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# PEOPLE MATTER 2016

NSW Public Sector Employee Survey



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Health

HealthShare NSW

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## RESPONSE RATE

# 10%

**661 RESPONSES  
OUT OF 6,824 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. This is thought to be primarily due to employees selecting the wrong work location in the survey.

# QUESTION HEADLINES

## + HIGHEST AGREEMENT SCORING QUESTIONS

2016  
AGREEMENT  
%

1h.	I look for ways to perform my job more effectively	<b>93%</b>
1a.	I understand what is expected of me to do well in my role	<b>89%</b>
2i.	People in my workgroup treat customers/clients with respect	<b>87%</b>
1d.	I feel I make a contribution to achieving the organisation's objectives	<b>87%</b>
7b.	My organisation strives to match services to customer/client needs	<b>84%</b>
2a.	My workgroup strives to achieve customer/client satisfaction	<b>83%</b>
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	<b>82%</b>
7c.	My organisation strives to earn and sustain a high level of public trust	<b>82%</b>
7a.	My organisation provides high quality services	<b>79%</b>
7d.	My organisation focuses on improving the work we do	<b>79%</b>

## - LOWEST AGREEMENT SCORING QUESTIONS

2016  
AGREEMENT  
%

7l.	My organisation's processes for recruiting employees are efficient	<b>38%</b>
15.	I believe action will be taken on the results from this survey by my organisation	<b>42%</b>
6h.	I feel that senior managers listen to employees	<b>42%</b>
5n.	My manager appropriately deals with employees who perform poorly	<b>42%</b>
3j.	I am satisfied with the opportunities available for career development in my organisation	<b>44%</b>
7m.	Recruitment and promotion decisions in this organisation are generally fair	<b>44%</b>
6g.	I feel that senior managers keep employees informed about what's going on	<b>46%</b>
9b.	I have confidence in the ways my organisation resolves grievances	<b>47%</b>
7h.	People in my organisation take responsibility for their own actions	<b>48%</b>
7n.	My organisation generally selects capable people to do the job	<b>48%</b>



### YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are your highest and lowest scoring questions from the survey, based on respondents who have selected 'Strongly Agree' and 'Agree'.

# BUSINESS UNIT COMPARISON



## COMPARISON OF BUSINESS UNITS

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

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

	HealthShare NSW	Customer Service & Corporate Governance	Enable NSW	Finance & Business Strategy	Food & Patient Support Services Administration and Management	Food & Patient Support Services Hunter New England (Lower Hunter)	Food & Patient Support Services Hunter New England (New England)	Food & Patient Support Services Hunter New England (Upper Hunter)	Food & Patient Support Services Illawarra Shoalhaven Sector	Food & Patient Support Services Murrumbidgee Sector	Food & Patient Support Services Northern Sector	Food & Patient Support Services Southern NSW & Murrumbidgee East Sector	HealthShare Corporate	Wagga Wagga Linen Service
<b>NUMBER OF RESPONDENTS</b>	661	21	27	28	38	18	27	14	13	16	22	18	39	13
<b>ENGAGEMENT</b>	63%	68%	63%	78%	64%	59%	56%	48%	67%	73%	79%	67%	52%	46%
<b>SENIOR MANAGERS</b>	52%	52%	47%	81%	50%	47%	31%	36%	44%	74%	69%	62%	34%	25%
<b>COMMUNICATION</b>	56%	74%	51%	74%	54%	46%	40%	38%	42%	78%	78%	61%	47%	28%
<b>HIGH PERFORMANCE</b>	67%	72%	60%	85%	68%	60%	50%	50%	70%	79%	83%	79%	56%	55%
<b>PUBLIC SECTOR VALUES</b>	65%	71%	56%	84%	65%	58%	46%	50%	63%	76%	78%	75%	54%	46%
<b>DIVERSITY &amp; INCLUSION</b>	63%	74%	59%	78%	63%	54%	47%	38%	59%	78%	83%	76%	52%	40%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 10 RESPONDENTS

# BUSINESS UNIT COMPARISON



## COMPARISON OF BUSINESS UNITS

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

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

	HealthShare NSW	Non-Emergency Patient Transport	Procurement Services	Not a name change - this entity no longer exists	Shared Financial Services	Recruitment & Employee Transaction Services	Workforce
<b>NUMBER OF RESPONDENTS</b>	661	32	31	37	84	51	52
<b>ENGAGEMENT</b>	63%	33%	63%	64%	67%	66%	75%
<b>SENIOR MANAGERS</b>	52%	16%	47%	49%	68%	54%	71%
<b>COMMUNICATION</b>	56%	21%	59%	55%	63%	59%	79%
<b>HIGH PERFORMANCE</b>	67%	36%	67%	70%	72%	70%	82%
<b>PUBLIC SECTOR VALUES</b>	65%	34%	68%	67%	73%	69%	80%
<b>DIVERSITY &amp; INCLUSION</b>	63%	31%	68%	64%	65%	68%	83%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 10 RESPONDENTS



## EXPLORE THE FULL SURVEY RESULTS

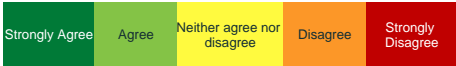
This section shows results for all the survey questions grouped by key themes.

