PEOPLE MATTER 2016

NSW Public Sector Employee Survey

Health

Northern NSW Local Health District

CONTENTS

CONTENTS OF REPORT

HEADLINES

RESPONSE RATE

18%

1,182 RESPONSES OUT OF 6,603 EMPLOYEES

ENGAGEMENT INDEX

58%

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	**95%**
1a.	I understand what is expected of me to do well in my role	**91%**
2i.	People in my workgroup treat customers/clients with respect	**87%**
2a.	My workgroup strives to achieve customer/client satisfaction	**86%**
1d.	I feel I make a contribution to achieving the organisation's objectives	**85%**
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	**83%**
7a.	My organisation provides high quality services	**79%**
2d.	People in my workgroup have the appropriate skills to do the job well	**78%**
7c.	My organisation strives to earn and sustain a high level of public trust	**77%**
2e.	I receive help and support from other members of my workgroup	**75%**

–	LOWEST AGREEMENT SCORING QUESTIONS	2016 AGREEMENT %
7l.	My organisation's processes for recruiting employees are efficient	**16%**
15.	I believe action will be taken on the results from this survey by my organisation	**19%**
6h.	I feel that senior managers listen to employees	**23%**
6g.	I feel that senior managers keep employees informed about what's going on	**27%**
9b.	I have confidence in the ways my organisation resolves grievances	**28%**
6b.	I feel that senior leaders effectively lead and manage change	**29%**
6c.	I feel that senior managers model the values of my organisation	**29%**
6d.	Senior managers encourage innovation by employees	**29%**
7m.	Recruitment and promotion decisions in this organisation are generally fair	**29%**
6a.	I believe senior managers provide clear direction for the future of the organisation	**30%**

ⓘ

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 Northern NSW 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.

	Northern NSW Local Health District	Ballina Hospital	Byron Central Hospital	Casino Hospital	Chief of Staff	Clarence Primary and Community Health	Clinical Governance Finance Nursing Midwifery	Drug and Alcohol	Grafton Base Hospital	Kyogle Hospital	Lismore Base Hospital	Maclean Hospital	Mental Health Services	Mullumbimby Hospital
NUMBER OF RESPONDENTS	1182	64	33	56	65	24	28	25	86	23	229	36	47	26
ENGAGEMENT	58%	54%	55%	66%	69%	62%	58%	59%	59%	71%	53%	64%	57%	49%
SENIOR MANAGERS	30%	25%	31%	47%	50%	32%	50%	19%	33%	39%	23%	29%	47%	17%
COMMUNICATION	48%	41%	49%	63%	68%	45%	58%	46%	46%	58%	44%	52%	63%	32%
HIGH PERFORMANCE	62%	59%	57%	72%	74%	66%	65%	63%	62%	69%	57%	66%	65%	48%
PUBLIC SECTOR VALUES	57%	53%	54%	70%	71%	60%	64%	56%	57%	65%	52%	62%	66%	43%
DIVERSITY & INCLUSION	57%	53%	55%	68%	72%	62%	61%	60%	56%	67%	53%	61%	66%	45%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

BUSINESS UNIT COMPARISON

COMPARISON OF BUSINESS UNITS

This page provides the scores for each of the business units below Northern NSW 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.

	Northern NSW Local Health District	Murwillumbah Hospital	Nimbin Hospital	Richmond Primary Community Health	The Tweed Hospital	Tweed Byron Primary and Community Health	Urbenville Hospital
NUMBER OF RESPONDENTS	1182	51	20	53	194	53	19
ENGAGEMENT	58%	58%	46%	62%	58%	59%	50%
SENIOR MANAGERS	30%	19%	6%	37%	29%	26%	20%
COMMUNICATION	48%	41%	24%	56%	45%	50%	29%
HIGH PERFORMANCE	62%	59%	51%	72%	60%	64%	46%
PUBLIC SECTOR VALUES	57%	54%	44%	67%	55%	60%	41%
DIVERSITY & INCLUSION	57%	52%	36%	66%	54%	62%	40%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 10 RESPONDENTS
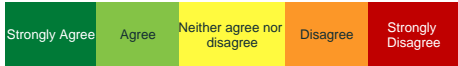
EXPLORE THE FULL SURVEY RESULTS

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 — 58% RESPONSE SCALE

Question	Responses	AGREEMENT %	PMES 2014	HEALTH	SECTOR
Q7o. I would recommend my organisation as a great place to work	10 / 37 / 33 / 12 / 8	48%	46%	60%	60%
Q7p. I am proud to tell others I work for my organisation	16 / 41 / 30 / 9	56%	59%	68%	68%
Q7q. I feel a strong personal attachment to my organisation	16 / 40 / 27 / 11	56%	59%	62%	64%
Q7r. My organisation motivates me to help it achieve its objectives	10 / 31 / 35 / 15 / 9	41%	40%	54%	55%
Q7s. My organisation inspires me to do the best in my job	11 / 30 / 35 / 15 / 9	41%	43%	55%	55%

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

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Some key comparisons are provided.

