

# 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  
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 Fitter Receptionist Labourer Jointer  
Solicitor Caretaker Cross Country Coach 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

## Southern NSW Local Health District

## RESPONSE RATE

# 62%

1,695 OF 2,723 TOTAL RESPONDENTS

## EMPLOYEE ENGAGEMENT

# 62%

DIFFERENCE FROM 2016 -8

DIFFERENCE FROM CLUSTER -1

DIFFERENCE FROM PUBLIC SECTOR -2

## SENIOR MANAGERS

# 42%

DIFFERENCE FROM 2016 -12

DIFFERENCE FROM CLUSTER -3

DIFFERENCE FROM PUBLIC SECTOR -5

## COMMUNICATION

# 56%

DIFFERENCE FROM 2016 -8

DIFFERENCE FROM CLUSTER -1

DIFFERENCE FROM PUBLIC SECTOR -3



## 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

# 72%

DIFFERENCE FROM CLUSTER 0

DIFFERENCE FROM PUBLIC SECTOR +1

## HIGH PERFORMANCE

# 60%

DIFFERENCE FROM CLUSTER -2

DIFFERENCE FROM PUBLIC SECTOR -3

## PUBLIC SECTOR VALUES

# 56%

DIFFERENCE FROM CLUSTER -2

DIFFERENCE FROM PUBLIC SECTOR -4

## DIVERSITY & INCLUSION

# 65%

DIFFERENCE FROM CLUSTER 0

DIFFERENCE FROM PUBLIC SECTOR -3

# 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	<b>Q7f.</b> My organisation is committed to developing its employees	<b>46%</b>	61%	49%	50%
2	<b>Q7c.</b> I feel that change is managed well in my organisation	<b>38%</b>	54%	41%	39%
3	<b>Q6h.</b> I feel that senior managers listen to employees	<b>37%</b>	49%	38%	41%
4	<b>Q9a.</b> I have confidence in the ways my organisation resolves grievances	<b>38%</b>	58%	37%	36%
5	<b>Q6d.</b> Senior managers encourage innovation by employees	<b>42%</b>	55%	46%	48%
6	<b>Q6c.</b> I feel that senior managers model the values of my organisation	<b>42%</b>	55%	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	86%
2c.	I receive help and support from other members of my workgroup	79%
1c.	My job gives me a feeling of personal accomplishment	77%
2b.	My workgroup works collaboratively to achieve its objectives	76%
8b.	Personal background is not a barrier to success in my organisation	72%
1d.	I feel motivated to contribute more than what is normally required at work	71%
2e.	People in my workgroup treat each other with respect	70%
5b.	My manager listens to what I have to say	70%
1e.	I am satisfied with my job	69%

## - LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

14.	I believe action will be taken on the results from this survey by my organisation	36%
6h.	I feel that senior managers listen to employees	37%
7c.	I feel that change is managed well in my organisation	38%
9a.	I have confidence in the ways my organisation resolves grievances	38%
7g.	I have confidence in the way recruitment decisions are made	38%
6b.	I feel that senior managers effectively lead and manage change	39%
6g.	I feel that senior managers keep employees informed about what's going on	39%
6a.	I believe senior managers provide clear direction for the future of the organisation	41%
6c.	I feel that senior managers model the values of my organisation	42%
6d.	Senior managers encourage innovation by employees	42%



### 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

## - LEAST IMPROVED QUESTIONS

AGREEMENT  
2017

AGREEMENT  
2016

9a.	I have confidence in the ways my organisation resolves grievances	38%	58%
7b.	My organisation is making the necessary improvements to meet our future challenges	50%	68%
7a.	My organisation focuses on improving the work we do	63%	81%
7c.	I feel that change is managed well in my organisation	38%	54%
7f.	My organisation is committed to developing its employees	46%	61%
7d.	There is good co-operation between teams across our organisation	47%	62%
7l.	My organisation motivates me to help it achieve its objectives	49%	63%
6c.	I feel that senior managers model the values of my organisation	42%	55%
6b.	I feel that senior managers effectively lead and manage change	39%	52%
6d.	Senior managers encourage innovation by employees	42%	55%



### 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 Southern NSW Local Health District

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.

