PEOPLE MATTER 2016

NSW Public Sector Employee Survey

Health

Health Professional Councils Authority

CONTENTS OF REPORT

HEADLINES

RESPONSE RATE

70%

85 RESPONSES OUT OF 121 EMPLOYEES

ENGAGEMENT INDEX

65%

PMES 2016 SECTOR SCORE	**65%**
PMES 2014 SECTOR SCORE	**65%**
PMES 2016 CLUSTER SCORE	**65%**

ENGAGEMENT

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

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

RESPONSE RATE

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

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

QUESTION HEADLINES

+	HIGHEST AGREEMENT SCORING QUESTIONS	2016 AGREEMENT %
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	**90%**
2i.	People in my workgroup treat customers/clients with respect	**89%**
7c.	My organisation strives to earn and sustain a high level of public trust	**89%**
1h.	I look for ways to perform my job more effectively	**88%**
8b.	Cultural background is not a barrier to success in my organisation	**87%**
2e.	I receive help and support from other members of my workgroup	**86%**
1a.	I understand what is expected of me to do well in my role	**85%**
1d.	I feel I make a contribution to achieving the organisation's objectives	**84%**
2a.	My workgroup strives to achieve customer/client satisfaction	**84%**
3i.	I have a strong desire to advance my career	**82%**

-	LOWEST AGREEMENT SCORING QUESTIONS	2016 AGREEMENT %
7l.	My organisation's processes for recruiting employees are efficient	**25%**
3j.	I am satisfied with the opportunities available for career development in my organisation	**30%**
15.	I believe action will be taken on the results from this survey by my organisation	**35%**
9b.	I have confidence in the ways my organisation resolves grievances	**37%**
7f.	I feel that change is handled well in my organisation	**37%**
6h.	I feel that senior managers listen to employees	**40%**
4a.	I am paid fairly for the work I do	**41%**
4b.	I am satisfied withmy total benefits package (incl. superannuation, leave entitlements etc)	**41%**
5n.	My manager appropriately deals with employees who perform poorly	**42%**
6b.	I feel that senior leaders effectively lead and manage change	**46%**

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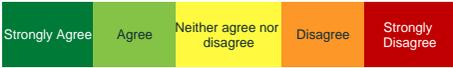
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This section shows results for all the survey questions grouped by key themes.

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 65% RESPONSE SCALE

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	PMES 2014	HEALTH	SECTOR
Q7o. I would recommend my organisation as a great place to work	23	34	28	11		56%	68%	60%	60%
Q7p. I am proud to tell others I work for my organisation	28	34	28	9		61%	80%	68%	68%
Q7q. I feel a strong personal attachment to my organisation	30	23	28	19		53%	72%	62%	64%
Q7r. My organisation motivates me to help it achieve its objectives	23	32	27	15		54%	59%	54%	55%
Q7s. My organisation inspires me to do the best in my job	26	26	30	14		53%	65%	55%	55%

KEY

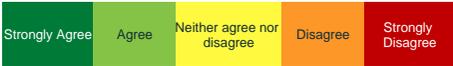| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

ENGAGEMENT WITH WORK — 72% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	AGREEMENT %	HEALTH	SECTOR
Q1g. My job gives me a feeling of personal accomplishment	26	48	9	11		74%	78%	76%
Q1h. I look for ways to perform my job more effectively	39	49	9			88%	94%	95%
Q1i. I feel motivated to contribute more than what is normally required at work	34	35	15	13		69%	75%	76%
Q1j. I am satisfied with my job at the present time	18	40	22	14		58%	63%	63%

KEY

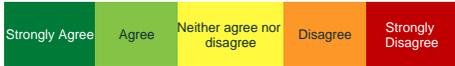| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

SENIOR MANAGERS — 48% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	HEALTH	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	12	37	21	17	12	49%	45%	47%
Q6b. I feel that senior leaders effectively lead and manage change	11	35	20	20	15	46%	42%	43%
Q6c. I feel that senior managers model the values of my organisation	14	32	28	16	10	46%	45%	48%
Q6d. Senior managers encourage innovation by employees	11	42	28	10	9	53%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	15	42	28	11		57%	49%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	15	43	21	16		58%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	10	38	22	23		48%	42%	44%
Q6h. I feel that senior managers listen to employees	12	27	21	25	15	40%	37%	39%
Q7f. I feel that change is handled well in my organisation	14	23	25	30	9	37%	43%	41%