ENGAGEMENT WITH WORK — 73% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q1g. My job gives me a feeling of personal accomplishment	24 / 49 / 15 / 8	73%	78%	76%
Q1h. I look for ways to perform my job more effectively	42 / 53	95%	94%	95%
Q1i. I feel motivated to contribute more than what is normally required at work	30 / 40 / 17 / 9	70%	75%	76%
Q1j. I am satisfied with my job at the present time	17 / 39 / 22 / 15 / 7	56%	63%	63%

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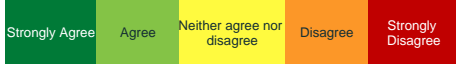
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Some key comparisons are provided.

SENIOR MANAGERS

30% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	AGREEMENT %	HEALTH	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation		24	29	23	17	30%	45%	47%
Q6b. I feel that senior leaders effectively lead and manage change		23	29	22	20	29%	42%	43%
Q6c. I feel that senior managers model the values of my organisation		23	31	20	20	29%	45%	48%
Q6d. Senior managers encourage innovation by employees		24	33	22	16	29%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		29	35	18	13	34%	49%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		34	30	17	12	41%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		23	28	25	20	27%	42%	44%
Q6h. I feel that senior managers listen to employees		19	28	25	24	23%	37%	39%
Q7f. I feel that change is handled well in my organisation		25	29	25	14	31%	43%	41%

KEY

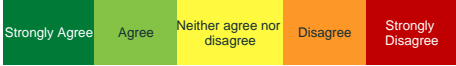| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

COMMUNICATION   48%   RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q5e. My manager communicates effectively with me	22 / 39 / 16 / 12 / 10	61%	66%	69%
Q5f. My manager encourages and values employee input	22 / 38 / 18 / 12 / 10	60%	66%	69%
Q5g. My manager involves my workgroup in decisions about our work	18 / 38 / 19 / 15 / 10	56%	62%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	23 / 28 / 25 / 20	27%	42%	44%
Q6h. I feel that senior managers listen to employees	19 / 28 / 25 / 24	23%	37%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	13 / 47 / 19 / 15	60%	67%	69%

KEY

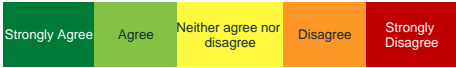| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

HIGH PERFORMANCE   62% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q1a. I understand what is expected of me to do well in my role	39 / 51	91%	91%	90%
Q1b. I have the tools I need to do my job effectively	15 / 49 / 17 / 16	64%	72%	70%
Q1c. I get the information I need to do my job well	13 / 51 / 19 / 14	64%	69%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	32 / 53 / 9	85%	86%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	20 / 44 / 15 / 15	64%	70%	69%
Q2b. People in my workgroup use time and resources efficiently	19 / 49 / 17 / 12	68%	68%	70%
Q2c. My team works collaboratively to achieve its objectives	23 / 47 / 17 / 10	70%	74%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	25 / 53 / 13 / 7	78%	77%	76%
Q3h. I have received appropriate training and development to do my job well	15 / 47 / 20 / 13	62%	69%	63%

KEY

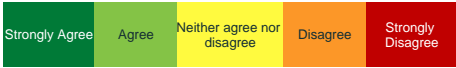| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

HIGH PERFORMANCE   62%   RESPONSE SCALE

Question	Response Scale	AGREEMENT %	HEALTH	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	19 / 44 / 18 / 13	63%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	17 / 41 / 22 / 14	58%	65%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	16 / 43 / 21 / 12 / 7	60%	63%	65%
Q5j. I have confidence in the decisions my line manager makes	18 / 39 / 22 / 13 / 8	57%	64%	67%
Q6d. Senior managers encourage innovation by employees	24 / 33 / 22 / 16	29%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	29 / 35 / 18 / 13	34%	49%	52%
Q7d. My organisation focuses on improving the work we do	18 / 49 / 21 / 9	67%	76%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	13 / 36 / 30 / 14 / 8	48%	61%	62%
Q7g. There is good co-operation between teams across our organisation	35 / 29 / 22 / 9	41%	50%	48%

