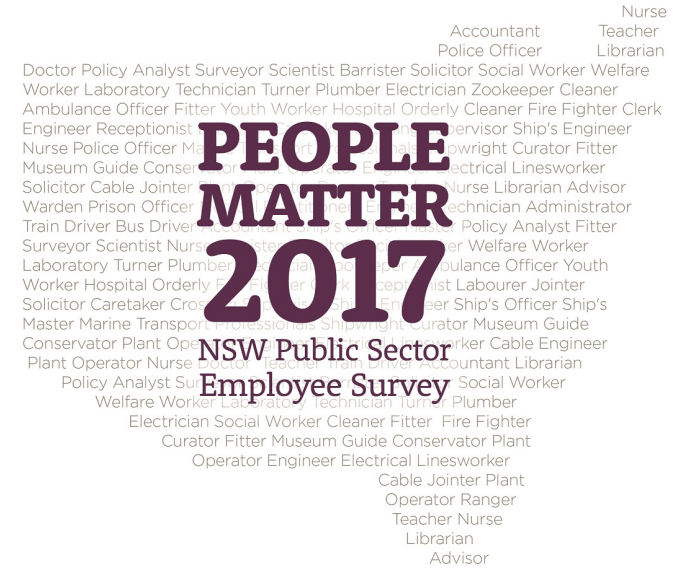


# PEOPLE MATTER 2017

## NSW Public Sector Employee Survey



### AGENCY REPORT

Health

## Sydney Children's Hospitals Network

## RESPONSE RATE

# 26%

1,372 OF 5,194 TOTAL RESPONDENTS

## EMPLOYEE ENGAGEMENT

# 72%

DIFFERENCE FROM 2016 -2

DIFFERENCE FROM CLUSTER +9

DIFFERENCE FROM PUBLIC SECTOR +8

## SENIOR MANAGERS

# 51%

DIFFERENCE FROM 2016 0

DIFFERENCE FROM CLUSTER +6

DIFFERENCE FROM PUBLIC SECTOR +4

## COMMUNICATION

# 62%

DIFFERENCE FROM 2016 +1

DIFFERENCE FROM CLUSTER +5

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

# 79%

DIFFERENCE FROM CLUSTER +7

DIFFERENCE FROM PUBLIC SECTOR +7

## HIGH PERFORMANCE

# 69%

DIFFERENCE FROM CLUSTER +6

DIFFERENCE FROM PUBLIC SECTOR +6

## PUBLIC SECTOR VALUES

# 64%

DIFFERENCE FROM CLUSTER +6

DIFFERENCE FROM PUBLIC SECTOR +3

## DIVERSITY & INCLUSION

# 71%

DIFFERENCE FROM CLUSTER +6

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>56%</b>	59%	49%	50%
2	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>76%</b>	85%	67%	69%
3	<b>Q6d.</b> Senior managers encourage innovation by employees	<b>53%</b>	52%	46%	48%
4	<b>Q6c.</b> I feel that senior managers model the values of my organisation	<b>54%</b>	51%	45%	48%
5	<b>Q8a.</b> My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	<b>80%</b>	80%	72%	74%
6	<b>Q7b.</b> My organisation is making the necessary improvements to meet our future challenges	<b>63%</b>	69%	55%	57%

# HIGHEST AND LOWEST QUESTIONS

## + HIGHEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

1a.	I understand what is expected of me to do well in my role	94%
2a.	My workgroup strives to achieve customer/client satisfaction	90%
7j.	I am proud to tell others I work for my organisation	84%
1c.	My job gives me a feeling of personal accomplishment	83%
2b.	My workgroup works collaboratively to achieve its objectives	82%
2c.	I receive help and support from other members of my workgroup	82%
8b.	Personal background is not a barrier to success in my organisation	81%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	80%
1d.	I feel motivated to contribute more than what is normally required at work	80%
5b.	My manager listens to what I have to say	77%

## - LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

14.	I believe action will be taken on the results from this survey by my organisation	37%
9a.	I have confidence in the ways my organisation resolves grievances	41%
6h.	I feel that senior managers listen to employees	42%
5h.	My manager appropriately deals with employees who perform poorly	44%
7g.	I have confidence in the way recruitment decisions are made	45%
7c.	I feel that change is managed well in my organisation	45%
6g.	I feel that senior managers keep employees informed about what's going on	48%
6b.	I feel that senior managers effectively lead and manage change	48%
4a.	I am paid fairly for the work I do	50%
6d.	Senior managers encourage innovation by employees	53%



