PEOPLE MATTER 2016

NSW Public Sector Employee Survey

Health

South Eastern Sydney Local Health District

CONTENTS OF REPORT

HEADLINES

RESPONSE RATE

13%

1,596 RESPONSES OUT OF 11,895 EMPLOYEES

ENGAGEMENT INDEX

64%

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.

+	**HIGHEST AGREEMENT SCORING QUESTIONS**	2016 AGREEMENT %
1h.	I look for ways to perform my job more effectively	**94%**
1a.	I understand what is expected of me to do well in my role	**90%**
2i.	People in my workgroup treat customers/clients with respect	**87%**
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	**87%**
2a.	My workgroup strives to achieve customer/client satisfaction	**86%**
1d.	I feel I make a contribution to achieving the organisation's objectives	**86%**
7a.	My organisation provides high quality services	**84%**
7c.	My organisation strives to earn and sustain a high level of public trust	**83%**
7b.	My organisation strives to match services to customer/client needs	**83%**
2d.	People in my workgroup have the appropriate skills to do the job well	**79%**

–	**LOWEST AGREEMENT SCORING QUESTIONS**	2016 AGREEMENT %
15.	I believe action will be taken on the results from this survey by my organisation	**30%**
7l.	My organisation's processes for recruiting employees are efficient	**34%**
6h.	I feel that senior managers listen to employees	**35%**
6b.	I feel that senior leaders effectively lead and manage change	**39%**
7f.	I feel that change is handled well in my organisation	**39%**
9b.	I have confidence in the ways my organisation resolves grievances	**40%**
5n.	My manager appropriately deals with employees who perform poorly	**41%**
6c.	I feel that senior managers model the values of my organisation	**41%**
6a.	I believe senior managers provide clear direction for the future of the organisation	**43%**
6g.	I feel that senior managers keep employees informed about what's going on	**43%**

i

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 South Eastern Sydney Local Health District, using the same key question groups.

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

	South Eastern Sydney Local Health District	Albion Centre	Drug & Alcohol Services	Garrawarra Centre	Kirketon Road Centre	Oral Health Services	Planning, Population Health & Equity	Prince of Wales Hospital	Royal Hospital for Women	Primary and Integrated Health	Mental Health Services - Randwick & Eastern Suburbs, Sutherland and St George	Services: CE Office, PMO, iiHub, Nursing & Midwifery, ICT & Workforce Services	St George Hospital & Community Health Services	Sutherland Hospital & Community Health Services
NUMBER OF RESPONDENTS	1596	17	62	25	25	31	30	306	85	23	84	79	318	294
ENGAGEMENT	64%	54%	59%	72%	87%	66%	57%	61%	71%	77%	58%	65%	63%	65%
SENIOR MANAGERS	44%	31%	39%	68%	87%	63%	47%	33%	50%	78%	31%	48%	42%	43%
COMMUNICATION	57%	58%	50%	74%	81%	61%	59%	51%	65%	87%	47%	60%	55%	57%
HIGH PERFORMANCE	69%	63%	66%	83%	90%	77%	70%	63%	72%	89%	61%	69%	66%	69%
PUBLIC SECTOR VALUES	65%	59%	60%	77%	89%	73%	65%	58%	68%	85%	56%	66%	63%	65%
DIVERSITY & INCLUSION	65%	63%	63%	82%	86%	66%	65%	59%	71%	89%	58%	68%	63%	65%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

COMPARISON OF BUSINESS UNITS

This page provides the scores for each of the business units below South Eastern Sydney Local Health District, using the same key question groups.

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

	South Eastern Sydney Local Health District	Sydney and Sydney Eye Hospital	Calvary Hospital	War Memorial Hospital
NUMBER OF RESPONDENTS	1596	85	36	45
ENGAGEMENT	64%	71%	65%	77%
SENIOR MANAGERS	44%	54%	32%	69%
COMMUNICATION	57%	61%	54%	76%
HIGH PERFORMANCE	69%	73%	68%	83%
PUBLIC SECTOR VALUES	65%	68%	66%	84%
DIVERSITY & INCLUSION	65%	67%	66%	79%

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 — 64% RESPONSE SCALE

	Response distribution	AGREEMENT %	PMES 2014	HEALTH	SECTOR
Q7o. I would recommend my organisation as a great place to work	17 / 43 / 26 / 7	60%	61%	60%	60%
Q7p. I am proud to tell others I work for my organisation	23 / 46 / 21	69%	71%	68%	68%
Q7q. I feel a strong personal attachment to my organisation	21 / 42 / 24 / 9	63%	66%	62%	64%
Q7r. My organisation motivates me to help it achieve its objectives	14 / 39 / 29 / 12	53%	52%	54%	55%
Q7s. My organisation inspires me to do the best in my job	15 / 38 / 29 / 11	53%	53%	55%	55%

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

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ENGAGEMENT WITH WORK   77% RESPONSE SCALE

	Response distribution	AGREEMENT %	HEALTH	SECTOR
Q1g. My job gives me a feeling of personal accomplishment	30 / 48 / 11 / 7	79%	78%	76%
Q1h. I look for ways to perform my job more effectively	43 / 51	94%	94%	95%
Q1i. I feel motivated to contribute more than what is normally required at work	32 / 41 / 16 / 7	74%	75%	76%
Q1j. I am satisfied with my job at the present time	20 / 42 / 18 / 14	62%	63%	63%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

EXPLORE THE FULL SURVEY RESULTS

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Some key comparisons are provided.

