

PEOPLE MATTER 2017

NSW Public Sector Employee Survey

Nurse
Teacher
Librarian
Accountant
Police Officer
Doctor Policy Analyst Surveyor Scientist Barrister Solicitor Social Worker Welfare
Worker Laboratory Technician Turner Plumber Electrician Zookeeper Cleaner
Ambulance Officer Fitter Youth Worker Hospital Orderly Cleaner Fire Fighter Clerk
Engineer Receptionist Supervisor Ship's Engineer
Nurse Police Officer Museum Guide Conservator Fitter Electrician Linesworker
Solicitor Cable Jointer Nurse Librarian Advisor
Warden Prison Officer Technician Administrator
Train Driver Bus Driver Policy Analyst Fitter
Surveyor Scientist Nurse Welfare Worker
Laboratory Turner Plumber Ambulance Officer Youth
Worker Hospital Orderly Fitter Receptionist Labourer Jointer
Solicitor Caretaker Cross Country Coach Ship's Officer Ship's
Master Marine Transport Professional Showright Curator Museum Guide
Conservator Plant Operator Cable Engineer
Plant Operator Nurse Doctor Teacher Train Driver Accountant Librarian
Policy Analyst Surveyor Teacher Train Driver Social Worker
Welfare Worker Laboratory Technician Turner Plumber
Electrician Social Worker Cleaner Fitter Fire Fighter
Curator Fitter Museum Guide Conservator Plant
Operator Engineer Electrical Linesworker
Cable Jointer Plant
Operator Ranger
Teacher Nurse
Librarian
Advisor

AGENCY REPORT

Health

Health Education & Training Institute

RESPONSE RATE

>100%

162 OF 156 TOTAL RESPONDENTS

EMPLOYEE ENGAGEMENT

64%

DIFFERENCE FROM 2016 +3

DIFFERENCE FROM CLUSTER +1

DIFFERENCE FROM PUBLIC SECTOR 0

SENIOR MANAGERS

51%

DIFFERENCE FROM 2016 +1

DIFFERENCE FROM CLUSTER +6

DIFFERENCE FROM PUBLIC SECTOR +3

COMMUNICATION

66%

DIFFERENCE FROM 2016 0

DIFFERENCE FROM CLUSTER +8

DIFFERENCE FROM PUBLIC SECTOR +6



QUESTIONS ARE GROUPED INTO THEMES IN THIS REPORT.

This page compares the aggregate scores for key themes. The individual questions in each group are listed in the All Questions section. Comparisons with 2016 are not included where the number of questions were reduced for 2017.

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

Response Rate: some entities exceed 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 or closing a partially completed survey then needing to start a new one if their password is forgotten or lost.

ENGAGEMENT WITH WORK

73%

DIFFERENCE FROM CLUSTER +1

DIFFERENCE FROM PUBLIC SECTOR +2

HIGH PERFORMANCE

67%

DIFFERENCE FROM CLUSTER +5

DIFFERENCE FROM PUBLIC SECTOR +4

PUBLIC SECTOR VALUES

67%

DIFFERENCE FROM CLUSTER +9

DIFFERENCE FROM PUBLIC SECTOR +7

DIVERSITY & INCLUSION

73%

DIFFERENCE FROM CLUSTER +8

DIFFERENCE FROM PUBLIC SECTOR +6

KEY DRIVERS OF ENGAGEMENT



WHAT TO FOCUS ON?

Employee Engagement scores at different levels are shown in earlier and following pages.

These results show the issues that are the most significant influencers of employee engagement in the workplace at this reporting level.

If engagement scores are high, other scores are often high as well.

		AGREEMENT	% AGREEMENT 2016	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	Q6h. I feel that senior managers listen to employees	46%	47%	38%	41%
2	Q6d. Senior managers encourage innovation by employees	52%	49%	46%	48%
3	Q7a. My organisation focuses on improving the work we do	73%	79%	67%	69%
4	Q7c. I feel that change is managed well in my organisation	39%	32%	41%	39%
5	Q7b. My organisation is making the necessary improvements to meet our future challenges	64%	69%	55%	57%
6	Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	78%	74%	72%	74%

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST AGREEMENT SCORING QUESTIONS

