PEOPLE MATTER 2016

NSW Public Sector Employee Survey
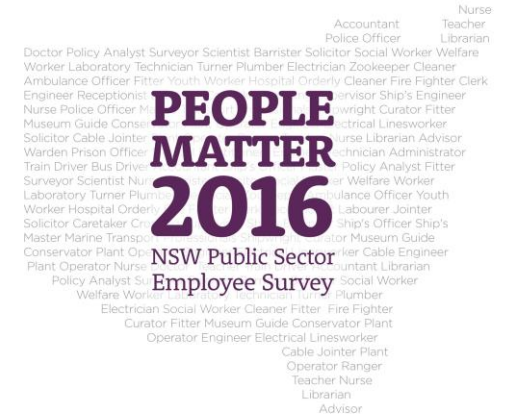
Cluster Report

Health

NSW GOVERNMENT | Public Service Commission

ORC INTERNATIONAL

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RESPONSE RATE

27%

38,927 RESPONSES OUT OF 142,190 EMPLOYEES

ENGAGEMENT INDEX

65%

PMES 2016 SECTOR SCORE	**65%**
PMES 2014 SECTOR SCORE	**65%**
PMES 2014 CLUSTER SCORE	**64%**

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	**94%**
1a.	I understand what is expected of me to do well in my role	**91%**
1d.	I feel I make a contribution to achieving the organisation's objectives	**86%**
2i.	People in my workgroup treat customers/clients with respect	**86%**
2a.	My workgroup strives to achieve customer/client satisfaction	**85%**
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	**84%**
7c.	My organisation strives to earn and sustain a high level of public trust	**82%**
7a.	My organisation provides high quality services	**81%**
7b.	My organisation strives to match services to customer/client needs	**80%**
2e.	I receive help and support from other members of my workgroup	**78%**

-	LOWEST AGREEMENT SCORING QUESTIONS	2016 AGREEMENT %
7l.	My organisation's processes for recruiting employees are efficient	**32%**
15.	I believe action will be taken on the results from this survey by my organisation	**34%**
6h.	I feel that senior managers listen to employees	**37%**
3k.	I would like to work in another agency within the NSW Public Sector during my career	**40%**
6g.	I feel that senior managers keep employees informed about what's going on	**42%**
6b.	I feel that senior leaders effectively lead and manage change	**42%**
7f.	I feel that change is handled well in my organisation	**43%**
9b.	I have confidence in the ways my organisation resolves grievances	**43%**
7m.	Recruitment and promotion decisions in this organisation are generally fair	**43%**
5n.	My manager appropriately deals with employees who perform poorly	**44%**

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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'.

ALMOST 40,000 EMPLOYEES ACROSS HEALTH TOOK TO THE OPPORTUNITY TO HAVE THEIR SAY IN PEOPLE MATTER.

The People Matter employee survey (with YourSay branding) was open to all employees in Health between 2nd and 31st May 2016. Almost 40,000 employees across Health took the opportunity to have their say, resulting in a 27% response rate. This level of response is sufficient for the analysis of data across Health and all of its organisations to be robust and representative.

People Matter has demonstrated that levels of employee engagement in Health remain steady at 65%. Agencies with higher scores such as the Cancer Institute and the Agency for Clinical Innovation were offset by lower scores in Ambulance NSW as well as Illawarra Shoalhaven and Northern NSW LHDs.

Employee engagement with organisations is lower than engagement with work. An observable finding across Health and indeed the sector is that employees are more positive about their immediate working environment and team, with positivity declining when focus shifts to their managers, their senior managers, and their organisations.

Analysis of People Matter has shown that effective leadership, change management, collaborative working and the perceived capability of colleagues are fundamental to engagement in Health. There is a clear distinction between perceptions of senior managers and direct line managers, with the latter attracting significantly higher scores in terms of coaching, communication and effectiveness. Perceptions of leadership in general are broadly lower in Health than the sector average.

Communication is an enabler for high performance and Health scored slightly below the sector average for this question group. For the most part, respondents in Health felt that they could speak up and have their voices heard and that they are listened to locally by their direct managers and supervisors. This is somewhat encouraging as analysis demonstrates that perceptions of direct managers fundamentally influences how employees feel about communication in general.

Effective and visible leadership is essential for realising a high performance culture. The results for the high performance question group were in line with the sector average at 68%. Within this group, efficiency and effectiveness was marginally above the sector average while the lower scoring factors were innovation and collaboration.

The public sector values of integrity, trust, service and accountability guide the high standards required of employees and agencies. As in previous years, employees across Health demonstrate high agreement with aspects of service delivery, which rates highest among the four values. Results for trust and accountability are broadly in line with each other while perceptions of integrity are slightly below the sector average.

Health recorded generally high scores for diversity and inclusion. The majority of respondents in Health agreed that diversity and inclusion in the workplace can contribute to better business outcomes. The perceptions for some minority groups, including Aboriginal and Torres Strait Islander and LGBTI employees, were largely in line with sector averages while the perceptions of employees with a disability or a diagnosed mental health condition were consistently less positive across all areas, which is a trend replicated across the sector.

This report focuses on all the key questions groups in People Matter, comparing performance in Health to the sector average and, where possible, providing analysis to demonstrate the themes and areas which are most likely to influence improvements in engagement and other key performance indicators.

The initial overview sections are followed by summary results for all clusters and all agencies in this cluster. The Key Questions section contains cluster results for the individual questions and the aggregate scores for each question group. A profile of respondents and select demographic responses are near the end of the report.

EMPLOYEE ENGAGEMENT

ENGAGEMENT SCORE IS STABLE

A complete list of the questions which are used to measure Employee Engagement are listed in the All Questions section.

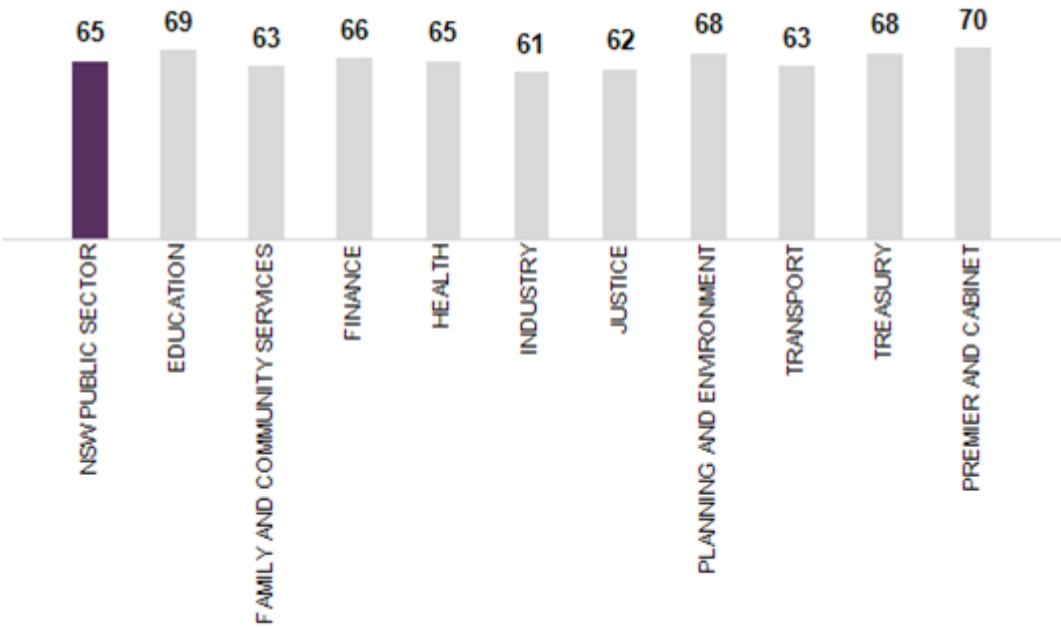| EMPLOYEE ENGAGEMENT		
	PMES 2016 SECTOR SCORE	**65%**
65%	PMES 2014 SECTOR SCORE	**65%**
	PMES 2014 CLUSTER SCORE	**64%**

KEY DRIVERS OF ENGAGEMENT

The following questions have been identified through an advanced statistical technique called **Key Driver Analysis** to be the questions with the strongest impact on Employee Engagement.