KEY

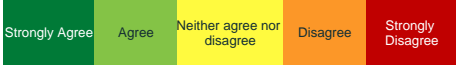| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

HIGH PERFORMANCE — 62% RESPONSE SCALE

	AGREEMENT %	HEALTH	SECTOR
Q7n. My organisation generally selects capable people to do the job	43%	53%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	60%	67%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	83%	84%	85%

Q7n chart values: 37, 29, 18, 10
Q8g chart values: 10, 49, 27, 10
Q8i chart values: 28, 56, 14

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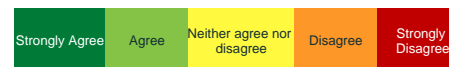
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Some key comparisons are provided.

PUBLIC SECTOR VALUES — 57% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	AGREEMENT %	HEALTH	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction	34	52	10			86%	85%	85%
Q2b. People in my workgroup use time and resources efficiently	19	49	17	12		68%	68%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	22	39	20	14		61%	64%	67%
Q2h. People in my workgroup treat each other with respect	24	40	18	13		64%	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	19	44	18	13		63%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	17	41	22	14		58%	65%	64%
Q5d. My manager listens to what I have to say	23	44	13	11	9	67%	70%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	16	37	24	12	11	53%	61%	64%

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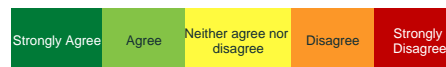
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Some key comparisons are provided.

PUBLIC SECTOR VALUES   **57%** RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q5k. My manager treats employees with dignity and respect	23 / 44 / 16 / 9 / 8	66%	72%	76%
Q5l. My manager talks to me about how the values apply to my work	15 / 35 / 25 / 16 / 8	50%	58%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	24 / 29 / 23 / 17	30%	45%	47%
Q6c. I feel that senior managers model the values of my organisation	23 / 31 / 20 / 20	29%	45%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	34 / 30 / 17 / 12	41%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	23 / 28 / 25 / 20	27%	42%	44%
Q6h. I feel that senior managers listen to employees	19 / 28 / 25 / 24	23%	37%	39%
Q7a. My organisation provides high quality services	18 / 61 / 14	79%	81%	80%
Q7b. My organisation strives to match services to customer/client needs	19 / 55 / 15 / 8	74%	80%	80%

KEY

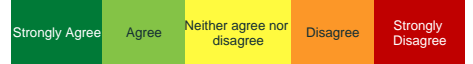| Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree |

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Some key comparisons are provided.

PUBLIC SECTOR VALUES — 57% RESPONSE SCALE

Question	Response distribution	AGREEMENT %	HEALTH	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	20 / 57 / 15	77%	82%	83%
Q7d. My organisation focuses on improving the work we do	18 / 49 / 21 / 9	67%	76%	76%
Q7h. People in my organisation take responsibility for their own actions	34 / 33 / 20 / 7	40%	48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	8 / 39 / 34 / 12 / 7	47%	58%	63%

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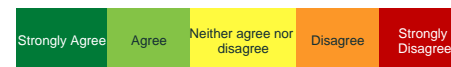
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Some key comparisons are provided.

DIVERSITY & INCLUSION

57% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	12	38	23	20	8	49%	60%	59%
Q5d. My manager listens to what I have to say	23	44	13	11	9	67%	70%	73%
Q5f. My manager encourages and values employee input	22	38	18	12	10	60%	66%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	18	39	20	13	10	56%	63%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	16	37	24	12	11	53%	61%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	8	27	42	10	12	36%	49%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	12	49	28	8		61%	73%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	10	49	27	10		60%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	13	47	19	15		60%	67%	69%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

DIVERSITY & INCLUSION

57% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	28 / 56 / 14	83%	84%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? *Response scale Very satisfied - Very unsatisfied*	11 / 37 / 26 / 17 / 9	47%	55%	58%

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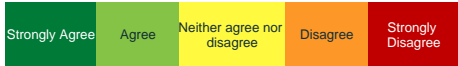
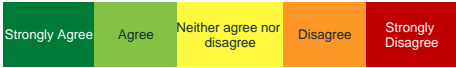| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

RECRUITMENT — 29% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	14 / 23 / 31 / 30	16%	32%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	26 / 33 / 21 / 17	29%	43%	41%
Q7n. My organisation generally selects capable people to do the job	37 / 29 / 18 / 10	43%	53%	51%

