PEOPLE MATTER 2016

NSW Public Sector Employee Survey

Health

Ministry of Health

CONTENTS OF REPORT

HEADLINES

RESPONSE RATE

67%

**472 RESPONSES
OUT OF 700 EMPLOYEES**

ENGAGEMENT INDEX

61%

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	**93%**
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	**92%**
2i.	People in my workgroup treat customers/clients with respect	**87%**
2e.	I receive help and support from other members of my workgroup	**82%**
2a.	My workgroup strives to achieve customer/client satisfaction	**81%**
7a.	My organisation provides high quality services	**79%**
1a.	I understand what is expected of me to do well in my role	**79%**
2h.	People in my workgroup treat each other with respect	**79%**
4a.	I am paid fairly for the work I do	**78%**
7c.	My organisation strives to earn and sustain a high level of public trust	**78%**

	LOWEST AGREEMENT SCORING QUESTIONS	2016 AGREEMENT %
7l.	My organisation's processes for recruiting employees are efficient	**34%**
7f.	I feel that change is handled well in my organisation	**34%**
9b.	I have confidence in the ways my organisation resolves grievances	**36%**
5n.	My manager appropriately deals with employees who perform poorly	**36%**
6h.	I feel that senior managers listen to employees	**37%**
6d.	Senior managers encourage innovation by employees	**41%**
6b.	I feel that senior leaders effectively lead and manage change	**42%**
15.	I believe action will be taken on the results from this survey by my organisation	**42%**
9c.	I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	**42%**
6g.	I feel that senior managers keep employees informed about what's going on	**45%**

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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'.
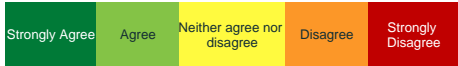
EXPLORE THE FULL SURVEY RESULTS

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	61% RESPONSE SCALE	AGREEMENT %	PMES 2014	HEALTH	SECTOR
Q7o. I would recommend my organisation as a great place to work	13 · 40 · 31 · 9	53%	51%	60%	60%
Q7p. I am proud to tell others I work for my organisation	18 · 46 · 24 · 9	64%	64%	68%	68%
Q7q. I feel a strong personal attachment to my organisation	15 · 36 · 32 · 12	51%	58%	62%	64%
Q7r. My organisation motivates me to help it achieve its objectives	11 · 42 · 27 · 13 · 7	53%	47%	54%	55%
Q7s. My organisation inspires me to do the best in my job	13 · 36 · 30 · 12 · 8	49%	48%	55%	55%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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ENGAGEMENT WITH WORK   72% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q1g. My job gives me a feeling of personal accomplishment	21 / 46 / 15 / 11	67%	78%	76%
Q1h. I look for ways to perform my job more effectively	40 / 53	93%	94%	95%
Q1i. I feel motivated to contribute more than what is normally required at work	26 / 46 / 16 / 8	72%	75%	76%
Q1j. I am satisfied with my job at the present time	14 / 42 / 21 / 13 / 10	56%	63%	63%

KEY

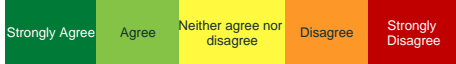| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

SENIOR MANAGERS

45% RESPONSE SCALE

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	HEALTH	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	11	37	23	17	12	48%	45%	47%
Q6b. I feel that senior leaders effectively lead and manage change	12	30	24	19	16	42%	42%	43%
Q6c. I feel that senior managers model the values of my organisation	13	34	26	14	14	47%	45%	48%
Q6d. Senior managers encourage innovation by employees	8	33	32	16	11	41%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	13	42	27	11	7	55%	49%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	14	41	29	9	7	55%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	9	35	24	17	14	45%	42%	44%
Q6h. I feel that senior managers listen to employees	9	29	32	17	13	37%	37%	39%
Q7f. I feel that change is handled well in my organisation		27	27	23	16	34%	43%	41%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

COMMUNICATION

60% RESPONSE SCALE

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	AGREEMENT %	HEALTH	SECTOR
Q5e. My manager communicates effectively with me	28	42	13	12		70%	66%	69%
Q5f. My manager encourages and values employee input	28	45	13	8		73%	66%	69%
Q5g. My manager involves my workgroup in decisions about our work	23	43	18	9		66%	62%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	9	35	24	17	14	45%	42%	44%
Q6h. I feel that senior managers listen to employees	9	29	32	17	13	37%	37%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	18	53	16	8		71%	67%	69%

