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# PEOPLE MATTER 2016

NSW Public Sector Employee Survey



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Health

## Murrumbidgee Local Health District

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## RESPONSE RATE

# 57%

**2,105 RESPONSES  
OUT OF 3,686 EMPLOYEES**

## ENGAGEMENT INDEX

# 66%

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>95%</b>
1a.	I understand what is expected of me to do well in my role	<b>94%</b>
1d.	I feel I make a contribution to achieving the organisation's objectives	<b>89%</b>
2a.	My workgroup strives to achieve customer/client satisfaction	<b>88%</b>
2i.	People in my workgroup treat customers/clients with respect	<b>87%</b>
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	<b>85%</b>
7c.	My organisation strives to earn and sustain a high level of public trust	<b>83%</b>
7a.	My organisation provides high quality services	<b>83%</b>
7b.	My organisation strives to match services to customer/client needs	<b>83%</b>
1g.	My job gives me a feeling of personal accomplishment	<b>81%</b>

## - LOWEST AGREEMENT SCORING QUESTIONS

2016  
AGREEMENT  
%

7l.	My organisation's processes for recruiting employees are efficient	<b>33%</b>
15.	I believe action will be taken on the results from this survey by my organisation	<b>35%</b>
3k.	I would like to work in another agency within the NSW Public Sector during my career	<b>36%</b>
6h.	I feel that senior managers listen to employees	<b>40%</b>
6g.	I feel that senior managers keep employees informed about what's going on	<b>42%</b>
6b.	I feel that senior leaders effectively lead and manage change	<b>44%</b>
7m.	Recruitment and promotion decisions in this organisation are generally fair	<b>45%</b>
5n.	My manager appropriately deals with employees who perform poorly	<b>45%</b>
9b.	I have confidence in the ways my organisation resolves grievances	<b>46%</b>
6c.	I feel that senior managers model the values of my organisation	<b>47%</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 Murrumbidgee Local Health District, 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.

	Murrumbidgee Local Health District	Barham	Batlow	Berrigan	Boorowa	Coolamon	Cootamundra	Corowa	Culcairn	Deniliquin	District Services Asset Services	District Services Corporate	District Services Finance and Performance	District Services Workforce Services
<b>NUMBER OF RESPONDENTS</b>	2105	19	21	13	18	26	30	63	28	115	21	51	45	35
<b>ENGAGEMENT</b>	66%	65%	69%	69%	68%	88%	65%	78%	71%	64%	70%	62%	70%	69%
<b>SENIOR MANAGERS</b>	47%	22%	51%	48%	56%	80%	49%	72%	45%	42%	51%	51%	65%	40%
<b>COMMUNICATION</b>	59%	54%	72%	55%	56%	83%	62%	76%	54%	47%	65%	58%	71%	61%
<b>HIGH PERFORMANCE</b>	71%	76%	80%	70%	76%	93%	70%	82%	70%	64%	75%	70%	77%	71%
<b>PUBLIC SECTOR VALUES</b>	66%	64%	70%	60%	72%	91%	71%	79%	64%	58%	67%	67%	76%	71%
<b>DIVERSITY &amp; INCLUSION</b>	67%	68%	81%	62%	67%	90%	66%	80%	62%	58%	74%	68%	78%	73%

### 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

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## COMPARISON OF BUSINESS UNITS

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	Murrumbidgee Local Health District	Finley	Griffith	Gundagai	Hay	Henty	Hillston	Holbrook	Integrated Care and Partnerships	Jerilderie	Junee	Lake Cargelligo	Leeton	Lockhart
<b>NUMBER OF RESPONDENTS</b>	2105	21	212	28	13	19	17	23	36	14	18	12	20	22
<b>ENGAGEMENT</b>	66%	63%	67%	72%	70%	78%	68%	76%	61%	75%	56%	81%	56%	62%
<b>SENIOR MANAGERS</b>	47%	32%	44%	44%	56%	62%	58%	43%	55%	63%	38%	70%	33%	46%
<b>COMMUNICATION</b>	59%	52%	56%	58%	54%	78%	61%	67%	65%	80%	56%	71%	53%	45%
<b>HIGH PERFORMANCE</b>	71%	65%	71%	78%	65%	84%	82%	82%	78%	82%	60%	74%	65%	58%
<b>PUBLIC SECTOR VALUES</b>	66%	58%	64%	68%	62%	78%	77%	77%	73%	81%	55%	69%	60%	50%
<b>DIVERSITY &amp; INCLUSION</b>	67%	62%	67%	68%	60%	85%	65%	78%	75%	83%	65%	76%	62%	57%

