PEOPLE MATTER 2016

NSW Public Sector Employee Survey

Health

Health System Support Group

Public Service Commission

ORC INTERNATIONAL

CONTENTS

CONTENTS OF REPORT

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

RESPONSE RATE

24%

31 RESPONSES OUT OF 129 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%**
1a.	I understand what is expected of me to do well in my role	**90%**
7a.	My organisation provides high quality services	**87%**
7d.	My organisation focuses on improving the work we do	**87%**
8e.	Sexual orientation is not a barrier to success in my organisation	**86%**
8f.	Gender is not a barrier to success in my organisation	**86%**
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	**86%**
1d.	I feel I make a contribution to achieving the organisation's objectives	**84%**
7b.	My organisation strives to match services to customer/client needs	**83%**
7c.	My organisation strives to earn and sustain a high level of public trust	**83%**

	LOWEST AGREEMENT SCORING QUESTIONS	2016 AGREEMENT %
9b.	I have confidence in the ways my organisation resolves grievances	**14%**
5n.	My manager appropriately deals with employees who perform poorly	**27%**
3e.	Myperformance is assessed against clear criteria	**35%**
7g.	There is good co-operation between teams across our organisation	**37%**
7l.	My organisation's processes for recruiting employees are efficient	**37%**
9c.	I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	**38%**
3j.	I am satisfied with the opportunities available for career development in my organisation	**42%**
5l.	My manager talks tome about how the values apply to my work	**43%**
6h.	I feel that senior managers listen to employees	**43%**
3a.	I have a current performance plan that sets out my individual objectives	**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'.
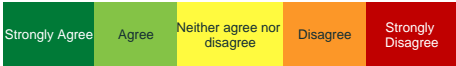
EXPLORE THE FULL SURVEY RESULTS

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

Question	Graph	AGREEMENT %	PMES 2014	HEALTH	SECTOR
Q7o. I would recommend my organisation as a great place to work	17 / 47 / 20 / 13	63%	46%	60%	60%
Q7p. I am proud to tell others I work for my organisation	27 / 40 / 17 / 13	67%	85%	68%	68%
Q7q. I feel a strong personal attachment to my organisation	23 / 27 / 30 / 17	50%	77%	62%	64%
Q7r. My organisation motivates me to help it achieve its objectives	13 / 37 / 30 / 13	50%	69%	54%	55%
Q7s. My organisation inspires me to do the best in my job	17 / 37 / 27 / 17	53%	69%	55%	55%

KEY: Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree
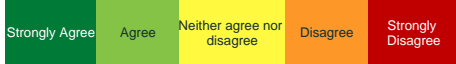
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ENGAGEMENT WITH WORK   **79%** RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q1g. My job gives me a feeling of personal accomplishment	23 | 50 | 20	73%	78%	76%
Q1h. I look for ways to perform my job more effectively	53 | 43	97%	94%	95%
Q1i. I feel motivated to contribute more than what is normally required at work	37 | 40 | 20	77%	75%	76%
Q1j. I am satisfied with my job at the present time	20 | 50 | 20 | 10	70%	63%	63%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

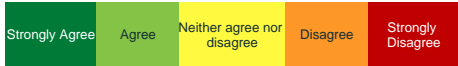**EXPLORE THE FULL SURVEY RESULTS**

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Some key comparisons are provided.

SENIOR MANAGERS

53% RESPONSE SCALE

	Graph	AGREEMENT %	HEALTH	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	50 / 17 / 27	53%	45%	47%
Q6b. I feel that senior leaders effectively lead and manage change	13 / 47 / 10 / 20 / 10	60%	42%	43%
Q6c. I feel that senior managers model the values of my organisation	20 / 33 / 23 / 17	53%	45%	48%
Q6d. Senior managers encourage innovation by employees	17 / 30 / 37 / 13	47%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	17 / 47 / 20 / 13	63%	49%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	13 / 40 / 23 / 20	53%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	10 / 40 / 17 / 23 / 10	50%	42%	44%
Q6h. I feel that senior managers listen to employees	17 / 27 / 27 / 23	43%	37%	39%
Q7f. I feel that change is handled well in my organisation	10 / 40 / 30 / 17	50%	43%	41%

KEY

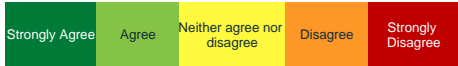| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

