
PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Health

Western Sydney Local Health District

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RESPONSE RATE

22%

**2,777 RESPONSES
OUT OF 12,491 EMPLOYEES**

ENGAGEMENT INDEX

60%

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
%

1h. I look for ways to perform my job more effectively	94%
1a. I understand what is expected of me to do well in my role	89%
1d. I feel I make a contribution to achieving the organisation's objectives	85%
2i. People in my workgroup treat customers/clients with respect	83%
2a. My workgroup strives to achieve customer/client satisfaction	82%
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	81%
7c. My organisation strives to earn and sustain a high level of public trust	75%
7b. My organisation strives to match services to customer/client needs	75%
7a. My organisation provides high quality services	74%
1g. My job gives me a feeling of personal accomplishment	74%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

7l. My organisation's processes for recruiting employees are efficient	28%
15. I believe action will be taken on the results from this survey by my organisation	30%
6h. I feel that senior managers listen to employees	31%
7m. Recruitment and promotion decisions in this organisation are generally fair	36%
6g. I feel that senior managers keep employees informed about what's going on	36%
6b. I feel that senior leaders effectively lead and manage change	38%
7f. I feel that change is handled well in my organisation	39%
6a. I believe senior managers provide clear direction for the future of the organisation	39%
9b. I have confidence in the ways my organisation resolves grievances	39%
6c. I feel that senior managers model the values of my organisation	40%



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 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.

	Western Sydney Local Health District	Auburn	Blacktown	Integrated and Community Health	Mental Health Service	Mount Druitt	Oral Health Service	Other Western Sydney Local Health District Location	Westmead
NUMBER OF RESPONDENTS	2777	222	469	170	234	118	50	188	1282
ENGAGEMENT	60%	64%	60%	62%	54%	64%	59%	62%	60%
SENIOR MANAGERS	39%	46%	40%	38%	30%	43%	37%	43%	39%
COMMUNICATION	51%	55%	53%	54%	48%	51%	50%	56%	50%
HIGH PERFORMANCE	63%	66%	64%	68%	58%	66%	60%	65%	63%
PUBLIC SECTOR VALUES	59%	63%	60%	63%	54%	60%	58%	62%	58%
DIVERSITY & INCLUSION	59%	63%	60%	64%	55%	58%	59%	64%	58%

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

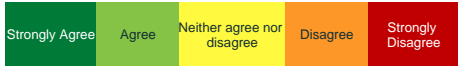
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

ENGAGEMENT	60% RESPONSE SCALE					AGREEMENT %	PMES 2014	HEALTH	SECTOR
Q7o. I would recommend my organisation as a great place to work	12	38	29	12	9	50%	44%	60%	60%
Q7p. I am proud to tell others I work for my organisation	17	42	26	8		59%	57%	68%	68%
Q7q. I feel a strong personal attachment to my organisation	18	40	26	10	7	57%	56%	62%	64%
Q7r. My organisation motivates me to help it achieve its objectives	12	35	30	14	8	48%	39%	54%	55%
Q7s. My organisation inspires me to do the best in my job	14	35	30	13	9	49%	40%	55%	55%

KEY





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Some key comparisons are provided.

ENGAGEMENT WITH WORK 75% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		74%	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		72%	75%	76%
Q1j. I am satisfied with my job at the present time		60%	63%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

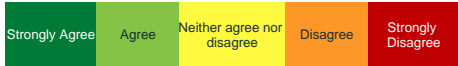
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Some key comparisons are provided.

SENIOR MANAGERS	39% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	9	30	31	16	15	39%	45%	47%
Q6b. I feel that senior leaders effectively lead and manage change	8	30	29	17	16	38%	42%	43%
Q6c. I feel that senior managers model the values of my organisation	9	31	30	15	15	40%	45%	48%
Q6d. Senior managers encourage innovation by employees	8	33	32	15	12	41%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	9	33	32	14	12	42%	49%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	10	37	31	11	11	48%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	8	29	28	19	17	36%	42%	44%
Q6h. I feel that senior managers listen to employees		24	30	20	19	31%	37%	39%
Q7f. I feel that change is handled well in my organisation	9	30	29	20	12	39%	43%	41%

KEY





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Some key comparisons are provided.