AGREEMENT
2017

2a.	My workgroup strives to achieve customer/client satisfaction	96%
2c.	I receive help and support from other members of my workgroup	90%
2b.	My workgroup works collaboratively to achieve its objectives	90%
2e.	People in my workgroup treat each other with respect	86%
5a.	My manager encourages people in my workgroup to keep improving the work they do	84%
8b.	Personal background is not a barrier to success in my organisation	84%
1a.	I understand what is expected of me to do well in my role	83%
2d.	There is good team spirit in my workgroup	79%
5b.	My manager listens to what I have to say	79%
8c.	I am able to speak up and share a different view to my colleagues and manager	79%

- LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT
2017

9a.	I have confidence in the ways my organisation resolves grievances	31%
7g.	I have confidence in the way recruitment decisions are made	38%
7c.	I feel that change is managed well in my organisation	39%
7d.	There is good co-operation between teams across our organisation	40%
6b.	I feel that senior managers effectively lead and manage change	40%
6h.	I feel that senior managers listen to employees	46%
14.	I believe action will be taken on the results from this survey by my organisation	46%
6c.	I feel that senior managers model the values of my organisation	46%
3g.	I am satisfied with the opportunities available for career development in my organisation	46%
3e.	My performance is assessed against clear criteria	47%



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'.

MOST AND LEAST IMPROVED QUESTIONS

+ MOST IMPROVED QUESTIONS

AGREEMENT
2017

AGREEMENT
2016

7e.	People in my organisation take responsibility for their own actions	58%	40%
2b.	My workgroup works collaboratively to achieve its objectives	90%	72%
1e.	I am satisfied with my job	67%	55%
7k.	I feel a strong personal attachment to my organisation	63%	51%
2a.	My workgroup strives to achieve customer/client satisfaction	96%	85%
3g.	I am satisfied with the opportunities available for career development in my organisation	46%	35%
2e.	People in my workgroup treat each other with respect	86%	76%
2c.	I receive help and support from other members of my workgroup	90%	80%
1c.	My job gives me a feeling of personal accomplishment	75%	66%
1d.	I feel motivated to contribute more than what is normally required at work	78%	70%

- LEAST IMPROVED QUESTIONS

AGREEMENT
2017

AGREEMENT
2016

3e.	My performance is assessed against clear criteria	47%	61%
3f.	I have received appropriate training and development to do my job well	58%	66%
7a.	My organisation focuses on improving the work we do	73%	79%
9a.	I have confidence in the ways my organisation resolves grievances	31%	38%
1a.	I understand what is expected of me to do well in my role	83%	88%
7b.	My organisation is making the necessary improvements to meet our future challenges	64%	69%
6c.	I feel that senior managers model the values of my organisation	46%	50%
6b.	I feel that senior managers effectively lead and manage change	40%	43%
6a.	I believe senior managers provide clear direction for the future of the organisation	48%	50%
6h.	I feel that senior managers listen to employees	46%	47%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Health Education & Training Institute

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.

Significant differences have been highlighted to demonstrate best practice and areas that require attention.

	Health Education & Training Institute	Education Strategy and Implementation	Institute of Psychiatry and Mental Health	Medical	Operations	Other	Rural & Remote
NUMBER OF RESPONDENTS	162	27	20	24	33	41	14
EMPLOYEE ENGAGEMENT	64%	61%	62%	66%	66%	70%	49%
ENGAGEMENT WITH WORK	73%	75%	77%	71%	62%	84%	62%
SENIOR MANAGERS	51%	55%	42%	54%	47%	54%	46%
COMMUNICATION	66%	69%	65%	67%	64%	71%	40%
HIGH PERFORMANCE	67%	71%	63%	68%	64%	72%	61%
PUBLIC SECTOR VALUES	67%	73%	63%	67%	63%	70%	59%
DIVERSITY & INCLUSION	73%	73%	73%	70%	74%	78%	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 10 RESPONDENTS



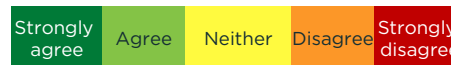
EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

EMPLOYEE ENGAGEMENT	64% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work	16	46	24	9	62%	56%	59%	60%
Q7j. I am proud to tell others I work for my organisation	21	46	23		67%	62%	67%	68%
Q7k. I feel a strong personal attachment to my organisation	17	46	18	12	63%	51%	61%	63%
Q7l. My organisation motivates me to help it achieve its objectives	14	44	26	13	58%	56%	52%	53%
Q7m. My organisation inspires me to do the best in my job	16	42	24	13	58%	52%	53%	53%