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	Murrumbidgee Local Health District	Mental Health Drug and Alcohol Brain Injury	Mental Health Drug and Alcohol Community	Mental Health Drug and Alcohol District	Mental Health Drug and Alcohol Inpatient	Murrumburrah-Harden	Narrandera	Temora	Tocumwal	Tumbarumba	Tumut	Urana	Wagga Wagga Community and Dental	Wagga Wagga Rural Referral Hospital
<b>NUMBER OF RESPONDENTS</b>	2105	18	44	20	21	28	32	62	16	35	70	18	69	551
<b>ENGAGEMENT</b>	66%	89%	63%	74%	75%	73%	72%	75%	75%	74%	72%	74%	60%	58%
<b>SENIOR MANAGERS</b>	47%	81%	40%	78%	63%	53%	49%	62%	39%	57%	49%	51%	38%	36%
<b>COMMUNICATION</b>	59%	91%	42%	85%	64%	52%	62%	72%	69%	77%	69%	73%	54%	49%
<b>HIGH PERFORMANCE</b>	71%	94%	63%	87%	69%	69%	71%	79%	85%	81%	78%	77%	68%	62%
<b>PUBLIC SECTOR VALUES</b>	66%	93%	63%	87%	68%	64%	67%	77%	75%	78%	75%	76%	63%	57%
<b>DIVERSITY &amp; INCLUSION</b>	67%	91%	54%	92%	70%	59%	72%	77%	82%	84%	77%	78%	66%	57%

### KEY

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	Murrumbidgee Local Health District	West Wyalong	Young
<b>NUMBER OF RESPONDENTS</b>	2105	29	98
<b>ENGAGEMENT</b>	66%	77%	68%
<b>SENIOR MANAGERS</b>	47%	46%	64%
<b>COMMUNICATION</b>	59%	61%	70%
<b>HIGH PERFORMANCE</b>	71%	74%	77%
<b>PUBLIC SECTOR VALUES</b>	66%	70%	75%
<b>DIVERSITY &amp; INCLUSION</b>	67%	75%	72%

**KEY**

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

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## EXPLORE THE FULL SURVEY RESULTS

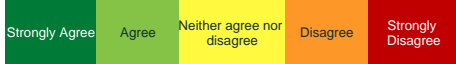
This section shows results for all the survey questions grouped by key themes.

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	66% RESPONSE SCALE	AGREEMENT %	PMES 2014	HEALTH	SECTOR
Q7o. I would recommend my organisation as a great place to work		62%	57%	60%	60%
Q7p. I am proud to tell others I work for my organisation		69%	70%	68%	68%
Q7q. I feel a strong personal attachment to my organisation		65%	65%	62%	64%
Q7r. My organisation motivates me to help it achieve its objectives		59%	52%	54%	55%
Q7s. My organisation inspires me to do the best in my job		60%	55%	55%	55%

KEY





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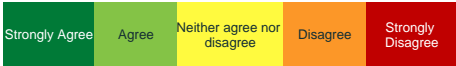
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Some key comparisons are provided.

<b>ENGAGEMENT WITH WORK</b> <span style="float: right;"><b>80%</b> RESPONSE SCALE</span>	AGREEMENT %	HEALTH	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		81%	78%	76%
Q1h. I look for ways to perform my job more effectively		95%	94%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		77%	75%	76%
Q1j. I am satisfied with my job at the present time		68%	63%	63%

**KEY**





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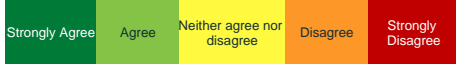
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Some key comparisons are provided.

SENIOR MANAGERS	47% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	12	35	29	14	10	47%	45%	47%
Q6b. I feel that senior leaders effectively lead and manage change	12	33	29	15	11	44%	42%	43%
Q6c. I feel that senior managers model the values of my organisation	12	35	27	13	13	47%	45%	48%
Q6d. Senior managers encourage innovation by employees	11	38	30	12	8	49%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	11	39	31	11	8	50%	49%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	13	43	27	9	7	56%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	9	33	28	16	13	42%	42%	44%
Q6h. I feel that senior managers listen to employees	9	30	28	17	15	40%	37%	39%
Q7f. I feel that change is handled well in my organisation	11	36	26	19	9	47%	43%	41%

KEY





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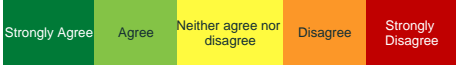
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Some key comparisons are provided.

COMMUNICATION	59% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q5e. My manager communicates effectively with me		69%	66%	69%
Q5f. My manager encourages and values employee input		68%	66%	69%
Q5g. My manager involves my workgroup in decisions about our work		65%	62%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		42%	42%	44%
Q6h. I feel that senior managers listen to employees		40%	37%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		69%	67%	69%

KEY





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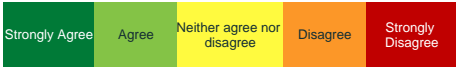
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Some key comparisons are provided.

