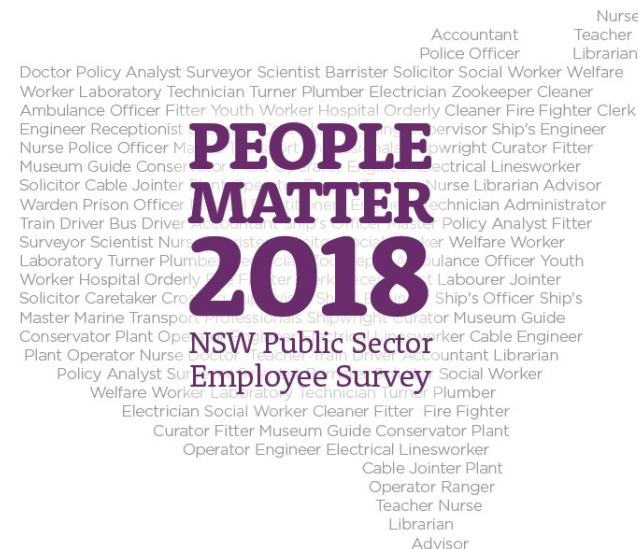

PEOPLE MATTER 2018

NSW Public Sector Employee Survey



AGENCY REPORT

Health

Health Professional Councils Authority

RESPONSE RATE

>100%

103 OF 99 RESPONDENTS

EMPLOYEE ENGAGEMENT

66%

DIFFERENCE FROM 2017 +1
DIFFERENCE FROM CLUSTER +2
DIFFERENCE FROM PUBLIC SECTOR +1

ENGAGEMENT WITH WORK

71%

DIFFERENCE FROM 2017 +2
DIFFERENCE FROM CLUSTER -2
DIFFERENCE FROM PUBLIC SECTOR -1

SENIOR MANAGERS

57%

DIFFERENCE FROM 2017 +5
DIFFERENCE FROM CLUSTER +11
DIFFERENCE FROM PUBLIC SECTOR +8

COMMUNICATION

68%

DIFFERENCE FROM 2017 +5
DIFFERENCE FROM CLUSTER +8
DIFFERENCE FROM PUBLIC SECTOR +6

HIGH PERFORMANCE

70%

DIFFERENCE FROM 2017 +2
DIFFERENCE FROM CLUSTER +6
DIFFERENCE FROM PUBLIC SECTOR +5

PUBLIC SECTOR VALUES

69%

DIFFERENCE FROM 2017 +2
DIFFERENCE FROM CLUSTER +10
DIFFERENCE FROM PUBLIC SECTOR +7

DIVERSITY & INCLUSION

72%

DIFFERENCE FROM CLUSTER +6
DIFFERENCE FROM PUBLIC SECTOR +4

FLEXIBLE WORKING SATISFACTION

63%

DIFFERENCE FROM 2017 +3
DIFFERENCE FROM CLUSTER +5
DIFFERENCE FROM PUBLIC SECTOR +4

ACTION ON RESULTS

48%

DIFFERENCE FROM 2017 +10
DIFFERENCE FROM CLUSTER +12
DIFFERENCE FROM PUBLIC SECTOR +11



QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.

This page compares the aggregate or individual scores for key topics. The individual questions in each group are listed in the All Questions section.

The Employee Engagement index 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

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

| | AGREEMENT 2018 | AGREEMENT 2017 |
|---|-------------------|-------------------|
| 2a. My workgroup strives to achieve customer/client satisfaction | 89% | 89% |
| 1a. I understand what is expected of me to do well in my role | 85% | 89% |
| 2b. My workgroup works collaboratively to achieve its objectives | 83% | 84% |
| 5b. My manager listens to what I have to say | 83% | 79% |
| 8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.) | 83% | 79% |
| 2c. I receive help and support from other members of my workgroup | 83% | 84% |
| 2e. People in my workgroup treat each other with respect | 81% | 88% |
| 5d. My manager encourages and values employee input | 80% | 73% |
| 7a. My organisation focuses on improving the work we do | 79% | 74% |
| 5c. My manager communicates effectively with me | 78% | 70% |

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

| | AGREEMENT 2018 | AGREEMENT 2017 |
|---|-------------------|-------------------|
| 3g. I am satisfied with the opportunities available for career development in my organisation | 43% | 40% |
| 5h. My manager appropriately deals with employees who perform poorly | 45% | 42% |
| 9a. I have confidence in the ways my organisation resolves grievances | 45% | 32% |
| 14. I believe action will be taken on the results from this survey by my organisation | 48% | 38% |
| 7c. I feel that change is managed well in my organisation | 49% | 43% |
| 6h. I feel that senior managers listen to employees | 53% | 43% |
| 3e. My performance is assessed against clear criteria | 53% | 50% |
| 3f. I have received appropriate training and development to do my job well | 54% | 49% |
| 6b. I feel that senior managers effectively lead and manage change | 55% | 49% |
| 6c. I feel that senior managers model the values of my organisation | 55% | 49% |



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are your highest and lowest scoring agreement questions from the survey, based on respondents who have selected 'Strongly Agree' and 'Agree'.

MOST AND LEAST IMPROVED QUESTIONS

+ MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

| | AGREEMENT 2018 | AGREEMENT 2017 |
|---|-------------------|-------------------|
| 7f. My organisation is committed to developing its employees | 62% | 48% |
| 7g. I have confidence in the way recruitment decisions are made | 55% | 41% |
| 9a. I have confidence in the ways my organisation resolves grievances | 45% | 32% |
| 6i. Senior managers in my organisation support the career advancement of women | 67% | 54% |
| 7l. My organisation motivates me to help it achieve its objectives | 58% | 48% |
| 6h. I feel that senior managers listen to employees | 53% | 43% |
| 14. I believe action will be taken on the results from this survey by my organisation | 48% | 38% |
| 4a. I am paid fairly for the work I do | 62% | 54% |
| 5c. My manager communicates effectively with me | 78% | 70% |
| 5g. My manager provides acknowledgement or other recognition for the work I do | 76% | 68% |

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

| | AGREEMENT 2018 | AGREEMENT 2017 |
|--|-------------------|-------------------|
| 2e. People in my workgroup treat each other with respect | 81% | 88% |
| 8c. I am able to speak up and share a different view to my colleagues and manager | 68% | 74% |
| 3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results | 62% | 67% |
| 7e. People in my organisation take responsibility for their own actions | 60% | 64% |
| 1a. I understand what is expected of me to do well in my role | 85% | 89% |
| 2d. There is good team spirit in my workgroup | 74% | 77% |
| 1d. I feel motivated to contribute more than what is normally required at work | 72% | 75% |
| 5a. My manager encourages people in my workgroup to keep improving the work they do | 75% | 77% |
| 7d. There is good co-operation between teams across our organisation | 59% | 61% |
| 2c. I receive help and support from other members of my workgroup | 83% | 84% |



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are the questions that have shown the greatest percentage increase and decrease in agreement, based on respondents who have selected 'Strongly agree' and 'Agree'.