COMMUNICATION — 62% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	AGREEMENT %	HEALTH	SECTOR
Q5e. My manager communicates effectively with me	37	23	13	17	10	60%	66%	69%
Q5f. My manager encourages and values employee input	37	33	13	10		70%	66%	69%
Q5g. My manager involves my workgroup in decisions about our work	27	40	10	13	10	67%	62%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	10	40	17	23	10	50%	42%	44%
Q6h. I feel that senior managers listen to employees	17	27	27	23		43%	37%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	17	66				83%	67%	69%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

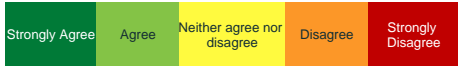**EXPLORE THE FULL SURVEY RESULTS**

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Some key comparisons are provided.

HIGH PERFORMANCE

70% RESPONSE SCALE

	Response Scale	AGREEMENT %	HEALTH	SECTOR
Q1a. I understand what is expected of me to do well in my role	42 / 48	90%	91%	90%
Q1b. I have the tools I need to do my job effectively	29 / 45 / 13	74%	72%	70%
Q1c. I get the information I need to do my job well	13 / 65 / 10 / 13	77%	69%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	39 / 45 / 10	84%	86%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	45 / 29 / 16	74%	70%	69%
Q2b. People in my workgroup use time and resources efficiently	23 / 52 / 16	74%	68%	70%
Q2c. My team works collaboratively to achieve its objectives	35 / 45 / 10	81%	74%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	26 / 52 / 13	77%	77%	76%
Q3h. I have received appropriate training and development to do my job well	19 / 35 / 23 / 19	55%	69%	63%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

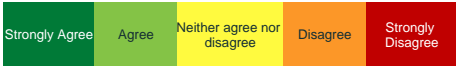## EXPLORE THE FULL SURVEY RESULTS

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HIGH PERFORMANCE

70% RESPONSE SCALE

Question	Response breakdown	AGREEMENT %	HEALTH	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	17 / 53 / 20	70%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	23 / 33 / 17 / 23	57%	65%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	20 / 43 / 23 / 10	63%	63%	65%
Q5j. I have confidence in the decisions my line manager makes	20 / 47 / 20	67%	64%	67%
Q6d. Senior managers encourage innovation by employees	17 / 30 / 37 / 13	47%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	17 / 47 / 20 / 13	63%	49%	52%
Q7d. My organisation focuses on improving the work we do	40 / 47 / 13	87%	76%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	28 / 41 / 24	69%	61%	62%
Q7g. There is good co-operation between teams across our organisation	30 / 47 / 13	37%	50%	48%

KEY

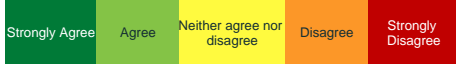| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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HIGH PERFORMANCE   70% RESPONSE SCALE

	AGREEMENT %	HEALTH	SECTOR
Q7n. My organisation generally selects capable people to do the job	67%	53%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	71%	67%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	86%	84%	85%

Q7n bar: 60 | 20 | 10
Q8g bar: 14 | 57 | 21 | 7
Q8i bar: 28 | 59 | 10

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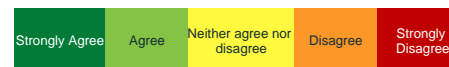
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Some key comparisons are provided.

PUBLIC SECTOR VALUES   66% RESPONSE SCALE

Question	Response Scale	AGREEMENT %	HEALTH	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction	42 / 35 / 16	77%	85%	85%
Q2b. People in my workgroup use time and resources efficiently	23 / 52 / 16	74%	68%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	23 / 35 / 19 / 19	58%	64%	67%
Q2h. People in my workgroup treat each other with respect	23 / 48 / 13 / 13	71%	68%	72%
Q2i. People in my workgroup treat customers/clients with respect	35 / 45 / 16	81%	86%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	17 / 53 / 20	70%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	23 / 33 / 17 / 23	57%	65%	64%
Q5d. My manager listens to what I have to say	37 / 33 / 13 / 10	70%	70%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	24 / 34 / 31 / 10	59%	61%	64%

KEY

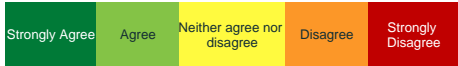| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

