

# 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-section Engineer 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

## Sydney Local Health District

## RESPONSE RATE

# 42%

4,504 OF 10,764 TOTAL RESPONDENTS

## EMPLOYEE ENGAGEMENT

# 67%

DIFFERENCE FROM 2016 -2

DIFFERENCE FROM CLUSTER +4

DIFFERENCE FROM PUBLIC SECTOR +3

## SENIOR MANAGERS

# 54%

DIFFERENCE FROM 2016 -2

DIFFERENCE FROM CLUSTER +9

DIFFERENCE FROM PUBLIC SECTOR +6

## COMMUNICATION

# 62%

DIFFERENCE FROM 2016 -2

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

# 75%

DIFFERENCE FROM CLUSTER +3

DIFFERENCE FROM PUBLIC SECTOR +4

## HIGH PERFORMANCE

# 68%

DIFFERENCE FROM CLUSTER +5

DIFFERENCE FROM PUBLIC SECTOR +5

## PUBLIC SECTOR VALUES

# 64%

DIFFERENCE FROM CLUSTER +6

DIFFERENCE FROM PUBLIC SECTOR +3

## 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	<b>Q7f.</b> My organisation is committed to developing its employees	<b>60%</b>	67%	49%	50%
2	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>71%</b>	81%	67%	69%
3	<b>Q7c.</b> I feel that change is managed well in my organisation	<b>51%</b>	54%	41%	39%
4	<b>Q7b.</b> My organisation is making the necessary improvements to meet our future challenges	<b>63%</b>	67%	55%	57%
5	<b>Q6c.</b> I feel that senior managers model the values of my organisation	<b>54%</b>	56%	45%	48%
6	<b>Q6h.</b> I feel that senior managers listen to employees	<b>47%</b>	48%	38%	41%

# 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	85%
2c.	I receive help and support from other members of my workgroup	80%
2b.	My workgroup works collaboratively to achieve its objectives	80%
1c.	My job gives me a feeling of personal accomplishment	79%
1d.	I feel motivated to contribute more than what is normally required at work	76%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	76%
8b.	Personal background is not a barrier to success in my organisation	74%
2e.	People in my workgroup treat each other with respect	74%
3f.	I have received appropriate training and development to do my job well	74%

## - LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

14.	I believe action will be taken on the results from this survey by my organisation	42%
9a.	I have confidence in the ways my organisation resolves grievances	46%
6h.	I feel that senior managers listen to employees	47%
7g.	I have confidence in the way recruitment decisions are made	48%
4a.	I am paid fairly for the work I do	49%
7c.	I feel that change is managed well in my organisation	51%
5h.	My manager appropriately deals with employees who perform poorly	52%
6b.	I feel that senior managers effectively lead and manage change	52%
6g.	I feel that senior managers keep employees informed about what's going on	54%
6c.	I feel that senior managers model the values of my organisation	54%



### 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

3d.	In the last 12 months I received useful feedback on my work to enable me to deliver required results	69%	65%
2b.	My workgroup works collaboratively to achieve its objectives	80%	77%
1e.	I am satisfied with my job	72%	70%
1b.	I am provided with the support I need to do my best at work	70%	68%
2e.	People in my workgroup treat each other with respect	74%	73%
3e.	My performance is assessed against clear criteria	64%	64%
3g.	I am satisfied with the opportunities available for career development in my organisation	61%	61%

## - LEAST IMPROVED QUESTIONS

AGREEMENT  
2017

AGREEMENT  
2016

7a.	My organisation focuses on improving the work we do	71%	81%
9a.	I have confidence in the ways my organisation resolves grievances	46%	54%
7f.	My organisation is committed to developing its employees	60%	67%
8c.	I am able to speak up and share a different view to my colleagues and manager	68%	73%
7m.	My organisation inspires me to do the best in my job	61%	65%
7e.	People in my organisation take responsibility for their own actions	56%	61%
7k.	I feel a strong personal attachment to my organisation	66%	71%
4a.	I am paid fairly for the work I do	49%	54%
7l.	My organisation motivates me to help it achieve its objectives	61%	65%
7b.	My organisation is making the necessary improvements to meet our future challenges	63%	67%