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		58%	57%	60%	60%
Q7p. I am proud to tell others I work for my organisation		66%	62%	68%	68%
Q7q. I feel a strong personal attachment to my organisation		59%	59%	62%	64%
Q7r. My organisation motivates me to help it achieve its objectives		54%	50%	54%	55%
Q7s. My organisation inspires me to do the best in my job		56%	49%	55%	55%

KEY





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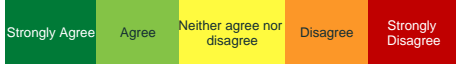
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Some key comparisons are provided.

<b>ENGAGEMENT WITH WORK</b> <span style="float: right;"><b>75%</b> RESPONSE SCALE</span>	AGREEMENT %	HEALTH	SECTOR
Q1g. My job gives me a feeling of personal accomplishment	72%	78%	76%
Q1h. I look for ways to perform my job more effectively	93%	94%	95%
Q1i. I feel motivated to contribute more than what is normally required at work	74%	75%	76%
Q1j. I am satisfied with my job at the present time	62%	63%	63%

**KEY**







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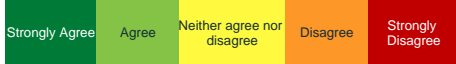
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Some key comparisons are provided.

SENIOR MANAGERS		52% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation		13	39	24	14	10	53%	45%	47%
Q6b. I feel that senior leaders effectively lead and manage change		12	37	27	12	12	49%	42%	43%
Q6c. I feel that senior managers model the values of my organisation		14	39	26	11	11	53%	45%	48%
Q6d. Senior managers encourage innovation by employees		13	41	27	10	9	54%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		14	42	27	10	8	55%	49%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		20	46	21	13	0	66%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		10	35	25	17	13	46%	42%	44%
Q6h. I feel that senior managers listen to employees		10	32	30	15	13	42%	37%	39%
Q7f. I feel that change is handled well in my organisation		12	36	29	13	10	48%	43%	41%

### KEY





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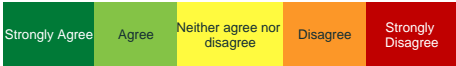
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Some key comparisons are provided.

COMMUNICATION	56% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q5e. My manager communicates effectively with me		63%	66%	69%
Q5f. My manager encourages and values employee input		64%	66%	69%
Q5g. My manager involves my workgroup in decisions about our work		60%	62%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		46%	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		64%	67%	69%

### KEY





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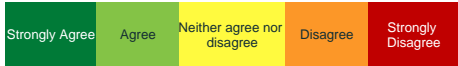
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Some key comparisons are provided.

	HIGH PERFORMANCE				67% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q1a. I understand what is expected of me to do well in my role	37	52				89%	91%	90%
Q1b. I have the tools I need to do my job effectively	21	55	12	10		77%	72%	70%
Q1c. I get the information I need to do my job well	18	49	18	11		68%	69%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	36	51	9			87%	86%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	26	42	15	12		68%	70%	69%
Q2b. People in my workgroup use time and resources efficiently	18	47	20	11		65%	68%	70%
Q2c. My team works collaboratively to achieve its objectives	25	50	15	7		74%	74%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	19	51	18	9		71%	77%	76%
Q3h. I have received appropriate training and development to do my job well	18	48	21	9		66%	69%	63%

KEY





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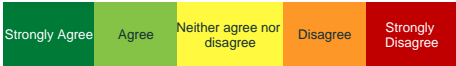
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	HIGH PERFORMANCE				67% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	22	45	17	9	67%	70%	72%	
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	17	43	21	12	60%	65%	64%	
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	17	43	22	10	60%	63%	65%	
Q5j. I have confidence in the decisions my line manager makes	20	39	21	10	60%	64%	67%	
Q6d. Senior managers encourage innovation by employees	13	41	27	10	54%	47%	49%	
Q6e. Senior managers promote collaboration between my organisation and others we work with	14	42	27	10	55%	49%	52%	
Q7d. My organisation focuses on improving the work we do	28	51	13		79%	76%	76%	
Q7e. My organisation is making the necessary improvements to meet our future challenges	24	46	19		70%	61%	62%	
Q7g. There is good co-operation between teams across our organisation	12	40	28	13	52%	50%	48%	

KEY





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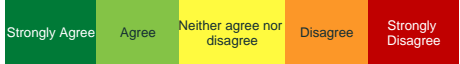
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Some key comparisons are provided.

