
PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Health

South Western Sydney Local Health District

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RESPONSE RATE

25%

**3,239 RESPONSES
OUT OF 12,855 EMPLOYEES**

ENGAGEMENT INDEX

65%

PMES 2016
SECTOR SCORE **65%**

PMES 2014
SECTOR SCORE **65%**

PMES 2016 CLUSTER
SCORE **65%**



ENGAGEMENT

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

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

RESPONSE RATE

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

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

QUESTION HEADLINES

+ HIGHEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

1a.	I understand what is expected of me to do well in my role	94%
1h.	I look for ways to perform my job more effectively	94%
1d.	I feel I make a contribution to achieving the organisation's objectives	87%
2i.	People in my workgroup treat customers/clients with respect	85%
2a.	My workgroup strives to achieve customer/client satisfaction	84%
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	84%
7c.	My organisation strives to earn and sustain a high level of public trust	81%
7b.	My organisation strives to match services to customer/client needs	80%
7a.	My organisation provides high quality services	79%
8b.	Cultural background is not a barrier to success in my organisation	78%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

7l.	My organisation's processes for recruiting employees are efficient	38%
15.	I believe action will be taken on the results from this survey by my organisation	39%
6h.	I feel that senior managers listen to employees	43%
3k.	I would like to work in another agency within the NSW Public Sector during my career	46%
7m.	Recruitment and promotion decisions in this organisation are generally fair	47%
6g.	I feel that senior managers keep employees informed about what's going on	48%
6b.	I feel that senior leaders effectively lead and manage change	49%
9b.	I have confidence in the ways my organisation resolves grievances	50%
7f.	I feel that change is handled well in my organisation	51%
6c.	I feel that senior managers model the values of my organisation	51%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

BUSINESS UNIT COMPARISON



COMPARISON OF BUSINESS UNITS

This page provides the scores for each of the business units below South Western Sydney Local Health District, using the same key question groups.

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

	South Western Sydney Local Health District	Bankstown	Bowral	Community Health	Drug Health	Fairfield	Liverpool	Campbelltown & Camden	Mental Health	Oral Health	Population Health	District Services
NUMBER OF RESPONDENTS	3239	705	175	205	67	259	888	445	191	71	57	134
ENGAGEMENT	65%	70%	65%	64%	75%	64%	66%	60%	58%	68%	72%	67%
SENIOR MANAGERS	51%	60%	46%	44%	75%	49%	51%	43%	36%	59%	62%	54%
COMMUNICATION	60%	68%	58%	56%	73%	58%	59%	52%	52%	62%	71%	64%
HIGH PERFORMANCE	71%	76%	66%	70%	82%	69%	70%	65%	61%	71%	80%	74%
PUBLIC SECTOR VALUES	67%	73%	63%	66%	79%	65%	66%	61%	56%	70%	76%	71%
DIVERSITY & INCLUSION	67%	74%	65%	65%	79%	66%	66%	60%	59%	65%	74%	69%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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



EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

ENGAGEMENT	65% RESPONSE SCALE				AGREEMENT %	PMES 2014	HEALTH	SECTOR
Q7o. I would recommend my organisation as a great place to work	16	46	25	7	62%	59%	60%	60%
Q7p. I am proud to tell others I work for my organisation	21	48	22		68%	68%	68%	68%
Q7q. I feel a strong personal attachment to my organisation	20	43	24	7	64%	65%	62%	64%
Q7r. My organisation motivates me to help it achieve its objectives	16	41	28	9	57%	54%	54%	55%
Q7s. My organisation inspires me to do the best in my job	17	41	28	8	58%	56%	55%	55%

KEY





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Some key comparisons are provided.

ENGAGEMENT WITH WORK 79% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		78%	78%	76%
Q1h. I look for ways to perform my job more effectively		94%	94%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		77%	75%	76%
Q1j. I am satisfied with my job at the present time		67%	63%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

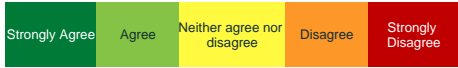
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Some key comparisons are provided.

