

PEOPLE MATTER 2017

NSW Public Sector Employee Survey

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

AGENCY REPORT

Health

HealthShare NSW

RESPONSE RATE

40%

2,563 OF 6,387 TOTAL RESPONDENTS

EMPLOYEE ENGAGEMENT

64%

DIFFERENCE FROM 2016 +1

DIFFERENCE FROM CLUSTER +1

DIFFERENCE FROM PUBLIC SECTOR 0

SENIOR MANAGERS

55%

DIFFERENCE FROM 2016 +3

DIFFERENCE FROM CLUSTER +10

DIFFERENCE FROM PUBLIC SECTOR +8

COMMUNICATION

62%

DIFFERENCE FROM 2016 +5

DIFFERENCE FROM CLUSTER +5

DIFFERENCE FROM PUBLIC SECTOR +2



QUESTIONS ARE GROUPED INTO THEMES IN THIS REPORT.

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

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

Response Rate: some entities exceed 100% where responses were greater than the employee headcount. This is thought to be primarily due to employees selecting the wrong work location in the survey or closing a partially completed survey then needing to start a new one if their password is forgotten or lost.

ENGAGEMENT WITH WORK

71%

DIFFERENCE FROM CLUSTER -1

DIFFERENCE FROM PUBLIC SECTOR 0

HIGH PERFORMANCE

66%

DIFFERENCE FROM CLUSTER +3

DIFFERENCE FROM PUBLIC SECTOR +3

PUBLIC SECTOR VALUES

63%

DIFFERENCE FROM CLUSTER +5

DIFFERENCE FROM PUBLIC SECTOR +2

DIVERSITY & INCLUSION

68%

DIFFERENCE FROM CLUSTER +3

DIFFERENCE FROM PUBLIC SECTOR +1

KEY DRIVERS OF ENGAGEMENT



WHAT TO FOCUS ON?

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

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

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

		AGREEMENT	% AGREEMENT 2016	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	Q7f. My organisation is committed to developing its employees	54%	56%	49%	50%
2	Q6h. I feel that senior managers listen to employees	48%	42%	38%	41%
3	Q7c. I feel that change is managed well in my organisation	50%	48%	41%	39%
4	Q7a. My organisation focuses on improving the work we do	73%	79%	67%	69%
5	Q7b. My organisation is making the necessary improvements to meet our future challenges	67%	70%	55%	57%
6	Q6c. I feel that senior managers model the values of my organisation	56%	53%	45%	48%

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST AGREEMENT SCORING QUESTIONS

AGREEMENT
2017

1a.	I understand what is expected of me to do well in my role	91%
2a.	My workgroup strives to achieve customer/client satisfaction	82%
2c.	I receive help and support from other members of my workgroup	77%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	76%
2b.	My workgroup works collaboratively to achieve its objectives	75%
8b.	Personal background is not a barrier to success in my organisation	74%
7a.	My organisation focuses on improving the work we do	73%
1c.	My job gives me a feeling of personal accomplishment	73%
5b.	My manager listens to what I have to say	73%
1d.	I feel motivated to contribute more than what is normally required at work	72%

- LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT
2017

7g.	I have confidence in the way recruitment decisions are made	39%
9a.	I have confidence in the ways my organisation resolves grievances	44%
14.	I believe action will be taken on the results from this survey by my organisation	46%
5h.	My manager appropriately deals with employees who perform poorly	47%
6h.	I feel that senior managers listen to employees	48%
7e.	People in my organisation take responsibility for their own actions	48%
7h.	My organisation generally selects capable people to do the job	50%
7c.	I feel that change is managed well in my organisation	50%
7d.	There is good co-operation between teams across our organisation	51%
3g.	I am satisfied with the opportunities available for career development in 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'.

MOST AND LEAST IMPROVED QUESTIONS

+ MOST IMPROVED QUESTIONS

AGREEMENT
2017

AGREEMENT
2016

	AGREEMENT 2017	AGREEMENT 2016
1b. I am provided with the support I need to do my best at work	71%	59%
1e. I am satisfied with my job	70%	62%
6i. Senior managers in my organisation support the career advancement of women	58%	50%
3g. I am satisfied with the opportunities available for career development in my organisation	51%	44%
1f. I am able to keep my work stress at an acceptable level	68%	61%
5c. My manager communicates effectively with me	70%	63%
5d. My manager encourages and values employee input	70%	64%
5b. My manager listens to what I have to say	73%	66%
6g. I feel that senior managers keep employees informed about what's going on	52%	46%
3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	64%	58%

