

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
Museum Guide Conservator Fitter
Solicitor Cable Joints 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 Engineer 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 Supervisor 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 Joints Plant
Operator Ranger
Teacher Nurse
Librarian
Advisor

AGENCY REPORT

Health

NSW Ambulance

RESPONSE RATE

30%

1,326 OF 4,447 TOTAL RESPONDENTS

EMPLOYEE ENGAGEMENT

57%

DIFFERENCE FROM 2016 -1

DIFFERENCE FROM CLUSTER -6

DIFFERENCE FROM PUBLIC SECTOR -7

SENIOR MANAGERS

26%

DIFFERENCE FROM 2016 -1

DIFFERENCE FROM CLUSTER -18

DIFFERENCE FROM PUBLIC SECTOR -21

COMMUNICATION

44%

DIFFERENCE FROM 2016 +2

DIFFERENCE FROM CLUSTER -14

DIFFERENCE FROM PUBLIC SECTOR -16



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

63%

DIFFERENCE FROM CLUSTER -9

DIFFERENCE FROM PUBLIC SECTOR -8

HIGH PERFORMANCE

46%

DIFFERENCE FROM CLUSTER -16

DIFFERENCE FROM PUBLIC SECTOR -17

PUBLIC SECTOR VALUES

44%

DIFFERENCE FROM CLUSTER -14

DIFFERENCE FROM PUBLIC SECTOR -16

DIVERSITY & INCLUSION

52%

DIFFERENCE FROM CLUSTER -13

DIFFERENCE FROM PUBLIC SECTOR -16

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	Q6c. I feel that senior managers model the values of my organisation	30%	30%	45%	48%
2	Q7f. My organisation is committed to developing its employees	23%	25%	49%	50%
3	Q6b. I feel that senior managers effectively lead and manage change	24%	23%	43%	44%
4	Q6a. I believe senior managers provide clear direction for the future of the organisation	29%	29%	45%	48%
5	Q6h. I feel that senior managers listen to employees	19%	22%	38%	41%
6	Q1b. I am provided with the support I need to do my best at work	45%	36%	64%	63%

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST AGREEMENT SCORING QUESTIONS

AGREEMENT
2017

1a.	I understand what is expected of me to do well in my role	89%
2a.	My workgroup strives to achieve customer/client satisfaction	76%
1c.	My job gives me a feeling of personal accomplishment	73%
2c.	I receive help and support from other members of my workgroup	72%
2e.	People in my workgroup treat each other with respect	70%
7j.	I am proud to tell others I work for my organisation	70%
2b.	My workgroup works collaboratively to achieve its objectives	68%
5b.	My manager listens to what I have to say	64%
2d.	There is good team spirit in my workgroup	63%
1e.	I am satisfied with my job	63%

- LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT
2017

7g.	I have confidence in the way recruitment decisions are made	16%
7c.	I feel that change is managed well in my organisation	18%
6h.	I feel that senior managers listen to employees	19%
14.	I believe action will be taken on the results from this survey by my organisation	19%
6d.	Senior managers encourage innovation by employees	21%
9a.	I have confidence in the ways my organisation resolves grievances	22%
7f.	My organisation is committed to developing its employees	23%
6b.	I feel that senior managers effectively lead and manage change	24%
7e.	People in my organisation take responsibility for their own actions	25%
6g.	I feel that senior managers keep employees informed about what's going on	28%



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

	AGREEMENT 2017	AGREEMENT 2016
1b. I am provided with the support I need to do my best at work	45%	36%
5d. My manager encourages and values employee input	56%	48%
1e. I am satisfied with my job	63%	55%
5c. My manager communicates effectively with me	61%	53%
4a. I am paid fairly for the work I do	48%	42%
2e. People in my workgroup treat each other with respect	70%	64%
5e. My manager involves my workgroup in decisions about our work	48%	43%
5b. My manager listens to what I have to say	64%	58%
6i. Senior managers in my organisation support the career advancement of women	44%	40%
3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	41%	37%

- LEAST IMPROVED QUESTIONS

AGREEMENT
2017

AGREEMENT
2016

	AGREEMENT 2017	AGREEMENT 2016
7a. My organisation focuses on improving the work we do	51%	61%
1d. I feel motivated to contribute more than what is normally required at work	54%	59%
7b. My organisation is making the necessary improvements to meet our future challenges	33%	38%
6g. I feel that senior managers keep employees informed about what's going on	28%	32%
7k. I feel a strong personal attachment to my organisation	59%	63%
9a. I have confidence in the ways my organisation resolves grievances	22%	25%
1c. My job gives me a feeling of personal accomplishment	73%	76%
6h. I feel that senior managers listen to employees	19%	22%
6d. Senior managers encourage innovation by employees	21%	23%
7m. My organisation inspires me to do the best in my job	36%	38%



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 NSW Ambulance

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.