KEY

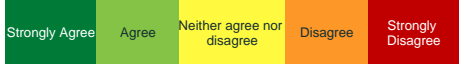| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION **45%** RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	16 / 36 / 30 / 11 / 7	52%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	13 / 30 / 39 / 11 / 7	43%	51%	53%
Q7g. There is good co-operation between teams across our organisation	35 / 29 / 22 / 9	41%	50%	48%

KEY

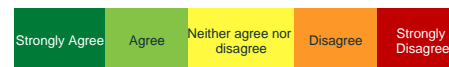| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT

50% RESPONSE SCALE

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	AGREEMENT %	HEALTH	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives	11	41	20	21		52%	62%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	18	45	15	15		64%	68%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	15	34	19	23	9	49%	58%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	15	37	19	20	9	52%	59%	59%
Q3e. My performance is assessed against clear criteria	12	38	24	17	9	50%	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	23	41	15	12	9	64%	69%	71%
Q3g. I am able to access the right learning and development opportunities as required	13	40	25	14	8	53%	66%	60%
Q3h. I have received appropriate training and development to do my job well	15	47	20	13		62%	69%	63%
Q3i. I have a strong desire to advance my career	25	37	29			62%	69%	69%

KEY

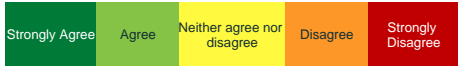| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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.

PERFORMANCE FRAMEWORK & DEVELOPMENT

50% RESPONSE SCALE

	Response distribution	AGREEMENT %	HEALTH	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	28 / 30 / 21 / 14	35%	48%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	11 / 21 / 39 / 20 / 9	32%	40%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	19 / 39 / 19 / 13 / 9	59%	64%	67%
Q5n. My manager appropriately deals with employees who perform poorly	9 / 27 / 33 / 17 / 14	36%	44%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	13 / 39 / 27 / 12 / 9	52%	61%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	16 / 36 / 30 / 11 / 7	52%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	13 / 30 / 39 / 11 / 7	43%	51%	53%
Q7j. My organisation is committed to developing its employees	31 / 33 / 19 / 11	37%	53%	53%

KEY

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

ℹ

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	42% RESPONSE SCALE		AGREEMENT %	HEALTH	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	11 / 21 / 39 / 20 / 9		32%	40%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	16 / 36 / 30 / 11 / 7		52%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	13 / 30 / 39 / 11 / 7		43%	51%	53%

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.

PAY & BENEFITS — 55% RESPONSE SCALE

	Graph	AGREEMENT %	HEALTH	SECTOR
Q4a. I am paid fairly for the work I do	8 / 46 / 17 / 19 / 10	54%	55%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	8 / 48 / 24 / 15	56%	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

65% RESPONSE SCALE

			AGREEMENT %	HEALTH	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation		15 / 54 / 26	69%	77%	77%
Q8c. Age is not a barrier to success in my organisation		13 / 52 / 25 / 8	65%	73%	71%
Q8d. Disability is not a barrier to success in my organisation		10 / 45 / 37	55%	66%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation		14 / 56 / 27	70%	76%	76%
Q8f. Gender is not a barrier to success in my organisation		13 / 53 / 25	66%	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 — 54% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	12	38	23	20	8	49%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level	10	43	22	18	7	53%	60%	58%
Q1l. My workload is acceptable	7	39	23	21	9	46%	54%	55%
Q2e. I receive help and support from other members of my workgroup	25	50	16			75%	78%	80%
Q2f. There is good team spirit in my workgroup	22	38	18	14	8	60%	64%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		33	31	20	10	39%	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.
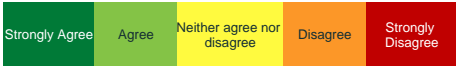
Some key comparisons are provided.

ACTION ABOUT SURVEY RESULTS

19% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q15. I believe action will be taken on the results from this survey by my organisation	17 39 23 19	19%	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.
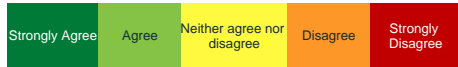
WORKPLACE CONDUCT — 37% RESPONSE SCALE

Question	Responses	AGREEMENT %	HEALTH	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	8 / 39 / 34 / 12 / 7	47%	58%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	23 / 35 / 22 / 15	28%	43%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	29 / 30 / 21 / 14	36%	48%	49%