KEY

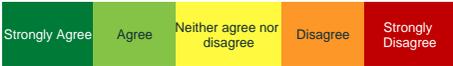| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

COMMUNICATION — 59% RESPONSE SCALE

Question	SA	A	N	D	SD	AGREEMENT %	HEALTH	SECTOR
Q5e. My manager communicates effectively with me	28	35	21	10		63%	66%	69%
Q5f. My manager encourages and values employee input	30	35	20	9		65%	66%	69%
Q5g. My manager involves my workgroup in decisions about our work	23	42	19	11		65%	62%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	10	38	22	23		48%	42%	44%
Q6h. I feel that senior managers listen to employees	12	27	21	25	15	40%	37%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	27	49	11	9		76%	67%	69%

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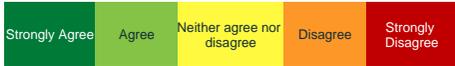
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Some key comparisons are provided.

HIGH PERFORMANCE   66% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q1a. I understand what is expected of me to do well in my role	39 / 46 / 7 / 8	85%	91%	90%
Q1b. I have the tools I need to do my job effectively	16 / 47 / 13 / 16 / 7	64%	72%	70%
Q1c. I get the information I need to do my job well	14 / 49 / 18 / 13	64%	69%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	32 / 52 / 11	84%	86%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	28 / 47 / 9 / 9	75%	70%	69%
Q2b. People in my workgroup use time and resources efficiently	20 / 47 / 18 / 13	67%	68%	70%
Q2c. My team works collaboratively to achieve its objectives	26 / 45 / 18 / 8	71%	74%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	25 / 45 / 19 / 7	69%	77%	76%
Q3h. I have received appropriate training and development to do my job well	20 / 37 / 23 / 13 / 7	56%	69%	63%

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

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HIGH PERFORMANCE — 66% RESPONSE SCALE

Question	Response scale	AGREEMENT %	HEALTH	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	26 / 38 / 16 / 16	64%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	21 / 30 / 24 / 20	51%	65%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	21 / 38 / 15 / 16 / 10	59%	63%	65%
Q5j. I have confidence in the decisions my line manager makes	27 / 36 / 17 / 14	63%	64%	67%
Q6d. Senior managers encourage innovation by employees	11 / 42 / 28 / 10 / 9	53%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	15 / 42 / 28 / 11	57%	49%	52%
Q7d. My organisation focuses on improving the work we do	37 / 44 / 14	81%	76%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	26 / 34 / 23 / 14	60%	61%	62%
Q7g. There is good co-operation between teams across our organisation	20 / 40 / 20 / 15	59%	50%	48%

KEY: Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree
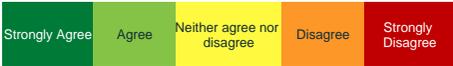
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HIGH PERFORMANCE   **66%** RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q7n. My organisation generally selects capable people to do the job	11 / 43 / 19 / 18 / 10	54%	53%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	23 / 43 / 22 / 11	66%	67%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	49 / 41 / 8	90%	84%	85%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

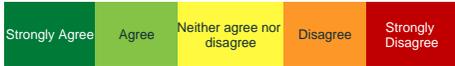## EXPLORE THE FULL SURVEY RESULTS

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Some key comparisons are provided.

PUBLIC SECTOR VALUES — 67% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither	Disagree	AGREEMENT %	HEALTH	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction	35	48	13		84%	85%	85%
Q2b. People in my workgroup use time and resources efficiently	20	47	18	13	67%	68%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	26	38	19	11	64%	64%	67%
Q2h. People in my workgroup treat each other with respect	32	45	12		77%	68%	72%
Q2i. People in my workgroup treat customers/clients with respect	40	49	10		89%	86%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	26	38	16	16	64%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	21	30	24	20	51%	65%	64%
Q5d. My manager listens to what I have to say	38	38	13	8	75%	70%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	30	38	22		68%	61%	64%

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

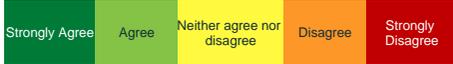## EXPLORE THE FULL SURVEY RESULTS

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PUBLIC SECTOR VALUES — 67% RESPONSE SCALE

