
PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Health

Far West Local Health District

Balranald

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NOTE: Profile of Respondents and Demographic Results are not included where there are less than 50 respondents.

RESPONSE RATE

45%

25 RESPONSES
OUT OF 55 EMPLOYEES

ENGAGEMENT INDEX

72%

PMES 2016
SECTOR SCORE **65%**

PMES 2014
SECTOR SCORE **65%**

PMES 2016 CLUSTER
SCORE **65%**



ENGAGEMENT

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

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

RESPONSE RATE

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

Some entities exceeded 100% where responses were greater than the employee headcount.

QUESTION HEADLINES

+ HIGHEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

1h. I look for ways to perform my job more effectively	100%
1a. I understand what is expected of me to do well in my role	92%
1d. I feel I make a contribution to achieving the organisation's objectives	92%
2i. People in my workgroup treat customers/clients with respect	92%
7c. My organisation strives to earn and sustain a high level of public trust	92%
8b. Cultural background is not a barrier to success in my organisation	92%
8c. Age is not a barrier to success in my organisation	92%
8e. Sexual orientation is not a barrier to success in my organisation	92%
2a. My workgroup strives to achieve customer/client satisfaction	88%
5l. My manager talks to me about how the values apply to my work	88%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

3k. I would like to work in another agency within the NSW Public Sector during my career	32%
7h. People in my organisation take responsibility for their own actions	36%
7l. My organisation's processes for recruiting employees are efficient	36%
15. I believe action will be taken on the results from this survey by my organisation	40%
7m. Recruitment and promotion decisions in this organisation are generally fair	42%
3j. I am satisfied with the opportunities available for career development in my organisation	48%
7s. My organisation inspires me to do the best in my job	48%
3a. I have a current performance plan that sets out my individual objectives	52%
5n. My manager appropriately deals with employees who perform poorly	52%
6g. I feel that senior managers keep employees informed about what's going on	52%



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'.



EXPLORE THE FULL SURVEY RESULTS

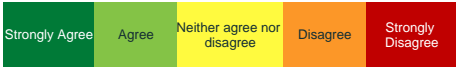
This section shows results for all the survey questions grouped by key themes.

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	72% RESPONSE SCALE				AGREEMENT %	FAR WEST LOCAL HEALTH DISTRICT	SECTOR
Q7o. I would recommend my organisation as a great place to work	28	52	12		80%	62%	60%
Q7p. I am proud to tell others I work for my organisation	32	44	20		76%	69%	68%
Q7q. I feel a strong personal attachment to my organisation	32	36	24	8	68%	64%	64%
Q7r. My organisation motivates me to help it achieve its objectives	24	40	28	8	64%	57%	55%
Q7s. My organisation inspires me to do the best in my job	24	24	44	8	48%	57%	55%

KEY





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Some key comparisons are provided.

ENGAGEMENT WITH WORK 85% RESPONSE SCALE	AGREEMENT %	FAR WEST LOCAL HEALTH DISTRICT	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		88%	81%	76%
Q1h. I look for ways to perform my job more effectively		100%	96%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		83%	79%	76%
Q1j. I am satisfied with my job at the present time		71%	67%	63%

KEY





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Some key comparisons are provided.

SENIOR MANAGERS	62% RESPONSE SCALE	AGREEMENT %	FAR WEST LOCAL HEALTH DISTRICT	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation		64%	50%	47%
Q6b. I feel that senior leaders effectively lead and manage change		63%	45%	43%
Q6c. I feel that senior managers model the values of my organisation		64%	45%	48%
Q6d. Senior managers encourage innovation by employees		64%	52%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		64%	52%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		76%	58%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		52%	42%	44%
Q6h. I feel that senior managers listen to employees		60%	38%	39%
Q7f. I feel that change is handled well in my organisation		52%	48%	41%

KEY





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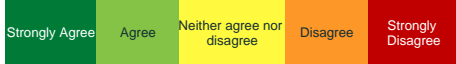
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COMMUNICATION	72% RESPONSE SCALE	AGREEMENT %	FAR WEST LOCAL HEALTH DISTRICT	SECTOR
Q5e. My manager communicates effectively with me		80%	69%	69%
Q5f. My manager encourages and values employee input		84%	72%	69%
Q5g. My manager involves my workgroup in decisions about our work		80%	68%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		52%	42%	44%
Q6h. I feel that senior managers listen to employees		60%	38%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		76%	70%	69%

KEY





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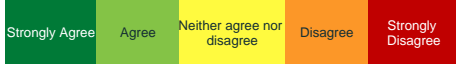
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Some key comparisons are provided.