### 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

1b.	I am provided with the support I need to do my best at work	71%	64%
6i.	Senior managers in my organisation support the career advancement of women	56%	50%
3d.	In the last 12 months I received useful feedback on my work to enable me to deliver required results	66%	62%
1e.	I am satisfied with my job	74%	70%
5b.	My manager listens to what I have to say	77%	73%
5d.	My manager encourages and values employee input	73%	70%
6c.	I feel that senior managers model the values of my organisation	54%	51%
6h.	I feel that senior managers listen to employees	42%	39%
3g.	I am satisfied with the opportunities available for career development in my organisation	54%	51%
5e.	My manager involves my workgroup in decisions about our work	68%	66%

## - LEAST IMPROVED QUESTIONS

AGREEMENT  
2017

AGREEMENT  
2016

7a.	My organisation focuses on improving the work we do	76%	85%
7b.	My organisation is making the necessary improvements to meet our future challenges	63%	69%
9a.	I have confidence in the ways my organisation resolves grievances	41%	47%
7c.	I feel that change is managed well in my organisation	45%	51%
7m.	My organisation inspires me to do the best in my job	67%	71%
1c.	My job gives me a feeling of personal accomplishment	83%	86%
7l.	My organisation motivates me to help it achieve its objectives	65%	68%
7i.	I would recommend my organisation as a great place to work	73%	76%
7e.	People in my organisation take responsibility for their own actions	57%	59%
2e.	People in my workgroup treat each other with respect	75%	77%



### 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 Sydney Children's Hospitals Network

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.

	Sydney Children's Hospitals Network	Children's Hospital Westmead	Network Position	Newborn and paediatric Emergency Transport Service	SCHN Services Located at Other Sites	Sydney Children's Hospital Randwick
NUMBER OF RESPONDENTS	1372	790	108	29	23	410
EMPLOYEE ENGAGEMENT	72%	71%	76%	72%	70%	74%
ENGAGEMENT WITH WORK	79%	76%	81%	82%	87%	82%
SENIOR MANAGERS	51%	48%	60%	45%	49%	54%
COMMUNICATION	62%	59%	70%	45%	61%	67%
HIGH PERFORMANCE	69%	67%	71%	61%	68%	72%
PUBLIC SECTOR VALUES	64%	61%	72%	55%	67%	68%
DIVERSITY & INCLUSION	71%	68%	78%	58%	75%	74%

### 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	72% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work	24	49	18		73%	76%	59%	60%
Q7j. I am proud to tell others I work for my organisation	37	47	12		84%	86%	67%	68%
Q7k. I feel a strong personal attachment to my organisation	33	43	17		77%	78%	61%	63%
Q7l. My organisation motivates me to help it achieve its objectives	22	43	23	8	65%	68%	52%	53%
Q7m. My organisation inspires me to do the best in my job	25	42	21	8	67%	71%	53%	53%

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.

ENGAGEMENT WITH WORK	79% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017	
Q1c. My job gives me a feeling of personal accomplishment	35	47	10	83%	86%	76%	75%
Q1d. I feel motivated to contribute more than what is normally required at work	34	45	12	80%	79%	72%	72%
Q1e. I am satisfied with my job	23	51	16	8	74%	70%	68%

KEY







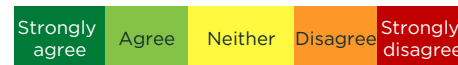
## EXPLORE THE FULL RESULTS

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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.

SENIOR MANAGERS	51% 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	11	41	27	13	8	53%	50%	45%	48%
Q6b. I feel that senior managers effectively lead and manage change	11	38	29	13	9	48%	47%	43%	44%
Q6c. I feel that senior managers model the values of my organisation	13	41	28	9	8	54%	51%	45%	48%
Q6d. Senior managers encourage innovation by employees	10	42	30	11		53%	52%	46%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	12	44	29	9		55%	55%	47%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	14	46	28	7		60%	59%	56%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	9	38	29	14	9	48%	49%	42%	45%
Q6h. I feel that senior managers listen to employees	8	34	33	15	11	42%	39%	38%	41%
Q7c. I feel that change is managed well in my organisation	10	36	28	19	8	45%	51%	41%	39%

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.

COMMUNICATION	62% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017	
Q5c. My manager communicates effectively with me	28	44	14	8	72%	70%	68%	70%	
Q5d. My manager encourages and values employee input	30	43	15		73%	70%	68%	71%	
Q5e. My manager involves my workgroup in decisions about our work	25	43	19	8	68%	66%	63%	65%	
Q6g. I feel that senior managers keep employees informed about what's going on	9	38	29	14	9	48%	49%	42%	45%
Q6h. I feel that senior managers listen to employees	8	34	33	15	11	42%	39%	38%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager	20	51	16	8		70%	72%	65%	66%

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.

