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# PEOPLE MATTER 2016

NSW Public Sector Employee Survey



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Health

## NSW Health Pathology

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## RESPONSE RATE

# 23%

**1,154 RESPONSES  
OUT OF 4,975 EMPLOYEES**

## ENGAGEMENT INDEX

# 59%

PMES 2016  
SECTOR SCORE **65%**

PMES 2014  
SECTOR SCORE **65%**

PMES 2016 CLUSTER  
SCORE **65%**



## ENGAGEMENT

Engaged employees have a sense of personal attachment to their work and organisation; they are motivated and able to give their best to help the organisation succeed.

The complete list of questions which are used to calculate the Engagement Index are listed in the All Questions pages.

## RESPONSE RATE

Due to the size of the NSW public sector, even comparatively low levels of response to People Matter can be statistically representative and an accurate reflection of perceptions. Any parts of the sector where the response rate is too low for data to be fully reliable have been flagged in reports.

Some entities exceeded 100% where responses were greater than the employee headcount. This is thought to be primarily due to employees selecting the wrong work location in the survey.

# QUESTION HEADLINES

## + HIGHEST AGREEMENT SCORING QUESTIONS

2016  
AGREEMENT  
%

1h. I look for ways to perform my job more effectively	<b>93%</b>
1a. I understand what is expected of me to do well in my role	<b>88%</b>
1d. I feel I make a contribution to achieving the organisation's objectives	<b>84%</b>
7a. My organisation provides high quality services	<b>83%</b>
2i. People in my workgroup treat customers/clients with respect	<b>83%</b>
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	<b>81%</b>
2a. My workgroup strives to achieve customer/client satisfaction	<b>81%</b>
7b. My organisation strives to match services to customer/client needs	<b>81%</b>
7c. My organisation strives to earn and sustain a high level of public trust	<b>80%</b>
8b. Cultural background is not a barrier to success in my organisation	<b>76%</b>

## - LOWEST AGREEMENT SCORING QUESTIONS

2016  
AGREEMENT  
%

15. I believe action will be taken on the results from this survey by my organisation	<b>28%</b>
7l. My organisation's processes for recruiting employees are efficient	<b>29%</b>
6h. I feel that senior managers listen to employees	<b>30%</b>
5n. My manager appropriately deals with employees who perform poorly	<b>31%</b>
3j. I am satisfied with the opportunities available for career development in my organisation	<b>32%</b>
7f. I feel that change is handled well in my organisation	<b>32%</b>
6g. I feel that senior managers keep employees informed about what's going on	<b>33%</b>
5q. My manager would help me to broaden my experience by supporting my movement to another organisation	<b>34%</b>
6b. I feel that senior leaders effectively lead and manage change	<b>35%</b>
9b. I have confidence in the ways my organisation resolves grievances	<b>36%</b>



### YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are your highest and lowest scoring questions from the survey, based on respondents who have selected 'Strongly Agree' and 'Agree'.

# BUSINESS UNIT COMPARISON



## COMPARISON OF BUSINESS UNITS

This page provides the scores for each of the business units below NSW Health Pathology, 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 Health Pathology	Analytical Science Service	Camperdown campus	Concord campus	Corporate Office	Fairfield, Campbelltown, Camden, Bowral, Bankstown, Canterbury campuses	Forensic Medicine	Hunter (including Taree)	Liverpool campus	Pathology West other	Randwick campus	Regional Northern Rivers, Mid North Coast and New England	Sydney, Kogarah and Sutherland campuses	Sydney/Central Coast
<b>NUMBER OF RESPONDENTS</b>	1154	190	47	24	55	24	46	170	49	130	66	67	66	91
<b>ENGAGEMENT</b>	59%	59%	69%	67%	83%	66%	66%	63%	60%	52%	61%	61%	51%	50%
<b>SENIOR MANAGERS</b>	38%	41%	42%	34%	79%	46%	40%	36%	44%	30%	47%	40%	29%	25%
<b>COMMUNICATION</b>	48%	52%	62%	50%	83%	48%	60%	48%	49%	39%	49%	43%	39%	40%
<b>HIGH PERFORMANCE</b>	60%	64%	67%	63%	85%	58%	71%	60%	66%	53%	63%	57%	50%	53%
<b>PUBLIC SECTOR VALUES</b>	57%	61%	65%	57%	85%	58%	63%	56%	62%	50%	60%	54%	44%	49%
<b>DIVERSITY &amp; INCLUSION</b>	56%	62%	65%	54%	88%	54%	67%	56%	57%	47%	60%	49%	48%	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 10 RESPONDENTS