	HIGH PERFORMANCE			75% RESPONSE SCALE	AGREEMENT %	FAR WEST LOCAL HEALTH DISTRICT	SECTOR
Q1a. I understand what is expected of me to do well in my role	60	32	8	92%	92%	90%	
Q1b. I have the tools I need to do my job effectively	20	56	16	76%	74%	70%	
Q1c. I get the information I need to do my job well	16	68	8	84%	72%	67%	
Q1d. I feel I make a contribution to achieving the organisation's objectives	32	60		92%	88%	86%	
Q1e. I feel I am able to suggest ideas to improve our way of doing things	32	48	16	80%	75%	69%	
Q2b. People in my workgroup use time and resources efficiently	20	48	16	68%	69%	70%	
Q2c. My team works collaboratively to achieve its objectives	20	52	16	72%	72%	75%	
Q2d. People in my workgroup have the appropriate skills to do the job well	32	40	12	72%	74%	76%	
Q3h. I have received appropriate training and development to do my job well	20	44	24	64%	71%	63%	

KEY





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Some key comparisons are provided.

HIGH PERFORMANCE	75% RESPONSE SCALE	AGREEMENT %	FAR WEST LOCAL HEALTH DISTRICT	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		80%	72%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		68%	71%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise		71%	69%	65%
Q5j. I have confidence in the decisions my line manager makes		84%	67%	67%
Q6d. Senior managers encourage innovation by employees		64%	52%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		64%	52%	52%
Q7d. My organisation focuses on improving the work we do		84%	79%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges		72%	69%	62%
Q7g. There is good co-operation between teams across our organisation		56%	55%	48%

KEY





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Some key comparisons are provided.

	75% RESPONSE SCALE				AGREEMENT %	FAR WEST LOCAL HEALTH DISTRICT	SECTOR
Q7n. My organisation generally selects capable people to do the job	12	48	20	16	60%	47%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	24	56	20		80%	71%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	28	60	12		88%	86%	85%

KEY





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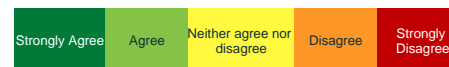
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	75% RESPONSE SCALE	AGREEMENT %	FAR WEST LOCAL HEALTH DISTRICT	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction		88%	86%	85%
Q2b. People in my workgroup use time and resources efficiently		68%	69%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings		76%	60%	67%
Q2h. People in my workgroup treat each other with respect		76%	64%	72%
Q2i. People in my workgroup treat customers/clients with respect		92%	86%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		80%	72%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		68%	71%	64%
Q5d. My manager listens to what I have to say		80%	74%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		75%	62%	64%

KEY





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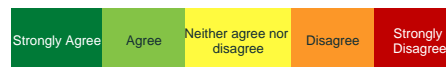
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	75% RESPONSE SCALE				AGREEMENT %	FAR WEST LOCAL HEALTH DISTRICT	SECTOR
Q5k. My manager treats employees with dignity and respect	28	56	8	8	84%	74%	76%
Q5l. My manager talks to me about how the values apply to my work	16	72	8	8	88%	65%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	12	52	28	8	64%	50%	47%
Q6c. I feel that senior managers model the values of my organisation	12	52	28	8	64%	45%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	16	60	20	8	76%	58%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	12	40	40	8	52%	42%	44%
Q6h. I feel that senior managers listen to employees	8	52	28	8	60%	38%	39%
Q7a. My organisation provides high quality services	40	48	12	0	88%	82%	80%
Q7b. My organisation strives to match services to customer/client needs	44	44	12	0	88%	83%	80%

KEY





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Some key comparisons are provided.

PUBLIC SECTOR VALUES	75% RESPONSE SCALE			AGREEMENT %	FAR WEST LOCAL HEALTH DISTRICT	SECTOR		
Q7c. My organisation strives to earn and sustain a high level of public trust	48	44	8	92%	83%	83%		
Q7d. My organisation focuses on improving the work we do	32	52	16	84%	79%	76%		
Q7h. People in my organisation take responsibility for their own actions	8	28	44	16	8	36%	46%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	12	52	28	8	64%	55%	63%	

KEY





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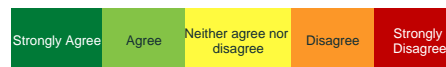
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Some key comparisons are provided.

DIVERSITY & INCLUSION	75% RESPONSE SCALE				AGREEMENT %	FAR WEST LOCAL HEALTH DISTRICT	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	16	44	28	8	60%	65%	59%
Q5d. My manager listens to what I have to say	24	56	8	8	80%	74%	73%
Q5f. My manager encourages and values employee input	32	52	12		84%	72%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	28	44	20	8	72%	67%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	21	54	13	13	75%	62%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	20	44	32		64%	52%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	28	52	16		80%	70%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	24	56	20		80%	71%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	28	48	16	8	76%	70%	69%

KEY





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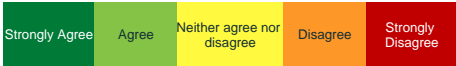
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DIVERSITY & INCLUSION

75% RESPONSE SCALE

	AGREEMENT %			FAR WEST LOCAL HEALTH DISTRICT	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	28	60	12	88%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	21	50	25	71%	58%

KEY





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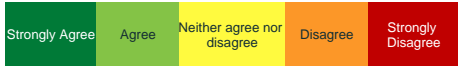
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Some key comparisons are provided.