HIGH PERFORMANCE	69% 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	45	48	94%	93%	91%	90%		
Q2b. My workgroup works collaboratively to achieve its objectives	34	48	10	82%	80%	77%	78%	
Q3f. I have received appropriate training and development to do my job well	22	49	17	8	72%	72%	68%	62%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	27	46	17	7	73%	74%	70%	72%
Q5f. I have confidence in the decisions my manager makes	27	44	17	7	70%	69%	64%	67%
Q6d. Senior managers encourage innovation by employees	10	42	30	11	53%	52%	46%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	12	44	29	9	55%	55%	47%	51%
Q7a. My organisation focuses on improving the work we do	20	55	15		76%	85%	67%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	15	49	21	10	63%	69%	55%	57%

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.

	HIGH PERFORMANCE				69% RESPONSE SCALE	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation	10	44	26	14		54%	56%	48%	47%
Q7h. My organisation generally selects capable people to do the job	11	53	22	10		64%	65%	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.

PUBLIC SECTOR VALUES		64% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q2a. My workgroup strives to achieve customer/client satisfaction				90%	89%	86%	85%
Q2e. People in my workgroup treat each other with respect				75%	77%	70%	74%
Q5a. My manager encourages people in my workgroup to keep improving the work they do				73%	74%	70%	72%
Q5b. My manager listens to what I have to say				77%	73%	71%	75%
Q6a. I believe senior managers provide clear direction for the future of the organisation				53%	50%	45%	48%
Q6c. I feel that senior managers model the values of my organisation				54%	51%	45%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives				60%	59%	56%	60%
Q6g. I feel that senior managers keep employees informed about what's going on				48%	49%	42%	45%
Q6h. I feel that senior managers listen to employees				42%	39%	38%	41%

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.

PUBLIC SECTOR VALUES		64% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7a. My organisation focuses on improving the work we do		76%	85%	67%	69%				
Q7e. People in my organisation take responsibility for their own actions		57%	59%	47%	47%				

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.

DIVERSITY & INCLUSION	71% 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	49	14	12	71%	64%	64%	63%
Q5b. My manager listens to what I have to say	31	46	12		77%	73%	71%	75%
Q5d. My manager encourages and values employee input	30	43	15		73%	70%	68%	71%
Q6i. Senior managers in my organisation support the career advancement of women	16	40	34		56%	50%	52%	58%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	26	54	14		80%	80%	72%	74%
Q8b. Personal background is not a barrier to success in my organisation	27	54	13		81%	-	73%	74%
Q8c. I am able to speak up and share a different view to my colleagues and manager	20	51	16	8	70%	72%	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>	20	37	21	12	58%	57%	55%	57%

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.

RECRUITMENT	54% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	9	36	32	13	9	45%	-	38%	35%
Q7h. My organisation generally selects capable people to do the job	11	53	22	10		64%	65%	53%	52%

KEY







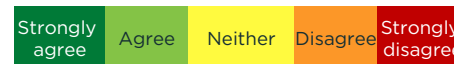
## EXPLORE THE FULL RESULTS

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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.

PERFORMANCE FRAMEWORK & DEVELOPMENT	58% 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	21	45	19	11	66%	62%	63%	63%	
Q3e. My performance is assessed against clear criteria	17	42	24	13	59%	59%	57%	54%	
Q3g. I am satisfied with the opportunities available for career development in my organisation	15	39	22	16	8	54%	51%	51%	48%
Q5g. My manager provides acknowledgement or other recognition for the work I do	27	41	17	9	68%	68%	64%	67%	
Q5h. My manager appropriately deals with employees who perform poorly	14	30	33	14	9	44%	45%	44%	44%
Q7f. My organisation is committed to developing its employees	10	46	28	11	56%	59%	49%	50%	