SENIOR MANAGERS	51% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	13	39	27	12	8	52%	45%	47%
Q6b. I feel that senior leaders effectively lead and manage change	13	37	28	13	9	49%	42%	43%
Q6c. I feel that senior managers model the values of my organisation	13	38	29	11	9	51%	45%	48%
Q6d. Senior managers encourage innovation by employees	13	40	30	11		53%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	13	41	31	9		54%	49%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	14	44	28	8		58%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	11	36	27	16	10	48%	42%	44%
Q6h. I feel that senior managers listen to employees	10	33	29	16	12	43%	37%	39%
Q7f. I feel that change is handled well in my organisation	13	38	28	15		51%	43%	41%

KEY





EXPLORE THE FULL SURVEY RESULTS

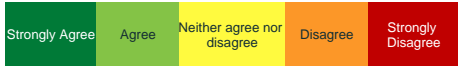
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Some key comparisons are provided.

COMMUNICATION	60% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q5e. My manager communicates effectively with me		68%	66%	69%
Q5f. My manager encourages and values employee input		68%	66%	69%
Q5g. My manager involves my workgroup in decisions about our work		64%	62%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		48%	42%	44%
Q6h. I feel that senior managers listen to employees		43%	37%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		69%	67%	69%

KEY





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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.

	71% RESPONSE SCALE		AGREEMENT %	HEALTH	SECTOR
Q1a. I understand what is expected of me to do well in my role	43	51	94%	91%	90%
Q1b. I have the tools I need to do my job effectively	21	51	72%	72%	70%
Q1c. I get the information I need to do my job well	20	53	73%	69%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	34	53	87%	86%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	24	49	72%	70%	69%
Q2b. People in my workgroup use time and resources efficiently	19	51	70%	68%	70%
Q2c. My team works collaboratively to achieve its objectives	23	51	75%	74%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	24	53	77%	77%	76%
Q3h. I have received appropriate training and development to do my job well	22	53	75%	69%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

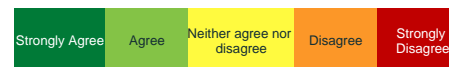
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	71% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	23	49	14	8	72%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	21	47	19	7	68%	65%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	19	46	19	10	66%	63%	65%
Q5j. I have confidence in the decisions my line manager makes	22	43	19	9	65%	64%	67%
Q6d. Senior managers encourage innovation by employees	13	40	30	11	53%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	13	41	31	9	54%	49%	52%
Q7d. My organisation focuses on improving the work we do	23	54	16		77%	76%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	19	47	21	8	66%	61%	62%
Q7g. There is good co-operation between teams across our organisation	13	43	26	13	55%	50%	48%

KEY





EXPLORE THE FULL SURVEY RESULTS

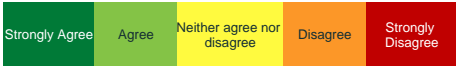
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	71% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q7n. My organisation generally selects capable people to do the job	10	44	25	13	8	54%	53%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	18	52	21			70%	67%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	28	56	13			84%	84%	85%

KEY





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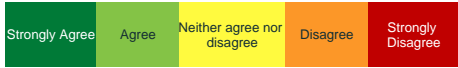
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PUBLIC SECTOR VALUES	67% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction	31	54	11		84%	85%	85%
Q2b. People in my workgroup use time and resources efficiently	19	51	18	9	70%	68%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	21	44	19	10	65%	64%	67%
Q2h. People in my workgroup treat each other with respect	23	47	17	9	70%	68%	72%
Q2i. People in my workgroup treat customers/clients with respect	33	52	11		85%	86%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	23	49	14	8	72%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	21	47	19	7	68%	65%	64%
Q5d. My manager listens to what I have to say	26	44	15	7	70%	70%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	22	41	21	9	63%	61%	64%

KEY





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

Some key comparisons are provided.

PUBLIC SECTOR VALUES	67% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree			
Q5k. My manager treats employees with dignity and respect	28	47	13	12	75%	72%	76%
Q5l. My manager talks to me about how the values apply to my work	21	41	22	10	62%	58%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	13	39	27	12	52%	45%	47%
Q6c. I feel that senior managers model the values of my organisation	13	38	29	11	51%	45%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	14	44	28	8	58%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	11	36	27	16	48%	42%	44%
Q6h. I feel that senior managers listen to employees	10	33	29	16	43%	37%	39%
Q7a. My organisation provides high quality services	24	55	16	5	79%	81%	80%
Q7b. My organisation strives to match services to customer/client needs	24	55	15	6	80%	80%	80%

KEY





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Some key comparisons are provided.