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

ℹ

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		39%	42%	46%
Better skills in my workgroup		23%	28%	27%
Improved career opportunities		44%	47%	52%
Improved learning and development opportunities		52%	49%	50%
Greater involvement in decision making		35%	32%	33%
Better pay and benefits		58%	58%	58%
Greater recognition for the work I do		44%	44%	45%
Better leadership from senior managers		51%	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		30%	29%	27%
Better accountability for performance		24%	24%	25%
A better location		13%	19%	20%
More flexible working conditions		38%	38%	38%
Better work/life balance		43%	43%	46%
Improved facilities		34%	32%	30%
Improved technology and systems		35%	33%	38%
Better job security		28%	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		80%	77%	72%
No		19%	19%	24%
Don't Know		1%	3%	4%

UNACCEPTABLE CONDUCT

	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		37%	31%	25%
No		54%	59%	64%
Don't Know		10%	10%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		62%	65%	63%
No		36%	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
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		52%	43%	35%
No		43%	50%	58%
Don't Know		5%	6%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		29%	24%	20%
No		66%	71%	75%
Don't Know		5%	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		24%	20%	23%
Your Immediate Manager/Supervisor		23%	26%	26%
A fellow worker at your level		30%	29%	25%
A subordinate		7%	7%	8%
A client or customer		2%	2%	2%
Other		3%	5%	4%
Prefer not to say		12%	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	12 / 40 / 19 / 19 / 10	52%	59%
Q2. I believe I am valued for what I can offer at my workplace	16 / 48 / 17 / 13	64%	69%
Q3. In my workplace, we recognise our successes and innovations	13 / 42 / 27 / 12	55%	64%
Q4. Staff are treated respectfully regardless of their job	15 / 46 / 19 / 14	61%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	8 / 26 / 28 / 20 / 17	35%	49%
Q6. Overall, I have confidence in the decisions made by my senior managers	8 / 26 / 28 / 20 / 17	35%	50%

KEY
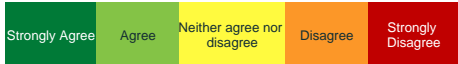
Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

**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	8	34	26	21	11	42%	50%
Q8. Where I work, we share the lessons learnt when mistakes are made	11	46	26	11		57%	64%
Q9. My team's objectives/work plans are clearly outlined	11	46	26	12		57%	64%
Q10. Our objectives/work plans help us to deliver a quality service	12	48	28	9		59%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	7	22	35	17	19	30%	41%

KEY

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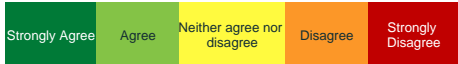
PROFILE OF RESPONDENTS

PERSONAL PROFILES

22%

9%

53%

38%

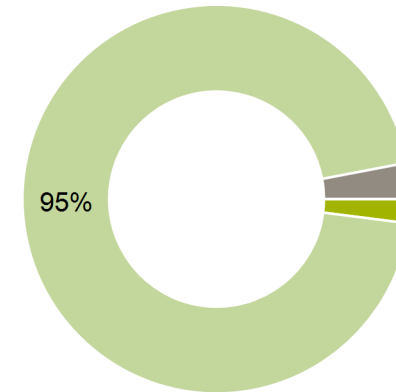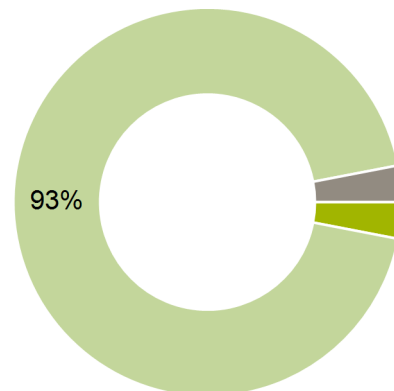|	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		22%
Female		77%
Other		1%
Age		
<35		9%
35 - 54		53%
> 54		38%

PERSONAL PROFILES

DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?

92%
6%
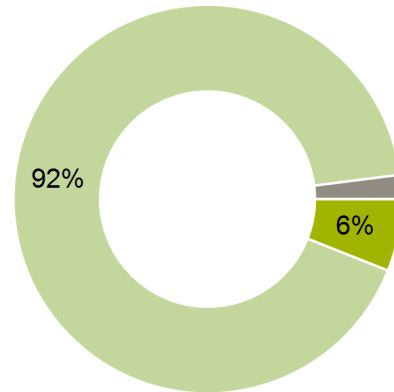
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?

95%

DO YOU HAVE A DISABILITY?

93%

DO YOU IDENTIFY AS LGBTI?