KEY

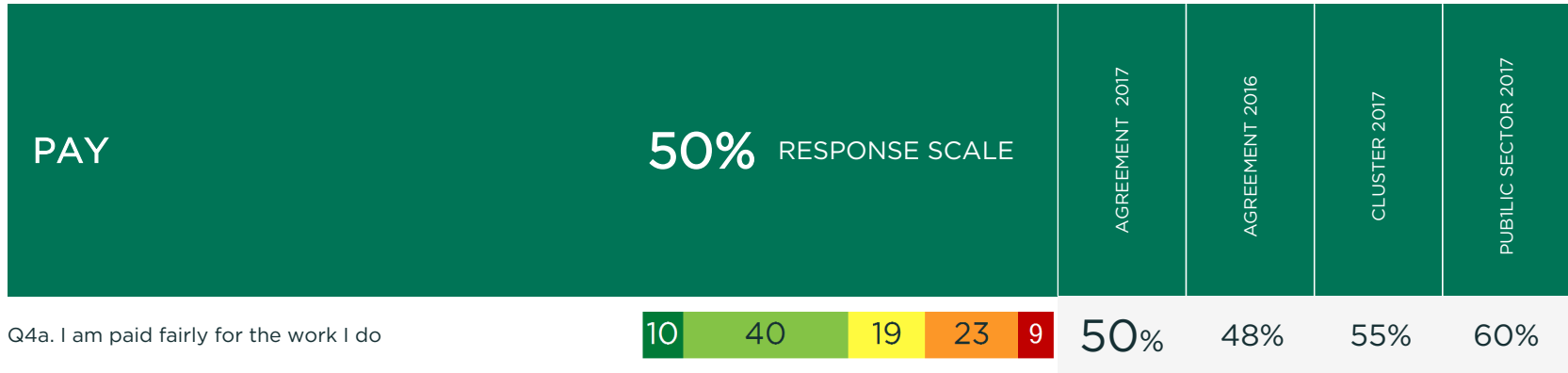




## EXPLORE THE FULL RESULTS

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





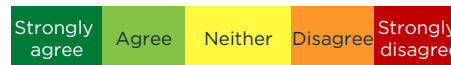
## EXPLORE THE FULL RESULTS

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.

	72% 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	49	14	12	71%	64%	64%	63%
Q1f. I am able to keep my work stress at an acceptable level	14	50	19	12	64%	64%	61%	59%
Q2c. I receive help and support from other members of my workgroup	32	50	11	7	82%	82%	79%	81%
Q2d. There is good team spirit in my workgroup	29	42	14	10	71%	72%	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.

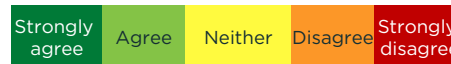
## ACTION ABOUT SURVEY RESULTS

**37%** RESPONSE SCALE

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



KEY

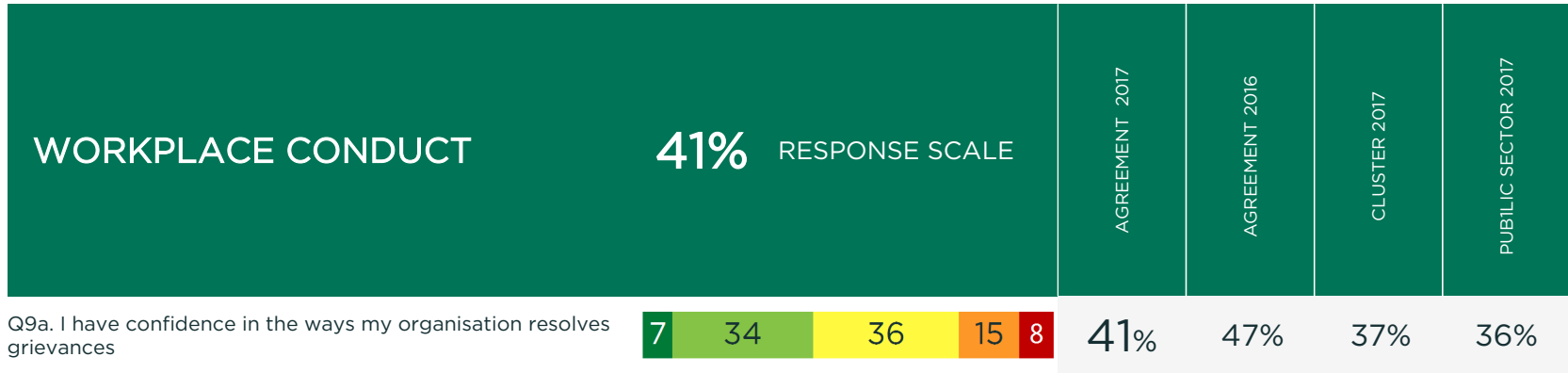




## EXPLORE THE FULL RESULTS

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.