### 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 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.

	Sydney Local Health District	Balmain	Canterbury	Community Health including Interpreters	Concord Repatriation General Hospital	District Services (eg Finance, Engineering, Workforce)	Drug Health	Mental Health	Oral Health Service	Other Sydney Local Health District Location	Population Health	Royal Prince Alfred
NUMBER OF RESPONDENTS	4504	232	417	197	1247	178	74	391	332	85	71	1255
EMPLOYEE ENGAGEMENT	67%	72%	68%	73%	70%	75%	60%	69%	48%	64%	68%	67%
ENGAGEMENT WITH WORK	75%	82%	79%	83%	78%	82%	68%	78%	55%	71%	73%	74%
SENIOR MANAGERS	54%	67%	57%	65%	57%	70%	41%	53%	34%	55%	54%	48%
COMMUNICATION	62%	76%	68%	71%	63%	71%	55%	65%	42%	59%	62%	60%
HIGH PERFORMANCE	68%	79%	72%	79%	69%	80%	59%	70%	46%	64%	70%	66%
PUBLIC SECTOR VALUES	64%	76%	68%	75%	65%	77%	53%	66%	42%	61%	66%	60%
DIVERSITY & INCLUSION	68%	79%	73%	78%	67%	78%	62%	72%	46%	65%	68%	67%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



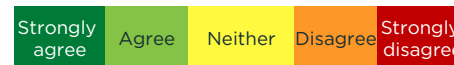
## EXPLORE THE FULL RESULTS

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	67% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work	20	46	22		66%	69%	59%	60%
Q7j. I am proud to tell others I work for my organisation	25	48	18		73%	75%	67%	68%
Q7k. I feel a strong personal attachment to my organisation	23	43	22		66%	71%	61%	63%
Q7l. My organisation motivates me to help it achieve its objectives	19	42	25	8	61%	65%	52%	53%
Q7m. My organisation inspires me to do the best in my job	20	41	25	8	61%	65%	53%	53%

KEY





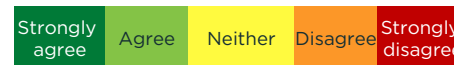
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ENGAGEMENT WITH WORK	75% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1c. My job gives me a feeling of personal accomplishment	30	48	12		79%	81%	76%	75%
Q1d. I feel motivated to contribute more than what is normally required at work	32	44	14		76%	79%	72%	72%
Q1e. I am satisfied with my job	24	48	16	8	72%	70%	68%	68%

KEY







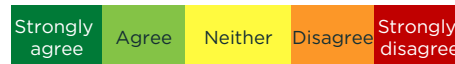
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SENIOR MANAGERS	54% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q6a. I believe senior managers provide clear direction for the future of the organisation	16	39	27	10	8	54%	56%	45%	48%
Q6b. I feel that senior managers effectively lead and manage change	15	37	28	11	9	52%	53%	43%	44%
Q6c. I feel that senior managers model the values of my organisation	16	38	28	9	9	54%	56%	45%	48%
Q6d. Senior managers encourage innovation by employees	16	40	28	10	7	55%	59%	46%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	15	40	30	8		55%	59%	47%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	17	44	27			61%	63%	56%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	14	39	25	12	9	54%	55%	42%	45%
Q6h. I feel that senior managers listen to employees	13	34	29	14	11	47%	48%	38%	41%
Q7c. I feel that change is managed well in my organisation	13	39	28	13	8	51%	54%	41%	39%

KEY





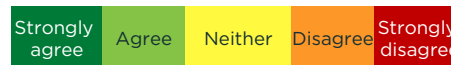
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COMMUNICATION	62% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017	
Q5c. My manager communicates effectively with me	27	43	16	8	70%	72%	68%	70%	
Q5d. My manager encourages and values employee input	27	43	17	7	70%	71%	68%	71%	
Q5e. My manager involves my workgroup in decisions about our work	25	42	18	9	67%	68%	63%	65%	
Q6g. I feel that senior managers keep employees informed about what's going on	14	39	25	12	9	54%	55%	42%	45%
Q6h. I feel that senior managers listen to employees	13	34	29	14	11	47%	48%	38%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager	20	47	18	8	68%	73%	65%	66%	

KEY





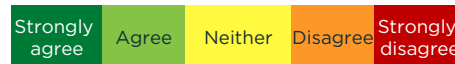
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	HIGH PERFORMANCE		68% RESPONSE SCALE	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017		
Q1a. I understand what is expected of me to do well in my role	43	48		91%	92%	91%	90%		
Q2b. My workgroup works collaboratively to achieve its objectives	31	49	11	80%	77%	77%	78%		
Q3f. I have received appropriate training and development to do my job well	22	51	15	74%	76%	68%	62%		
Q5a. My manager encourages people in my workgroup to keep improving the work they do	25	47	17	72%	75%	70%	72%		
Q5f. I have confidence in the decisions my manager makes	26	42	19	68%	70%	64%	67%		
Q6d. Senior managers encourage innovation by employees	16	40	28	10	7	55%	59%	46%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	15	40	30	8	55%	59%	47%	51%	
Q7a. My organisation focuses on improving the work we do	20	51	19	71%	81%	67%	69%		
Q7b. My organisation is making the necessary improvements to meet our future challenges	17	46	23	9	63%	67%	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.