KEY

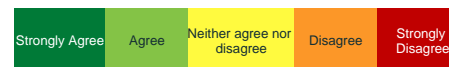| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

HIGH PERFORMANCE — 66% RESPONSE SCALE

	Response distribution	AGREEMENT %	HEALTH	SECTOR
Q1a. I understand what is expected of me to do well in my role	29 / 50 / 11 / 7	79%	91%	90%
Q1b. I have the tools I need to do my job effectively	17 / 55 / 11 / 13	71%	72%	70%
Q1c. I get the information I need to do my job well	12 / 48 / 17 / 18	60%	69%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	25 / 53 / 14	78%	86%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	20 / 46 / 18 / 10	66%	70%	69%
Q2b. People in my workgroup use time and resources efficiently	17 / 49 / 17 / 13	66%	68%	70%
Q2c. My team works collaboratively to achieve its objectives	25 / 49 / 13 / 11	74%	74%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	21 / 52 / 16 / 8	73%	77%	76%
Q3h. I have received appropriate training and development to do my job well	14 / 43 / 26 / 11	57%	69%	63%

KEY

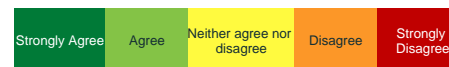| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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HIGH PERFORMANCE   66% RESPONSE SCALE

Question	Response distribution	AGREEMENT %	HEALTH	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	21 / 52 / 17 / 8	73%	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 / 22 / 14	60%	65%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	20 / 46 / 19 / 8	67%	63%	65%
Q5j. I have confidence in the decisions my line manager makes	24 / 43 / 18 / 11	67%	64%	67%
Q6d. Senior managers encourage innovation by employees	8 / 33 / 32 / 16 / 11	41%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	13 / 42 / 27 / 11 / 7	55%	49%	52%
Q7d. My organisation focuses on improving the work we do	20 / 52 / 18 / 8	72%	76%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	14 / 46 / 25 / 12	60%	61%	62%
Q7g. There is good co-operation between teams across our organisation	7 / 38 / 25 / 21 / 9	45%	50%	48%

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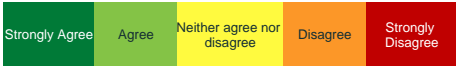
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HIGH PERFORMANCE   **66%** RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q7n. My organisation generally selects capable people to do the job	8 / 53 / 25 / 8	61%	53%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	14 / 45 / 27 / 10	60%	67%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	41 / 50 / 7	92%	84%	85%

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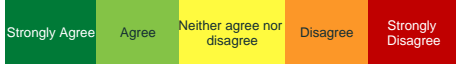
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Some key comparisons are provided.

PUBLIC SECTOR VALUES   **65%** RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction	31 | 50 | 13	81%	85%	85%
Q2b. People in my workgroup use time and resources efficiently	17 | 49 | 17 | 13	66%	68%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	24 | 48 | 14 | 10	72%	64%	67%
Q2h. People in my workgroup treat each other with respect	27 | 52 | 11	79%	68%	72%
Q2i. People in my workgroup treat customers/clients with respect	33 | 54 | 9	87%	86%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	21 | 52 | 17 | 8	73%	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 | 22 | 14	60%	65%	64%
Q5d. My manager listens to what I have to say	30 | 44 | 14 | 7	74%	70%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	22 | 45 | 21	67%	61%	64%

KEY

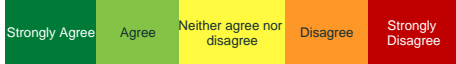| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

PUBLIC SECTOR VALUES — 65% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	HEALTH	SECTOR
Q5k. My manager treats employees with dignity and respect	33	44	11	8		76%	72%	76%
Q5l. My manager talks to me about how the values apply to my work	16	36	23	19		52%	58%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	11	37	23	17	12	48%	45%	47%
Q6c. I feel that senior managers model the values of my organisation	13	34	26	14	14	47%	45%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	14	41	29	9	7	55%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	9	35	24	17	14	45%	42%	44%
Q6h. I feel that senior managers listen to employees	9	29	32	17	13	37%	37%	39%
Q7a. My organisation provides high quality services	24	55	17			79%	81%	80%
Q7b. My organisation strives to match services to customer/client needs	23	54	17			77%	80%	80%