#Error	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		72%	67%	67%
No		28%	33%	33%
<b>Q3b.</b> I have informal feedback conversations with my manager				
Yes		75%	73%	75%
No		25%	27%	25%
<b>Q3c.</b> I have scheduled feedback conversations with my manager				
Yes		60%	56%	57%
No		40%	44%	43%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q3h.</b> 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?				
Yes		39%	40%	41%
No		61%	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		31%	32%	30%
Lack of visible opportunities		30%	30%	31%
Lack of promotion opportunities		28%	27%	30%
Lack of support from my manager / supervisor		13%	15%	14%
Geographic location considerations		24%	24%	28%
Personal / family considerations		32%	32%	33%
Insufficient training and development		12%	14%	16%
Lack of required capabilities or experience		9%	10%	11%
Lack of support for temporary assignments/secondments		12%	14%	15%
The application/recruitment process is too cumbersome or time consuming		15%	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
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		20%	30%	25%
No		67%	57%	62%
Don't know		13%	13%	13%
<b>Q10b.</b> If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		60%	66%	63%
No		36%	33%	35%
Don't know		3%	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		32%	40%	33%
No		59%	51%	58%
Don't know		9%	9%	9%
<b>Q10d.</b> In the last 12 months I have been subjected to bullying at work				
Yes		16%	22%	18%
No		77%	72%	76%
Don't know		7%	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		19%	19%	22%
Your immediate manager/supervisor		36%	24%	24%
A fellow worker at your level		22%	31%	27%
A subordinate		8%	6%	8%
A client or customer		0%	2%	2%
A member of the public other than a client or customer		0%	1%	1%
Other		3%	5%	4%
Prefer not to say		10%	12%	13%



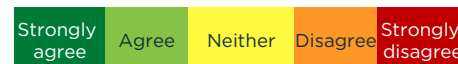
## EXPLORE THE FULL RESULTS

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HEALTH QUESTIONS	RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017
Q1. Morale is good in my team	18	48	16	13		66%	70%	60%
Q2. I believe I am valued for what I can offer at my workplace	21	54	13	8		75%	76%	69%
Q3. In my workplace, we recognise our successes and innovations	19	52	19			71%	73%	64%
Q4. Staff are treated respectfully regardless of their job	21	53	13	9		74%	77%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	17	40	25	12	7	56%	58%	51%
Q6. Overall, I have confidence in the decisions made by my senior managers	15	44	23	11	7	59%	58%	51%

KEY





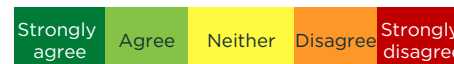
## EXPLORE THE FULL RESULTS

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	47	22	12	60%	57%	54%
Q8. Where I work, we share the lessons learnt when mistakes are made	17	54	17	8	71%	68%	67%
Q9. My team's objectives/work plans are clearly outlined	15	52	22	8	67%	69%	64%
Q10. Our objectives/work plans help us to deliver a quality service	16	54	21		70%	73%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	10	28	37	15	39%	41%	41%

KEY



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Gender		
Male		18%
Female		81%
Other		0%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Age		
15 - 19		0%
20 - 24		3%
25 -29		12%
30 - 34		14%
35 - 39		13%
40 - 44		13%
45 - 49		13%
50 - 54		14%
55 - 59		10%
60 - 64		6%
65+		3%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
<b>Do you speak a language other than English at home?</b>		
Yes		24%
No		73%
Prefer not to say		3%
<b>Are you of Aboriginal and/or Torres Strait Islander origin?</b>		
Yes		1%
No		97%
Prefer not to say		2%