PUBLIC SECTOR VALUES   66% RESPONSE SCALE

Question	Response scale	AGREEMENT %	HEALTH	SECTOR
Q5k. My manager treats employees with dignity and respect	40 / 27 / 13 / 10 / 10	67%	72%	76%
Q5l. My manager talks to me about how the values apply to my work	13 / 30 / 20 / 27 / 10	43%	58%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	50 / 17 / 27	53%	45%	47%
Q6c. I feel that senior managers model the values of my organisation	20 / 33 / 23 / 17	53%	45%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	13 / 40 / 23 / 20	53%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	10 / 40 / 17 / 23 / 10	50%	42%	44%
Q6h. I feel that senior managers listen to employees	17 / 27 / 27 / 23	43%	37%	39%
Q7a. My organisation provides high quality services	43 / 43 / 10	87%	81%	80%
Q7b. My organisation strives to match services to customer/client needs	33 / 50 / 13	83%	80%	80%

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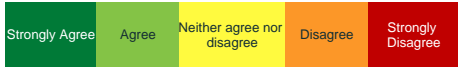
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Some key comparisons are provided.

PUBLIC SECTOR VALUES   66% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	50 / 33 / 13	83%	82%	83%
Q7d. My organisation focuses on improving the work we do	40 / 47 / 13	87%	76%	76%
Q7h. People in my organisation take responsibility for their own actions	53 / 33	57%	48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	10 / 57 / 30	67%	58%	63%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

DIVERSITY & INCLUSION — 69% 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	23	39	16	16		61%	60%	59%
Q5d. My manager listens to what I have to say	37	33	13	10		70%	70%	73%
Q5f. My manager encourages and values employee input	37	33	13	10		70%	66%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	30	33	20	10		63%	63%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	24	34	31	10		59%	61%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	23	37	27	10		60%	49%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	28	52	17			79%	73%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	14	57	21	7		71%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	17	66				83%	67%	69%

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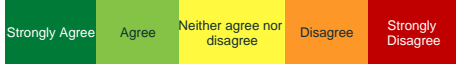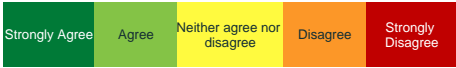
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Some key comparisons are provided.

DIVERSITY & INCLUSION

69% RESPONSE SCALE

	AGREEMENT %	HEALTH	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes — 28 / 59 / 10	86%	84%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? *Response scale Very satisfied - Very unsatisfied* — 52 / 14 / 10 / 17	59%	55%	58%

KEY

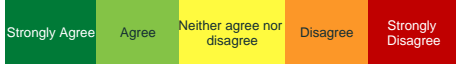| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

RECRUITMENT 51% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	33 / 17 / 37 / 10	37%	32%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	47 / 27 / 20	50%	43%	41%
Q7n. My organisation generally selects capable people to do the job	60 / 20 / 10	67%	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   47%   RESPONSE SCALE

	Response Scale	AGREEMENT %	HEALTH	SECTOR
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	17 · 37 · 23 · 13 · 10	53%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	17 · 33 · 30 · 10 · 10	50%	51%	53%
Q7g. There is good co-operation between teams across our organisation	30 · 47 · 13	37%	50%	48%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

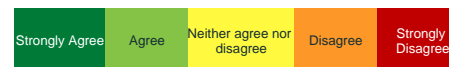**EXPLORE THE FULL SURVEY RESULTS**

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PERFORMANCE FRAMEWORK & DEVELOPMENT

53% RESPONSE SCALE

Question	Response Scale	AGREEMENT %	HEALTH	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives	26 / 19 / 19 / 29	45%	62%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	26 / 29 / 10 / 29	55%	68%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	23 / 26 / 13 / 32	48%	58%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	19 / 39 / 19 / 13 / 10	58%	59%	59%
Q3e. My performance is assessed against clear criteria	13 / 23 / 32 / 26	35%	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	32 / 29 / 10 / 26	61%	69%	71%
Q3g. I am able to access the right learning and development opportunities as required	23 / 32 / 23 / 16	55%	66%	60%
Q3h. I have received appropriate training and development to do my job well	19 / 35 / 23 / 19	55%	69%	63%
Q3i. I have a strong desire to advance my career	45 / 29 / 16 / 10	74%	69%	69%

