
PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Health

Southern NSW Local Health District

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RESPONSE RATE

43%

**1,142 RESPONSES
OUT OF 2,657 EMPLOYEES**

ENGAGEMENT INDEX

70%

PMES 2016
SECTOR SCORE **65%**

PMES 2014
SECTOR SCORE **65%**

PMES 2016 CLUSTER
SCORE **65%**



ENGAGEMENT

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

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

RESPONSE RATE

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

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

QUESTION HEADLINES

+ HIGHEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

1h.	I look for ways to perform my job more effectively	95%
1a.	I understand what is expected of me to do well in my role	94%
1d.	I feel I make a contribution to achieving the organisation's objectives	89%
2i.	People in my workgroup treat customers/clients with respect	89%
2a.	My workgroup strives to achieve customer/client satisfaction	89%
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	88%
7c.	My organisation strives to earn and sustain a high level of public trust	87%
7b.	My organisation strives to match services to customer/client needs	87%
7a.	My organisation provides high quality services	86%
8c.	Age is not a barrier to success in my organisation	83%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

7l.	My organisation's processes for recruiting employees are efficient	41%
3k.	I would like to work in another agency within the NSW Public Sector during my career	44%
6h.	I feel that senior managers listen to employees	49%
15.	I believe action will be taken on the results from this survey by my organisation	49%
6g.	I feel that senior managers keep employees informed about what's going on	51%
5n.	My manager appropriately deals with employees who perform poorly	52%
6b.	I feel that senior leaders effectively lead and manage change	52%
7f.	I feel that change is handled well in my organisation	54%
7m.	Recruitment and promotion decisions in this organisation are generally fair	54%
6a.	I believe senior managers provide clear direction for the future of the organisation	55%



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 Southern NSW Local Health District, using the same key question groups.

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

	Southern NSW Local Health District	Bateman's Bay District Hospital	Bega District Hospital	Bega Valley Community Health	Bombala & Delegate Health Service	Bourke St Health Service	Braidwood Multi Purpose Service	Cooma Health Service	Eurobodalla Community Health Service	Goulburn Base Hospital	Goulburn Community Health	Local Health District Services	Moruya District Hospital	Queanbeyan Health Service
NUMBER OF RESPONDENTS	1142	52	61	20	37	45	13	97	56	59	34	205	132	129
ENGAGEMENT	70%	69%	56%	61%	77%	71%	73%	66%	68%	55%	69%	80%	66%	78%
SENIOR MANAGERS	54%	52%	31%	26%	64%	56%	52%	51%	48%	34%	60%	75%	45%	75%
COMMUNICATION	65%	61%	49%	54%	69%	70%	70%	61%	67%	52%	65%	83%	54%	78%
HIGH PERFORMANCE	74%	71%	61%	61%	74%	73%	70%	71%	76%	62%	72%	87%	65%	85%
PUBLIC SECTOR VALUES	71%	70%	60%	61%	72%	70%	73%	69%	74%	57%	71%	86%	63%	83%
DIVERSITY & INCLUSION	73%	70%	59%	71%	74%	76%	75%	68%	78%	60%	68%	88%	62%	83%

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 Southern NSW Local Health District, using the same key question groups.

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

	Southern NSW Local Health District	Community Mental Health Drug & Alcohol	Inpatient Mental Health Drug & Alcohol	Yass Health Service
NUMBER OF RESPONDENTS	1142	51	74	35
ENGAGEMENT	70%	68%	65%	81%
SENIOR MANAGERS	54%	51%	37%	24%
COMMUNICATION	65%	63%	57%	33%
HIGH PERFORMANCE	74%	77%	72%	69%
PUBLIC SECTOR VALUES	71%	74%	65%	53%
DIVERSITY & INCLUSION	73%	75%	69%	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 10 RESPONDENTS



EXPLORE THE FULL SURVEY RESULTS

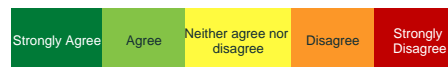
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

ENGAGEMENT	70% RESPONSE SCALE				AGREEMENT %	PMES 2014	HEALTH	SECTOR
Q7o. I would recommend my organisation as a great place to work	30	37	22		67%	55%	60%	60%
Q7p. I am proud to tell others I work for my organisation	33	39	20		72%	70%	68%	68%
Q7q. I feel a strong personal attachment to my organisation	32	35	22		68%	60%	62%	64%
Q7r. My organisation motivates me to help it achieve its objectives	28	35	25	8	63%	52%	54%	55%
Q7s. My organisation inspires me to do the best in my job	29	35	27		63%	51%	55%	55%

KEY





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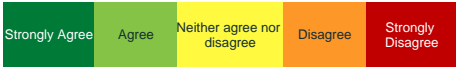
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ENGAGEMENT WITH WORK 81% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		82%	78%	76%
Q1h. I look for ways to perform my job more effectively		95%	94%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		79%	75%	76%
Q1j. I am satisfied with my job at the present time		70%	63%	63%

KEY





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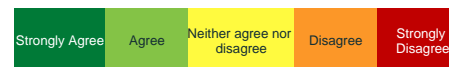
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Some key comparisons are provided.