	Southern NSW Local Health District	Bateman's Bay District Hospital	Bega Valley Community Health	Bombala & Delegate Health Service	Bourke St Health Service	Braidwood Multi Purpose Service	Cooma Health Service	Crookwell Health Service	Eurobodalla Community Health Service	Goulburn Base Hospital	Goulburn Community Health	Local Health District Services	Moruya District Hospital	South East Regional Hospital
NUMBER OF RESPONDENTS	1695	92	54	40	34	40	99	19	63	147	51	239	149	272
EMPLOYEE ENGAGEMENT	62%	72%	62%	62%	54%	67%	62%	68%	65%	59%	64%	72%	59%	51%
ENGAGEMENT WITH WORK	72%	87%	83%	60%	65%	64%	67%	61%	78%	68%	79%	83%	66%	59%
SENIOR MANAGERS	42%	64%	42%	45%	30%	38%	30%	34%	39%	31%	45%	64%	38%	24%
COMMUNICATION	56%	74%	63%	48%	49%	54%	50%	40%	66%	44%	57%	76%	49%	43%
HIGH PERFORMANCE	60%	76%	62%	54%	50%	59%	56%	49%	66%	51%	65%	77%	55%	45%
PUBLIC SECTOR VALUES	56%	74%	60%	51%	46%	57%	49%	46%	60%	44%	60%	75%	50%	42%
DIVERSITY & INCLUSION	65%	80%	72%	55%	57%	68%	58%	50%	78%	53%	68%	82%	58%	51%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# BUSINESS UNIT COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Southern NSW Local Health District

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.

	Southern NSW Local Health District	Community Mental Health Drug & Alcohol	Inpatient Mental Health Drug & Alcohol	Pambula District Hospital	Queanbeyan Health Service	Yass Health Service
NUMBER OF RESPONDENTS	1695	42	59	28	173	43
EMPLOYEE ENGAGEMENT	62%	58%	55%	77%	65%	78%
ENGAGEMENT WITH WORK	72%	72%	65%	86%	79%	88%
SENIOR MANAGERS	42%	25%	28%	74%	48%	74%
COMMUNICATION	56%	52%	42%	78%	60%	78%
HIGH PERFORMANCE	60%	55%	52%	83%	66%	79%
PUBLIC SECTOR VALUES	56%	53%	43%	80%	62%	81%
DIVERSITY & INCLUSION	65%	62%	53%	79%	68%	86%

### 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	62% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work	15	41	25	11	7	56%	67%	59%	60%
Q7j. I am proud to tell others I work for my organisation	20	43	25	7	7	63%	72%	67%	68%
Q7k. I feel a strong personal attachment to my organisation	19	42	24	9	7	61%	68%	61%	63%
Q7l. My organisation motivates me to help it achieve its objectives	15	34	30	14	7	49%	63%	52%	53%
Q7m. My organisation inspires me to do the best in my job	16	36	29	12	7	52%	63%	53%	53%

KEY







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ENGAGEMENT WITH WORK	72% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1c. My job gives me a feeling of personal accomplishment	30	48	11	8	77%	82%	76%	75%
Q1d. I feel motivated to contribute more than what is normally required at work	29	42	15	10	71%	79%	72%	72%
Q1e. I am satisfied with my job	25	45	15	11	69%	70%	68%	68%

KEY





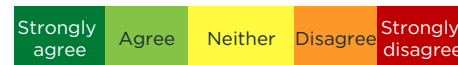
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SENIOR MANAGERS	42% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q6a. I believe senior managers provide clear direction for the future of the organisation	13	29	26	20	12	41%	55%	45%	48%
Q6b. I feel that senior managers effectively lead and manage change	12	27	26	22	13	39%	52%	43%	44%
Q6c. I feel that senior managers model the values of my organisation	13	29	28	16	14	42%	55%	45%	48%
Q6d. Senior managers encourage innovation by employees	12	30	31	18	9	42%	55%	46%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	13	31	33	14	8	44%	56%	47%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	15	40	27	11	7	54%	62%	56%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	11	28	24	21	16	39%	51%	42%	45%
Q6h. I feel that senior managers listen to employees	12	25	26	21	16	37%	49%	38%	41%
Q7c. I feel that change is managed well in my organisation	10	27	27	24	12	38%	54%	41%	39%

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.