HIGHEST NEUTRAL SCORING QUESTIONS

AGREEMENT SCORES FOR HIGHEST NEUTRAL

% POSITIVE

HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

Q5h. My manager appropriately deals with employees who perform poorly



Q5h. My manager appropriately deals with employees who perform poorly



Q5h. My manager appropriately deals with employees who perform poorly



Q6e. Senior managers promote collaboration between my organisation and other organisations we work with



Q6e. Senior managers promote collaboration between my organisation and other organisations we work with



Q6e. Senior managers promote collaboration between my organisation and other organisations we work with



Q9a. I have confidence in the ways my organisation resolves grievances



Q9a. I have confidence in the ways my organisation resolves grievances



Q9a. I have confidence in the ways my organisation resolves grievances



Q7e. People in my organisation take responsibility for their own actions



Q7e. People in my organisation take responsibility for their own actions



Q7e. People in my organisation take responsibility for their own actions



Q7m. My organisation inspires me to do the best in my job



Q7m. My organisation inspires me to do the best in my job



Q7m. My organisation inspires me to do the best in my job



FIND YOUR HIGHEST NEUTRAL SCORES

THESE ARE YOUR HIGHEST NEUTRAL SCORING QUESTIONS

- WHAT ARE EMPLOYEES MOST POSITIVE ABOUT?
(STRENGTHS)

- WHAT ARE EMPLOYEES MOST NEUTRAL ABOUT? WHERE A LOT OF EMPLOYEES ARE RESPONDING 'NEITHER AGREE NOR DISAGREE' (% NEUTRAL), THIS MAY INDICATE MIXED VIEWS OR INCONSISTENT EXPERIENCES.
(AREAS OF POTENTIAL)

- WHAT ARE EMPLOYEES MOST NEGATIVE ABOUT?
(AREAS OF CONCERN)



WHAT'S NEXT?

Sector employees have 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.

48%

of employees replied favourably to:

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

37%

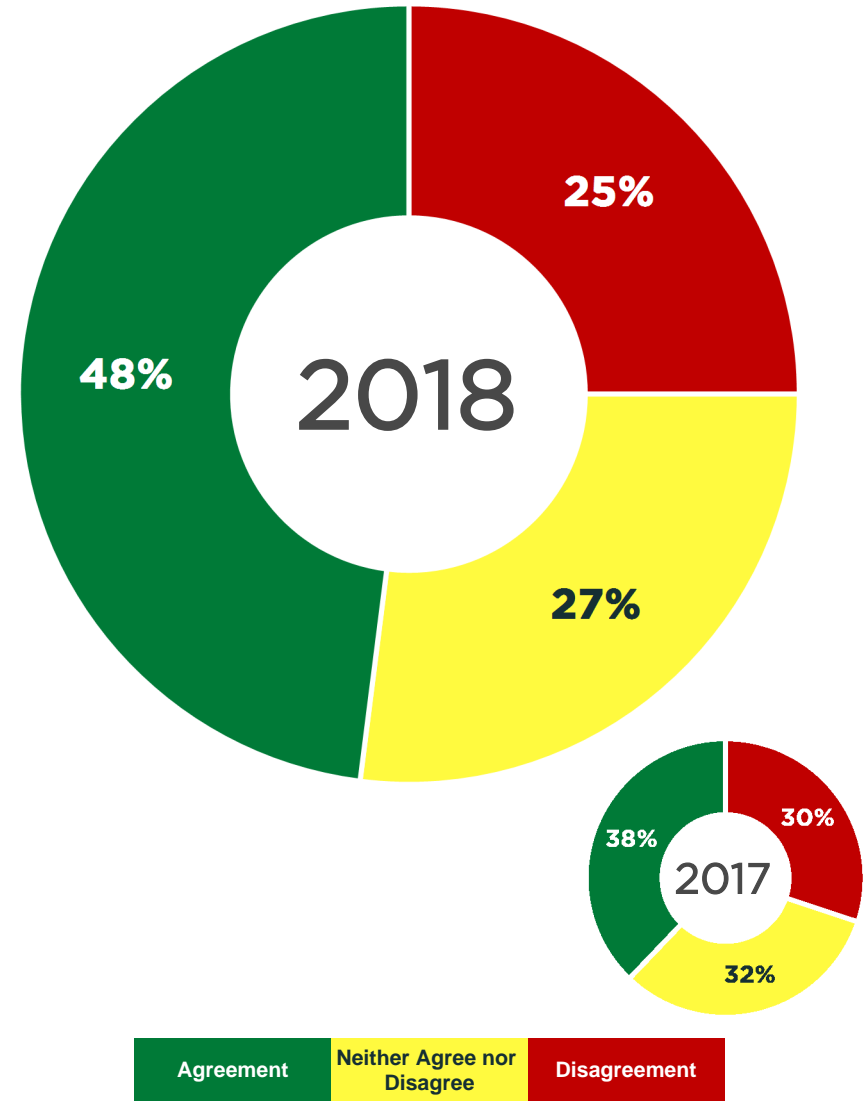
SECTOR

36%

CLUSTER

38%

2017



KEY DRIVERS OF ENGAGEMENT



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 level.

The questions are ranked in order of influence. In prioritising areas for action, it is common to focus on items with a low agreement score but higher in the ranked list of drivers, as they have higher impact. Variation of drivers within the organisation and business priorities should be considered.

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

RANK

| | | % AGREEMENT 2018 | % AGREEMENT 2017 | AGREEMENT CLUSTER | % AGREEMENT PUBLIC SECTOR |
|----------|--|---------------------|---------------------|----------------------|---------------------------------|
| 1 | Q7f. My organisation is committed to developing its employees | 62% | 48% | 51% | 52% |
| 2 | Q6c. I feel that senior managers model the values of my organisation | 55% | 49% | 47% | 50% |
| 3 | Q6a. I believe senior managers provide clear direction for the future of the organisation | 60% | 57% | 46% | 49% |
| 4 | Q6h. I feel that senior managers listen to employees | 53% | 43% | 40% | 43% |
| 5 | Q9a. I have confidence in the ways my organisation resolves grievances | 45% | 32% | 41% | 40% |
| 6 | Q5a. My manager encourages people in my workgroup to keep improving the work they do | 75% | 77% | 71% | 74% |



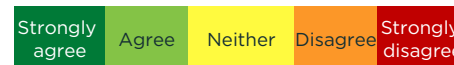
EXPLORE THE FULL RESULTS

Questions are grouped by topics 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 | 66% AGGREGATE SCORE | | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 | | |
|---|---------------------|----|----------------|----------------|--------------|--------------------|-----|-----|
| Q7i. I would recommend my organisation as a great place to work | 24 | 38 | 27 | 61% | 58% | 61% | 61% | |
| Q7j. I am proud to tell others I work for my organisation | 27 | 43 | 23 | 69% | 69% | 69% | 69% | |
| Q7k. I feel a strong personal attachment to my organisation | 25 | 37 | 27 | 61% | 60% | 62% | 63% | |
| Q7l. My organisation motivates me to help it achieve its objectives | 20 | 39 | 22 | 13 | 58% | 48% | 54% | 55% |
| Q7m. My organisation inspires me to do the best in my job | 21 | 36 | 28 | 11 | 56% | 55% | 55% | 55% |

KEY





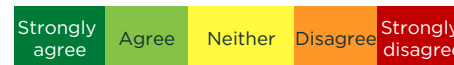
EXPLORE THE FULL RESULTS

Questions are grouped by topics 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 | 71% AGGREGATE SCORE | | | | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 |
|---|---------------------|----|----|----|----------------|----------------|--------------|--------------------|
| Q1c. My job gives me a feeling of personal accomplishment | 30 | 44 | 12 | 13 | 74% | 73% | 77% | 76% |
| Q1d. I feel motivated to contribute more than what is normally required at work | 36 | 36 | 13 | 15 | 72% | 75% | 72% | 72% |
| Q1e. I am satisfied with my job | 27 | 41 | 13 | 17 | 68% | 61% | 70% | 69% |

KEY





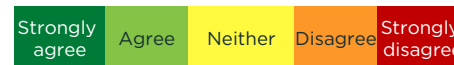
EXPLORE THE FULL RESULTS

Questions are grouped by topics 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.

