
PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Health

NSW Ambulance

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RESPONSE RATE

21%

**964 RESPONSES
OUT OF 4,548 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
%

1a.	I understand what is expected of me to do well in my role	90%
1h.	I look for ways to perform my job more effectively	89%
7c.	My organisation strives to earn and sustain a high level of public trust	84%
2i.	People in my workgroup treat customers/clients with respect	81%
7a.	My organisation provides high quality services	80%
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	77%
1g.	My job gives me a feeling of personal accomplishment	76%
2a.	My workgroup strives to achieve customer/client satisfaction	74%
1d.	I feel I make a contribution to achieving the organisation's objectives	74%
2d.	People in my workgroup have the appropriate skills to do the job well	72%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

7f.	I feel that change is handled well in my organisation	17%
7l.	My organisation's processes for recruiting employees are efficient	18%
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	22%
3c.	I have scheduled feedback conversations with my manager throughout the year	22%
6b.	I feel that senior leaders effectively lead and manage change	23%
6d.	Senior managers encourage innovation by employees	23%
7h.	People in my organisation take responsibility for their own actions	24%
9b.	I have confidence in the ways my organisation resolves grievances	25%
7j.	My organisation is committed to developing its employees	25%



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 NSW Ambulance, 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.

	NSW Ambulance	Central Coast Zone	Central West Zone 1	Central West Zone 2	Control Division	Hunter Zone 1	Hunter Zone 2	Illawarra Zone	Mid North Coast Zone	Murrumbidgee Zone	Nepean/Blue Mountain Zone	New England Zone	Northern NSW Zone	Northern Sydney Zone
NUMBER OF RESPONDENTS	964	37	46	46	71	48	40	41	35	32	28	39	41	50
ENGAGEMENT	58%	68%	54%	62%	56%	56%	56%	44%	57%	62%	55%	57%	49%	51%
SENIOR MANAGERS	27%	29%	23%	24%	27%	25%	25%	17%	24%	25%	22%	30%	10%	26%
COMMUNICATION	42%	41%	36%	38%	33%	35%	40%	31%	42%	42%	46%	34%	34%	32%
HIGH PERFORMANCE	51%	56%	51%	53%	45%	47%	52%	43%	49%	54%	47%	48%	39%	48%
PUBLIC SECTOR VALUES	52%	56%	49%	52%	45%	46%	54%	44%	51%	51%	51%	52%	40%	48%
DIVERSITY & INCLUSION	49%	50%	47%	51%	40%	40%	46%	39%	48%	50%	49%	40%	37%	39%

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 NSW Ambulance, 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.

	NSW Ambulance	State Headquarters and Other Ambulance	South Eastern Sydney Zone	South Western Sydney Zone 1	South Western Sydney Zone 2	Southern NSW Zone	Aeromedical	Sydney Zone	Western Sydney Zone
NUMBER OF RESPONDENTS	964	152	38	27	19	68	26	40	26
ENGAGEMENT	58%	68%	64%	68%	67%	55%	55%	52%	58%
SENIOR MANAGERS	27%	42%	36%	24%	31%	26%	24%	24%	16%
COMMUNICATION	42%	61%	45%	45%	48%	42%	26%	34%	44%
HIGH PERFORMANCE	51%	62%	58%	55%	54%	48%	45%	51%	53%
PUBLIC SECTOR VALUES	52%	66%	56%	57%	56%	47%	45%	51%	56%
DIVERSITY & INCLUSION	49%	70%	53%	58%	47%	47%	35%	42%	46%

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

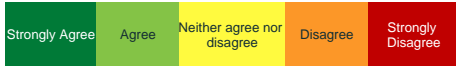
This section shows results for all the survey questions grouped by key themes.

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	AGREEMENT %	PMES 2014	HEALTH	SECTOR
Q7o. I would recommend my organisation as a great place to work		46%	50%	60%	60%
Q7p. I am proud to tell others I work for my organisation		70%	77%	68%	68%
Q7q. I feel a strong personal attachment to my organisation		63%	66%	62%	64%
Q7r. My organisation motivates me to help it achieve its objectives		36%	36%	54%	55%
Q7s. My organisation inspires me to do the best in my job		38%	39%	55%	55%

KEY





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Some key comparisons are provided.