KEY

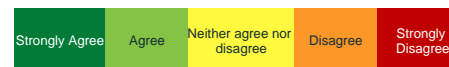| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT — 53% RESPONSE SCALE

Question	Response distribution	AGREEMENT %	HEALTH	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	13 / 29 / 26 / 26	42%	48%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	26 / 23 / 26 / 26	48%	40%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	30 / 30 / 17 / 17	60%	64%	67%
Q5n. My manager appropriately deals with employees who perform poorly	13 / 13 / 30 / 30 / 13	27%	44%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	23 / 40 / 17 / 10 / 10	63%	61%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	17 / 37 / 23 / 13 / 10	53%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	17 / 33 / 30 / 10 / 10	50%	51%	53%
Q7j. My organisation is committed to developing its employees	13 / 53 / 13 / 13	67%	53%	53%

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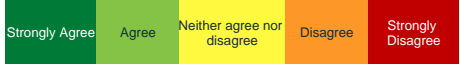
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Some key comparisons are provided.

MOBILITY — 51% RESPONSE SCALE

Question	Response Scale					AGREEMENT %	HEALTH	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	26	23	26	26		48%	40%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	17	37	23	13	10	53%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	17	33	30	10	10	50%	51%	53%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

PAY & BENEFITS — 58% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q4a. I am paid fairly for the work I do	13 / 45 / 26 / 13	58%	55%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	52 / 16 / 23	58%	60%	60%

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

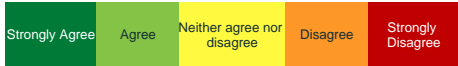## EXPLORE THE FULL SURVEY RESULTS

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

83% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	28 / 52 / 17	79%	77%	77%
Q8c. Age is not a barrier to success in my organisation	17 / 66 / 17	83%	73%	71%
Q8d. Disability is not a barrier to success in my organisation	21 / 59 / 21	79%	66%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	34 / 52 / 14	86%	76%	76%
Q8f. Gender is not a barrier to success in my organisation	31 / 55 / 14	86%	75%	74%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

EXPLORE THE FULL SURVEY RESULTS

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

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Some key comparisons are provided.

WORKPLACE SUPPORT   63%   RESPONSE SCALE

	AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work — 23 / 39 / 16 / 16	61%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level — 13 / 47 / 20 / 17	60%	60%	58%
Q1l. My workload is acceptable — 52 / 21 / 17	59%	54%	55%
Q2e. I receive help and support from other members of my workgroup — 29 / 45 / 13 / 10	74%	78%	80%
Q2f. There is good team spirit in my workgroup — 23 / 48 / 10 / 16	71%	64%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance — 10 / 43 / 20 / 20	53%	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

46% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q15. I believe action will be taken on the results from this survey by my organisation	7 39 29 14 11	46%	34%	32%

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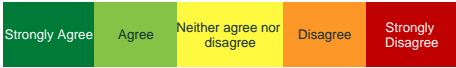
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Some key comparisons are provided.
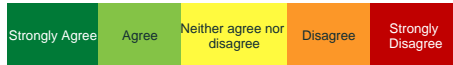
WORKPLACE CONDUCT

40% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	10 / 57 / 30	67%	58%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	14 / 64 / 18	14%	43%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	34 / 38 / 21	38%	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		54%	42%	46%
Better skills in my workgroup		21%	28%	27%
Improved career opportunities		64%	47%	52%
Improved learning and development opportunities		46%	49%	50%
Greater involvement in decision making		43%	32%	33%
Better pay and benefits		68%	58%	58%
Greater recognition for the work I do		39%	44%	45%
Better leadership from senior managers		43%	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		32%	29%	27%
Better accountability for performance		29%	24%	25%
A better location		11%	19%	20%
More flexible working conditions		50%	38%	38%
Better work/life balance		46%	43%	46%
Improved facilities		25%	32%	30%
Improved technology and systems		25%	33%	38%
Better job security		25%	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		79%	77%	72%
No		21%	19%	24%

EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		37%	31%	25%
No		56%	59%	64%
Don't Know		7%	10%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		50%	65%	63%
No		40%	33%	35%
Don't Know		10%	1%	2%