- LEAST IMPROVED QUESTIONS

AGREEMENT
2017

AGREEMENT
2016

	AGREEMENT 2017	AGREEMENT 2016
7a. My organisation focuses on improving the work we do	73%	79%
7b. My organisation is making the necessary improvements to meet our future challenges	67%	70%
9a. I have confidence in the ways my organisation resolves grievances	44%	47%
7f. My organisation is committed to developing its employees	54%	56%
1d. I feel motivated to contribute more than what is normally required at work	72%	74%
2a. My workgroup strives to achieve customer/client satisfaction	82%	83%
7k. I feel a strong personal attachment to my organisation	58%	59%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for HealthShare NSW

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

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

	HealthShare NSW	Clinical Support Services	Corporate Office	Employee & Financial Shared Services	Patient Support Services
NUMBER OF RESPONDENTS	2563	707	470	567	566
EMPLOYEE ENGAGEMENT	64%	62%	68%	66%	64%
ENGAGEMENT WITH WORK	71%	72%	73%	70%	72%
SENIOR MANAGERS	55%	52%	61%	63%	47%
COMMUNICATION	62%	58%	69%	67%	57%
HIGH PERFORMANCE	66%	64%	70%	71%	61%
PUBLIC SECTOR VALUES	63%	59%	70%	70%	58%
DIVERSITY & INCLUSION	68%	65%	75%	72%	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 10 RESPONDENTS



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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

EMPLOYEE ENGAGEMENT	64% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work	18	43	24	8	61%	58%	59%	60%
Q7j. I am proud to tell others I work for my organisation	23	43	22		66%	66%	67%	68%
Q7k. I feel a strong personal attachment to my organisation	20	39	27	9	58%	59%	61%	63%
Q7l. My organisation motivates me to help it achieve its objectives	16	40	27	10	56%	54%	52%	53%
Q7m. My organisation inspires me to do the best in my job	18	40	26	10	58%	56%	53%	53%

KEY





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ENGAGEMENT WITH WORK	71% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1c. My job gives me a feeling of personal accomplishment	29	43	17		73%	72%	76%	75%
Q1d. I feel motivated to contribute more than what is normally required at work	31	41	16	8	72%	74%	72%	72%
Q1e. I am satisfied with my job	26	44	18	8	70%	62%	68%	68%

KEY





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SENIOR MANAGERS	55% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q6a. I believe senior managers provide clear direction for the future of the organisation	16	40	24	11	9	56%	53%	45%	48%
Q6b. I feel that senior managers effectively lead and manage change	15	39	25	12	9	54%	49%	43%	44%
Q6c. I feel that senior managers model the values of my organisation	17	39	25	9	9	56%	53%	45%	48%
Q6d. Senior managers encourage innovation by employees	15	41	26	10	8	56%	54%	46%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	14	42	29	8		57%	55%	47%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	19	49	20			67%	66%	56%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	13	38	25	13	11	52%	46%	42%	45%
Q6h. I feel that senior managers listen to employees	12	35	28	13	11	48%	42%	38%	41%
Q7c. I feel that change is managed well in my organisation	13	37	28	14	7	50%	48%	41%	39%

KEY





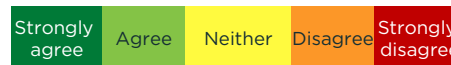
EXPLORE THE FULL RESULTS

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

COMMUNICATION	62% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q5c. My manager communicates effectively with me	27	43	16	8	70%	63%	68%	70%
Q5d. My manager encourages and values employee input	28	42	16	8	70%	64%	68%	71%
Q5e. My manager involves my workgroup in decisions about our work	25	41	18	9	65%	60%	63%	65%
Q6g. I feel that senior managers keep employees informed about what's going on	13	38	25	13	52%	46%	42%	45%
Q6h. I feel that senior managers listen to employees	12	35	28	13	48%	42%	38%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager	22	45	17	10	66%	64%	65%	66%

KEY





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

	66% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1a. I understand what is expected of me to do well in my role	43	48			91%	89%	91%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	28	47	15	7	75%	74%	77%	78%
Q3f. I have received appropriate training and development to do my job well	20	47	19	9	67%	66%	68%	62%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	27	45	17		71%	67%	70%	72%
Q5f. I have confidence in the decisions my manager makes	26	39	20	7	65%	60%	64%	67%
Q6d. Senior managers encourage innovation by employees	15	41	26	10	56%	54%	46%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	14	42	29	8	57%	55%	47%	51%
Q7a. My organisation focuses on improving the work we do	22	51	17		73%	79%	67%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	19	47	22		67%	70%	55%	57%

KEY





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

	HIGH PERFORMANCE					66% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation	12	39	27	14	8	51%	52%	48%	47%				
Q7h. My organisation generally selects capable people to do the job	9	40	26	16	9	50%	48%	53%	52%				