ENGAGEMENT WITH WORK 70% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		76%	78%	76%
Q1h. I look for ways to perform my job more effectively		89%	94%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		59%	75%	76%
Q1j. I am satisfied with my job at the present time		55%	63%	63%

KEY





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Some key comparisons are provided.

SENIOR MANAGERS	27% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation		29%	45%	47%
Q6b. I feel that senior leaders effectively lead and manage change		23%	42%	43%
Q6c. I feel that senior managers model the values of my organisation		30%	45%	48%
Q6d. Senior managers encourage innovation by employees		23%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		31%	49%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		40%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		32%	42%	44%
Q6h. I feel that senior managers listen to employees		22%	37%	39%
Q7f. I feel that change is handled well in my organisation		17%	43%	41%

KEY





EXPLORE THE FULL SURVEY RESULTS

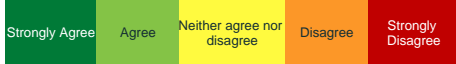
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Some key comparisons are provided.

COMMUNICATION	42% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q5e. My manager communicates effectively with me	18 35 18 14 14	53%	66%	69%
Q5f. My manager encourages and values employee input	18 30 22 16 15	48%	66%	69%
Q5g. My manager involves my workgroup in decisions about our work	14 29 23 18 17	43%	62%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	28 22 22 24	32%	42%	44%
Q6h. I feel that senior managers listen to employees	18 23 25 31	22%	37%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	11 41 22 14 13	52%	67%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

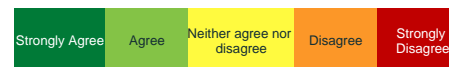
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

	51% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q1a. I understand what is expected of me to do well in my role	36	54				90%	91%	90%
Q1b. I have the tools I need to do my job effectively	10	47	16	21		57%	72%	70%
Q1c. I get the information I need to do my job well		45	23	21		52%	69%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	22	52	16	7		74%	86%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	11	28	19	26	15	39%	70%	69%
Q2b. People in my workgroup use time and resources efficiently	14	43	23	16		57%	68%	70%
Q2c. My team works collaboratively to achieve its objectives	18	48	18	12		67%	74%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	17	55	15	10		72%	77%	76%
Q3h. I have received appropriate training and development to do my job well	8	41	26	16	9	49%	69%	63%

KEY





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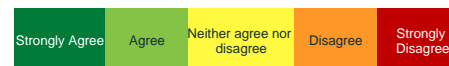
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Some key comparisons are provided.

	HIGH PERFORMANCE					51% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	13	38	23	16	11	50%	70%	72%	
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	9	32	27	20	12	41%	65%	64%	
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	10	30	28	21	11	40%	63%	65%	
Q5j. I have confidence in the decisions my line manager makes	14	37	23	15	12	51%	64%	67%	
Q6d. Senior managers encourage innovation by employees	20	28	28	20		23%	47%	49%	
Q6e. Senior managers promote collaboration between my organisation and others we work with	27	32	20	17		31%	49%	52%	
Q7d. My organisation focuses on improving the work we do	19	42	23	12		61%	76%	76%	
Q7e. My organisation is making the necessary improvements to meet our future challenges	11	27	25	22	15	38%	61%	62%	
Q7g. There is good co-operation between teams across our organisation	25	25	29	16		30%	50%	48%	

KEY





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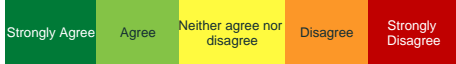
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Some key comparisons are provided.

	51% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q7n. My organisation generally selects capable people to do the job	28	28	22	19	31%	53%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	9	34	35	16	43%	67%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	32	46	18		77%	84%	85%

KEY





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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.