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

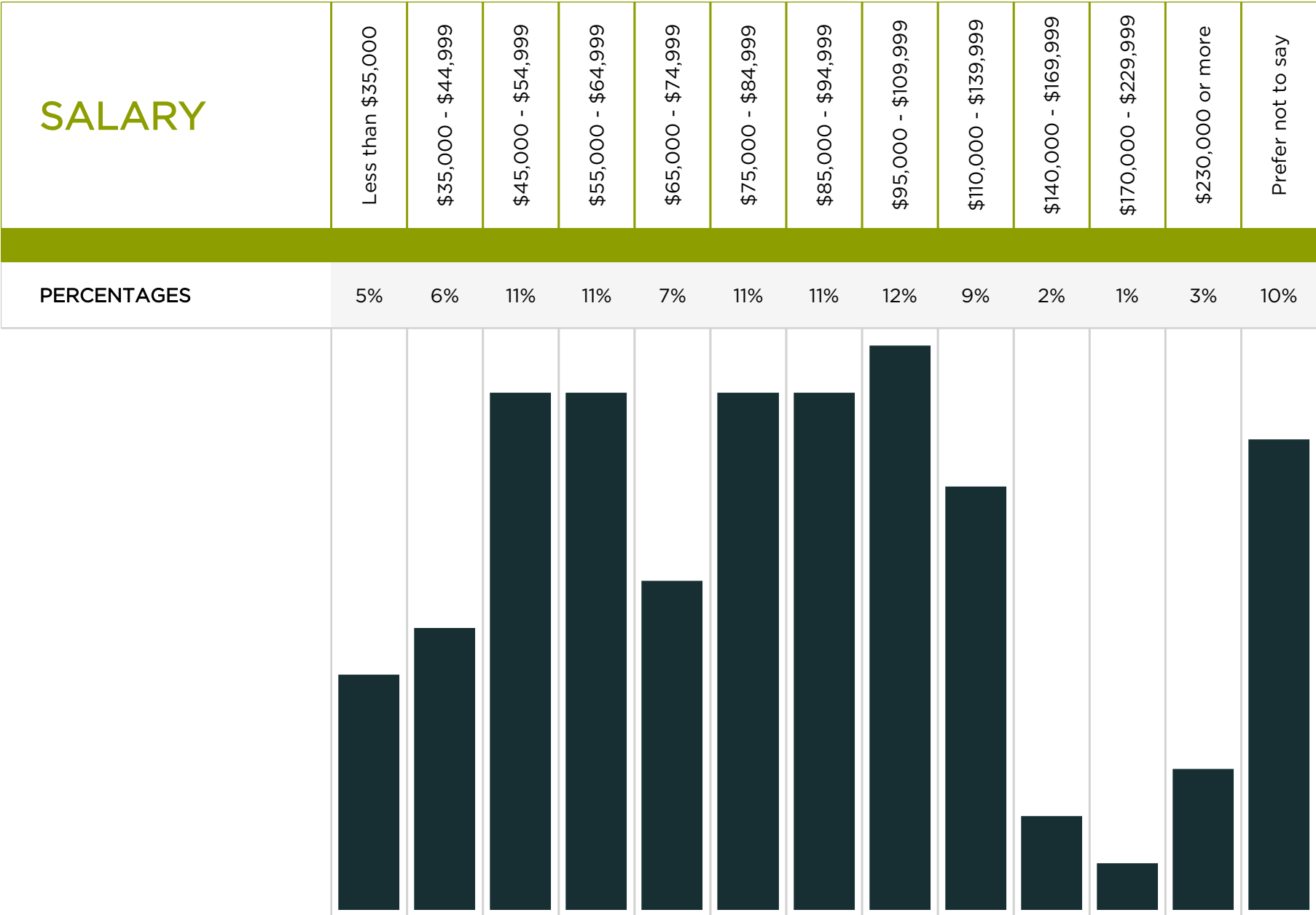
	RESPONSE SCALE	PERCENTAGE
<b>Do you have a disability?</b>		
Yes		2%
No		95%
Prefer not to say		3%
<b>Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?</b>		
Yes		4%
No		93%
Prefer not to say		3%

# 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.

	Sydney Children's Hospitals Network	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	1372	670	86	200	91	3	47	41	1	129
EMPLOYEE ENGAGEMENT	72%	71%	67%	75%	79%	(r)	76%	76%	(r)	73%
ENGAGEMENT WITH WORK	79%	81%	73%	76%	82%	(r)	81%	82%	(r)	76%
SENIOR MANAGERS	51%	45%	50%	57%	61%	(r)	59%	62%	(r)	59%
COMMUNICATION	62%	58%	63%	65%	75%	(r)	67%	74%	(r)	66%
HIGH PERFORMANCE	69%	67%	65%	72%	74%	(r)	72%	73%	(r)	70%
PUBLIC SECTOR VALUES	64%	60%	62%	68%	72%	(r)	69%	75%	(r)	68%
DIVERSITY & INCLUSION	71%	67%	72%	74%	81%	(r)	74%	84%	(r)	72%

### 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.

	Sydney Children's Hospitals Network	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	1372	59	76	136	140	94	141	143	154	115	30	17	37	127
EMPLOYEE ENGAGEMENT	72%	79%	76%	74%	74%	78%	70%	73%	71%	74%	73%	(r)	67%	67%
ENGAGEMENT WITH WORK	79%	86%	84%	82%	72%	82%	76%	77%	81%	81%	79%	(r)	82%	76%
SENIOR MANAGERS	51%	59%	57%	60%	53%	58%	44%	52%	45%	52%	48%	(r)	36%	43%
COMMUNICATION	62%	70%	65%	71%	63%	64%	58%	63%	58%	64%	59%	(r)	57%	56%
HIGH PERFORMANCE	69%	75%	73%	74%	69%	72%	66%	70%	64%	70%	66%	(r)	63%	64%
PUBLIC SECTOR VALUES	64%	70%	68%	71%	65%	69%	58%	66%	58%	66%	61%	(r)	57%	59%
DIVERSITY & INCLUSION	71%	79%	72%	76%	72%	75%	68%	72%	67%	73%	64%	(r)	64%	66%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# 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.