KEY





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

PUBLIC SECTOR VALUES		63% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q2a. My workgroup strives to achieve customer/client satisfaction		34	48	11	1	0	82%	83%	86%	85%
Q2e. People in my workgroup treat each other with respect		25	40	18	11	6	65%	64%	70%	74%
Q5a. My manager encourages people in my workgroup to keep improving the work they do		27	45	17	9	2	71%	67%	70%	72%
Q5b. My manager listens to what I have to say		29	44	15	11	1	73%	66%	71%	75%
Q6a. I believe senior managers provide clear direction for the future of the organisation		16	40	24	11	9	56%	53%	45%	48%
Q6c. I feel that senior managers model the values of my organisation		17	39	25	9	9	56%	53%	45%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives		19	49	20	11	1	67%	66%	56%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		13	38	25	13	11	52%	46%	42%	45%
Q6h. I feel that senior managers listen to employees		12	35	28	13	11	48%	42%	38%	41%

KEY





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Questions are grouped by themes in this report.

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

PUBLIC SECTOR VALUES		63% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7a. My organisation focuses on improving the work we do		22	51	17	8	2	73%	79%	67%	69%
Q7e. People in my organisation take responsibility for their own actions		11	37	28	16	8	48%	48%	47%	47%

KEY





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Questions are grouped by themes in this report.

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

DIVERSITY & INCLUSION	68% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work	25	45	16	9	71%	59%	64%	63%
Q5b. My manager listens to what I have to say	29	44	15		73%	66%	71%	75%
Q5d. My manager encourages and values employee input	28	42	16	8	70%	64%	68%	71%
Q6i. Senior managers in my organisation support the career advancement of women	20	38	31		58%	50%	52%	58%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	26	49	15		76%	75%	72%	74%
Q8b. Personal background is not a barrier to success in my organisation	27	47	17		74%	-	73%	74%
Q8c. I am able to speak up and share a different view to my colleagues and manager	22	45	17	10	66%	64%	65%	66%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	22	38	23	11	60%	55%	55%	57%

KEY





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Questions are grouped by themes in this report.

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

RECRUITMENT	45% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	10	29	29	18	14	39%	-	38%	35%
Q7h. My organisation generally selects capable people to do the job	9	40	26	16	9	50%	48%	53%	52%

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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

PERFORMANCE FRAMEWORK & DEVELOPMENT		57% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	20 45 18 11	64%	58%	63%	63%				
Q3e. My performance is assessed against clear criteria	15 43 24 12	57%	54%	57%	54%				
Q3g. I am satisfied with the opportunities available for career development in my organisation	16 36 24 14 11	51%	44%	51%	48%				
Q5g. My manager provides acknowledgement or other recognition for the work I do	25 40 19 9 7	65%	61%	64%	67%				
Q5h. My manager appropriately deals with employees who perform poorly	16 31 28 12 13	47%	42%	44%	44%				
Q7f. My organisation is committed to developing its employees	14 40 26 12 7	54%	56%	49%	50%				

KEY

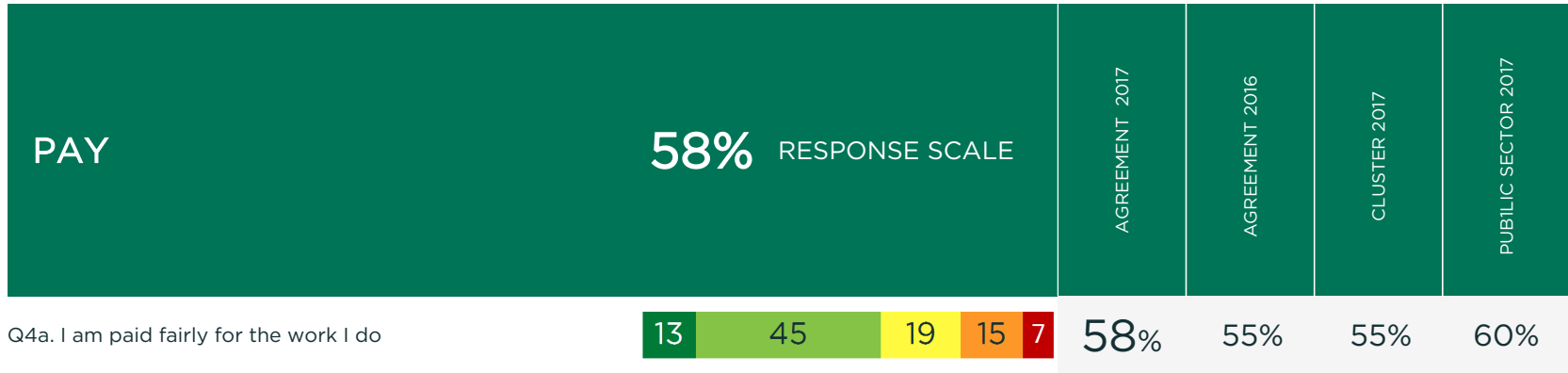




EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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