PUBLIC SECTOR VALUES	52% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR	
	Strongly Agree	Agree	Neither agree nor disagree	Disagree				Strongly Disagree
Q2a. My workgroup strives to achieve customer/client satisfaction	24	50	15	9	74%	85%	85%	
Q2b. People in my workgroup use time and resources efficiently	14	43	23	16	57%	68%	70%	
Q2g. People in my workgroup are honest, open and transparent in their dealings	19	37	20	16	8	56%	64%	67%
Q2h. People in my workgroup treat each other with respect	20	43	17	13	64%	68%	72%	
Q2i. People in my workgroup treat customers/clients with respect	28	54	13		81%	86%	86%	
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	13	38	23	16	11	50%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	9	32	27	20	12	41%	65%	64%
Q5d. My manager listens to what I have to say	19	39	18	12	11	58%	70%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	17	30	23	14	16	47%	61%	64%

KEY





EXPLORE THE FULL SURVEY RESULTS

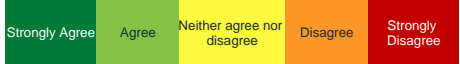
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

PUBLIC SECTOR VALUES	52% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q5k. My manager treats employees with dignity and respect	22	41	16	11	10	63%	72%	76%
Q5l. My manager talks to me about how the values apply to my work	11	28	28	20	13	39%	58%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	24	27	23	22		29%	45%	47%
Q6c. I feel that senior managers model the values of my organisation	25	28	17	25		30%	45%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	36	29	18	13		40%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	28	22	22	24		32%	42%	44%
Q6h. I feel that senior managers listen to employees	18	23	25	31		22%	37%	39%
Q7a. My organisation provides high quality services	29	51	12			80%	81%	80%
Q7b. My organisation strives to match services to customer/client needs	23	43	16	13		66%	80%	80%

KEY





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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.

PUBLIC SECTOR VALUES	52% 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	40	44	10			84%	82%	83%
Q7d. My organisation focuses on improving the work we do	19	42	23	12		61%	76%	76%
Q7h. People in my organisation take responsibility for their own actions	20	29	29	18		24%	48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	39	28	17	10		45%	58%	63%

KEY





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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 & INCLUSION	49% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	8	28	23	26	15	36%	60%	59%
Q5d. My manager listens to what I have to say	19	39	18	12	11	58%	70%	73%
Q5f. My manager encourages and values employee input	18	30	22	16	15	48%	66%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	16	31	22	16	15	47%	63%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	17	30	23	14	16	47%	61%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	11	29	38	8	14	40%	49%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	11	48	25	10		59%	73%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	9	34	35	16		43%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	11	41	22	14	13	52%	67%	69%

KEY





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Some key comparisons are provided.

DIVERSITY & INCLUSION

49% RESPONSE SCALE

AGREEMENT %

HEALTH

SECTOR

Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes



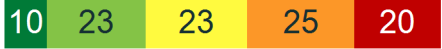
77%

84%

85%

Q8j. How satisfied are you with your ability to access and use flexible working arrangements?

Response scale Very satisfied - Very unsatisfied

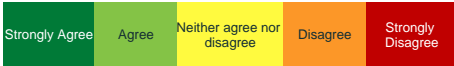


32%

55%

58%

KEY





EXPLORE THE FULL SURVEY RESULTS

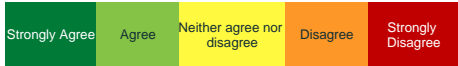
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

RECRUITMENT	25% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	15	33	27	22	18%	32%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	24	26	22	25	27%	43%	41%
Q7n. My organisation generally selects capable people to do the job	28	28	22	19	31%	53%	51%

KEY





EXPLORE THE FULL SURVEY RESULTS

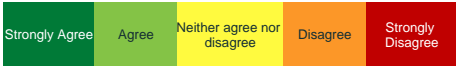
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	38%	RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR			
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	16	31	29	10	13	47%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	11	25	39	11	14	36%	51%	53%
Q7g. There is good co-operation between teams across our organisation		25	25	29	16	30%	50%	48%