Focus on improving perceptions on these questions should see an corresponding **impact on the Engagement index**.

★	KEY DRIVERS OF ENGAGEMENT	% AGREEMENT	% SECTOR
7g.	There is good co-operation between teams across our organisation	**50%**	**48%**
7n.	My organisation generally selects capable people to do the job	**53%**	**51%**
7j.	My organisation is committed to developing its employees	**53%**	**53%**
7f.	I feel that change is handled well in my organisation	**43%**	**41%**
7e.	My organisation is making the necessary improvements to meet our future challenges	**61%**	**62%**
7d.	My organisation focuses on improving the work we do	**76%**	**76%**

EMPLOYEE ENGAGEMENT BY CLUSTER

Cluster	Score
NSW PUBLIC SECTOR	65
EDUCATION	69
FAMILY AND COMMUNITY SERVICES	63
FINANCE	66
HEALTH	65
INDUSTRY	61
JUSTICE	62
PLANNING AND ENVIRONMENT	68
TRANSPORT	63
TREASURY	68
PREMIER AND CABINET	70

Employee engagement is a long established and widely deployed business and organisational performance indicator. Definitions vary widely, however one of the most comprehensive studies into engagement by the Engage for Success Taskforce, commissioned in 2009 by the United Kingdom government, concluded that:

"Engaged employees have a sense of personal attachment to their work and organisation; they are motivated and able to give their best to help it succeed – and from that flows a series of tangible benefits for organisation and individual alike"

EMPLOYEE ENGAGEMENT IS STABLE AT THE CLUSTER LEVEL

The overall Engagement Index score for Health in 2016 is 65%. This represents a slight improvement to the score of 64% recorded in 2014. At the individual question level, small declines in pride and attachment have been broadly offset by notable improvements in inspiration and advocacy (both up by three percentage points) and an even more significant improvement in motivation, up four points since 2014.

Across the public sector, high scores were recorded in Premier and Cabinet, Education and Planning and Environment clusters while lower scores were noted in the Industry, Justice and Family and Community Services clusters. Health has the same score as the sector average. Levels of engagement were notably higher for the Cancer Institute as well as the Agency for Clinical Innovation at 76% and 74% respectively. Ambulance NSW as well as Illawarra Shoalhaven and Northern NSW LHDs were the lowest scoring entities within Health at 58% each.

People Matter also examined the levels of engagement shown by staff with their work, an area which tends to attract moderately higher scores than engagement with broader areas of an organisation. This follows a wider trend observed in People Matter where respondents tended to answer more positively when asked about something directly related to their immediate work or work group, with higher neutrality and negativity recorded when asked about aspects further from their immediate experience, such as their manager, their organisation and senior management.

The majority of Health respondents were positive that they look for ways to do their job more effectively (94%), an encouraging finding and in line with the sector. Three-quarters of respondents said that they are motivated to contribute and 63% reported that they are satisfied at work. 78% of respondents reported that their job gives them a feeling of personal accomplishment, two percentage points higher than the sector average and a common finding among health professionals.

The engagement levels of different demographic groups within Health are broadly in line across in this cluster. There are no significant differences between those working full or part time or with different levels of educational attainment. Whilst men tended to report slightly lower levels of engagement than women, these differences were not significant.

Aboriginal and Torres Strait Islander respondents showed levels of engagement in line with the Health average, as did LGBTI respondents. However, there were notably lower engagement levels among employees with a disability or with a diagnosed mental health condition.

Also of note are the levels of engagement recorded for employees with longer tenure. A typical trend found in engagement research is that levels of engagement for new employees begin high, fall to their lowest after around 2-5 years of service and then recover for very long servers of over 10+ years to higher than average levels. But this 'U' shaped pattern is not displayed to a significant degree within Health or across the wider sector. Whilst levels of engagement do begin very high (at 74% for those who have worked at Health for less than a year) the fall experienced with mid-level tenure never truly recovers to the levels of new employees, with the longest serving employees of 10 to 20 years service remaining amongst some of the least engaged employees (62%).

The scale of the survey and the amount of data collected allows the robust use of a statistical technique called Key Driver Analysis to explore items in the survey with the strongest association with the Engagement Index, thereby providing one way to understand what themes are most influential on levels of engagement.

The analysis revealed that co-operation and collaboration have a significant impact on levels of engagement in Health. Half the respondents agree that teams cooperate across Health, two points above the sector average. Other drivers of engagement were confidence in the capability of others (53%), focusing on improvements for the future (61%), change management (43%) and performance development (53%).

RESULTS ARE CLOSE TO THE SECTOR AVERAGE

A complete list of the questions which are used to measure Senior Managers are listed in the All Questions section.

SENIOR MANAGERS		
45%	PMES 2016 SECTOR SCORE	**47%**
	PMES 2016 CLUSTER HIGH	**58%**
	PMES 2016 CLUSTER LOW	**38%**

KEY INFLUENCERS

The following questions have been identified through a **statistical correlation analysis** as the questions with the strongest association with the Senior Managers.

Focus on improving perceptions on these questions should see a corresponding **influence on perceptions of the Senior Managers.**

★	KEY INFLUENCERS	% AGREEMENT	% SECTOR
6i.	Senior managers in my organisation genuinely support the career advancement of women	**49%**	**54%**
7j.	My organisation is committed to developing its employees	**53%**	**53%**
7e.	My organisation is making the necessary improvements to meet our future challenges	**61%**	**62%**
7g.	There is good co-operation between teams across our organisation	**50%**	**48%**
9b.	I have confidence in the ways my organisation resolves grievances	**43%**	**43%**
7m.	Recruitment and promotion decisions in this organisation are generally fair	**43%**	**41%**

People Matter demonstrates that overall perceptions of senior managers in Health are either broadly in line or just below the sector average. The aggregated agreement score for all questions in the Senior Managers group is 45% for Health, which is two percentage points below the sector average.

37% of respondents felt that senior managers listen to employees and 42% felt that they kept employees adequately informed. Both scores are below the sector average by three and two percentage points respectively. In addition, whilst more than half of respondents (55%) agreed that senior managers communicate the importance of customers and of achieving their objectives, this is five percentage points below the sector average.

Related to future thinking, 45% of respondents agree that senior managers provide a clear sense of direction and 47% agree that senior managers encourage innovation by employees (both areas just below the sector by two percentage points). 42% agree that senior leaders effectively lead and manage change, which is one percentage point below the sector average.

Aboriginal or Torres Strait Islander employees were notably more positive in their perceptions of senior managers than Health averages. There were no significant differences by gender or amongst those who supervise other employees, however, managers of other managers were notably more positive, as were senior executives. On the other hand, registered nurses, clinical nurses and midwives were broadly less positive than average.

KEY INFLUENCERS

Analysis revealed that support for the career advancement of women, organisational commitment to employee development and making improvements to meet future challenges are fundamental for fostering positive perceptions of senior management within Health.

RESULTS ARE CLOSE TO THE SECTOR AVERAGE

A complete list of the questions which are used to measure Communication are listed in the All Questions section.

COMMUNICATION	PMES 2016 SECTOR SCORE	**59%**
57%	PMES 2016 CLUSTER HIGH	**70%**
	PMES 2016 CLUSTER LOW	**51%**

KEY INFLUENCERS

The following questions have been identified through a **statistical correlation analysis** as the questions with the strongest association with the Communication.