COMMUNICATION	51% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q5e. My manager communicates effectively with me		61%	66%	69%
Q5f. My manager encourages and values employee input		60%	66%	69%
Q5g. My manager involves my workgroup in decisions about our work		56%	62%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		36%	42%	44%
Q6h. I feel that senior managers listen to employees		31%	37%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		62%	67%	69%

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.

	HIGH PERFORMANCE				63% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q1a. I understand what is expected of me to do well in my role	40	49				89%	91%	90%
Q1b. I have the tools I need to do my job effectively	19	48	15	13		68%	72%	70%
Q1c. I get the information I need to do my job well	16	50	17	12		66%	69%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	33	52	10			85%	86%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	21	44	15	12	7	66%	70%	69%
Q2b. People in my workgroup use time and resources efficiently	19	46	19	12		65%	68%	70%
Q2c. My team works collaboratively to achieve its objectives	24	46	16	9		70%	74%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	23	49	16	8		72%	77%	76%
Q3h. I have received appropriate training and development to do my job well	17	49	19	9		66%	69%	63%

KEY





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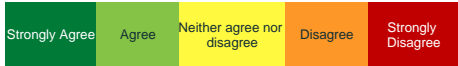
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Some key comparisons are provided.

	HIGH PERFORMANCE					63% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	19	45	17	10	9	64%	70%	72%	
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	17	43	21	11	8	59%	65%	64%	
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	16	42	21	12	10	58%	63%	65%	
Q5j. I have confidence in the decisions my line manager makes	19	38	20	11	12	57%	64%	67%	
Q6d. Senior managers encourage innovation by employees	8	33	32	15	12	41%	47%	49%	
Q6e. Senior managers promote collaboration between my organisation and others we work with	9	33	32	14	12	42%	49%	52%	
Q7d. My organisation focuses on improving the work we do	19	50	20	7		70%	76%	76%	
Q7e. My organisation is making the necessary improvements to meet our future challenges	17	43	25	10		60%	61%	62%	
Q7g. There is good co-operation between teams across our organisation	9	34	29	18	10	43%	50%	48%	

KEY





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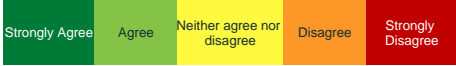
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	63% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q7n. My organisation generally selects capable people to do the job	38	29	15	12	45%	53%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	13	49	25	8	62%	67%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	27	54	14		81%	84%	85%

KEY





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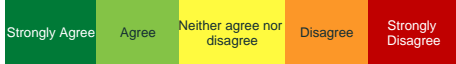
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	59% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree			
Q2a. My workgroup strives to achieve customer/client satisfaction	30	52	10		82%	85%	85%
Q2b. People in my workgroup use time and resources efficiently	19	46	19	12	65%	68%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	20	39	20	14	59%	64%	67%
Q2h. People in my workgroup treat each other with respect	22	42	19	10	64%	68%	72%
Q2i. People in my workgroup treat customers/clients with respect	32	51	12		83%	86%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	19	45	17	10	64%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	17	43	21	11	59%	65%	64%
Q5d. My manager listens to what I have to say	22	41	15	10	64%	70%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	19	36	22	10	55%	61%	64%

KEY





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Some key comparisons are provided.

PUBLIC SECTOR VALUES	59% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q5k. My manager treats employees with dignity and respect	25	42	14	8	11	67%	72%	76%
Q5l. My manager talks to me about how the values apply to my work	17	36	24	12	11	53%	58%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	9	30	31	16	15	39%	45%	47%
Q6c. I feel that senior managers model the values of my organisation	9	31	30	15	15	40%	45%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	10	37	31	11	11	48%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	8	29	28	19	17	36%	42%	44%
Q6h. I feel that senior managers listen to employees	24	30	20	19		31%	37%	39%
Q7a. My organisation provides high quality services	19	55	17			74%	81%	80%
Q7b. My organisation strives to match services to customer/client needs	20	55	16			75%	80%	80%

KEY





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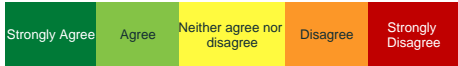
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PUBLIC SECTOR VALUES	59% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q7c. My organisation strives to earn and sustain a high level of public trust	22	54	17			75%	82%	83%
Q7d. My organisation focuses on improving the work we do	19	50	20	7		70%	76%	76%
Q7h. People in my organisation take responsibility for their own actions	8	34	30	17	10	42%	48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	9	42	31	11	7	51%	58%	63%

KEY





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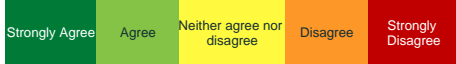
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Some key comparisons are provided.