KEY





EXPLORE THE FULL SURVEY RESULTS

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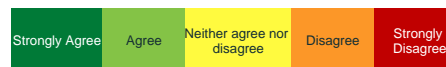
Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT

38% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		30%	62%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		44%	68%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		22%	58%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		37%	59%	59%
Q3e. My performance is assessed against clear criteria		28%	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		52%	69%	71%
Q3g. I am able to access the right learning and development opportunities as required		43%	66%	60%
Q3h. I have received appropriate training and development to do my job well		49%	69%	63%
Q3i. I have a strong desire to advance my career		64%	69%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

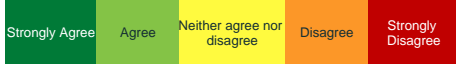
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PERFORMANCE FRAMEWORK & DEVELOPMENT	38% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation		27%	48%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career		33%	40%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do		47%	64%	67%
Q5n. My manager appropriately deals with employees who perform poorly		31%	44%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup		38%	61%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role		47%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		36%	51%	53%
Q7j. My organisation is committed to developing its employees		25%	53%	53%

KEY





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Some key comparisons are provided.

MOBILITY	38% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	11	22	28	23	16	33%	40%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	16	31	29	10	13	47%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	11	25	39	11	14	36%	51%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

PAY & BENEFITS	39% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q4a. I am paid fairly for the work I do	7	35	17	26	15	42%	55%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	7	30	17	28	19	36%	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	59% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	18	51	21			69%	77%	77%
Q8c. Age is not a barrier to success in my organisation	13	44	23	13		58%	73%	71%
Q8d. Disability is not a barrier to success in my organisation	9	32	34	17	7	41%	66%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	22	47	22			69%	76%	76%
Q8f. Gender is not a barrier to success in my organisation	18	42	21	13		61%	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	49% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		36%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level		52%	60%	58%
Q1l. My workload is acceptable		45%	54%	55%
Q2e. I receive help and support from other members of my workgroup		70%	78%	80%
Q2f. There is good team spirit in my workgroup		59%	64%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		32%	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.

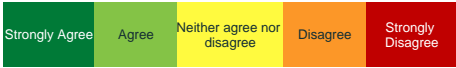
ACTION ABOUT SURVEY RESULTS

19% RESPONSE SCALE

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



KEY





EXPLORE THE FULL SURVEY RESULTS

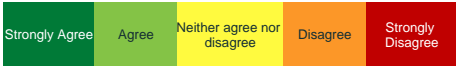
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

WORKPLACE CONDUCT	33% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		45%	58%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		25%	43%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		28%	48%	49%

KEY





EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		37%	42%	46%
Better skills in my workgroup		37%	28%	27%
Improved career opportunities		61%	47%	52%
Improved learning and development opportunities		55%	49%	50%
Greater involvement in decision making		37%	32%	33%
Better pay and benefits		65%	58%	58%
Greater recognition for the work I do		40%	44%	45%
Better leadership from senior managers		53%	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		34%	29%	27%
Better accountability for performance		31%	24%	25%
A better location		20%	19%	20%
More flexible working conditions		43%	38%	38%
Better work/life balance		48%	43%	46%
Improved facilities		41%	32%	30%
Improved technology and systems		49%	33%	38%
Better job security		23%	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		73%	77%	72%
No		26%	19%	24%
Don't Know		2%	3%	4%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		47%	31%	25%
No		44%	59%	64%
Don't Know		9%	10%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		66%	65%	63%
No		33%	33%	35%
Don't Know		1%	1%	2%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		53%	43%	35%
No		43%	50%	58%
Don't Know		4%	6%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		33%	24%	20%
No		63%	71%	75%
Don't Know		4%	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		29%	20%	23%
Your Immediate Manager/Supervisor		27%	26%	26%
A fellow worker at your level		18%	29%	25%
A subordinate		13%	7%	8%
A client or customer		2%	2%	2%
A member of the public other than a client or customer		1%	1%	0%
Other		3%	5%	4%
Prefer not to say		8%	11%	13%



EXPLORE THE FULL SURVEY RESULTS

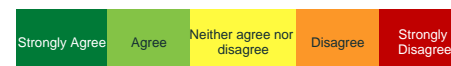
This section shows results for all the survey questions grouped by key themes.