| SENIOR MANAGERS | 57% AGGREGATE SCORE | | | | | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 |
|---|---------------------|----|----|----|----|----------------|----------------|--------------|--------------------|
| Q6a. I believe senior managers provide clear direction for the future of the organisation | 18 | 42 | 19 | 14 | 8 | 60% | 57% | 46% | 49% |
| Q6b. I feel that senior managers effectively lead and manage change | 18 | 37 | 19 | 15 | 12 | 55% | 49% | 44% | 46% |
| Q6c. I feel that senior managers model the values of my organisation | 18 | 37 | 20 | 10 | 16 | 55% | 49% | 47% | 50% |
| Q6d. Senior managers encourage innovation by employees | 15 | 44 | 26 | | 9 | 59% | 57% | 47% | 50% |
| Q6e. Senior managers promote collaboration between my organisation and other organisations we work with | 18 | 40 | 30 | | | 58% | 57% | 48% | 52% |
| Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives | 16 | 51 | 21 | | 8 | 67% | 63% | 57% | 62% |
| Q6g. I feel that senior managers keep employees informed about what's going on | 18 | 39 | 21 | 12 | 11 | 57% | 50% | 44% | 47% |
| Q6h. I feel that senior managers listen to employees | 14 | 39 | 22 | 13 | 13 | 53% | 43% | 40% | 43% |
| Q7c. I feel that change is managed well in my organisation | 10 | 39 | 25 | 12 | 15 | 49% | 43% | 42% | 40% |

KEY





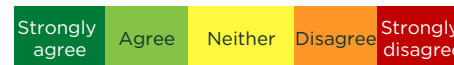
EXPLORE THE FULL RESULTS

Questions are grouped by topics 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 | 68% AGGREGATE SCORE | | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 | | | |
|--|---------------------|----|----------------|----------------|--------------|--------------------|-----|-----|-----|
| Q5c. My manager communicates effectively with me | 33 | 45 | 10 | 78% | 70% | 70% | 72% | | |
| Q5d. My manager encourages and values employee input | 33 | 47 | 12 | 80% | 73% | 70% | 72% | | |
| Q5e. My manager involves my workgroup in decisions about our work | 27 | 43 | 17 | 71% | 68% | 65% | 67% | | |
| Q6g. I feel that senior managers keep employees informed about what's going on | 18 | 39 | 21 | 12 | 11 | 57% | 50% | 44% | 47% |
| Q6h. I feel that senior managers listen to employees | 14 | 39 | 22 | 13 | 13 | 53% | 43% | 40% | 43% |
| Q8c. I am able to speak up and share a different view to my colleagues and manager | 24 | 44 | 19 | 8 | 68% | 74% | 66% | 67% | |

KEY





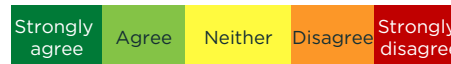
EXPLORE THE FULL RESULTS

Questions are grouped by topics 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 | | 70% AGGREGATE SCORE | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 | |
|---|------------------|----|---------------------|----------------|----------------|--------------|--------------------|-----|
| Q1a. I understand what is expected of me to do well in my role | 37 | 49 | 8 | 85% | 89% | 92% | 90% | |
| Q2b. My workgroup works collaboratively to achieve its objectives | 41 | 43 | 8 | 83% | 84% | 79% | 79% | |
| Q3f. I have received appropriate training and development to do my job well | 14 | 41 | 24 | 17 | 54% | 49% | 70% | 65% |
| Q5a. My manager encourages people in my workgroup to keep improving the work they do | 33 | 42 | 17 | 75% | 77% | 71% | 74% | |
| Q5f. I have confidence in the decisions my manager makes | 33 | 40 | 17 | 73% | 66% | 65% | 68% | |
| Q6d. Senior managers encourage innovation by employees | 15 | 44 | 26 | 9 | 59% | 57% | 47% | 50% |
| Q6e. Senior managers promote collaboration between my organisation and other organisations we work with | 18 | 40 | 30 | 58% | 57% | 48% | 52% | |
| Q7a. My organisation focuses on improving the work we do | 28 | 51 | 16 | 79% | 74% | 68% | 69% | |
| Q7b. My organisation is making the necessary improvements to meet our future challenges | 25 | 46 | 22 | 70% | 69% | 56% | 57% | |

KEY





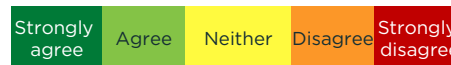
EXPLORE THE FULL RESULTS

Questions are grouped by topics 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 | | | | 70% AGGREGATE SCORE | | | | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 |
|---|------------------|----|----|----|---------------------|-----|-----|-----|----------------|----------------|--------------|--------------------|
| Q7d. There is good co-operation between teams across our organisation | 17 | 43 | 25 | 13 | 59% | 61% | 50% | 49% | | | | |
| Q7h. My organisation generally selects capable people to do the job | 11 | 57 | 18 | 12 | 68% | 61% | 54% | 54% | | | | |

KEY





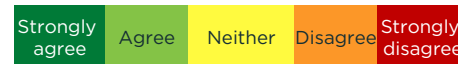
EXPLORE THE FULL RESULTS

Questions are grouped by topics 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 | 69% AGGREGATE SCORE | | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 | | | |
|---|---|----|----------------|----------------|--------------|--------------------|-----|-----|-----|
| | Q2a. My workgroup strives to achieve customer/client satisfaction | 44 | 46 | 8 | 89% | 89% | 87% | 86% | |
| Q2e. People in my workgroup treat each other with respect | 38 | 43 | 10 | 8 | 81% | 88% | 71% | 75% | |
| Q5a. My manager encourages people in my workgroup to keep improving the work they do | 33 | 42 | 17 | | 75% | 77% | 71% | 74% | |
| Q5b. My manager listens to what I have to say | 36 | 47 | 8 | | 83% | 79% | 73% | 76% | |
| Q6a. I believe senior managers provide clear direction for the future of the organisation | 18 | 42 | 19 | 14 | 8 | 60% | 57% | 46% | 49% |
| Q6c. I feel that senior managers model the values of my organisation | 18 | 37 | 20 | 10 | 16 | 55% | 49% | 47% | 50% |
| Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives | 16 | 51 | 21 | | 8 | 67% | 63% | 57% | 62% |
| Q6g. I feel that senior managers keep employees informed about what's going on | 18 | 39 | 21 | 12 | 11 | 57% | 50% | 44% | 47% |
| Q6h. I feel that senior managers listen to employees | 14 | 39 | 22 | 13 | 13 | 53% | 43% | 40% | 43% |

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics 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 | | 69% AGGREGATE SCORE | | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 | | |
|--|--|---------------------|----|----------------|----------------|--------------|--------------------|-----|-----|
| Q7a. My organisation focuses on improving the work we do | | 28 | 51 | 16 | 79% | 74% | 68% | 69% | |
| Q7e. People in my organisation take responsibility for their own actions | | 12 | 48 | 28 | 11 | 60% | 64% | 49% | 49% |

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics 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 | 72% AGGREGATE SCORE | | | | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 |
|--|---------------------|----|----|----|----------------|----------------|--------------|--------------------|
| Q1b. I am provided with the support I need to do my best at work | 22 | 43 | 14 | 17 | 65% | 62% | 66% | 65% |
| Q5b. My manager listens to what I have to say | 36 | 47 | 8 | | 83% | 79% | 73% | 76% |
| Q5d. My manager encourages and values employee input | 33 | 47 | 12 | | 80% | 73% | 70% | 72% |
| Q6i. Senior managers in my organisation support the career advancement of women | 25 | 42 | 17 | 8 | 67% | 54% | 54% | 60% |
| Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas) | 29 | 47 | 20 | | 75% | 76% | 74% | 76% |
| Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.) | 32 | 51 | 12 | | 83% | 79% | 75% | 75% |
| Q8c. I am able to speak up and share a different view to my colleagues and manager | 24 | 44 | 19 | 8 | 68% | 74% | 66% | 67% |
| Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i> | 21 | 42 | 18 | 11 | 63% | 60% | 58% | 59% |
| Q8e. My manager supports flexible working in my team | 19 | 49 | 12 | 12 | 68% | - | 61% | 63% |