KEY





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

WORKPLACE SUPPORT		70% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017	
Q1b. I am provided with the support I need to do my best at work		25	45	16	9	71%	59%	64%	63%	
Q1f. I am able to keep my work stress at an acceptable level		18	50	17	9	68%	61%	61%	59%	
Q2c. I receive help and support from other members of my workgroup		31	47	14	9	77%	77%	79%	81%	
Q2d. There is good team spirit in my workgroup		25	38	18	11	8	64%	64%	66%	69%

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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

ACTION ABOUT SURVEY RESULTS

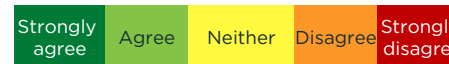
46% RESPONSE SCALE

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



	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC LIC SECTOR 2017
Q14. I believe action will be taken on the results from this survey by my organisation	46%	42%	35%	34%

KEY

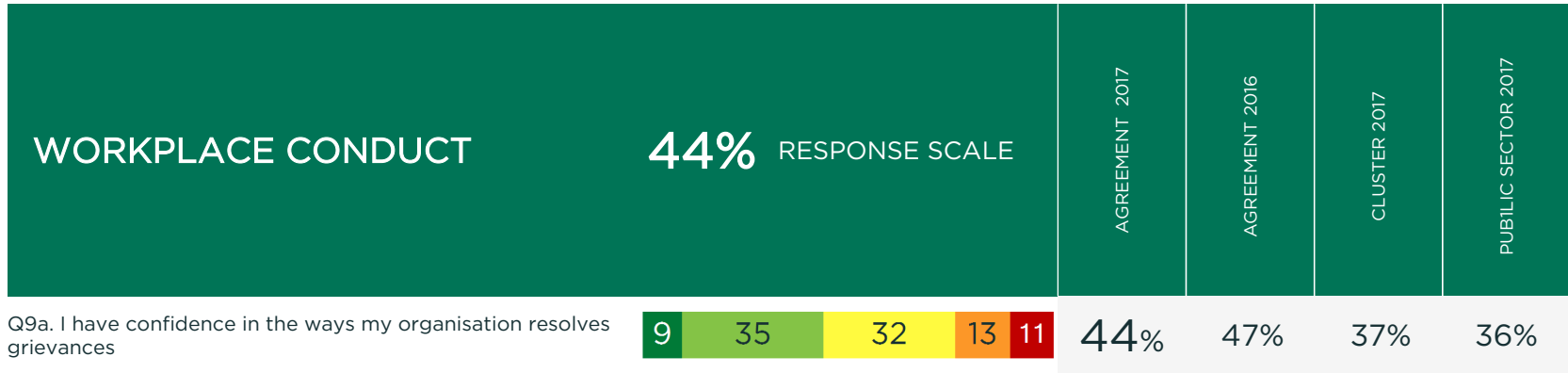




EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q3a. I have a current performance and development plan that sets out my individual objectives				
Yes		64%	67%	67%
No		36%	33%	33%
Q3b. I have informal feedback conversations with my manager				
Yes		73%	73%	75%
No		27%	27%	25%
Q3c. I have scheduled feedback conversations with my manager				
Yes		57%	56%	57%
No		43%	44%	43%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY

RESPONSE SCALE

2017

CLUSTER 2017

PUBLIC SECTOR 2017

Q3h. Are you currently looking, or thinking about looking, for a new role within the NSW Public Sector but outside of your current workplace in order to broaden your experience?

		2017	CLUSTER 2017	PUBLIC SECTOR 2017
Yes		41%	40%	41%
No		59%	60%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q3i. Are there any barriers preventing you from moving to another role?				
There are no major barriers to my career progression		36%	32%	30%
Lack of visible opportunities		27%	30%	31%
Lack of promotion opportunities		29%	27%	30%
Lack of support from my manager / supervisor		15%	15%	14%
Geographic location considerations		19%	24%	28%
Personal / family considerations		23%	32%	33%
Insufficient training and development		16%	14%	16%
Lack of required capabilities or experience		11%	10%	11%
Lack of support for temporary assignments/secondments		11%	14%	15%
The application/recruitment process is too cumbersome or time consuming		18%	16%	23%
Other		9%	8%	9%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		29%	30%	25%
No		56%	57%	62%
Don't know		14%	13%	13%
Q10b. If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		68%	66%	63%
No		30%	33%	35%
Don't know		2%	2%	2%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		34%	40%	33%
No		55%	51%	58%
Don't know		11%	9%	9%
Q10d. In the last 12 months I have been subjected to bullying at work				
Yes		20%	22%	18%
No		72%	72%	76%
Don't know		8%	6%	6%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q10e. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months.				
A senior manager		14%	19%	22%
Your immediate manager/supervisor		25%	24%	24%
A fellow worker at your level		35%	31%	27%
A subordinate		6%	6%	8%
A client or customer		2%	2%	2%
A member of the public other than a client or customer		0%	1%	1%
Other		5%	5%	4%
Prefer not to say		13%	12%	13%



