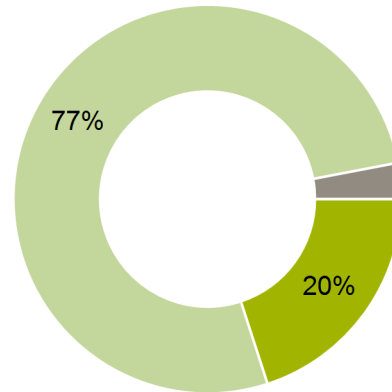
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		63%
Female		37%
Age		
<35		25%
35 - 54		62%
> 54		13%

PROFILE OF RESPONDENTS

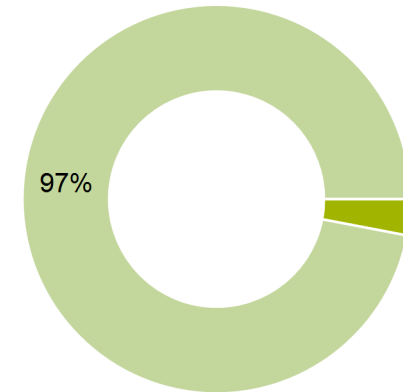


PERSONAL PROFILES

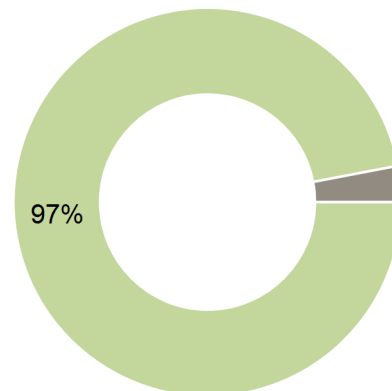
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



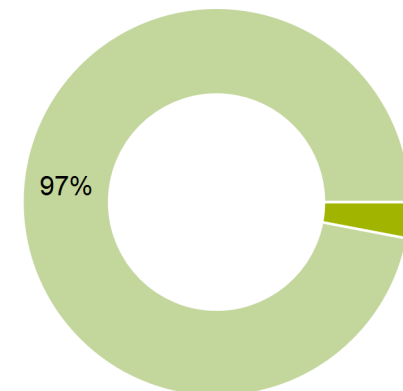
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



DO YOU HAVE A DISABILITY?



DO YOU IDENTIFY AS LGBTI?



KEY



PROFILE OF RESPONDENTS



WORK PROFILES

TENURE IN ORGANISATION	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		14%
1 - 2 years		11%
2 - 5 years		49%
5 - 10 years		22%
10 - 20 years		3%

PROFILE OF RESPONDENTS



WORK PROFILES

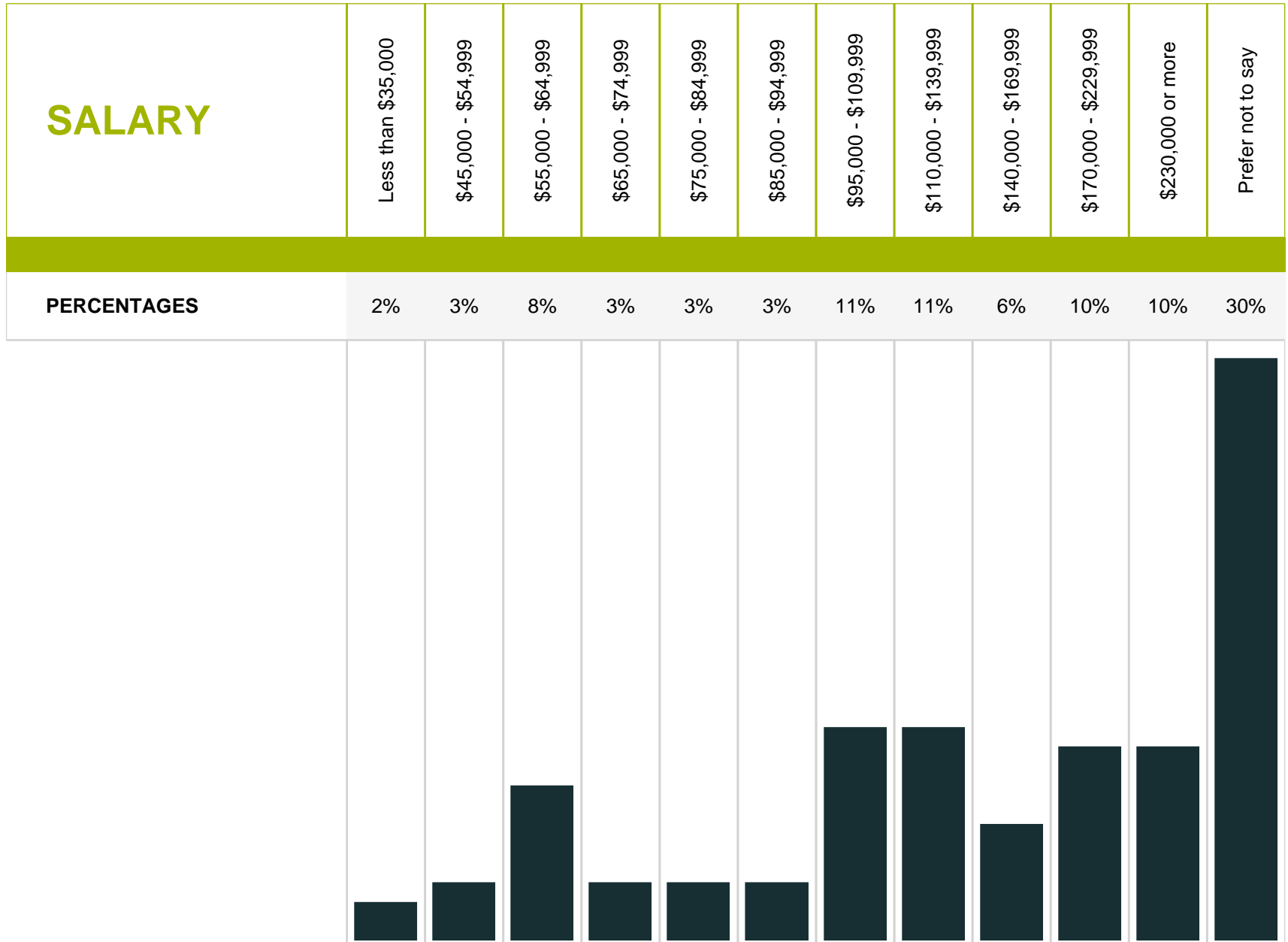
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Other service delivery work		5%
Administrative support		9%
Corporate services		16%
Research		2%
Program and project management support		44%
Legal (including developing and/or reviewing legislation)		3%
Other		22%