KEY





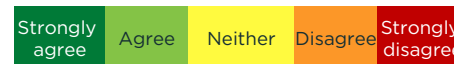
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ENGAGEMENT WITH WORK	73% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1c. My job gives me a feeling of personal accomplishment	30	46	14		75%	66%	76%	75%
Q1d. I feel motivated to contribute more than what is normally required at work	36	42	13		78%	70%	72%	72%
Q1e. I am satisfied with my job	22	45	17	11	67%	55%	68%	68%

KEY





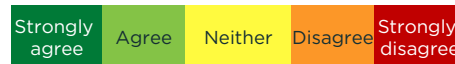
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SENIOR MANAGERS	51% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q6a. I believe senior managers provide clear direction for the future of the organisation	15	33	26	18	8	48%	50%	45%	48%
Q6b. I feel that senior managers effectively lead and manage change	14	26	27	17	16	40%	43%	43%	44%
Q6c. I feel that senior managers model the values of my organisation	17	29	23	20	11	46%	50%	45%	48%
Q6d. Senior managers encourage innovation by employees	17	35	28	14		52%	49%	46%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	17	47	21	9		63%	64%	47%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	19	53	19			72%	68%	56%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	10	39	22	20	9	49%	48%	42%	45%
Q6h. I feel that senior managers listen to employees	11	35	28	14	12	46%	47%	38%	41%
Q7c. I feel that change is managed well in my organisation	11	28	23	24	15	39%	32%	41%	39%

KEY





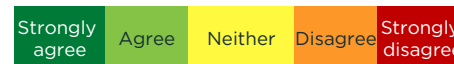
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COMMUNICATION	66% RESPONSE SCALE	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q5c. My manager communicates effectively with me		72%	72%	68%	70%
Q5d. My manager encourages and values employee input		78%	78%	68%	71%
Q5e. My manager involves my workgroup in decisions about our work		70%	71%	63%	65%
Q6g. I feel that senior managers keep employees informed about what's going on		49%	48%	42%	45%
Q6h. I feel that senior managers listen to employees		46%	47%	38%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager		79%	76%	65%	66%

KEY





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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

HIGH PERFORMANCE	67% RESPONSE SCALE			AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1a. I understand what is expected of me to do well in my role	33	50	9	83%	88%	91%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	46	44		90%	72%	77%	78%
Q3f. I have received appropriate training and development to do my job well	20	38	28	58%	66%	68%	62%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	36	48	9	84%	82%	70%	72%
Q5f. I have confidence in the decisions my manager makes	33	41	19	73%	74%	64%	67%
Q6d. Senior managers encourage innovation by employees	17	35	28	52%	49%	46%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	17	47	21	63%	64%	47%	51%
Q7a. My organisation focuses on improving the work we do	23	50	20	73%	79%	67%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	17	48	23	64%	69%	55%	57%

KEY





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	HIGH PERFORMANCE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
	67% RESPONSE SCALE								
Q7d. There is good co-operation between teams across our organisation	10	30	28	25	8	40%	37%	48%	47%
Q7h. My organisation generally selects capable people to do the job	9	51	27	10		61%	60%	53%	52%

KEY





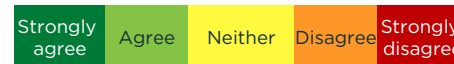
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PUBLIC SECTOR VALUES		67% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q2a. My workgroup strives to achieve customer/client satisfaction		55	41	96%	85%	86%	85%
Q2e. People in my workgroup treat each other with respect		46	40	86%	76%	70%	74%
Q5a. My manager encourages people in my workgroup to keep improving the work they do		36	48	84%	82%	70%	72%
Q5b. My manager listens to what I have to say		41	38	79%	80%	71%	75%
Q6a. I believe senior managers provide clear direction for the future of the organisation		15	33	48%	50%	45%	48%
Q6c. I feel that senior managers model the values of my organisation		17	29	46%	50%	45%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives		19	53	72%	68%	56%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		10	39	49%	48%	42%	45%
Q6h. I feel that senior managers listen to employees		11	35	46%	47%	38%	41%

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PUBLIC SECTOR VALUES		67% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7a. My organisation focuses on improving the work we do		23	50	20	7	73%	79%	67%	69%
Q7e. People in my organisation take responsibility for their own actions		9	49	27	12	58%	40%	47%	47%

KEY





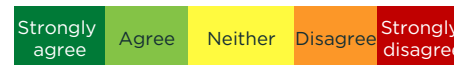
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