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	10	35	17	25	13	45%	59%
Q2. I believe I am valued for what I can offer at my workplace	12	37	20	22	10	49%	69%
Q3. In my workplace, we recognise our successes and innovations	9	33	26	23	9	42%	64%
Q4. Staff are treated respectfully regardless of their job	12	40	20	19	9	52%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace		22	25	25	22	28%	49%
Q6. Overall, I have confidence in the decisions made by my senior managers		19	25	26	24	25%	50%

KEY





EXPLORE THE FULL SURVEY RESULTS

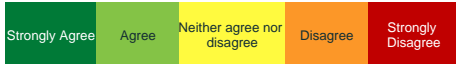
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

HEALTH QUESTIONS	RESPONSE SCALE	AGREEMENT %	HEALTH
Q7. I have a say in decisions which affect my work		23%	50%
Q8. Where I work, we share the lessons learnt when mistakes are made		53%	64%
Q9. My team's objectives/work plans are clearly outlined		46%	64%
Q10. Our objectives/work plans help us to deliver a quality service		46%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months		28%	41%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

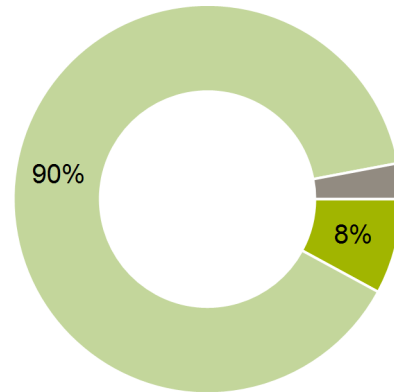
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		63%
Female		36%
Other		1%
Age		
<35		22%
35 - 54		65%
> 54		13%

PROFILE OF RESPONDENTS

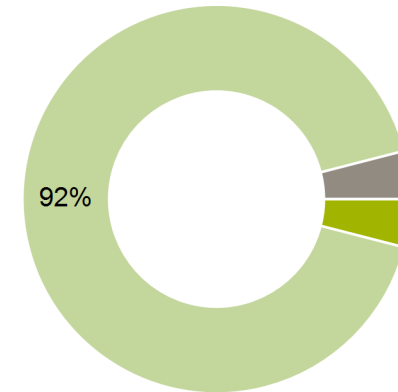


PERSONAL PROFILES

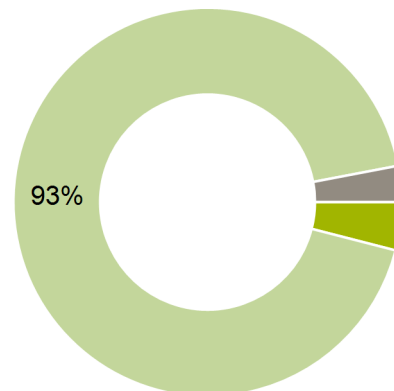
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



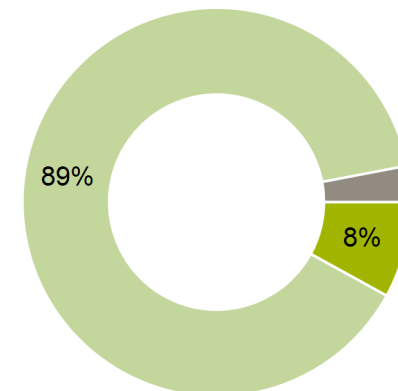
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



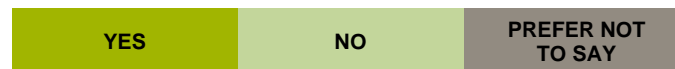
DO YOU HAVE A DISABILITY?



DO YOU IDENTIFY AS LGBTI?