COMMUNICATION	56% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q5c. My manager communicates effectively with me	26	41	15	11	8	66%	72%	68%	70%
Q5d. My manager encourages and values employee input	27	39	16	10	7	66%	73%	68%	71%
Q5e. My manager involves my workgroup in decisions about our work	23	38	18	12	8	62%	67%	63%	65%
Q6g. I feel that senior managers keep employees informed about what's going on	11	28	24	21	16	39%	51%	42%	45%
Q6h. I feel that senior managers listen to employees	12	25	26	21	16	37%	49%	38%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager	19	48	15	10	8	67%	77%	65%	66%

KEY





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

	HIGH PERFORMANCE		60% 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	40	51		91%	94%	91%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	29	46	12 9	76%	78%	77%	78%
Q3f. I have received appropriate training and development to do my job well	19	47	17 11	66%	76%	68%	62%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	22	47	16 10	69%	76%	70%	72%
Q5f. I have confidence in the decisions my manager makes	24	39	19 10 8	63%	71%	64%	67%
Q6d. Senior managers encourage innovation by employees	12	30	31 18 9	42%	55%	46%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	13	31	33 14 8	44%	56%	47%	51%
Q7a. My organisation focuses on improving the work we do	14	49	23 10	63%	81%	67%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	14	36	30 14	50%	68%	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					60% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation	11	36	25	19	8	47%	62%	48%	47%				
Q7h. My organisation generally selects capable people to do the job	10	42	25	15	8	52%	61%	53%	52%				

KEY





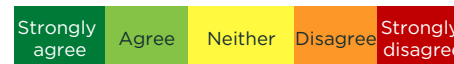
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PUBLIC SECTOR VALUES		56% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017			
Q2a. My workgroup strives to achieve customer/client satisfaction		37	49	8	2	2	86%	89%	86%	85%
Q2e. People in my workgroup treat each other with respect		29	41	14	10	2	70%	75%	70%	74%
Q5a. My manager encourages people in my workgroup to keep improving the work they do		22	47	16	10	2	69%	76%	70%	72%
Q5b. My manager listens to what I have to say		28	42	15	8	2	70%	76%	71%	75%
Q6a. I believe senior managers provide clear direction for the future of the organisation		13	29	26	20	12	41%	55%	45%	48%
Q6c. I feel that senior managers model the values of my organisation		13	29	28	16	14	42%	55%	45%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives		15	40	27	11	7	54%	62%	56%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		11	28	24	21	16	39%	51%	42%	45%
Q6h. I feel that senior managers listen to employees		12	25	26	21	16	37%	49%	38%	41%

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		56% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7a. My organisation focuses on improving the work we do		63%	81%	67%	69%				
Q7e. People in my organisation take responsibility for their own actions		48%	57%	47%	47%				

### KEY





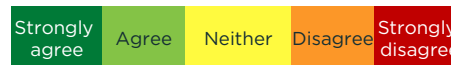
## EXPLORE THE FULL RESULTS

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DIVERSITY & INCLUSION	65% 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	21	40	16	17	61%	67%	64%	63%	
Q5b. My manager listens to what I have to say	28	42	15	8	70%	76%	71%	75%	
Q5d. My manager encourages and values employee input	27	39	16	10	7	66%	73%	68%	71%
Q6i. Senior managers in my organisation support the career advancement of women	17	35	35			52%	60%	52%	58%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	19	49	21	7	68%	79%	72%	74%	
Q8b. Personal background is not a barrier to success in my organisation	21	51	19			72%	-	73%	74%
Q8c. I am able to speak up and share a different view to my colleagues and manager	19	48	15	10	8	67%	77%	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>	18	44	20	11		62%	68%	55%	57%

KEY







## EXPLORE THE FULL RESULTS

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

RECRUITMENT	45% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	13	25	28	19	15	38%	-	38%	35%
Q7h. My organisation generally selects capable people to do the job	10	42	25	15	8	52%	61%	53%	52%

KEY





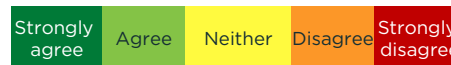
## EXPLORE THE FULL RESULTS

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PERFORMANCE FRAMEWORK & DEVELOPMENT	53% 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	39	18	17		59%	67%	63%	63%
Q3e. My performance is assessed against clear criteria	16	37	24	18		53%	66%	57%	54%
Q3g. I am satisfied with the opportunities available for career development in my organisation	18	35	21	17	10	52%	55%	51%	48%
Q5g. My manager provides acknowledgement or other recognition for the work I do	24	40	16	11	9	64%	71%	64%	67%
Q5h. My manager appropriately deals with employees who perform poorly	16	29	27	15	13	45%	52%	44%	44%
Q7f. My organisation is committed to developing its employees	13	33	29	16	9	46%	61%	49%	50%