Focus on improving perceptions on these questions should see a corresponding **influence on perceptions of the Communication.**

★	KEY INFLUENCERS	% AGREEMENT	% SECTOR
5d.	My manager listens to what I have to say	**70%**	**73%**
5h.	My manager takes into account the differing needs and circumstances of employees when making decisions	**63%**	**65%**
5i.	My manager would take appropriate action if decision-making processes were found to be biased	**61%**	**64%**
5j.	I have confidence in the decisions my line manager makes	**64%**	**67%**
5m.	My manager provides acknowledgement or other recognition for the work I do	**64%**	**67%**
5l.	My manager talks tome about how the values apply to my work	**58%**	**58%**

Empowering and connecting with employees through communication is vital to successful organisations. Across Health, questions regarding communication averaged 57% agreement, just below the sector average.

Whilst it is positive that People Matter found 66% of respondents in Health feel their manager communicates effectively with them, this is three percentage points below the sector average. The same proportion said that their manager encourages and values their input (66%, also three points below the sector), whilst 62% responded that their manager involves them and their workgroup in decision-making (two points below the sector average).

Communication by senior managers were perceived less favourably in Health than with direct managers, with just 42% reporting that their senior managers keep employees adequately informed about what is going on in their organisation and listen to employees (37%).

Aboriginal and Torres Straight Islander and LGBTI respondents were broadly in line with the Health average, respondents with a disability reported lower scores (seven points below the sector average). Registered nurses, clinical nurses and midwives were broadly less positive than average, with staff in corporate and administrative services typically more positive.

KEY INFLUENCERS

Scores for a number of questions related to communication showed that wider perceptions of direct managers fundamentally influence perceptions about communication in Health. 64% of Health employees believe that their manager provides them with adequate acknowledgement or other types of recognition and the same proportion have confidence in the decisions of their manager. Again, both areas are slightly below sector averages. Listening to employees, taking different needs into account and taking action if decision-making processes are biased have a particular impact.

RESULTS MATCH THE SECTOR AVERAGE

A complete list of the questions which are used to measure High Performance are listed in the All Questions section.

HIGH PERFORMANCE		
	PMES 2016 SECTOR SCORE	**68%**
68%	PMES 2016 CLUSTER HIGH	**73%**
	PMES 2016 CLUSTER LOW	**61%**

KEY INFLUENCERS

The following questions have been identified through a **statistical correlation analysis** as the questions with the strongest association with the High Performance.

Focus on improving perceptions on these questions should see a corresponding **influence on perceptions of the High Performance.**

★ KEY INFLUENCERS	% AGREEMENT	% SECTOR
1f. I am provided with the support I need to optimise my contribution at work	**60%**	**59%**
7j. My organisation is committed to developing its employees	**53%**	**53%**
5g. My manager involves my workgroup in decisions about our work	**62%**	**64%**
5i. My manager would take appropriate action if decision-making processes were found to be biased	**61%**	**64%**
5f. My manager encourages and values employee input	**66%**	**69%**
5h. My manager takes into account the differing needs and circumstances of employees when making decisions	**63%**	**65%**

High Performance has been described as the consistent achievement of increased productivity through the setting of rigorous goals, targets and priorities, all of which are aligned across the organisation. Six separate factors and 21 questions were used to measure high performance in People Matter. The aggregate score was 68% agreement in Health which is in line with the sector average.

High Performance survey questions centred around six key themes: capability, efficiency, continuous improvement, innovation, collaboration and outcomes.

Capability questions aimed to assess perceptions about work skills. Health capability questions collectively scored 65% agreement which is in line with the sector average.

Efficiency and effectiveness were evaluated by asking whether correct information and resources were in place to allow employees to deliver outcomes efficiently and by understanding what is expected of employees. The aggregated score for these questions was 75%, one percentage point above the sector average.

Continuous Improvement and Innovation questions explored whether employees perceived Health to be an organisation which is future-focused and encourages improvements and diverse and innovative ideas. These question groups scored 68% and 57% respectively.

Collaboration questions asked how well employees collaborate within and between teams as well as the promotion of external collaboration by senior managers. Health collectively scored 58% agreement for this question group which was one point below the sector average.

Outcomes questions looked at achievement of organisational objectives and business outcomes. Health returned a result of 85% agreement which was in line with the sector average.

Across all parts of the High Performance group of questions, male respondents tended to be slightly less positive than female respondents, although not by a significant margin. Employees in research and program and project management support roles were the most positive, as were career medical officers, nursing assistants and nurse/midwifery managers. There were no significant differences recorded between full and part time employees. As commonly observed across all survey items, seniority tended to increase levels of positivity.

KEY INFLUENCERS

Analysis revealed that perceptions of having workplace support to optimise performance strongly influenced perceptions of performance. Belief that health organisations are committed to developing their employees also had an impact on whether or not respondents believed they worked in a high performance culture.

PERCEPTIONS OF SERVICE DELIVERY ARE POSITIVE

A complete list of the questions which are used to measure Public Sector Values are listed in the All Questions section.

| PUBLIC SECTOR VALUES		
	PMES 2016 SECTOR SCORE	66%
64%	PMES 2016 CLUSTER HIGH	74%
	PMES 2016 CLUSTER LOW	59%

KEY INFLUENCERS

The following questions have been identified through a **statistical correlation analysis** as the questions with the strongest association with the Public Sector Values.

Focus on improving perceptions on these questions should see a corresponding **influence on perceptions of the Public Sector Values.**

★	KEY INFLUENCERS	% AGREEMENT	% SECTOR
5j.	I have confidence in the decisions my line manager makes	**64%**	67%
5f.	My manager encourages and values employee input	**66%**	69%
6b.	I feel that senior leaders effectively lead and manage change	**42%**	43%
7j.	My organisation is committed to developing its employees	**53%**	53%
5g.	My manager involves my workgroup in decisions about our work	**62%**	64%
5e.	My manager communicates effectively with me	**66%**	69%

PUBLIC SECTOR VALUES

57%	65%	76%	62%
Integrity	**Trust**	**Service**	**Accountability**
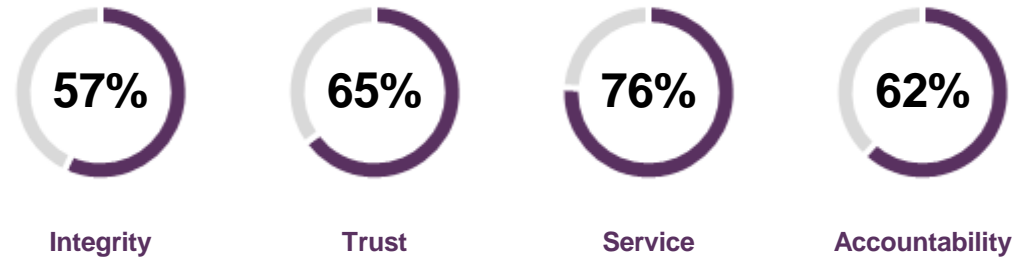
The core values of Integrity, Trust, Service and Accountability were measured using 22 survey questions. Overall, Health had an aggregate agreement score of 64% which is two points below the sector average.

Integrity questions related to employees being open and honest, managers and leaders modelling the behaviours expected and policies and procedures being in place to ensure there are no conflicts of interest. Health respondents scored three percentage points below sector average for Integrity questions.

Trust included questions related to being treated with fairness and respect and having a culture of open, two-way communication. Whilst employees were positive that their workgroups treated clients with respect, less positivity was seen for treating work colleagues with respect.

Service questions are concerned with customer needs and service quality. Results were broadly positive with 85% believing their workgroup strives to achieve customer satisfaction and 86% feeling customers are treated with respect. In comparison, only 55% feeling senior managers communicate the importance of customers.

Accountability questions relate to efficiency and continuous improvement. Whilst employees believed the organisation and managers focus on making improvements, only 48% agree that employees are taking responsibility for their actions, a trend that is common across the sector.

KEY INFLUENCERS

Having confidence in direct managers affects employee perceptions about values. Across Health where managers were deemed to be effective, hold the confidence of the staff that they manage, communicate well and involve staff in decisions, these strongly influenced responses to the values.