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

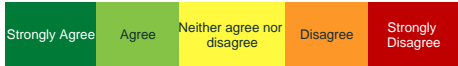## EXPLORE THE FULL SURVEY RESULTS

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PUBLIC SECTOR VALUES — 65% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	AGREEMENT %	HEALTH	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	26	51	19			78%	82%	83%
Q7d. My organisation focuses on improving the work we do	20	52	18	8		72%	76%	76%
Q7h. People in my organisation take responsibility for their own actions	8	39	34	13		47%	48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	13	53	23			66%	58%	63%

KEY: Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree
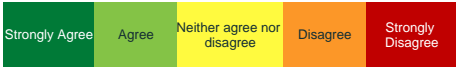
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DIVERSITY & INCLUSION   69% RESPONSE SCALE

Question	Response Scale	AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	15 / 44 / 18 / 16 / 8	58%	60%	59%
Q5d. My manager listens to what I have to say	30 / 44 / 14 / 7	74%	70%	73%
Q5f. My manager encourages and values employee input	28 / 45 / 13 / 8	73%	66%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	23 / 48 / 16 / 8	71%	63%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	22 / 45 / 21	67%	61%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	22 / 38 / 29	60%	49%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	18 / 54 / 20	71%	73%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	14 / 45 / 27 / 10	60%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	18 / 53 / 16 / 8	71%	67%	69%

KEY

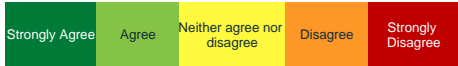| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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DIVERSITY & INCLUSION   **69%**   RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	41 / 50 / 7	92%	84%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? *Response scale Very satisfied - Very unsatisfied*	22 / 39 / 21 / 13	61%	55%	58%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

RECRUITMENT — 47% RESPONSE SCALE

Question	Responses	AGREEMENT %	HEALTH	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	27 / 31 / 24 / 11	34%	32%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	8 / 37 / 31 / 14 / 10	45%	43%	41%
Q7n. My organisation generally selects capable people to do the job	8 / 53 / 25 / 8	61%	53%	51%

KEY: Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree
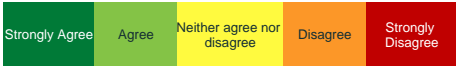
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EMPLOYEE VALUE PROPOSITION 54% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	19 / 42 / 26 / 7	61%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	15 / 39 / 33 / 8	54%	51%	53%
Q7g. There is good co-operation between teams across our organisation	7 / 38 / 25 / 21 / 9	45%	50%	48%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

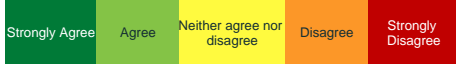**EXPLORE THE FULL SURVEY RESULTS**

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PERFORMANCE FRAMEWORK & DEVELOPMENT

59% RESPONSE SCALE

	Response Scale	AGREEMENT %	HEALTH	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives	18 / 42 / 13 / 17 / 10	60%	62%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	23 / 46 / 12 / 14	70%	68%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	18 / 36 / 17 / 22	55%	58%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	18 / 45 / 18 / 14	63%	59%	59%
Q3e. My performance is assessed against clear criteria	13 / 36 / 22 / 19 / 11	49%	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	25 / 47 / 14 / 9	71%	69%	71%
Q3g. I am able to access the right learning and development opportunities as required	19 / 44 / 21 / 11	63%	66%	60%
Q3h. I have received appropriate training and development to do my job well	14 / 43 / 26 / 11	57%	69%	63%
Q3i. I have a strong desire to advance my career	38 / 37 / 17	76%	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 — 59% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	HEALTH	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	12	33	22	23	10	45%	48%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	28	32	26	10		60%	40%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	26	46	15	7		72%	64%	67%
Q5n. My manager appropriately deals with employees who perform poorly	8	28	40	15	9	36%	44%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	17	46	25			63%	61%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	19	42	26	7		61%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	15	39	33	8		54%	51%	53%
Q7j. My organisation is committed to developing its employees	11	44	28	11		55%	53%	53%

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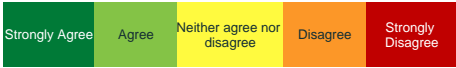
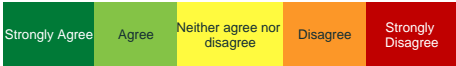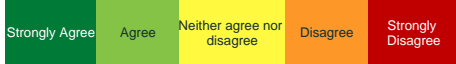| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