DIVERSITY & INCLUSION	59% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	16	39	20	16	9	55%	60%	59%
Q5d. My manager listens to what I have to say	22	41	15	10	11	64%	70%	73%
Q5f. My manager encourages and values employee input	22	38	17	10	13	60%	66%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	19	39	20	10	13	58%	63%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	19	36	22	10	14	55%	61%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	11	30	39	9	12	41%	49%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	17	51	20			68%	73%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	13	49	25	8		62%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	14	48	17	11	10	62%	67%	69%

KEY





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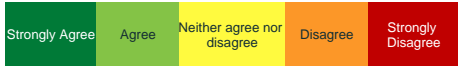
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DIVERSITY & INCLUSION	59% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	27	54	14			81%	84%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	12	36	25	14	13	49%	55%	58%

KEY





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Some key comparisons are provided.

RECRUITMENT	36% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient		28%	32%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair		36%	43%	41%
Q7n. My organisation generally selects capable people to do the job		45%	53%	51%

KEY





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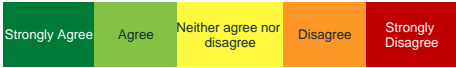
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION 46% RESPONSE SCALE						AGREEMENT %	HEALTH	SECTOR
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	17	33	29	10	11	50%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	14	30	36	9	10	44%	51%	53%
Q7g. There is good co-operation between teams across our organisation	9	34	29	18	10	43%	50%	48%

KEY





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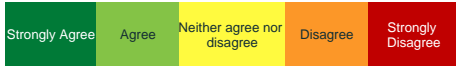
Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT

55% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		59%	62%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		64%	68%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		52%	58%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		55%	59%	59%
Q3e. My performance is assessed against clear criteria		52%	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		63%	69%	71%
Q3g. I am able to access the right learning and development opportunities as required		63%	66%	60%
Q3h. I have received appropriate training and development to do my job well		66%	69%	63%
Q3i. I have a strong desire to advance my career		71%	69%	69%

KEY





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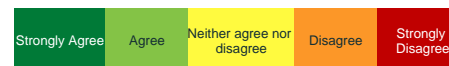
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PERFORMANCE FRAMEWORK & DEVELOPMENT	55% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	12	34	27	16	11	46%	48%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	16	26	35	16	8	42%	40%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	20	39	17	12	12	59%	64%	67%
Q5n. My manager appropriately deals with employees who perform poorly	11	30	29	15	15	41%	44%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	16	39	24	10	10	55%	61%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	17	33	29	10	11	50%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	14	30	36	9	10	44%	51%	53%
Q7j. My organisation is committed to developing its employees	9	38	30	13	10	47%	53%	53%

KEY





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Some key comparisons are provided.

MOBILITY	45% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	16	26	35	16	8	42%	40%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	17	33	29	10	11	50%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	14	30	36	9	10	44%	51%	53%

KEY





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Some key comparisons are provided.

PAY & BENEFITS 52% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR	
Q4a. I am paid fairly for the work I do		49%	55%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)		56%	60%	60%

KEY





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Some key comparisons are provided.

DIVERSITY GROUPS	68% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	20	53	18		72%	77%	77%
Q8c. Age is not a barrier to success in my organisation	18	51	20		68%	73%	71%
Q8d. Disability is not a barrier to success in my organisation	15	47	30		62%	66%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	18	52	25		71%	76%	76%
Q8f. Gender is not a barrier to success in my organisation	18	50	23		68%	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	57% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	16	39	20	16	9	55%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level	12	43	21	16	8	55%	60%	58%
Q1l. My workload is acceptable	10	40	21	18	10	51%	54%	55%
Q2e. I receive help and support from other members of my workgroup	23	50	15	8		73%	78%	80%
Q2f. There is good team spirit in my workgroup	22	37	19	13	9	59%	64%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	10	36	27	15	12	46%	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.