RECRUITMENT	46% RESPONSE SCALE					AGREEMENT %	FAR WEST LOCAL HEALTH DISTRICT	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	8	28	20	32	12	36%	33%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	13	29	38	21		42%	44%	41%
Q7n. My organisation generally selects capable people to do the job	12	48	20	16		60%	47%	51%

KEY





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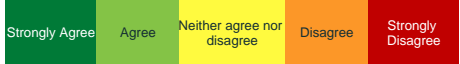
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	60%	RESPONSE SCALE	AGREEMENT %	FAR WEST LOCAL HEALTH DISTRICT	SECTOR		
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	20	48	24	8	68%	62%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	12	44	28	16	56%	53%	53%
Q7g. There is good co-operation between teams across our organisation	20	36	32	12	56%	55%	48%

KEY





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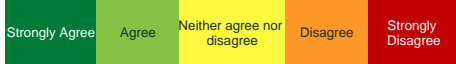
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	63% RESPONSE SCALE	AGREEMENT %	FAR WEST LOCAL HEALTH DISTRICT	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		52%	67%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		76%	76%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		64%	66%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		64%	68%	59%
Q3e. My performance is assessed against clear criteria		60%	62%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		84%	74%	71%
Q3g. I am able to access the right learning and development opportunities as required		60%	70%	60%
Q3h. I have received appropriate training and development to do my job well		64%	71%	63%
Q3i. I have a strong desire to advance my career		76%	74%	69%

KEY





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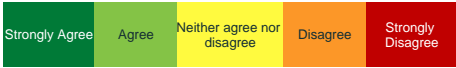
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	63% RESPONSE SCALE	AGREEMENT %	FAR WEST LOCAL HEALTH DISTRICT	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation		48%	55%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career		32%	34%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do		84%	70%	67%
Q5n. My manager appropriately deals with employees who perform poorly		52%	48%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup		68%	67%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role		68%	62%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		56%	53%	53%
Q7j. My organisation is committed to developing its employees		68%	59%	53%

KEY





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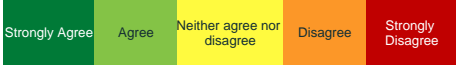
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Some key comparisons are provided.

MOBILITY	52% RESPONSE SCALE					AGREEMENT %	FAR WEST LOCAL HEALTH DISTRICT	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	12	20	28	20	20	32%	34%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	20	48	24	8		68%	62%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	12	44	28	16		56%	53%	53%

KEY





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Some key comparisons are provided.

PAY & BENEFITS		60% RESPONSE SCALE					AGREEMENT %	FAR WEST LOCAL HEALTH DISTRICT	SECTOR
Q4a. I am paid fairly for the work I do		12	44	16	20	8	56%	65%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)		16	48	24	8	0	64%	70%	60%

KEY





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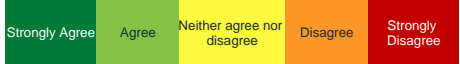
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Some key comparisons are provided.

DIVERSITY GROUPS	88% RESPONSE SCALE			AGREEMENT %	FAR WEST LOCAL HEALTH DISTRICT	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	28	64	8	92%	78%	77%
Q8c. Age is not a barrier to success in my organisation	32	60	8	92%	75%	71%
Q8d. Disability is not a barrier to success in my organisation	24	52	20	76%	70%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	36	56	8	92%	78%	76%
Q8f. Gender is not a barrier to success in my organisation	32	56	12	88%	79%	74%

KEY





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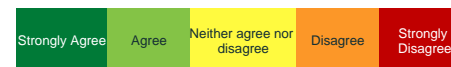
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Some key comparisons are provided.

WORKPLACE SUPPORT	69% RESPONSE SCALE				AGREEMENT %	FAR WEST LOCAL HEALTH DISTRICT	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	16	44	28	8	60%	65%	59%
Q1k. I am able to keep my work stress at an acceptable level	13	50	25	8	63%	64%	58%
Q1l. My workload is acceptable	8	58	25	8	67%	63%	55%
Q2e. I receive help and support from other members of my workgroup	32	48	16		80%	79%	80%
Q2f. There is good team spirit in my workgroup	32	52	8	8	84%	61%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	8	52	32		60%	58%	56%