KEY

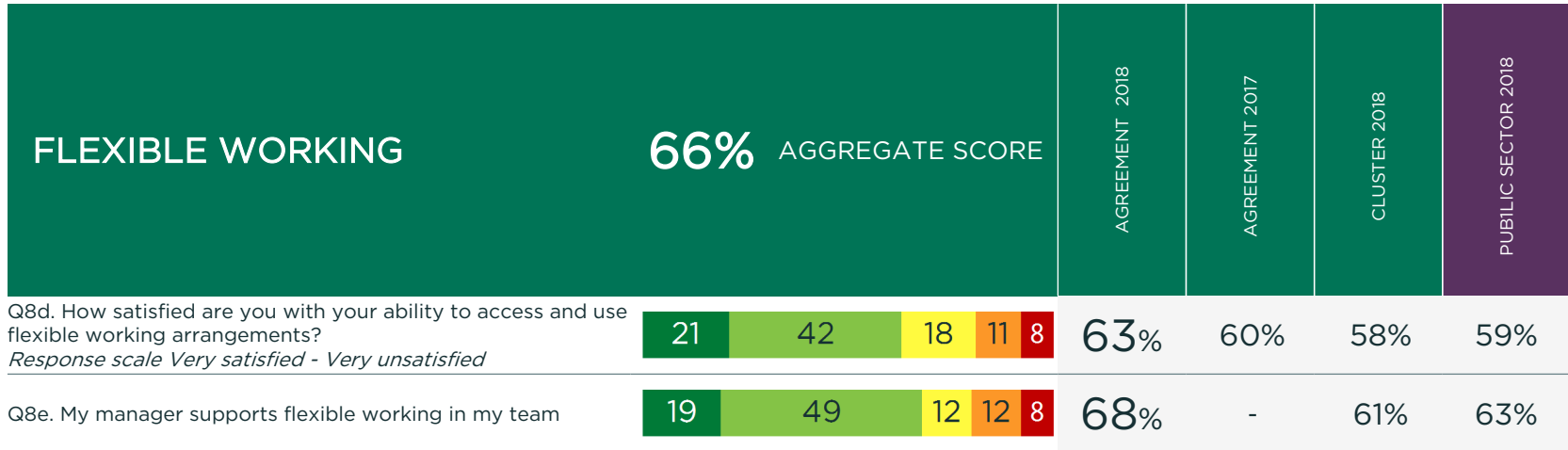




EXPLORE THE FULL RESULTS

Questions are grouped by topics 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

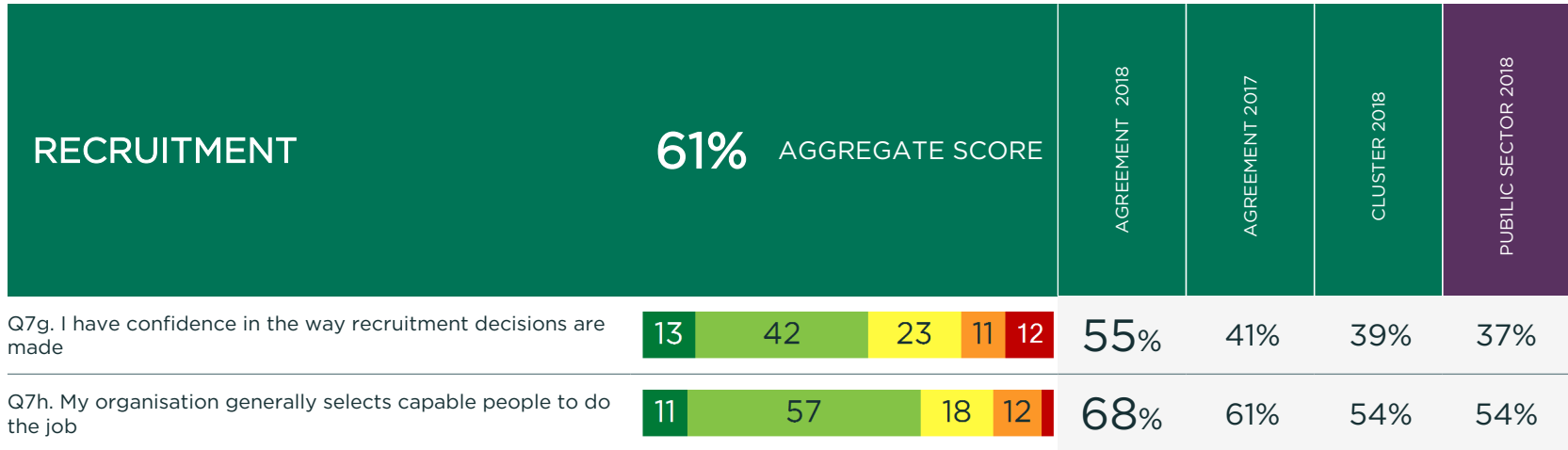




EXPLORE THE FULL RESULTS

Questions are grouped by topics 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 topics in this report.

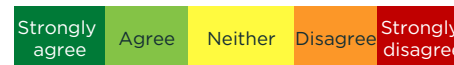
Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PERFORMANCE FRAMEWORK & DEVELOPMENT

57% AGGREGATE SCORE

| | | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 |
|---|--|----------------|----------------|--------------|--------------------|
| Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results | | 62% | 67% | 65% | 65% |
| Q3e. My performance is assessed against clear criteria | | 53% | 50% | 60% | 56% |
| Q3g. I am satisfied with the opportunities available for career development in my organisation | | 43% | 40% | 53% | 50% |
| Q5g. My manager provides acknowledgement or other recognition for the work I do | | 76% | 68% | 66% | 69% |
| Q5h. My manager appropriately deals with employees who perform poorly | | 45% | 42% | 46% | 46% |
| Q7f. My organisation is committed to developing its employees | | 62% | 48% | 51% | 52% |

KEY





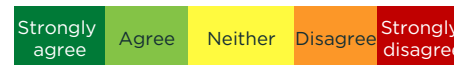
EXPLORE THE FULL RESULTS

Questions are grouped by topics 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.

| | 70% AGGREGATE SCORE | | | | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 |
|--|---------------------|----|----|----|----------------|----------------|--------------|--------------------|
| Q1b. I am provided with the support I need to do my best at work | 22 | 43 | 14 | 17 | 65% | 62% | 66% | 65% |
| Q1f. I am able to keep my work stress at an acceptable level | 17 | 42 | 20 | 17 | 59% | 60% | 62% | 60% |
| Q2c. I receive help and support from other members of my workgroup | 38 | 45 | 11 | 8 | 83% | 84% | 80% | 81% |
| Q2d. There is good team spirit in my workgroup | 34 | 40 | 16 | 8 | 74% | 77% | 68% | 70% |

KEY

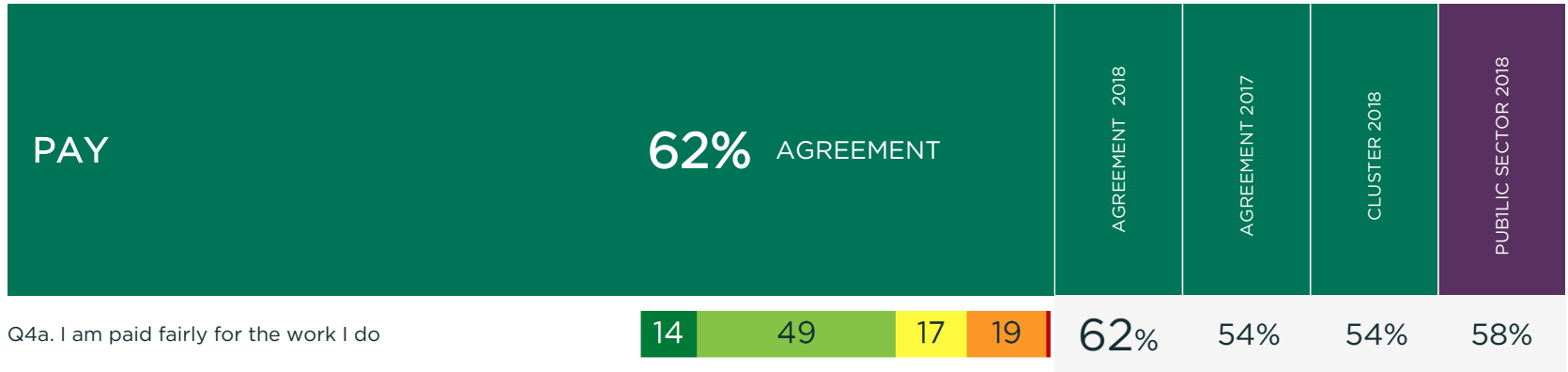




EXPLORE THE FULL RESULTS

Questions are grouped by topics 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