SENIOR MANAGERS	54% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	25	29	23	15	7	55%	45%	47%
Q6b. I feel that senior leaders effectively lead and manage change	26	26	22	17	8	52%	42%	43%
Q6c. I feel that senior managers model the values of my organisation	26	29	23	13	8	55%	45%	48%
Q6d. Senior managers encourage innovation by employees	24	31	26	13		55%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	25	31	26	11		56%	49%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	26	35	21	11		62%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	23	28	22	17	11	51%	42%	44%
Q6h. I feel that senior managers listen to employees	23	25	24	17	10	49%	37%	39%
Q7f. I feel that change is handled well in my organisation	23	31	24	16		54%	43%	41%

KEY





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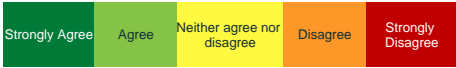
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Some key comparisons are provided.

COMMUNICATION	65% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q5e. My manager communicates effectively with me		72%	66%	69%
Q5f. My manager encourages and values employee input		73%	66%	69%
Q5g. My manager involves my workgroup in decisions about our work		67%	62%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		51%	42%	44%
Q6h. I feel that senior managers listen to employees		49%	37%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		77%	67%	69%

KEY





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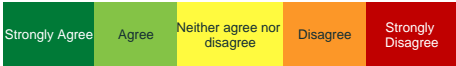
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	HIGH PERFORMANCE				74% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q1a. I understand what is expected of me to do well in my role	50	44				94%	91%	90%
Q1b. I have the tools I need to do my job effectively	32	46	12	9		78%	72%	70%
Q1c. I get the information I need to do my job well	30	44	15	9		74%	69%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	43	46	8			89%	86%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	36	42	12	8		78%	70%	69%
Q2b. People in my workgroup use time and resources efficiently	29	45	16	8		74%	68%	70%
Q2c. My team works collaboratively to achieve its objectives	35	43	13			78%	74%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	33	47	12			80%	77%	76%
Q3h. I have received appropriate training and development to do my job well	27	48	15			76%	69%	63%

KEY





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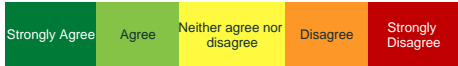
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Some key comparisons are provided.

	HIGH PERFORMANCE				74% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	28	48	12	9	76%	70%	72%	
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	27	46	16	8	73%	65%	64%	
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	25	44	16	10	69%	63%	65%	
Q5j. I have confidence in the decisions my line manager makes	28	43	15	9	71%	64%	67%	
Q6d. Senior managers encourage innovation by employees	24	31	26	13	55%	47%	49%	
Q6e. Senior managers promote collaboration between my organisation and others we work with	25	31	26	11	56%	49%	52%	
Q7d. My organisation focuses on improving the work we do	33	48	13		81%	76%	76%	
Q7e. My organisation is making the necessary improvements to meet our future challenges	28	40	22		68%	61%	62%	
Q7g. There is good co-operation between teams across our organisation	23	39	21	12	62%	50%	48%	

KEY





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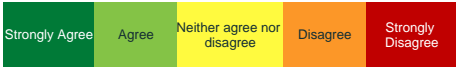
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	74% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q7n. My organisation generally selects capable people to do the job	25	36	22	11	61%	53%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	22	53	18		75%	67%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	34	54	9		88%	84%	85%

KEY





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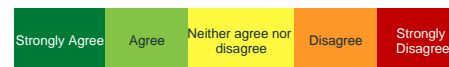
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	71% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction		89%	85%	85%
Q2b. People in my workgroup use time and resources efficiently		74%	68%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings		71%	64%	67%
Q2h. People in my workgroup treat each other with respect		75%	68%	72%
Q2i. People in my workgroup treat customers/clients with respect		89%	86%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		76%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		73%	65%	64%
Q5d. My manager listens to what I have to say		76%	70%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		70%	61%	64%