# BUSINESS UNIT COMPARISON



## COMPARISON OF BUSINESS UNITS

This page provides the scores for each of the business units below NSW Health Pathology, 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 Health Pathology	Westmead	Wollongong, Shellharbour and Shoalhaven campuses
<b>NUMBER OF RESPONDENTS</b>	1154	73	24
<b>ENGAGEMENT</b>	59%	54%	56%
<b>SENIOR MANAGERS</b>	38%	31%	22%
<b>COMMUNICATION</b>	48%	47%	45%
<b>HIGH PERFORMANCE</b>	60%	56%	59%
<b>PUBLIC SECTOR VALUES</b>	57%	52%	48%
<b>DIVERSITY &amp; INCLUSION</b>	56%	51%	54%

**KEY**

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

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## EXPLORE THE FULL SURVEY RESULTS

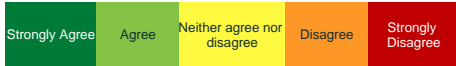
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

ENGAGEMENT	59% RESPONSE SCALE					AGREEMENT %	PMES 2014	HEALTH	SECTOR
Q7o. I would recommend my organisation as a great place to work	13	34	31	12	9	48%	34%	60%	60%
Q7p. I am proud to tell others I work for my organisation	20	40	26	8		60%	50%	68%	68%
Q7q. I feel a strong personal attachment to my organisation	19	36	29	10	7	54%	53%	62%	64%
Q7r. My organisation motivates me to help it achieve its objectives	13	30	33	16	8	43%	35%	54%	55%
Q7s. My organisation inspires me to do the best in my job	14	30	33	15	8	44%	36%	55%	55%

KEY





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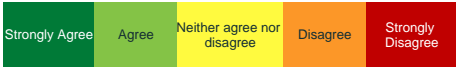
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<b>ENGAGEMENT WITH WORK</b> <span style="float: right;"><b>73%</b> RESPONSE SCALE</span>	AGREEMENT %	HEALTH	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		71%	78%	76%
Q1h. I look for ways to perform my job more effectively		93%	94%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		71%	75%	76%
Q1j. I am satisfied with my job at the present time		57%	63%	63%

**KEY**







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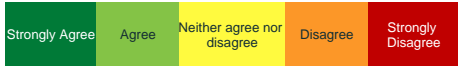
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Some key comparisons are provided.

SENIOR MANAGERS		38% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation		10	29	29	19	13	39%	45%	47%
Q6b. I feel that senior leaders effectively lead and manage change		9	26	30	19	16	35%	42%	43%
Q6c. I feel that senior managers model the values of my organisation		10	28	32	15	15	38%	45%	48%
Q6d. Senior managers encourage innovation by employees		8	28	33	18	12	37%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		9	35	32	14	10	44%	49%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		12	40	28	11	9	52%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		8	25	26	22	18	33%	42%	44%
Q6h. I feel that senior managers listen to employees		8	23	30	21	20	30%	37%	39%
Q7f. I feel that change is handled well in my organisation		7	25	30	24	14	32%	43%	41%

KEY





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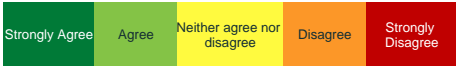
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COMMUNICATION	48% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q5e. My manager communicates effectively with me	17 40 17 13 12	58%	66%	69%
Q5f. My manager encourages and values employee input	17 39 20 11 13	56%	66%	69%
Q5g. My manager involves my workgroup in decisions about our work	14 38 20 13 13	53%	62%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	8 25 26 22 18	33%	42%	44%
Q6h. I feel that senior managers listen to employees	23 30 21 20	30%	37%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	13 49 18 12 9	62%	67%	69%

KEY





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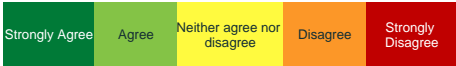
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Some key comparisons are provided.

	HIGH PERFORMANCE				60% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q1a. I understand what is expected of me to do well in my role	37	51	7		88%	91%	90%	
Q1b. I have the tools I need to do my job effectively	18	51	14	14	69%	72%	70%	
Q1c. I get the information I need to do my job well	14	47	20	15	61%	69%	67%	
Q1d. I feel I make a contribution to achieving the organisation's objectives	34	50	10		84%	86%	86%	
Q1e. I feel I am able to suggest ideas to improve our way of doing things	20	43	16	13	63%	70%	69%	
Q2b. People in my workgroup use time and resources efficiently	14	42	23	16	56%	68%	70%	
Q2c. My team works collaboratively to achieve its objectives	18	45	21	12	63%	74%	75%	
Q2d. People in my workgroup have the appropriate skills to do the job well	21	51	16	9	72%	77%	76%	
Q3h. I have received appropriate training and development to do my job well	15	47	20	12	62%	69%	63%	

KEY





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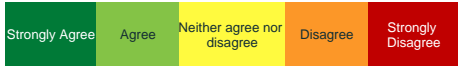
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Some key comparisons are provided.