92%

KEY
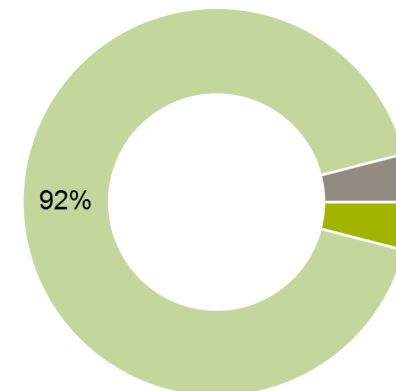
| YES | NO | PREFER NOT TO SAY |

PROFILE OF RESPONDENTS

WORK PROFILES

TENURE IN ORGANISATION	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		5%
1 - 2 years		6%
2 - 5 years		16%
5 - 10 years		21%
10 - 20 years		31%
More than 20 years		21%

WORK PROFILES

TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		68%
Other service delivery work		7%
Administrative support		10%
Corporate services		4%
Policy		0%
Research		0%
Program and project management support		3%
Other		7%

WORK PROFILES

SALARY
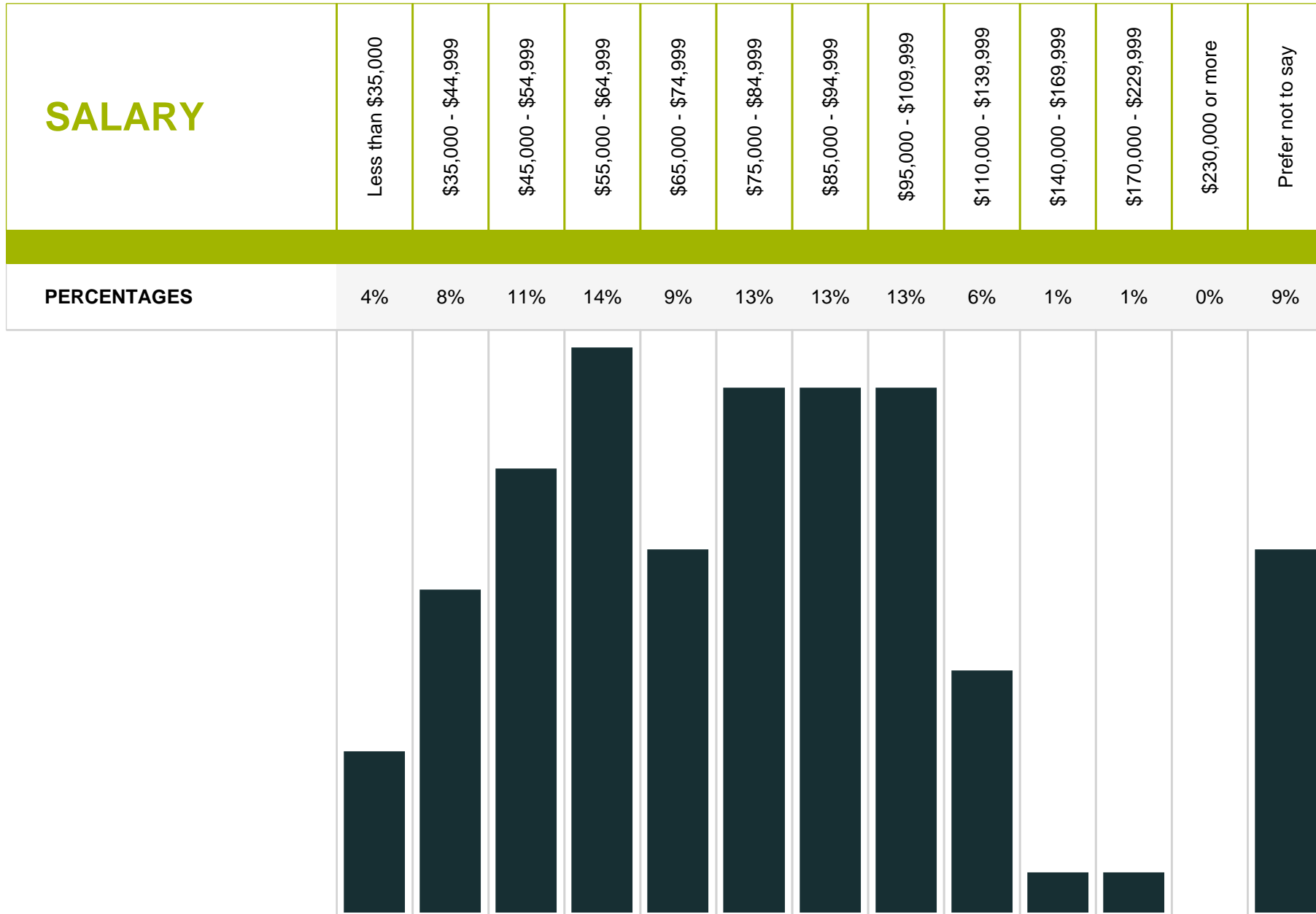
	Less than $35,000	$35,000 - $44,999	$45,000 - $54,999	$55,000 - $64,999	$65,000 - $74,999	$75,000 - $84,999	$85,000 - $94,999	$95,000 - $109,999	$110,000 - $139,999	$140,000 - $169,999	$170,000 - $229,999	$230,000 or more	Prefer not to say
PERCENTAGES	4%	8%	11%	14%	9%	13%	13%	13%	6%	1%	1%	0%	9%

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.