KEY





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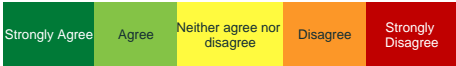
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	71% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR	
	Strongly Agree	Agree	Neither agree nor disagree	Disagree				Strongly Disagree
Q5k. My manager treats employees with dignity and respect	35	42	11	7	77%	72%	76%	
Q5l. My manager talks to me about how the values apply to my work	27	38	20	11	64%	58%	58%	
Q6a. I believe senior managers provide clear direction for the future of the organisation	25	29	23	15	7	55%	45%	47%
Q6c. I feel that senior managers model the values of my organisation	26	29	23	13	8	55%	45%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	26	35	21	11		62%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	23	28	22	17	11	51%	42%	44%
Q6h. I feel that senior managers listen to employees	23	25	24	17	10	49%	37%	39%
Q7a. My organisation provides high quality services	33	53	11			86%	81%	80%
Q7b. My organisation strives to match services to customer/client needs	34	53	9			87%	80%	80%

KEY





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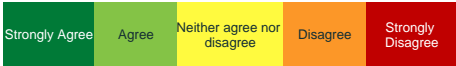
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	71% RESPONSE SCALE			AGREEMENT %	HEALTH	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree			
Q7c. My organisation strives to earn and sustain a high level of public trust	36	52	9	87%	82%	83%
Q7d. My organisation focuses on improving the work we do	33	48	13	81%	76%	76%
Q7h. People in my organisation take responsibility for their own actions	23	35	25	57%	48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	24	43	23	67%	58%	63%

KEY





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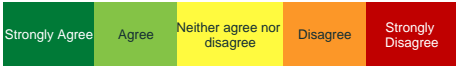
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Some key comparisons are provided.

DIVERSITY & INCLUSION	73% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	29	38	17	12	67%	60%	59%
Q5d. My manager listens to what I have to say	33	43	11	8	76%	70%	73%
Q5f. My manager encourages and values employee input	31	42	14	7	73%	66%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	30	41	16	9	70%	63%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	28	42	16	8	70%	61%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	28	32	28		60%	49%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	25	54	15		79%	73%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	22	53	18		75%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	24	52	11	7	77%	67%	69%

KEY





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DIVERSITY & INCLUSION

73% RESPONSE SCALE

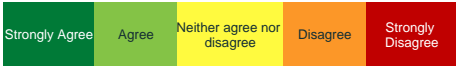
AGREEMENT %

HEALTH

SECTOR

Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	HEALTH	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	34	54	9			88%	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>	19	50	17	9		68%	55%	58%

KEY





EXPLORE THE FULL SURVEY RESULTS

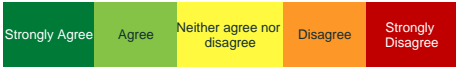
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Some key comparisons are provided.

RECRUITMENT	52% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	23	18	16	23	20	41%	32%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	25	30	26	12	8	54%	43%	41%
Q7n. My organisation generally selects capable people to do the job	25	36	22	11		61%	53%	51%

KEY





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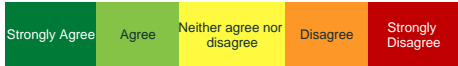
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	64%	RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR	
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	29	39	22	68%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	25	37	28	62%	51%	53%
Q7g. There is good co-operation between teams across our organisation	23	39	21	62%	50%	48%

KEY





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PERFORMANCE FRAMEWORK & DEVELOPMENT

66% RESPONSE SCALE

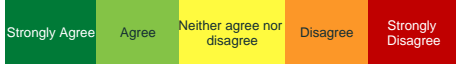
AGREEMENT %

HEALTH

SECTOR

Question	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	26	48	13	11		74%	62%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	29	46	12	8		76%	68%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	25	39	16	15		63%	58%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	27	40	18	11		67%	59%	59%
Q3e. My performance is assessed against clear criteria	24	41	20	10		66%	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	33	44	9	8		78%	69%	71%
Q3g. I am able to access the right learning and development opportunities as required	28	47	14	8		75%	66%	60%
Q3h. I have received appropriate training and development to do my job well	27	48	15			76%	69%	63%
Q3i. I have a strong desire to advance my career	35	35	23			70%	69%	69%

KEY





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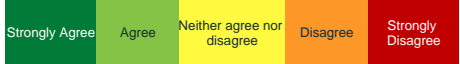
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PERFORMANCE FRAMEWORK & DEVELOPMENT	66% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	22	33	25	13	55%	48%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	20	24	35	15	44%	40%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	31	40	15	9	71%	64%	67%
Q5n. My manager appropriately deals with employees who perform poorly	22	30	24	16	52%	44%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	27	41	19	8	68%	61%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	29	39	22		68%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	25	37	28		62%	51%	53%
Q7j. My organisation is committed to developing its employees	24	37	25	10	61%	53%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

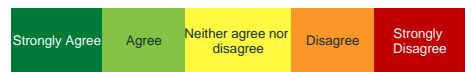
This section shows results for all the survey questions grouped by key themes.

