
PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Health

Mental Health Commission

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

RESPONSE RATE

>100%

30 RESPONSES
OUT OF 27 EMPLOYEES

RESPONSE RATE ABOVE 100%. SEE NOTES

ENGAGEMENT INDEX

70%

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	96%
1h.	I look for ways to perform my job more effectively	93%
2i.	People in my workgroup treat customers/clients with respect	93%
8f.	Gender is not a barrier to success in my organisation	92%
1b.	I have the tools I need to do my job effectively	90%
2a.	My workgroup strives to achieve customer/client satisfaction	90%
7c.	My organisation strives to earn and sustain a high level of public trust	89%
8a.	My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	88%
8b.	Cultural background is not a barrier to success in my organisation	88%
8c.	Age is not a barrier to success in my organisation	88%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

3e.	My performance is assessed against clear criteria	33%
3j.	I am satisfied with the opportunities available for career development in my organisation	37%
5n.	My manager appropriately deals with employees who perform poorly	44%
3a.	I have a current performance plan that sets out my individual objectives	50%
5q.	My manager would help me to broaden my experience by supporting my movement to another organisation	50%
6b.	I feel that senior leaders effectively lead and manage change	50%
7f.	I feel that change is handled well in my organisation	50%
7l.	My organisation's processes for recruiting employees are efficient	52%
3k.	I would like to work in another agency within the NSW Public Sector during my career	53%
6g.	I feel that senior managers keep employees informed about what's going on	54%



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

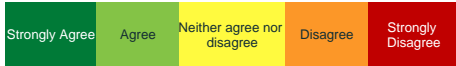
This section shows results for all the survey questions grouped by key themes.

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	70% RESPONSE SCALE				AGREEMENT %	PMES 2014	HEALTH	SECTOR
Q7o. I would recommend my organisation as a great place to work	30	44	15	7	74%	69%	60%	60%
Q7p. I am proud to tell others I work for my organisation	41	37	7	11	78%	81%	68%	68%
Q7q. I feel a strong personal attachment to my organisation	33	37	15	11	70%	72%	62%	64%
Q7r. My organisation motivates me to help it achieve its objectives	30	37	11	15	67%	69%	54%	55%
Q7s. My organisation inspires me to do the best in my job	37	26	11	15	63%	62%	55%	55%

KEY





EXPLORE THE FULL SURVEY RESULTS

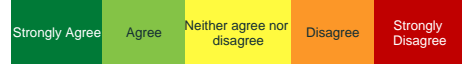
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Some key comparisons are provided.

ENGAGEMENT WITH WORK 75% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		73%	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		73%	75%	76%
Q1j. I am satisfied with my job at the present time		60%	63%	63%

KEY





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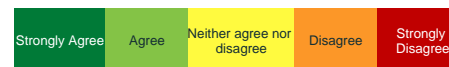
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Some key comparisons are provided.

SENIOR MANAGERS	63% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	25	39	21	14	64%	45%	47%
Q6b. I feel that senior leaders effectively lead and manage change	29	21	14	21	50%	42%	43%
Q6c. I feel that senior managers model the values of my organisation	39	36	11	11	75%	45%	48%
Q6d. Senior managers encourage innovation by employees	25	43	11	11	68%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	39	32	14	11	71%	49%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	39	36	11	7	75%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	21	32	14	14	54%	42%	44%
Q6h. I feel that senior managers listen to employees	18	43	25	11	61%	37%	39%
Q7f. I feel that change is handled well in my organisation	21	29	18	21	50%	43%	41%

KEY





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Some key comparisons are provided.

COMMUNICATION	68% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q5e. My manager communicates effectively with me		64%	66%	69%
Q5f. My manager encourages and values employee input		79%	66%	69%
Q5g. My manager involves my workgroup in decisions about our work		71%	62%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		54%	42%	44%
Q6h. I feel that senior managers listen to employees		61%	37%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		81%	67%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

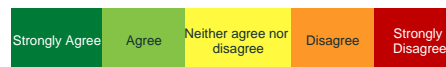
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Some key comparisons are provided.