DIVERSITY & INCLUSION	73% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work	21	47	16	13	68%	68%	64%	63%
Q5b. My manager listens to what I have to say	41	38	15		79%	80%	71%	75%
Q5d. My manager encourages and values employee input	41	37	11		78%	78%	68%	71%
Q6i. Senior managers in my organisation support the career advancement of women	25	39	30		64%	61%	52%	58%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	28	50	13	8	78%	74%	72%	74%
Q8b. Personal background is not a barrier to success in my organisation	33	51	9		84%	-	73%	74%
Q8c. I am able to speak up and share a different view to my colleagues and manager	25	54	11		79%	76%	65%	66%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	21	33	21	17	53%	54%	55%	57%

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

RECRUITMENT	49% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC LIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	33	38	15	9	38%	-	38%	35%
Q7h. My organisation generally selects capable people to do the job	9	51	27	10	61%	60%	53%	52%

KEY





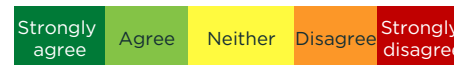
EXPLORE THE FULL RESULTS

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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PERFORMANCE FRAMEWORK & DEVELOPMENT	59% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	23	50	17	8	73%	71%	63%	63%
Q3e. My performance is assessed against clear criteria	16	31	33	16	47%	61%	57%	54%
Q3g. I am satisfied with the opportunities available for career development in my organisation	17	29	27	15	46%	35%	51%	48%
Q5g. My manager provides acknowledgement or other recognition for the work I do	37	41	11	7	78%	77%	64%	67%
Q5h. My manager appropriately deals with employees who perform poorly	22	28	34	11	49%	46%	44%	44%
Q7f. My organisation is committed to developing its employees	14	45	26	11	59%	56%	49%	50%

KEY

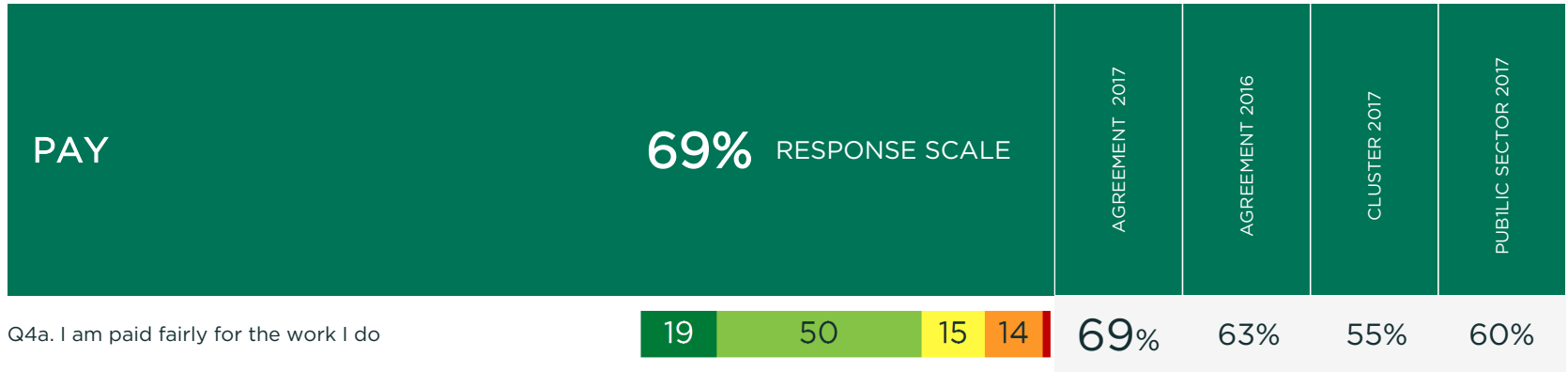




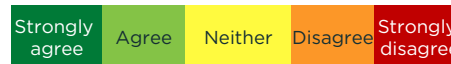
EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



KEY





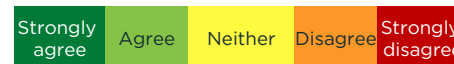
EXPLORE THE FULL RESULTS

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WORKPLACE SUPPORT	75% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work	21	47	16	13	68%	68%	64%	63%
Q1f. I am able to keep my work stress at an acceptable level	18	44	18	17	62%	63%	61%	59%
Q2c. I receive help and support from other members of my workgroup	48	43	7		90%	80%	79%	81%
Q2d. There is good team spirit in my workgroup	46	33	12		79%	71%	66%	69%