	NSW Ambulance	Central Coast Zone	Central West Zone 1	Central West Zone 2	Control Division	Hunter Zone 1	Hunter Zone 2	Illawarra Zone	Mid North Coast Zone	Murrumbidgee Zone	Nepean/Blue Mountain Zone	New England Zone	Northern NSW Zone	Northern Sydney Zone
NUMBER OF RESPONDENTS	1326	41	53	59	63	51	36	52	43	54	27	61	120	56
EMPLOYEE ENGAGEMENT	57%	59%	50%	74%	60%	49%	46%	44%	55%	56%	48%	61%	46%	56%
ENGAGEMENT WITH WORK	63%	67%	59%	83%	59%	56%	59%	46%	54%	70%	58%	71%	48%	69%
SENIOR MANAGERS	26%	19%	22%	50%	34%	14%	12%	11%	18%	29%	15%	28%	11%	21%
COMMUNICATION	44%	46%	38%	64%	48%	28%	36%	24%	38%	44%	30%	45%	31%	42%
HIGH PERFORMANCE	46%	39%	42%	67%	47%	33%	37%	29%	43%	50%	39%	51%	32%	45%
PUBLIC SECTOR VALUES	44%	41%	36%	64%	48%	30%	34%	30%	37%	44%	35%	48%	31%	43%
DIVERSITY & INCLUSION	52%	55%	45%	74%	57%	36%	40%	33%	51%	56%	39%	52%	41%	50%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for NSW Ambulance

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.

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	NSW Ambulance	Aeromedical	South Eastern Sydney Zone	South Western Sydney Zone 1	South Western Sydney Zone 2	Southern NSW Zone	State Headquarters and Other Ambulance	Sydney Zone	Western Sydney Zone
NUMBER OF RESPONDENTS	1326	63	45	61	54	79	197	45	50
EMPLOYEE ENGAGEMENT	57%	61%	62%	58%	61%	51%	67%	61%	58%
ENGAGEMENT WITH WORK	63%	76%	65%	64%	72%	57%	70%	66%	63%
SENIOR MANAGERS	26%	32%	23%	20%	27%	18%	47%	31%	23%
COMMUNICATION	44%	43%	39%	43%	46%	35%	64%	49%	38%
HIGH PERFORMANCE	46%	54%	46%	42%	49%	39%	61%	52%	48%
PUBLIC SECTOR VALUES	44%	47%	48%	40%	49%	34%	60%	49%	46%
DIVERSITY & INCLUSION	52%	52%	49%	48%	54%	42%	69%	55%	46%

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	57% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work	11	37	28	14	10	48%	46%	59%	60%
Q7j. I am proud to tell others I work for my organisation	27	43	19			70%	70%	67%	68%
Q7k. I feel a strong personal attachment to my organisation	23	36	20	12	8	59%	63%	61%	63%
Q7l. My organisation motivates me to help it achieve its objectives	9	24	30	21	15	34%	36%	52%	53%
Q7m. My organisation inspires me to do the best in my job	10	25	31	20	14	36%	38%	53%	53%

KEY





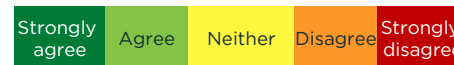
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ENGAGEMENT WITH WORK	63% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017	
Q1c. My job gives me a feeling of personal accomplishment	25	48	15	9	73%	76%	76%	75%	
Q1d. I feel motivated to contribute more than what is normally required at work	19	36	18	19	9	54%	59%	72%	72%
Q1e. I am satisfied with my job	19	44	19	12	63%	55%	68%	68%	

KEY





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SENIOR MANAGERS	26% 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		29%	29%	45%	48%
Q6b. I feel that senior managers effectively lead and manage change		24%	23%	43%	44%
Q6c. I feel that senior managers model the values of my organisation		30%	30%	45%	48%
Q6d. Senior managers encourage innovation by employees		21%	23%	46%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with		30%	31%	47%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives		38%	40%	56%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		28%	32%	42%	45%
Q6h. I feel that senior managers listen to employees		19%	22%	38%	41%
Q7c. I feel that change is managed well in my organisation		18%	17%	41%	39%