SENIOR MANAGERS   **44%** RESPONSE SCALE

Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	HEALTH	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	11	32	28	17	12	43%	45%	47%
Q6b. I feel that senior leaders effectively lead and manage change	11	28	29	19	13	39%	42%	43%
Q6c. I feel that senior managers model the values of my organisation	12	29	30	16	13	41%	45%	48%
Q6d. Senior managers encourage innovation by employees	13	36	28	14	8	49%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	12	36	31	12	8	49%	49%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	14	41	27	11		55%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	10	33	26	18	13	43%	42%	44%
Q6h. I feel that senior managers listen to employees	9	26	31	19	15	35%	37%	39%
Q7f. I feel that change is handled well in my organisation	9	30	29	22	10	39%	43%	41%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

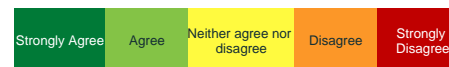## EXPLORE THE FULL SURVEY RESULTS

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Some key comparisons are provided.

COMMUNICATION   57% RESPONSE SCALE

	Response breakdown	AGREEMENT %	HEALTH	SECTOR
Q5e. My manager communicates effectively with me	27 / 39 / 14 / 11 / 9	66%	66%	69%
Q5f. My manager encourages and values employee input	29 / 38 / 14 / 11 / 8	67%	66%	69%
Q5g. My manager involves my workgroup in decisions about our work	24 / 40 / 17 / 10 / 9	64%	62%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	10 / 33 / 26 / 18 / 13	43%	42%	44%
Q6h. I feel that senior managers listen to employees	9 / 26 / 31 / 19 / 15	35%	37%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	19 / 50 / 15 / 8 / 8	68%	67%	69%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

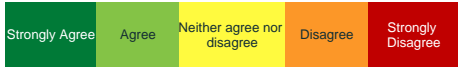## EXPLORE THE FULL SURVEY RESULTS

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Some key comparisons are provided.

HIGH PERFORMANCE   **69%** RESPONSE SCALE

Question	Response Scale	AGREEMENT %	HEALTH	SECTOR
Q1a. I understand what is expected of me to do well in my role	40 / 49	90%	91%	90%
Q1b. I have the tools I need to do my job effectively	19 / 53 / 13 / 13	71%	72%	70%
Q1c. I get the information I need to do my job well	17 / 51 / 17 / 11	68%	69%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	34 / 52 / 8	86%	86%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	23 / 47 / 15 / 11	70%	70%	69%
Q2b. People in my workgroup use time and resources efficiently	23 / 44 / 18 / 12	67%	68%	70%
Q2c. My team works collaboratively to achieve its objectives	29 / 46 / 13 / 9	75%	74%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	29 / 49 / 12	79%	77%	76%
Q3h. I have received appropriate training and development to do my job well	21 / 48 / 19 / 8	69%	69%	63%

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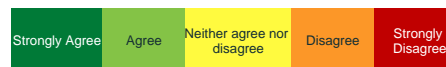
ALL QUESTIONS

EXPLORE THE FULL SURVEY RESULTS

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Some key comparisons are provided.

HIGH PERFORMANCE 69% RESPONSE SCALE

	Response distribution	AGREEMENT %	HEALTH	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	26 / 44 / 15 / 9	70%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	22 / 42 / 19 / 11	64%	65%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	21 / 40 / 21 / 11	61%	63%	65%
Q5j. I have confidence in the decisions my line manager makes	23 / 40 / 18 / 11 / 8	63%	64%	67%
Q6d. Senior managers encourage innovation by employees	13 / 36 / 28 / 14 / 8	49%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	12 / 36 / 31 / 12 / 8	49%	49%	52%
Q7d. My organisation focuses on improving the work we do	24 / 53 / 16	77%	76%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	17 / 44 / 24 / 11	61%	61%	62%
Q7g. There is good co-operation between teams across our organisation	11 / 40 / 27 / 16	51%	50%	48%

KEY

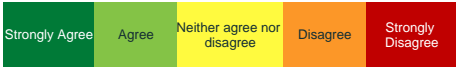| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

HIGH PERFORMANCE   69% RESPONSE SCALE

	Graph	AGREEMENT %	HEALTH	SECTOR
Q7n. My organisation generally selects capable people to do the job	9 / 48 / 22 / 13 / 8	57%	53%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	18 / 51 / 20 / 8	70%	67%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	35 / 52 / 10	87%	84%	85%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

EXPLORE THE FULL SURVEY RESULTS

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

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Some key comparisons are provided.