	Northern NSW 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
NUMBER OF RESPONDENTS	1182	692	68	106	45	2	4	31	0	68
ENGAGEMENT	58%	58%	52%	64%	63%	(r)	(r)	65%	(r)	55%
SENIOR MANAGERS	30%	29%	26%	38%	38%	(r)	(r)	52%	(r)	25%
COMMUNICATION	48%	47%	42%	53%	53%	(r)	(r)	74%	(r)	42%
HIGH PERFORMANCE	62%	62%	52%	68%	64%	(r)	(r)	77%	(r)	53%
PUBLIC SECTOR VALUES	57%	57%	49%	64%	63%	(r)	(r)	75%	(r)	49%
DIVERSITY & INCLUSION	57%	57%	51%	66%	63%	(r)	(r)	77%	(r)	50%

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.

	Northern NSW 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
NUMBER OF RESPONDENTS	1182	37	76	107	142	90	132	127	128	59	11	6	5	86
ENGAGEMENT	58%	60%	56%	63%	56%	59%	54%	57%	61%	63%	(r)	(r)	(r)	54%
SENIOR MANAGERS	30%	33%	24%	32%	30%	27%	25%	33%	35%	37%	(r)	(r)	(r)	26%
COMMUNICATION	48%	36%	45%	49%	46%	52%	45%	49%	54%	56%	(r)	(r)	(r)	38%
HIGH PERFORMANCE	62%	57%	59%	61%	60%	65%	61%	62%	66%	66%	(r)	(r)	(r)	53%
PUBLIC SECTOR VALUES	57%	54%	53%	58%	55%	60%	56%	59%	62%	64%	(r)	(r)	(r)	50%
DIVERSITY & INCLUSION	57%	51%	58%	59%	56%	63%	55%	57%	63%	64%	(r)	(r)	(r)	47%

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.

	Northern NSW Local Health District	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	1182	48	63	160	214	308	216
ENGAGEMENT	58%	65%	67%	62%	55%	56%	58%
SENIOR MANAGERS	30%	43%	43%	38%	26%	26%	31%
COMMUNICATION	48%	60%	60%	57%	44%	44%	48%
HIGH PERFORMANCE	62%	68%	68%	65%	57%	60%	63%
PUBLIC SECTOR VALUES	57%	66%	62%	62%	53%	55%	60%
DIVERSITY & INCLUSION	57%	68%	68%	66%	53%	54%	57%

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.

	Northern NSW Local Health District	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	1182	1	12	26	52	68	124	145	195	229	126	25
ENGAGEMENT	58%	(r)	(r)	(r)	62%	54%	56%	56%	57%	61%	58%	(r)
SENIOR MANAGERS	30%	(r)	(r)	(r)	30%	27%	29%	33%	28%	33%	29%	(r)
COMMUNICATION	48%	(r)	(r)	(r)	57%	47%	48%	49%	47%	49%	44%	(r)
HIGH PERFORMANCE	62%	(r)	(r)	(r)	66%	62%	60%	60%	61%	63%	62%	(r)
PUBLIC SECTOR VALUES	57%	(r)	(r)	(r)	61%	57%	55%	56%	56%	60%	57%	(r)
DIVERSITY & INCLUSION	57%	(r)	(r)	(r)	67%	60%	56%	56%	57%	57%	56%	(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.

	Northern NSW Local Health District	Male	Female	Other
NUMBER OF RESPONDENTS	1182	224	777	11
ENGAGEMENT	58%	53%	60%	(r)
SENIOR MANAGERS	30%	24%	33%	(r)
COMMUNICATION	48%	46%	49%	(r)
HIGH PERFORMANCE	62%	57%	63%	(r)
PUBLIC SECTOR VALUES	57%	54%	59%	(r)
DIVERSITY & INCLUSION	57%	54%	59%	(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.