	HIGH PERFORMANCE				73% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q1a. I understand what is expected of me to do well in my role	47	40	10		87%	91%	90%	
Q1b. I have the tools I need to do my job effectively	20	70			90%	72%	70%	
Q1c. I get the information I need to do my job well	17	60	17		77%	69%	67%	
Q1d. I feel I make a contribution to achieving the organisation's objectives	40	43	13		83%	86%	86%	
Q1e. I feel I am able to suggest ideas to improve our way of doing things	33	37	13	13	70%	70%	69%	
Q2b. People in my workgroup use time and resources efficiently		62	17		69%	68%	70%	
Q2c. My team works collaboratively to achieve its objectives	20	50	20		70%	74%	75%	
Q2d. People in my workgroup have the appropriate skills to do the job well	10	70	10		80%	77%	76%	
Q3h. I have received appropriate training and development to do my job well	13	50	20	10	63%	69%	63%	

KEY





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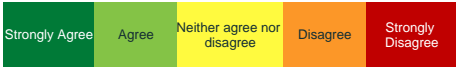
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Some key comparisons are provided.

	HIGH PERFORMANCE					73% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	29	50	14			79%	70%	72%	
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	21	46	21	7		68%	65%	64%	
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	32	32	18	14		64%	63%	65%	
Q5j. I have confidence in the decisions my line manager makes	31	35	8	23		65%	64%	67%	
Q6d. Senior managers encourage innovation by employees	25	43	11	11	11	68%	47%	49%	
Q6e. Senior managers promote collaboration between my organisation and others we work with	39	32	14	11		71%	49%	52%	
Q7d. My organisation focuses on improving the work we do	36	36	21			71%	76%	76%	
Q7e. My organisation is making the necessary improvements to meet our future challenges	25	32	25	11	7	57%	61%	62%	
Q7g. There is good co-operation between teams across our organisation	21	43	25	7		64%	50%	48%	

KEY





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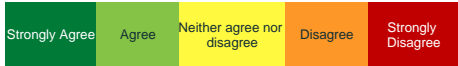
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	73% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q7n. My organisation generally selects capable people to do the job	22	48	11	7	11	70%	53%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	27	46	15	8		73%	67%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	50	46				96%	84%	85%

KEY





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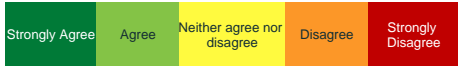
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		74% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction			90%	85%	85%
Q2b. People in my workgroup use time and resources efficiently			69%	68%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings			87%	64%	67%
Q2h. People in my workgroup treat each other with respect			83%	68%	72%
Q2i. People in my workgroup treat customers/clients with respect			93%	86%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do			79%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims			68%	65%	64%
Q5d. My manager listens to what I have to say			75%	70%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased			61%	61%	64%

KEY





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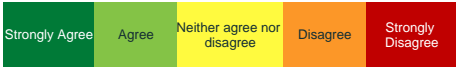
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	74% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree			
Q5k. My manager treats employees with dignity and respect	48	28	12	8	76%	72%	76%
Q5l. My manager talks to me about how the values apply to my work	35	27	19	15	62%	58%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	25	39	21	14	64%	45%	47%
Q6c. I feel that senior managers model the values of my organisation	39	36	11	11	75%	45%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	39	36	11	7	75%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	21	32	14	14	54%	42%	44%
Q6h. I feel that senior managers listen to employees	18	43	25	11	61%	37%	39%
Q7a. My organisation provides high quality services	29	50	18		79%	81%	80%
Q7b. My organisation strives to match services to customer/client needs	30	44	22		74%	80%	80%

KEY





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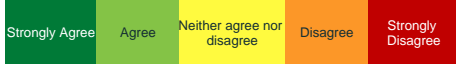
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	74% RESPONSE SCALE			AGREEMENT %	HEALTH	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	50	39	7	89%	82%	83%
Q7d. My organisation focuses on improving the work we do	36	36	21	71%	76%	76%
Q7h. People in my organisation take responsibility for their own actions	7	50	25	14	57%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	11	68	18	79%	58%	63%

KEY





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Some key comparisons are provided.

DIVERSITY & INCLUSION	76% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		60%	60%	59%
Q5d. My manager listens to what I have to say		75%	70%	73%
Q5f. My manager encourages and values employee input		79%	66%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions		68%	63%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		61%	61%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women		85%	49%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)		88%	73%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions		73%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager		81%	67%	69%

KEY





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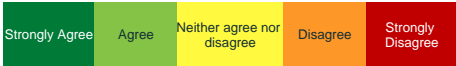
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DIVERSITY & INCLUSION

76% RESPONSE SCALE

	AGREEMENT %		HEALTH	SECTOR	
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	50	46	96%	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>	46	31	77%	55%	58%

KEY





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Some key comparisons are provided.