DIVERSITY & INCLUSION

RESULTS ARE CLOSE TO THE SECTOR AVERAGE

A complete list of the questions which are used to measure Diversity & Inclusion are listed in the All Questions section.

DIVERSITY & INCLUSION			
	PMES 2016 SECTOR SCORE	**67%**	
65%	PMES 2016 CLUSTER HIGH	**75%**	
	PMES 2016 CLUSTER LOW	**61%**	

KEY INFLUENCERS

The following questions have been identified through a **statistical correlation analysis** as the questions with the strongest association with the Diversity & Inclusion.

Focus on improving perceptions on these questions should see a corresponding **influence on perceptions of the Diversity & Inclusion.**

⭐ KEY INFLUENCERS	% AGREEMENT	% SECTOR
5e. My manager communicates effectively with me	**66%**	**69%**
5g. My manager involves my workgroup in decisions about our work	**62%**	**64%**
5j. I have confidence in the decisions my line manager makes	**64%**	**67%**
5m. My manager provides acknowledgement or other recognition for the work I do	**64%**	**67%**
5k. My manager treats employees with dignity and respect	**72%**	**76%**
5o. My manager ensures fair access to developmental opportunities for people in my workgroup	**61%**	**62%**

The concepts of workplace diversity and inclusion encompass physical and cultural differences among employees, recognition of differences in working styles and approaches as well as involvement and empowerment, where the inherent worth and dignity of all people are treated as paramount. A total of 11 questions focused on diversity and inclusion in People Matter. Overall, Health had an aggregate agreement score of 65%, two points below the sector average.

84% of respondents agreed that diversity and inclusion in the workplace can contribute to better outcomes, 73% believed that their organisation respects individual cultural differences and 60% agreed that their workplaces supported them to optimise their full contribution at work.

Just 55% of Health employees reported being satisfied with their ability to access flexible working arrangements, however this is reflective of the operational environment within Health which may restrict the extent of flexible working more than other parts of the sector.

Whilst 70% of respondents in Health feel that their direct manager listens to what they have to say, the level of agreement is lower when asked if managers take differing needs into account when making decisions (63%). 66% agreed that direct managers encouraged employee input. All of these measures were each three percentage points below the sector average.

49% of respondents agreed that senior managers across the organisation support the career advancement of women. This was five percentage points below the sector average. Men tended to be more positive in their response, with 53% agreeing with this statement, compared with 49% agreement for women.

There were no significant differences between the aggregate scores of those who identified as ATSI or LGBTI employees or those with carers responsibilities. Career medical officers, nursing assistants, and senior manager/executives are notably more positive, with less positivity seen among visiting medical officers and registered nurses, clinical nurses and midwives.

KEY INFLUENCERS

Analysis revealed that employees across the cluster explicitly link their experiences of diversity and inclusion with their opinions about their direct manager. All the top six questions which most strongly correlated with the answers to the diversity and inclusion questions were regarding direct manager behaviours such as effective communication, involvement and confidence in decisions, and treating employees with dignity and respect and fairness and equity. This was not an uncommon finding within other clusters across the sector.

CLUSTER COMPARISON

EXPLORE RESULTS ACROSS THE PUBLIC SECTOR

This page compares cluster scores for the key question groups.

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

Consider the range of scores in this cluster and how they compare to other clusters.

	Health	Education	Family and Community Services	Finance	Industry	Justice	Planning and Environment	Transport	Treasury	Premier and Cabinet
NUMBER OF RESPONDENTS	38927	27488	7331	6755	6882	14988	4014	13680	774	1367
ENGAGEMENT	65%	69%	63%	66%	61%	62%	68%	63%	68%	70%
SENIOR MANAGERS	45%	56%	44%	53%	41%	38%	46%	47%	58%	55%
COMMUNICATION	57%	63%	61%	64%	59%	51%	63%	59%	70%	66%
HIGH PERFORMANCE	68%	73%	68%	71%	65%	61%	69%	66%	73%	72%
PUBLIC SECTOR VALUES	64%	71%	67%	71%	65%	59%	68%	66%	74%	72%
DIVERSITY & INCLUSION	65%	69%	70%	72%	69%	61%	73%	67%	75%	73%

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

AGENCY COMPARISON

EXPLORE RESULTS FOR LOWER LEVEL BUSINESS UNITS

This page compares scores for each of the business units below this report.

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

	Health	Agency for Clinical Innovation	NSW Ambulance	Bureau of Health Information	Cancer Institute NSW	Central Coast Local Health District	Clinical Excellence Commission	eHealth NSW	Far West Local Health District	Health Education & Training Institute	Health Infrastructure	Health Professional Councils Authority
NUMBER OF RESPONDENTS	38927	132	964	34	168	1887	85	215	393	150	70	85
ENGAGEMENT	65%	74%	58%	71%	76%	65%	60%	66%	67%	61%	63%	65%
SENIOR MANAGERS	45%	70%	27%	54%	67%	42%	39%	58%	48%	50%	47%	48%
COMMUNICATION	57%	74%	42%	63%	75%	54%	57%	67%	60%	65%	58%	59%
HIGH PERFORMANCE	68%	78%	51%	77%	81%	67%	62%	71%	70%	71%	69%	66%
PUBLIC SECTOR VALUES	64%	77%	52%	74%	82%	64%	61%	71%	66%	69%	68%	67%
DIVERSITY & INCLUSION	65%	75%	49%	74%	81%	63%	66%	71%	68%	73%	68%	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

AGENCY COMPARISON

EXPLORE RESULTS FOR LOWER LEVEL BUSINESS UNITS

This page compares scores for each of the business units below this report.

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

	Health	Health System Support Group	HealthShare NSW	Hunter New England Local Health District	Illawarra Shoalhaven Local Health District	Mental Health Commission	Justice Health & Forensic Mental Health Network	Mid North Coast Local Health District	Ministry of Health	Murrumbidgee Local Health District	Nepean Blue Mountains Local Health District	Northern NSW Local Health District
NUMBER OF RESPONDENTS	38927	31	661	5808	1674	30	427	1535	472	2105	1221	1182
ENGAGEMENT	65%	63%	63%	66%	58%	70%	62%	62%	61%	66%	60%	58%
SENIOR MANAGERS	45%	53%	52%	45%	39%	63%	42%	37%	45%	47%	37%	30%
COMMUNICATION	57%	62%	56%	57%	52%	68%	57%	53%	60%	59%	52%	48%
HIGH PERFORMANCE	68%	70%	67%	70%	63%	73%	65%	64%	66%	71%	64%	62%
PUBLIC SECTOR VALUES	64%	66%	65%	66%	59%	74%	60%	60%	65%	66%	60%	57%
DIVERSITY & INCLUSION	65%	69%	63%	67%	60%	76%	63%	63%	69%	67%	61%	57%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

AGENCY COMPARISON

COMPARISON OF AGENCIES

This page provides the scores of each of the agencies below this cluster, 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.

	Health	Northern Sydney Local Health District	NSW Health Pathology	South Eastern Sydney Local Health District	South Western Sydney Local Health District	Southern NSW Local Health District	The Sydney Children's Hospital Network	Sydney Local Health District	Western NSW Local Health District	Western Sydney Local Health District
NUMBER OF RESPONDENTS	38927	1719	1154	1596	3239	1142	1553	3195	3223	2777
ENGAGEMENT	65%	64%	59%	64%	65%	70%	74%	69%	65%	60%
SENIOR MANAGERS	45%	42%	38%	44%	51%	54%	50%	56%	46%	39%
COMMUNICATION	57%	56%	48%	57%	60%	65%	61%	64%	57%	51%
HIGH PERFORMANCE	68%	68%	60%	69%	71%	74%	74%	73%	69%	63%
PUBLIC SECTOR VALUES	64%	65%	57%	65%	67%	71%	70%	71%	64%	59%
DIVERSITY & INCLUSION	65%	65%	56%	65%	67%	73%	69%	70%	66%	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 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	65% RESPONSE SCALE		AGREEMENT %	PMES 2014	SECTOR
Q7o. I would recommend my organisation as a great place to work	17 · 43 · 25 · 9		60%	57%	60%
Q7p. I am proud to tell others I work for my organisation	23 · 45 · 22		68%	69%	68%
Q7q. I feel a strong personal attachment to my organisation	21 · 41 · 24 · 8		62%	63%	64%
Q7r. My organisation motivates me to help it achieve its objectives	16 · 39 · 29 · 11		54%	50%	55%
Q7s. My organisation inspires me to do the best in my job	17 · 38 · 28 · 10		55%	52%	55%

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.