	Northern NSW 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
NUMBER OF RESPONDENTS	1182	2	2	4	5	0	8	21	239	10	46	51	9	3
ENGAGEMENT	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	56%	(r)	70%	59%	(r)	(r)
SENIOR MANAGERS	30%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	26%	(r)	41%	21%	(r)	(r)
COMMUNICATION	48%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	43%	(r)	58%	39%	(r)	(r)
HIGH PERFORMANCE	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	60%	(r)	71%	59%	(r)	(r)
PUBLIC SECTOR VALUES	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	54%	(r)	69%	54%	(r)	(r)
DIVERSITY & INCLUSION	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	53%	(r)	67%	57%	(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.

	Northern NSW 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
NUMBER OF RESPONDENTS	1182	33	30	8	115	7	7	2	0	4	17	0	1	0
ENGAGEMENT	58%	65%	63%	(r)	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	30%	36%	41%	(r)	30%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	48%	57%	61%	(r)	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	62%	65%	68%	(r)	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	57%	62%	68%	(r)	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	57%	67%	69%	(r)	63%	(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.

	Northern NSW 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
NUMBER OF RESPONDENTS	1182	1	8	0	16	0	0	0	1	11	10	7	0	6
ENGAGEMENT	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	30%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	48%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	57%	(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.

	Northern NSW 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
NUMBER OF RESPONDENTS	1182	3	3	6	0	1	0	14	41
ENGAGEMENT	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	49%
SENIOR MANAGERS	30%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	27%
COMMUNICATION	48%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	41%
HIGH PERFORMANCE	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	53%
PUBLIC SECTOR VALUES	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	49%
DIVERSITY & INCLUSION	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	49%

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.
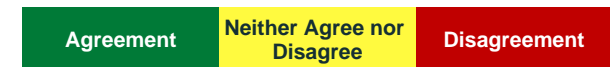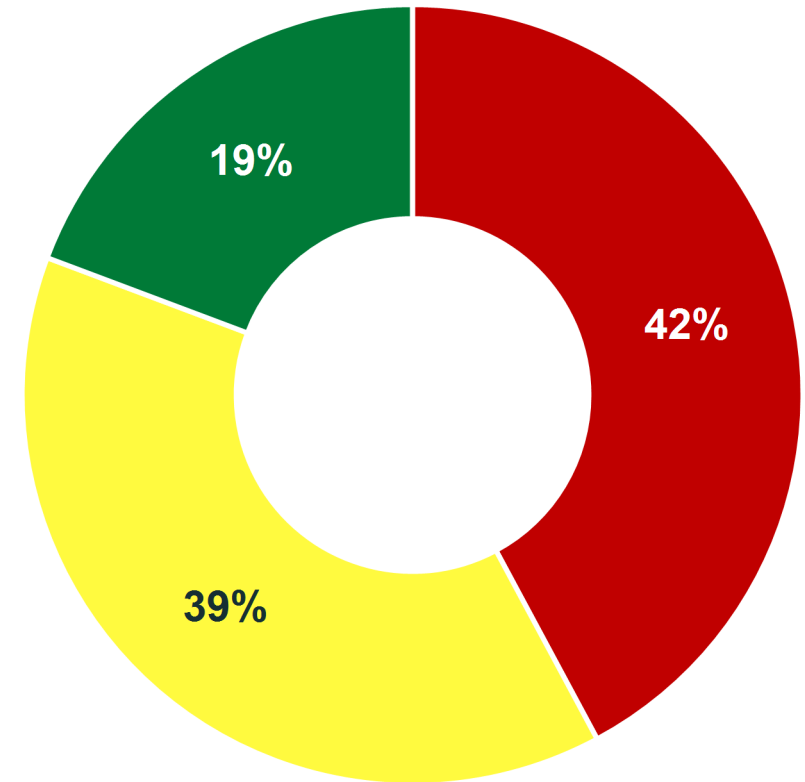
19%

of employees replied favourably to:

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

32%
SECTOR

34%
CLUSTER

19%

42%

39%

| Agreement | Neither Agree nor Disagree | Disagreement |

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.
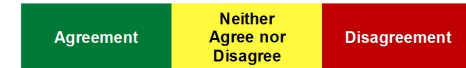
There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees). Where people work in small teams, the results are merged with 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.
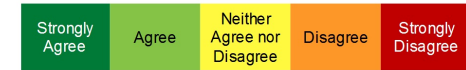
Previous surveys had a 4-point answer scale, which means that comparisons are limited for this year only. Some scales, such as those used for the Engagement Index, are unchanged.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree

Agreement	Neither Agree nor Disagree	Disagreement

ⓘ 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%