PUBLIC SECTOR VALUES	67% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR	
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q7c. My organisation strives to earn and sustain a high level of public trust	25	56	14			81%	82%	83%
Q7d. My organisation focuses on improving the work we do	23	54	16			77%	76%	76%
Q7h. People in my organisation take responsibility for their own actions	12	40	28	14		52%	48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	13	49	25	8		62%	58%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

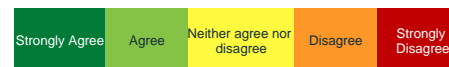
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Some key comparisons are provided.

DIVERSITY & INCLUSION	67% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	19	46	18	11	65%	60%	59%
Q5d. My manager listens to what I have to say	26	44	15	7	70%	70%	73%
Q5f. My manager encourages and values employee input	26	42	17	8	68%	66%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	21	43	20	9	64%	63%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	22	41	21	9	63%	61%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	16	37	34		53%	49%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	22	55	16		77%	73%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	18	52	21		70%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	19	51	16	9	69%	67%	69%

KEY





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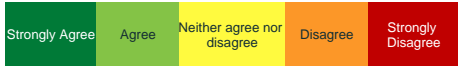
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DIVERSITY & INCLUSION	67% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	28	56	13			84%	84%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	14	38	24	14	9	52%	55%	58%

KEY





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Some key comparisons are provided.

RECRUITMENT	47% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	8	30	24	21	17	38%	32%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	10	38	29	13	11	47%	43%	41%
Q7n. My organisation generally selects capable people to do the job	10	44	25	13	8	54%	53%	51%

KEY





EXPLORE THE FULL SURVEY RESULTS

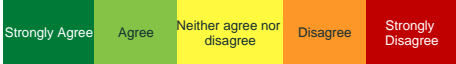
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	58%	RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR		
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	21	41	24	8	61%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	19	37	29	8	56%	51%	53%
Q7g. There is good co-operation between teams across our organisation	13	43	26	13	55%	50%	48%

KEY





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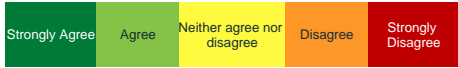
Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT

64% RESPONSE SCALE

	64% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives	20	54	14	9	74%	62%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	24	49	13	9	72%	68%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	19	44	16	14	63%	58%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	20	45	17	11	66%	59%	59%
Q3e. My performance is assessed against clear criteria	19	47	20	9	66%	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	26	45	14	8	71%	69%	71%
Q3g. I am able to access the right learning and development opportunities as required	21	50	15	9	71%	66%	60%
Q3h. I have received appropriate training and development to do my job well	22	53	16		75%	69%	63%
Q3i. I have a strong desire to advance my career	34	39	19		73%	69%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

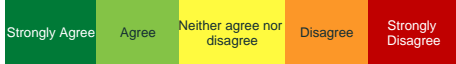
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	64% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	15	39	24	14	8	54%	48%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	18	28	32	15	7	46%	40%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	23	44	16	9	8	67%	64%	67%
Q5n. My manager appropriately deals with employees who perform poorly	16	36	27	12	10	51%	44%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	20	47	19	8		67%	61%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	21	41	24	8		61%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	19	37	29	8		56%	51%	53%
Q7j. My organisation is committed to developing its employees	14	46	26	8		60%	53%	53%

KEY





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Some key comparisons are provided.

MOBILITY	54% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	18 28 32 15 7	46%	40%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	21 41 24 8	61%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	19 37 29 8	56%	51%	53%

KEY





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Some key comparisons are provided.

PAY & BENEFITS 56% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR	
Q4a. I am paid fairly for the work I do		52%	55%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)		60%	60%	60%

KEY





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Some key comparisons are provided.

DIVERSITY GROUPS	76% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	25	54	16		78%	77%	77%
Q8c. Age is not a barrier to success in my organisation	23	52	18		75%	73%	71%
Q8d. Disability is not a barrier to success in my organisation	21	51	23		72%	66%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	24	54	20		78%	76%	76%
Q8f. Gender is not a barrier to success in my organisation	24	53	17		77%	75%	74%

KEY





EXPLORE THE FULL SURVEY RESULTS

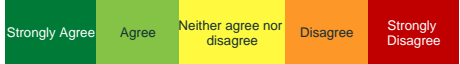
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