Question	Responses	AGREEMENT %	HEALTH	SECTOR
Q5k. My manager treats employees with dignity and respect	38 / 41 / 16	79%	72%	76%
Q5l. My manager talks to me about how the values apply to my work	20 / 35 / 30 / 11	54%	58%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	12 / 37 / 21 / 17 / 12	49%	45%	47%
Q6c. I feel that senior managers model the values of my organisation	14 / 32 / 28 / 16 / 10	46%	45%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	15 / 43 / 21 / 16	58%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	10 / 38 / 22 / 23	48%	42%	44%
Q6h. I feel that senior managers listen to employees	12 / 27 / 21 / 25 / 15	40%	37%	39%
Q7a. My organisation provides high quality services	32 / 37 / 23	69%	81%	80%
Q7b. My organisation strives to match services to customer/client needs	28 / 48 / 17	77%	80%	80%

KEY: Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree
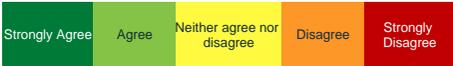
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PUBLIC SECTOR VALUES   **67%** RESPONSE SCALE

Question	Graph	AGREEMENT %	HEALTH	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	40 / 49 / 10	89%	82%	83%
Q7d. My organisation focuses on improving the work we do	37 / 44 / 14	81%	76%	76%
Q7h. People in my organisation take responsibility for their own actions	11 / 47 / 19 / 17	58%	48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	21 / 54 / 17	75%	58%	63%

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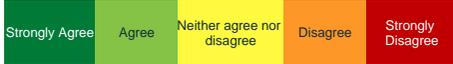
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Some key comparisons are provided.

DIVERSITY & INCLUSION — 68% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	19	34	19	16	12	53%	60%	59%
Q5d. My manager listens to what I have to say	38	38	13	8		75%	70%	73%
Q5f. My manager encourages and values employee input	30	35	20	9		65%	66%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	22	38	24	10		59%	63%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	30	38	22			68%	61%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	22	30	31	9	9	52%	49%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	25	47	15	11		72%	73%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	23	43	22	11		66%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	27	49	11	9		76%	67%	69%

KEY: Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree
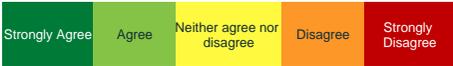
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DIVERSITY & INCLUSION 68% RESPONSE SCALE

	AGREEMENT %	HEALTH	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	49 / 41 / 8 — 90%	84%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? *Response scale Very satisfied - Very unsatisfied*	32 / 42 / 16 — 73%	55%	58%

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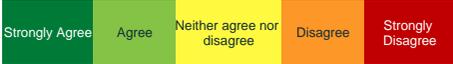
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Some key comparisons are provided.

RECRUITMENT — 42% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	AGREEMENT %	HEALTH	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	9	16	30	25	20	25%	32%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	13	35	25	14	14	48%	43%	41%
Q7n. My organisation generally selects capable people to do the job	11	43	19	18	10	54%	53%	51%

KEY

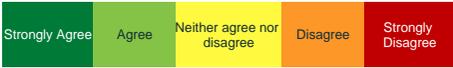| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION **56%** RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	22 / 40 / 28	62%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	16 / 32 / 44	48%	51%	53%
Q7g. There is good co-operation between teams across our organisation	20 / 40 / 20 / 15	59%	50%	48%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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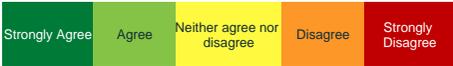
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PERFORMANCE FRAMEWORK & DEVELOPMENT

58% RESPONSE SCALE

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	HEALTH	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives	24	46	11	11	7	71%	62%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	24	43	13	15		67%	68%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	23	34	12	26		57%	58%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	23	39	18	15		62%	59%	59%
Q3e. My performance is assessed against clear criteria	18	32	20	21	10	50%	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	28	39	16	10	7	67%	69%	71%
Q3g. I am able to access the right learning and development opportunities as required	20	37	26	15		56%	66%	60%
Q3h. I have received appropriate training and development to do my job well	20	37	23	13	7	56%	69%	63%
Q3i. I have a strong desire to advance my career	39	43	9	7		82%	69%	69%