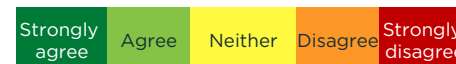
EXPLORE THE FULL RESULTS

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HEALTH QUESTIONS	RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017
Q1. Morale is good in my team	18	45	16	14	8	63%	59%	60%
Q2. I believe I am valued for what I can offer at my workplace	22	46	17	9		69%	67%	69%
Q3. In my workplace, we recognise our successes and innovations	18	45	22	10		63%	62%	64%
Q4. Staff are treated respectfully regardless of their job	20	44	18	11		65%	68%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	19	39	22	11	9	58%	53%	51%
Q6. Overall, I have confidence in the decisions made by my senior managers	17	41	23	10	9	58%	50%	51%

KEY





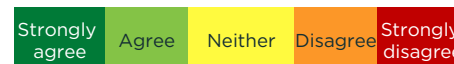
EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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

HEALTH QUESTIONS	RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017
Q7. I have a say in decisions which affect my work	13	40	25	14	7	54%	49%	54%
Q8. Where I work, we share the lessons learnt when mistakes are made	17	49	19	10		66%	63%	67%
Q9. My team's objectives/work plans are clearly outlined	16	51	19	9		67%	64%	64%
Q10. Our objectives/work plans help us to deliver a quality service	18	51	20			70%	67%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	18	34	26	12	10	52%	53%	41%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Gender		
Male		34%
Female		65%
Other		1%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Age		
15 - 19		0%
20 - 24		4%
25 -29		9%
30 - 34		11%
35 - 39		13%
40 - 44		11%
45 - 49		12%
50 - 54		16%
55 - 59		15%
60 - 64		8%
65+		2%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Do you speak a language other than English at home?		
Yes		27%
No		69%
Prefer not to say		4%
Are you of Aboriginal and/or Torres Strait Islander origin?		
Yes		3%
No		93%
Prefer not to say		4%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

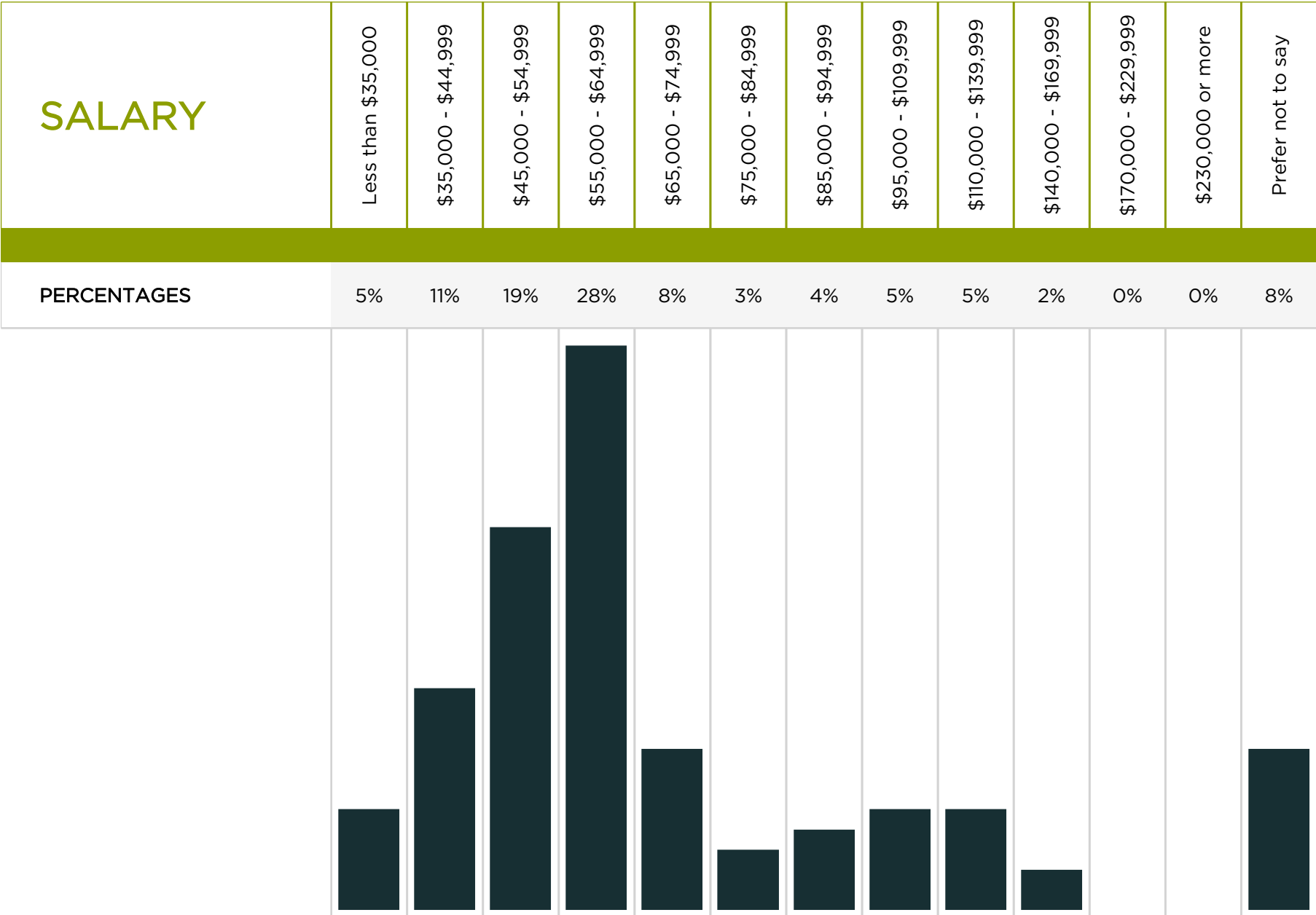
	RESPONSE SCALE	PERCENTAGE
Do you have a disability?		
Yes		3%
No		93%
Prefer not to say		4%
Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?		
Yes		3%
No		93%
Prefer not to say		4%