	HIGH PERFORMANCE					67% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7n. My organisation generally selects capable people to do the job	8	40	28	13	11	48%	53%	51%	
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	15	48	27			63%	67%	67%	
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	27	55	14			82%	84%	85%	

### KEY





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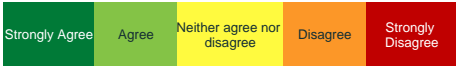
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	65% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree			
Q2a. My workgroup strives to achieve customer/client satisfaction	36	48	11		83%	85%	85%
Q2b. People in my workgroup use time and resources efficiently	18	47	20	11	65%	68%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	20	38	25	12	59%	64%	67%
Q2h. People in my workgroup treat each other with respect	21	43	21	11	64%	68%	72%
Q2i. People in my workgroup treat customers/clients with respect	35	52	9		87%	86%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	22	45	17	9	67%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	17	43	21	12	60%	65%	64%
Q5d. My manager listens to what I have to say	25	41	16	9	66%	70%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	23	36	22	9	58%	61%	64%

KEY





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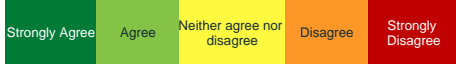
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	65% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q5k. My manager treats employees with dignity and respect	27	42	14	8	8	69%	72%	76%
Q5l. My manager talks to me about how the values apply to my work	19	38	23	12	8	57%	58%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	13	39	24	14	10	53%	45%	47%
Q6c. I feel that senior managers model the values of my organisation	14	39	26	11	11	53%	45%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	20	46	21			66%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	10	35	25	17	13	46%	42%	44%
Q6h. I feel that senior managers listen to employees	10	32	30	15	13	42%	37%	39%
Q7a. My organisation provides high quality services	25	55	14			79%	81%	80%
Q7b. My organisation strives to match services to customer/client needs	27	57	11			84%	80%	80%

KEY





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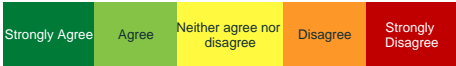
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	65% 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	28	54	13			82%	82%	83%
Q7d. My organisation focuses on improving the work we do	28	51	13			79%	76%	76%
Q7h. People in my organisation take responsibility for their own actions	9	39	27	18	7	48%	48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	14	49	22	8		63%	58%	63%

KEY







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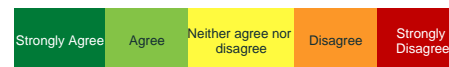
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Some key comparisons are provided.

DIVERSITY & INCLUSION	63% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	20	39	21	13	59%	60%	59%
Q5d. My manager listens to what I have to say	25	41	16	9	66%	70%	73%
Q5f. My manager encourages and values employee input	25	39	19	8	64%	66%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	22	38	20	10	60%	63%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	23	36	22	9	58%	61%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	15	35	36	8	50%	49%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	22	52	18		75%	73%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	15	48	27		63%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	19	45	18	11	64%	67%	69%

### KEY





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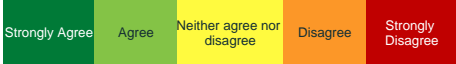
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Some key comparisons are provided.

DIVERSITY & INCLUSION	63% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	27	55	14			82%	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>	18	38	23	15	7	55%	55%	58%

### KEY





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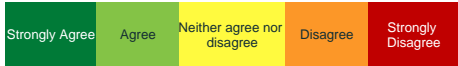
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Some key comparisons are provided.

RECRUITMENT	44% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	32	27	21	14	38%	32%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	9	36	28	15	44%	43%	41%
Q7n. My organisation generally selects capable people to do the job	8	40	28	13	48%	53%	51%

KEY





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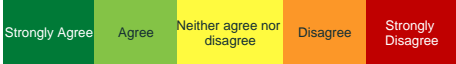
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EMPLOYEE VALUE PROPOSITION	53%	RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR			
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	20	35	27	8	9	55%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	18	34	31	8	9	52%	51%	53%
Q7g. There is good co-operation between teams across our organisation	12	40	28	13	8	52%	50%	48%

### KEY





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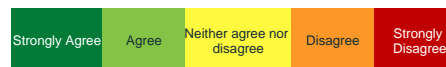
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## PERFORMANCE FRAMEWORK & DEVELOPMENT

**58%** RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		59%	62%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		65%	68%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		59%	58%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		58%	59%	59%
Q3e. My performance is assessed against clear criteria		54%	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		66%	69%	71%
Q3g. I am able to access the right learning and development opportunities as required		63%	66%	60%
Q3h. I have received appropriate training and development to do my job well		66%	69%	63%
Q3i. I have a strong desire to advance my career		70%	69%	69%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

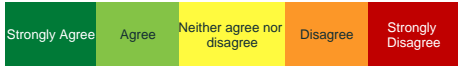
This section shows results for all the survey questions grouped by key themes.