	68% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation	13	44	25	11	57%	61%	48%	47%
Q7h. My organisation generally selects capable people to do the job	12	47	24	10	60%	60%	53%	52%

KEY





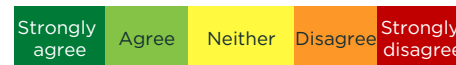
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PUBLIC SECTOR VALUES		64% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017			
Q2a. My workgroup strives to achieve customer/client satisfaction		35	49	10	6	0	85%	86%	86%	85%
Q2e. People in my workgroup treat each other with respect		29	45	14	12	0	74%	73%	70%	74%
Q5a. My manager encourages people in my workgroup to keep improving the work they do		25	47	17	9	2	72%	75%	70%	72%
Q5b. My manager listens to what I have to say		28	44	15	13	0	72%	74%	71%	75%
Q6a. I believe senior managers provide clear direction for the future of the organisation		16	39	27	10	8	54%	56%	45%	48%
Q6c. I feel that senior managers model the values of my organisation		16	38	28	9	9	54%	56%	45%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives		17	44	27	10	2	61%	63%	56%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		14	39	25	12	9	54%	55%	42%	45%
Q6h. I feel that senior managers listen to employees		13	34	29	14	11	47%	48%	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		64% RESPONSE SCALE			AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7a. My organisation focuses on improving the work we do		20	51	19	71%	81%	67%	69%
Q7e. People in my organisation take responsibility for their own actions		12	44	27	56%	61%	47%	47%

KEY





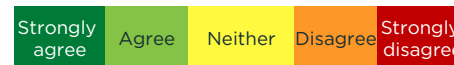
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DIVERSITY & INCLUSION		68% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work		70%	68%	64%	63%				
Q5b. My manager listens to what I have to say		72%	74%	71%	75%				
Q5d. My manager encourages and values employee input		70%	71%	68%	71%				
Q6i. Senior managers in my organisation support the career advancement of women		58%	60%	52%	58%				
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)		76%	79%	72%	74%				
Q8b. Personal background is not a barrier to success in my organisation		74%	-	73%	74%				
Q8c. I am able to speak up and share a different view to my colleagues and manager		68%	73%	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>		57%	58%	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	54% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	11	37	29	12	11	48%	-	38%	35%
Q7h. My organisation generally selects capable people to do the job	12	47	24	10		60%	60%	53%	52%

KEY







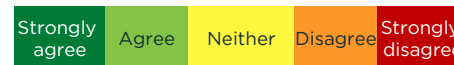
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PERFORMANCE FRAMEWORK & DEVELOPMENT	62% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	21	48	17	9	69%	65%	63%	63%
Q3e. My performance is assessed against clear criteria	19	45	20	10	64%	64%	57%	54%
Q3g. I am satisfied with the opportunities available for career development in my organisation	19	42	19	11	61%	61%	51%	48%
Q5g. My manager provides acknowledgement or other recognition for the work I do	26	41	18	9	67%	69%	64%	67%
Q5h. My manager appropriately deals with employees who perform poorly	18	34	28	11	52%	54%	44%	44%
Q7f. My organisation is committed to developing its employees	14	45	24	9	60%	67%	49%	50%