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	58% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	20	24	35	15		44%	40%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	29	39	22			68%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	25	37	28			62%	51%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

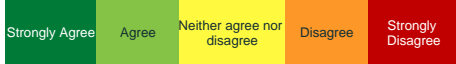
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

PAY & BENEFITS 67% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q4a. I am paid fairly for the work I do <div style="display: flex; justify-content: space-between; margin-top: 5px;"> 10 54 17 13 </div>	64%	55%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc) <div style="display: flex; justify-content: space-between; margin-top: 5px;"> 12 57 19 9 </div>	69%	60%	60%

KEY





EXPLORE THE FULL SURVEY RESULTS

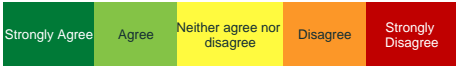
This section shows results for all the survey questions grouped by key themes.

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	81% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	26	56	14		82%	77%	77%
Q8c. Age is not a barrier to success in my organisation	26	56	13		83%	73%	71%
Q8d. Disability is not a barrier to success in my organisation	24	51	22		75%	66%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	25	57	16		82%	76%	76%
Q8f. Gender is not a barrier to success in my organisation	26	56	14		82%	75%	74%

KEY





EXPLORE THE FULL SURVEY RESULTS

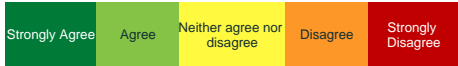
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

WORKPLACE SUPPORT	69% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		67%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level		68%	60%	58%
Q1l. My workload is acceptable		62%	54%	55%
Q2e. I receive help and support from other members of my workgroup		82%	78%	80%
Q2f. There is good team spirit in my workgroup		70%	64%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		64%	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

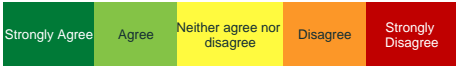
49% RESPONSE SCALE

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



	AGREEMENT %	HEALTH	SECTOR
Q15. I believe action will be taken on the results from this survey by my organisation	49%	34%	32%

KEY





EXPLORE THE FULL SURVEY RESULTS

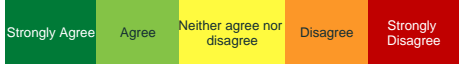
This section shows results for all the survey questions grouped by key themes.

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	61% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		67%	58%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		58%	43%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		58%	48%	49%

KEY





EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		31%	42%	46%
Better skills in my workgroup		22%	28%	27%
Improved career opportunities		37%	47%	52%
Improved learning and development opportunities		41%	49%	50%
Greater involvement in decision making		25%	32%	33%
Better pay and benefits		50%	58%	58%
Greater recognition for the work I do		33%	44%	45%
Better leadership from senior managers		33%	37%	39%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		23%	29%	27%
Better accountability for performance		21%	24%	25%
A better location		12%	19%	20%
More flexible working conditions		27%	38%	38%
Better work/life balance		38%	43%	46%
Improved facilities		34%	32%	30%
Improved technology and systems		33%	33%	38%
Better job security		23%	33%	43%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

WORKPLACE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q9a. In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		88%	77%	72%
No		10%	19%	24%
Don't Know		2%	3%	4%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		23%	31%	25%
No		69%	59%	64%
Don't Know		8%	10%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		67%	65%	63%
No		32%	33%	35%
Don't Know		1%	1%	2%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		36%	43%	35%
No		60%	50%	58%
Don't Know		5%	6%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		19%	24%	20%
No		79%	71%	75%
Don't Know		3%	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		16%	20%	23%
Your Immediate Manager/Supervisor		21%	26%	26%
A fellow worker at your level		33%	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		1%	1%	0%
Other		5%	5%	4%
Prefer not to say		16%	11%	13%



EXPLORE THE FULL SURVEY RESULTS

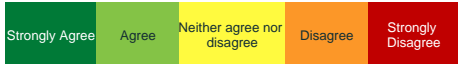
This section shows results for all the survey questions grouped by key themes.