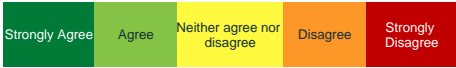
ACTION ABOUT SURVEY RESULTS

30% RESPONSE SCALE

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



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	45% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		51%	58%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		39%	43%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		44%	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		43%	42%	46%
Better skills in my workgroup		31%	28%	27%
Improved career opportunities		48%	47%	52%
Improved learning and development opportunities		52%	49%	50%
Greater involvement in decision making		36%	32%	33%
Better pay and benefits		58%	58%	58%
Greater recognition for the work I do		49%	44%	45%
Better leadership from senior managers		42%	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		35%	29%	27%
Better accountability for performance		28%	24%	25%
A better location		24%	19%	20%
More flexible working conditions		42%	38%	38%
Better work/life balance		45%	43%	46%
Improved facilities		36%	32%	30%
Improved technology and systems		36%	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		77%	77%	72%
No		20%	19%	24%
Don't Know		3%	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		33%	31%	25%
No		55%	59%	64%
Don't Know		12%	10%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		63%	65%	63%
No		35%	33%	35%
Don't Know		2%	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		46%	43%	35%
No		45%	50%	58%
Don't Know		8%	6%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		29%	24%	20%
No		65%	71%	75%
Don't Know		7%	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		31%	26%	26%
A fellow worker at your level		29%	29%	25%
A subordinate		4%	7%	8%
A client or customer		1%	2%	2%
A member of the public other than a client or customer		1%	1%	0%
Other		5%	5%	4%
Prefer not to say		9%	11%	13%



EXPLORE THE FULL SURVEY RESULTS

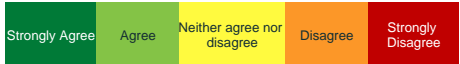
This section shows results for all the survey questions grouped by key themes.

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	13	40	19	18	10	53%	59%
Q2. I believe I am valued for what I can offer at my workplace	16	48	15	13	8	64%	69%
Q3. In my workplace, we recognise our successes and innovations	13	43	24	13		56%	64%
Q4. Staff are treated respectfully regardless of their job	15	46	19	12	8	61%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	12	31	26	15	16	43%	49%
Q6. Overall, I have confidence in the decisions made by my senior managers	11	31	28	16	14	42%	50%

KEY





EXPLORE THE FULL SURVEY RESULTS

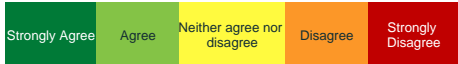
This section shows results for all the survey questions grouped by key themes.

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	10	34	27	18	11	44%	50%
Q8. Where I work, we share the lessons learnt when mistakes are made	12	48	21	11	8	60%	64%
Q9. My team's objectives/work plans are clearly outlined	12	46	24	11		58%	64%
Q10. Our objectives/work plans help us to deliver a quality service	13	48	25	8		61%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	10	27	31	16	17	37%	41%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

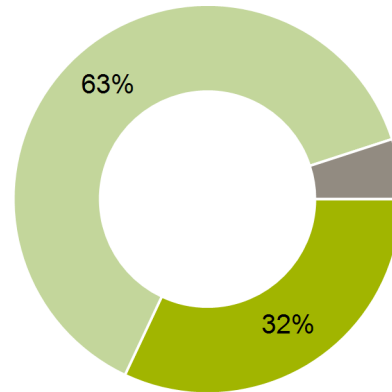
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		21%
Female		79%
Other		1%
Age		
<35		23%
35 - 54		53%
> 54		24%

PROFILE OF RESPONDENTS

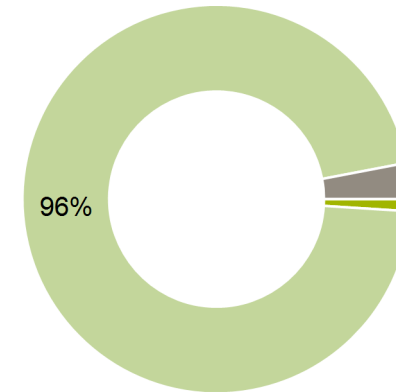


PERSONAL PROFILES

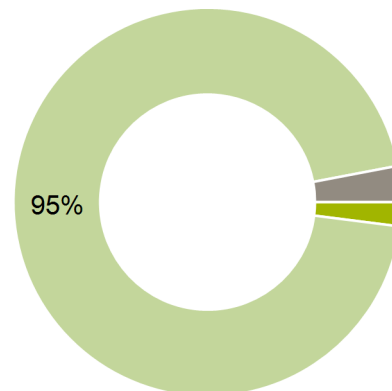
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