ENGAGEMENT WITH WORK — 77% RESPONSE SCALE

		AGREEMENT %	SECTOR
Q1g. My job gives me a feeling of personal accomplishment	29 / 49 / 12	78%	76%
Q1h. I look for ways to perform my job more effectively	42 / 52	94%	95%
Q1i. I feel motivated to contribute more than what is normally required at work	32 / 43 / 15 / 7	75%	76%
Q1j. I am satisfied with my job at the present time	20 / 43 / 18 / 12	63%	63%

KEY

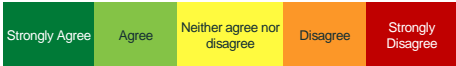| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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.

SENIOR MANAGERS

45% RESPONSE SCALE

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	12	34	28	15	11	45%	47%
Q6b. I feel that senior leaders effectively lead and manage change	11	31	28	17	13	42%	43%
Q6c. I feel that senior managers model the values of my organisation	12	33	29	14	13	45%	48%
Q6d. Senior managers encourage innovation by employees	11	36	30	14	9	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	12	37	31	12	9	49%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	14	41	27	10	8	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	10	32	27	18	14	42%	44%
Q6h. I feel that senior managers listen to employees	9	27	30	18	16	37%	39%
Q7f. I feel that change is handled well in my organisation	11	32	28	19	9	43%	41%

KEY

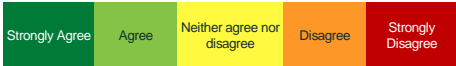| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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.

COMMUNICATION — 57% RESPONSE SCALE

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	SECTOR
Q5e. My manager communicates effectively with me	26	41	15	10	8	66%	69%
Q5f. My manager encourages and values employee input	27	40	16	9	9	66%	69%
Q5g. My manager involves my workgroup in decisions about our work	23	40	18	11	9	62%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	10	32	27	18	14	42%	44%
Q6h. I feel that senior managers listen to employees	9	27	30	18	16	37%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	18	49	16	10	7	67%	69%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

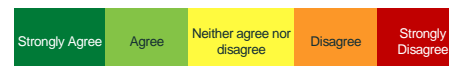**EXPLORE THE FULL SURVEY RESULTS**

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

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

Some key comparisons are provided.

HIGH PERFORMANCE

68% RESPONSE SCALE

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	AGREEMENT %	SECTOR
Q1a. I understand what is expected of me to do well in my role	41	50				91%	90%
Q1b. I have the tools I need to do my job effectively	20	52	13	12		72%	70%
Q1c. I get the information I need to do my job well	18	52	17	11		69%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	34	53	9			86%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	24	46	14	10		70%	69%
Q2b. People in my workgroup use time and resources efficiently	20	48	18	10		68%	70%
Q2c. My team works collaboratively to achieve its objectives	25	48	15	8		74%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	25	52	14			77%	76%
Q3h. I have received appropriate training and development to do my job well	20	49	18	9		69%	63%

KEY

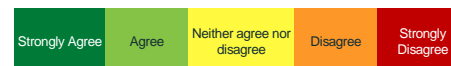| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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.

HIGH PERFORMANCE   68% RESPONSE SCALE

Question	Responses	AGREEMENT %	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	24 / 46 / 16 / 9	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	21 / 44 / 20 / 10	65%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	20 / 44 / 20 / 11	63%	65%
Q5j. I have confidence in the decisions my line manager makes	23 / 41 / 19 / 10 / 7	64%	67%
Q6d. Senior managers encourage innovation by employees	11 / 36 / 30 / 14 / 9	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	12 / 37 / 31 / 12 / 9	49%	52%
Q7d. My organisation focuses on improving the work we do	25 / 51 / 16	76%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	19 / 42 / 24 / 10	61%	62%
Q7g. There is good co-operation between teams across our organisation	11 / 38 / 26 / 17 / 8	50%	48%

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.

HIGH PERFORMANCE

68% RESPONSE SCALE

		AGREEMENT %	SECTOR
Q7n. My organisation generally selects capable people to do the job	9 / 44 / 26 / 13 / 8	53%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	17 / 50 / 23 / 7	67%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	31 / 54 / 12	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.

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 — 64% RESPONSE SCALE

	Response breakdown	AGREEMENT %	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction	35 / 50 / 9	85%	85%
Q2b. People in my workgroup use time and resources efficiently	20 / 48 / 18 / 10	68%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	22 / 41 / 20 / 11	64%	67%
Q2h. People in my workgroup treat each other with respect	24 / 43 / 17 / 10	68%	72%
Q2i. People in my workgroup treat customers/clients with respect	36 / 50 / 10	86%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	24 / 46 / 16 / 9	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	21 / 44 / 20 / 10	65%	64%
Q5d. My manager listens to what I have to say	27 / 42 / 14 / 8 / 8	70%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	23 / 38 / 21 / 9 / 9	61%	64%

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.

PUBLIC SECTOR VALUES

64% RESPONSE SCALE

		AGREEMENT %	SECTOR
Q5k. My manager treats employees with dignity and respect	30 · 43 · 13 · 7 · 7	72%	76%
Q5l. My manager talks to me about how the values apply to my work	20 · 37 · 23 · 12 · 7	58%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	12 · 34 · 28 · 15 · 11	45%	47%
Q6c. I feel that senior managers model the values of my organisation	12 · 33 · 29 · 14 · 13	45%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	14 · 41 · 27 · 10 · 8	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	10 · 32 · 27 · 18 · 14	42%	44%
Q6h. I feel that senior managers listen to employees	9 · 27 · 30 · 18 · 16	37%	39%
Q7a. My organisation provides high quality services	26 · 55 · 13	81%	80%
Q7b. My organisation strives to match services to customer/client needs	26 · 55 · 13	80%	80%

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.

PUBLIC SECTOR VALUES	64% RESPONSE SCALE		AGREEMENT %	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	28 | 54 | 13		82%	83%
Q7d. My organisation focuses on improving the work we do	25 | 51 | 16		76%	76%
Q7h. People in my organisation take responsibility for their own actions	10 | 38 | 29 | 15 | 7		48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	12 | 46 | 27 | 9		58%	63%

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 & INCLUSION **65%** RESPONSE SCALE

	Responses	AGREEMENT %	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	18 / 42 / 19 / 14	60%	59%
Q5d. My manager listens to what I have to say	27 / 42 / 14 / 8 / 8	70%	73%
Q5f. My manager encourages and values employee input	27 / 40 / 16 / 9 / 9	66%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	22 / 40 / 19 / 10 / 8	63%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	23 / 38 / 21 / 9 / 9	61%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	15 / 34 / 35 / 7 / 8	49%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	20 / 53 / 18	73%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	17 / 50 / 23 / 7	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	18 / 49 / 16 / 10 / 7	67%	69%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

EXPLORE THE FULL SURVEY RESULTS

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

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Some key comparisons are provided.

DIVERSITY & INCLUSION

65% RESPONSE SCALE

		AGREEMENT %	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	31 / 54 / 12	84%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? *Response scale Very satisfied - Very unsatisfied*	17 / 38 / 23 / 14 / 9	55%	58%
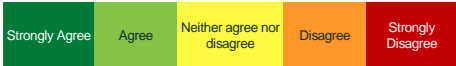
KEY

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.