MOBILITY — 58% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	HEALTH	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	28	32	26	10		60%	40%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	19	42	26	7		61%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	15	39	33	8		54%	51%	53%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

PAY & BENEFITS — 77% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q4a. I am paid fairly for the work I do	20 / 58 / 10 / 7	78%	55%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	20 / 55 / 13 / 8	75%	60%	60%

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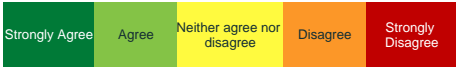
EXPLORE THE FULL SURVEY RESULTS

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   **69%** RESPONSE SCALE

	AGREEMENT %	HEALTH	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation [19 | 53 | 20]	72%	77%	77%
Q8c. Age is not a barrier to success in my organisation [16 | 46 | 22 | 12]	62%	73%	71%
Q8d. Disability is not a barrier to success in my organisation [15 | 44 | 36]	59%	66%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation [23 | 53 | 22]	76%	76%	76%
Q8f. Gender is not a barrier to success in my organisation [23 | 54 | 17]	77%	75%	74%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

WORKPLACE SUPPORT 66% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	15 / 44 / 18 / 16 / 8	58%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level	12 / 52 / 17 / 11 / 8	65%	60%	58%
Q1l. My workload is acceptable	10 / 48 / 19 / 14 / 9	58%	54%	55%
Q2e. I receive help and support from other members of my workgroup	26 / 56 / 9	82%	78%	80%
Q2f. There is good team spirit in my workgroup	25 / 42 / 17 / 10	67%	64%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	17 / 48 / 16 / 14	65%	52%	56%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

ACTION ABOUT SURVEY RESULTS

42% RESPONSE SCALE

	AGREEMENT %	HEALTH	SECTOR
Q15. I believe action will be taken on the results from this survey by my organisation — 7 / 35 / 31 / 18 / 10	42%	34%	32%

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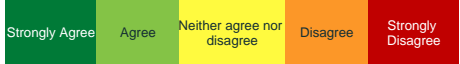
EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.
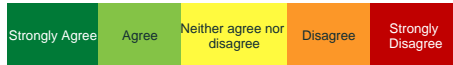
WORKPLACE CONDUCT — 48% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	AGREEMENT %	HEALTH	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	13	53	23			66%	58%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	7	28	42	14	8	36%	43%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	8	34	36	13	9	42%	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		64%	42%	46%
Better skills in my workgroup		22%	28%	27%
Improved career opportunities		58%	47%	52%
Improved learning and development opportunities		46%	49%	50%
Greater involvement in decision making		40%	32%	33%
Better pay and benefits		48%	58%	58%
Greater recognition for the work I do		41%	44%	45%
Better leadership from senior managers		42%	37%	39%

EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		28%	29%	27%
Better accountability for performance		22%	24%	25%
A better location		24%	19%	20%
More flexible working conditions		39%	38%	38%
Better work/life balance		43%	43%	46%
Improved facilities		25%	32%	30%
Improved technology and systems		27%	33%	38%
Better job security		37%	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		72%	77%	72%
No		26%	19%	24%
Don't Know		3%	3%	4%

EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		20%	31%	25%
No		67%	59%	64%
Don't Know		13%	10%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		39%	65%	63%
No		60%	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
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		38%	43%	35%
No		54%	50%	58%
Don't Know		8%	6%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		23%	24%	20%
No		71%	71%	75%
Don't Know		6%	5%	5%

EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

| UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q10e. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months.				
A senior manager		32%	20%	23%
Your Immediate Manager/Supervisor		32%	26%	26%
A fellow worker at your level		19%	29%	25%
A subordinate		6%	7%	8%
Other		6%	5%	4%
Prefer not to say		6%	11%	13%

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	15 / 45 / 14 / 18 / 8	60%	59%
Q2. I believe I am valued for what I can offer at my workplace	19 / 54 / 15 / 8	72%	69%
Q3. In my workplace, we recognise our successes and innovations	15 / 49 / 21 / 11	65%	64%
Q4. Staff are treated respectfully regardless of their job	19 / 53 / 13 / 10	72%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	15 / 36 / 23 / 15 / 11	51%	49%
Q6. Overall, I have confidence in the decisions made by my senior managers	17 / 43 / 20 / 14 / 7	59%	50%