KEY

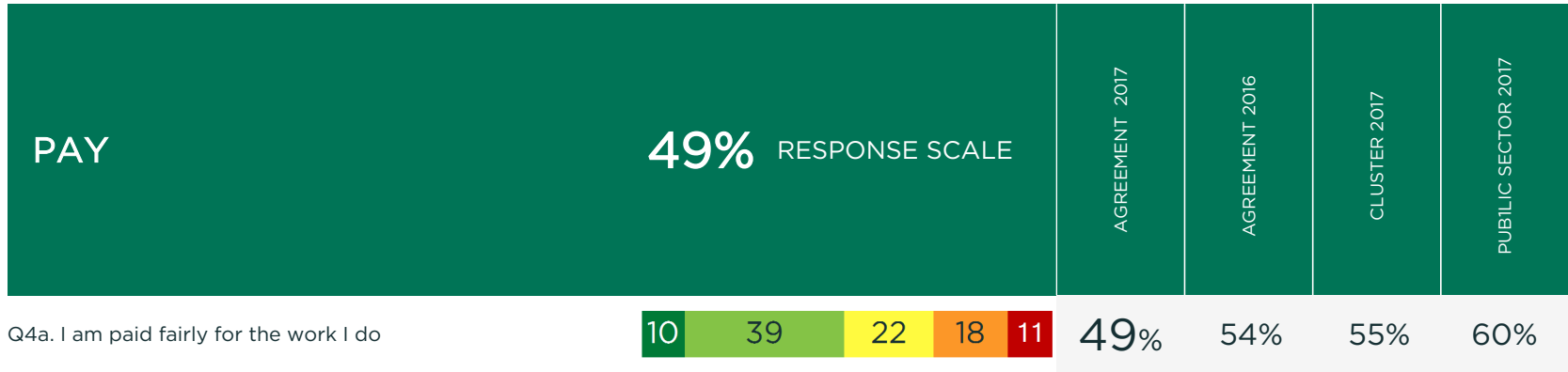




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KEY





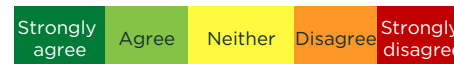
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WORKPLACE SUPPORT	72% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work	24	46	15	10	70%	68%	64%	63%
Q1f. I am able to keep my work stress at an acceptable level	17	48	19	11	64%	65%	61%	59%
Q2c. I receive help and support from other members of my workgroup	30	50	11	7	80%	80%	79%	81%
Q2d. There is good team spirit in my workgroup	30	42	15	7	72%	72%	66%	69%

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.

## ACTION ABOUT SURVEY RESULTS

42% 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 SECTOR 2017
Q14. I believe action will be taken on the results from this survey by my organisation	42%	42%	35%	34%