KEY





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ACTION ABOUT SURVEY RESULTS

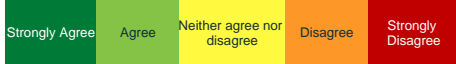
40% RESPONSE SCALE

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



AGREEMENT %	FAR WEST LOCAL HEALTH DISTRICT	SECTOR
40%	47%	32%

KEY





EXPLORE THE FULL SURVEY RESULTS

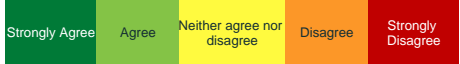
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

WORKPLACE CONDUCT	64% RESPONSE SCALE	AGREEMENT %	FAR WEST LOCAL HEALTH DISTRICT	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		64%	55%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		60%	45%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		68%	49%	49%

KEY





EXPLORE THE FULL SURVEY RESULTS

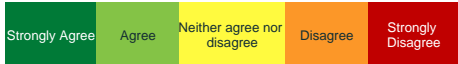
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

HEALTH QUESTIONS	RESPONSE SCALE				AGREEMENT %	FAR WEST LOCAL HEALTH DISTRICT
Q1. Morale is good in my team	24	64	8		88%	64%
Q2. I believe I am valued for what I can offer at my workplace	32	52	12		84%	72%
Q3. In my workplace, we recognise our successes and innovations	16	48	24	12	64%	73%
Q4. Staff are treated respectfully regardless of their job	28	52	12	8	80%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	32	48	12	8	80%	52%
Q6. Overall, I have confidence in the decisions made by my senior managers	12	68	12	8	80%	55%

KEY





EXPLORE THE FULL SURVEY RESULTS

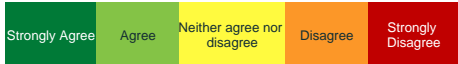
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

HEALTH QUESTIONS	RESPONSE SCALE				AGREEMENT %	FAR WEST LOCAL HEALTH DISTRICT
Q7. I have a say in decisions which affect my work	28	44	20	8	72%	59%
Q8. Where I work, we share the lessons learnt when mistakes are made	32	44	20		76%	68%
Q9. My team's objectives/work plans are clearly outlined	16	60	16	8	76%	67%
Q10. Our objectives/work plans help us to deliver a quality service	20	56	20		76%	70%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	16	56	24		72%	51%

KEY





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.

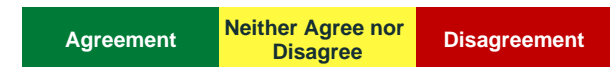
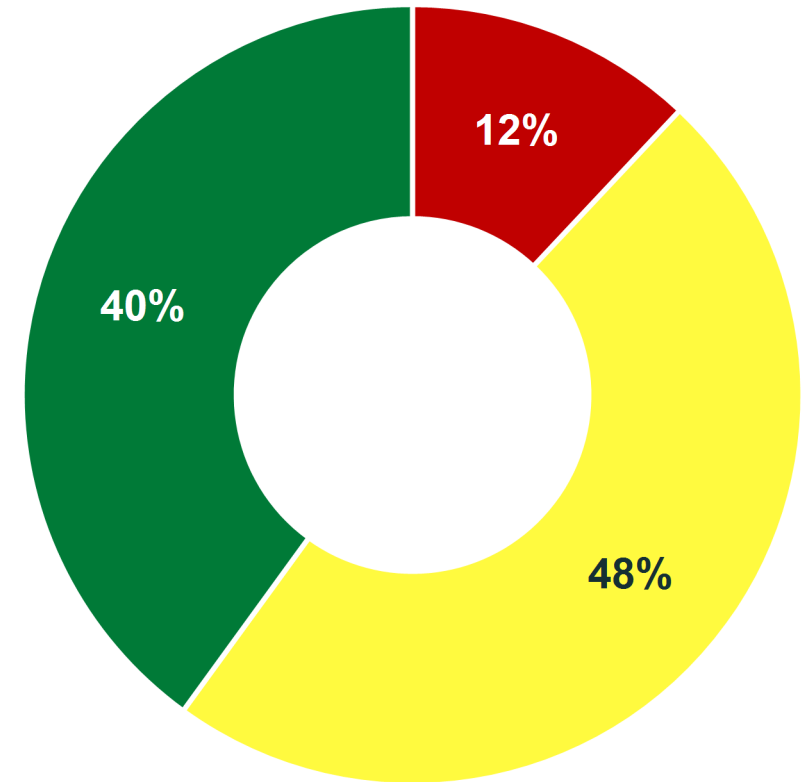
40%

of employees replied favourably to:

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

32%
SECTOR

34%
CLUSTER



GUIDE TO THIS REPORT

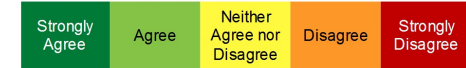
ANONYMITY RULES

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

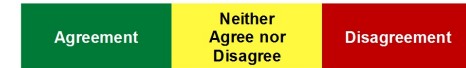
There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees). Where people work in small teams, the results are merged with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

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.



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

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%