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		31%	43%	35%
No		62%	50%	58%
Don't Know		7%	6%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		24%	24%	20%
No		69%	71%	75%
Don't Know		7%	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.				
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	10 / 52 / 17 / 14	62%	59%
Q2. I believe I am valued for what I can offer at my workplace	10 / 59 / 17 / 10	69%	69%
Q3. In my workplace, we recognise our successes and innovations	17 / 38 / 24 / 17	55%	64%
Q4. Staff are treated respectfully regardless of their job	14 / 62 / 17	76%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	14 / 39 / 25 / 11 / 11	54%	49%
Q6. Overall, I have confidence in the decisions made by my senior managers	10 / 55 / 10 / 17	66%	50%

KEY
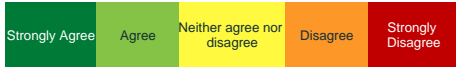
Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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 / 52 / 21	66%	50%
Q8. Where I work, we share the lessons learnt when mistakes are made	10 / 52 / 14 / 17	62%	64%
Q9. My team's objectives/work plans are clearly outlined	10 / 62 / 17	72%	64%
Q10. Our objectives/work plans help us to deliver a quality service	14 / 59 / 10 / 14	72%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	34 / 31 / 17 / 10	41%	41%

KEY

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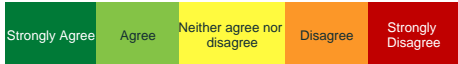
WHAT'S NEXT?

Sector employees have now given their feedback and these results show where actions and improvements are required.

Research has shown that a key reason why employees can become disengaged is if they are asked their opinion and then no action takes place as a result.
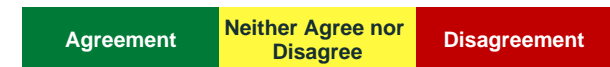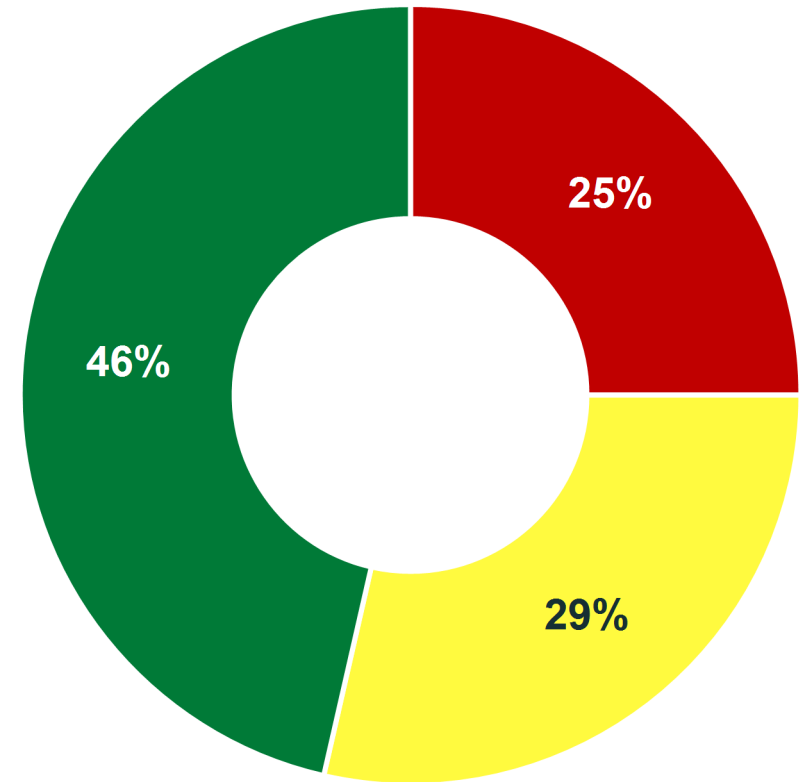
46%

of employees replied favourably to:

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

32%
SECTOR

34%
CLUSTER

25%

29%

46%

| Agreement | Neither Agree nor Disagree | Disagreement |

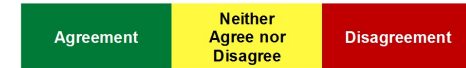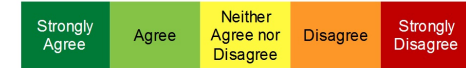# GUIDE TO THIS REPORT

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%