KEY

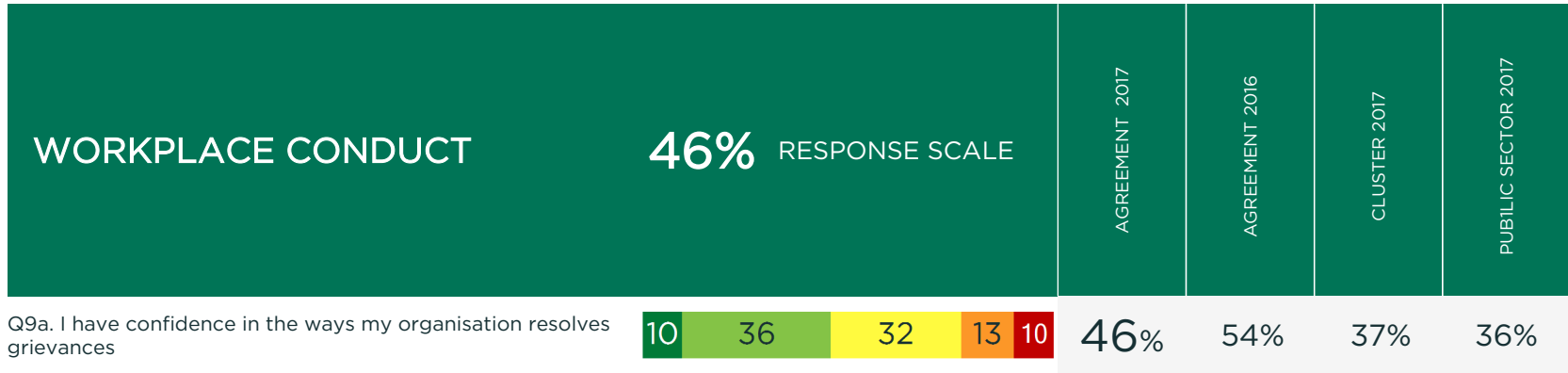




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KEY





## 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			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			61%	56%	57%
No			39%	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		36%	32%	30%
Lack of visible opportunities		28%	30%	31%
Lack of promotion opportunities		28%	27%	30%
Lack of support from my manager / supervisor		16%	15%	14%
Geographic location considerations		17%	24%	28%
Personal / family considerations		24%	32%	33%
Insufficient training and development		13%	14%	16%
Lack of required capabilities or experience		11%	10%	11%
Lack of support for temporary assignments/secondments		12%	14%	15%
The application/recruitment process is too cumbersome or time consuming		14%	16%	23%
Other		10%	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		24%	30%	25%
No		59%	57%	62%
Don't know		17%	13%	13%
<b>Q10b.</b> If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		67%	66%	63%
No		32%	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		33%	40%	33%
No		54%	51%	58%
Don't know		13%	9%	9%
<b>Q10d.</b> In the last 12 months I have been subjected to bullying at work				
Yes		18%	22%	18%
No		72%	72%	76%
Don't know		10%	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		18%	19%	22%
Your immediate manager/supervisor		25%	24%	24%
A fellow worker at your level		32%	31%	27%
A subordinate		7%	6%	8%
A client or customer		2%	2%	2%
A member of the public other than a client or customer		1%	1%	1%
Other		5%	5%	4%
Prefer not to say		10%	12%	13%



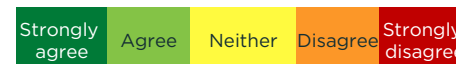
## EXPLORE THE FULL RESULTS

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	18	50	17	10	67%	68%	60%
Q2. I believe I am valued for what I can offer at my workplace	22	51	15		73%	76%	69%
Q3. In my workplace, we recognise our successes and innovations	19	49	20		69%	72%	64%
Q4. Staff are treated respectfully regardless of their job	21	50	17		71%	74%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	18	41	24	9	58%	61%	51%
Q6. Overall, I have confidence in the decisions made by my senior managers	17	42	24	8	59%	61%	51%

KEY





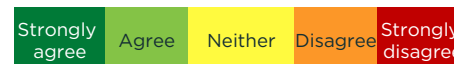
## EXPLORE THE FULL RESULTS

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	14	46	23	11	60%	59%	54%
Q8. Where I work, we share the lessons learnt when mistakes are made	16	54	19		70%	72%	67%
Q9. My team's objectives/work plans are clearly outlined	15	53	20		68%	70%	64%
Q10. Our objectives/work plans help us to deliver a quality service	17	53	21		70%	72%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	13	34	34	10	47%	48%	41%

KEY



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Gender		
Male		26%
Female		73%
Other		2%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Age		
15 - 19		0%
20 - 24		5%
25 -29		13%
30 - 34		15%
35 - 39		13%
40 - 44		13%
45 - 49		11%
50 - 54		11%
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		36%
No		58%
Prefer not to say		6%
<b>Are you of Aboriginal and/or Torres Strait Islander origin?</b>		
Yes		2%
No		93%
Prefer not to say		5%



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

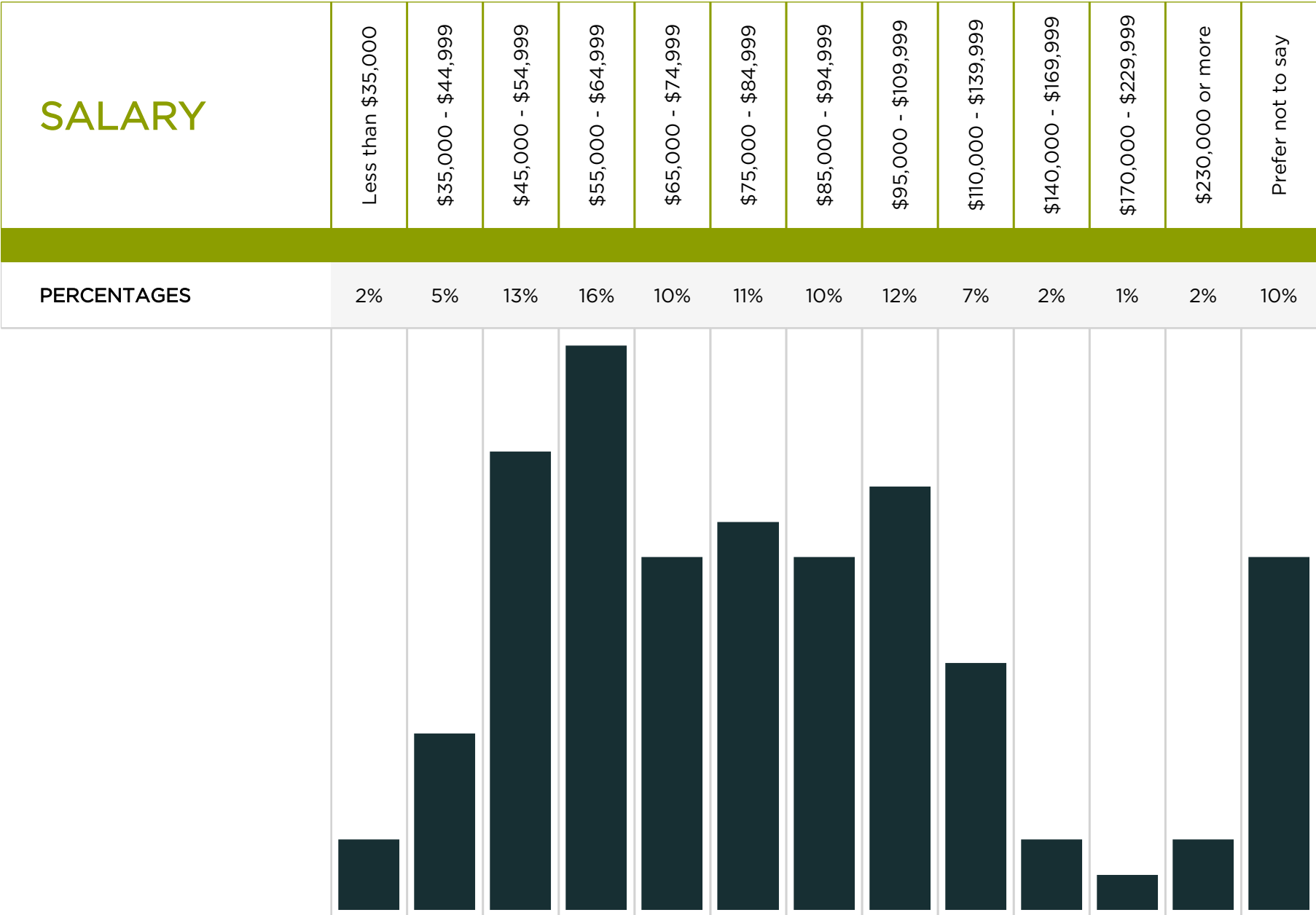
	RESPONSE SCALE	PERCENTAGE
Do you have a disability?		
Yes		2%
No		92%
Prefer not to say		6%
Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?		
Yes		6%
No		87%
Prefer not to say		7%