KEY

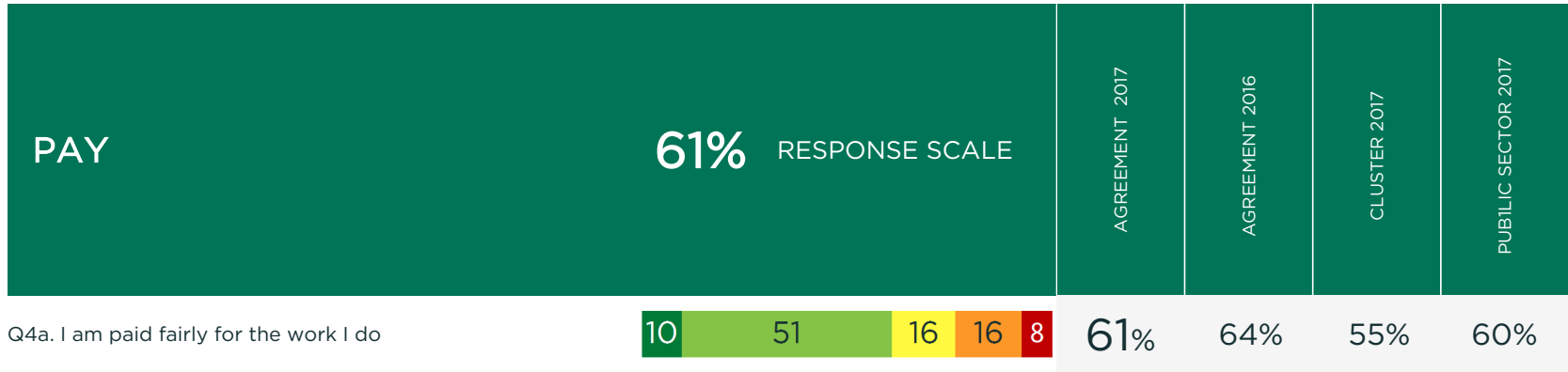




## EXPLORE THE FULL RESULTS

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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.



KEY





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	67% 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	21	40	16	17	61%	67%	64%	63%
Q1f. I am able to keep my work stress at an acceptable level	18	43	18	15	61%	68%	61%	59%
Q2c. I receive help and support from other members of my workgroup	30	49	11		79%	82%	79%	81%
Q2d. There is good team spirit in my workgroup	28	38	14	12	66%	70%	66%	69%

KEY





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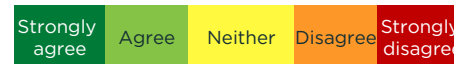
## ACTION ABOUT SURVEY RESULTS

**36%** RESPONSE SCALE

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



KEY

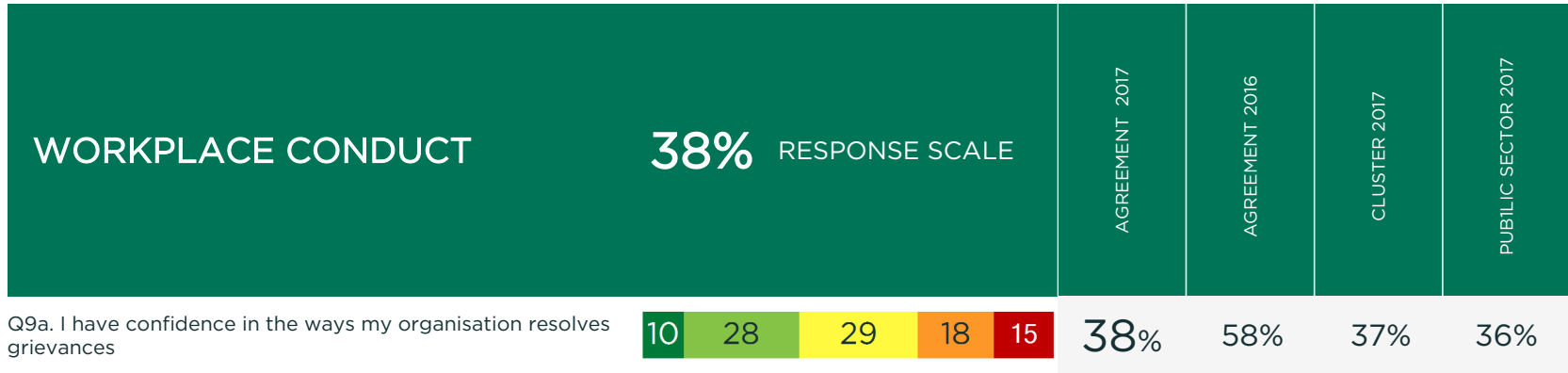




## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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



### KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives				
Yes		63%	67%	67%
No		37%	33%	33%
<b>Q3b.</b> I have informal feedback conversations with my manager				
Yes		71%	73%	75%
No		29%	27%	25%
<b>Q3c.</b> I have scheduled feedback conversations with my manager				
Yes		47%	56%	57%
No		53%	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		32%	40%	41%
No		68%	60%	59%





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q3i. Are there any barriers preventing you from moving to another role?</b>				
There are no major barriers to my career progression		38%	32%	30%
Lack of visible opportunities		28%	30%	31%
Lack of promotion opportunities		24%	27%	30%
Lack of support from my manager / supervisor		16%	15%	14%
Geographic location considerations		33%	24%	28%
Personal / family considerations		31%	32%	33%
Insufficient training and development		14%	14%	16%
Lack of required capabilities or experience		7%	10%	11%
Lack of support for temporary assignments/secondments		11%	14%	15%
The application/recruitment process is too cumbersome or time consuming		19%	16%	23%
Other		6%	8%	9%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		32%	30%	25%
No		58%	57%	62%
Don't know		10%	13%	13%
<b>Q10b.</b> If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		68%	66%	63%
No		31%	33%	35%
Don't know		1%	2%	2%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q10c.</b> In the last 12 months I have witnessed bullying at work				
Yes		44%	40%	33%
No		50%	51%	58%
Don't know		6%	9%	9%
<b>Q10d.</b> In the last 12 months I have been subjected to bullying at work				
Yes		25%	22%	18%
No		71%	72%	76%
Don't know		4%	6%	6%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q10e.</b> 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		17%	19%	22%
Your immediate manager/supervisor		30%	24%	24%
A fellow worker at your level		30%	31%	27%
A subordinate		6%	6%	8%
A client or customer		1%	2%	2%
A member of the public other than a client or customer		1%	1%	1%
Other		6%	5%	4%
Prefer not to say		9%	12%	13%



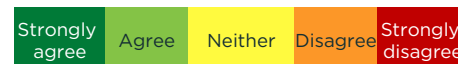
## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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

HEALTH QUESTIONS	RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017
Q1. Morale is good in my team	17	43	15	16	9	60%	65%	60%
Q2. I believe I am valued for what I can offer at my workplace	20	49	14	10		69%	76%	69%
Q3. In my workplace, we recognise our successes and innovations	15	45	22	11		61%	71%	64%
Q4. Staff are treated respectfully regardless of their job	18	48	16	12		65%	73%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	14	33	25	15	13	47%	60%	51%
Q6. Overall, I have confidence in the decisions made by my senior managers	18	30	26	15	12	48%	59%	51%

KEY





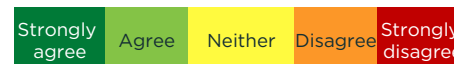
## EXPLORE THE FULL RESULTS

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	12	43	21	16	7	55%	60%	54%
Q8. Where I work, we share the lessons learnt when mistakes are made	15	51	19	10		65%	70%	67%
Q9. My team's objectives/work plans are clearly outlined	13	47	22	13		60%	70%	64%
Q10. Our objectives/work plans help us to deliver a quality service	14	46	25	9		61%	73%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	15	26	29	17	14	41%	52%	41%

KEY



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Gender		
Male		16%
Female		82%
Other		2%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES







	RESPONSE SCALE	PERCENTAGE
Age		
15 - 19		0%
20 - 24		3%
25 -29		8%
30 - 34		10%
35 - 39		11%
40 - 44		12%
45 - 49		13%
50 - 54		16%
55 - 59		17%
60 - 64		8%
65+		2%



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
<b>Do you speak a language other than English at home?</b>		
Yes		7%
No		90%
Prefer not to say		3%
<b>Are you of Aboriginal and/or Torres Strait Islander origin?</b>		
Yes		2%
No		95%
Prefer not to say		3%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