KEY
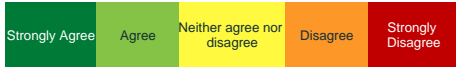
Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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	12 / 40 / 27 / 15	52%	50%
Q8. Where I work, we share the lessons learnt when mistakes are made	10 / 45 / 24 / 14	56%	64%
Q9. My team's objectives/work plans are clearly outlined	13 / 47 / 18 / 14 / 7	60%	64%
Q10. Our objectives/work plans help us to deliver a quality service	14 / 45 / 26 / 10	59%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	8 / 29 / 36 / 14 / 13	37%	41%

KEY

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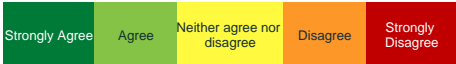
PROFILE OF RESPONDENTS

PERSONAL PROFILES

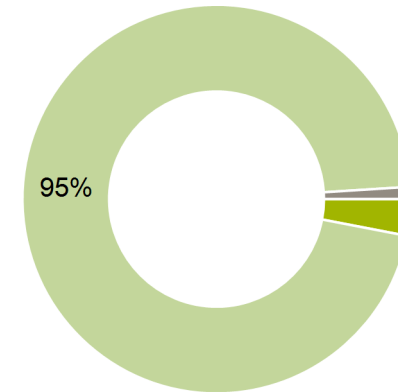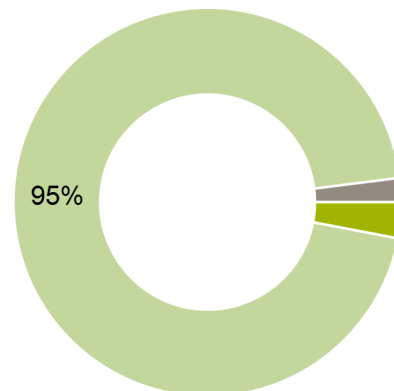|	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		31%
Female		68%
Other		1%
Age		
<35		28%
35 - 54		53%
> 54		19%

PERSONAL PROFILES

DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?

83%

15%
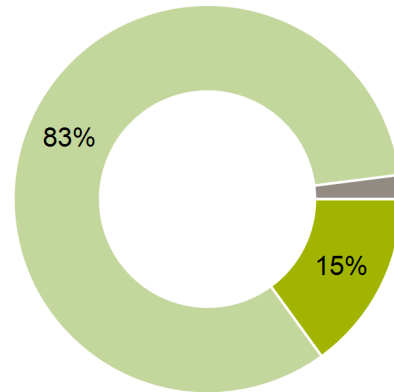
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?

95%

DO YOU HAVE A DISABILITY?

95%

8%

DO YOU IDENTIFY AS LGBTI?

90%

8%

KEY	YES	NO	PREFER NOT TO SAY
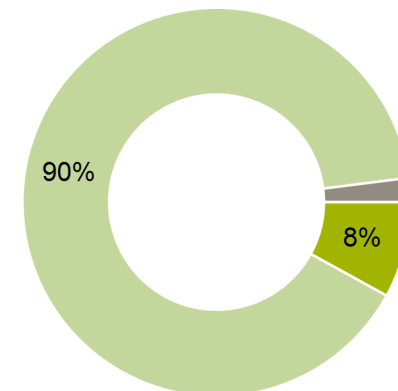
WORK PROFILES

TENURE IN ORGANISATION	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		22%
1 - 2 years		13%
2 - 5 years		24%
5 - 10 years		18%
10 - 20 years		15%
More than 20 years		8%

WORK PROFILES

TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		0%
Other service delivery work		1%
Administrative support		10%
Corporate services		19%
Policy		38%
Research		3%
Program and project management support		20%
Legal (including developing and/or reviewing legislation)		2%
Other		7%