	71% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q1a. I understand what is expected of me to do well in my role	46	48			94%	91%	90%
Q1b. I have the tools I need to do my job effectively	21	55	13	9	76%	72%	70%
Q1c. I get the information I need to do my job well	19	55	15	9	74%	69%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	36	53	8		89%	86%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	23	49	15	9	73%	70%	69%
Q2b. People in my workgroup use time and resources efficiently	20	52	18	7	72%	68%	70%
Q2c. My team works collaboratively to achieve its objectives	25	52	14	7	77%	74%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	25	54	13		79%	77%	76%
Q3h. I have received appropriate training and development to do my job well	19	50	18	9	69%	69%	63%

KEY





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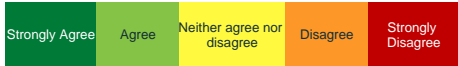
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Some key comparisons are provided.

	71% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	26	46	15	9	72%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	23	46	18	8	69%	65%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	21	45	20	9	66%	63%	65%
Q5j. I have confidence in the decisions my line manager makes	24	44	18	9	67%	64%	67%
Q6d. Senior managers encourage innovation by employees	11	38	30	12	49%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	11	39	31	11	50%	49%	52%
Q7d. My organisation focuses on improving the work we do	26	52	15		78%	76%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	20	43	23	9	64%	61%	62%
Q7g. There is good co-operation between teams across our organisation	11	41	26	16	52%	50%	48%

KEY





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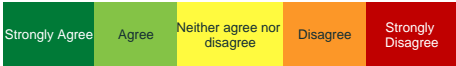
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Some key comparisons are provided.

	71% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q7n. My organisation generally selects capable people to do the job	9	45	27	12	54%	53%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	17	53	22		70%	67%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	29	56	12		85%	84%	85%

KEY





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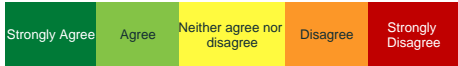
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	66% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree			
Q2a. My workgroup strives to achieve customer/client satisfaction	36	52	9		88%	85%	85%
Q2b. People in my workgroup use time and resources efficiently	20	52	18	7	72%	68%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	21	43	21	11	64%	64%	67%
Q2h. People in my workgroup treat each other with respect	22	44	19	10	66%	68%	72%
Q2i. People in my workgroup treat customers/clients with respect	34	53	9		87%	86%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	26	46	15	9	72%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	23	46	18	8	69%	65%	64%
Q5d. My manager listens to what I have to say	28	43	15	7	71%	70%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	25	38	20	9	63%	61%	64%

KEY







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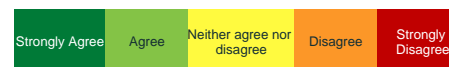
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	66% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q5k. My manager treats employees with dignity and respect	30	42	13	8		72%	72%	76%
Q5l. My manager talks to me about how the values apply to my work	22	39	22	11		61%	58%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	12	35	29	14	10	47%	45%	47%
Q6c. I feel that senior managers model the values of my organisation	12	35	27	13	13	47%	45%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	13	43	27	9	7	56%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	9	33	28	16	13	42%	42%	44%
Q6h. I feel that senior managers listen to employees	9	30	28	17	15	40%	37%	39%
Q7a. My organisation provides high quality services	27	56	13			83%	81%	80%
Q7b. My organisation strives to match services to customer/client needs	27	56	12			83%	80%	80%

### KEY





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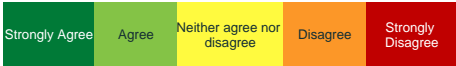
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	66% 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	29	54	12			83%	82%	83%
Q7d. My organisation focuses on improving the work we do	26	52	15			78%	76%	76%
Q7h. People in my organisation take responsibility for their own actions	9	40	28	15	7	50%	48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	12	47	28	9		59%	58%	63%

KEY





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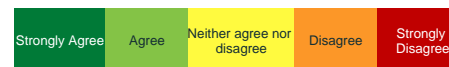
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DIVERSITY & INCLUSION	67%	RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR			
Q1f. I am provided with the support I need to optimise my contribution at work	19	44	21	12	62%	60%	59%	
Q5d. My manager listens to what I have to say	28	43	15	7	71%	70%	73%	
Q5f. My manager encourages and values employee input	27	40	16	9	7	68%	66%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	24	42	17	10	7	66%	63%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	25	38	20	9	8	63%	61%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	16	37	34	8		53%	49%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	19	54	19			73%	73%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	17	53	22			70%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	17	52	16	10		69%	67%	69%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

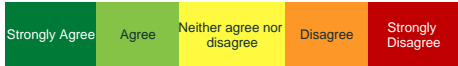
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Some key comparisons are provided.