HIGH PERFORMANCE	60% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	16 44 21 12 8	59%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	12 38 25 16 9	50%	65%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	13 41 24 12 10	54%	63%	65%
Q5j. I have confidence in the decisions my line manager makes	16 36 26 13 10	52%	64%	67%
Q6d. Senior managers encourage innovation by employees	8 28 33 18 12	37%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	9 35 32 14 10	44%	49%	52%
Q7d. My organisation focuses on improving the work we do	24 47 19 7	71%	76%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	18 38 26 12	55%	61%	62%
Q7g. There is good co-operation between teams across our organisation	8 32 32 20 9	39%	50%	48%

KEY





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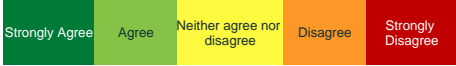
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Some key comparisons are provided.

	HIGH PERFORMANCE					60% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7n. My organisation generally selects capable people to do the job	8	41	29	14	8		49%	53%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	11	43	33	9			54%	67%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	25	56	15				81%	84%	85%

KEY





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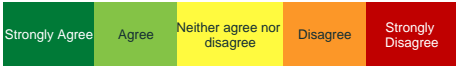
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	57% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q2a. My workgroup strives to achieve customer/client satisfaction	29	52	11	8	0	81%	85%	85%
Q2b. People in my workgroup use time and resources efficiently	14	42	23	16	5	56%	68%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	16	36	24	16	8	52%	64%	67%
Q2h. People in my workgroup treat each other with respect	17	39	23	15	7	55%	68%	72%
Q2i. People in my workgroup treat customers/clients with respect	27	55	12	6	0	83%	86%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	16	44	21	12	8	59%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	12	38	25	16	9	50%	65%	64%
Q5d. My manager listens to what I have to say	19	41	17	11	11	60%	70%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	14	35	24	13	14	49%	61%	64%

KEY





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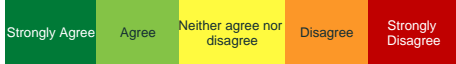
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	57% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q5k. My manager treats employees with dignity and respect	20	44	17	10	9	63%	72%	76%
Q5l. My manager talks to me about how the values apply to my work	13	30	29	17	10	43%	58%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	10	29	29	19	13	39%	45%	47%
Q6c. I feel that senior managers model the values of my organisation	10	28	32	15	15	38%	45%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	12	40	28	11	9	52%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	8	25	26	22	18	33%	42%	44%
Q6h. I feel that senior managers listen to employees	23	30	21	20		30%	37%	39%
Q7a. My organisation provides high quality services	29	54	12			83%	81%	80%
Q7b. My organisation strives to match services to customer/client needs	26	55	13			81%	80%	80%

KEY





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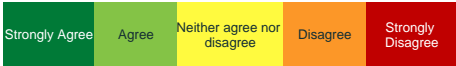
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	57% 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	28	52	14			80%	82%	83%
Q7d. My organisation focuses on improving the work we do	24	47	19	7		71%	76%	76%
Q7h. People in my organisation take responsibility for their own actions		33	34	17	10	39%	48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	9	39	34	11		48%	58%	63%

KEY







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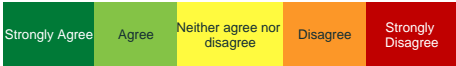
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Some key comparisons are provided.

DIVERSITY & INCLUSION	56% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	11	37	24	19	9	48%	60%	59%
Q5d. My manager listens to what I have to say	19	41	17	11	11	60%	70%	73%
Q5f. My manager encourages and values employee input	17	39	20	11	13	56%	66%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	14	39	21	13	12	54%	63%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	14	35	24	13	14	49%	61%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	15	25	44	7	9	40%	49%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	17	50	22	7	4	67%	73%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	11	43	33	9	6	54%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	13	49	18	12	9	62%	67%	69%

KEY





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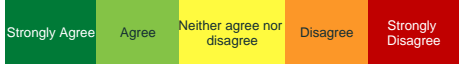
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DIVERSITY & INCLUSION	56% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	25	56	15			81%	84%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	13	36	26	14	11	49%	55%	58%

### KEY





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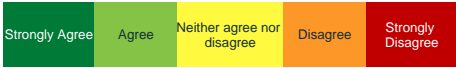
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RECRUITMENT	39% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient		29%	32%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair		41%	43%	41%
Q7n. My organisation generally selects capable people to do the job		49%	53%	51%

### KEY





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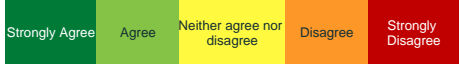
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EMPLOYEE VALUE PROPOSITION	39%	RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR			
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	11	31	32	14	12	42%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	9	25	40	13	13	34%	51%	53%
Q7g. There is good co-operation between teams across our organisation	8	32	32	20	9	39%	50%	48%