WORKPLACE SUPPORT	63% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		65%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level		61%	60%	58%
Q1l. My workload is acceptable		53%	54%	55%
Q2e. I receive help and support from other members of my workgroup		78%	78%	80%
Q2f. There is good team spirit in my workgroup		67%	64%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		52%	52%	56%

KEY





EXPLORE THE FULL SURVEY RESULTS

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

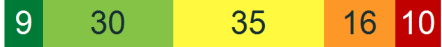
Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

ACTION ABOUT SURVEY RESULTS

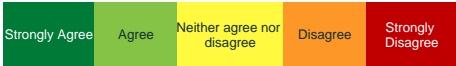
39% RESPONSE SCALE

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



	AGREEMENT %	HEALTH	SECTOR
Q15. I believe action will be taken on the results from this survey by my organisation	39%	34%	32%

KEY





EXPLORE THE FULL SURVEY RESULTS

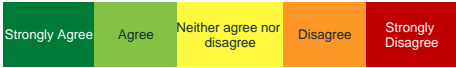
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

WORKPLACE CONDUCT	55% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	13 49 25 8	62%	58%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	12 38 28 14 8	50%	43%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	14 39 27 12 8	53%	48%	49%

KEY





EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		45%	42%	46%
Better skills in my workgroup		30%	28%	27%
Improved career opportunities		48%	47%	52%
Improved learning and development opportunities		50%	49%	50%
Greater involvement in decision making		32%	32%	33%
Better pay and benefits		61%	58%	58%
Greater recognition for the work I do		47%	44%	45%
Better leadership from senior managers		33%	37%	39%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		29%	29%	27%
Better accountability for performance		25%	24%	25%
A better location		25%	19%	20%
More flexible working conditions		43%	38%	38%
Better work/life balance		49%	43%	46%
Improved facilities		36%	32%	30%
Improved technology and systems		33%	33%	38%
Better job security		37%	33%	43%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

WORKPLACE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q9a. In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		80%	77%	72%
No		17%	19%	24%
Don't Know		4%	3%	4%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		28%	31%	25%
No		60%	59%	64%
Don't Know		11%	10%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		66%	65%	63%
No		33%	33%	35%
Don't Know		1%	1%	2%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		39%	43%	35%
No		53%	50%	58%
Don't Know		8%	6%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		24%	24%	20%
No		71%	71%	75%
Don't Know		5%	5%	5%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q10e. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months.				
A senior manager		20%	20%	23%
Your Immediate Manager/Supervisor		26%	26%	26%
A fellow worker at your level		26%	29%	25%
A subordinate		8%	7%	8%
A client or customer		2%	2%	2%
A member of the public other than a client or customer		1%	1%	0%
Other		5%	5%	4%
Prefer not to say		11%	11%	13%



EXPLORE THE FULL SURVEY RESULTS

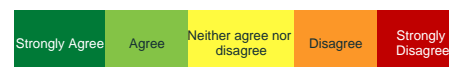
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

HEALTH QUESTIONS	RESPONSE SCALE					AGREEMENT %	HEALTH
Q1. Morale is good in my team	17	47	16	15		64%	59%
Q2. I believe I am valued for what I can offer at my workplace	20	50	15	9		71%	69%
Q3. In my workplace, we recognise our successes and innovations	17	49	20	10		66%	64%
Q4. Staff are treated respectfully regardless of their job	19	49	16	11		68%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	16	38	25	13	8	54%	49%
Q6. Overall, I have confidence in the decisions made by my senior managers	15	40	25	12	8	55%	50%

KEY





EXPLORE THE FULL SURVEY RESULTS

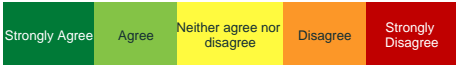
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

HEALTH QUESTIONS	RESPONSE SCALE					AGREEMENT %	HEALTH
Q7. I have a say in decisions which affect my work	13	41	24	15	7	53%	50%
Q8. Where I work, we share the lessons learnt when mistakes are made	16	51	19	9		67%	64%
Q9. My team's objectives/work plans are clearly outlined	16	52	20	8		69%	64%
Q10. Our objectives/work plans help us to deliver a quality service	16	54	21			70%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	13	33	31	13	10	46%	41%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