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

ACTION ABOUT SURVEY RESULTS

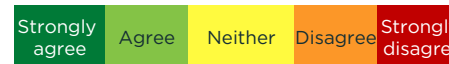
46% RESPONSE SCALE

Q14. I believe action will be taken on the results from this survey by my organisation



	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC LIC SECTOR 2017
Q14. I believe action will be taken on the results from this survey by my organisation	46%	46%	35%	34%

KEY

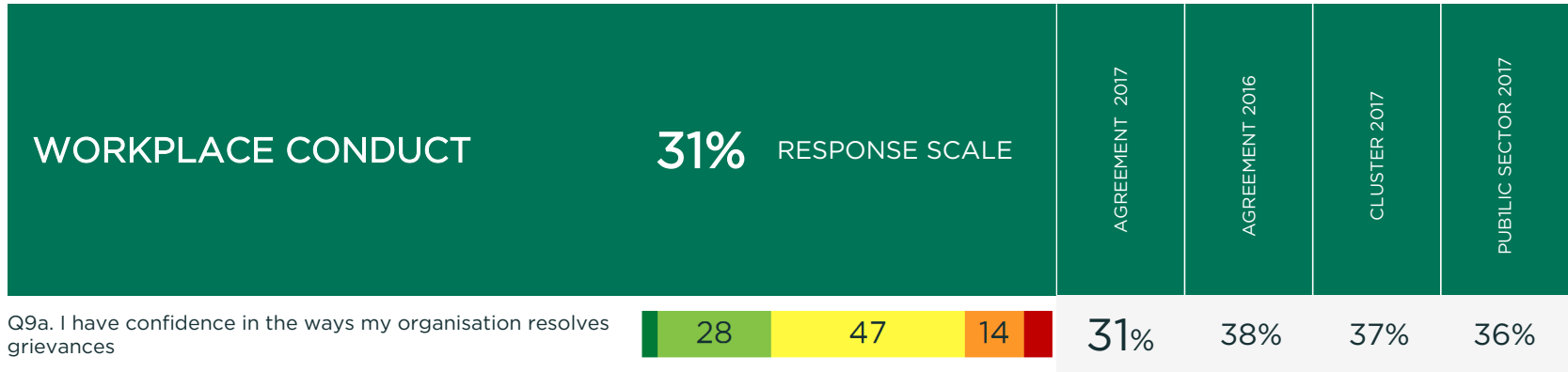




EXPLORE THE FULL RESULTS

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KEY





EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT		RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes			73%	67%	67%
No			27%	33%	33%
Q3b. I have informal feedback conversations with my manager					
Yes			87%	73%	75%
No			13%	27%	25%
Q3c. I have scheduled feedback conversations with my manager					
Yes			71%	56%	57%
No			29%	44%	43%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q3h. Are you currently looking, or thinking about looking, for a new role within the NSW Public Sector but outside of your current workplace in order to broaden your experience?				
Yes		49%	40%	41%
No		51%	60%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q3i. Are there any barriers preventing you from moving to another role?				
There are no major barriers to my career progression		37%	32%	30%
Lack of visible opportunities		36%	30%	31%
Lack of promotion opportunities		27%	27%	30%
Lack of support from my manager / supervisor		8%	15%	14%
Geographic location considerations		31%	24%	28%
Personal / family considerations		26%	32%	33%
Insufficient training and development		8%	14%	16%
Lack of required capabilities or experience		8%	10%	11%
Lack of support for temporary assignments/secondments		15%	14%	15%
The application/recruitment process is too cumbersome or time consuming		20%	16%	23%
Other		11%	8%	9%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		17%	30%	25%
No		75%	57%	62%
Don't know		8%	13%	13%
Q10b. If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		42%	66%	63%
No		54%	33%	35%
Don't know		4%	2%	2%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		26%	40%	33%
No		66%	51%	58%
Don't know		8%	9%	9%
Q10d. In the last 12 months I have been subjected to bullying at work				
Yes		13%	22%	18%
No		81%	72%	76%
Don't know		6%	6%	6%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
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		43%	19%	22%
Your immediate manager/supervisor		10%	24%	24%
A fellow worker at your level		24%	31%	27%
A subordinate	(r)			
A client or customer	(r)			
A member of the public other than a client or customer	(r)			
Other		5%	5%	4%
Prefer not to say		19%	12%	13%



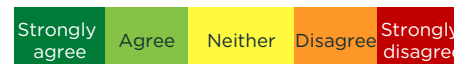
EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