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.

PERFORMANCE FRAMEWORK & DEVELOPMENT	58% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	11	33	30	14	12	44%	48%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	21	29	34	10		50%	40%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	21	41	20	10	10	61%	64%	67%
Q5n. My manager appropriately deals with employees who perform poorly	13	30	27	15	15	42%	44%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	20	37	25	9	9	57%	61%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	20	35	27	8	9	55%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	18	34	31	8	9	52%	51%	53%
Q7j. My organisation is committed to developing its employees	13	43	26	10	7	56%	53%	53%

KEY





## EXPLORE THE FULL SURVEY RESULTS

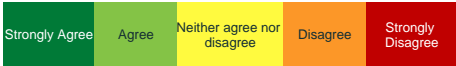
This section shows results for all the survey questions grouped by key themes.

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.

MOBILITY	53% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	21	29	34	10	50%	40%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	20	35	27	8 9	55%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	18	34	31	8 9	52%	51%	53%

KEY





## EXPLORE THE FULL SURVEY RESULTS

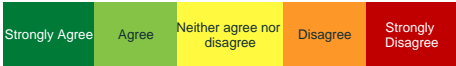
This section shows results for all the survey questions grouped by key themes.

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.

PAY & BENEFITS		59% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q4a. I am paid fairly for the work I do		13	42	20	20	5	55%	55%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)		13	51	19	13	5	64%	60%	60%

KEY







## EXPLORE THE FULL SURVEY RESULTS

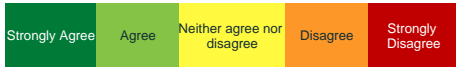
This section shows results for all the survey questions grouped by key themes.

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.

DIVERSITY GROUPS	75% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	24	54	16		78%	77%	77%
Q8c. Age is not a barrier to success in my organisation	23	51	18		74%	73%	71%
Q8d. Disability is not a barrier to success in my organisation	22	48	23		71%	66%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	24	53	20		77%	76%	76%
Q8f. Gender is not a barrier to success in my organisation	25	52	18		76%	75%	74%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

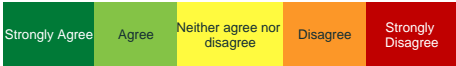
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

WORKPLACE SUPPORT	63% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	20	39	21	13		59%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level	14	47	19	13		61%	60%	58%
Q1l. My workload is acceptable	12	49	22	12		61%	54%	55%
Q2e. I receive help and support from other members of my workgroup	24	53	16			77%	78%	80%
Q2f. There is good team spirit in my workgroup	23	41	18	10	9	64%	64%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	11	44	23	14	8	55%	52%	56%

KEY





## EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

## ACTION ABOUT SURVEY RESULTS

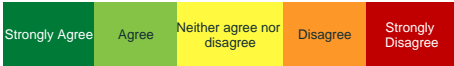
**42%** RESPONSE SCALE

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

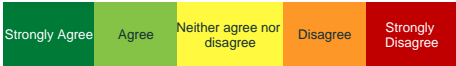
This section shows results for all the survey questions grouped by key themes.

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	54% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	14 49 22 8	63%	58%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	10 36 29 15 9	47%	43%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	14 38 26 12 11	52%	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
<b>Q13.</b> What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		49%	42%	46%
Better skills in my workgroup		27%	28%	27%
Improved career opportunities		53%	47%	52%
Improved learning and development opportunities		45%	49%	50%
Greater involvement in decision making		33%	32%	33%
Better pay and benefits		63%	58%	58%
Greater recognition for the work I do		42%	44%	45%
Better leadership from senior managers		39%	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
<b>Q13.</b> What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		33%	29%	27%
Better accountability for performance		32%	24%	25%
A better location		22%	19%	20%
More flexible working conditions		37%	38%	38%
Better work/life balance		41%	43%	46%
Improved facilities		22%	32%	30%
Improved technology and systems		32%	33%	38%
Better job security		49%	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
<b>Q9a.</b> In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		76%	77%	72%
No		19%	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
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		32%	31%	25%
No		55%	59%	64%
Don't Know		12%	10%	11%
<b>Q10b.</b> Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		64%	65%	63%
No		35%	33%	35%
Don't Know		1%	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
<b>Q10c.</b> In the last 12 months I have witnessed bullying at work				
Yes		39%	43%	35%
No		53%	50%	58%
Don't Know		9%	6%	7%
<b>Q10d.</b> In the last 12 months I have been the subjected to bullying at work				
Yes		22%	24%	20%
No		71%	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
<b>Q10e.</b> 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		15%	20%	23%
Your Immediate Manager/Supervisor		33%	26%	26%
A fellow worker at your level		24%	29%	25%
A subordinate		13%	7%	8%
A client or customer		3%	2%	2%
Other		4%	5%	4%
Prefer not to say		7%	11%	13%



## EXPLORE THE FULL SURVEY RESULTS

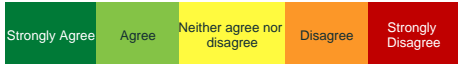
This section shows results for all the survey questions grouped by key themes.