PROFILE OF RESPONDENTS



WORK PROFILES

SALARY



RESULT BY TYPE OF WORK



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	HealthShare NSW	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	2563	533	635	293	510	4	1	40	0	383
EMPLOYEE ENGAGEMENT	64%	61%	64%	67%	67%	(r)	(r)	71%	(r)	65%
ENGAGEMENT WITH WORK	71%	71%	73%	69%	71%	(r)	(r)	83%	(r)	72%
SENIOR MANAGERS	55%	44%	55%	62%	63%	(r)	(r)	63%	(r)	55%
COMMUNICATION	62%	54%	61%	68%	69%	(r)	(r)	74%	(r)	60%
HIGH PERFORMANCE	66%	58%	67%	71%	71%	(r)	(r)	71%	(r)	64%
PUBLIC SECTOR VALUES	63%	54%	62%	69%	71%	(r)	(r)	73%	(r)	61%
DIVERSITY & INCLUSION	68%	61%	69%	73%	74%	(r)	(r)	82%	(r)	68%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	HealthShare NSW	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	2563	126	271	462	674	194	83	109	129	129	56	7	7	195
EMPLOYEE ENGAGEMENT	64%	67%	59%	63%	65%	67%	66%	65%	69%	72%	77%	(r)	(r)	58%
ENGAGEMENT WITH WORK	71%	80%	67%	73%	69%	72%	68%	74%	78%	79%	86%	(r)	(r)	62%
SENIOR MANAGERS	55%	58%	48%	49%	57%	57%	56%	54%	62%	70%	77%	(r)	(r)	46%
COMMUNICATION	62%	67%	55%	57%	63%	63%	67%	61%	69%	76%	76%	(r)	(r)	55%
HIGH PERFORMANCE	66%	71%	60%	61%	67%	69%	67%	66%	70%	75%	82%	(r)	(r)	60%
PUBLIC SECTOR VALUES	63%	66%	55%	57%	65%	67%	65%	63%	70%	76%	80%	(r)	(r)	56%
DIVERSITY & INCLUSION	68%	74%	62%	63%	69%	72%	74%	72%	76%	80%	83%	(r)	(r)	62%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULT BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	HealthShare NSW	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	2563	261	370	551	678	329	234
EMPLOYEE ENGAGEMENT	64%	72%	66%	64%	64%	59%	64%
ENGAGEMENT WITH WORK	71%	78%	73%	69%	71%	67%	74%
SENIOR MANAGERS	55%	64%	48%	55%	57%	52%	57%
COMMUNICATION	62%	73%	58%	61%	63%	56%	63%
HIGH PERFORMANCE	66%	73%	62%	65%	67%	62%	68%
PUBLIC SECTOR VALUES	63%	72%	59%	62%	65%	58%	63%
DIVERSITY & INCLUSION	68%	77%	66%	67%	69%	62%	70%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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CUT OFF LIMIT OF 30 RESPONDENTS