PUBLIC SECTOR VALUES   **65%** RESPONSE SCALE

	RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction	39 / 47 / 8	86%	85%	85%
Q2b. People in my workgroup use time and resources efficiently	23 / 44 / 18 / 12	67%	68%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	25 / 41 / 18 / 10	66%	64%	67%
Q2h. People in my workgroup treat each other with respect	28 / 42 / 16 / 9	70%	68%	72%
Q2i. People in my workgroup treat customers/clients with respect	41 / 46 / 9	87%	86%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	26 / 44 / 15 / 9	70%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	22 / 42 / 19 / 11	64%	65%	64%
Q5d. My manager listens to what I have to say	30 / 40 / 12 / 10 / 8	71%	70%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	24 / 37 / 20 / 9 / 10	60%	61%	64%

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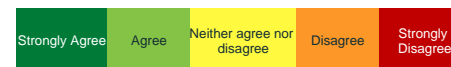
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Some key comparisons are provided.

PUBLIC SECTOR VALUES — 65% RESPONSE SCALE

Question	Responses	AGREEMENT %	HEALTH	SECTOR
Q5k. My manager treats employees with dignity and respect	32 / 40 / 13 / 8 / 7	72%	72%	76%
Q5l. My manager talks to me about how the values apply to my work	21 / 34 / 22 / 14 / 9	55%	58%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	11 / 32 / 28 / 17 / 12	43%	45%	47%
Q6c. I feel that senior managers model the values of my organisation	12 / 29 / 30 / 16 / 13	41%	45%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	14 / 41 / 27 / 11	55%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	10 / 33 / 26 / 18 / 13	43%	42%	44%
Q6h. I feel that senior managers listen to employees	9 / 26 / 31 / 19 / 15	35%	37%	39%
Q7a. My organisation provides high quality services	27 / 57 / 11	84%	81%	80%
Q7b. My organisation strives to match services to customer/client needs	26 / 56 / 11	83%	80%	80%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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 — 65% RESPONSE SCALE

Question	Responses	AGREEMENT %	HEALTH	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	29 / 54 / 13	83%	82%	83%
Q7d. My organisation focuses on improving the work we do	24 / 53 / 16	77%	76%	76%
Q7h. People in my organisation take responsibility for their own actions	9 / 40 / 30 / 14	49%	48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	11 / 45 / 29 / 9	56%	58%	63%

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

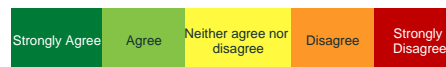**EXPLORE THE FULL SURVEY RESULTS**

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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.

DIVERSITY & INCLUSION

65% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	17	39	20	16	8	56%	60%	59%
Q5d. My manager listens to what I have to say	30	40	12	10	8	71%	70%	73%
Q5f. My manager encourages and values employee input	29	38	14	11	8	67%	66%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	24	38	18	10	9	63%	63%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	24	37	20	9	10	60%	61%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	16	34	34	7	8	50%	49%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	20	54	16			74%	73%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	18	51	20	8		70%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	19	50	15	8	8	68%	67%	69%

KEY

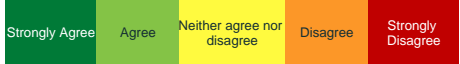| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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.

DIVERSITY & INCLUSION

65% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	35 / 52 / 10	87%	84%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? *Response scale Very satisfied - Very unsatisfied*	15 / 36 / 22 / 17 / 10	50%	55%	58%

KEY

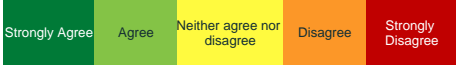| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

EXPLORE THE FULL SURVEY RESULTS

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Some key comparisons are provided.

RECRUITMENT — 45% RESPONSE SCALE

	Response distribution	AGREEMENT %	HEALTH	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	28 / 26 / 24 / 16	34%	32%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	8 / 37 / 30 / 14 / 11	45%	43%	41%
Q7n. My organisation generally selects capable people to do the job	9 / 48 / 22 / 13 / 8	57%	53%	51%

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

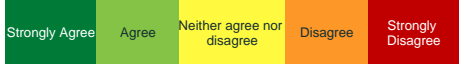## EXPLORE THE FULL SURVEY RESULTS

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EMPLOYEE VALUE PROPOSITION 52% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	21 · 35 · 27 · 9 · 8	56%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	19 · 31 · 34 · 9 · 8	49%	51%	53%
Q7g. There is good co-operation between teams across our organisation	11 · 40 · 27 · 16	51%	50%	48%

KEY

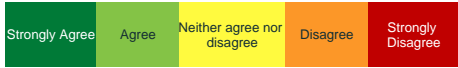| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT

57% RESPONSE SCALE

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	HEALTH	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives	16	42	17	17	8	59%	62%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	24	43	13	13	8	67%	68%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	20	36	17	18	9	55%	58%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	18	38	19	17	8	55%	59%	59%
Q3e. My performance is assessed against clear criteria	15	36	23	17	9	51%	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	25	42	14	10	9	67%	69%	71%
Q3g. I am able to access the right learning and development opportunities as required	19	45	18	12		64%	66%	60%
Q3h. I have received appropriate training and development to do my job well	21	48	19	8		69%	69%	63%
Q3i. I have a strong desire to advance my career	34	37	22			71%	69%	69%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