WORK PROFILES

SALARY	$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
PERCENTAGES	0%	0%	2%	5%	4%	9%	30%	29%	5%	5%	3%	7%
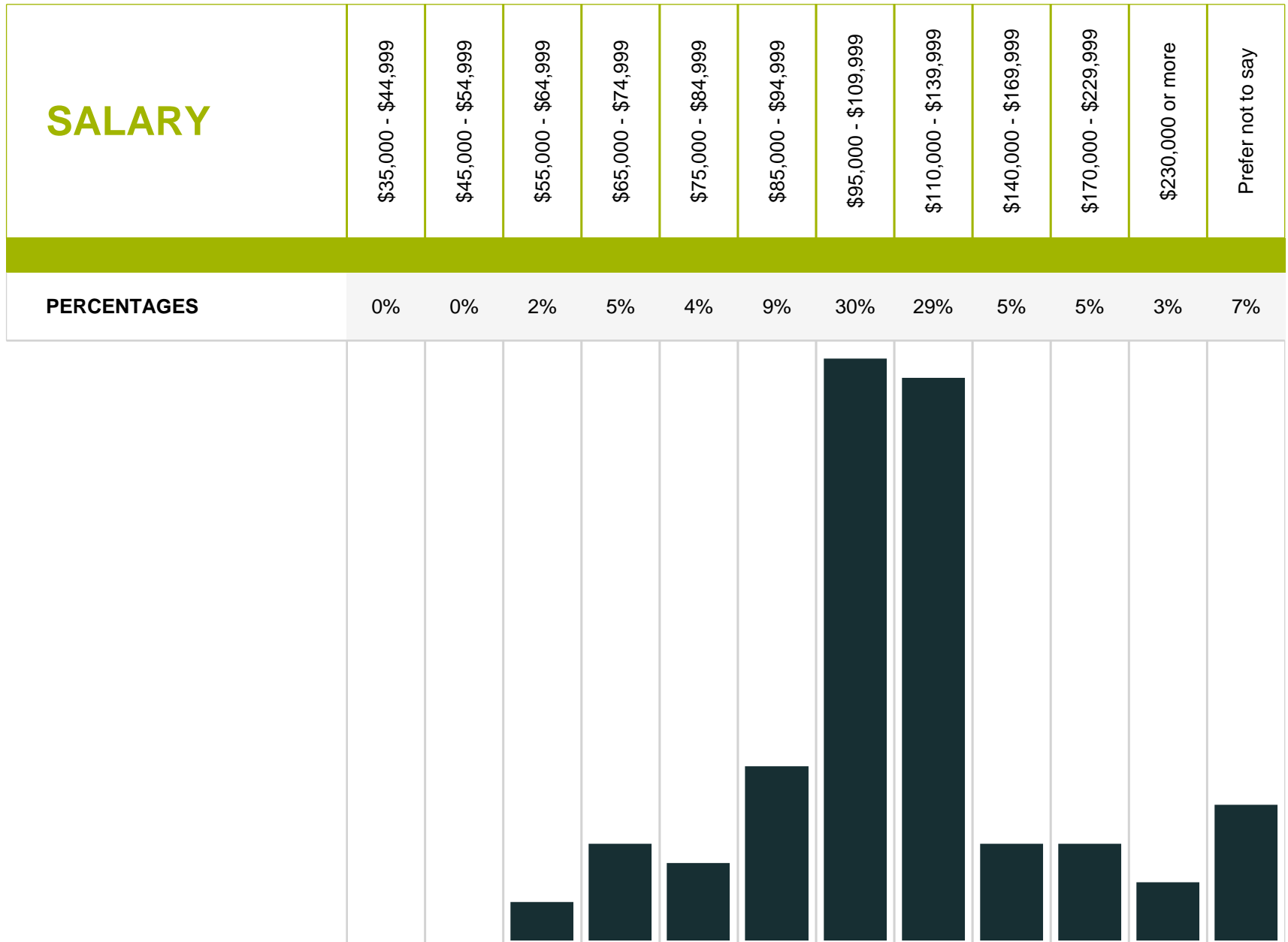
RESULTS BY TYPE OF WORK

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.

	Ministry of Health	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	472	2	5	43	85	167	12	86	10	30
ENGAGEMENT	61%	(r)	(r)	64%	57%	61%	(r)	61%	(r)	63%
SENIOR MANAGERS	45%	(r)	(r)	60%	39%	44%	(r)	43%	(r)	47%
COMMUNICATION	60%	(r)	(r)	68%	53%	63%	(r)	59%	(r)	58%
HIGH PERFORMANCE	66%	(r)	(r)	70%	59%	68%	(r)	66%	(r)	66%
PUBLIC SECTOR VALUES	65%	(r)	(r)	70%	60%	68%	(r)	66%	(r)	63%
DIVERSITY & INCLUSION	69%	(r)	(r)	72%	63%	72%	(r)	69%	(r)	65%

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.