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Some key comparisons are provided.

HEALTH QUESTIONS	RESPONSE SCALE					AGREEMENT %	HEALTH
Q1. Morale is good in my team	15	43	18	15	8	59%	59%
Q2. I believe I am valued for what I can offer at my workplace	18	50	19	9		67%	69%
Q3. In my workplace, we recognise our successes and innovations	16	47	21	10		62%	64%
Q4. Staff are treated respectfully regardless of their job	18	50	15	11		68%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	15	37	24	12	11	53%	49%
Q6. Overall, I have confidence in the decisions made by my senior managers	15	35	28	12	10	50%	50%

KEY





## EXPLORE THE FULL SURVEY RESULTS

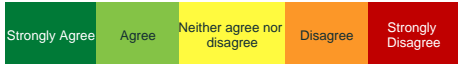
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Some key comparisons are provided.

HEALTH QUESTIONS	RESPONSE SCALE					AGREEMENT %	HEALTH
Q7. I have a say in decisions which affect my work	12	37	27	14	10	49%	50%
Q8. Where I work, we share the lessons learnt when mistakes are made	15	49	20	11		63%	64%
Q9. My team's objectives/work plans are clearly outlined	13	51	21	10		64%	64%
Q10. Our objectives/work plans help us to deliver a quality service	16	52	23			67%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	16	37	25	11	11	53%	41%

KEY



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

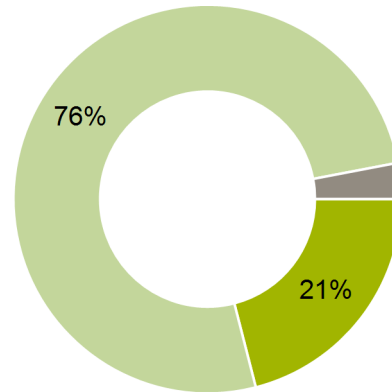
	RESPONSE SCALE	PERCENTAGE%
<b>Gender</b>		
Male		34%
Female		65%
Other		1%
<b>Age</b>		
<35		19%
35 - 54		55%
> 54		27%

# PROFILE OF RESPONDENTS

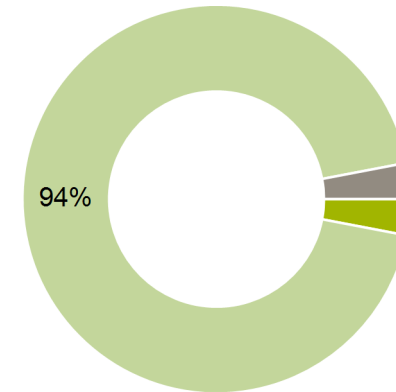


## PERSONAL PROFILES

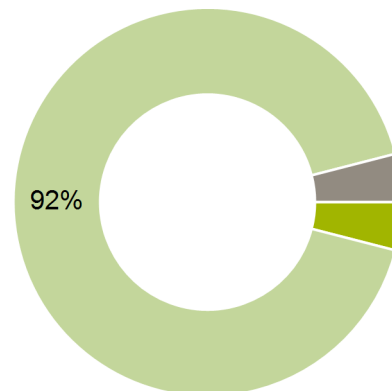
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



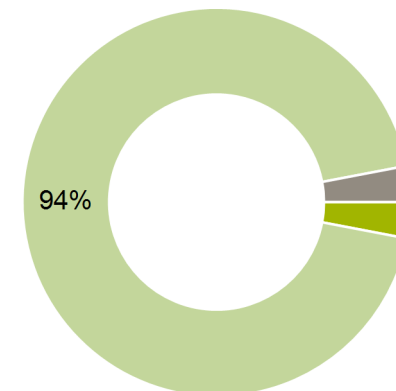
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		10%
1 - 2 years		8%
2 - 5 years		22%
5 - 10 years		33%
10 - 20 years		16%
More than 20 years		11%

# PROFILE OF RESPONDENTS



## WORK PROFILES

TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		15%
Other service delivery work		25%
Administrative support		12%
Corporate services		30%
Policy		0%
Research		0%
Program and project management support		4%
Other		14%