RECRUITMENT	63% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	19	33	26	11	11	52%	32%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	26	41	15	15		67%	43%	41%
Q7n. My organisation generally selects capable people to do the job	22	48	11	7	11	70%	53%	51%

KEY





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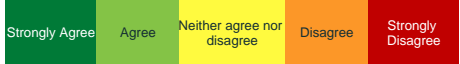
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	57%	RESPONSE SCALE			AGREEMENT %	HEALTH	SECTOR
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	27	31	27	12	58%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	27	23	35	12	50%	51%	53%
Q7g. There is good co-operation between teams across our organisation	21	43	25	7	64%	50%	48%

KEY





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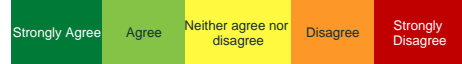
Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT

59% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		50%	62%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		80%	68%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		63%	58%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		57%	59%	59%
Q3e. My performance is assessed against clear criteria		33%	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		77%	69%	71%
Q3g. I am able to access the right learning and development opportunities as required		67%	66%	60%
Q3h. I have received appropriate training and development to do my job well		63%	69%	63%
Q3i. I have a strong desire to advance my career		70%	69%	69%

KEY





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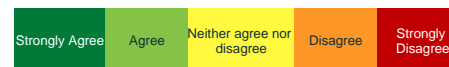
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	59% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation		37%	48%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career		53%	40%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do		73%	64%	67%
Q5n. My manager appropriately deals with employees who perform poorly		44%	44%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup		65%	61%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role		58%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		50%	51%	53%
Q7j. My organisation is committed to developing its employees		70%	53%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

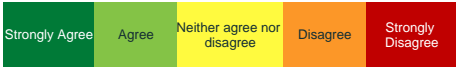
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Some key comparisons are provided.

MOBILITY	54% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	27	27	23	17		53%	40%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	27	31	27	12		58%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	27	23	35	12		50%	51%	53%

KEY





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Some key comparisons are provided.

PAY & BENEFITS 80% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q4a. I am paid fairly for the work I do <div style="display: flex; justify-content: space-between; margin-top: 10px;"> 30 50 10 </div>	80%	55%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc) <div style="display: flex; justify-content: space-between; margin-top: 10px;"> 23 57 10 </div>	80%	60%	60%

KEY





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Some key comparisons are provided.

DIVERSITY GROUPS	88% RESPONSE SCALE			AGREEMENT %	HEALTH	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	46	42	8	88%	77%	77%
Q8c. Age is not a barrier to success in my organisation	46	42	8	88%	73%	71%
Q8d. Disability is not a barrier to success in my organisation	42	38	15	81%	66%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	50	38	8	88%	76%	76%
Q8f. Gender is not a barrier to success in my organisation	50	42		92%	75%	74%

KEY





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Some key comparisons are provided.

WORKPLACE SUPPORT	72% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		60%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level		73%	60%	58%
Q1l. My workload is acceptable		57%	54%	55%
Q2e. I receive help and support from other members of my workgroup		86%	78%	80%
Q2f. There is good team spirit in my workgroup		77%	64%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		78%	52%	56%

KEY





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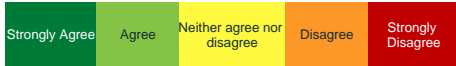
ACTION ABOUT SURVEY RESULTS

63% RESPONSE SCALE

Q15. I believe action will be taken on the results from this survey by my organisation



KEY





EXPLORE THE FULL SURVEY RESULTS

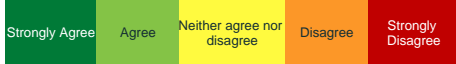
This section shows results for all the survey questions grouped by key themes.