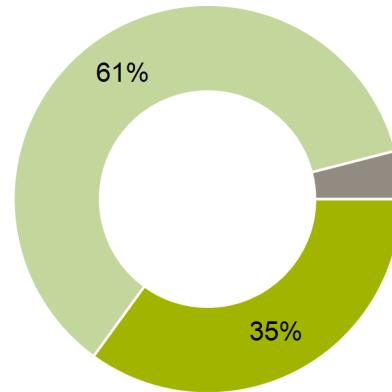
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		18%
Female		81%
Other		1%
Age		
<35		26%
35 - 54		53%
> 54		21%

PROFILE OF RESPONDENTS

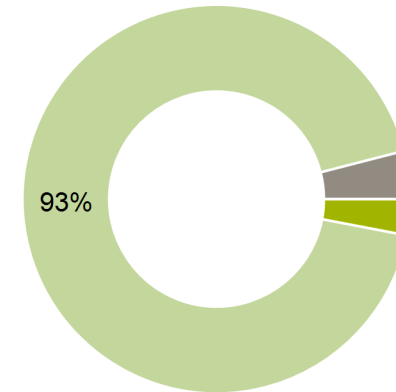


PERSONAL PROFILES

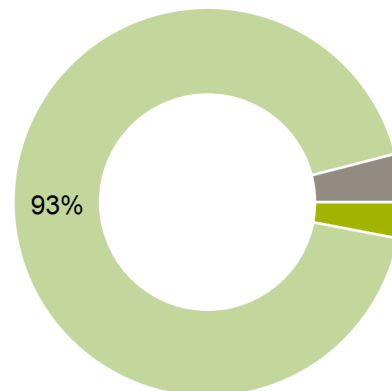
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



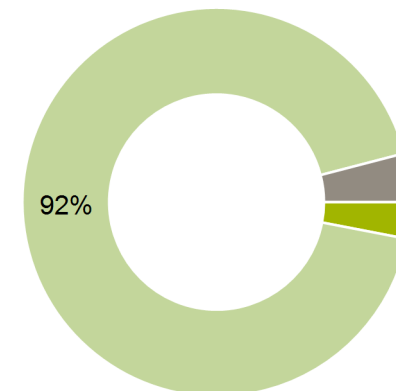
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



DO YOU HAVE A DISABILITY?



DO YOU IDENTIFY AS LGBTI?



KEY



PROFILE OF RESPONDENTS



WORK PROFILES

TENURE IN ORGANISATION	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		8%
1 - 2 years		8%
2 - 5 years		19%
5 - 10 years		26%
10 - 20 years		24%
More than 20 years		14%