### KEY





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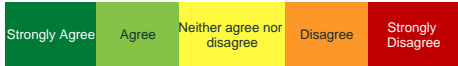
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## PERFORMANCE FRAMEWORK & DEVELOPMENT

**46%** RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		43%	62%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		55%	68%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		39%	58%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		44%	59%	59%
Q3e. My performance is assessed against clear criteria		37%	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		61%	69%	71%
Q3g. I am able to access the right learning and development opportunities as required		54%	66%	60%
Q3h. I have received appropriate training and development to do my job well		62%	69%	63%
Q3i. I have a strong desire to advance my career		69%	69%	69%

KEY





## EXPLORE THE FULL SURVEY RESULTS

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

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

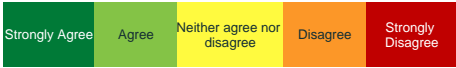
Some key comparisons are provided.

## PERFORMANCE FRAMEWORK & DEVELOPMENT

**46%** RESPONSE SCALE

						AGREEMENT %	HEALTH	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	8	24	30	21	17	32%	48%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	13	23	37	18	9	36%	40%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	16	35	20	17	12	51%	64%	67%
Q5n. My manager appropriately deals with employees who perform poorly	8	22	29	22	18	31%	44%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	11	37	29	11	11	49%	61%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	11	31	32	14	12	42%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	9	25	40	13	13	34%	51%	53%
Q7j. My organisation is committed to developing its employees	9	31	32	17	10	40%	53%	53%

KEY





## EXPLORE THE FULL SURVEY RESULTS

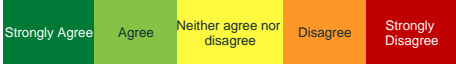
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

MOBILITY	37% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	13	23	37	18	9	36%	40%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	11	31	32	14	12	42%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	9	25	40	13	13	34%	51%	53%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

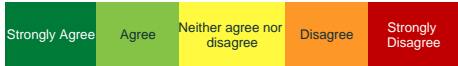
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

<b>PAY &amp; BENEFITS</b> <span style="float: right;"><b>53%</b> RESPONSE SCALE</span>	AGREEMENT %	HEALTH	SECTOR
Q4a. I am paid fairly for the work I do	49%	55%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	57%	60%	60%

**KEY**







## EXPLORE THE FULL SURVEY RESULTS

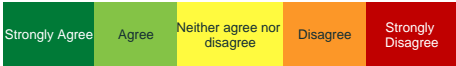
This section shows results for all the survey questions grouped by key themes.

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	70% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	21	55	17		76%	77%	77%
Q8c. Age is not a barrier to success in my organisation	19	50	18	8	70%	73%	71%
Q8d. Disability is not a barrier to success in my organisation	16	45	31		61%	66%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	22	51	23		73%	76%	76%
Q8f. Gender is not a barrier to success in my organisation	20	51	21		71%	75%	74%

KEY





## EXPLORE THE FULL SURVEY RESULTS

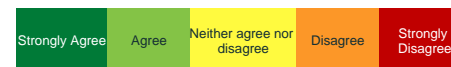
This section shows results for all the survey questions grouped by key themes.

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.

	53% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	11	37	24	19	9	48%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level	9	42	22	17	10	51%	60%	58%
Q1l. My workload is acceptable	7	42	22	18	10	49%	54%	55%
Q2e. I receive help and support from other members of my workgroup	21	50	17	8		72%	78%	80%
Q2f. There is good team spirit in my workgroup	19	35	21	15	11	53%	64%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	10	35	27	16	12	45%	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.

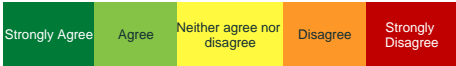
## ACTION ABOUT SURVEY RESULTS

**28%** RESPONSE SCALE

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



### KEY





## EXPLORE THE FULL SURVEY RESULTS

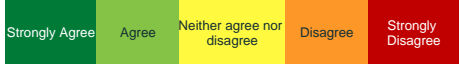
This section shows results for all the survey questions grouped by key themes.

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	42% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		48%	58%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		36%	43%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		43%	48%	49%

KEY





## EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
<b>Q13.</b> What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		47%	42%	46%
Better skills in my workgroup		29%	28%	27%
Improved career opportunities		54%	47%	52%
Improved learning and development opportunities		49%	49%	50%
Greater involvement in decision making		35%	32%	33%
Better pay and benefits		59%	58%	58%
Greater recognition for the work I do		47%	44%	45%
Better leadership from senior managers		43%	37%	39%



## EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
<b>Q13.</b> What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		37%	29%	27%
Better accountability for performance		32%	24%	25%
A better location		21%	19%	20%
More flexible working conditions		39%	38%	38%
Better work/life balance		46%	43%	46%
Improved facilities		31%	32%	30%
Improved technology and systems		36%	33%	38%
Better job security		39%	33%	43%



## EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

WORKPLACE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
<b>Q9a.</b> In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		75%	77%	72%
No		21%	19%	24%
Don't Know		4%	3%	4%



## EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		32%	31%	25%
No		53%	59%	64%
Don't Know		15%	10%	11%
<b>Q10b.</b> Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		59%	65%	63%
No		39%	33%	35%
Don't Know		2%	1%	2%





## EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
<b>Q10c.</b> In the last 12 months I have witnessed bullying at work				
Yes		43%	43%	35%
No		50%	50%	58%
Don't Know		8%	6%	7%
<b>Q10d.</b> In the last 12 months I have been the subjected to bullying at work				
Yes		22%	24%	20%
No		71%	71%	75%
Don't Know		8%	5%	5%



## EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
<b>Q10e.</b> Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months.				
A senior manager		22%	20%	23%
Your Immediate Manager/Supervisor		28%	26%	26%
A fellow worker at your level		23%	29%	25%
A subordinate		9%	7%	8%
A client or customer		3%	2%	2%
Other		2%	5%	4%
Prefer not to say		15%	11%	13%



## EXPLORE THE FULL SURVEY RESULTS

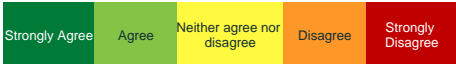
This section shows results for all the survey questions grouped by key themes.

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	38	20	22	11	47%	59%
Q2. I believe I am valued for what I can offer at my workplace	14	46	20	12	8	60%	69%
Q3. In my workplace, we recognise our successes and innovations	11	39	28	16	7	49%	64%
Q4. Staff are treated respectfully regardless of their job	14	46	19	14		60%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	10	31	26	18	15	40%	49%
Q6. Overall, I have confidence in the decisions made by my senior managers	10	32	26	18	14	42%	50%

KEY





## EXPLORE THE FULL SURVEY RESULTS

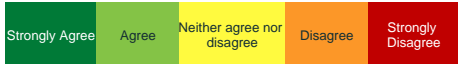
This section shows results for all the survey questions grouped by key themes.

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	8 35 24 19 13	44%	50%
Q8. Where I work, we share the lessons learnt when mistakes are made	13 48 22 11	61%	64%
Q9. My team's objectives/work plans are clearly outlined	11 44 28 11	55%	64%
Q10. Our objectives/work plans help us to deliver a quality service	13 46 29 8	58%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	8 24 33 20 16	31%	41%

KEY



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

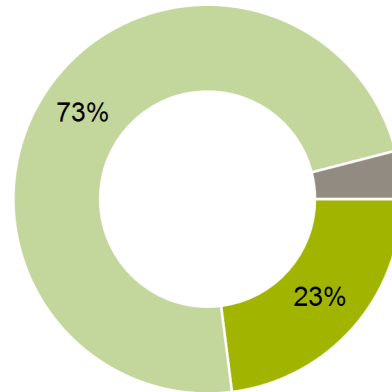
	RESPONSE SCALE	PERCENTAGE%
<b>Gender</b>		
Male		30%
Female		69%
Other		1%
<b>Age</b>		
<35		23%
35 - 54		51%
> 54		26%

# PROFILE OF RESPONDENTS

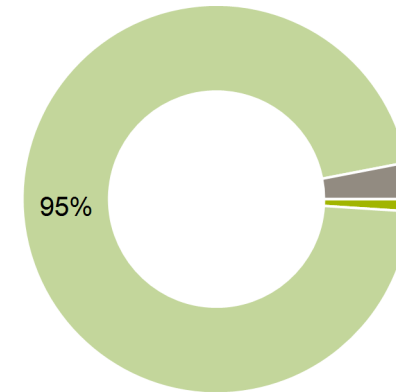


## PERSONAL PROFILES

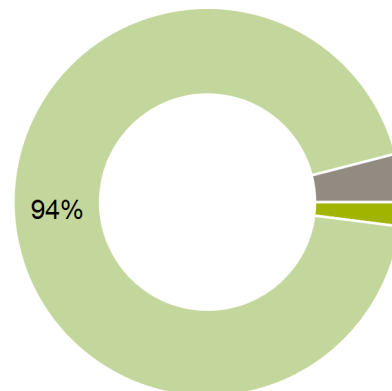
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



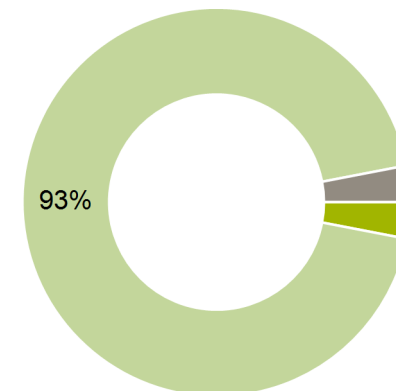
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		8%
1 - 2 years		9%
2 - 5 years		17%
5 - 10 years		20%
10 - 20 years		24%
More than 20 years		21%