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	68% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		79%	58%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		54%	43%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		69%	48%	49%

KEY





EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		64%	42%	46%
Better skills in my workgroup		16%	28%	27%
Improved career opportunities		52%	47%	52%
Improved learning and development opportunities		40%	49%	50%
Greater involvement in decision making		28%	32%	33%
Better pay and benefits		44%	58%	58%
Greater recognition for the work I do		32%	44%	45%
Better leadership from senior managers		24%	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		20%	29%	27%
Better accountability for performance		12%	24%	25%
A better location		36%	19%	20%
More flexible working conditions		28%	38%	38%
Better work/life balance		32%	43%	46%
Improved facilities		20%	32%	30%
Improved technology and systems		28%	33%	38%
Better job security		24%	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		68%	77%	72%
No		32%	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		13%	31%	25%
No		88%	59%	64%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes	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.

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		27%	43%	35%
No		73%	50%	58%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		16%	24%	20%
No		84%	71%	75%



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.



EXPLORE THE FULL SURVEY RESULTS

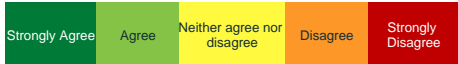
This section shows results for all the survey questions grouped by key themes.

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		76%	59%
Q2. I believe I am valued for what I can offer at my workplace		76%	69%
Q3. In my workplace, we recognise our successes and innovations		84%	64%
Q4. Staff are treated respectfully regardless of their job		88%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace		64%	49%
Q6. Overall, I have confidence in the decisions made by my senior managers		60%	50%

KEY





EXPLORE THE FULL SURVEY RESULTS

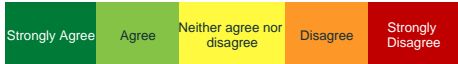
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

HEALTH QUESTIONS	RESPONSE SCALE					AGREEMENT %	HEALTH
Q7. I have a say in decisions which affect my work	32	36	28			68%	50%
Q8. Where I work, we share the lessons learnt when mistakes are made	20	44	32			64%	64%
Q9. My team's objectives/work plans are clearly outlined	12	44	28	12		56%	64%
Q10. Our objectives/work plans help us to deliver a quality service	16	40	36			56%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	20	28	28	16	8	48%	41%

KEY





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.

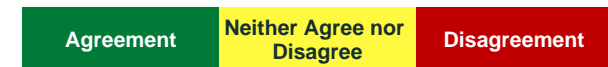
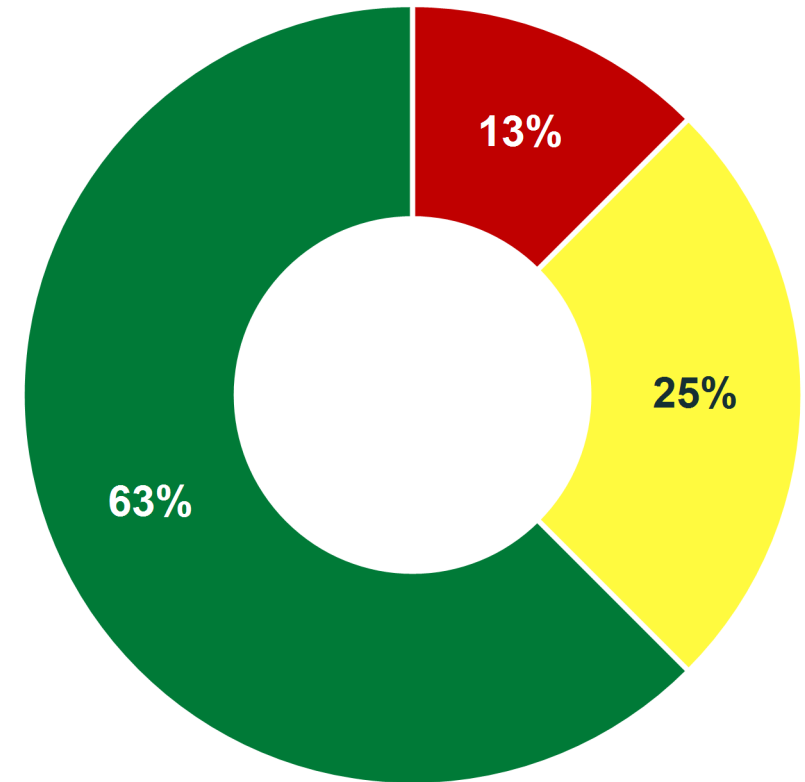
63%

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

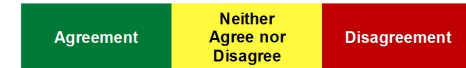
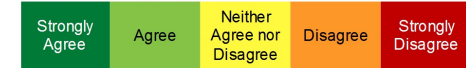
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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%