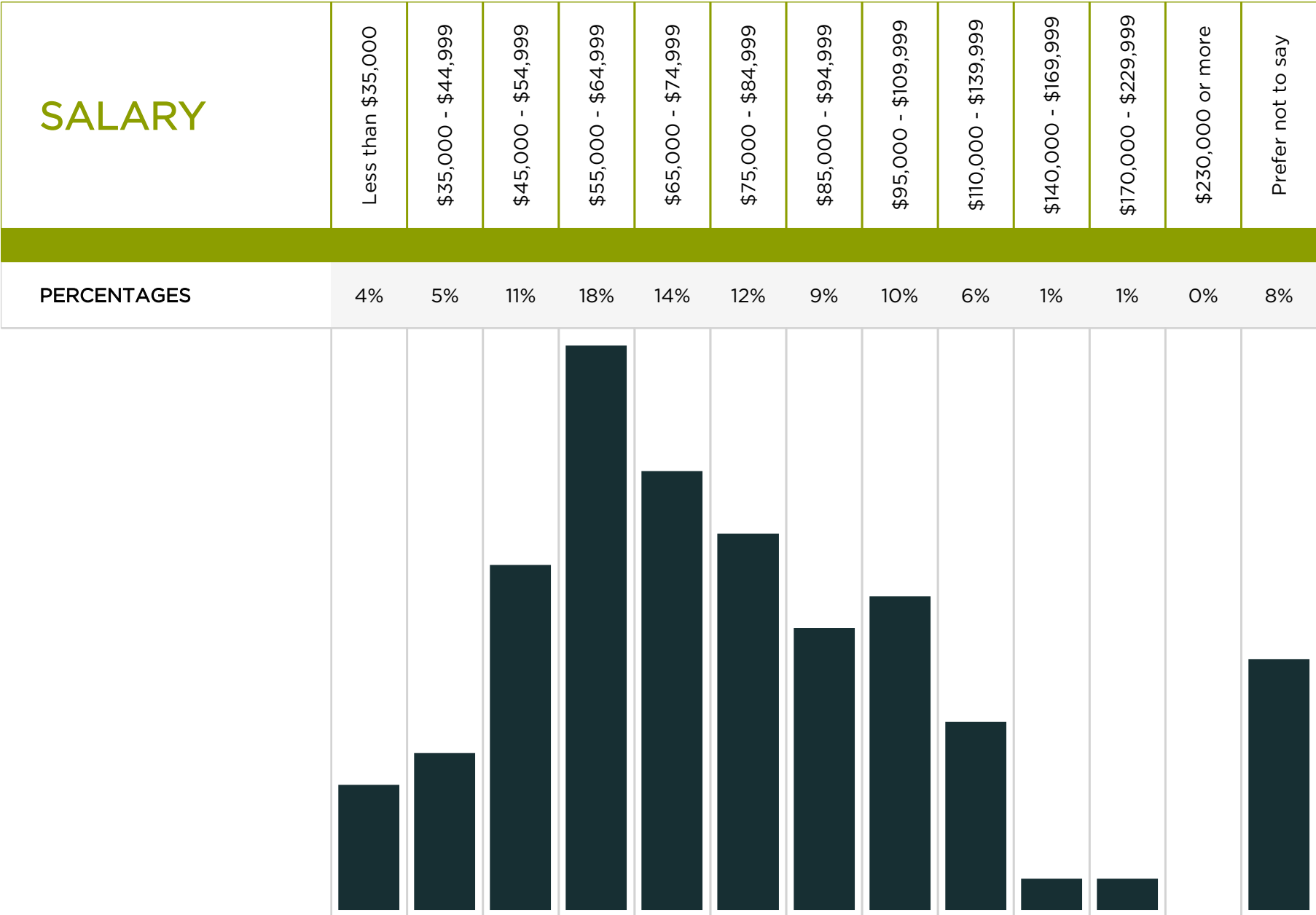
	RESPONSE SCALE	PERCENTAGE
<b>Do you have a disability?</b>		
Yes		2%
No		94%
Prefer not to say		4%
<b>Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?</b>		
Yes		3%
No		93%
Prefer not to say		4%

# 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.

	Southern NSW Local Health District	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	1695	1090	115	153	123	6	5	35	1	87
EMPLOYEE ENGAGEMENT	62%	60%	64%	73%	73%	(r)	(r)	63%	(r)	60%
ENGAGEMENT WITH WORK	72%	70%	68%	86%	84%	(r)	(r)	84%	(r)	68%
SENIOR MANAGERS	42%	37%	55%	58%	65%	(r)	(r)	36%	(r)	34%
COMMUNICATION	56%	53%	64%	68%	77%	(r)	(r)	56%	(r)	48%
HIGH PERFORMANCE	60%	57%	66%	72%	77%	(r)	(r)	67%	(r)	52%
PUBLIC SECTOR VALUES	56%	53%	62%	68%	76%	(r)	(r)	60%	(r)	48%
DIVERSITY & INCLUSION	65%	61%	69%	76%	83%	(r)	(r)	72%	(r)	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 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.