DIVERSITY & INCLUSION	67% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	29	56	12			85%	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>	20	41	20	12	7	61%	55%	58%

KEY





## EXPLORE THE FULL SURVEY RESULTS

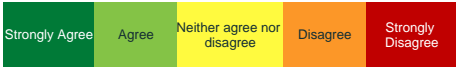
This section shows results for all the survey questions grouped by key themes.

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.

RECRUITMENT	44% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient		33%	32%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair		45%	43%	41%
Q7n. My organisation generally selects capable people to do the job		54%	53%	51%

KEY





## EXPLORE THE FULL SURVEY RESULTS

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

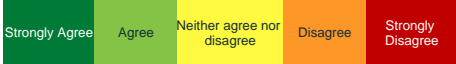
Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

## EMPLOYEE VALUE PROPOSITION 56% RESPONSE SCALE

					AGREEMENT %	HEALTH	SECTOR
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	21	40	26	7	61%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	17	37	33	7	54%	51%	53%
Q7g. There is good co-operation between teams across our organisation	11	41	26	16	52%	50%	48%

KEY





## EXPLORE THE FULL SURVEY RESULTS

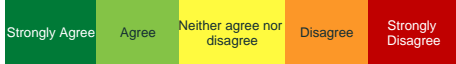
This section shows results for all the survey questions grouped by key themes.

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	59% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		62%	62%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		68%	68%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		55%	58%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		56%	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		70%	69%	71%
Q3g. I am able to access the right learning and development opportunities as required		65%	66%	60%
Q3h. I have received appropriate training and development to do my job well		69%	69%	63%
Q3i. I have a strong desire to advance my career		70%	69%	69%

KEY





## EXPLORE THE FULL SURVEY RESULTS

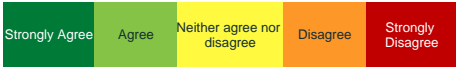
This section shows results for all the survey questions grouped by key themes.

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	59% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	13 38 29 14	51%	48%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	12 24 35 20 9	36%	40%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	25 39 18 11	64%	64%	67%
Q5n. My manager appropriately deals with employees who perform poorly	15 30 29 15 10	45%	44%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	19 42 24 8	61%	61%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	21 40 26 7	61%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	17 37 33 7	54%	51%	53%
Q7j. My organisation is committed to developing its employees	12 42 29 11	54%	53%	53%

KEY







## EXPLORE THE FULL SURVEY RESULTS

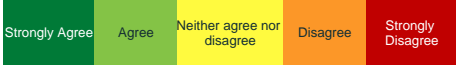
This section shows results for all the survey questions grouped by key themes.

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	50% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	12	24	35	20	9	36%	40%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	21	40	26	7		61%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	17	37	33	7		54%	51%	53%

KEY





## EXPLORE THE FULL SURVEY RESULTS

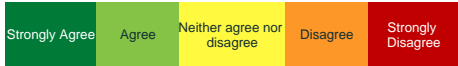
This section shows results for all the survey questions grouped by key themes.

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.

<b>PAY &amp; BENEFITS</b> <span style="float: right;">64% RESPONSE SCALE</span>	AGREEMENT %	HEALTH	SECTOR
Q4a. I am paid fairly for the work I do <div style="display: flex; justify-content: space-between; margin-top: 5px;"> <span>14</span> <span>47</span> <span>18</span> <span>16</span> </div>	61%	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: 5px;"> <span>15</span> <span>52</span> <span>20</span> <span>10</span> </div>	67%	60%	60%

**KEY**





## EXPLORE THE FULL SURVEY RESULTS

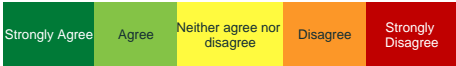
This section shows results for all the survey questions grouped by key themes.

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	53	17	77%	77%	77%
Q8c. Age is not a barrier to success in my organisation	23	53	17	76%	73%	71%
Q8d. Disability is not a barrier to success in my organisation	20	47	27	67%	66%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	24	54	20	77%	76%	76%
Q8f. Gender is not a barrier to success in my organisation	24	55	18	79%	75%	74%

KEY





## EXPLORE THE FULL SURVEY RESULTS

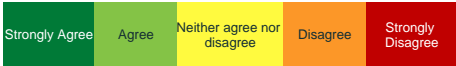
This section shows results for all the survey questions grouped by key themes.

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	64% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		62%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level		62%	60%	58%
Q1l. My workload is acceptable		55%	54%	55%
Q2e. I receive help and support from other members of my workgroup		80%	78%	80%
Q2f. There is good team spirit in my workgroup		64%	64%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		57%	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.

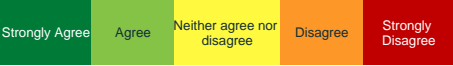
## ACTION ABOUT SURVEY RESULTS

**35%** RESPONSE SCALE

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



### KEY





## EXPLORE THE FULL SURVEY RESULTS

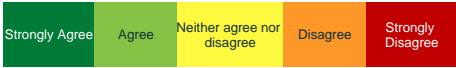
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Some key comparisons are provided.