EXPLORE THE FULL SURVEY RESULTS

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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT

57% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	HEALTH	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	12	32	27	18	11	44%	48%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	17	27	33	15	8	44%	40%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	26	39	16	10	8	65%	64%	67%
Q5n. My manager appropriately deals with employees who perform poorly	15	26	32	16	11	41%	44%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	21	41	22	9	7	61%	61%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	21	35	27	9	8	56%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	19	31	34	9	8	49%	51%	53%
Q7j. My organisation is committed to developing its employees	12	41	28	12	7	53%	53%	53%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

MOBILITY

50% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	17 / 27 / 33 / 15 / 8	44%	40%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	21 / 35 / 27 / 9 / 8	56%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	19 / 31 / 34 / 9 / 8	49%	51%	53%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

PAY & BENEFITS — 57% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q4a. I am paid fairly for the work I do	11 / 44 / 18 / 20 / 7	55%	55%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	12 / 48 / 22 / 14	60%	60%	60%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

DIVERSITY GROUPS   74% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	22 / 54 / 17	76%	77%	77%
Q8c. Age is not a barrier to success in my organisation	20 / 52 / 17 / 7	72%	73%	71%
Q8d. Disability is not a barrier to success in my organisation	18 / 48 / 27	66%	66%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	24 / 55 / 18	79%	76%	76%
Q8f. Gender is not a barrier to success in my organisation	22 / 53 / 17	75%	75%	74%

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

EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

WORKPLACE SUPPORT

61% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	17 / 39 / 20 / 16 / 8	56%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level	13 / 47 / 17 / 16	60%	60%	58%
Q1l. My workload is acceptable	11 / 44 / 20 / 18 / 8	55%	54%	55%
Q2e. I receive help and support from other members of my workgroup	31 / 46 / 14	77%	78%	80%
Q2f. There is good team spirit in my workgroup	29 / 37 / 17 / 11	66%	64%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	11 / 40 / 24 / 17 / 8	51%	52%	56%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

EXPLORE THE FULL SURVEY RESULTS

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

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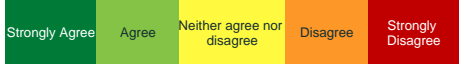
Some key comparisons are provided.

ACTION ABOUT SURVEY RESULTS

30% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q15. I believe action will be taken on the results from this survey by my organisation	24 39 20 12	30%	34%	32%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

EXPLORE THE FULL SURVEY RESULTS

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

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

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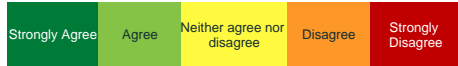
WORKPLACE CONDUCT   48%   RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	11 / 45 / 29 / 9	56%	58%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	8 / 32 / 32 / 17 / 11	40%	43%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	11 / 36 / 27 / 15 / 11	47%	48%	49%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		47%	42%	46%
Better skills in my workgroup		26%	28%	27%
Improved career opportunities		52%	47%	52%
Improved learning and development opportunities		53%	49%	50%
Greater involvement in decision making		35%	32%	33%
Better pay and benefits		58%	58%	58%
Greater recognition for the work I do		45%	44%	45%
Better leadership from senior managers		40%	37%	39%

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		30%	29%	27%
Better accountability for performance		23%	24%	25%
A better location		19%	19%	20%
More flexible working conditions		42%	38%	38%
Better work/life balance		44%	43%	46%
Improved facilities		34%	32%	30%
Improved technology and systems		37%	33%	38%
Better job security		32%	33%	43%

EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

WORKPLACE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q9a. In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		73%	77%	72%
No		23%	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
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		32%	31%	25%
No		57%	59%	64%
Don't Know		11%	10%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		61%	65%	63%
No		37%	33%	35%
Don't Know		2%	1%	2%

EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		44%	43%	35%
No		49%	50%	58%
Don't Know		6%	6%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		24%	24%	20%
No		71%	71%	75%
Don't Know		5%	5%	5%

ⓘ

EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q10e. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months.				
A senior manager		25%	20%	23%
Your Immediate Manager/Supervisor		28%	26%	26%
A fellow worker at your level		24%	29%	25%
A subordinate		8%	7%	8%
A client or customer		1%	2%	2%
A member of the public other than a client or customer		0%	1%	0%
Other		4%	5%	4%
Prefer not to say		10%	11%	13%

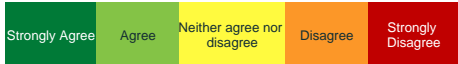**EXPLORE THE FULL SURVEY RESULTS**

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

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

Some key comparisons are provided.