	Southern NSW 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	1695	67	86	176	295	222	197	137	168	99	21	11	3	126
EMPLOYEE ENGAGEMENT	62%	65%	55%	66%	67%	67%	60%	60%	61%	62%	(r)	(r)	(r)	54%
ENGAGEMENT WITH WORK	72%	74%	62%	77%	75%	78%	69%	73%	74%	80%	(r)	(r)	(r)	53%
SENIOR MANAGERS	42%	51%	26%	43%	47%	51%	41%	39%	39%	47%	(r)	(r)	(r)	24%
COMMUNICATION	56%	64%	39%	58%	62%	62%	54%	53%	57%	64%	(r)	(r)	(r)	37%
HIGH PERFORMANCE	60%	65%	46%	64%	64%	66%	60%	59%	59%	65%	(r)	(r)	(r)	45%
PUBLIC SECTOR VALUES	56%	61%	40%	57%	60%	63%	56%	55%	57%	62%	(r)	(r)	(r)	41%
DIVERSITY & INCLUSION	65%	72%	50%	67%	69%	70%	63%	64%	65%	72%	(r)	(r)	(r)	48%

### 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.

	Southern NSW 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	1695	167	182	338	333	365	211
EMPLOYEE ENGAGEMENT	62%	67%	66%	61%	62%	63%	62%
ENGAGEMENT WITH WORK	72%	81%	80%	69%	71%	72%	70%
SENIOR MANAGERS	42%	46%	50%	41%	44%	44%	33%
COMMUNICATION	56%	66%	64%	56%	55%	57%	48%
HIGH PERFORMANCE	60%	65%	67%	59%	60%	62%	54%
PUBLIC SECTOR VALUES	56%	63%	63%	55%	56%	58%	50%
DIVERSITY & INCLUSION	65%	73%	70%	65%	62%	67%	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

# 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.

	Southern NSW 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	1695	1	45	132	156	171	192	205	263	273	122	37
EMPLOYEE ENGAGEMENT	62%	(r)	64%	66%	67%	63%	62%	64%	63%	60%	60%	68%
ENGAGEMENT WITH WORK	72%	(r)	79%	74%	74%	71%	72%	73%	74%	71%	73%	87%
SENIOR MANAGERS	42%	(r)	53%	51%	54%	43%	44%	46%	38%	37%	34%	35%
COMMUNICATION	56%	(r)	58%	64%	66%	59%	59%	57%	55%	53%	48%	57%
HIGH PERFORMANCE	60%	(r)	68%	66%	68%	61%	62%	61%	59%	57%	55%	62%
PUBLIC SECTOR VALUES	56%	(r)	63%	63%	63%	58%	58%	58%	55%	54%	50%	58%
DIVERSITY & INCLUSION	65%	(r)	67%	71%	71%	67%	67%	66%	65%	60%	59%	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.

	Southern NSW Local Health District	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	<b>1695</b>	<b>262</b>	<b>1321</b>	<b>25</b>
<b>EMPLOYEE ENGAGEMENT</b>	62%	62%	63%	(r)
ENGAGEMENT WITH WORK	72%	68%	74%	(r)
SENIOR MANAGERS	42%	38%	44%	(r)
COMMUNICATION	56%	56%	58%	(r)
HIGH PERFORMANCE	60%	56%	62%	(r)
PUBLIC SECTOR VALUES	56%	54%	58%	(r)
DIVERSITY & INCLUSION	65%	64%	66%	(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



# 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.

	Southern NSW 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, 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	1695	0	3	1	4	0	14	119	605	22	76	73	21	11
EMPLOYEE ENGAGEMENT	62%	(r)	(r)	(r)	(r)	(r)	(r)	63%	60%	(r)	66%	64%	(r)	(r)
ENGAGEMENT WITH WORK	72%	(r)	(r)	(r)	(r)	(r)	(r)	63%	70%	(r)	75%	79%	(r)	(r)
SENIOR MANAGERS	42%	(r)	(r)	(r)	(r)	(r)	(r)	43%	39%	(r)	44%	43%	(r)	(r)
COMMUNICATION	56%	(r)	(r)	(r)	(r)	(r)	(r)	52%	52%	(r)	60%	58%	(r)	(r)
HIGH PERFORMANCE	60%	(r)	(r)	(r)	(r)	(r)	(r)	56%	58%	(r)	64%	60%	(r)	(r)
PUBLIC SECTOR VALUES	56%	(r)	(r)	(r)	(r)	(r)	(r)	52%	54%	(r)	60%	58%	(r)	(r)
DIVERSITY & INCLUSION	65%	(r)	(r)	(r)	(r)	(r)	(r)	59%	60%	(r)	65%	68%	(r)	(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.