RESULT BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	HealthShare NSW	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	2563	5	94	214	276	309	279	286	384	356	188	53
EMPLOYEE ENGAGEMENT	64%	(r)	74%	66%	67%	65%	63%	64%	64%	63%	64%	71%
ENGAGEMENT WITH WORK	71%	(r)	75%	72%	68%	70%	69%	73%	74%	71%	75%	79%
SENIOR MANAGERS	55%	(r)	65%	57%	60%	54%	58%	54%	53%	52%	52%	56%
COMMUNICATION	62%	(r)	72%	67%	67%	61%	61%	59%	60%	59%	60%	70%
HIGH PERFORMANCE	66%	(r)	75%	67%	69%	66%	67%	64%	65%	63%	65%	68%
PUBLIC SECTOR VALUES	63%	(r)	71%	67%	67%	63%	63%	61%	61%	60%	63%	66%
DIVERSITY & INCLUSION	68%	(r)	80%	74%	73%	70%	66%	65%	67%	66%	67%	73%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULT BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	HealthShare NSW	Male	Female	Other
NUMBER OF RESPONDENTS	2563	809	1540	33
EMPLOYEE ENGAGEMENT	64%	63%	66%	53%
ENGAGEMENT WITH WORK	71%	71%	73%	53%
SENIOR MANAGERS	55%	50%	58%	39%
COMMUNICATION	62%	59%	64%	46%
HIGH PERFORMANCE	66%	62%	69%	45%
PUBLIC SECTOR VALUES	63%	60%	65%	48%
DIVERSITY & INCLUSION	68%	66%	71%	54%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
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CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	HealthShare NSW	Junior Medical Officer	Career Medical Officer, Hospitalist	Staff Specialist	Visiting Medical Officer	Clinical Academic	Assistant in Nursing	Enrolled Nurse	Registered Nurse/Midwife, Clinical Nurse/Midwife Specialist, Clinical Nurse/Midwife Consultant,	Nurse/Midwifery Educator and Clinical Nurse/Midwifery Educator	Nurse/Midwifery Manager	Support Officers	Information Management (eg. Librarian, Medical Records and Data Manager)	Clinical Support Executive (eg. Hospital Executive, Local Health Network Executive)
NUMBER OF RESPONDENTS	2563	1	1	4	0	1	2	13	42	4	5	66	4	3
EMPLOYEE ENGAGEMENT	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	52%	(r)	(r)	63%	(r)	(r)
ENGAGEMENT WITH WORK	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	62%	(r)	(r)	63%	(r)	(r)
SENIOR MANAGERS	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	33%	(r)	(r)	56%	(r)	(r)
COMMUNICATION	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	46%	(r)	(r)	65%	(r)	(r)
HIGH PERFORMANCE	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	51%	(r)	(r)	64%	(r)	(r)
PUBLIC SECTOR VALUES	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	48%	(r)	(r)	65%	(r)	(r)
DIVERSITY & INCLUSION	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	52%	(r)	(r)	70%	(r)	(r)

KEY

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CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	HealthShare NSW	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	2563	313	309	45	25	26	1	0	0	0	7	0	0	39
EMPLOYEE ENGAGEMENT	64%	67%	69%	83%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	69%
ENGAGEMENT WITH WORK	71%	69%	73%	96%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	70%
SENIOR MANAGERS	55%	62%	68%	85%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	63%
COMMUNICATION	62%	66%	74%	86%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	65%
HIGH PERFORMANCE	66%	72%	74%	87%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	67%
PUBLIC SECTOR VALUES	63%	70%	74%	88%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	70%
DIVERSITY & INCLUSION	68%	73%	78%	90%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	72%

KEY

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CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	HealthShare NSW	Technical Officers/Technical Assistant	Dental Officer, Therapists and Hygienist	Dental Specialist	Dental Assistant	Trainee Dental Assistant	Operational Ambulance Officers (including Educators, DOM, DOCO, Paramedic, AOOC, OCO, SOCO, SO,	Operational Ambulance Managers (incl Zone Managers, Deputy Director Operations, Control Centre	Project Director	Project Manager	Project Officer	Cleaning, Linen and Food	Motor Vehicle, Patient Transport	Security Services, Fire Safety
NUMBER OF RESPONDENTS	2563	3	1	0	0	0	77	1	1	23	24	642	125	18
EMPLOYEE ENGAGEMENT	64%	(r)	(r)	(r)	(r)	(r)	68%	(r)	(r)	(r)	(r)	61%	61%	(r)
ENGAGEMENT WITH WORK	71%	(r)	(r)	(r)	(r)	(r)	81%	(r)	(r)	(r)	(r)	71%	81%	(r)
SENIOR MANAGERS	55%	(r)	(r)	(r)	(r)	(r)	45%	(r)	(r)	(r)	(r)	53%	32%	(r)
COMMUNICATION	62%	(r)	(r)	(r)	(r)	(r)	59%	(r)	(r)	(r)	(r)	58%	47%	(r)
HIGH PERFORMANCE	66%	(r)	(r)	(r)	(r)	(r)	61%	(r)	(r)	(r)	(r)	64%	53%	(r)
PUBLIC SECTOR VALUES	63%	(r)	(r)	(r)	(r)	(r)	59%	(r)	(r)	(r)	(r)	58%	47%	(r)
DIVERSITY & INCLUSION	68%	(r)	(r)	(r)	(r)	(r)	65%	(r)	(r)	(r)	(r)	65%	60%	(r)