# 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 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	4504	2335	337	580	307	13	81	133	8	440
EMPLOYEE ENGAGEMENT	67%	67%	64%	68%	72%	(r)	70%	73%	(r)	63%
ENGAGEMENT WITH WORK	75%	76%	68%	76%	79%	(r)	82%	80%	(r)	72%
SENIOR MANAGERS	54%	51%	50%	57%	67%	(r)	60%	65%	(r)	52%
COMMUNICATION	62%	62%	56%	64%	70%	(r)	69%	73%	(r)	58%
HIGH PERFORMANCE	68%	68%	61%	68%	75%	(r)	75%	76%	(r)	63%
PUBLIC SECTOR VALUES	64%	63%	57%	65%	73%	(r)	69%	74%	(r)	59%
DIVERSITY & INCLUSION	68%	68%	63%	69%	76%	(r)	75%	79%	(r)	61%

### 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 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	4504	96	196	540	695	433	470	409	493	287	82	50	66	428
EMPLOYEE ENGAGEMENT	67%	74%	64%	67%	68%	68%	67%	67%	69%	71%	79%	70%	74%	59%
ENGAGEMENT WITH WORK	75%	78%	72%	75%	76%	76%	75%	76%	80%	78%	87%	79%	86%	65%
SENIOR MANAGERS	54%	60%	49%	49%	55%	54%	53%	57%	54%	61%	73%	56%	60%	46%
COMMUNICATION	62%	72%	54%	58%	64%	65%	64%	65%	64%	65%	75%	62%	71%	54%
HIGH PERFORMANCE	68%	73%	60%	64%	70%	70%	68%	70%	70%	72%	79%	73%	76%	60%
PUBLIC SECTOR VALUES	64%	69%	55%	59%	65%	65%	64%	67%	65%	69%	78%	68%	75%	57%
DIVERSITY & INCLUSION	68%	78%	59%	64%	69%	70%	69%	70%	71%	72%	79%	69%	76%	60%

### 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.

	Sydney Local Health District	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	4504	548	472	840	896	862	593
EMPLOYEE ENGAGEMENT	67%	75%	69%	67%	64%	64%	69%
ENGAGEMENT WITH WORK	75%	84%	77%	74%	72%	74%	77%
SENIOR MANAGERS	54%	66%	56%	54%	51%	49%	52%
COMMUNICATION	62%	75%	66%	62%	59%	57%	61%
HIGH PERFORMANCE	68%	78%	70%	68%	64%	64%	68%
PUBLIC SECTOR VALUES	64%	75%	66%	64%	60%	60%	63%
DIVERSITY & INCLUSION	68%	79%	71%	68%	65%	63%	69%