HEALTH QUESTIONS	RESPONSE SCALE					AGREEMENT %	HEALTH
Q1. Morale is good in my team	15	44	19	15	7	58%	59%
Q2. I believe I am valued for what I can offer at my workplace	19	49	16	10		68%	69%
Q3. In my workplace, we recognise our successes and innovations	17	49	20	10		66%	64%
Q4. Staff are treated respectfully regardless of their job	18	49	17	10		68%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	13	33	26	17	12	46%	49%
Q6. Overall, I have confidence in the decisions made by my senior managers	13	34	27	15	12	46%	50%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

HEALTH QUESTIONS	RESPONSE SCALE					AGREEMENT %	HEALTH
Q7. I have a say in decisions which affect my work	12	38	25	17	8	49%	50%
Q8. Where I work, we share the lessons learnt when mistakes are made	15	49	20	10		65%	64%
Q9. My team's objectives/work plans are clearly outlined	15	48	21	11		63%	64%
Q10. Our objectives/work plans help us to deliver a quality service	16	51	22	8		67%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	10	27	34	16	13	36%	41%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
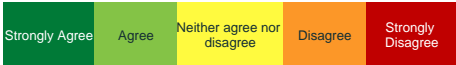
PERSONAL PROFILES

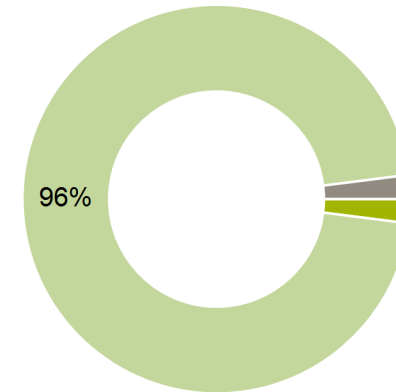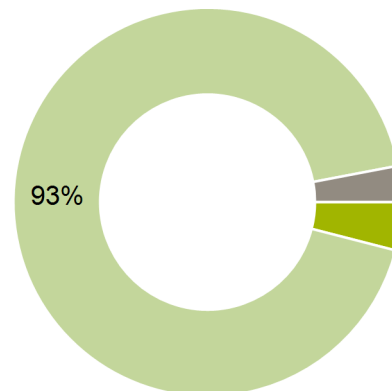| RESPONSE SCALE	PERCENTAGE%
Gender	
Male	18%
Female	82%
Other	0%
Age	
<35	24%
35 - 54	54%
> 54	22%

PERSONAL PROFILES

DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?

80%

16%
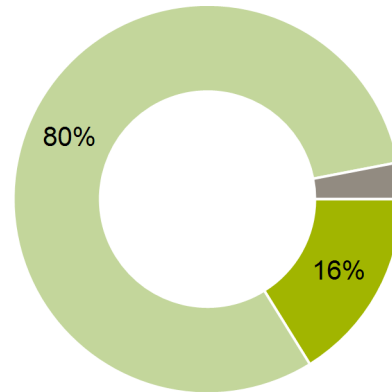
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?

96%

DO YOU HAVE A DISABILITY?

93%

7%

DO YOU IDENTIFY AS LGBTI?

90%

7%

KEY | YES | NO | PREFER NOT TO SAY
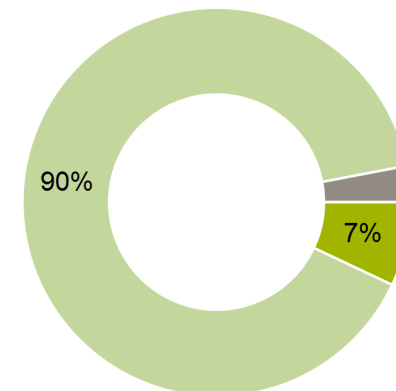
WORK PROFILES

TENURE IN ORGANISATION

	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		10%
1 - 2 years		9%
2 - 5 years		20%
5 - 10 years		21%
10 - 20 years		25%
More than 20 years		15%

WORK PROFILES

5

11

0

1

5

7

TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		64%
Other service delivery work		5%
Administrative support		11%
Corporate services		6%
Policy		0%
Research		1%
Program and project management support		5%
Other		7%