WORKPLACE CONDUCT	52% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		59%	58%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		46%	43%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		51%	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		36%	42%	46%
Better skills in my workgroup		27%	28%	27%
Improved career opportunities		42%	47%	52%
Improved learning and development opportunities		50%	49%	50%
Greater involvement in decision making		27%	32%	33%
Better pay and benefits		55%	58%	58%
Greater recognition for the work I do		42%	44%	45%
Better leadership from senior managers		35%	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		27%	29%	27%
Better accountability for performance		22%	24%	25%
A better location		14%	19%	20%
More flexible working conditions		32%	38%	38%
Better work/life balance		40%	43%	46%
Improved facilities		27%	32%	30%
Improved technology and systems		26%	33%	38%
Better job security		32%	33%	43%





## EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

WORKPLACE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
<b>Q9a.</b> In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		84%	77%	72%
No		13%	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
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		32%	31%	25%
No		58%	59%	64%
Don't Know		10%	10%	11%
<b>Q10b.</b> Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		64%	65%	63%
No		34%	33%	35%
Don't Know		2%	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		48%	43%	35%
No		46%	50%	58%
Don't Know		6%	6%	7%
<b>Q10d.</b> In the last 12 months I have been the subjected to bullying at work				
Yes		25%	24%	20%
No		69%	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
<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		21%	20%	23%
Your Immediate Manager/Supervisor		23%	26%	26%
A fellow worker at your level		28%	29%	25%
A subordinate		7%	7%	8%
A client or customer		0%	2%	2%
A member of the public other than a client or customer		0%	1%	0%
Other		5%	5%	4%
Prefer not to say		15%	11%	13%



## EXPLORE THE FULL SURVEY RESULTS

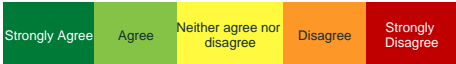
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Some key comparisons are provided.

HEALTH QUESTIONS	RESPONSE SCALE					AGREEMENT %	HEALTH
Q1. Morale is good in my team	15	44	20	15		59%	59%
Q2. I believe I am valued for what I can offer at my workplace	17	52	17	10		68%	69%
Q3. In my workplace, we recognise our successes and innovations	16	50	22	9		65%	64%
Q4. Staff are treated respectfully regardless of their job	17	49	17	10		67%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	17	37	24	12	11	54%	49%
Q6. Overall, I have confidence in the decisions made by my senior managers	16	39	24	12	9	55%	50%

KEY





## EXPLORE THE FULL SURVEY RESULTS

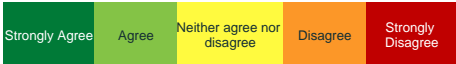
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

HEALTH QUESTIONS	RESPONSE SCALE					AGREEMENT %	HEALTH
Q7. I have a say in decisions which affect my work	13	42	25	15		54%	50%
Q8. Where I work, we share the lessons learnt when mistakes are made	16	51	20	9		67%	64%
Q9. My team's objectives/work plans are clearly outlined	15	52	21	8		67%	64%
Q10. Our objectives/work plans help us to deliver a quality service	16	53	22			69%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	14	30	30	14	12	44%	41%

KEY



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

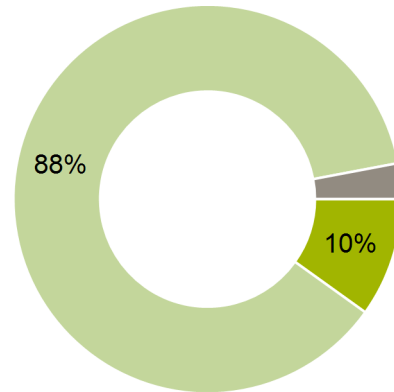
	RESPONSE SCALE	PERCENTAGE%
<b>Gender</b>		
Male		14%
Female		84%
Other		1%
<b>Age</b>		
<35		24%
35 - 54		48%
> 54		29%

# PROFILE OF RESPONDENTS

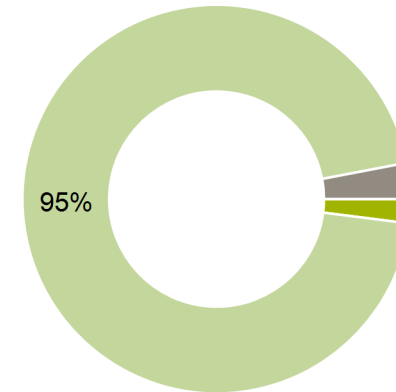


## PERSONAL PROFILES

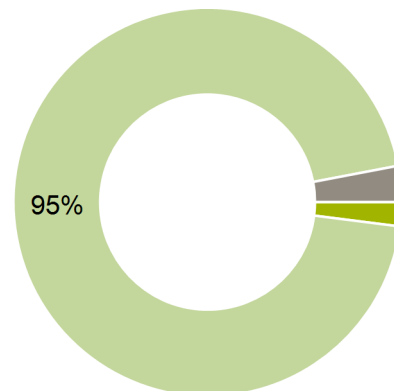
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