KEY





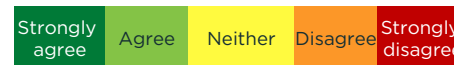
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COMMUNICATION	44% RESPONSE SCALE	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q5c. My manager communicates effectively with me		61%	53%	68%	70%
Q5d. My manager encourages and values employee input		56%	48%	68%	71%
Q5e. My manager involves my workgroup in decisions about our work		48%	43%	63%	65%
Q6g. I feel that senior managers keep employees informed about what's going on		28%	32%	42%	45%
Q6h. I feel that senior managers listen to employees		19%	22%	38%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager		50%	52%	65%	66%

KEY





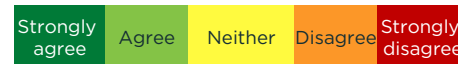
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

	HIGH PERFORMANCE		46% 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	36	54		89%	90%	91%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	22	46	15 12	68%	67%	77%	78%
Q3f. I have received appropriate training and development to do my job well	9	38	22 20 10	47%	49%	68%	62%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	16	37	22 15 10	53%	50%	70%	72%
Q5f. I have confidence in the decisions my manager makes	18	34	20 13 15	52%	51%	64%	67%
Q6d. Senior managers encourage innovation by employees	17	27	28 25	21%	23%	46%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	25	33	19 19	30%	31%	47%	51%
Q7a. My organisation focuses on improving the work we do	8	42	24 17 8	51%	61%	67%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	27	26	25 16	33%	38%	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.

	46% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation	25	26	27	18	29%	30%	48%	47%
Q7h. My organisation generally selects capable people to do the job	29	27	25	17	32%	31%	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	44% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017			
Q2a. My workgroup strives to achieve customer/client satisfaction	25	51	13		76%	74%	86%	85%	
Q2e. People in my workgroup treat each other with respect	24	46	13	10	70%	64%	70%	74%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	16	37	22	15	10	53%	50%	70%	72%
Q5b. My manager listens to what I have to say	22	41	14	12	10	64%	58%	71%	75%
Q6a. I believe senior managers provide clear direction for the future of the organisation	24	24	22	24		29%	29%	45%	48%
Q6c. I feel that senior managers model the values of my organisation	24	24	19	27		30%	30%	45%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	32	28	17	16		38%	40%	56%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	23	24	22	26		28%	32%	42%	45%
Q6h. I feel that senior managers listen to employees	15	22	26	33		19%	22%	38%	41%

KEY





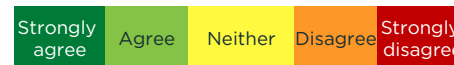
EXPLORE THE FULL RESULTS

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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.

PUBLIC SECTOR VALUES		44% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7a. My organisation focuses on improving the work we do		51%	61%	67%	69%					
Q7e. People in my organisation take responsibility for their own actions		25%	24%	47%	47%					

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.

DIVERSITY & INCLUSION	52% 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	11	34	20	25	10	45%	36%	64%	63%
Q5b. My manager listens to what I have to say	22	41	14	12	10	64%	58%	71%	75%
Q5d. My manager encourages and values employee input	21	35	18	13	13	56%	48%	68%	71%
Q6i. Senior managers in my organisation support the career advancement of women	11	33	35	8	12	44%	40%	52%	58%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	12	44	26	11		57%	59%	72%	74%
Q8b. Personal background is not a barrier to success in my organisation	16	46	22	10		61%	-	73%	74%
Q8c. I am able to speak up and share a different view to my colleagues and manager	12	38	19	17	14	50%	52%	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>	10	26	24	18	21	36%	32%	55%	57%

KEY





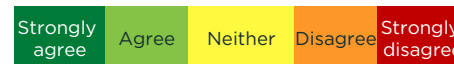
EXPLORE THE FULL RESULTS

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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.

RECRUITMENT	24% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	13	23	26	36	16%	-	38%	35%
Q7h. My organisation generally selects capable people to do the job	29	27	25	17	32%	31%	53%	52%

KEY





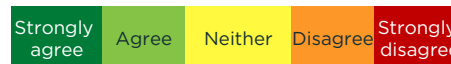
EXPLORE THE FULL RESULTS

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.