KEY

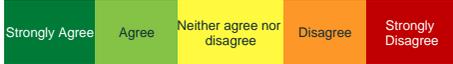| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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PERFORMANCE FRAMEWORK & DEVELOPMENT — 58% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	HEALTH	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	13	17	24	29	16	30%	48%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	37	24	24	11		61%	40%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	28	37	19	9	7	65%	64%	67%
Q5n. My manager appropriately deals with employees who perform poorly	7	35	32	16	10	42%	44%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	21	41	29			63%	61%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	22	40	28			62%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	16	32	44			48%	51%	53%
Q7j. My organisation is committed to developing its employees	19	30	33	15		48%	53%	53%

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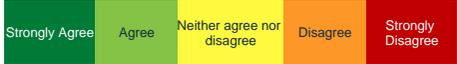
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Some key comparisons are provided.

MOBILITY — 57% RESPONSE SCALE

Question	Graph	AGREEMENT %	HEALTH	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	37 / 24 / 24 / 11	61%	40%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	22 / 40 / 28	62%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	16 / 32 / 44	48%	51%	53%

KEY

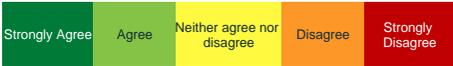| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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.

PAY & BENEFITS	41% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q4a. I am paid fairly for the work I do	14	27	14	30	16	41%	55%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	13	29	26	19	14	41%	60%	60%

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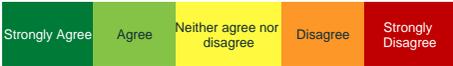
EXPLORE THE FULL SURVEY RESULTS

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

78% RESPONSE SCALE

	Response Scale	AGREEMENT %	HEALTH	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	32 / 56 / 10	87%	77%	77%
Q8c. Age is not a barrier to success in my organisation	32 / 41 / 18 / 8	72%	73%	71%
Q8d. Disability is not a barrier to success in my organisation	28 / 41 / 25	68%	66%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	30 / 51 / 16	81%	76%	76%
Q8f. Gender is not a barrier to success in my organisation	30 / 48 / 18	78%	75%	74%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

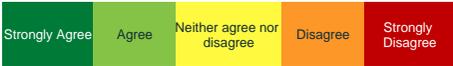**EXPLORE THE FULL SURVEY RESULTS**

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 — 63% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	19	34	19	16	12	53%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level	18	35	27	18		53%	60%	58%
Q1l. My workload is acceptable	12	39	19	21	9	51%	54%	55%
Q2e. I receive help and support from other members of my workgroup	26	60	7			86%	78%	80%
Q2f. There is good team spirit in my workgroup	20	54	8	11	7	74%	64%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	21	44	25			65%	52%	56%

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

EXPLORE THE FULL SURVEY RESULTS

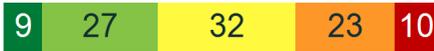This section shows results for all the survey questions grouped by key themes.

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

35% RESPONSE SCALE

					AGREEMENT %	HEALTH	SECTOR
Q15. I believe action will be taken on the results from this survey by my organisation	9	27	32	23	10	35%	34%	32%

KEY

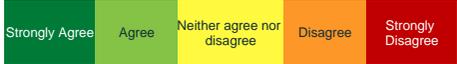| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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.
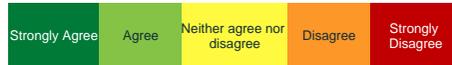
WORKPLACE CONDUCT — 55% RESPONSE SCALE