HEALTH QUESTIONS	RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017
Q1. Morale is good in my team	19	47	16	13		66%	58%	60%
Q2. I believe I am valued for what I can offer at my workplace	22	58	9	9		79%	73%	69%
Q3. In my workplace, we recognise our successes and innovations	21	55	14			76%	70%	64%
Q4. Staff are treated respectfully regardless of their job	26	45	16	10		71%	72%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	17	39	22	11	11	56%	49%	51%
Q6. Overall, I have confidence in the decisions made by my senior managers	18	36	24	16		54%	58%	51%

KEY





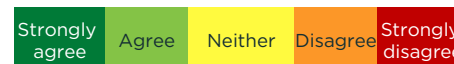
EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

HEALTH QUESTIONS	RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	
Q7. I have a say in decisions which affect my work	17	50	16	12	67%	62%	54%	
Q8. Where I work, we share the lessons learnt when mistakes are made	14	51	18	15	65%	62%	67%	
Q9. My team's objectives/work plans are clearly outlined	14	53	17	10	68%	74%	64%	
Q10. Our objectives/work plans help us to deliver a quality service	19	45	25	8	64%	72%	66%	
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	14	28	33	16	9	42%	42%	41%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Gender		
Male		22%
Female		77%
Other		1%

PROFILE OF RESPONDENTS









PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Age		
15 - 19		%
20 - 24		1%
25 -29	■	7%
30 - 34	■	8%
35 - 39	■	13%
40 - 44	■	16%
45 - 49	■	12%
50 - 54	■	19%
55 - 59	■	16%
60 - 64	■	8%
65+		1%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Do you speak a language other than English at home?		
Yes		13%
No		78%
Prefer not to say		9%
Are you of Aboriginal and/or Torres Strait Islander origin?		
Yes		4%
No		92%
Prefer not to say		4%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

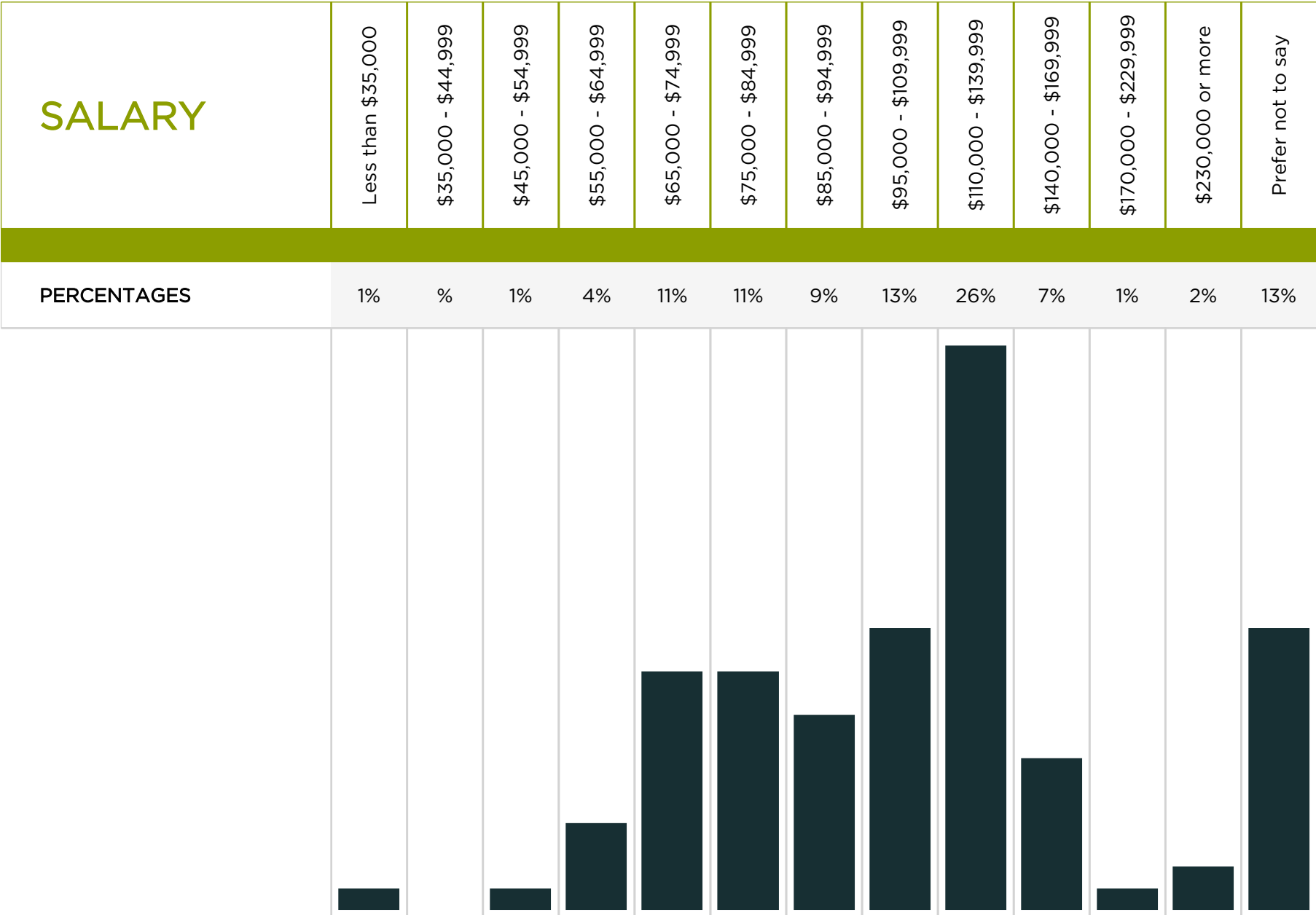
	RESPONSE SCALE	PERCENTAGE
Do you have a disability?		
Yes		4%
No		89%
Prefer not to say		7%
Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?		
Yes		6%
No		90%
Prefer not to say		4%