PERFORMANCE FRAMEWORK & DEVELOPMENT	35% 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	12	29	17	24	18	41%	37%	63%	63%
Q3e. My performance is assessed against clear criteria	8	24	26	26	16	32%	28%	57%	54%
Q3g. I am satisfied with the opportunities available for career development in my organisation	8	22	17	25	28	30%	27%	51%	48%
Q5g. My manager provides acknowledgement or other recognition for the work I do	19	32	20	15	14	50%	47%	64%	67%
Q5h. My manager appropriately deals with employees who perform poorly	10	24	25	20	21	34%	31%	44%	44%
Q7f. My organisation is committed to developing its employees	20	26	27	23		23%	25%	49%	50%

KEY

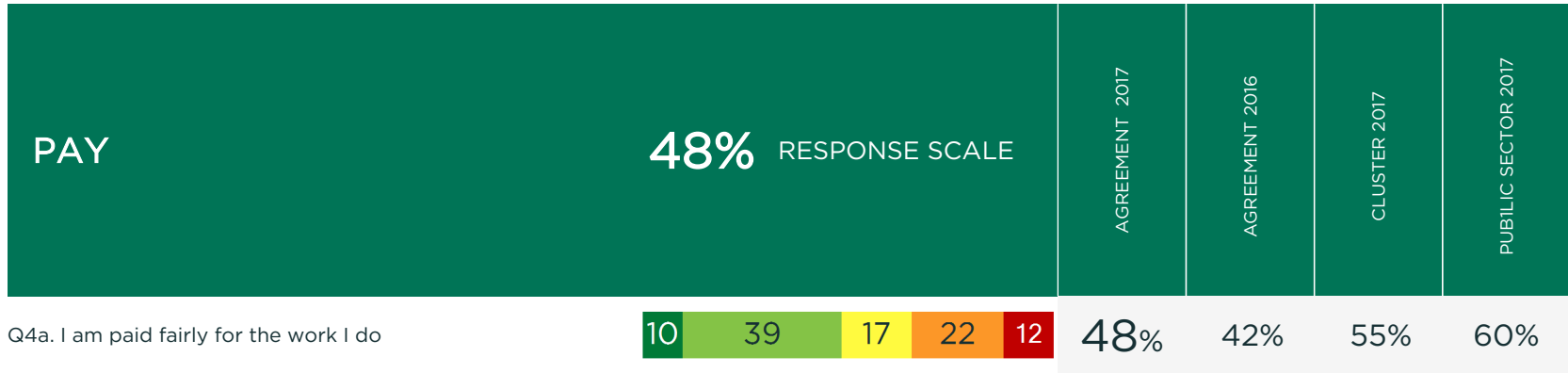




EXPLORE THE FULL RESULTS

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





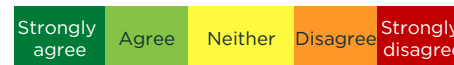
EXPLORE THE FULL RESULTS

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.

WORKPLACE SUPPORT		59% 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		45%	36%	64%	63%					
Q1f. I am able to keep my work stress at an acceptable level		55%	52%	61%	59%					
Q2c. I receive help and support from other members of my workgroup		72%	70%	79%	81%					
Q2d. There is good team spirit in my workgroup		63%	59%	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