PROFILE OF RESPONDENTS



WORK PROFILES

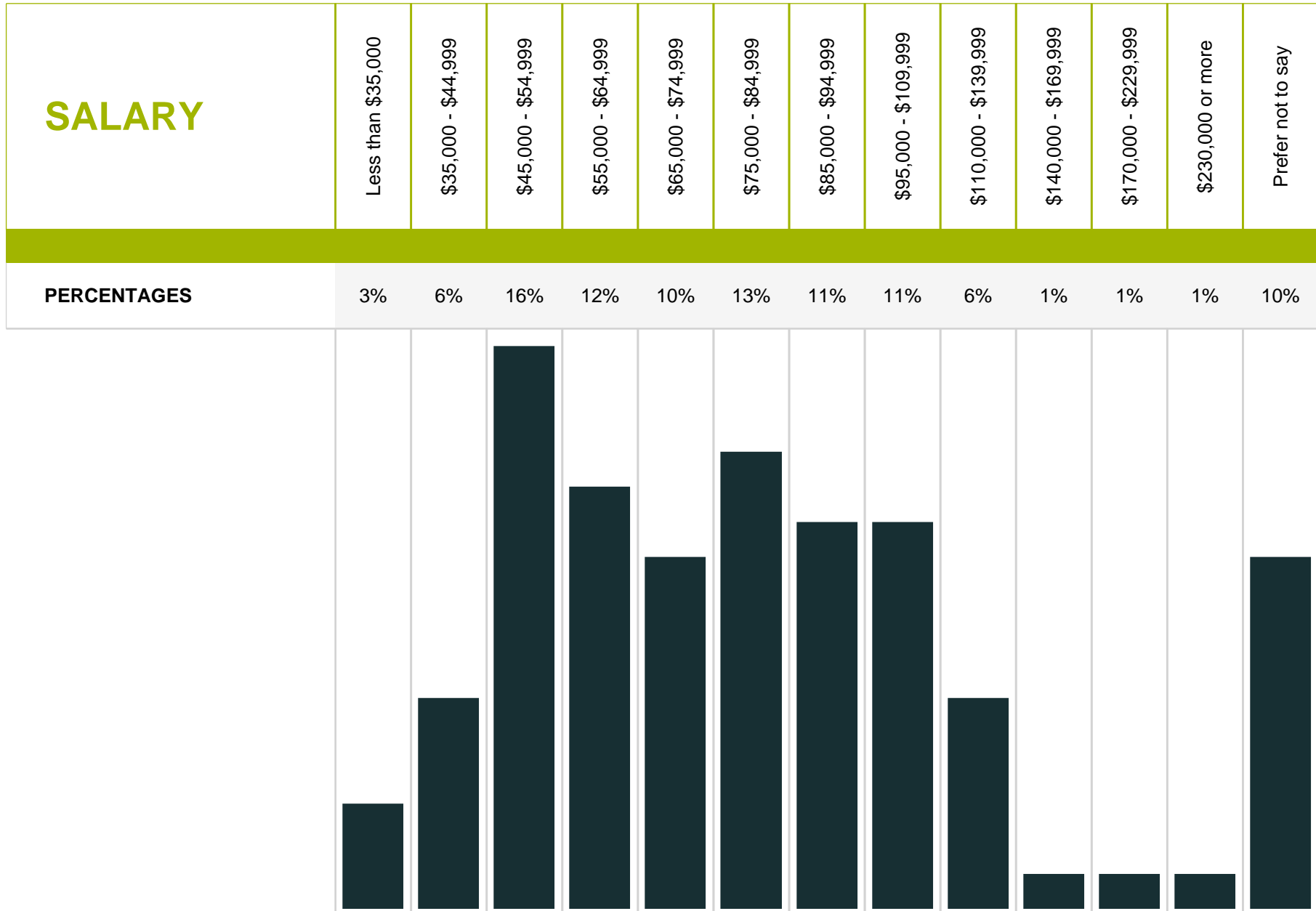
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		63%
Other service delivery work		6%
Administrative support		15%
Corporate services		5%
Policy		0%
Research		1%
Program and project management support		2%
Legal (including developing and/or reviewing legislation)		0%
Other		7%