WORK PROFILES

SALARY

	Less than $35,000	$35,000 - $44,999	$45,000 - $54,999	$55,000 - $64,999	$65,000 - $74,999	$75,000 - $84,999	$85,000 - $94,999	$95,000 - $109,999	$110,000 - $139,999	$140,000 - $169,999	$170,000 - $229,999	$230,000 or more	Prefer not to say
PERCENTAGES	2%	3%	9%	12%	10%	12%	13%	16%	10%	2%	1%	2%	9%
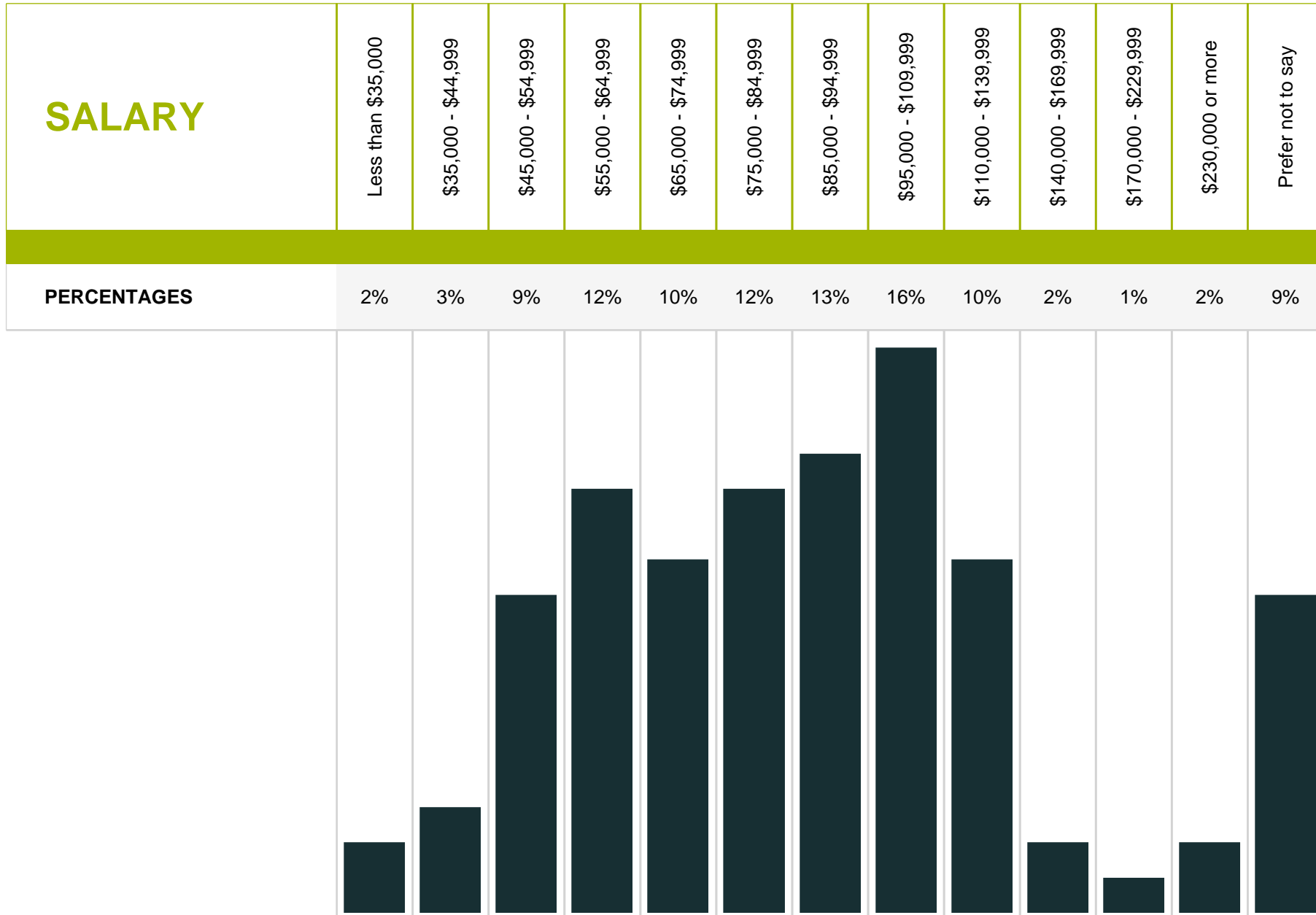
RESULTS BY TYPE OF WORK

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.

	South Eastern Sydney Local Health District	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	1596	871	66	143	83	6	14	74	0	94
ENGAGEMENT	64%	65%	57%	65%	68%	(r)	(r)	66%	(r)	61%
SENIOR MANAGERS	44%	42%	40%	49%	48%	(r)	(r)	60%	(r)	39%
COMMUNICATION	57%	57%	53%	59%	62%	(r)	(r)	66%	(r)	49%
HIGH PERFORMANCE	69%	69%	61%	66%	70%	(r)	(r)	74%	(r)	61%
PUBLIC SECTOR VALUES	65%	65%	58%	64%	67%	(r)	(r)	71%	(r)	57%
DIVERSITY & INCLUSION	65%	65%	60%	65%	71%	(r)	(r)	72%	(r)	59%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

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.

	South Eastern Sydney Local Health District	Less than $35,000	$35,000 - $44,999	$45,000 - $54,999	$55,000 - $64,999	$65,000 - $74,999	$75,000 - $84,999	$85,000 - $94,999	$95,000 - $109,999	$110,000 - $139,999	$140,000 - $169,999	$170,000 - $229,999	$230,000 or more	Prefer not to say
NUMBER OF RESPONDENTS	1596	32	45	115	167	135	159	170	214	128	25	11	22	120
ENGAGEMENT	64%	71%	61%	64%	68%	66%	61%	63%	62%	68%	(r)	(r)	(r)	64%
SENIOR MANAGERS	44%	43%	38%	47%	45%	41%	38%	42%	47%	51%	(r)	(r)	(r)	43%
COMMUNICATION	57%	54%	52%	57%	57%	56%	49%	59%	61%	67%	(r)	(r)	(r)	54%
HIGH PERFORMANCE	69%	70%	67%	66%	69%	69%	64%	69%	70%	75%	(r)	(r)	(r)	66%
PUBLIC SECTOR VALUES	65%	65%	61%	62%	64%	65%	60%	64%	66%	72%	(r)	(r)	(r)	62%
DIVERSITY & INCLUSION	65%	66%	63%	62%	66%	65%	59%	65%	68%	73%	(r)	(r)	(r)	60%

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.