19% RESPONSE SCALE

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



KEY

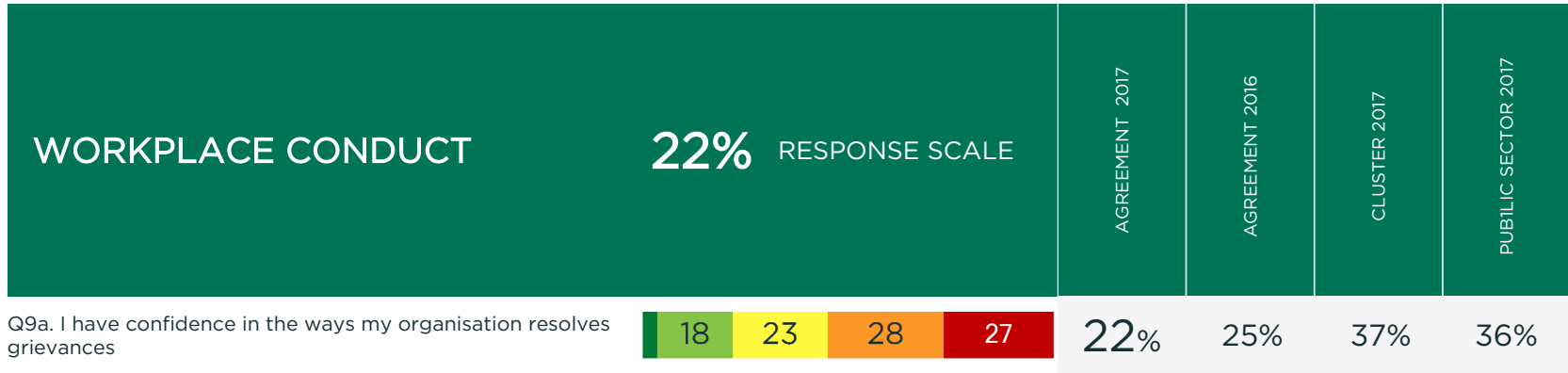




EXPLORE THE FULL RESULTS

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

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			47%	67%	67%
No			53%	33%	33%
Q3b. I have informal feedback conversations with my manager					
Yes			58%	73%	75%
No			42%	27%	25%
Q3c. I have scheduled feedback conversations with my manager					
Yes			28%	56%	57%
No			73%	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		35%	40%	41%
No		65%	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		16%	32%	30%
Lack of visible opportunities		40%	30%	31%
Lack of promotion opportunities		40%	27%	30%
Lack of support from my manager / supervisor		24%	15%	14%
Geographic location considerations		48%	24%	28%
Personal / family considerations		43%	32%	33%
Insufficient training and development		32%	14%	16%
Lack of required capabilities or experience		14%	10%	11%
Lack of support for temporary assignments/secondments		27%	14%	15%
The application/recruitment process is too cumbersome or time consuming		33%	16%	23%
Other		7%	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		43%	30%	25%
No		46%	57%	62%
Don't know		11%	13%	13%
Q10b. If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		66%	66%	63%
No		32%	33%	35%
Don't know		1%	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		47%	40%	33%
No		48%	51%	58%
Don't know		5%	9%	9%
Q10d. In the last 12 months I have been subjected to bullying at work				
Yes		29%	22%	18%
No		68%	72%	76%
Don't know		4%	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		32%	19%	22%
Your immediate manager/supervisor		25%	24%	24%
A fellow worker at your level		21%	31%	27%
A subordinate		10%	6%	8%
A client or customer		1%	2%	2%
A member of the public other than a client or customer		1%	1%	1%
Other		3%	5%	4%
Prefer not to say		5%	12%	13%



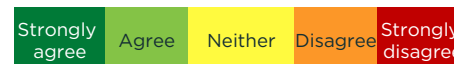
EXPLORE THE FULL RESULTS

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	11	42	18	20	9	53%	45%	60%
Q2. I believe I am valued for what I can offer at my workplace	12	40	19	19	10	52%	49%	69%
Q3. In my workplace, we recognise our successes and innovations	10	34	24	21	10	44%	42%	64%
Q4. Staff are treated respectfully regardless of their job	13	41	20	16	10	54%	52%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	8	24	23	20	24	32%	28%	51%
Q6. Overall, I have confidence in the decisions made by my senior managers		24	24	20	26	30%	25%	51%

KEY





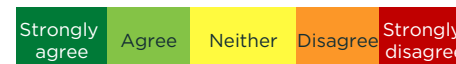
EXPLORE THE FULL RESULTS

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	24	22	31	17		30%	23%	54%
Q8. Where I work, we share the lessons learnt when mistakes are made	11	46	18	16	9	57%	53%	67%
Q9. My team's objectives/work plans are clearly outlined	9	42	27	15	8	50%	46%	64%
Q10. Our objectives/work plans help us to deliver a quality service	8	42	29	14	8	49%	46%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	8	22	31	20	19	30%	28%	41%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

RESPONSE SCALE		PERCENTAGE
Gender		
Male		63%
Female		35%
Other		1%

PROFILE OF RESPONDENTS









PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Age		
15 - 19		%
20 - 24		2%
25 -29	■	9%
30 - 34	■	12%
35 - 39	■	14%
40 - 44	■	15%
45 - 49	■	18%
50 - 54	■	15%
55 - 59	■	11%
60 - 64		4%
65+		1%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Do you speak a language other than English at home?		
Yes		7%
No		91%
Prefer not to say		2%
Are you of Aboriginal and/or Torres Strait Islander origin?		
Yes		3%
No		93%
Prefer not to say		4%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