### 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.

	Sydney Local Health District	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	4504	14	217	548	619	541	537	460	464	440	256	120
EMPLOYEE ENGAGEMENT	67%	(r)	76%	72%	66%	65%	65%	68%	68%	68%	68%	72%
ENGAGEMENT WITH WORK	75%	(r)	85%	78%	73%	71%	72%	76%	78%	79%	79%	82%
SENIOR MANAGERS	54%	(r)	68%	58%	53%	53%	52%	56%	51%	52%	52%	56%
COMMUNICATION	62%	(r)	75%	69%	63%	61%	60%	62%	61%	59%	63%	68%
HIGH PERFORMANCE	68%	(r)	81%	74%	68%	65%	65%	68%	68%	67%	67%	71%
PUBLIC SECTOR VALUES	64%	(r)	76%	69%	63%	61%	60%	65%	63%	62%	64%	68%
DIVERSITY & INCLUSION	68%	(r)	79%	74%	69%	66%	65%	67%	67%	68%	68%	75%

### KEY

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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 Local Health District	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	<b>4504</b>	<b>1079</b>	<b>3062</b>	<b>81</b>
<b>EMPLOYEE ENGAGEMENT</b>	67%	67%	69%	29%
ENGAGEMENT WITH WORK	75%	76%	77%	32%
SENIOR MANAGERS	54%	55%	54%	20%
COMMUNICATION	62%	64%	63%	26%
HIGH PERFORMANCE	68%	68%	69%	29%
PUBLIC SECTOR VALUES	64%	65%	64%	26%
DIVERSITY & INCLUSION	68%	69%	69%	27%

### KEY

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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 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	4504	85	21	120	16	13	84	102	950	72	166	194	78	21
EMPLOYEE ENGAGEMENT	67%	69%	(r)	69%	(r)	(r)	66%	66%	68%	74%	73%	66%	65%	(r)
ENGAGEMENT WITH WORK	75%	76%	(r)	85%	(r)	(r)	71%	67%	77%	87%	83%	73%	72%	(r)
SENIOR MANAGERS	54%	52%	(r)	56%	(r)	(r)	43%	47%	50%	65%	60%	54%	59%	(r)
COMMUNICATION	62%	68%	(r)	68%	(r)	(r)	48%	56%	62%	69%	66%	62%	64%	(r)
HIGH PERFORMANCE	68%	73%	(r)	72%	(r)	(r)	55%	64%	68%	75%	74%	64%	67%	(r)
PUBLIC SECTOR VALUES	64%	65%	(r)	70%	(r)	(r)	49%	57%	63%	71%	70%	62%	65%	(r)
DIVERSITY & INCLUSION	68%	67%	(r)	73%	(r)	(r)	52%	62%	69%	76%	73%	66%	68%	(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 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	4504	356	181	97	541	40	46	8	14	14	53	40	24	18
EMPLOYEE ENGAGEMENT	67%	69%	72%	82%	68%	70%	72%	(r)	(r)	(r)	65%	67%	(r)	(r)
ENGAGEMENT WITH WORK	75%	79%	77%	89%	76%	72%	74%	(r)	(r)	(r)	74%	71%	(r)	(r)
SENIOR MANAGERS	54%	59%	64%	87%	54%	54%	54%	(r)	(r)	(r)	54%	43%	(r)	(r)
COMMUNICATION	62%	66%	70%	85%	65%	64%	63%	(r)	(r)	(r)	59%	52%	(r)	(r)
HIGH PERFORMANCE	68%	71%	74%	90%	71%	65%	71%	(r)	(r)	(r)	67%	63%	(r)	(r)
PUBLIC SECTOR VALUES	64%	67%	72%	88%	66%	62%	65%	(r)	(r)	(r)	62%	55%	(r)	(r)
DIVERSITY & INCLUSION	68%	72%	78%	86%	71%	66%	72%	(r)	(r)	(r)	67%	65%	(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 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	4504	29	46	17	99	6	1	2	1	27	27	152	19	19
EMPLOYEE ENGAGEMENT	67%	(r)	58%	(r)	59%	(r)	(r)	(r)	(r)	(r)	(r)	71%	(r)	(r)
ENGAGEMENT WITH WORK	75%	(r)	67%	(r)	66%	(r)	(r)	(r)	(r)	(r)	(r)	86%	(r)	(r)
SENIOR MANAGERS	54%	(r)	46%	(r)	43%	(r)	(r)	(r)	(r)	(r)	(r)	63%	(r)	(r)
COMMUNICATION	62%	(r)	47%	(r)	50%	(r)	(r)	(r)	(r)	(r)	(r)	71%	(r)	(r)
HIGH PERFORMANCE	68%	(r)	57%	(r)	56%	(r)	(r)	(r)	(r)	(r)	(r)	73%	(r)	(r)
PUBLIC SECTOR VALUES	64%	(r)	53%	(r)	51%	(r)	(r)	(r)	(r)	(r)	(r)	69%	(r)	(r)
DIVERSITY & INCLUSION	68%	(r)	55%	(r)	53%	(r)	(r)	(r)	(r)	(r)	(r)	76%	(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 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>	4504	14	13	19	1	24	21	140	270
<b>EMPLOYEE ENGAGEMENT</b>	67%	(r)	(r)	(r)	(r)	(r)	(r)	65%	54%
ENGAGEMENT WITH WORK	75%	(r)	(r)	(r)	(r)	(r)	(r)	72%	59%
SENIOR MANAGERS	54%	(r)	(r)	(r)	(r)	(r)	(r)	55%	37%
COMMUNICATION	62%	(r)	(r)	(r)	(r)	(r)	(r)	61%	46%
HIGH PERFORMANCE	68%	(r)	(r)	(r)	(r)	(r)	(r)	66%	52%
PUBLIC SECTOR VALUES	64%	(r)	(r)	(r)	(r)	(r)	(r)	62%	48%
DIVERSITY & INCLUSION	68%	(r)	(r)	(r)	(r)	(r)	(r)	67%	50%