PROFILE OF RESPONDENTS



WORK PROFILES

SALARY



RESULTS BY TYPE OF WORK



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	South Western Sydney Local Health District	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	3239	1796	169	438	156	6	21	58	1	208
ENGAGEMENT	65%	65%	57%	67%	71%	(r)	(r)	71%	(r)	68%
SENIOR MANAGERS	51%	50%	45%	53%	62%	(r)	(r)	66%	(r)	55%
COMMUNICATION	60%	60%	45%	62%	72%	(r)	(r)	69%	(r)	61%
HIGH PERFORMANCE	71%	70%	59%	71%	78%	(r)	(r)	80%	(r)	72%
PUBLIC SECTOR VALUES	67%	66%	55%	68%	76%	(r)	(r)	78%	(r)	68%
DIVERSITY & INCLUSION	67%	67%	52%	68%	75%	(r)	(r)	75%	(r)	67%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	South Western Sydney Local Health District	Less than \$35,000	\$35,000 - \$44,999	\$45,000 - \$54,999	\$55,000 - \$64,999	\$65,000 - \$74,999	\$75,000 - \$84,999	\$85,000 - \$94,999	\$95,000 - \$109,999	\$110,000 - \$139,999	\$140,000 - \$169,999	\$170,000 - \$229,999	\$230,000 or more	Prefer not to say
NUMBER OF RESPONDENTS	3239	95	171	451	353	282	375	305	310	161	27	17	31	294
ENGAGEMENT	65%	64%	63%	65%	67%	67%	63%	65%	66%	68%	(r)	(r)	61%	65%
SENIOR MANAGERS	51%	48%	49%	48%	53%	54%	49%	52%	56%	57%	(r)	(r)	37%	49%
COMMUNICATION	60%	63%	58%	56%	62%	61%	60%	61%	63%	64%	(r)	(r)	59%	59%
HIGH PERFORMANCE	71%	70%	67%	67%	71%	74%	71%	72%	72%	75%	(r)	(r)	71%	69%
PUBLIC SECTOR VALUES	67%	66%	63%	63%	67%	69%	67%	68%	69%	72%	(r)	(r)	66%	66%
DIVERSITY & INCLUSION	67%	69%	63%	63%	69%	69%	67%	68%	68%	70%	(r)	(r)	68%	66%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	South Western Sydney Local Health District	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	3239	238	240	546	731	696	407
ENGAGEMENT	65%	75%	67%	67%	63%	62%	67%
SENIOR MANAGERS	51%	61%	53%	55%	49%	48%	50%
COMMUNICATION	60%	73%	62%	64%	58%	55%	61%
HIGH PERFORMANCE	71%	79%	72%	73%	69%	67%	72%
PUBLIC SECTOR VALUES	67%	78%	67%	68%	65%	63%	69%
DIVERSITY & INCLUSION	67%	80%	69%	70%	65%	62%	67%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	South Western Sydney Local Health District	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	3239	5	122	300	305	348	397	370	397	379	177	55
ENGAGEMENT	65%	(r)	74%	70%	64%	66%	67%	63%	63%	63%	69%	70%
SENIOR MANAGERS	51%	(r)	64%	59%	49%	51%	57%	46%	44%	50%	51%	51%
COMMUNICATION	60%	(r)	73%	67%	61%	62%	65%	55%	56%	55%	60%	63%
HIGH PERFORMANCE	71%	(r)	79%	76%	70%	72%	74%	66%	67%	67%	74%	71%
PUBLIC SECTOR VALUES	67%	(r)	75%	73%	67%	69%	70%	62%	63%	64%	70%	69%
DIVERSITY & INCLUSION	67%	(r)	79%	75%	69%	69%	70%	62%	63%	62%	68%	66%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	South Western Sydney Local Health District	Male	Female	Other
NUMBER OF RESPONDENTS	3239	499	2297	31
ENGAGEMENT	65%	65%	66%	50%
SENIOR MANAGERS	51%	53%	51%	36%
COMMUNICATION	60%	61%	60%	40%
HIGH PERFORMANCE	71%	70%	71%	53%
PUBLIC SECTOR VALUES	67%	68%	67%	49%
DIVERSITY & INCLUSION	67%	66%	68%	46%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULTS BY CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	South Western Sydney Local Health District	Junior Medical Officer	Career Medical Officer, Hospitalist	Staff Specialist	Visiting Medical Officer	Clinical Academic	Assistant in Nursing	Enrolled Nurse	Registered Nurse/Midwife, Clinical Nurse/Midwife Specialist/Consultant, Practitioner	Nurse/Midwifery Educator and Clinical Nurse/Midwifery Educator	Nurse/Midwifery Manager	Support Officers	Information Management	Clinical Support Executive
NUMBER OF RESPONDENTS	3239	23	5	41	1	5	11	50	509	40	99	127	29	0
ENGAGEMENT	65%	(r)	(r)	67%	(r)	(r)	(r)	66%	63%	61%	64%	64%	(r)	(r)
SENIOR MANAGERS	51%	(r)	(r)	41%	(r)	(r)	(r)	53%	47%	45%	53%	45%	(r)	(r)
COMMUNICATION	60%	(r)	(r)	57%	(r)	(r)	(r)	61%	57%	58%	56%	56%	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)	71%	(r)	(r)	(r)	71%	68%	67%	67%	63%	(r)	(r)
PUBLIC SECTOR VALUES	67%	(r)	(r)	66%	(r)	(r)	(r)	67%	64%	66%	66%	60%	(r)	(r)
DIVERSITY & INCLUSION	67%	(r)	(r)	63%	(r)	(r)	(r)	71%	64%	65%	63%	62%	(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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RESULTS BY CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	South Western Sydney Local Health District	Administrative and Executive Assistant	Corporate Services	Senior Manager/Executive	Allied Health Professional	Allied Health Assistant	Health Education, Health Promotion and Health Protection	Counsellor, Welfare Support	Interpreters and Liaison Officer	Aboriginal Health Workers and Aboriginal Education Officers	Technician/Technologist	Hospital Scientist/Biomedical Engineers	Researchers	Data Analyst
NUMBER OF RESPONDENTS	3239	177	73	21	250	22	39	13	3	5	11	5	3	3
ENGAGEMENT	65%	69%	72%	(r)	68%	(r)	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	51%	56%	55%	(r)	55%	(r)	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	60%	64%	68%	(r)	67%	(r)	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	74%	78%	(r)	79%	(r)	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	71%	74%	(r)	74%	(r)	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	67%	72%	76%	(r)	75%	(r)	67%	(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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RESULTS BY CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	South Western Sydney Local Health District	Technical Officers/Technical Assistant	Dental Officer, Therapists and Hygienist	Dental Specialist	Dental Assistant	Trainee Dental Assistant	Operational Ambulance Officers	Operational Ambulance Managers	Project Director	Project Manager	Project Officer	Cleaning, Linen and Food	Motor Vehicle, Patient Transport	Security Services, Fire Safety
NUMBER OF RESPONDENTS	3239	17	23	0	18	0	1	0	1	18	3	30	0	11
ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	68%	(r)	(r)
SENIOR MANAGERS	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	62%	(r)	(r)
COMMUNICATION	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	61%	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	69%	(r)	(r)
PUBLIC SECTOR VALUES	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	66%	(r)	(r)
DIVERSITY & INCLUSION	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	62%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	South Western Sydney Local Health District	Residential Care Attendant, Patient Care Assistant, Patient Services, Wardsperson	Warehouse staff	Tradesperson	Apprentice Trade Worker and Trade Assistant	Trainee	Volunteer	Other job role	Prefer not to say
NUMBER OF RESPONDENTS	3239	10	2	4	1	5	0	42	64
ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)	67%	58%
SENIOR MANAGERS	51%	(r)	(r)	(r)	(r)	(r)	(r)	56%	41%
COMMUNICATION	60%	(r)	(r)	(r)	(r)	(r)	(r)	64%	49%
HIGH PERFORMANCE	71%	(r)	(r)	(r)	(r)	(r)	(r)	72%	60%
PUBLIC SECTOR VALUES	67%	(r)	(r)	(r)	(r)	(r)	(r)	71%	57%
DIVERSITY & INCLUSION	67%	(r)	(r)	(r)	(r)	(r)	(r)	69%	54%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