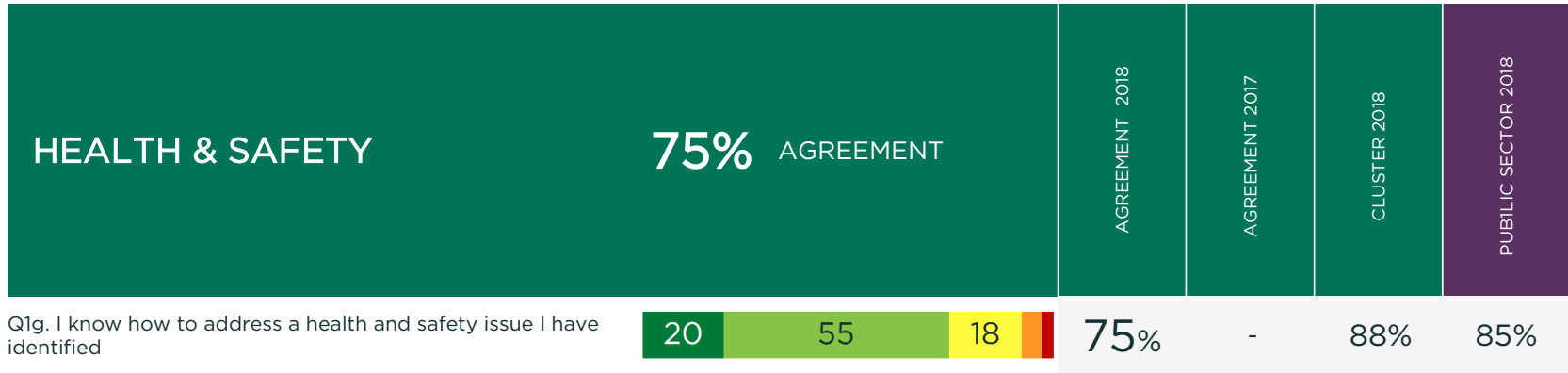




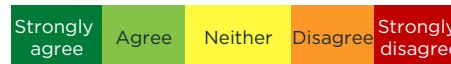
EXPLORE THE FULL RESULTS

Questions are grouped by topics 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

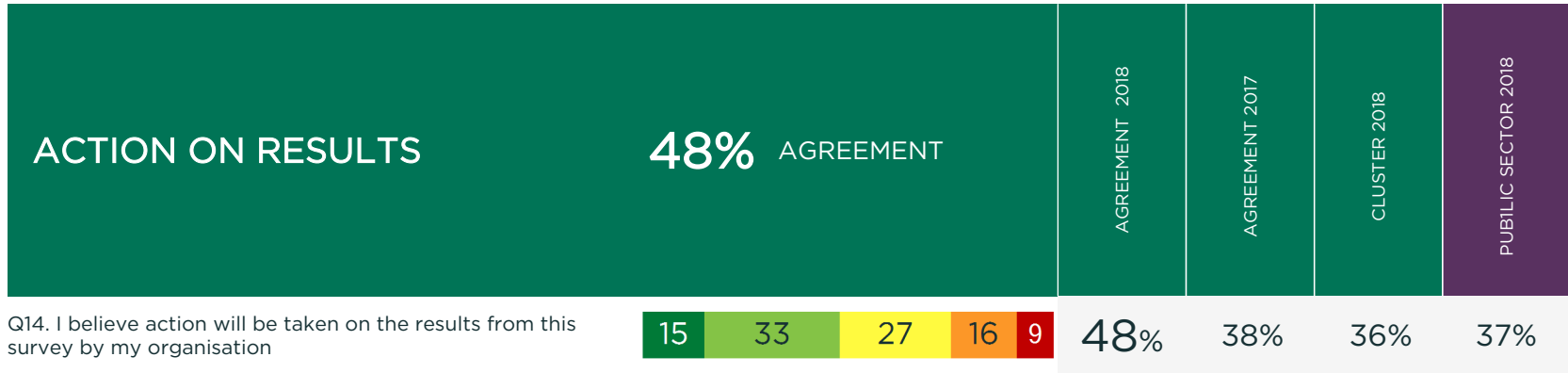




EXPLORE THE FULL RESULTS

Questions are grouped by topics 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

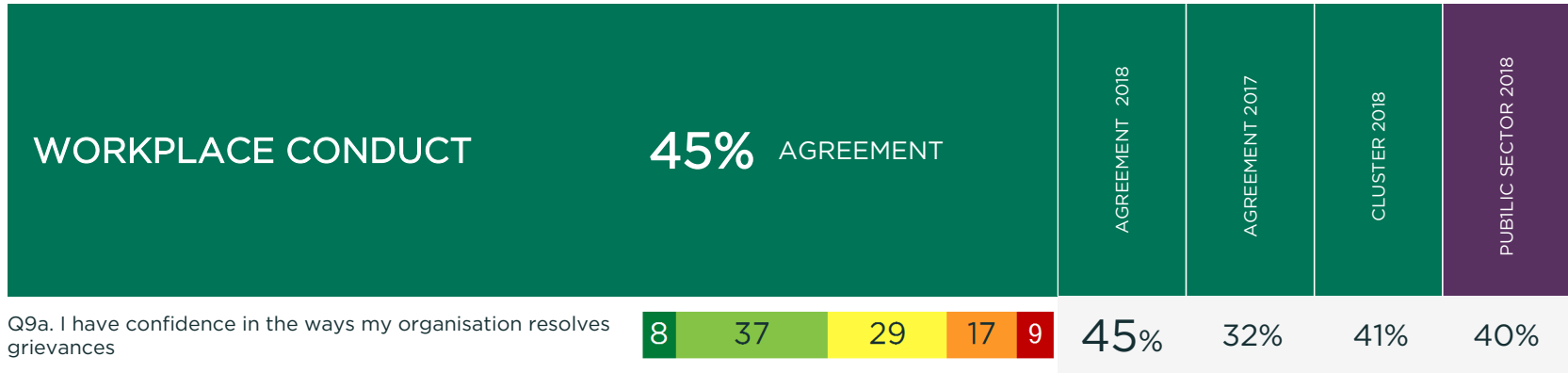




EXPLORE THE FULL RESULTS

Questions are grouped by topics 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 topics in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT

| | | 2018 | 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 |
|--|--|------|------|--------------|--------------------|
| Q3a. I have a current performance and development plan that sets out my individual objectives | | | | | |
| Yes | | 71% | 70% | 69% | 71% |
| No | | 29% | 30% | 31% | 29% |
| Q3b. I have informal feedback conversations with my manager | | | | | |
| Yes | | 74% | 85% | 74% | 76% |
| No | | 26% | 15% | 26% | 24% |
| Q3c. I have scheduled feedback conversations with my manager | | | | | |
| Yes | | 60% | 48% | 57% | 58% |
| No | | 40% | 52% | 43% | 42% |



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

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?