# PROFILE OF RESPONDENTS



## WORK PROFILES

TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		20%
Other service delivery work		34%
Administrative support		9%
Corporate services		9%
Research		2%
Program and project management support		2%
Other		25%

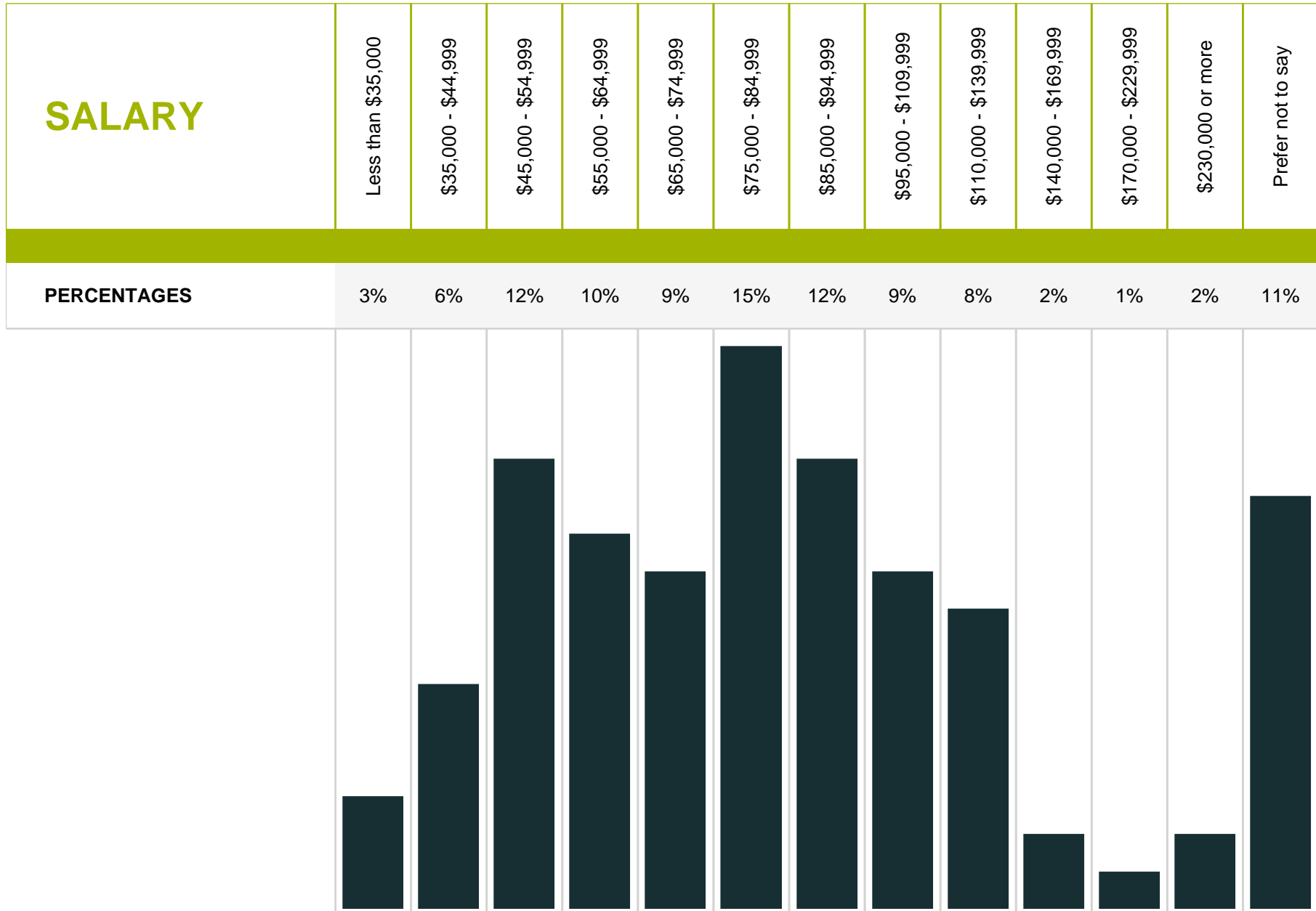


# PROFILE OF RESPONDENTS



## 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 Health Pathology	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
<b>NUMBER OF RESPONDENTS</b>	1154	203	348	88	92	0	16	16	0	250
<b>ENGAGEMENT</b>	59%	61%	57%	63%	73%	(r)	(r)	(r)	(r)	54%
<b>SENIOR MANAGERS</b>	38%	37%	33%	41%	66%	(r)	(r)	(r)	(r)	31%
<b>COMMUNICATION</b>	48%	47%	46%	53%	72%	(r)	(r)	(r)	(r)	42%
<b>HIGH PERFORMANCE</b>	60%	61%	58%	65%	76%	(r)	(r)	(r)	(r)	55%
<b>PUBLIC SECTOR VALUES</b>	57%	56%	55%	62%	74%	(r)	(r)	(r)	(r)	51%
<b>DIVERSITY &amp; INCLUSION</b>	56%	55%	54%	64%	77%	(r)	(r)	(r)	(r)	51%