Question	Response distribution	AGREEMENT %	HEALTH	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	21 / 54 / 17	75%	58%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	13 / 24 / 39 / 11 / 13	37%	43%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	20 / 33 / 24 / 13 / 10	53%	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		27%	28%	27%
Improved career opportunities		68%	47%	52%
Improved learning and development opportunities		53%	49%	50%
Greater involvement in decision making		42%	32%	33%
Better pay and benefits		69%	58%	58%
Greater recognition for the work I do		56%	44%	45%
Better leadership from senior managers		42%	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		31%	29%	27%
Better accountability for performance		31%	24%	25%
A better location		15%	19%	20%
More flexible working conditions		32%	38%	38%
Better work/life balance		33%	43%	46%
Improved facilities		17%	32%	30%
Improved technology and systems		56%	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		82%	77%	72%
No		14%	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		17%	31%	25%
No		73%	59%	64%
Don't Know		9%	10%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		64%	65%	63%
No		36%	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		28%	43%	35%
No		65%	50%	58%
Don't Know		8%	6%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		10%	24%	20%
No		84%	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	The data for this question has been hidden for anonymity reasons.			
Your Immediate Manager/Supervisor	The data for this question has been hidden for anonymity reasons.			
A fellow worker at your level	The data for this question has been hidden for anonymity reasons.			
Prefer not to say	The data for this question has been hidden for anonymity reasons.			

EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

HEALTH QUESTIONS	RESPONSE SCALE	AGREEMENT %	HEALTH
Q1. Morale is good in my team	21 / 40 / 14 / 15 / 10	60%	59%
Q2. I believe I am valued for what I can offer at my workplace	27 / 42 / 13 / 14	68%	69%
Q3. In my workplace, we recognise our successes and innovations	19 / 39 / 24 / 14	58%	64%
Q4. Staff are treated respectfully regardless of their job	25 / 43 / 11 / 13 / 8	68%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	11 / 29 / 27 / 22 / 11	41%	49%
Q6. Overall, I have confidence in the decisions made by my senior managers	15 / 37 / 24 / 14 / 10	52%	50%

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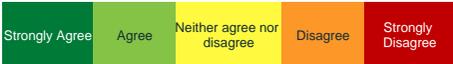
EXPLORE THE FULL SURVEY RESULTS

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	14	46	19	13	9	59%	50%
Q8. Where I work, we share the lessons learnt when mistakes are made	17	40	22	12	10	56%	64%
Q9. My team's objectives/work plans are clearly outlined	12	40	29	14		51%	64%
Q10. Our objectives/work plans help us to deliver a quality service	13	44	28	10		56%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	12	21	35	15	18	32%	41%

KEY

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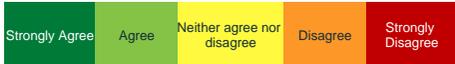
PROFILE OF RESPONDENTS

PERSONAL PROFILES

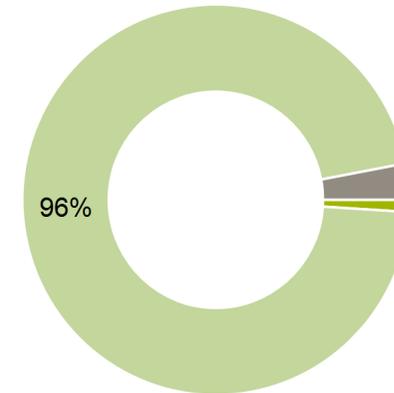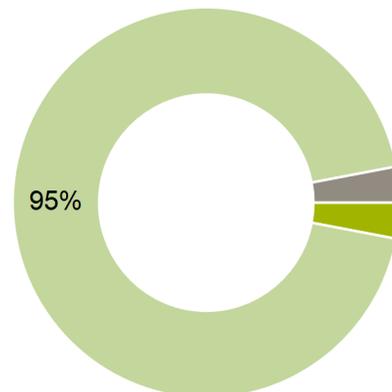|	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		16%
Female		84%
Age		
<35		44%
35 - 54		32%
> 54		23%

PERSONAL PROFILES

DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?

78%
18%
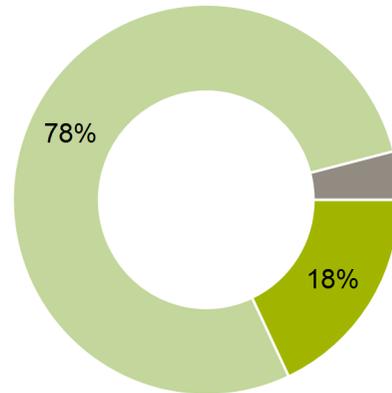
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?

96%

DO YOU HAVE A DISABILITY?

95%

DO YOU IDENTIFY AS LGBTI?