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	23	42	18	12		65%	59%
Q2. I believe I am valued for what I can offer at my workplace	26	49	14	7		76%	69%
Q3. In my workplace, we recognise our successes and innovations	23	48	20			71%	64%
Q4. Staff are treated respectfully regardless of their job	26	47	16	7		73%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	22	38	20	12	9	60%	49%
Q6. Overall, I have confidence in the decisions made by my senior managers	21	38	20	13	8	59%	50%

KEY





EXPLORE THE FULL SURVEY RESULTS

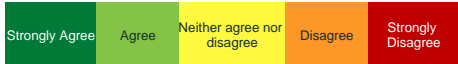
This section shows results for all the survey questions grouped by key themes.

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	20	40	22	12		60%	50%
Q8. Where I work, we share the lessons learnt when mistakes are made	22	48	19	7		70%	64%
Q9. My team's objectives/work plans are clearly outlined	23	47	20	8		70%	64%
Q10. Our objectives/work plans help us to deliver a quality service	23	50	20			73%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	27	25	26	12	10	52%	41%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

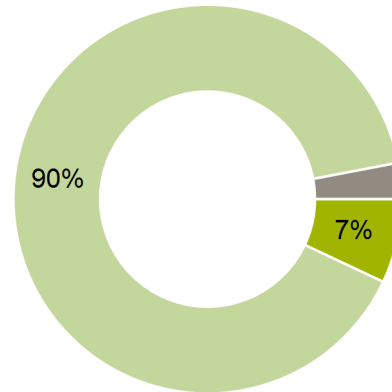
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		16%
Female		83%
Other		1%
Age		
<35		17%
35 - 54		58%
> 54		25%

PROFILE OF RESPONDENTS

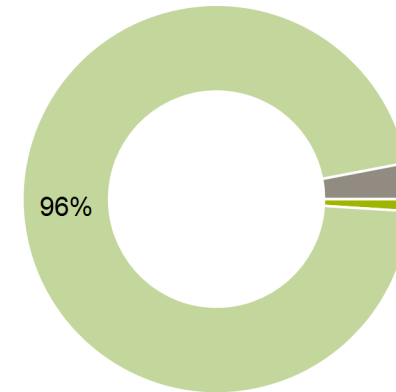


PERSONAL PROFILES

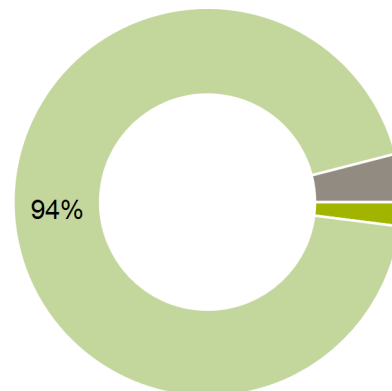
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



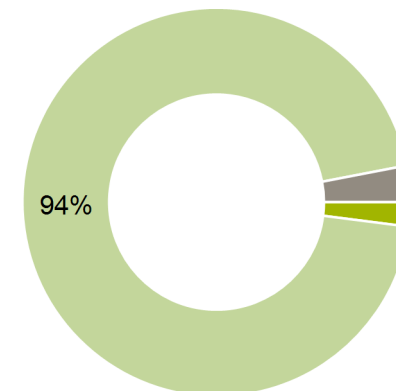
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



DO YOU HAVE A DISABILITY?



DO YOU IDENTIFY AS LGBTI?



KEY



PROFILE OF RESPONDENTS



WORK PROFILES

TENURE IN ORGANISATION	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		9%
1 - 2 years		8%
2 - 5 years		19%
5 - 10 years		27%
10 - 20 years		23%
More than 20 years		13%