RECRUITMENT	43% RESPONSE SCALE	AGREEMENT %	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	25 26 24 18	32%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	8 35 30 15 11	43%	41%
Q7n. My organisation generally selects capable people to do the job	9 44 26 13 8	53%	51%

KEY

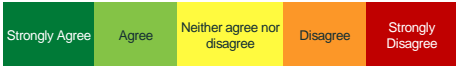| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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.

EMPLOYEE VALUE PROPOSITION — 53% RESPONSE SCALE

						AGREEMENT %	SECTOR
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	21	37	27	8	7	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	17	33	34	8	7	51%	53%
Q7g. There is good co-operation between teams across our organisation	11	38	26	17	8	50%	48%

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.

PERFORMANCE FRAMEWORK & DEVELOPMENT

59% RESPONSE SCALE

		AGREEMENT %	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives	16 / 46 / 17 / 15	62%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	22 / 46 / 13 / 12	68%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	19 / 39 / 17 / 17 / 8	58%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	18 / 41 / 18 / 14 / 8	59%	59%
Q3e. My performance is assessed against clear criteria	16 / 41 / 23 / 14 / 7	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	26 / 43 / 13 / 9 / 8	69%	71%
Q3g. I am able to access the right learning and development opportunities as required	19 / 47 / 18 / 11	66%	60%
Q3h. I have received appropriate training and development to do my job well	20 / 49 / 18 / 9	69%	63%
Q3i. I have a strong desire to advance my career	33 / 36 / 22	69%	69%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

ℹ️

EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.
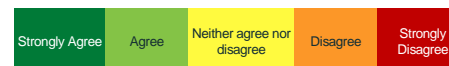
PERFORMANCE FRAMEWORK & DEVELOPMENT

59% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	13	35	26	16	10	48%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	15	25	34	18	9	40%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	24	40	17	10	8	64%	67%
Q5n. My manager appropriately deals with employees who perform poorly	14	30	29	15	12	44%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	19	42	22	9	7	61%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	21	37	27	8	7	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	17	33	34	8	7	51%	53%
Q7j. My organisation is committed to developing its employees	12	41	28	12	8	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	49% RESPONSE SCALE						AGREEMENT %	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career		15	25	34	18	9	40%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role		21	37	27	8	7	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		17	33	34	8	7	51%	53%

KEY

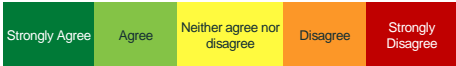| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

EXPLORE THE FULL SURVEY RESULTS

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

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Some key comparisons are provided.

PAY & BENEFITS

58% RESPONSE SCALE

		AGREEMENT %	SECTOR
Q4a. I am paid fairly for the work I do	11 · 44 · 19 · 18 · 8	55%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	12 · 48 · 22 · 13	60%	60%

KEY

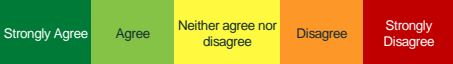| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

EXPLORE THE FULL SURVEY RESULTS

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

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Some key comparisons are provided.

DIVERSITY GROUPS	73% RESPONSE SCALE			AGREEMENT %	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	23	53	17	77%	77%
Q8c. Age is not a barrier to success in my organisation	22	51	18	73%	71%
Q8d. Disability is not a barrier to success in my organisation	19	47	27	66%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	23	53	20	76%	76%
Q8f. Gender is not a barrier to success in my organisation	23	52	19	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.

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Some key comparisons are provided.

WORKPLACE SUPPORT

62% RESPONSE SCALE

Question	Response Scale	AGREEMENT %	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	18 · 42 · 19 · 14	60%	59%
Q1k. I am able to keep my work stress at an acceptable level	14 · 46 · 19 · 14	60%	58%
Q1l. My workload is acceptable	11 · 43 · 20 · 17 · 8	54%	55%
Q2e. I receive help and support from other members of my workgroup	27 · 51 · 14	78%	80%
Q2f. There is good team spirit in my workgroup	25 · 39 · 17 · 11	65%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	12 · 41 · 24 · 15 · 9	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	34% RESPONSE SCALE					AGREEMENT %	SECTOR
Q15. I believe action will be taken on the results from this survey by my organisation		27	35	19	13	34%	32%
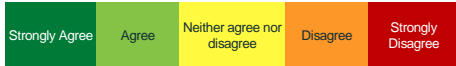
KEY

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.

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Some key comparisons are provided.

WORKPLACE CONDUCT

50% RESPONSE SCALE

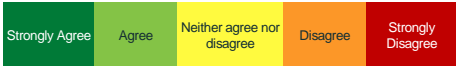|		AGREEMENT %	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	12 / 46 / 27 / 9	58%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	10 / 34 / 30 / 16 / 11	43%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	12 / 36 / 28 / 14 / 11	48%	49%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

EXPLORE THE FULL SURVEY RESULTS

These pages show the non standard questions asked in the survey and how the proportion of colleagues responded.

Some key comparisons are provided.

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

EXPLORE THE FULL SURVEY RESULTS

These pages show the non standard questions asked in the survey and how the proportion of colleagues responded.

Some key comparisons are provided.

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

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EXPLORE THE FULL SURVEY RESULTS

These pages show the non standard questions asked in the survey and how the proportion of colleagues responded.

Some key comparisons are provided.

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

EXPLORE THE FULL SURVEY RESULTS

These pages show the non standard questions asked in the survey and how the proportion of colleagues responded.

Some key comparisons are provided.

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

EXPLORE THE FULL SURVEY RESULTS

These pages show the non standard questions asked in the survey and how the proportion of colleagues responded.

Some key comparisons are provided.

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

EXPLORE THE FULL SURVEY RESULTS

These pages show the non standard questions asked in the survey and how the proportion of colleagues responded.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	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		20%	23%
Your Immediate Manager/Supervisor		26%	26%
A fellow worker at your level		29%	25%
A subordinate		7%	8%
A client or customer		2%	2%
A member of the public other than a client or customer		1%	0%
Other		5%	4%
Prefer not to say		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 %
Q1. Morale is good in my team	15	43	17	16	8	59%
Q2. I believe I am valued for what I can offer at my workplace	19	50	16	10		69%
Q3. In my workplace, we recognise our successes and innovations	16	48	21	10		64%
Q4. Staff are treated respectfully regardless of their job	19	49	16	11		67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	14	35	25	15	12	49%
Q6. Overall, I have confidence in the decisions made by my senior managers	13	36	25	14	11	50%
Q7. I have a say in decisions which affect my work	12	38	24	17	9	50%
Q8. Where I work, we share the lessons learnt when mistakes are made	15	49	20	10		64%
Q9. My team's objectives/work plans are clearly outlined	14	49	21	10		64%
Q10. Our objectives/work plans help us to deliver a quality service	15	50	23	7		66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	12	28	32	15	13	41%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

PERSONAL PROFILES

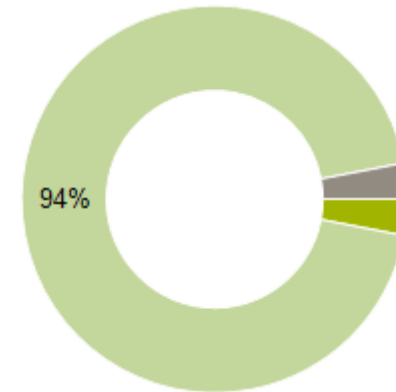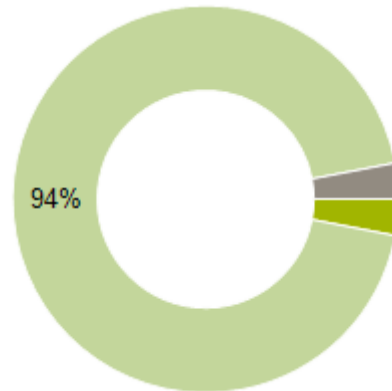|	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		21%
Female		78%
Other		1%
Age		
<35		23%
35 - 54		53%
> 54		24%

PERSONAL PROFILES

DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?