KEY



PROFILE OF RESPONDENTS



WORK PROFILES

TENURE IN ORGANISATION	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		6%
1 - 2 years		5%
2 - 5 years		10%
5 - 10 years		23%
10 - 20 years		32%
More than 20 years		25%

PROFILE OF RESPONDENTS



WORK PROFILES

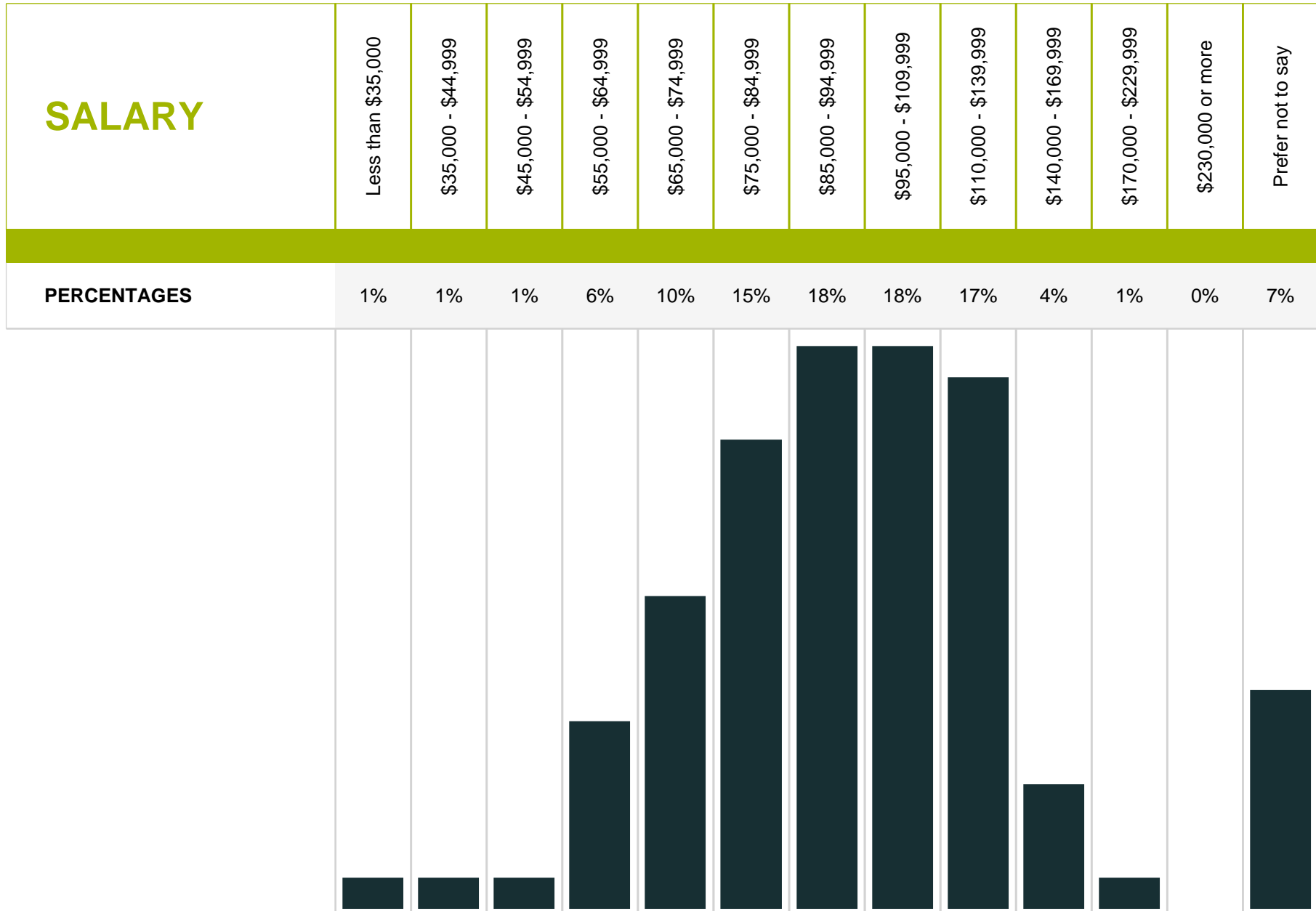
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		77%
Other service delivery work		5%
Administrative support		3%
Corporate services		8%
Policy		0%
Research		0%
Program and project management support		1%
Legal (including developing and/or reviewing legislation)		0%
Other		5%

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.