PROFILE OF RESPONDENTS



WORK PROFILES

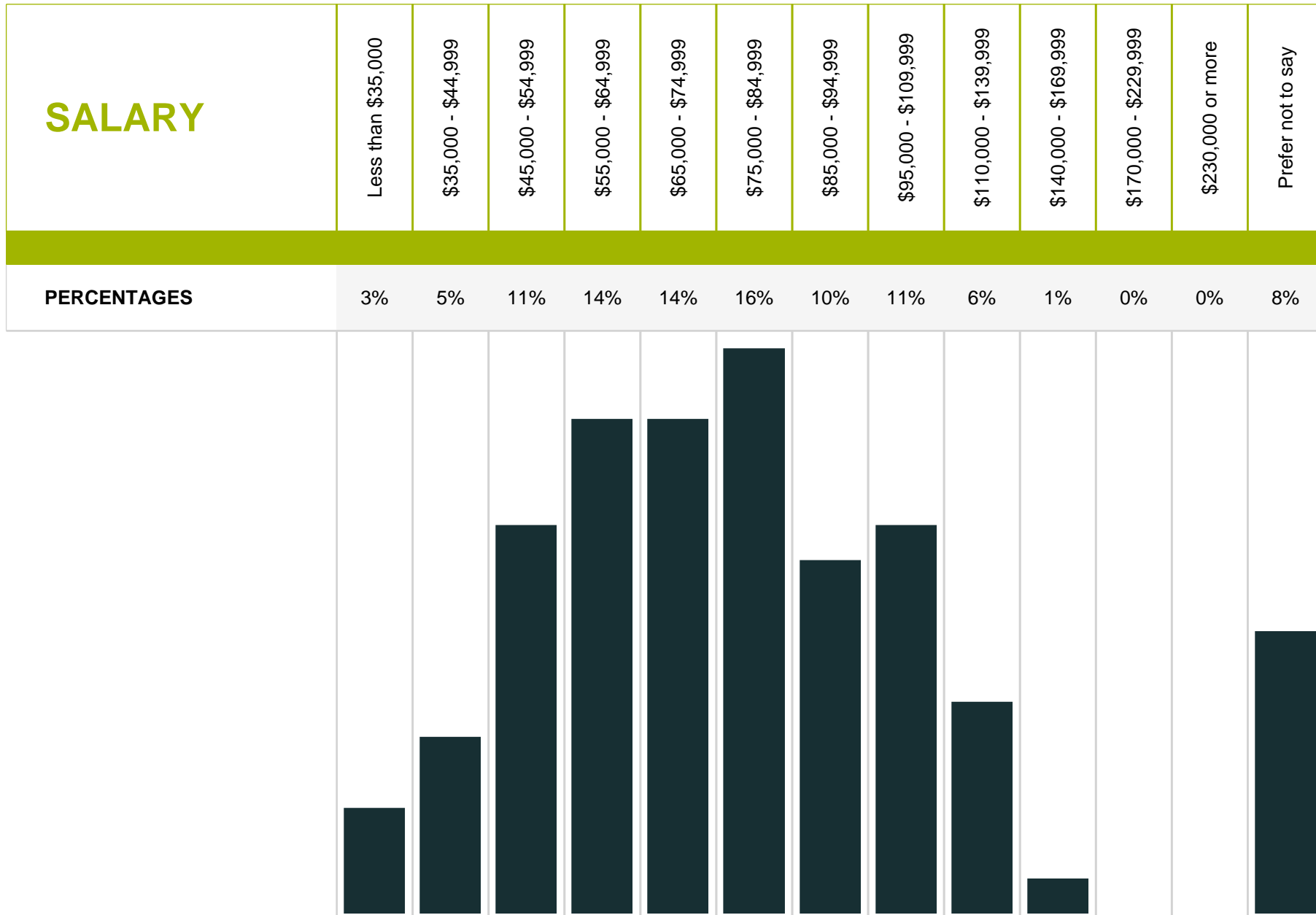
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		62%
Other service delivery work		11%
Administrative support		10%
Corporate services		9%
Policy		0%
Program and project management support		2%
Other		5%

PROFILE OF RESPONDENTS



WORK PROFILES

SALARY



RESULTS BY TYPE OF WORK



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Southern NSW Local Health District	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	1142	646	117	107	94	3	0	17	0	55
ENGAGEMENT	70%	68%	80%	75%	78%	(r)	(r)	(r)	(r)	65%
SENIOR MANAGERS	54%	49%	77%	61%	72%	(r)	(r)	(r)	(r)	41%
COMMUNICATION	65%	60%	81%	74%	78%	(r)	(r)	(r)	(r)	57%
HIGH PERFORMANCE	74%	71%	85%	81%	84%	(r)	(r)	(r)	(r)	68%
PUBLIC SECTOR VALUES	71%	68%	84%	79%	82%	(r)	(r)	(r)	(r)	66%
DIVERSITY & INCLUSION	73%	69%	85%	82%	84%	(r)	(r)	(r)	(r)	67%

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.