PROFILE OF RESPONDENTS



WORK PROFILES

SALARY



RESULT BY TYPE OF WORK



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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

	Health Education & Training Institute	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	162	11	8	19	27	1	0	61	0	28
EMPLOYEE ENGAGEMENT	64%	(r)	(r)	(r)	(r)	(r)	(r)	64%	(r)	(r)
ENGAGEMENT WITH WORK	73%	(r)	(r)	(r)	(r)	(r)	(r)	76%	(r)	(r)
SENIOR MANAGERS	51%	(r)	(r)	(r)	(r)	(r)	(r)	52%	(r)	(r)
COMMUNICATION	66%	(r)	(r)	(r)	(r)	(r)	(r)	64%	(r)	(r)
HIGH PERFORMANCE	67%	(r)	(r)	(r)	(r)	(r)	(r)	69%	(r)	(r)
PUBLIC SECTOR VALUES	67%	(r)	(r)	(r)	(r)	(r)	(r)	68%	(r)	(r)
DIVERSITY & INCLUSION	73%	(r)	(r)	(r)	(r)	(r)	(r)	69%	(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

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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

	Health Education & Training Institute	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	162	2	0	2	7	18	17	15	21	41	11	1	3	20
EMPLOYEE ENGAGEMENT	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	61%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	80%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	43%	(r)	(r)	(r)	(r)
COMMUNICATION	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	61%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	66%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	65%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	70%	(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

RESULT BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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

	Health Education & Training Institute	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	162	40	17	52	27	8	8
EMPLOYEE ENGAGEMENT	64%	68%	(r)	60%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	73%	79%	(r)	67%	(r)	(r)	(r)
SENIOR MANAGERS	51%	61%	(r)	42%	(r)	(r)	(r)
COMMUNICATION	66%	73%	(r)	55%	(r)	(r)	(r)
HIGH PERFORMANCE	67%	72%	(r)	63%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	74%	(r)	60%	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	76%	(r)	68%	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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CUT OFF LIMIT OF 30 RESPONDENTS

RESULT BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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

	Health Education & Training Institute	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	162	0	1	10	12	19	24	18	28	24	12	1
EMPLOYEE ENGAGEMENT	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	(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)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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CUT OFF LIMIT OF 30 RESPONDENTS

RESULT BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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

	Health Education & Training Institute	Male	Female	Other
NUMBER OF RESPONDENTS	162	33	118	2
EMPLOYEE ENGAGEMENT	64%	68%	64%	(r)
ENGAGEMENT WITH WORK	73%	76%	73%	(r)
SENIOR MANAGERS	51%	52%	51%	(r)
COMMUNICATION	66%	69%	65%	(r)
HIGH PERFORMANCE	67%	69%	68%	(r)
PUBLIC SECTOR VALUES	67%	70%	67%	(r)
DIVERSITY & INCLUSION	73%	77%	72%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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