86%
11%

KEY

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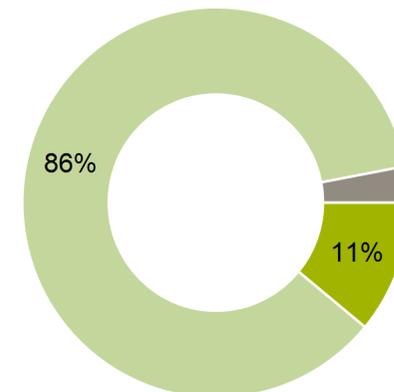
WORK PROFILES

TENURE IN ORGANISATION

	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		26%
1 - 2 years		14%
2 - 5 years		26%
5 - 10 years		24%
10 - 20 years		10%

WORK PROFILES

TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		3%
Other service delivery work		1%
Administrative support		37%
Corporate services		13%
Policy		6%
Program and project management support		14%
Legal (including developing and/or reviewing legislation)		8%
Other		18%
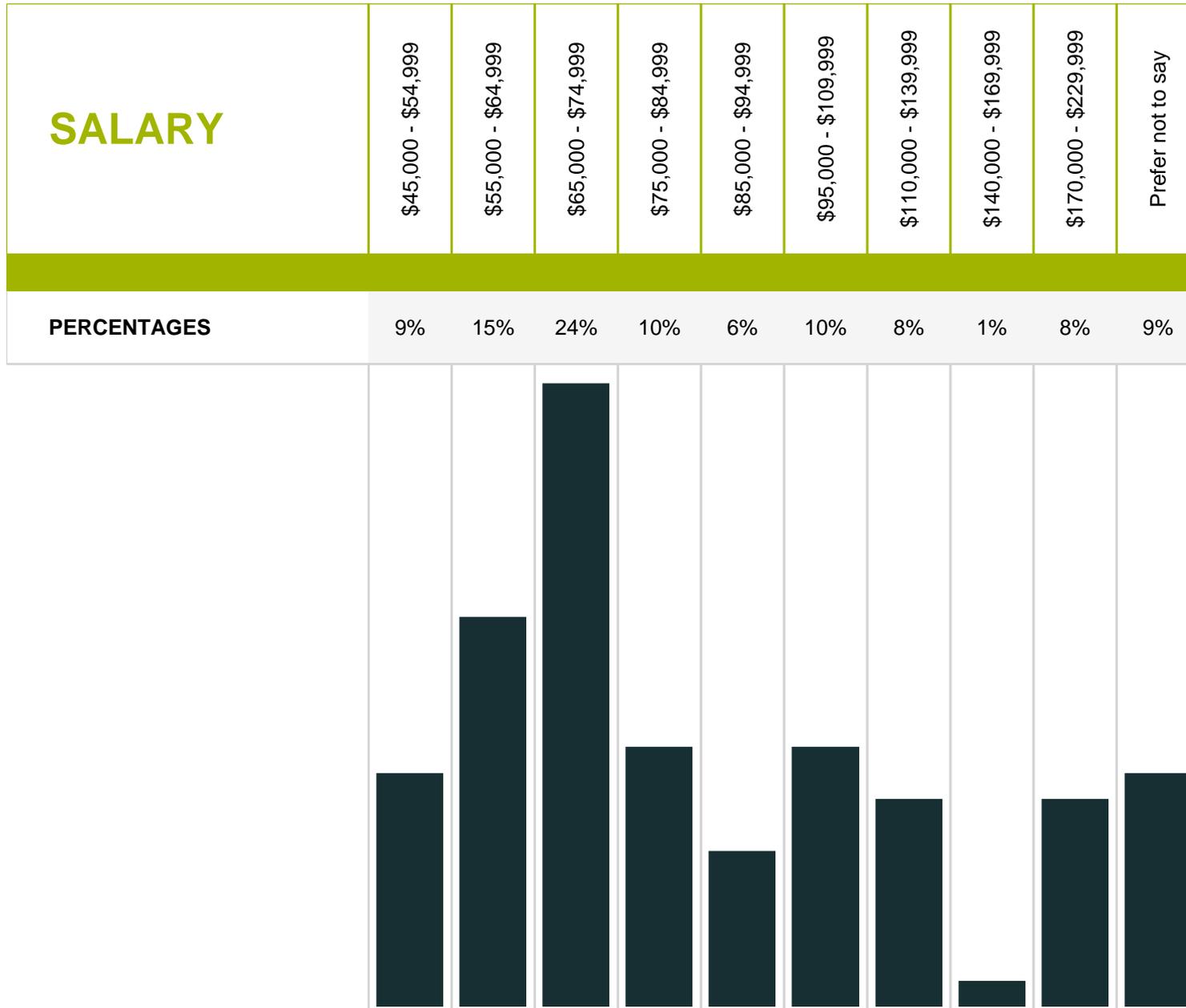
WORK PROFILES