	South Eastern Sydney Local Health District	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	1596	134	122	273	274	335	198
ENGAGEMENT	64%	71%	69%	64%	62%	63%	65%
SENIOR MANAGERS	44%	54%	51%	43%	41%	40%	47%
COMMUNICATION	57%	69%	63%	60%	52%	54%	56%
HIGH PERFORMANCE	69%	75%	73%	69%	66%	66%	68%
PUBLIC SECTOR VALUES	65%	73%	70%	65%	61%	61%	64%
DIVERSITY & INCLUSION	65%	75%	71%	68%	61%	62%	63%

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.

	South Eastern Sydney Local Health District	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	1596	0	38	132	144	129	184	194	210	177	78	33
ENGAGEMENT	64%	(r)	78%	67%	65%	63%	63%	64%	63%	66%	63%	64%
SENIOR MANAGERS	44%	(r)	64%	48%	43%	42%	39%	46%	45%	45%	43%	45%
COMMUNICATION	57%	(r)	80%	63%	60%	55%	54%	56%	57%	57%	54%	60%
HIGH PERFORMANCE	69%	(r)	85%	72%	70%	68%	67%	66%	68%	69%	65%	68%
PUBLIC SECTOR VALUES	65%	(r)	83%	67%	66%	63%	62%	64%	64%	66%	61%	66%
DIVERSITY & INCLUSION	65%	(r)	86%	69%	68%	63%	64%	65%	64%	65%	61%	70%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	South Eastern Sydney Local Health District	Male	Female	Other
NUMBER OF RESPONDENTS	1596	236	1086	6
ENGAGEMENT	64%	62%	65%	(r)
SENIOR MANAGERS	44%	43%	44%	(r)
COMMUNICATION	57%	57%	58%	(r)
HIGH PERFORMANCE	69%	66%	69%	(r)
PUBLIC SECTOR VALUES	65%	62%	65%	(r)
DIVERSITY & INCLUSION	65%	65%	65%	(r)

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

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	South Eastern Sydney Local Health District	Junior Medical Officer	Career Medical Officer, Hospitalist	Staff Specialist	Visiting Medical Officer	Clinical Academic	Assistant in Nursing	Enrolled Nurse	Registered Nurse/Midwife, Clinical Nurse/Midwife Specialist/Consultant, Practitioner	Nurse/Midwifery Educator and Clinical Nurse/Midwifery Educator	Nurse/Midwifery Manager	Support Officers	Information Management	Clinical Support Executive
NUMBER OF RESPONDENTS	1596	14	1	35	5	1	3	8	199	35	69	47	13	7
ENGAGEMENT	**64%**	(r)	(r)	**55%**	(r)	(r)	(r)	(r)	63%	71%	72%	64%	(r)	(r)
SENIOR MANAGERS	44%	(r)	(r)	37%	(r)	(r)	(r)	(r)	36%	63%	66%	44%	(r)	(r)
COMMUNICATION	57%	(r)	(r)	45%	(r)	(r)	(r)	(r)	51%	69%	74%	51%	(r)	(r)
HIGH PERFORMANCE	69%	(r)	(r)	58%	(r)	(r)	(r)	(r)	67%	78%	77%	62%	(r)	(r)
PUBLIC SECTOR VALUES	65%	(r)	(r)	56%	(r)	(r)	(r)	(r)	61%	73%	77%	59%	(r)	(r)
DIVERSITY & INCLUSION	65%	(r)	(r)	52%	(r)	(r)	(r)	(r)	60%	77%	75%	61%	(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.

	South Eastern Sydney Local Health District	Administrative and Executive Assistant	Corporate Services	Senior Manager/Executive	Allied Health Professional	Allied Health Assistant	Health Education, Health Promotion and Health Protection	Counsellor, Welfare Support	Interpreters and Liaison Officer	Aboriginal Health Workers and Aboriginal Education Officers	Technician/Technologist	Hospital Scientist/Biomedical Engineers	Researchers	Data Analyst
NUMBER OF RESPONDENTS	1596	81	57	20	265	13	23	7	1	0	9	14	4	3
ENGAGEMENT	64%	65%	62%	(r)	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	44%	49%	42%	(r)	41%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	57%	59%	54%	(r)	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	69%	67%	63%	(r)	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	65%	64%	60%	(r)	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	65%	66%	63%	(r)	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	South Eastern Sydney Local Health District	Technical Officers/Technical Assistant	Dental Officer, Therapists and Hygienist	Dental Specialist	Dental Assistant	Trainee Dental Assistant	Operational Ambulance Officers	Operational Ambulance Managers	Project Director	Project Manager	Project Officer	Cleaning, Linen and Food	Motor Vehicle, Patient Transport	Security Services, Fire Safety
NUMBER OF RESPONDENTS	1596	6	11	0	8	0	0	0	4	23	12	6	1	4
ENGAGEMENT	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	44%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	South Eastern Sydney Local Health District	Residential Care Attendant, Patient Care Assistant, Patient Services, Wardsperson	Warehouse staff	Tradesperson	Apprentice Trade Worker and Trade Assistant	Trainee	Volunteer	Other job role	Prefer not to say
NUMBER OF RESPONDENTS	1596	3	1	8	0	2	1	27	50
ENGAGEMENT	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	60%
SENIOR MANAGERS	44%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	36%
COMMUNICATION	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	44%
HIGH PERFORMANCE	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	60%
PUBLIC SECTOR VALUES	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	59%
DIVERSITY & INCLUSION	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	55%