| | | 2018 | 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 |
|-----|--|------|------|--------------|--------------------|
| Yes | | 46% | 45% | 40% | 41% |
| No | | 54% | 55% | 60% | 59% |



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

Q3i. Are there barriers preventing you from moving to another role?

| | | 2018 | 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 |
|---|--|------|------|--------------|--------------------|
| Lack of promotion opportunities | | 36% | 33% | 27% | 29% |
| There are no major barriers to my career progression | | 34% | 39% | 34% | 32% |
| Lack of visible opportunities | | 32% | 32% | 29% | 30% |
| The application/recruitment process is too cumbersome or time consuming | | 24% | 31% | 18% | 23% |
| Lack of support for temporary assignments/secondments | | 23% | 20% | 14% | 15% |
| Personal/family considerations | | 18% | 21% | 29% | 30% |
| Insufficient training and development | | 18% | 14% | 15% | 16% |
| Lack of required capabilities or experience | | 14% | 9% | 10% | 11% |
| Lack of support from my manager/supervisor | | 11% | 16% | 15% | 14% |
| Geographic location considerations | | 9% | 13% | 23% | 26% |
| Other | | 9% | 4% | 9% | 9% |

% are calculated with the number of unique respondents (N = 95 to this question)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

CLUSTER 2018

PUBLIC SECTOR 2018

Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work

| | | | | | |
|------------|--|-----|-----|-----|-----|
| Yes | | 21% | 18% | 28% | 24% |
| No | | 64% | 68% | 54% | 58% |
| Don't know | | 15% | 14% | 17% | 18% |

Q10b. If yes to 10a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?

| | | | | | |
|------------|-----|-----|-----|-----|-----|
| Yes | | 67% | 75% | 69% | 66% |
| No | | 33% | 25% | 29% | 32% |
| Don't know | (r) | | | | |



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

| | | 2018 | 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 |
|--|--|------|------|--------------|--------------------|
| Q11a. In the last 12 months I have witnessed bullying at work | | | | | |
| Yes | | 28% | 20% | 39% | 33% |
| No | | 64% | 69% | 52% | 57% |
| Don't know | | 8% | 11% | 9% | 10% |
| Q11b. In the last 12 months I have been subjected to bullying at work | | | | | |
| Yes | | 19% | 10% | 21% | 18% |
| No | | 74% | 80% | 73% | 76% |
| Don't know | | 7% | 11% | 6% | 6% |



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

CLUSTER 2018

PUBLIC SECTOR 2018

Q11c. 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 | | 53% | 40% | 18% | 21% |
| Your Immediate Manager/Supervisor | | 21% | - | 23% | 23% |
| A fellow worker at your level | | 11% | 30% | 32% | 27% |
| Other | | 11% | - | 6% | 4% |
| Prefer not to say | | 5% | 10% | 13% | 14% |
| A subordinate | (r) | | | | |
| A client or customer | (r) | | | | |
| A member of the public other than a client or customer | (r) | | | | |



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

CLUSTER 2018

PUBLIC SECTOR 2018

Q12a. In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work

| | 2018 | 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 |
|------------|------|------|--------------|--------------------|
| Yes | 0% | - | 5% | 3% |
| No | 97% | - | 93% | 94% |
| Don't know | 3% | - | 2% | 2% |

Q12b. If yes to 12a, please indicate the role of the person who has been the source of the most serious physical harm and/or sexual harassment or abuse you have been subjected to in the last 12 months

| | |
|------------------------|-----|
| A person at work | (r) |
| A member of the public | (r) |
| Other | (r) |
| Prefer not to say | (r) |



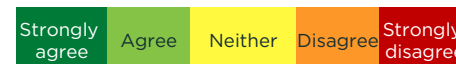
EXPLORE THE FULL RESULTS

Questions are grouped by topics 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 CUSTOMISED QUESTIONS | | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 |
|--|--|----------------|----------------|--------------|
| Q1. Morale is good in my team | | 65% | 63% | 62% |
| Q2. I believe I am valued for what I can offer at my workplace | | 78% | 72% | 70% |
| Q3. In my workplace, we recognise our successes and innovations | | 71% | 74% | 66% |
| Q4. Staff are treated respectfully regardless of their job | | 73% | 76% | 69% |
| Q5. The senior managers at my workplace lead by example in creating a positive workplace | | 58% | 56% | 53% |

KEY





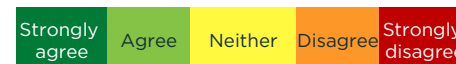
EXPLORE THE FULL RESULTS

Questions are grouped by topics 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 CUSTOMISED QUESTIONS | | | | | | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 |
|--|----|----|----|----|----|----------------|----------------|--------------|
| Q6. Overall, I have confidence in the decisions made by my senior managers | 20 | 38 | 16 | 16 | 9 | 59% | 56% | 52% |
| Q7. I have a say in decisions which affect my work | 20 | 49 | 18 | 9 | | 69% | 69% | 55% |
| Q8. Where I work, we share the lessons learnt when mistakes are made | 15 | 55 | 22 | | | 70% | 72% | 68% |
| Q9. My team's objectives/work plans are clearly outlined | 16 | 50 | 25 | | | 66% | 59% | 66% |
| Q10. Our objectives/work plans help us to deliver a quality service | 18 | 45 | 27 | | | 63% | 57% | 68% |
| Q11. Overall, I believe the culture at my workplace has improved in the last 12 months | 14 | 36 | 24 | 13 | 13 | 50% | 37% | 44% |

KEY



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

| | | PERCENTAGE |
|---------------|--|------------|
| GENDER | | |
| Male | | 20% |
| Female | | 77% |
| Other | | 3% |

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

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

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

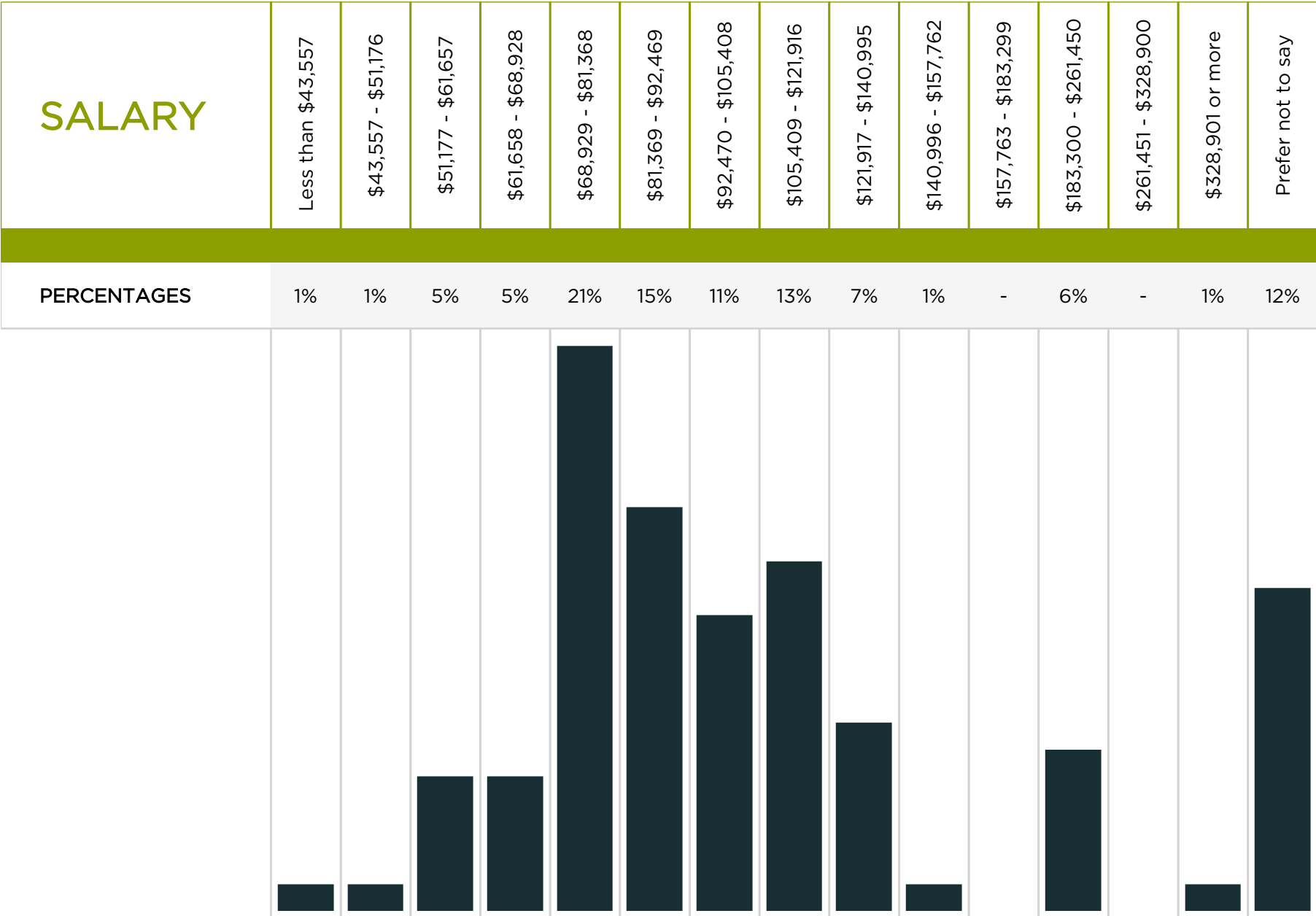
| | PERCENTAGE |
|--|------------|
| TYPE OF WORK | |
| Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service) | 6% |
| Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry) | 4% |
| Administrative support (e.g. executive/personal assistant, receptionist) | 25% |
| Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes) | 10% |
| Policy | 5% |
| Research | 1% |
| Program and project management support | 26% |
| Legal (including developing and/or reviewing legislation) | 7% |
| Other | 16% |