SALARY

	$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	Prefer not to say
PERCENTAGES	9%	15%	24%	10%	6%	10%	8%	1%	8%	9%

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 Professional Councils Authority	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	2	1	29	10	5	0	11	6	14
ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	48%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	(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

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 Professional Councils Authority	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	7	12	19	8	5	8	6	1	6	0	7
ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	48%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	(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

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 Professional Councils Authority	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	85	20	11	20	19	8	0
ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	48%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	59%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	66%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	68%	(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 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 Professional Councils Authority	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	3	14	17	9	8	4	4	7	10	1
ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	48%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	(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 — 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.

	Health Professional Councils Authority	Male	Female	Other
NUMBER OF RESPONDENTS	85	13	66	0
ENGAGEMENT	65%	(r)	65%	(r)
SENIOR MANAGERS	48%	(r)	46%	(r)
COMMUNICATION	59%	(r)	58%	(r)
HIGH PERFORMANCE	66%	(r)	67%	(r)
PUBLIC SECTOR VALUES	67%	(r)	66%	(r)
DIVERSITY & INCLUSION	68%	(r)	67%	(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.

	Health Professional Councils Authority	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	0	0	0	0	0	0	0	0	1	1	0
ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	48%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	(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

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 Professional Councils Authority	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	24	13	3	0	2	0	0	0	0	0	0	0	0
ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	48%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	(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 CURRENT ROLE

	Health Professional Councils Authority	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	0	0	5	0	0	0
ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	48%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	(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

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 Professional Councils Authority	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	18	4
ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	48%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	(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

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.
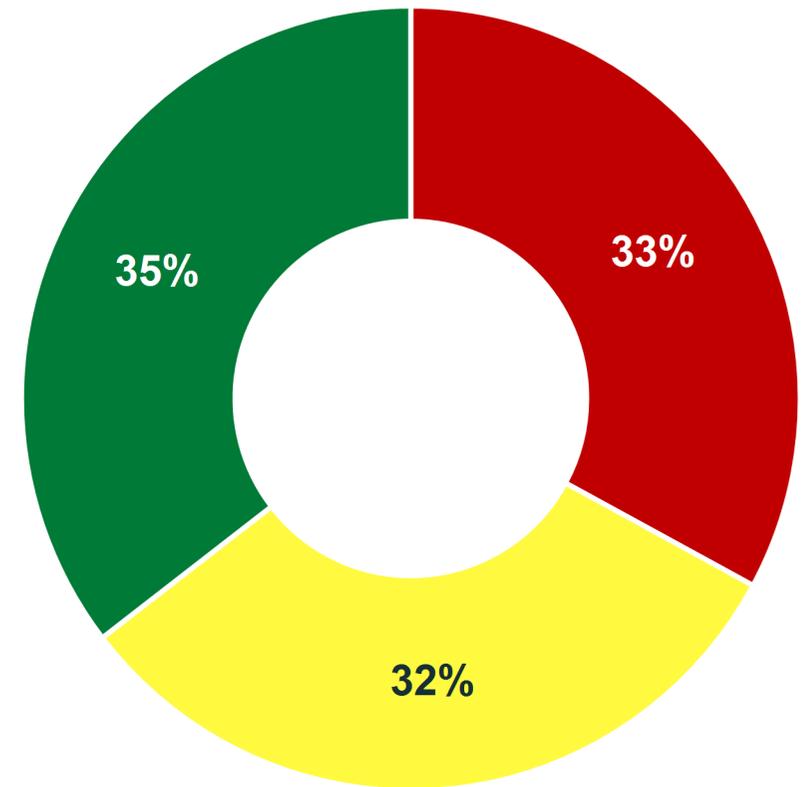
35%

of employees replied favourably to:

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

32%
SECTOR

34%
CLUSTER

35%

33%

32%

| 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%