	Sydney Children's Hospitals Network	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	1372	155	120	264	243	294	183
EMPLOYEE ENGAGEMENT	72%	80%	77%	74%	71%	71%	66%
ENGAGEMENT WITH WORK	79%	82%	81%	82%	77%	78%	77%
SENIOR MANAGERS	51%	69%	63%	55%	46%	44%	38%
COMMUNICATION	62%	77%	69%	66%	58%	57%	54%
HIGH PERFORMANCE	69%	80%	74%	72%	66%	64%	61%
PUBLIC SECTOR VALUES	64%	78%	72%	68%	60%	58%	55%
DIVERSITY & INCLUSION	71%	82%	76%	74%	66%	67%	65%

### 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 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.

	Sydney Children's Hospitals Network	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	1372	2	36	157	174	169	158	162	174	125	75	32
EMPLOYEE ENGAGEMENT	72%	(r)	84%	76%	74%	73%	74%	71%	70%	71%	68%	71%
ENGAGEMENT WITH WORK	79%	(r)	88%	77%	78%	79%	79%	79%	78%	80%	80%	96%
SENIOR MANAGERS	51%	(r)	68%	56%	56%	51%	52%	44%	51%	46%	46%	48%
COMMUNICATION	62%	(r)	76%	65%	62%	63%	66%	59%	60%	59%	58%	66%
HIGH PERFORMANCE	69%	(r)	83%	71%	72%	68%	71%	64%	67%	67%	64%	69%
PUBLIC SECTOR VALUES	64%	(r)	80%	68%	68%	63%	65%	60%	62%	61%	60%	67%
DIVERSITY & INCLUSION	71%	(r)	82%	72%	73%	71%	74%	70%	69%	67%	66%	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.

	Sydney Children's Hospitals Network	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	1372	231	1031	5
<b>EMPLOYEE ENGAGEMENT</b>	72%	68%	74%	(r)
ENGAGEMENT WITH WORK	79%	76%	80%	(r)
SENIOR MANAGERS	51%	49%	51%	(r)
COMMUNICATION	62%	61%	63%	(r)
HIGH PERFORMANCE	69%	64%	70%	(r)
PUBLIC SECTOR VALUES	64%	61%	65%	(r)
DIVERSITY & INCLUSION	71%	68%	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

# 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.

	Sydney Children's Hospitals Network	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	1372	69	1	72	8	8	8	11	270	17	34	54	48	2
EMPLOYEE ENGAGEMENT	72%	72%	(r)	61%	(r)	(r)	(r)	(r)	69%	(r)	67%	79%	79%	(r)
ENGAGEMENT WITH WORK	79%	81%	(r)	73%	(r)	(r)	(r)	(r)	79%	(r)	74%	85%	90%	(r)
SENIOR MANAGERS	51%	62%	(r)	30%	(r)	(r)	(r)	(r)	40%	(r)	38%	59%	69%	(r)
COMMUNICATION	62%	68%	(r)	48%	(r)	(r)	(r)	(r)	54%	(r)	49%	66%	78%	(r)
HIGH PERFORMANCE	69%	78%	(r)	56%	(r)	(r)	(r)	(r)	66%	(r)	59%	73%	80%	(r)
PUBLIC SECTOR VALUES	64%	74%	(r)	50%	(r)	(r)	(r)	(r)	56%	(r)	51%	71%	78%	(r)
DIVERSITY & INCLUSION	71%	71%	(r)	55%	(r)	(r)	(r)	(r)	66%	(r)	61%	74%	83%	(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.