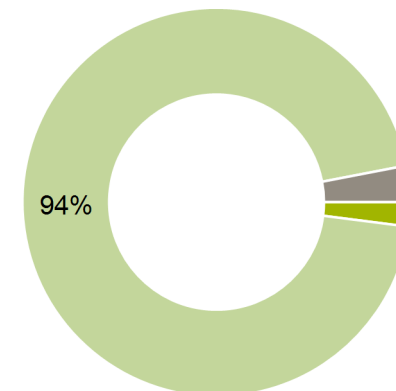
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		9%
1 - 2 years		9%
2 - 5 years		21%
5 - 10 years		21%
10 - 20 years		21%
More than 20 years		20%

# PROFILE OF RESPONDENTS



## WORK PROFILES

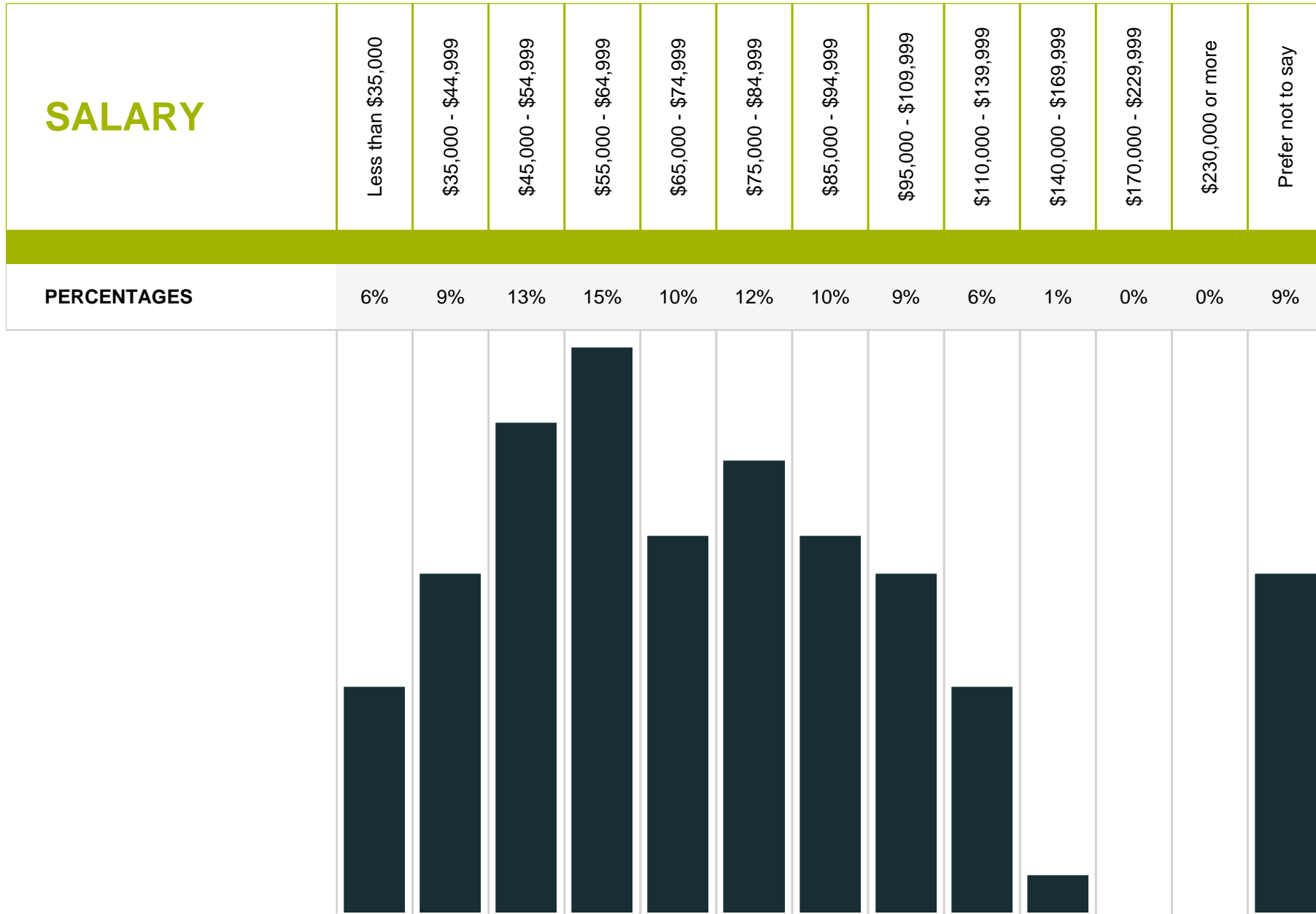
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		74%
Other service delivery work		4%
Administrative support		9%
Corporate services		5%
Research		0%
Program and project management support		1%
Legal (including developing and/or reviewing legislation)		0%
Other		6%