WHAT'S NEXT?

Sector employees have now given their feedback and these results show where actions and improvements are required.

Research has shown that a key reason why employees can become disengaged is if they are asked their opinion and then no action takes place as a result.

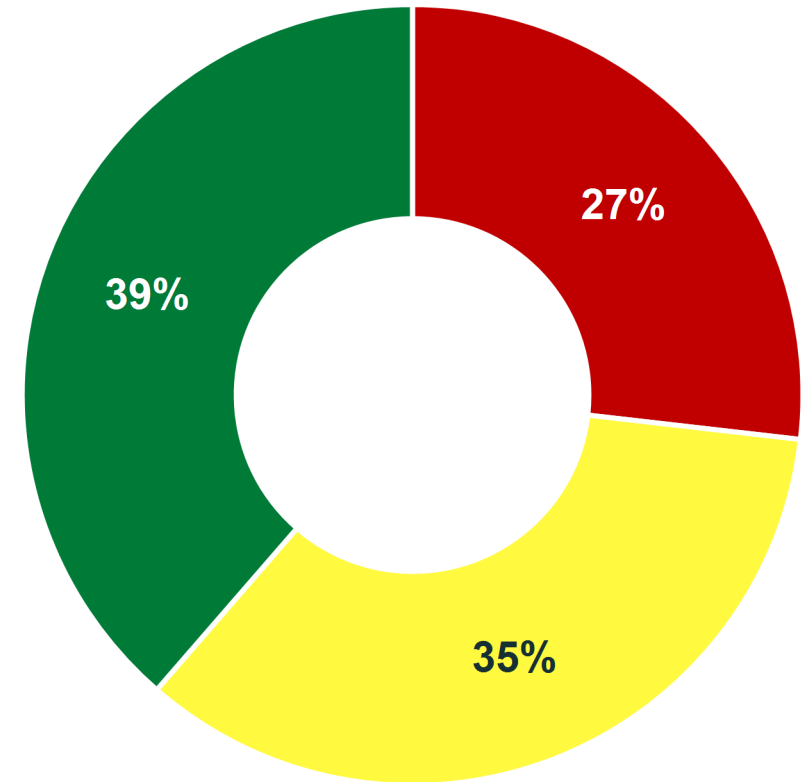
39%

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

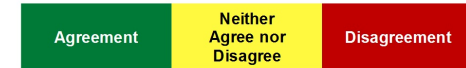
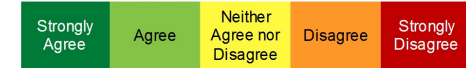
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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%