	Health Education & Training Institute	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, Clinical Nurse/Midwife Consultant,	Nurse/Midwifery Educator and Clinical Nurse/Midwifery Educator	Nurse/Midwifery Manager	Support Officers	Information Management (eg. Librarian, Medical Records and Data Manager)	Clinical Support Executive (eg. Hospital Executive, Local Health Network Executive)
NUMBER OF RESPONDENTS	162	1	1	1	0	2	0	0	0	4	0	2	2	0
EMPLOYEE ENGAGEMENT	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	(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

CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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

	Health Education & Training Institute	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	162	15	20	7	1	0	13	0	0	3	1	0	0	1
EMPLOYEE ENGAGEMENT	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	(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

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CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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

	Health Education & Training Institute	Technical Officers/Technical Assistant	Dental Officer, Therapists and Hygienist	Dental Specialist	Dental Assistant	Trainee Dental Assistant	Operational Ambulance Officers (including Educators, DOM, DOCO, Paramedic, AOOC, OCO, SOCO, SO,	Operational Ambulance Managers (incl Zone Managers, Deputy Director Operations, Control Centre	Project Director	Project Manager	Project Officer	Cleaning, Linen and Food	Motor Vehicle, Patient Transport	Security Services, Fire Safety
NUMBER OF RESPONDENTS	162	2	0	0	0	0	0	0	0	19	24	0	0	0
EMPLOYEE ENGAGEMENT	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	(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

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CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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

	Health Education & Training Institute	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	162	0	0	0	0	1	0	9	26
EMPLOYEE ENGAGEMENT	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	(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

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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.

46%

of employees replied favourably to:

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

34%

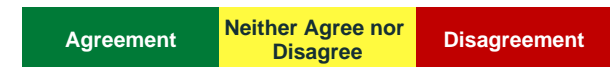
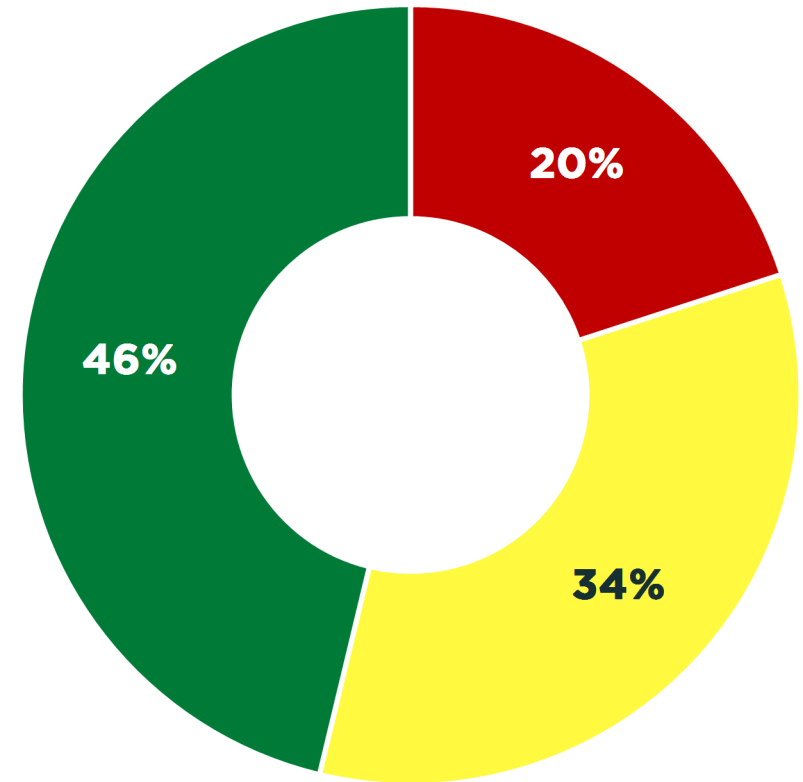
SECTOR

35%

CLUSTER

46%

2016



GUIDE TO THIS REPORT

i SURVEY TIME FRAME

This report contains results from the 2017 People Matter Employee Survey which was open from 1 to 30 June 2017.

i PRIVACY

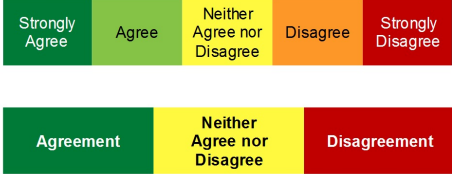
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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. The Strongly Agree and Agree scores are combined to create an agreement (or positive) score which is shown as a rounded percentage.



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%.

i MORE DETAILS ABOUT THE SURVEY AND ITS METHODOLOGY

See the Main Findings report on the Public Service Commission web site.