	Southern NSW 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	1695	94	121	21	151	19	7	5	0	2	10	3	2	1
EMPLOYEE ENGAGEMENT	62%	72%	74%	(r)	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	72%	86%	89%	(r)	80%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	42%	54%	70%	(r)	35%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	56%	68%	81%	(r)	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	60%	70%	81%	(r)	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	56%	66%	79%	(r)	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	65%	75%	87%	(r)	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(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.

	Southern NSW Local Health District	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	1695	10	8	0	4	0	0	0	0	11	7	8	8	23
EMPLOYEE ENGAGEMENT	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	42%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(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.

	Southern NSW 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
<b>NUMBER OF RESPONDENTS</b>	1695	12	0	8	0	0	0	32	105
<b>EMPLOYEE ENGAGEMENT</b>	62%	(r)	(r)	(r)	(r)	(r)	(r)	63%	47%
ENGAGEMENT WITH WORK	72%	(r)	(r)	(r)	(r)	(r)	(r)	63%	47%
SENIOR MANAGERS	42%	(r)	(r)	(r)	(r)	(r)	(r)	38%	18%
COMMUNICATION	56%	(r)	(r)	(r)	(r)	(r)	(r)	57%	32%
HIGH PERFORMANCE	60%	(r)	(r)	(r)	(r)	(r)	(r)	57%	39%
PUBLIC SECTOR VALUES	56%	(r)	(r)	(r)	(r)	(r)	(r)	54%	35%
DIVERSITY & INCLUSION	65%	(r)	(r)	(r)	(r)	(r)	(r)	71%	43%

### 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.

# 36%

of employees replied favourably to:

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

## 34%

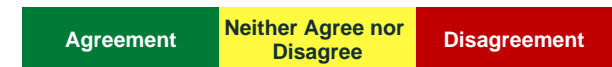
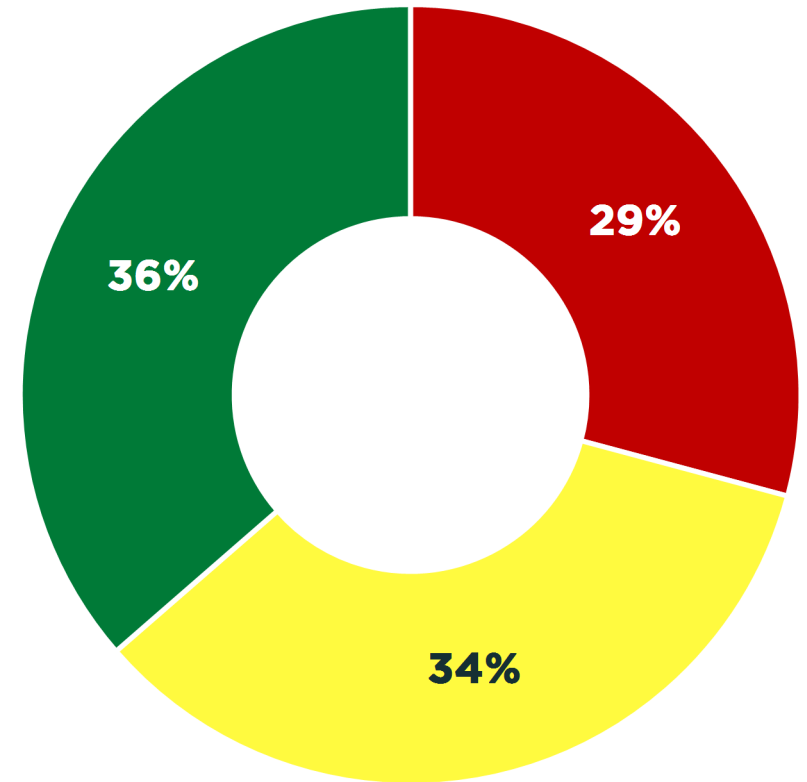
SECTOR

## 35%

CLUSTER

## 49%

2016



# GUIDE TO THIS REPORT

## **i** SURVEY TIME FRAME

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

## **i** PRIVACY

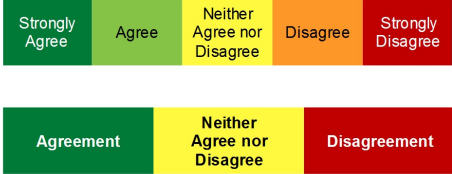
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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

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

## **i** HOW TO READ THIS REPORT

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



## **i** ROUNDING

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

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

## **i** MORE DETAILS ABOUT THE SURVEY AND ITS METHODOLOGY

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