	NSW Ambulance	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	964	640	45	25	69	4	1	9	4	38
ENGAGEMENT	58%	55%	59%	(r)	69%	(r)	(r)	(r)	(r)	64%
SENIOR MANAGERS	27%	23%	30%	(r)	43%	(r)	(r)	(r)	(r)	41%
COMMUNICATION	42%	36%	46%	(r)	63%	(r)	(r)	(r)	(r)	50%
HIGH PERFORMANCE	51%	48%	51%	(r)	65%	(r)	(r)	(r)	(r)	55%
PUBLIC SECTOR VALUES	52%	48%	55%	(r)	67%	(r)	(r)	(r)	(r)	58%
DIVERSITY & INCLUSION	49%	43%	54%	(r)	73%	(r)	(r)	(r)	(r)	58%

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.

	NSW Ambulance	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	964	5	5	11	53	86	127	148	151	142	37	5	1	56
ENGAGEMENT	58%	(r)	(r)	(r)	64%	57%	58%	51%	57%	60%	65%	(r)	(r)	58%
SENIOR MANAGERS	27%	(r)	(r)	(r)	36%	23%	25%	21%	27%	33%	41%	(r)	(r)	21%
COMMUNICATION	42%	(r)	(r)	(r)	47%	36%	39%	30%	41%	47%	56%	(r)	(r)	40%
HIGH PERFORMANCE	51%	(r)	(r)	(r)	60%	50%	50%	43%	51%	54%	58%	(r)	(r)	50%
PUBLIC SECTOR VALUES	52%	(r)	(r)	(r)	57%	48%	51%	46%	51%	55%	59%	(r)	(r)	52%
DIVERSITY & INCLUSION	49%	(r)	(r)	(r)	58%	42%	47%	38%	50%	55%	57%	(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.

	NSW Ambulance	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	964	47	40	84	186	263	204
ENGAGEMENT	58%	81%	68%	59%	55%	53%	59%
SENIOR MANAGERS	27%	52%	39%	26%	23%	23%	27%
COMMUNICATION	42%	72%	58%	41%	36%	35%	41%
HIGH PERFORMANCE	51%	75%	64%	52%	50%	45%	50%
PUBLIC SECTOR VALUES	52%	76%	63%	53%	49%	46%	51%
DIVERSITY & INCLUSION	49%	79%	68%	49%	45%	43%	48%

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.

	NSW Ambulance	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	964	0	16	60	109	105	146	142	145	74	28	5
ENGAGEMENT	58%	(r)	(r)	60%	59%	57%	54%	60%	57%	56%	(r)	(r)
SENIOR MANAGERS	27%	(r)	(r)	27%	26%	27%	26%	29%	25%	24%	(r)	(r)
COMMUNICATION	42%	(r)	(r)	43%	42%	40%	36%	42%	41%	38%	(r)	(r)
HIGH PERFORMANCE	51%	(r)	(r)	56%	52%	49%	47%	52%	49%	50%	(r)	(r)
PUBLIC SECTOR VALUES	52%	(r)	(r)	56%	51%	51%	48%	51%	51%	50%	(r)	(r)
DIVERSITY & INCLUSION	49%	(r)	(r)	55%	51%	47%	42%	49%	48%	48%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULTS BY 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.