PROFILE OF RESPONDENTS



WORK PROFILES

SALARY



RESULTS BY TYPE OF WORK



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Health Infrastructure	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	70	0	3	6	10	0	1	28	2	14
ENGAGEMENT	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	47%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	68%	(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 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.

	Health Infrastructure	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	70	1	0	2	5	2	2	2	7	7	4	6	6	19
ENGAGEMENT	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	47%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	68%	(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.

	Health Infrastructure	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	70	9	7	31	14	2	0
ENGAGEMENT	63%	(r)	(r)	61%	(r)	(r)	(r)
SENIOR MANAGERS	47%	(r)	(r)	48%	(r)	(r)	(r)
COMMUNICATION	58%	(r)	(r)	58%	(r)	(r)	(r)
HIGH PERFORMANCE	69%	(r)	(r)	70%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	68%	(r)	(r)	69%	(r)	(r)	(r)
DIVERSITY & INCLUSION	68%	(r)	(r)	69%	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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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.

	Health Infrastructure	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	70	1	1	7	7	3	10	16	10	7	0	1
ENGAGEMENT	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	47%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	68%	(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

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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.

	Health Infrastructure	Male	Female	Other
NUMBER OF RESPONDENTS	70	40	23	0
ENGAGEMENT	63%	63%	(r)	(r)
SENIOR MANAGERS	47%	44%	(r)	(r)
COMMUNICATION	58%	57%	(r)	(r)
HIGH PERFORMANCE	69%	69%	(r)	(r)
PUBLIC SECTOR VALUES	68%	69%	(r)	(r)
DIVERSITY & INCLUSION	68%	69%	(r)	(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.

	Health Infrastructure	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	70	0	0	0	0	0	0	0	0	0	0	0	1	0
ENGAGEMENT	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	47%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	68%	(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

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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.

	Health Infrastructure	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	70	4	9	1	1	0	0	0	0	0	0	1	0	0
ENGAGEMENT	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	47%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	68%	(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

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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.

	Health Infrastructure	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	70	0	0	0	0	0	0	0	19	2	4	1	0	0
ENGAGEMENT	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	47%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	68%	(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

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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.

	Health Infrastructure	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	70	0	0	1	0	0	0	8	4
ENGAGEMENT	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	47%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	68%	(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

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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.

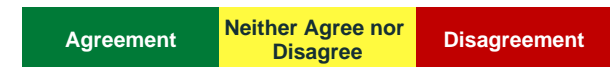
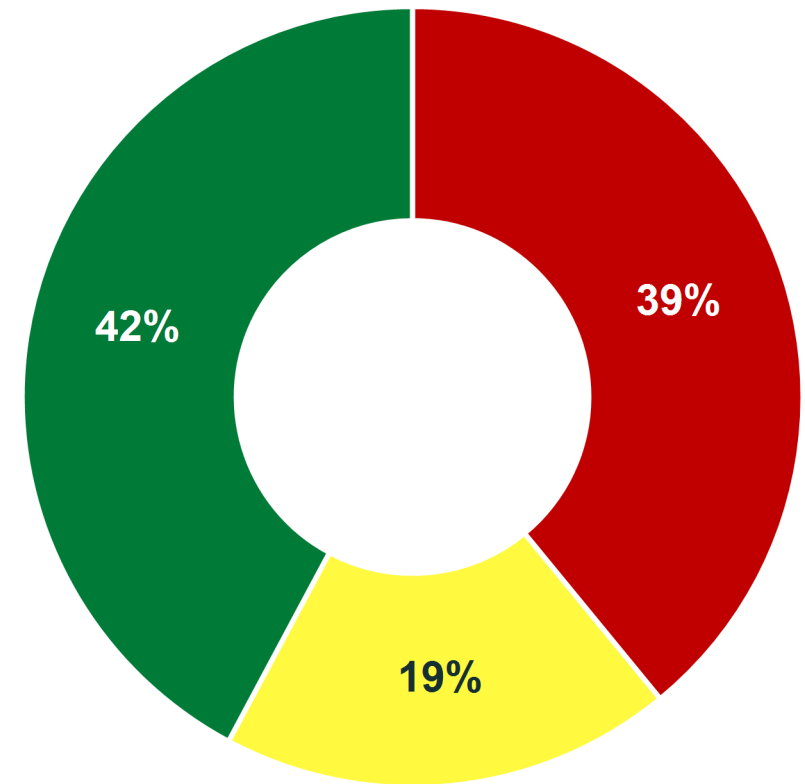
42%

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

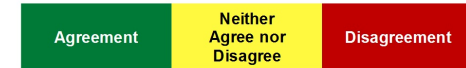
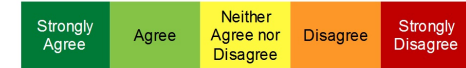
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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%