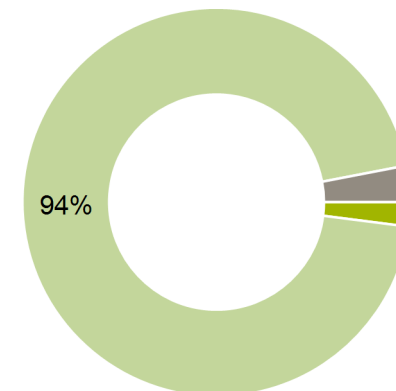
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		11%
1 - 2 years		9%
2 - 5 years		17%
5 - 10 years		22%
10 - 20 years		25%
More than 20 years		17%

PROFILE OF RESPONDENTS



WORK PROFILES

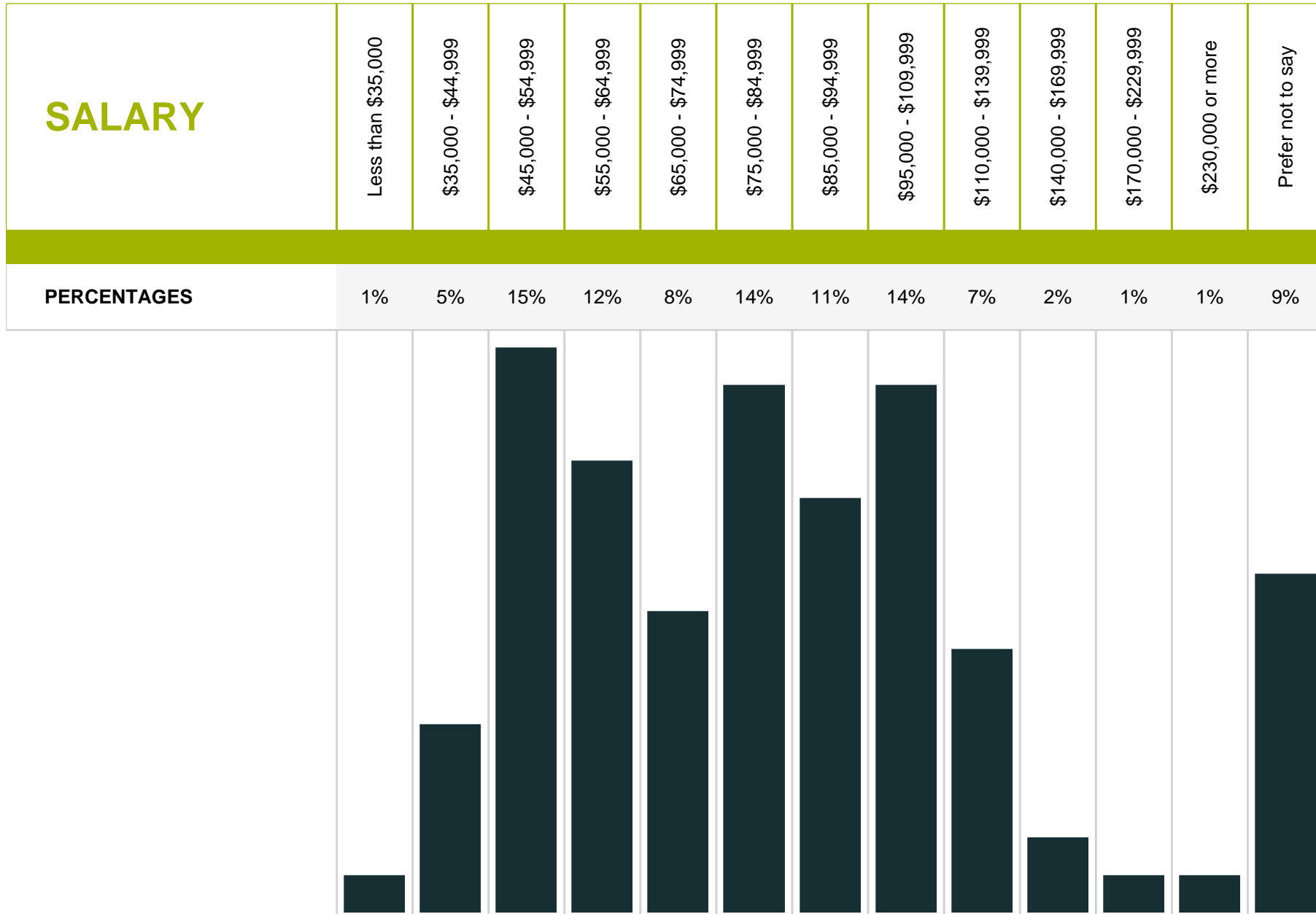
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		61%
Other service delivery work		6%
Administrative support		14%
Corporate services		7%
Policy		0%
Research		1%
Program and project management support		3%
Legal (including developing and/or reviewing legislation)		0%
Other		8%

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.