KEY

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AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	HealthShare NSW	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	2563	43	15	4	0	4	0	392	180
EMPLOYEE ENGAGEMENT	64%	67%	(r)	(r)	(r)	(r)	(r)	66%	56%
ENGAGEMENT WITH WORK	71%	81%	(r)	(r)	(r)	(r)	(r)	73%	55%
SENIOR MANAGERS	55%	52%	(r)	(r)	(r)	(r)	(r)	57%	44%
COMMUNICATION	62%	61%	(r)	(r)	(r)	(r)	(r)	63%	50%
HIGH PERFORMANCE	66%	63%	(r)	(r)	(r)	(r)	(r)	67%	53%
PUBLIC SECTOR VALUES	63%	60%	(r)	(r)	(r)	(r)	(r)	65%	52%
DIVERSITY & INCLUSION	68%	66%	(r)	(r)	(r)	(r)	(r)	71%	55%

KEY

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WHAT'S NEXT?

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

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

46%

of employees replied favourably to:

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

34%

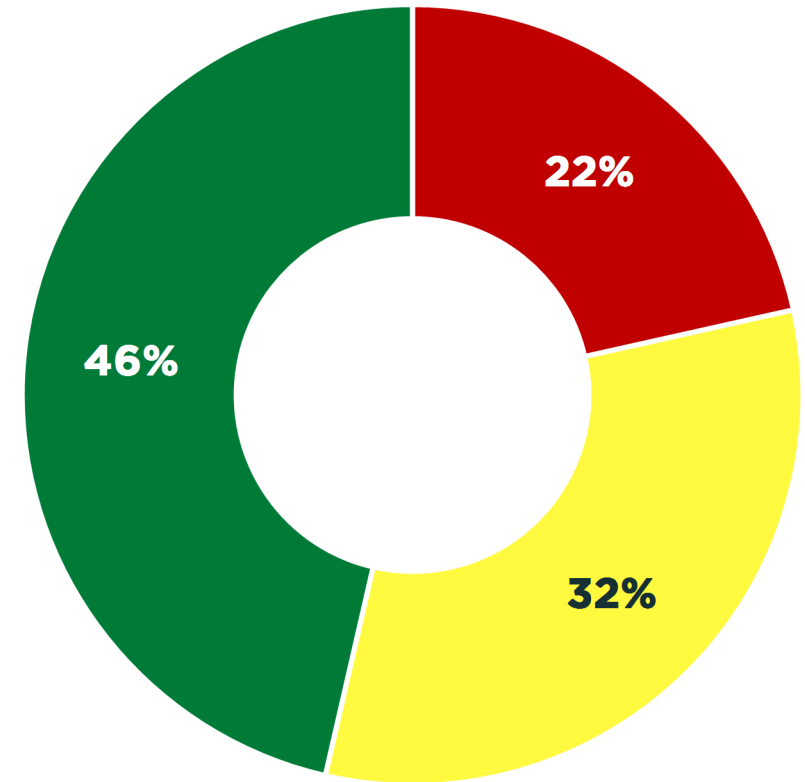
SECTOR

35%

CLUSTER

42%

2016



Agreement

Neither Agree nor Disagree

Disagreement

GUIDE TO THIS REPORT

i SURVEY TIME FRAME

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

i PRIVACY

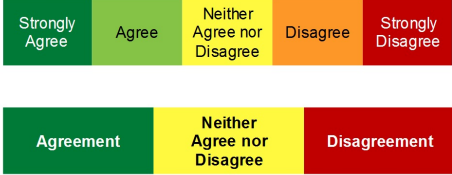
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees).

Where people work in small teams, the results are merged with larger business units and results are not available. Where this happens an 'r' is shown in reports.

i HOW TO READ THIS REPORT

The majority of questions have a 5-point answer scale. The Strongly Agree and Agree scores are combined to create an agreement (or positive) score which is shown as a rounded percentage.



i ROUNDING

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of the calculation for maximum accuracy.

Values from .00 to .49 are rounded down, whereas values from .50 to .99 are rounded up. Therefore, in some instances the data will not add up to 100%.

i MORE DETAILS ABOUT THE SURVEY AND ITS METHODOLOGY

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