	Ministry of Health	Less than $35,000	$35,000 - $44,999	$45,000 - $54,999	$55,000 - $64,999	$65,000 - $74,999	$75,000 - $84,999	$85,000 - $94,999	$95,000 - $109,999	$110,000 - $139,999	$140,000 - $169,999	$170,000 - $229,999	$230,000 or more	Prefer not to say
NUMBER OF RESPONDENTS	472	0	1	2	8	22	19	39	133	129	20	20	14	31
ENGAGEMENT	61%	(r)	(r)	(r)	(r)	(r)	(r)	66%	63%	59%	(r)	(r)	(r)	55%
SENIOR MANAGERS	45%	(r)	(r)	(r)	(r)	(r)	(r)	56%	42%	38%	(r)	(r)	(r)	38%
COMMUNICATION	60%	(r)	(r)	(r)	(r)	(r)	(r)	67%	60%	59%	(r)	(r)	(r)	49%
HIGH PERFORMANCE	66%	(r)	(r)	(r)	(r)	(r)	(r)	73%	65%	64%	(r)	(r)	(r)	56%
PUBLIC SECTOR VALUES	65%	(r)	(r)	(r)	(r)	(r)	(r)	72%	64%	64%	(r)	(r)	(r)	58%
DIVERSITY & INCLUSION	69%	(r)	(r)	(r)	(r)	(r)	(r)	76%	70%	68%	(r)	(r)	(r)	59%

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.

	Ministry of Health	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	472	95	56	106	78	66	36
ENGAGEMENT	61%	67%	58%	57%	62%	58%	65%
SENIOR MANAGERS	45%	57%	45%	42%	41%	38%	47%
COMMUNICATION	60%	71%	61%	59%	55%	54%	59%
HIGH PERFORMANCE	66%	70%	65%	64%	66%	61%	69%
PUBLIC SECTOR VALUES	65%	74%	65%	63%	64%	60%	68%
DIVERSITY & INCLUSION	69%	77%	71%	68%	66%	63%	68%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Ministry of Health	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	472	0	9	39	73	55	62	65	49	61	18	2
ENGAGEMENT	61%	(r)	(r)	65%	64%	56%	64%	56%	62%	59%	(r)	(r)
SENIOR MANAGERS	45%	(r)	(r)	58%	46%	39%	48%	41%	46%	36%	(r)	(r)
COMMUNICATION	60%	(r)	(r)	75%	64%	59%	66%	62%	59%	45%	(r)	(r)
HIGH PERFORMANCE	66%	(r)	(r)	69%	69%	64%	69%	63%	71%	59%	(r)	(r)
PUBLIC SECTOR VALUES	65%	(r)	(r)	73%	68%	63%	67%	63%	69%	58%	(r)	(r)
DIVERSITY & INCLUSION	69%	(r)	(r)	80%	76%	69%	74%	66%	68%	58%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Ministry of Health	Male	Female	Other
NUMBER OF RESPONDENTS	472	135	296	4
ENGAGEMENT	61%	61%	61%	(r)
SENIOR MANAGERS	45%	47%	45%	(r)
COMMUNICATION	60%	63%	60%	(r)
HIGH PERFORMANCE	66%	67%	66%	(r)
PUBLIC SECTOR VALUES	65%	67%	66%	(r)
DIVERSITY & INCLUSION	69%	70%	70%	(r)

KEY   AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE   AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE   r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Ministry of Health	Junior Medical Officer	Career Medical Officer, Hospitalist	Staff Specialist	Visiting Medical Officer	Clinical Academic	Assistant in Nursing	Enrolled Nurse	Registered Nurse/Midwife, Clinical Nurse/Midwife Specialist/Consultant, Practitioner	Nurse/Midwifery Educator and Clinical Nurse/Midwifery Educator	Nurse/Midwifery Manager	Support Officers	Information Management	Clinical Support Executive
NUMBER OF RESPONDENTS	472	0	1	2	0	0	0	0	1	0	1	0	1	0
ENGAGEMENT	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	45%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Ministry of Health	Administrative and Executive Assistant	Corporate Services	Senior Manager/Executive	Allied Health Professional	Allied Health Assistant	Health Education, Health Promotion and Health Protection	Counsellor, Welfare Support	Interpreters and Liaison Officer	Aboriginal Health Workers and Aboriginal Education Officers	Technician/Technologist	Hospital Scientist/Biomedical Engineers	Researchers	Data Analyst
NUMBER OF RESPONDENTS	472	27	91	23	1	0	3	0	0	0	1	0	2	11
ENGAGEMENT	**61%**	(r)	**57%**	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	45%	(r)	**39%**	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	60%	(r)	**54%**	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	66%	(r)	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	65%	(r)	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	69%	(r)	65%	(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