	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	2777	1425	130	332	158	5	33	61	5	192
ENGAGEMENT	60%	58%	58%	64%	63%	(r)	60%	66%	(r)	61%
SENIOR MANAGERS	39%	35%	38%	45%	45%	(r)	32%	49%	(r)	47%
COMMUNICATION	51%	48%	49%	59%	57%	(r)	54%	61%	(r)	56%
HIGH PERFORMANCE	63%	61%	58%	68%	66%	(r)	59%	70%	(r)	66%
PUBLIC SECTOR VALUES	59%	56%	56%	64%	65%	(r)	57%	66%	(r)	63%
DIVERSITY & INCLUSION	59%	57%	57%	66%	68%	(r)	62%	68%	(r)	62%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

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.

	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	2777	32	120	358	282	197	318	253	331	165	40	20	17	207
ENGAGEMENT	60%	62%	65%	62%	61%	64%	54%	58%	61%	64%	65%	(r)	(r)	55%
SENIOR MANAGERS	39%	47%	42%	44%	41%	41%	31%	37%	40%	46%	50%	(r)	(r)	30%
COMMUNICATION	51%	55%	50%	55%	55%	54%	44%	47%	54%	58%	59%	(r)	(r)	43%
HIGH PERFORMANCE	63%	65%	63%	65%	65%	66%	58%	62%	66%	70%	72%	(r)	(r)	56%
PUBLIC SECTOR VALUES	59%	63%	59%	61%	61%	61%	53%	58%	61%	66%	70%	(r)	(r)	52%
DIVERSITY & INCLUSION	59%	61%	60%	62%	63%	62%	53%	56%	62%	68%	68%	(r)	(r)	53%

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.

	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	2777	254	200	388	504	581	404
ENGAGEMENT	60%	71%	63%	62%	57%	57%	57%
SENIOR MANAGERS	39%	58%	45%	46%	36%	34%	30%
COMMUNICATION	51%	70%	58%	57%	49%	44%	44%
HIGH PERFORMANCE	63%	76%	66%	67%	61%	59%	59%
PUBLIC SECTOR VALUES	59%	74%	62%	63%	56%	55%	53%
DIVERSITY & INCLUSION	59%	76%	66%	65%	57%	54%	53%

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 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.

	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	2777	2	74	199	253	272	304	318	347	318	180	72
ENGAGEMENT	60%	(r)	71%	64%	63%	60%	60%	59%	60%	58%	57%	61%
SENIOR MANAGERS	39%	(r)	57%	48%	44%	40%	39%	35%	41%	35%	28%	38%
COMMUNICATION	51%	(r)	70%	57%	58%	52%	51%	48%	52%	47%	42%	49%
HIGH PERFORMANCE	63%	(r)	77%	68%	68%	64%	63%	62%	64%	59%	56%	62%
PUBLIC SECTOR VALUES	59%	(r)	73%	64%	64%	59%	58%	57%	59%	55%	52%	58%
DIVERSITY & INCLUSION	59%	(r)	75%	65%	67%	62%	59%	57%	59%	55%	51%	59%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY 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.

	Western Sydney Local Health District	Male	Female	Other
NUMBER OF RESPONDENTS	2777	485	1834	13
ENGAGEMENT	60%	58%	61%	(r)
SENIOR MANAGERS	39%	39%	39%	(r)
COMMUNICATION	51%	50%	52%	(r)
HIGH PERFORMANCE	63%	60%	64%	(r)
PUBLIC SECTOR VALUES	59%	57%	60%	(r)
DIVERSITY & INCLUSION	59%	58%	60%	(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.