### 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.

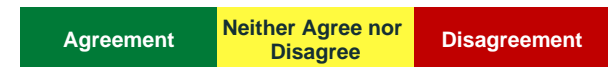
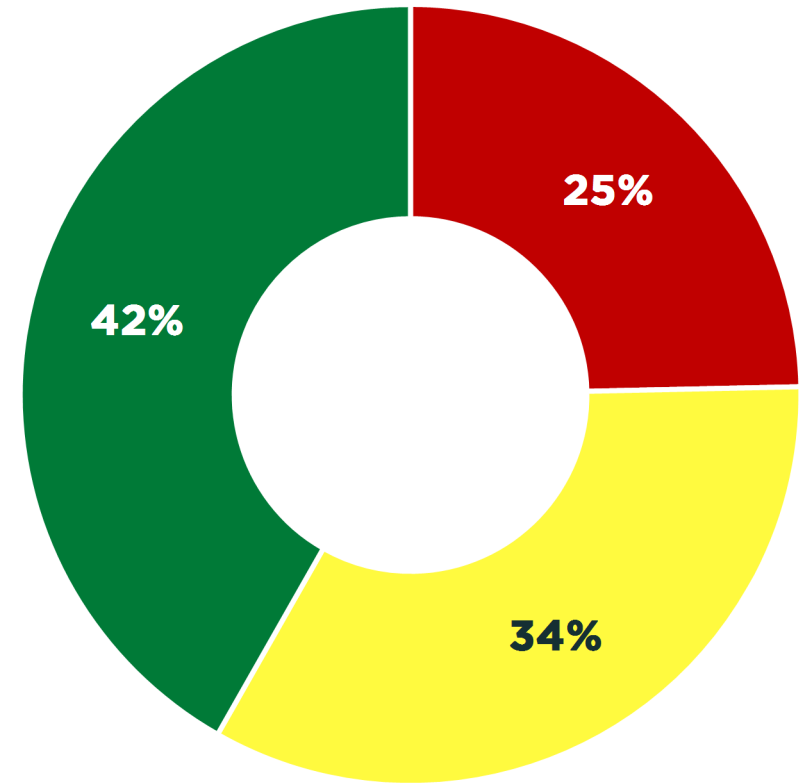
Research has shown that a key reason why employees can become disengaged is if they are asked their opinion and then no action takes place as a result.

# 42%

of employees replied favourably to:

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

<b>34%</b>	<b>35%</b>	<b>42%</b>
SECTOR	CLUSTER	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

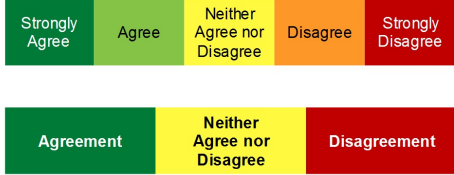
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.