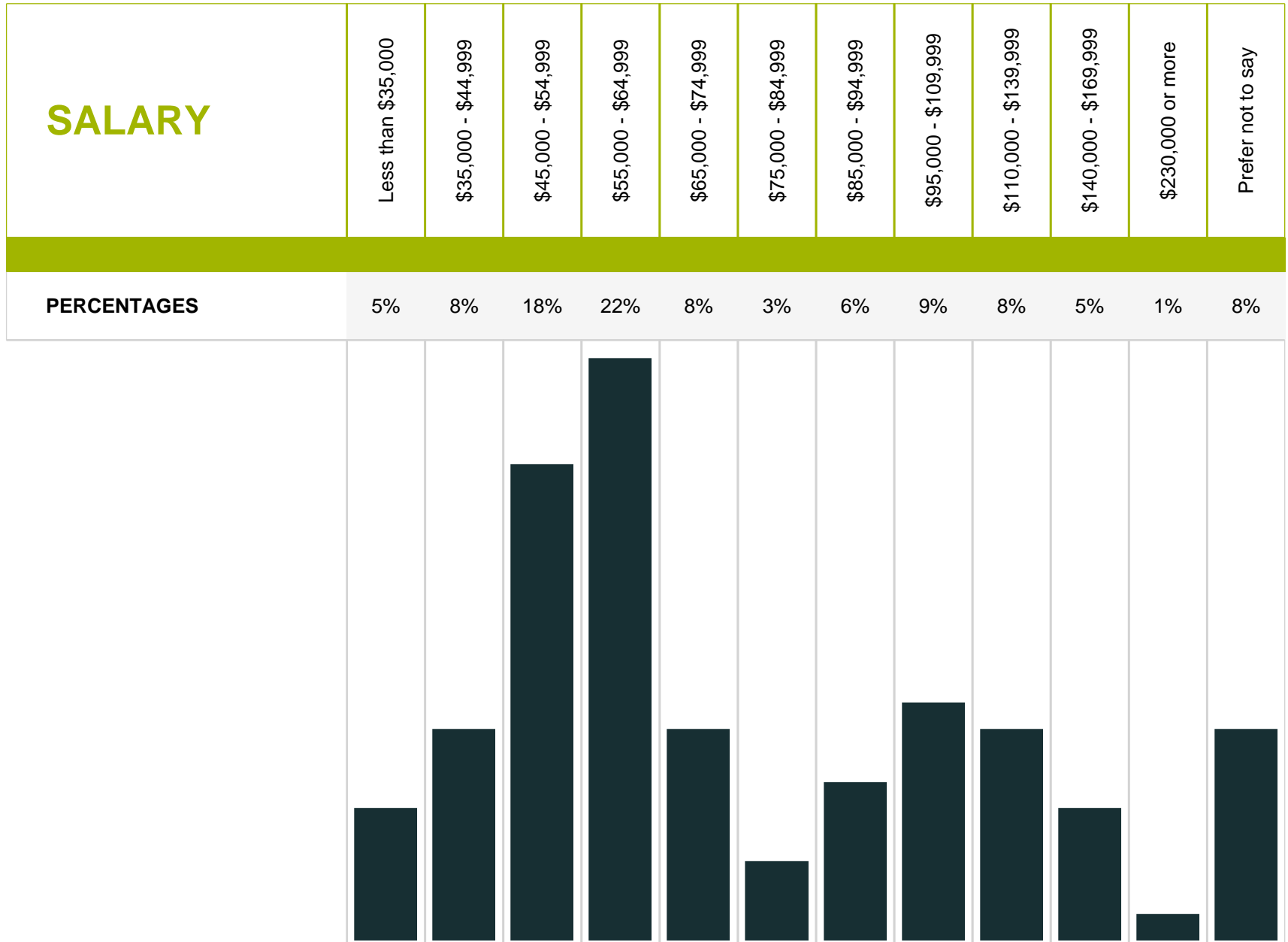


# PROFILE OF RESPONDENTS



## 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.

	HealthShare NSW	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
<b>NUMBER OF RESPONDENTS</b>	661	88	151	71	176	1	1	23	0	82
<b>ENGAGEMENT</b>	63%	52%	62%	69%	69%	(r)	(r)	(r)	(r)	56%
<b>SENIOR MANAGERS</b>	52%	36%	47%	61%	64%	(r)	(r)	(r)	(r)	43%
<b>COMMUNICATION</b>	56%	41%	53%	66%	66%	(r)	(r)	(r)	(r)	46%
<b>HIGH PERFORMANCE</b>	67%	52%	67%	76%	75%	(r)	(r)	(r)	(r)	57%
<b>PUBLIC SECTOR VALUES</b>	65%	51%	63%	72%	74%	(r)	(r)	(r)	(r)	54%
<b>DIVERSITY &amp; INCLUSION</b>	63%	49%	62%	73%	71%	(r)	(r)	(r)	(r)	52%