	Sydney Children's Hospitals Network	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	1372	145	74	23	122	12	2	2	1	0	4	46	24	14
EMPLOYEE ENGAGEMENT	72%	74%	78%	(r)	79%	(r)	(r)	(r)	(r)	(r)	(r)	68%	(r)	(r)
ENGAGEMENT WITH WORK	79%	73%	75%	(r)	89%	(r)	(r)	(r)	(r)	(r)	(r)	67%	(r)	(r)
SENIOR MANAGERS	51%	53%	53%	(r)	56%	(r)	(r)	(r)	(r)	(r)	(r)	43%	(r)	(r)
COMMUNICATION	62%	63%	69%	(r)	65%	(r)	(r)	(r)	(r)	(r)	(r)	54%	(r)	(r)
HIGH PERFORMANCE	69%	68%	66%	(r)	73%	(r)	(r)	(r)	(r)	(r)	(r)	63%	(r)	(r)
PUBLIC SECTOR VALUES	64%	65%	67%	(r)	68%	(r)	(r)	(r)	(r)	(r)	(r)	57%	(r)	(r)
DIVERSITY & INCLUSION	71%	71%	78%	(r)	73%	(r)	(r)	(r)	(r)	(r)	(r)	64%	(r)	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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# 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.

	Sydney Children's Hospitals Network	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	1372	9	0	0	2	0	5	0	1	14	9	28	5	0
EMPLOYEE ENGAGEMENT	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(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.

	Sydney Children's Hospitals Network	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>	1372	7	1	3	0	7	0	61	54
<b>EMPLOYEE ENGAGEMENT</b>	72%	(r)	(r)	(r)	(r)	(r)	(r)	80%	66%
ENGAGEMENT WITH WORK	79%	(r)	(r)	(r)	(r)	(r)	(r)	79%	79%
SENIOR MANAGERS	51%	(r)	(r)	(r)	(r)	(r)	(r)	63%	44%
COMMUNICATION	62%	(r)	(r)	(r)	(r)	(r)	(r)	70%	56%
HIGH PERFORMANCE	69%	(r)	(r)	(r)	(r)	(r)	(r)	75%	64%
PUBLIC SECTOR VALUES	64%	(r)	(r)	(r)	(r)	(r)	(r)	72%	57%
DIVERSITY & INCLUSION	71%	(r)	(r)	(r)	(r)	(r)	(r)	81%	64%

### KEY

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AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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## WHAT'S NEXT?

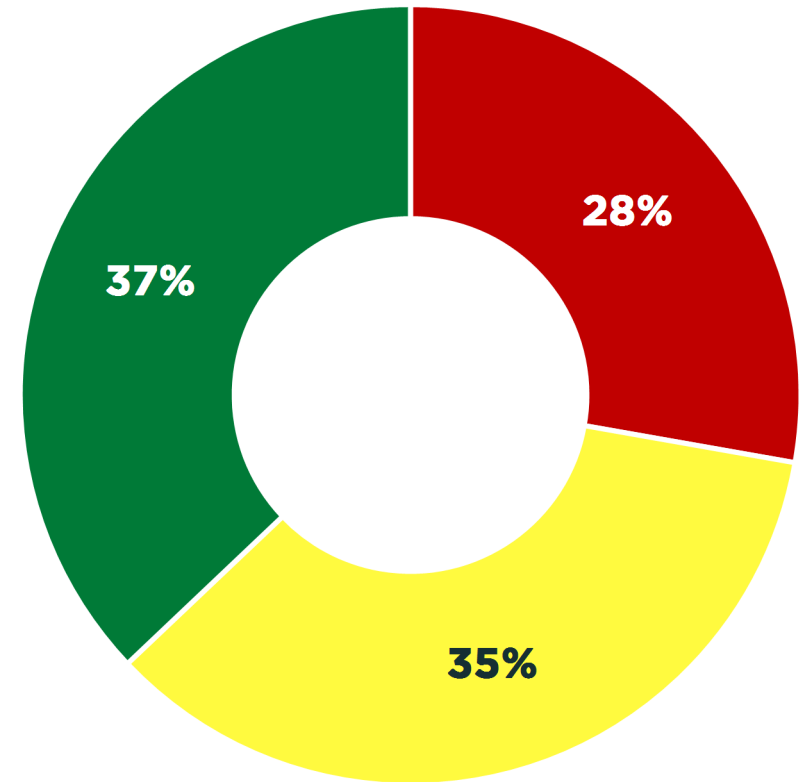
Sector employees have now given their feedback and these results show where actions and improvements are required.

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.

# 37%

of employees replied favourably to:

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



## 34%

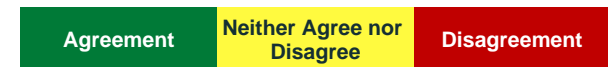
SECTOR

## 35%

CLUSTER

## 39%

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.