# 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.

	Murrumbidgee Local Health District	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>	2105	1393	81	173	86	0	3	28	2	118
<b>ENGAGEMENT</b>	66%	65%	69%	71%	68%	(r)	(r)	(r)	(r)	66%
<b>SENIOR MANAGERS</b>	47%	46%	66%	48%	54%	(r)	(r)	(r)	(r)	46%
<b>COMMUNICATION</b>	59%	58%	73%	59%	64%	(r)	(r)	(r)	(r)	58%
<b>HIGH PERFORMANCE</b>	71%	70%	80%	73%	71%	(r)	(r)	(r)	(r)	70%
<b>PUBLIC SECTOR VALUES</b>	66%	65%	76%	67%	71%	(r)	(r)	(r)	(r)	64%
<b>DIVERSITY &amp; INCLUSION</b>	67%	66%	77%	69%	73%	(r)	(r)	(r)	(r)	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

# 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.

	Murrumbidgee Local Health District	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>	2105	116	162	235	281	190	231	190	166	118	18	1	5	162
<b>ENGAGEMENT</b>	66%	72%	70%	71%	71%	65%	65%	60%	61%	58%	(r)	(r)	(r)	65%
<b>SENIOR MANAGERS</b>	47%	54%	48%	52%	52%	46%	43%	41%	43%	47%	(r)	(r)	(r)	42%
<b>COMMUNICATION</b>	59%	63%	61%	62%	63%	60%	57%	55%	53%	56%	(r)	(r)	(r)	57%
<b>HIGH PERFORMANCE</b>	71%	72%	72%	74%	74%	71%	69%	66%	68%	67%	(r)	(r)	(r)	69%
<b>PUBLIC SECTOR VALUES</b>	66%	68%	66%	69%	69%	66%	65%	63%	64%	65%	(r)	(r)	(r)	64%
<b>DIVERSITY &amp; INCLUSION</b>	67%	71%	70%	70%	71%	67%	66%	64%	64%	66%	(r)	(r)	(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 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.

	Murrumbidgee Local Health District	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>	2105	175	159	385	383	381	374
<b>ENGAGEMENT</b>	66%	75%	70%	66%	63%	64%	67%
<b>SENIOR MANAGERS</b>	47%	64%	55%	49%	41%	40%	48%
<b>COMMUNICATION</b>	59%	76%	65%	58%	55%	54%	58%
<b>HIGH PERFORMANCE</b>	71%	81%	74%	70%	67%	68%	72%
<b>PUBLIC SECTOR VALUES</b>	66%	79%	70%	66%	63%	62%	67%
<b>DIVERSITY &amp; INCLUSION</b>	67%	81%	73%	67%	64%	64%	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

# 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.

	Murrumbidgee Local Health District	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>	2105	3	84	150	201	174	215	241	256	320	160	53
<b>ENGAGEMENT</b>	66%	(r)	76%	71%	63%	62%	66%	65%	66%	66%	68%	72%
<b>SENIOR MANAGERS</b>	47%	(r)	64%	54%	46%	45%	47%	46%	43%	46%	50%	52%
<b>COMMUNICATION</b>	59%	(r)	72%	64%	60%	58%	58%	58%	56%	59%	59%	61%
<b>HIGH PERFORMANCE</b>	71%	(r)	82%	75%	70%	68%	69%	69%	69%	71%	73%	77%
<b>PUBLIC SECTOR VALUES</b>	66%	(r)	77%	72%	66%	65%	65%	64%	64%	67%	67%	73%
<b>DIVERSITY &amp; INCLUSION</b>	67%	(r)	79%	74%	68%	66%	66%	67%	65%	68%	68%	73%

### 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.

	Murrumbidgee Local Health District	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	2105	270	1580	20
<b>ENGAGEMENT</b>	66%	67%	66%	(r)
<b>SENIOR MANAGERS</b>	47%	49%	48%	(r)
<b>COMMUNICATION</b>	59%	60%	59%	(r)
<b>HIGH PERFORMANCE</b>	71%	70%	71%	(r)
<b>PUBLIC SECTOR VALUES</b>	66%	67%	66%	(r)
<b>DIVERSITY &amp; INCLUSION</b>	67%	68%	68%	(r)

**KEY**

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# 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.