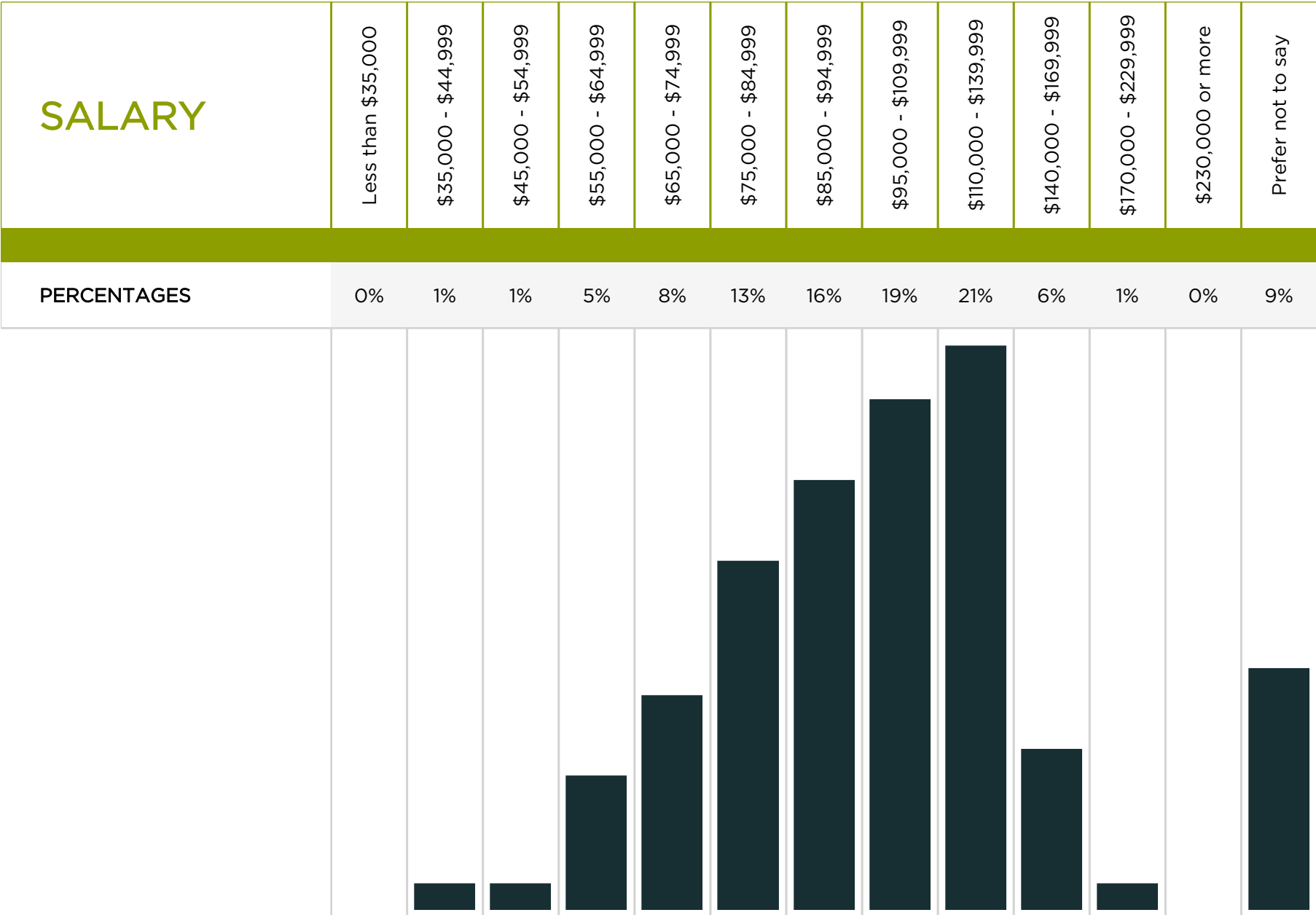
	RESPONSE SCALE	PERCENTAGE
Do you have a disability?		
Yes		3%
No		93%
Prefer not to say		3%
Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?		
Yes		7%
No		90%
Prefer not to say		4%

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.