80%
17%
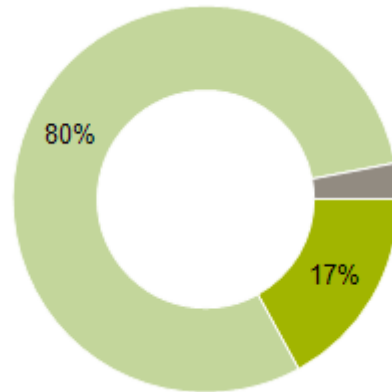
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?

94%

DO YOU HAVE A DISABILITY?

94%

DO YOU IDENTIFY AS LGBTI?

93%

KEY	YES	NO	PREFER NOT TO SAY

WORK PROFILES

9%

19%

24%

16%
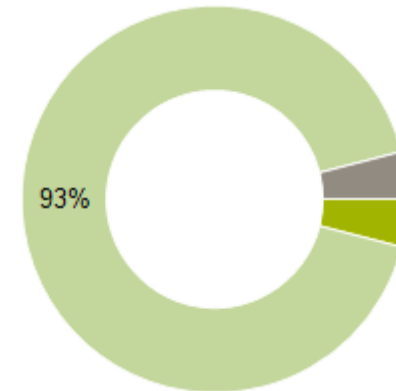
TENURE IN ORGANISATION	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		10%
1 - 2 years		9%
2 - 5 years		19%
5 - 10 years		22%
10 - 20 years		24%
More than 20 years		16%

WORK PROFILES

7%

12%

7%

1%

1%

4%

0%

8%

TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		61%
Other service delivery work		7%
Administrative support		12%
Corporate services		7%
Policy		1%
Research		1%
Program and project management support		4%
Legal (including developing and/or reviewing legislation)		0%
Other		8%
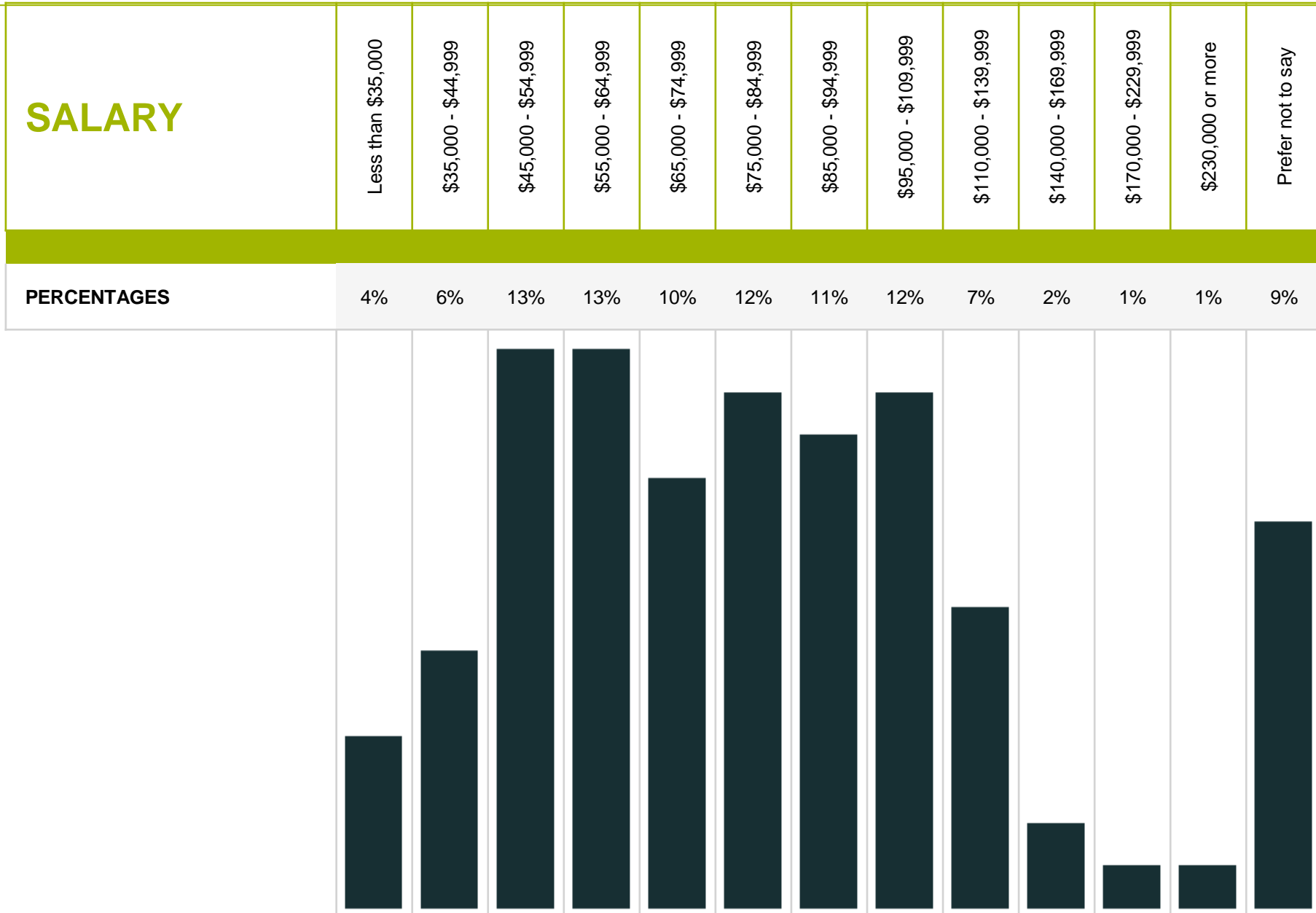
WORK PROFILES

SALARY

	Less than $35,000	$35,000 - $44,999	$45,000 - $54,999	$55,000 - $64,999	$65,000 - $74,999	$75,000 - $84,999	$85,000 - $94,999	$95,000 - $109,999	$110,000 - $139,999	$140,000 - $169,999	$170,000 - $229,999	$230,000 or more	Prefer not to say
PERCENTAGES	4%	6%	13%	13%	10%	12%	11%	12%	7%	2%	1%	1%	9%

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Health	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	38927	20675	2419	4044	2366	263	365	1295	41	2648
ENGAGEMENT	65%	64%	63%	68%	69%	61%	70%	68%	69%	63%
SENIOR MANAGERS	45%	42%	47%	50%	56%	48%	54%	56%	51%	45%
COMMUNICATION	57%	55%	56%	60%	66%	63%	67%	68%	67%	55%
HIGH PERFORMANCE	68%	67%	65%	71%	73%	69%	75%	75%	74%	65%
PUBLIC SECTOR VALUES	64%	63%	62%	67%	72%	68%	72%	73%	73%	62%
DIVERSITY & INCLUSION	65%	63%	63%	69%	73%	71%	75%	75%	76%	62%

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.

	Health	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	38927	1305	2005	4307	4371	3252	4064	3750	4221	2475	537	278	354	3137
ENGAGEMENT	65%	70%	65%	65%	66%	64%	62%	63%	65%	67%	70%	69%	70%	61%
SENIOR MANAGERS	45%	52%	45%	45%	46%	43%	41%	43%	48%	52%	59%	54%	55%	38%
COMMUNICATION	57%	62%	56%	55%	58%	56%	54%	55%	60%	64%	68%	68%	68%	51%
HIGH PERFORMANCE	68%	72%	68%	67%	69%	68%	66%	67%	70%	72%	75%	74%	76%	63%
PUBLIC SECTOR VALUES	64%	68%	64%	63%	65%	63%	62%	64%	67%	70%	74%	72%	73%	59%
DIVERSITY & INCLUSION	65%	71%	65%	64%	66%	64%	63%	64%	68%	71%	74%	73%	74%	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

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.