	Southern NSW Local Health District	Less than \$35,000	\$35,000 - \$44,999	\$45,000 - \$54,999	\$55,000 - \$64,999	\$65,000 - \$74,999	\$75,000 - \$84,999	\$85,000 - \$94,999	\$95,000 - \$109,999	\$110,000 - \$139,999	\$140,000 - \$169,999	\$170,000 - \$229,999	\$230,000 or more	Prefer not to say
NUMBER OF RESPONDENTS	1142	31	56	117	145	143	167	104	113	62	10	2	1	79
ENGAGEMENT	70%	72%	68%	72%	68%	71%	75%	72%	71%	74%	(r)	(r)	(r)	58%
SENIOR MANAGERS	54%	48%	46%	56%	47%	56%	61%	60%	59%	68%	(r)	(r)	(r)	33%
COMMUNICATION	65%	65%	60%	68%	62%	64%	67%	70%	70%	74%	(r)	(r)	(r)	47%
HIGH PERFORMANCE	74%	72%	70%	75%	71%	76%	79%	78%	76%	81%	(r)	(r)	(r)	60%
PUBLIC SECTOR VALUES	71%	68%	67%	74%	69%	71%	75%	76%	73%	81%	(r)	(r)	(r)	56%
DIVERSITY & INCLUSION	73%	71%	69%	76%	70%	73%	76%	77%	79%	81%	(r)	(r)	(r)	56%

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.

	Southern NSW Local Health District	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	1142	88	84	198	276	238	134
ENGAGEMENT	70%	68%	73%	71%	75%	68%	66%
SENIOR MANAGERS	54%	54%	59%	57%	62%	50%	43%
COMMUNICATION	65%	69%	68%	69%	68%	63%	57%
HIGH PERFORMANCE	74%	74%	75%	76%	78%	72%	72%
PUBLIC SECTOR VALUES	71%	73%	74%	74%	74%	70%	67%
DIVERSITY & INCLUSION	73%	75%	74%	76%	76%	72%	68%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULTS BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Southern NSW Local Health District	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	1142	0	13	68	88	110	140	160	177	159	77	19
ENGAGEMENT	70%	(r)	(r)	77%	70%	75%	79%	69%	70%	65%	66%	(r)
SENIOR MANAGERS	54%	(r)	(r)	67%	57%	63%	64%	56%	54%	45%	46%	(r)
COMMUNICATION	65%	(r)	(r)	79%	68%	71%	72%	63%	66%	59%	60%	(r)
HIGH PERFORMANCE	74%	(r)	(r)	83%	75%	79%	81%	73%	75%	70%	69%	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	82%	73%	76%	77%	70%	73%	66%	66%	(r)
DIVERSITY & INCLUSION	73%	(r)	(r)	86%	75%	79%	79%	72%	73%	69%	67%	(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.

	Southern NSW Local Health District	Male	Female	Other
NUMBER OF RESPONDENTS	1142	160	849	13
ENGAGEMENT	70%	65%	72%	(r)
SENIOR MANAGERS	54%	49%	56%	(r)
COMMUNICATION	65%	64%	66%	(r)
HIGH PERFORMANCE	74%	70%	76%	(r)
PUBLIC SECTOR VALUES	71%	68%	73%	(r)
DIVERSITY & INCLUSION	73%	70%	74%	(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.

	Southern NSW Local Health District	Junior Medical Officer	Career Medical Officer, Hospitalist	Staff Specialist	Visiting Medical Officer	Clinical Academic	Assistant in Nursing	Enrolled Nurse	Registered Nurse/Midwife, Clinical Nurse/Midwife Specialist/Consultant, Practitioner	Nurse/Midwifery Educator and Clinical Nurse/Midwifery Educator	Nurse/Midwifery Manager	Support Officers	Information Management	Clinical Support Executive
NUMBER OF RESPONDENTS	1142	0	3	0	1	1	5	73	288	17	58	66	20	1
ENGAGEMENT	70%	(r)	(r)	(r)	(r)	(r)	(r)	71%	65%	(r)	83%	76%	(r)	(r)
SENIOR MANAGERS	54%	(r)	(r)	(r)	(r)	(r)	(r)	48%	43%	(r)	74%	59%	(r)	(r)
COMMUNICATION	65%	(r)	(r)	(r)	(r)	(r)	(r)	58%	55%	(r)	83%	72%	(r)	(r)
HIGH PERFORMANCE	74%	(r)	(r)	(r)	(r)	(r)	(r)	71%	67%	(r)	88%	78%	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)	(r)	65%	64%	(r)	87%	76%	(r)	(r)
DIVERSITY & INCLUSION	73%	(r)	(r)	(r)	(r)	(r)	(r)	67%	64%	(r)	88%	77%	(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.