	NSW Ambulance	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	1326	971	50	31	75	6	1	22	2	85
EMPLOYEE ENGAGEMENT	57%	55%	64%	69%	67%	(r)	(r)	(r)	(r)	61%
ENGAGEMENT WITH WORK	63%	61%	71%	73%	67%	(r)	(r)	(r)	(r)	68%
SENIOR MANAGERS	26%	23%	39%	39%	44%	(r)	(r)	(r)	(r)	32%
COMMUNICATION	44%	39%	56%	60%	66%	(r)	(r)	(r)	(r)	47%
HIGH PERFORMANCE	46%	43%	55%	63%	60%	(r)	(r)	(r)	(r)	50%
PUBLIC SECTOR VALUES	44%	41%	54%	59%	60%	(r)	(r)	(r)	(r)	47%
DIVERSITY & INCLUSION	52%	48%	63%	75%	71%	(r)	(r)	(r)	(r)	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

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.

	NSW Ambulance	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	1326	3	9	18	58	101	157	201	239	262	70	7	4	107
EMPLOYEE ENGAGEMENT	57%	(r)	(r)	(r)	55%	60%	56%	55%	58%	59%	66%	(r)	(r)	48%
ENGAGEMENT WITH WORK	63%	(r)	(r)	(r)	63%	66%	60%	63%	69%	66%	69%	(r)	(r)	40%
SENIOR MANAGERS	26%	(r)	(r)	(r)	27%	30%	25%	21%	26%	33%	36%	(r)	(r)	16%
COMMUNICATION	44%	(r)	(r)	(r)	42%	46%	43%	41%	45%	48%	49%	(r)	(r)	28%
HIGH PERFORMANCE	46%	(r)	(r)	(r)	48%	51%	44%	44%	47%	50%	50%	(r)	(r)	32%
PUBLIC SECTOR VALUES	44%	(r)	(r)	(r)	44%	48%	44%	41%	44%	48%	50%	(r)	(r)	32%
DIVERSITY & INCLUSION	52%	(r)	(r)	(r)	52%	53%	50%	49%	54%	55%	54%	(r)	(r)	40%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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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.

	NSW Ambulance	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	1326	46	67	136	266	378	336
EMPLOYEE ENGAGEMENT	57%	80%	74%	64%	56%	53%	54%
ENGAGEMENT WITH WORK	63%	93%	85%	72%	60%	59%	58%
SENIOR MANAGERS	26%	60%	44%	34%	24%	22%	23%
COMMUNICATION	44%	79%	68%	52%	40%	38%	39%
HIGH PERFORMANCE	46%	79%	66%	55%	46%	41%	41%
PUBLIC SECTOR VALUES	44%	77%	62%	52%	42%	40%	39%
DIVERSITY & INCLUSION	52%	83%	74%	60%	50%	46%	48%

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.

	NSW Ambulance	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	1326	0	28	105	142	169	185	220	186	137	54	8
EMPLOYEE ENGAGEMENT	57%	(r)	(r)	65%	58%	56%	55%	54%	58%	55%	67%	(r)
ENGAGEMENT WITH WORK	63%	(r)	(r)	74%	63%	61%	63%	58%	62%	63%	72%	(r)
SENIOR MANAGERS	26%	(r)	(r)	31%	30%	23%	25%	25%	30%	24%	34%	(r)
COMMUNICATION	44%	(r)	(r)	52%	47%	42%	41%	41%	43%	38%	50%	(r)
HIGH PERFORMANCE	46%	(r)	(r)	56%	48%	45%	44%	42%	47%	43%	49%	(r)
PUBLIC SECTOR VALUES	44%	(r)	(r)	53%	45%	42%	43%	41%	45%	41%	49%	(r)
DIVERSITY & INCLUSION	52%	(r)	(r)	59%	53%	52%	48%	47%	55%	49%	60%	(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.

	NSW Ambulance	Male	Female	Other
NUMBER OF RESPONDENTS	1326	787	440	14
EMPLOYEE ENGAGEMENT	57%	55%	62%	(r)
ENGAGEMENT WITH WORK	63%	61%	67%	(r)
SENIOR MANAGERS	26%	23%	33%	(r)
COMMUNICATION	44%	40%	50%	(r)
HIGH PERFORMANCE	46%	43%	52%	(r)
PUBLIC SECTOR VALUES	44%	41%	50%	(r)
DIVERSITY & INCLUSION	52%	49%	57%	(r)

KEY

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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.

	NSW Ambulance	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	1326	0	0	5	0	1	0	0	17	1	0	3	3	0
EMPLOYEE ENGAGEMENT	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	26%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	44%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	46%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	44%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	52%	(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.

	NSW Ambulance	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	1326	30	55	29	32	1	5	2	0	0	2	1	0	3
EMPLOYEE ENGAGEMENT	57%	66%	65%	(r)	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	63%	73%	68%	(r)	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	26%	43%	41%	(r)	38%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	44%	63%	70%	(r)	49%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	46%	61%	61%	(r)	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	44%	60%	58%	(r)	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	52%	74%	74%	(r)	55%	(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.