	Murrumbidgee Local Health District	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>	2105	1	1	3	3	0	49	172	551	29	59	57	10	2
<b>ENGAGEMENT</b>	66%	(r)	(r)	(r)	(r)	(r)	76%	72%	62%	(r)	57%	69%	(r)	(r)
<b>SENIOR MANAGERS</b>	47%	(r)	(r)	(r)	(r)	(r)	66%	52%	39%	(r)	47%	38%	(r)	(r)
<b>COMMUNICATION</b>	59%	(r)	(r)	(r)	(r)	(r)	71%	63%	53%	(r)	58%	49%	(r)	(r)
<b>HIGH PERFORMANCE</b>	71%	(r)	(r)	(r)	(r)	(r)	79%	75%	66%	(r)	72%	65%	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	66%	(r)	(r)	(r)	(r)	(r)	74%	68%	61%	(r)	69%	59%	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	67%	(r)	(r)	(r)	(r)	(r)	77%	70%	62%	(r)	67%	61%	(r)	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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# 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.

	Murrumbidgee Local Health District	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>	2105	57	45	13	115	18	11	11	0	2	6	2	1	1
<b>ENGAGEMENT</b>	66%	68%	65%	(r)	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	47%	51%	48%	(r)	44%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	59%	62%	59%	(r)	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	71%	74%	69%	(r)	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	66%	70%	68%	(r)	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	67%	73%	67%	(r)	72%	(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

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# 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.

	Murrumbidgee Local Health District	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>	2105	10	11	0	13	0	0	0	1	9	6	3	6	6
<b>ENGAGEMENT</b>	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	47%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

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# 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.

	Murrumbidgee Local Health District	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>	2105	4	1	27	4	0	0	28	51
<b>ENGAGEMENT</b>	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	56%
<b>SENIOR MANAGERS</b>	47%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	35%
<b>COMMUNICATION</b>	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	44%
<b>HIGH PERFORMANCE</b>	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	56%
<b>PUBLIC SECTOR VALUES</b>	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	52%
<b>DIVERSITY &amp; INCLUSION</b>	67%	(r)	(r)	(r)	(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



WHAT'S NEXT?

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

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

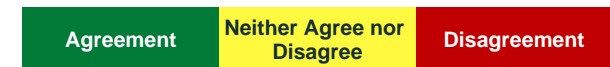
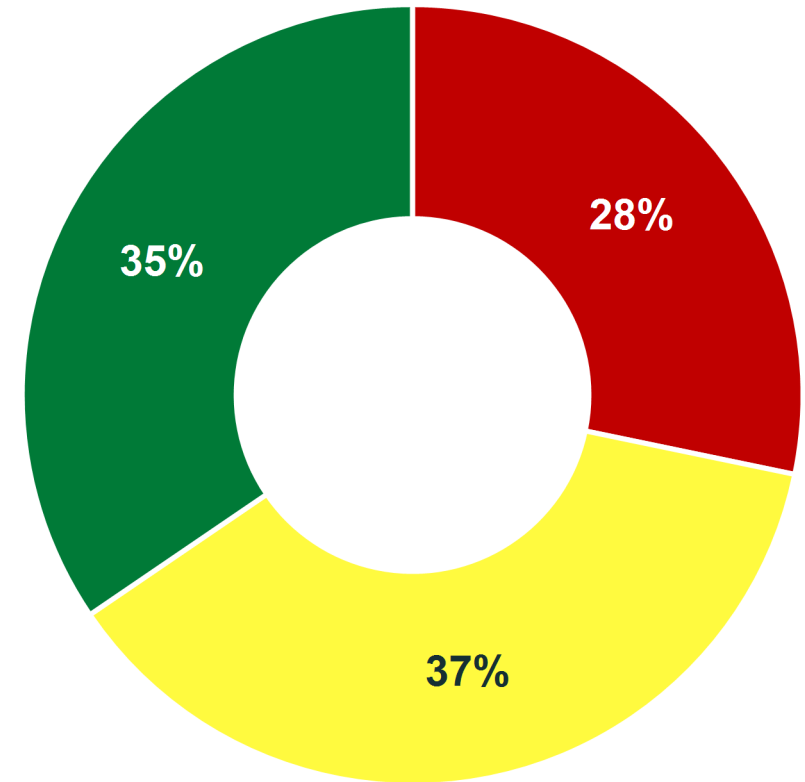
**35%**

of employees replied favourably to:

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

**32%**  
SECTOR

**34%**  
CLUSTER



# GUIDE TO THIS REPORT

## ANONYMITY RULES

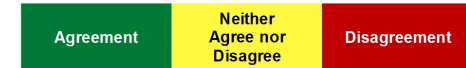
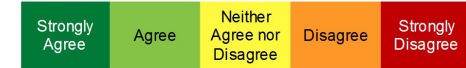
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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%