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

SALARY



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

| | | PERCENTAGE |
|-------------------------------|--|------------|
| TENURE IN ORGANISATION | | |
| Less than 1 year | | 28% |
| 1 - 2 years | | 23% |
| 2 - 5 years | | 18% |
| 5 - 10 years | | 23% |
| 10 - 20 years | | 8% |
| More than 20 years | | 1% |

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

| | PERCENTAGE |
|--|------------|
| FLEXIBLE WORKING | |
| Flexible start and finish times | 68% |
| None of the above | 22% |
| Working additional hours to make up for time off | 19% |
| Part-time work | 9% |
| Working more hours over fewer days | 7% |
| Job sharing | 3% |
| Leave without pay | 3% |

% are calculated with the number of unique respondents (N = 96 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

| | | PERCENTAGE |
|-------------------------|--|------------|
| FLEXIBLE WORKING | | |
| Working from home | | 1% |
| Purchasing annual leave | | 1% |
| Study leave | | 1% |
| Other | | 1% |

% are calculated with the number of unique respondents (N = 96 to this question)

RESULT BY TYPE OF WORK



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

| | Health Professional Councils Authority | Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, | Other service delivery work (work that does not involve contact with the public, but it is critical to the | Administrative support (e.g. executive/personal assistant, receptionist) | Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes) | Policy | Research | Program and project management support | Legal (including developing and/or reviewing legislation) | Other |
|-----------------------|--|--|--|--|---|--------|----------|--|---|-------|
| NUMBER OF RESPONDENTS | 103 | 6 | 4 | 25 | 10 | 5 | 1 | 26 | 7 | 16 |
| EMPLOYEE ENGAGEMENT | 66% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| ENGAGEMENT WITH WORK | 71% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| SENIOR MANAGERS | 57% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| COMMUNICATION | 68% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| HIGH PERFORMANCE | 70% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| PUBLIC SECTOR VALUES | 69% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| DIVERSITY & INCLUSION | 72% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

| | Health Professional Councils Authority | Less than \$43,557 | \$43,557 - \$51,176 | \$51,177 - \$61,657 | \$61,658 - \$68,928 | \$68,929 - \$81,368 | \$81,369 - \$92,469 | \$92,470 - \$105,408 | \$105,409 - \$121,916 | \$121,917 - \$140,995 | \$140,996 - \$157,762 | \$157,763 - \$183,299 | \$183,300 - \$261,450 | \$261,451 - \$328,900 |
|----------------------------------|--|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| NUMBER OF RESPONDENTS | 103 | 1 | 1 | 5 | 5 | 21 | 15 | 11 | 13 | 7 | 1 | 0 | 6 | 0 |
| EMPLOYEE ENGAGEMENT | 66% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| ENGAGEMENT WITH WORK | 71% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| SENIOR MANAGERS | 57% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| COMMUNICATION | 68% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| HIGH PERFORMANCE | 70% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| PUBLIC SECTOR VALUES | 69% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| DIVERSITY & INCLUSION | 72% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

| | Health Professional Councils Authority | \$328,901 or more | Prefer not to say |
|------------------------------|---|-------------------|-------------------|
| NUMBER OF RESPONDENTS | 103 | 1 | 12 |
| EMPLOYEE ENGAGEMENT | 66% | (r) | (r) |
| ENGAGEMENT WITH WORK | 71% | (r) | (r) |
| SENIOR MANAGERS | 57% | (r) | (r) |
| COMMUNICATION | 68% | (r) | (r) |
| HIGH PERFORMANCE | 70% | (r) | (r) |
| PUBLIC SECTOR VALUES | 69% | (r) | (r) |
| DIVERSITY & INCLUSION | 72% | (r) | (r) |

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULT BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

| | Health Professional Councils Authority | Less than 1 year | 1 - 2 years | 2 - 5 years | 5 - 10 years | 10 - 20 years | More than 20 years |
|------------------------------|--|------------------|-------------|-------------|--------------|---------------|--------------------|
| NUMBER OF RESPONDENTS | 103 | 27 | 22 | 17 | 22 | 8 | 1 |
| EMPLOYEE ENGAGEMENT | 66% | (r) | (r) | (r) | (r) | (r) | (r) |
| ENGAGEMENT WITH WORK | 71% | (r) | (r) | (r) | (r) | (r) | (r) |
| SENIOR MANAGERS | 57% | (r) | (r) | (r) | (r) | (r) | (r) |
| COMMUNICATION | 68% | (r) | (r) | (r) | (r) | (r) | (r) |
| HIGH PERFORMANCE | 70% | (r) | (r) | (r) | (r) | (r) | (r) |
| PUBLIC SECTOR VALUES | 69% | (r) | (r) | (r) | (r) | (r) | (r) |
| DIVERSITY & INCLUSION | 72% | (r) | (r) | (r) | (r) | (r) | (r) |

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULTS BY TYPES OF FLEXIBLE WORKING



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

| | Health Professional Councils Authority | Flexible start and finish times | Working more hours over fewer days | Working additional hours to make up for time off | Flexible scheduling for rostered workers | Part-time work | Job sharing | Working from different locations | Working from home | Purchasing annual leave | Leave without pay | Study leave | Other | None of the above |
|------------------------------|--|---------------------------------|------------------------------------|--|--|----------------|-------------|----------------------------------|-------------------|-------------------------|-------------------|-------------|-------|-------------------|
| NUMBER OF RESPONDENTS | 103 | 65 | 7 | 18 | 0 | 9 | 3 | 0 | 1 | 1 | 3 | 1 | 1 | 21 |
| EMPLOYEE ENGAGEMENT | 66% | 67% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| ENGAGEMENT WITH WORK | 71% | 70% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| SENIOR MANAGERS | 57% | 54% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| COMMUNICATION | 68% | 67% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| HIGH PERFORMANCE | 70% | 68% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| PUBLIC SECTOR VALUES | 69% | 67% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| DIVERSITY & INCLUSION | 72% | 72% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |

*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY REGION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

| | Health Professional Councils Authority | Sydney East | Sydney - City and Inner South | Sydney - Ryde | Sydney - Eastern Suburbs | Sydney - Inner West | Sydney - Inner South West | Sydney - North Sydney and Hornsby | Sydney - Northern Beaches | Sydney - Outer South West | Sydney - Outer West and Blue Mountains | Sydney - Parramatta | Sydney - South West |
|-----------------------|--|-------------|-------------------------------|---------------|--------------------------|---------------------|---------------------------|-----------------------------------|---------------------------|---------------------------|--|---------------------|---------------------|
| NUMBER OF RESPONDENTS | 103 | 92 | 58 | 32 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| EMPLOYEE ENGAGEMENT | 66% | 66% | 65% | 70% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| ENGAGEMENT WITH WORK | 71% | 71% | 74% | 68% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| SENIOR MANAGERS | 57% | 56% | 50% | 68% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| COMMUNICATION | 68% | 67% | 64% | 73% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| HIGH PERFORMANCE | 70% | 69% | 65% | 77% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| PUBLIC SECTOR VALUES | 69% | 69% | 64% | 78% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| DIVERSITY & INCLUSION | 72% | 72% | 71% | 74% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |

*Sydney East and Sydney West are higher level results for the Sydney sub-regions.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY REGION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

| | Health Professional Councils Authority | Sydney West | Capital Region | Central Coast | Central West | Coffs Harbour - Grafton | Far West and Orana | Hunter Valley exc Newcastle | Illawarra | Mid North Coast | Murray | New England and North West | Newcastle and Lake Macquarie | Sydney - Sutherland |
|-----------------------|--|-------------|----------------|---------------|--------------|-------------------------|--------------------|-----------------------------|-----------|-----------------|--------|----------------------------|------------------------------|---------------------|
| NUMBER OF RESPONDENTS | 103 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| EMPLOYEE ENGAGEMENT | 66% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| ENGAGEMENT WITH WORK | 71% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| SENIOR MANAGERS | 57% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| COMMUNICATION | 68% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| HIGH PERFORMANCE | 70% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| PUBLIC SECTOR VALUES | 69% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| DIVERSITY & INCLUSION | 72% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |

*Sydney East and Sydney West are higher level results for the Sydney sub-regions.

KEY AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

RESULTS BY REGION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

| | Health Professional Councils Authority | OUTSIDE NSW | Richmond - Tweed | Riverina | Southern Highlands and Shoalhaven | Sydney - Baulkham Hills and Hawkesbury | Sydney - Blacktown |
|------------------------------|--|-------------|------------------|----------|-----------------------------------|--|--------------------|
| NUMBER OF RESPONDENTS | 103 | 0 | 0 | 0 | 0 | 0 | 0 |
| EMPLOYEE ENGAGEMENT | 66% | (r) | (r) | (r) | (r) | (r) | (r) |
| ENGAGEMENT WITH WORK | 71% | (r) | (r) | (r) | (r) | (r) | (r) |
| SENIOR MANAGERS | 57% | (r) | (r) | (r) | (r) | (r) | (r) |
| COMMUNICATION | 68% | (r) | (r) | (r) | (r) | (r) | (r) |
| HIGH PERFORMANCE | 70% | (r) | (r) | (r) | (r) | (r) | (r) |
| PUBLIC SECTOR VALUES | 69% | (r) | (r) | (r) | (r) | (r) | (r) |
| DIVERSITY & INCLUSION | 72% | (r) | (r) | (r) | (r) | (r) | (r) |

*Sydney East and Sydney West are higher level results for the Sydney sub-regions.

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 Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

| | Health Professional Councils Authority | 15 - 19 | 20 - 24 | 25 - 29 | 30 - 34 | 35 - 39 | 40 - 44 | 45 - 49 | 50 - 54 | 55 - 59 | 60 - 64 | 65+ |
|------------------------------|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-----|
| NUMBER OF RESPONDENTS | 103 | 0 | 2 | 15 | 16 | 12 | 11 | 9 | 13 | 9 | 4 | 8 |
| EMPLOYEE ENGAGEMENT | 66% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| ENGAGEMENT WITH WORK | 71% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| SENIOR MANAGERS | 57% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| COMMUNICATION | 68% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| HIGH PERFORMANCE | 70% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| PUBLIC SECTOR VALUES | 69% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| DIVERSITY & INCLUSION | 72% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULT BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

| | Health Professional Councils Authority | Male | Female | Other |
|------------------------------|--|-----------|-----------|----------|
| NUMBER OF RESPONDENTS | 103 | 20 | 76 | 3 |
| EMPLOYEE ENGAGEMENT | 66% | (r) | 67% | (r) |
| ENGAGEMENT WITH WORK | 71% | (r) | 74% | (r) |
| SENIOR MANAGERS | 57% | (r) | 54% | (r) |
| COMMUNICATION | 68% | (r) | 68% | (r) |
| HIGH PERFORMANCE | 70% | (r) | 68% | (r) |
| PUBLIC SECTOR VALUES | 69% | (r) | 68% | (r) |
| DIVERSITY & INCLUSION | 72% | (r) | 73% | (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 Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

| | Health Professional Councils Authority | 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 | 103 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 11 | 2 | 0 |
| EMPLOYEE ENGAGEMENT | 66% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| ENGAGEMENT WITH WORK | 71% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| SENIOR MANAGERS | 57% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| COMMUNICATION | 68% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| HIGH PERFORMANCE | 70% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| PUBLIC SECTOR VALUES | 69% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| DIVERSITY & INCLUSION | 72% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

| | Health Professional Councils Authority | 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 | 103 | 23 | 2 | 10 | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 1 |
| EMPLOYEE ENGAGEMENT | 66% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| ENGAGEMENT WITH WORK | 71% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| SENIOR MANAGERS | 57% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| COMMUNICATION | 68% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| HIGH PERFORMANCE | 70% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| PUBLIC SECTOR VALUES | 69% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| DIVERSITY & INCLUSION | 72% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

| | Health Professional Councils Authority | 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 | 103 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 11 | 0 | 0 | 0 |
| EMPLOYEE ENGAGEMENT | 66% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| ENGAGEMENT WITH WORK | 71% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| SENIOR MANAGERS | 57% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| COMMUNICATION | 68% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| HIGH PERFORMANCE | 70% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| PUBLIC SECTOR VALUES | 69% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| DIVERSITY & INCLUSION | 72% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

| | Health Professional Councils Authority | Residential Care Attendant, Patient Care Assistant, Patient Services, Wardsperson | Warehouse staff | Tradesperson | Apprentice Trade Worker and Trade Assistant | Trainee | Volunteer | Other job role | Prefer not to say |
|------------------------------|--|---|-----------------|--------------|---|---------|-----------|----------------|-------------------|
| NUMBER OF RESPONDENTS | 103 | 0 | 0 | 0 | 0 | 0 | 0 | 18 | 17 |
| EMPLOYEE ENGAGEMENT | 66% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| ENGAGEMENT WITH WORK | 71% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| SENIOR MANAGERS | 57% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| COMMUNICATION | 68% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| HIGH PERFORMANCE | 70% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| PUBLIC SECTOR VALUES | 69% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| DIVERSITY & INCLUSION | 72% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

GUIDE TO THIS REPORT

i SURVEY TIME FRAME

This report contains results from the 2018 People Matter Employee Survey which was open from 1 June to 2 July 2018.

i PRIVACY

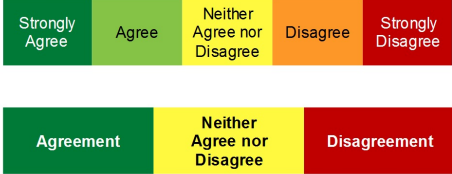
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of work teams 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.