	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	2777	25	5	34	2	2	11	52	467	40	92	92	37	1
ENGAGEMENT	60%	(r)	(r)	59%	(r)	(r)	(r)	59%	57%	61%	65%	64%	67%	(r)
SENIOR MANAGERS	39%	(r)	(r)	42%	(r)	(r)	(r)	36%	32%	42%	51%	45%	49%	(r)
COMMUNICATION	51%	(r)	(r)	56%	(r)	(r)	(r)	53%	44%	58%	63%	60%	62%	(r)
HIGH PERFORMANCE	63%	(r)	(r)	65%	(r)	(r)	(r)	62%	59%	70%	70%	70%	74%	(r)
PUBLIC SECTOR VALUES	59%	(r)	(r)	61%	(r)	(r)	(r)	60%	53%	69%	67%	64%	70%	(r)
DIVERSITY & INCLUSION	59%	(r)	(r)	63%	(r)	(r)	(r)	61%	52%	69%	69%	67%	72%	(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.

	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	2777	129	93	18	255	16	22	19	8	5	15	22	8	6
ENGAGEMENT	60%	63%	60%	(r)	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	39%	44%	43%	(r)	38%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	51%	57%	53%	(r)	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	63%	66%	63%	(r)	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	59%	61%	62%	(r)	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	59%	64%	62%	(r)	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

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.

	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	2777	23	13	5	18	0	0	1	4	35	9	9	2	12
ENGAGEMENT	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	66%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	39%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	54%	(r)	(r)	(r)	(r)
COMMUNICATION	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	58%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	71%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	67%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	66%	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

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.

	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	2777	6	2	6	0	2	1	46	66
ENGAGEMENT	60%	(r)	(r)	(r)	(r)	(r)	(r)	60%	45%
SENIOR MANAGERS	39%	(r)	(r)	(r)	(r)	(r)	(r)	42%	27%
COMMUNICATION	51%	(r)	(r)	(r)	(r)	(r)	(r)	52%	37%
HIGH PERFORMANCE	63%	(r)	(r)	(r)	(r)	(r)	(r)	60%	51%
PUBLIC SECTOR VALUES	59%	(r)	(r)	(r)	(r)	(r)	(r)	61%	48%
DIVERSITY & INCLUSION	59%	(r)	(r)	(r)	(r)	(r)	(r)	60%	46%

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.

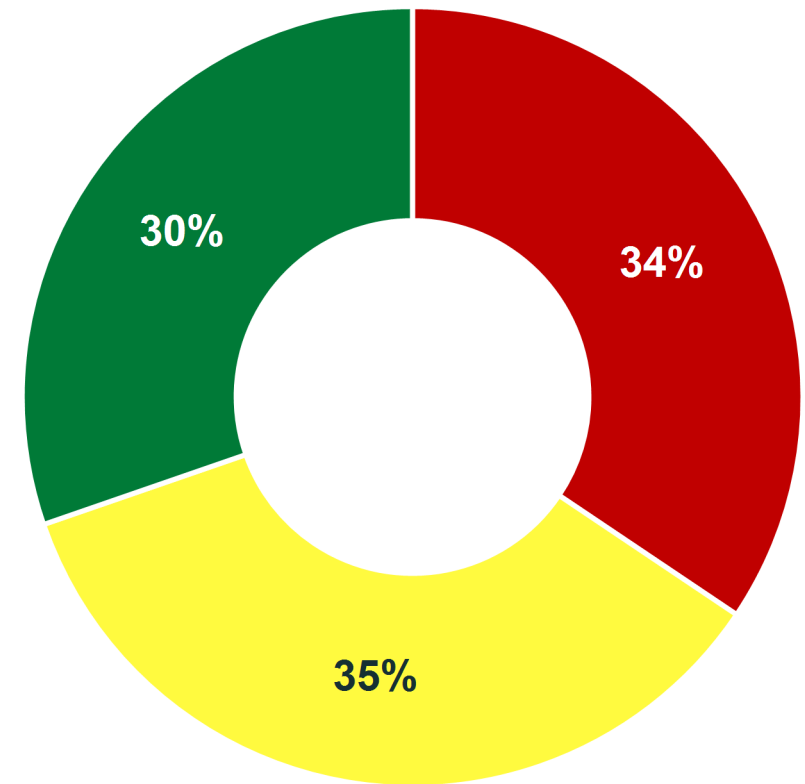
30%

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

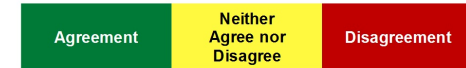
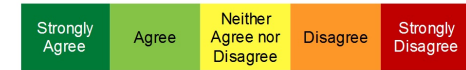
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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%