### 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.

	HealthShare NSW	Less than \$35,000	\$35,000 - \$44,999	\$45,000 - \$54,999	\$55,000 - \$64,999	\$65,000 - \$74,999	\$75,000 - \$84,999	\$85,000 - \$94,999	\$95,000 - \$109,999	\$110,000 - \$139,999	\$140,000 - \$169,999	\$170,000 - \$229,999	\$230,000 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	661	28	46	110	129	45	19	34	55	47	27	0	5	50
<b>ENGAGEMENT</b>	63%	(r)	59%	60%	58%	69%	(r)	65%	71%	73%	(r)	(r)	(r)	63%
<b>SENIOR MANAGERS</b>	52%	(r)	43%	44%	49%	65%	(r)	46%	62%	67%	(r)	(r)	(r)	49%
<b>COMMUNICATION</b>	56%	(r)	44%	47%	51%	64%	(r)	58%	69%	75%	(r)	(r)	(r)	56%
<b>HIGH PERFORMANCE</b>	67%	(r)	63%	60%	60%	75%	(r)	68%	78%	79%	(r)	(r)	(r)	67%
<b>PUBLIC SECTOR VALUES</b>	65%	(r)	57%	57%	59%	73%	(r)	65%	78%	78%	(r)	(r)	(r)	63%
<b>DIVERSITY &amp; INCLUSION</b>	63%	(r)	55%	56%	56%	67%	(r)	66%	76%	79%	(r)	(r)	(r)	63%

### 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.

	HealthShare NSW	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
<b>NUMBER OF RESPONDENTS</b>	661	61	45	131	194	92	66
<b>ENGAGEMENT</b>	63%	69%	69%	64%	65%	57%	59%
<b>SENIOR MANAGERS</b>	52%	57%	54%	52%	56%	48%	39%
<b>COMMUNICATION</b>	56%	65%	57%	58%	59%	51%	47%
<b>HIGH PERFORMANCE</b>	67%	72%	67%	67%	69%	65%	61%
<b>PUBLIC SECTOR VALUES</b>	65%	70%	65%	65%	68%	61%	54%
<b>DIVERSITY &amp; INCLUSION</b>	63%	74%	66%	63%	64%	61%	55%

### 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.

	HealthShare NSW	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
<b>NUMBER OF RESPONDENTS</b>	661	1	10	39	60	69	68	81	103	103	47	7
<b>ENGAGEMENT</b>	63%	(r)	(r)	66%	66%	65%	61%	61%	62%	63%	63%	(r)
<b>SENIOR MANAGERS</b>	52%	(r)	(r)	52%	60%	58%	58%	47%	48%	48%	49%	(r)
<b>COMMUNICATION</b>	56%	(r)	(r)	55%	63%	62%	63%	52%	55%	53%	55%	(r)
<b>HIGH PERFORMANCE</b>	67%	(r)	(r)	65%	69%	72%	69%	63%	66%	64%	71%	(r)
<b>PUBLIC SECTOR VALUES</b>	65%	(r)	(r)	65%	68%	70%	67%	63%	64%	61%	66%	(r)
<b>DIVERSITY &amp; INCLUSION</b>	63%	(r)	(r)	64%	67%	67%	67%	60%	61%	60%	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

# 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.

	HealthShare NSW	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	661	200	383	6
<b>ENGAGEMENT</b>	63%	59%	66%	(r)
<b>SENIOR MANAGERS</b>	52%	46%	56%	(r)
<b>COMMUNICATION</b>	56%	53%	59%	(r)
<b>HIGH PERFORMANCE</b>	67%	63%	70%	(r)
<b>PUBLIC SECTOR VALUES</b>	65%	61%	67%	(r)
<b>DIVERSITY &amp; INCLUSION</b>	63%	60%	66%	(r)

**KEY**

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

# RESULTS BY CURRENT ROLE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	HealthShare NSW	Junior Medical Officer	Career Medical Officer, Hospitalist	Staff Specialist	Visiting Medical Officer	Clinical Academic	Assistant in Nursing	Enrolled Nurse	Registered Nurse/Midwife, Clinical Nurse/Midwife Specialist/Consultant, Practitioner	Nurse/Midwifery Educator and Clinical Nurse/Midwifery Educator	Nurse/Midwifery Manager	Support Officers	Information Management	Clinical Support Executive
<b>NUMBER OF RESPONDENTS</b>	661	0	0	0	0	0	0	2	1	0	0	3	0	0
<b>ENGAGEMENT</b>	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

# RESULTS BY CURRENT ROLE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	HealthShare NSW	Administrative and Executive Assistant	Corporate Services	Senior Manager/Executive	Allied Health Professional	Allied Health Assistant	Health Education, Health Promotion and Health Protection	Counsellor, Welfare Support	Interpreters and Liaison Officer	Aboriginal Health Workers and Aboriginal Education Officers	Technician/Technologist	Hospital Scientist/Biomedical Engineers	Researchers	Data Analyst
<b>NUMBER OF RESPONDENTS</b>	661	58	119	17	8	3	2	0	0	0	0	0	0	3
<b>ENGAGEMENT</b>	63%	68%	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	52%	52%	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	56%	62%	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	67%	72%	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	65%	69%	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	63%	68%	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS



# RESULTS BY CURRENT ROLE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	HealthShare NSW	Technical Officers/Technical Assistant	Dental Officer, Therapists and Hygienist	Dental Specialist	Dental Assistant	Trainee Dental Assistant	Operational Ambulance Officers	Operational Ambulance Managers	Project Director	Project Manager	Project Officer	Cleaning, Linen and Food	Motor Vehicle, Patient Transport	Security Services, Fire Safety
<b>NUMBER OF RESPONDENTS</b>	661	0	0	0	0	0	3	0	1	24	12	139	18	9
<b>ENGAGEMENT</b>	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	64%	(r)	(r)
<b>SENIOR MANAGERS</b>	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	50%	(r)	(r)
<b>COMMUNICATION</b>	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	52%	(r)	(r)
<b>HIGH PERFORMANCE</b>	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	68%	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	63%	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	62%	(r)	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

# RESULTS BY CURRENT ROLE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	HealthShare NSW	Residential Care Attendant, Patient Care Assistant, Patient Services, Wardsperson	Warehouse staff	Tradesperson	Apprentice Trade Worker and Trade Assistant	Trainee	Volunteer	Other job role	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	661	14	0	2	0	0	0	74	42
<b>ENGAGEMENT</b>	63%	(r)	(r)	(r)	(r)	(r)	(r)	64%	50%
<b>SENIOR MANAGERS</b>	52%	(r)	(r)	(r)	(r)	(r)	(r)	49%	37%
<b>COMMUNICATION</b>	56%	(r)	(r)	(r)	(r)	(r)	(r)	56%	37%
<b>HIGH PERFORMANCE</b>	67%	(r)	(r)	(r)	(r)	(r)	(r)	64%	53%
<b>PUBLIC SECTOR VALUES</b>	65%	(r)	(r)	(r)	(r)	(r)	(r)	61%	52%
<b>DIVERSITY &amp; INCLUSION</b>	63%	(r)	(r)	(r)	(r)	(r)	(r)	63%	44%

### 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.

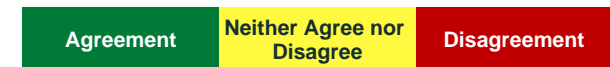
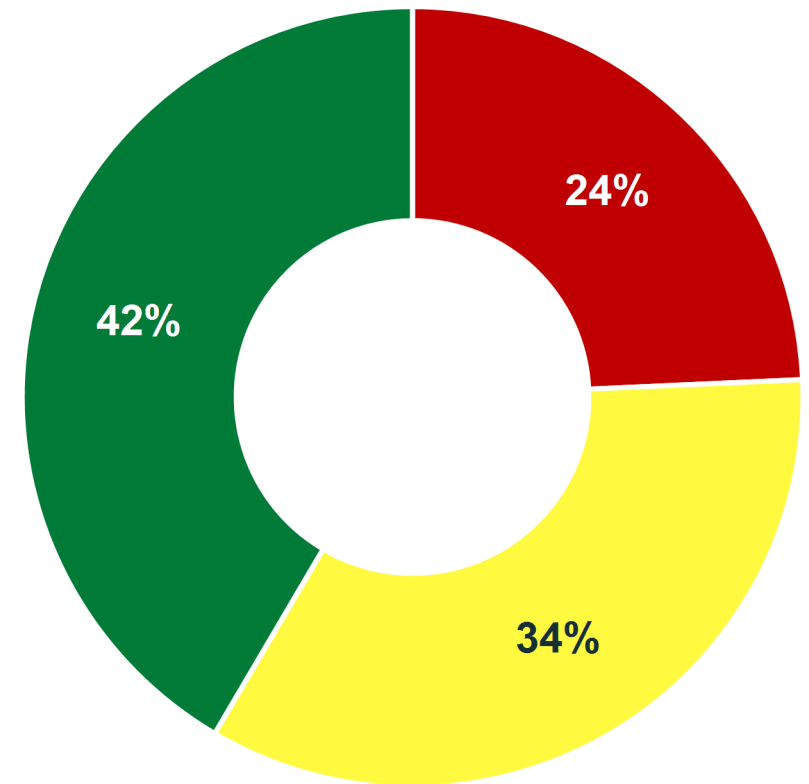
# 42%

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

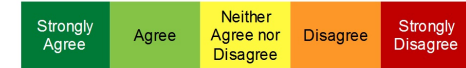
## ANONYMITY RULES

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

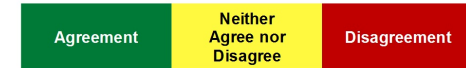
There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees). Where people work in small teams, the results are merged with 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%