	Southern NSW Local Health District	Administrative and Executive Assistant	Corporate Services	Senior Manager/Executive	Allied Health Professional	Allied Health Assistant	Health Education, Health Promotion and Health Protection	Counsellor, Welfare Support	Interpreters and Liaison Officer	Aboriginal Health Workers and Aboriginal Education Officers	Technician/Technologist	Hospital Scientist/Biomedical Engineers	Researchers	Data Analyst
NUMBER OF RESPONDENTS	1142	50	109	18	85	9	6	3	0	6	4	3	0	1
ENGAGEMENT	70%	74%	86%	(r)	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	54%	62%	88%	(r)	42%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	65%	73%	90%	(r)	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	74%	79%	93%	(r)	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	79%	92%	(r)	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	82%	93%	(r)	74%	(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.

	Southern NSW Local Health District	Technical Officers/Technical Assistant	Dental Officer, Therapists and Hygienist	Dental Specialist	Dental Assistant	Trainee Dental Assistant	Operational Ambulance Officers	Operational Ambulance Managers	Project Director	Project Manager	Project Officer	Cleaning, Linen and Food	Motor Vehicle, Patient Transport	Security Services, Fire Safety
NUMBER OF RESPONDENTS	1142	2	3	0	3	0	0	0	0	9	3	4	6	4
ENGAGEMENT	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	(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.

	Southern NSW Local Health District	Residential Care Attendant, Patient Care Assistant, Patient Services, Wardsperson	Warehouse staff	Tradesperson	Apprentice Trade Worker and Trade Assistant	Trainee	Volunteer	Other job role	Prefer not to say
NUMBER OF RESPONDENTS	1142	3	1	2	0	0	0	17	39
ENGAGEMENT	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	55%
SENIOR MANAGERS	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	25%
COMMUNICATION	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	35%
HIGH PERFORMANCE	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	51%
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	48%
DIVERSITY & INCLUSION	73%	(r)	(r)	(r)	(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



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.

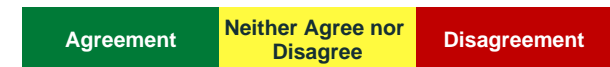
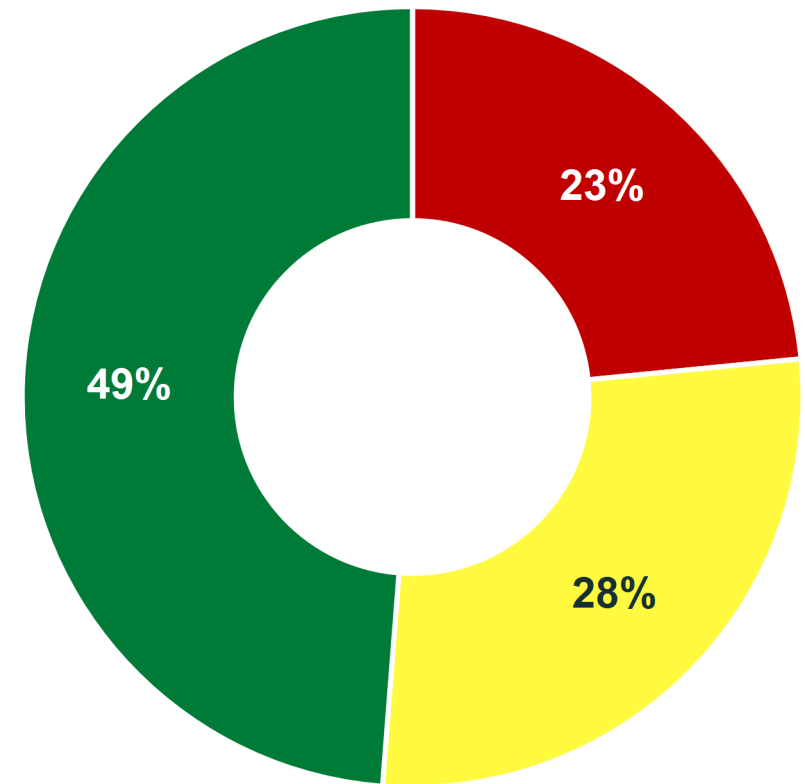
49%

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

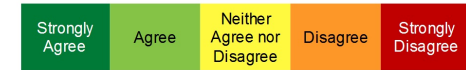
i ANONYMITY RULES

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

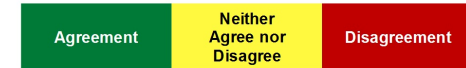
There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees). Where people work in small teams, the results are merged with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



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%