	Health	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	38927	3233	2967	6324	7546	8244	5521
ENGAGEMENT	65%	74%	68%	65%	62%	62%	64%
SENIOR MANAGERS	45%	61%	52%	48%	41%	40%	43%
COMMUNICATION	57%	73%	63%	60%	53%	52%	55%
HIGH PERFORMANCE	68%	78%	72%	69%	65%	65%	67%
PUBLIC SECTOR VALUES	64%	77%	69%	66%	61%	61%	64%
DIVERSITY & INCLUSION	65%	79%	71%	68%	62%	61%	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

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.

	Health	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	38927	77	1119	2931	3529	3633	4404	4717	5147	4929	2488	794
ENGAGEMENT	65%	71%	75%	68%	66%	64%	64%	63%	63%	64%	65%	67%
SENIOR MANAGERS	45%	70%	60%	52%	48%	45%	45%	43%	43%	43%	44%	46%
COMMUNICATION	57%	69%	71%	63%	60%	57%	57%	55%	55%	55%	56%	58%
HIGH PERFORMANCE	68%	78%	79%	73%	70%	67%	68%	66%	67%	67%	68%	70%
PUBLIC SECTOR VALUES	64%	76%	76%	70%	67%	64%	64%	63%	63%	64%	65%	66%
DIVERSITY & INCLUSION	65%	75%	78%	71%	69%	65%	65%	63%	63%	63%	65%	66%

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.

	Health	Male	Female	Other
NUMBER OF RESPONDENTS	38927	7133	26401	347
ENGAGEMENT	65%	62%	65%	48%
SENIOR MANAGERS	45%	45%	46%	24%
COMMUNICATION	57%	57%	57%	33%
HIGH PERFORMANCE	68%	65%	69%	45%
PUBLIC SECTOR VALUES	64%	63%	65%	42%
DIVERSITY & INCLUSION	65%	64%	66%	41%

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

ABORIGINAL AND / OR TORRES STRAIT ISLANDER

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.

	Health	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	38927	1113	31966	1095
ENGAGEMENT	65%	66%	65%	47%
SENIOR MANAGERS	45%	51%	46%	22%
COMMUNICATION	57%	58%	58%	32%
HIGH PERFORMANCE	68%	68%	69%	45%
PUBLIC SECTOR VALUES	64%	64%	65%	42%
DIVERSITY & INCLUSION	65%	64%	66%	39%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 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.

	Health	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	38927	5885	27486	1050
ENGAGEMENT	65%	67%	65%	46%
SENIOR MANAGERS	45%	54%	44%	23%
COMMUNICATION	57%	63%	57%	31%
HIGH PERFORMANCE	68%	72%	68%	45%
PUBLIC SECTOR VALUES	64%	68%	65%	41%
DIVERSITY & INCLUSION	65%	69%	66%	38%

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

DISABILITY

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.

	Health	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	38927	918	32237	1176
ENGAGEMENT	**65%**	**59%**	**65%**	**49%**
SENIOR MANAGERS	45%	39%	46%	25%
COMMUNICATION	57%	50%	58%	34%
HIGH PERFORMANCE	68%	61%	69%	47%
PUBLIC SECTOR VALUES	64%	59%	65%	44%
DIVERSITY & INCLUSION	65%	58%	66%	41%

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

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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.

	Health	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	38927	1953	31259	1096
ENGAGEMENT	65%	59%	65%	52%
SENIOR MANAGERS	45%	39%	46%	29%
COMMUNICATION	57%	49%	58%	40%
HIGH PERFORMANCE	68%	62%	69%	52%
PUBLIC SECTOR VALUES	64%	59%	66%	49%
DIVERSITY & INCLUSION	65%	58%	66%	47%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

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.

	Health	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	38927	1330	31798	1203
ENGAGEMENT	65%	63%	65%	50%
SENIOR MANAGERS	45%	44%	46%	26%
COMMUNICATION	57%	55%	58%	37%
HIGH PERFORMANCE	68%	65%	69%	49%
PUBLIC SECTOR VALUES	64%	62%	65%	46%
DIVERSITY & INCLUSION	65%	63%	66%	44%

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.

	Health	Junior Medical Officer	Career Medical Officer, Hospitalist	Staff Specialist	Visiting Medical Officer	Clinical Academic	Assistant in Nursing	Enrolled Nurse	Registered or 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	38927	254	42	501	75	27	293	1196	7080	432	1173	1390	350	45
ENGAGEMENT	65%	68%	71%	65%	58%	(r)	75%	66%	61%	66%	70%	65%	66%	64%
SENIOR MANAGERS	45%	55%	60%	44%	34%	(r)	61%	42%	38%	47%	57%	41%	50%	52%
COMMUNICATION	57%	67%	70%	59%	45%	(r)	68%	55%	52%	59%	66%	53%	60%	64%
HIGH PERFORMANCE	68%	74%	77%	69%	57%	(r)	77%	68%	65%	69%	75%	65%	70%	70%
PUBLIC SECTOR VALUES	64%	72%	76%	67%	54%	(r)	73%	62%	60%	66%	74%	62%	67%	68%
DIVERSITY & INCLUSION	65%	69%	75%	66%	52%	(r)	75%	64%	60%	68%	73%	63%	69%	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.

	Health	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	38927	1717	1485	367	3257	302	289	128	25	109	229	489	95	101
ENGAGEMENT	65%	68%	68%	77%	66%	70%	68%	67%	(r)	74%	62%	58%	69%	71%
SENIOR MANAGERS	45%	53%	57%	73%	45%	54%	51%	50%	(r)	66%	39%	37%	47%	58%
COMMUNICATION	57%	62%	66%	79%	60%	65%	63%	64%	(r)	69%	50%	48%	66%	71%
HIGH PERFORMANCE	68%	72%	73%	84%	72%	72%	74%	73%	(r)	78%	62%	61%	73%	75%
PUBLIC SECTOR VALUES	64%	69%	72%	83%	69%	69%	70%	71%	(r)	74%	58%	57%	68%	74%
DIVERSITY & INCLUSION	65%	71%	73%	84%	70%	71%	73%	74%	(r)	75%	59%	57%	74%	78%

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.

	Health	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	38927	355	179	12	191	1	486	17	66	457	278	453	67	120
ENGAGEMENT	65%	61%	66%	(r)	64%	(r)	55%	(r)	71%	70%	69%	65%	62%	57%
SENIOR MANAGERS	45%	37%	60%	(r)	49%	(r)	23%	(r)	62%	61%	54%	50%	35%	34%
COMMUNICATION	57%	46%	63%	(r)	55%	(r)	36%	(r)	74%	71%	70%	56%	45%	45%
HIGH PERFORMANCE	68%	60%	71%	(r)	67%	(r)	47%	(r)	81%	78%	75%	68%	56%	52%
PUBLIC SECTOR VALUES	64%	56%	70%	(r)	63%	(r)	48%	(r)	79%	75%	74%	62%	56%	48%
DIVERSITY & INCLUSION	65%	55%	67%	(r)	62%	(r)	43%	(r)	81%	78%	77%	64%	54%	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

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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.

	Health	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	38927	110	26	156	22	74	7	743	1084
ENGAGEMENT	65%	58%	(r)	66%	(r)	73%	(r)	67%	54%
SENIOR MANAGERS	45%	36%	(r)	49%	(r)	66%	(r)	52%	31%
COMMUNICATION	57%	42%	(r)	61%	(r)	71%	(r)	62%	41%
HIGH PERFORMANCE	68%	53%	(r)	68%	(r)	76%	(r)	70%	54%
PUBLIC SECTOR VALUES	64%	51%	(r)	65%	(r)	75%	(r)	68%	51%
DIVERSITY & INCLUSION	65%	49%	(r)	67%	(r)	73%	(r)	69%	50%

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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%