	NSW Ambulance	Male	Female	Other
NUMBER OF RESPONDENTS	964	525	298	9
ENGAGEMENT	58%	56%	62%	(r)
SENIOR MANAGERS	27%	25%	31%	(r)
COMMUNICATION	42%	39%	44%	(r)
HIGH PERFORMANCE	51%	49%	54%	(r)
PUBLIC SECTOR VALUES	52%	50%	54%	(r)
DIVERSITY & INCLUSION	49%	46%	52%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	NSW Ambulance	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	964	0	0	0	0	0	0	0	3	1	0	0	1	0
ENGAGEMENT	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	27%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	42%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	49%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	NSW Ambulance	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	964	16	36	6	3	0	0	0	0	0	1	0	0	2
ENGAGEMENT	58%	(r)	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	27%	(r)	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	42%	(r)	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	51%	(r)	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	52%	(r)	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	49%	(r)	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	NSW Ambulance	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	964	0	0	0	0	0	478	16	3	0	3	0	0	0
ENGAGEMENT	58%	(r)	(r)	(r)	(r)	(r)	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	27%	(r)	(r)	(r)	(r)	(r)	23%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	42%	(r)	(r)	(r)	(r)	(r)	35%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	51%	(r)	(r)	(r)	(r)	(r)	47%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	52%	(r)	(r)	(r)	(r)	(r)	48%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	49%	(r)	(r)	(r)	(r)	(r)	42%	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	NSW Ambulance	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	964	0	0	1	0	1	0	6	8
ENGAGEMENT	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	27%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	42%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	49%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



WHAT'S NEXT?

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

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

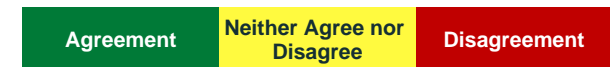
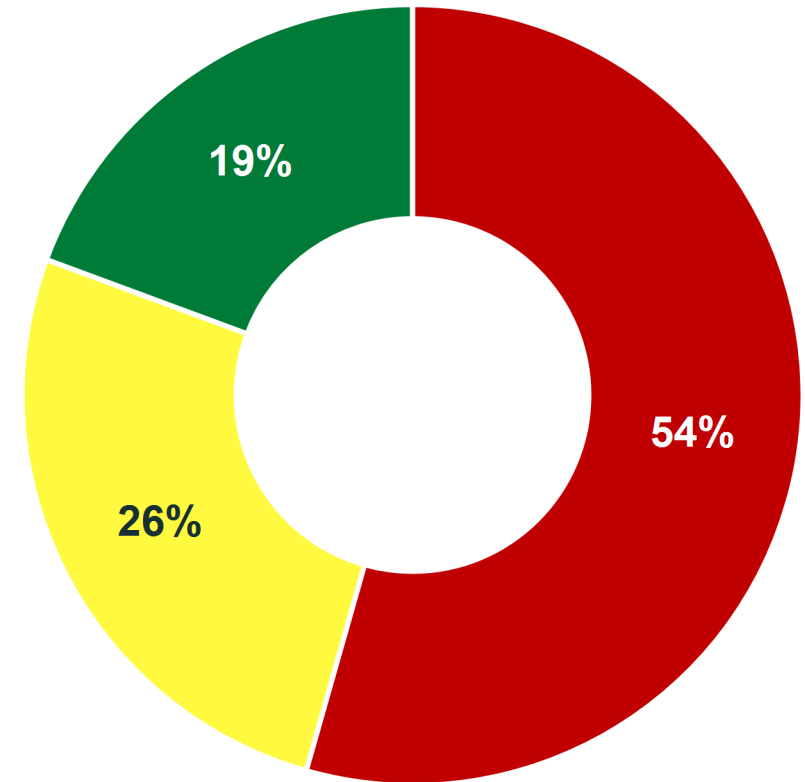
19%

of employees replied favourably to:

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

32%
SECTOR

34%
CLUSTER



GUIDE TO THIS REPORT

ANONYMITY RULES

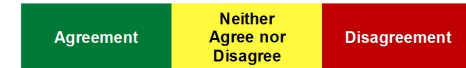
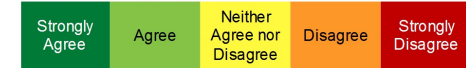
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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%