### 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 Health Pathology	Less than \$35,000	\$35,000 - \$44,999	\$45,000 - \$54,999	\$55,000 - \$64,999	\$65,000 - \$74,999	\$75,000 - \$84,999	\$85,000 - \$94,999	\$95,000 - \$109,999	\$110,000 - \$139,999	\$140,000 - \$169,999	\$170,000 - \$229,999	\$230,000 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	1154	28	58	124	98	93	156	122	95	80	16	7	17	114
<b>ENGAGEMENT</b>	59%	(r)	62%	58%	60%	59%	56%	54%	66%	63%	(r)	(r)	(r)	60%
<b>SENIOR MANAGERS</b>	38%	(r)	35%	33%	37%	32%	35%	35%	46%	50%	(r)	(r)	(r)	34%
<b>COMMUNICATION</b>	48%	(r)	46%	39%	52%	42%	46%	46%	61%	58%	(r)	(r)	(r)	46%
<b>HIGH PERFORMANCE</b>	60%	(r)	56%	57%	64%	56%	59%	57%	68%	66%	(r)	(r)	(r)	59%
<b>PUBLIC SECTOR VALUES</b>	57%	(r)	53%	52%	58%	52%	55%	54%	66%	62%	(r)	(r)	(r)	55%
<b>DIVERSITY &amp; INCLUSION</b>	56%	(r)	51%	51%	61%	52%	54%	54%	69%	65%	(r)	(r)	(r)	52%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# 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 Health Pathology	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
<b>NUMBER OF RESPONDENTS</b>	1154	83	90	175	203	239	212
<b>ENGAGEMENT</b>	59%	73%	63%	66%	54%	55%	57%
<b>SENIOR MANAGERS</b>	38%	54%	48%	43%	30%	33%	34%
<b>COMMUNICATION</b>	48%	69%	57%	54%	41%	46%	44%
<b>HIGH PERFORMANCE</b>	60%	76%	67%	65%	55%	57%	57%
<b>PUBLIC SECTOR VALUES</b>	57%	73%	65%	63%	51%	53%	53%
<b>DIVERSITY &amp; INCLUSION</b>	56%	78%	66%	63%	49%	53%	52%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# 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 Health Pathology	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
<b>NUMBER OF RESPONDENTS</b>	1154	0	26	92	115	103	139	113	154	167	71	18
<b>ENGAGEMENT</b>	59%	(r)	(r)	61%	59%	61%	57%	63%	61%	57%	55%	(r)
<b>SENIOR MANAGERS</b>	38%	(r)	(r)	41%	35%	38%	37%	45%	35%	38%	31%	(r)
<b>COMMUNICATION</b>	48%	(r)	(r)	50%	52%	52%	47%	55%	45%	46%	41%	(r)
<b>HIGH PERFORMANCE</b>	60%	(r)	(r)	65%	62%	63%	58%	65%	59%	58%	55%	(r)
<b>PUBLIC SECTOR VALUES</b>	57%	(r)	(r)	60%	58%	59%	55%	62%	55%	55%	52%	(r)
<b>DIVERSITY &amp; INCLUSION</b>	56%	(r)	(r)	62%	63%	58%	53%	62%	53%	53%	51%	(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 Health Pathology	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	1154	306	699	8
<b>ENGAGEMENT</b>	59%	59%	60%	(r)
<b>SENIOR MANAGERS</b>	38%	41%	37%	(r)
<b>COMMUNICATION</b>	48%	54%	47%	(r)
<b>HIGH PERFORMANCE</b>	60%	62%	60%	(r)
<b>PUBLIC SECTOR VALUES</b>	57%	59%	56%	(r)
<b>DIVERSITY &amp; INCLUSION</b>	56%	61%	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