	NSW Ambulance	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	1326	1	0	0	0	0	885	48	1	11	6	1	1	1
EMPLOYEE ENGAGEMENT	57%	(r)	(r)	(r)	(r)	(r)	54%	78%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	63%	(r)	(r)	(r)	(r)	(r)	60%	81%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	26%	(r)	(r)	(r)	(r)	(r)	21%	59%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	44%	(r)	(r)	(r)	(r)	(r)	38%	70%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	46%	(r)	(r)	(r)	(r)	(r)	42%	71%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	44%	(r)	(r)	(r)	(r)	(r)	40%	68%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	52%	(r)	(r)	(r)	(r)	(r)	47%	77%	(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.

	NSW Ambulance	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	1326	0	0	1	0	4	1	57	38
EMPLOYEE ENGAGEMENT	57%	(r)	(r)	(r)	(r)	(r)	(r)	57%	45%
ENGAGEMENT WITH WORK	63%	(r)	(r)	(r)	(r)	(r)	(r)	67%	39%
SENIOR MANAGERS	26%	(r)	(r)	(r)	(r)	(r)	(r)	27%	18%
COMMUNICATION	44%	(r)	(r)	(r)	(r)	(r)	(r)	38%	34%
HIGH PERFORMANCE	46%	(r)	(r)	(r)	(r)	(r)	(r)	44%	34%
PUBLIC SECTOR VALUES	44%	(r)	(r)	(r)	(r)	(r)	(r)	42%	34%
DIVERSITY & INCLUSION	52%	(r)	(r)	(r)	(r)	(r)	(r)	48%	39%

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.

19%

of employees replied favourably to:

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

34%

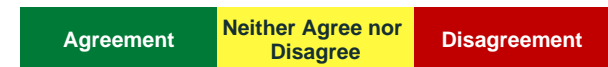
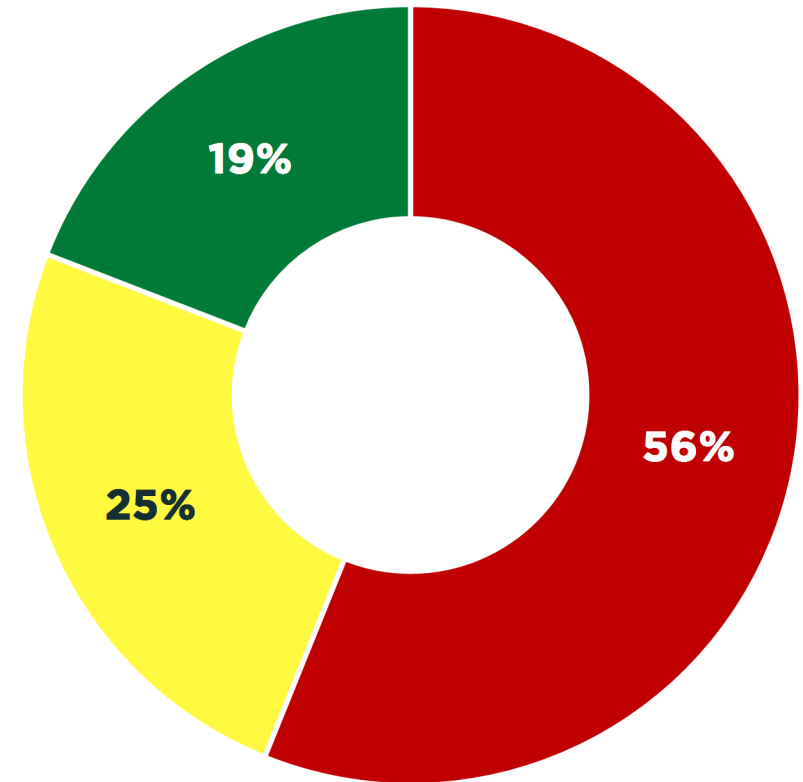
SECTOR

35%

CLUSTER

19%

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

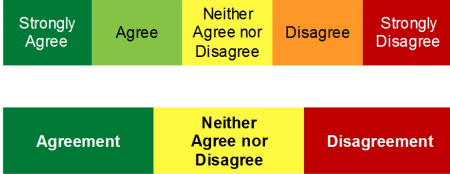
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.