	Ministry of Health	Technical Officers/Technical Assistant	Dental Officer, Therapists and Hygienist	Dental Specialist	Dental Assistant	Trainee Dental Assistant	Operational Ambulance Officers	Operational Ambulance Managers	Project Director	Project Manager	Project Officer	Cleaning, Linen and Food	Motor Vehicle, Patient Transport	Security Services, Fire Safety
NUMBER OF RESPONDENTS	472	0	0	0	0	0	0	0	2	19	29	0	0	0
ENGAGEMENT	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	45%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	69%	(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.

	Ministry of Health	Residential Care Attendant, Patient Care Assistant, Patient Services, Wardsperson	Warehouse staff	Tradesperson	Apprentice Trade Worker and Trade Assistant	Trainee	Volunteer	Other job role	Prefer not to say
NUMBER OF RESPONDENTS	472	0	0	0	0	4	0	17	13
ENGAGEMENT	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	45%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE   AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE   r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

WHAT'S NEXT?

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

Research has shown that a key reason why employees can become disengaged is if they are asked their opinion and then no action takes place as a result.
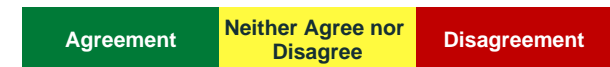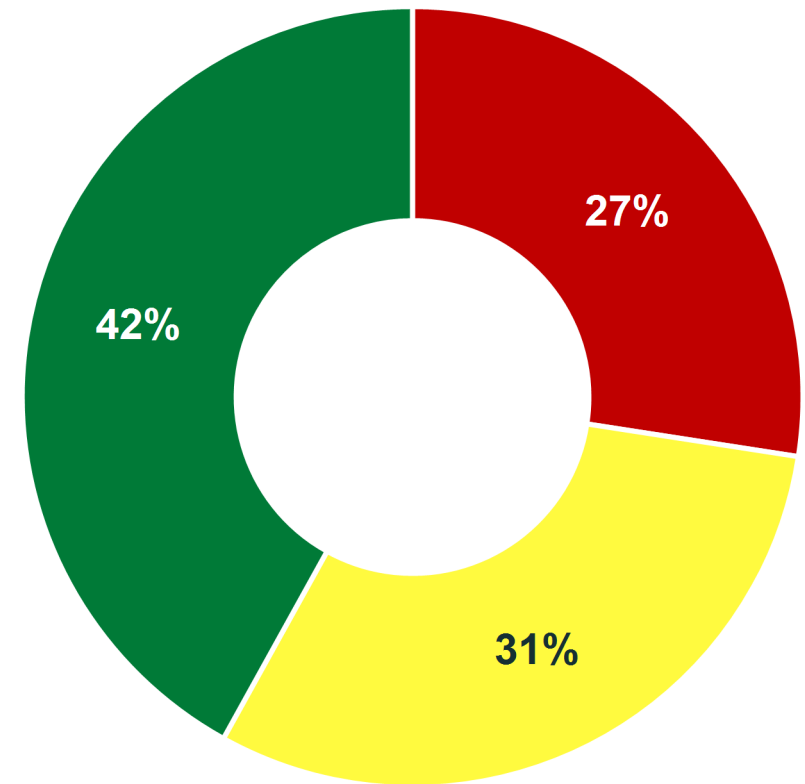
42%

of employees replied favourably to:

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

32%
SECTOR

34%
CLUSTER

42%
27%
31%

Agreement | **Neither Agree nor Disagree** | **Disagreement**
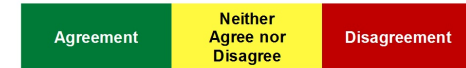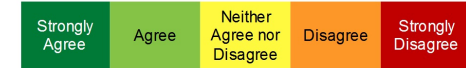
GUIDE TO THIS REPORT

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%