# 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 Health Pathology	Junior Medical Officer	Career Medical Officer, Hospitalist	Staff Specialist	Visiting Medical Officer	Clinical Academic	Assistant in Nursing	Enrolled Nurse	Registered Nurse/Midwife, Clinical Nurse/Midwife Specialist/Consultant, Practitioner	Nurse/Midwifery Educator and Clinical Nurse/Midwifery Educator	Nurse/Midwifery Manager	Support Officers	Information Management	Clinical Support Executive
<b>NUMBER OF RESPONDENTS</b>	1154	6	0	29	0	0	0	6	6	0	2	9	1	0
<b>ENGAGEMENT</b>	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	38%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	48%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	56%	(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 Health Pathology	Administrative and Executive Assistant	Corporate Services	Senior Manager/Executive	Allied Health Professional	Allied Health Assistant	Health Education, Health Promotion and Health Protection	Counsellor, Welfare Support	Interpreters and Liaison Officer	Aboriginal Health Workers and Aboriginal Education Officers	Technician/Technologist	Hospital Scientist/Biomedical Engineers	Researchers	Data Analyst
<b>NUMBER OF RESPONDENTS</b>	1154	55	55	16	9	9	0	0	1	0	54	316	0	10
<b>ENGAGEMENT</b>	59%	58%	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	58%	56%	(r)	(r)
<b>SENIOR MANAGERS</b>	38%	38%	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	28%	34%	(r)	(r)
<b>COMMUNICATION</b>	48%	46%	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	41%	45%	(r)	(r)
<b>HIGH PERFORMANCE</b>	60%	62%	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	57%	58%	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	57%	57%	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	51%	55%	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	56%	59%	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	51%	55%	(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 Health Pathology	Technical Officers/Technical Assistant	Dental Officer, Therapists and Hygienist	Dental Specialist	Dental Assistant	Trainee Dental Assistant	Operational Ambulance Officers	Operational Ambulance Managers	Project Director	Project Manager	Project Officer	Cleaning, Linen and Food	Motor Vehicle, Patient Transport	Security Services, Fire Safety
<b>NUMBER OF RESPONDENTS</b>	1154	185	0	0	1	0	0	0	0	10	3	1	1	0
<b>ENGAGEMENT</b>	59%	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	38%	30%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	48%	42%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	60%	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	57%	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	56%	48%	(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 Health Pathology	Residential Care Attendant, Patient Care Assistant, Patient Services, Wardsperson	Warehouse staff	Tradesperson	Apprentice Trade Worker and Trade Assistant	Trainee	Volunteer	Other job role	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	1154	0	3	1	2	0	0	20	28
<b>ENGAGEMENT</b>	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	38%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	48%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	56%	(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.

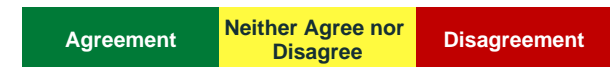
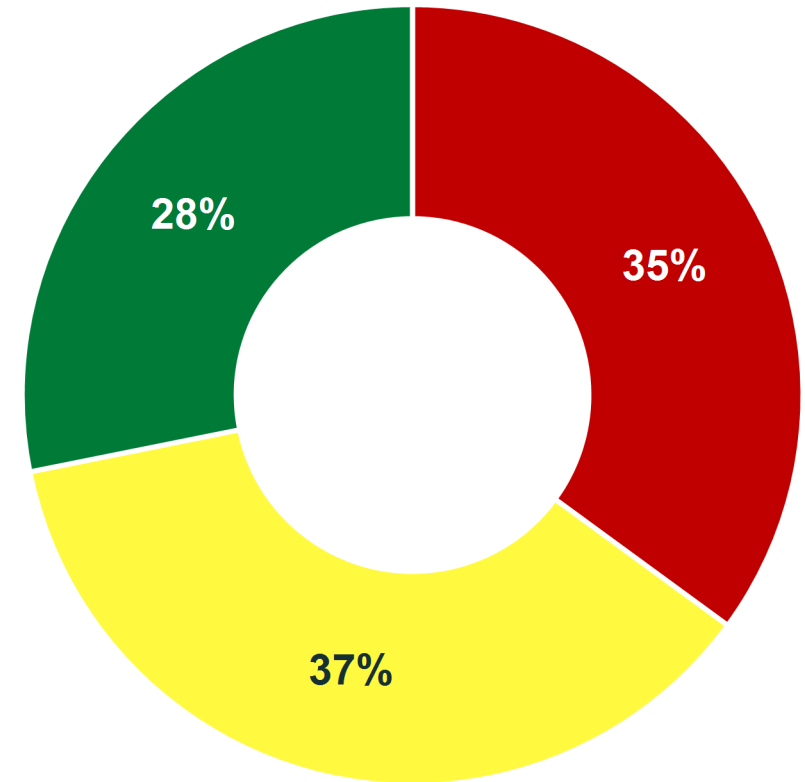
**28%**

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

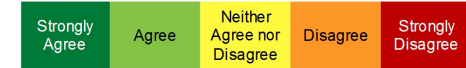
## ANONYMITY RULES

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

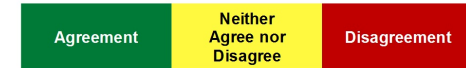
There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees). Where people work in small teams, the results are merged with 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%