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.
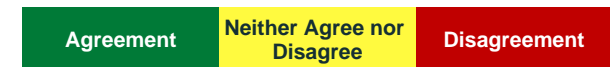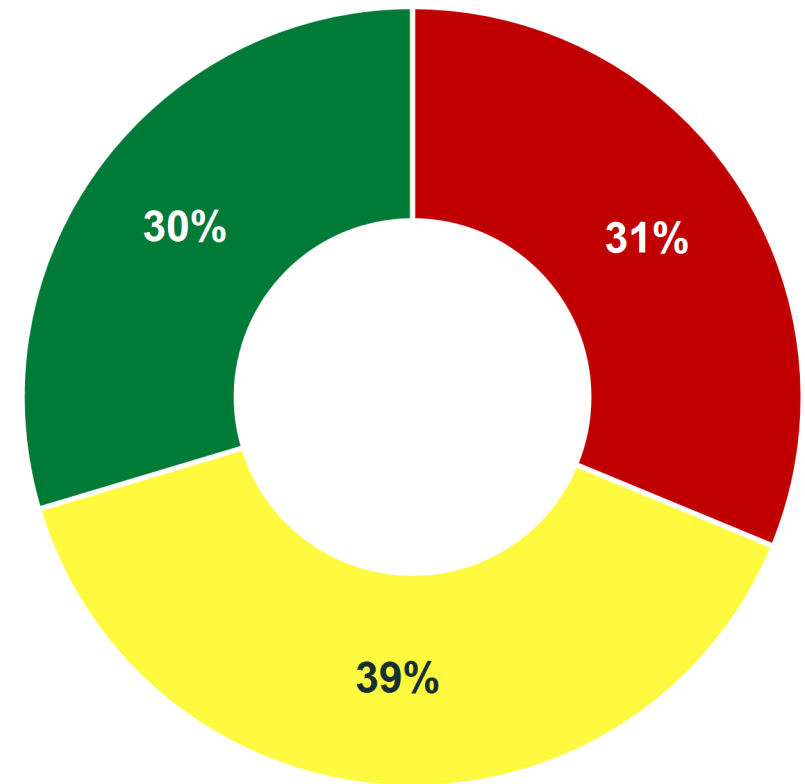
30%

of employees replied favourably to:

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

32%
SECTOR

34%
CLUSTER

30%

31%

39%

| Agreement | Neither Agree nor Disagree | Disagreement |

GUIDE TO THIS REPORT

ℹ ANONYMITY RULES

Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.
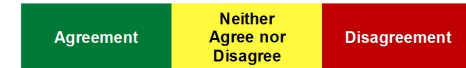
There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees). Where people work in small teams, the results are merged with larger business units and results are not available. Where this happens an 'r' is shown in reports.

ℹ HOW TO READ THIS REPORT

The majority of questions have a 5-point answer scale. In reports, the Strongly Agree and Agree scores are combined to create an agreement (or positive) score which is shown as a rounded percentage.
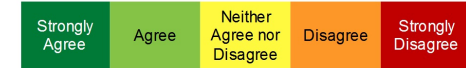
Previous surveys had a 4-point answer scale, which means that comparisons are limited for this year only. Some scales, such as those used for the Engagement Index, are unchanged.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree

Agreement	Neither Agree nor Disagree	Disagreement

ℹ HOW THE DRIVERS AND INFLUENCERS ARE DERIVED

ORC International employs SPSS software to fully interrogate the results and perform appropriate calculations. Our statisticians need a minimum of **30 responses** from a team to perform the analysis to determine the top influences of engagement, leadership and other key question groups.

Statistical techniques applied for this analysis include **Factor Analysis** which identifies patterns in data and allows the statistician to assess whether the attitude questions are measuring the same underlying theme or characteristic.

Regression Analysis then involves building a statistical model based on research that employee engagement is affected by various elements of the workplace such as line manager, learning & development, reward and recognition, job role, etc. This analysis assigns importance weights to the attributes that have been measured. It relies on certain assumptions, one of which is that the variables used in the model should, by definition, not be strongly related to each other. The outcome of these techniques is a list of questions which we can say have the highest association with the engagement index, or more simply, are the most significant influencers of employee engagement

ℹ ROUNDING

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of the calculation for maximum accuracy.

Values from .00 to .49 are rounded down, whereas values from .50 to .99 are rounded up. Therefore, in some instances the data will not add up to 100%. Example below:

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Total
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%