



2019 | NSW Public Sector
Employee Survey

AGENCY REPORT

Health

Agency for Clinical Innovation



Contents

Headlines	3
Highest and Lowest Questions	4
Most and Least Improved Questions	5
Highest Neutral Scoring Questions	6
Respondent Profile	7
Taking Action	8
Key Drivers of Engagement	9
All Questions by Topic	10
Profile of Respondents	50
Results by Select Demographics	57
Report Guide	71

RESPONSE RATE

90%

169 OF 188 RESPONDENTS

RESPONSE RATE 2018: 74%

EMPLOYEE ENGAGEMENT

65%

DIFFERENCE FROM 2018 **+1**
(64%)

DIFFERENCE FROM CLUSTER **0**
(65%)

DIFFERENCE FROM PUBLIC SECTOR **0**
(66%)

ENGAGEMENT WITH WORK

67%

DIFFERENCE FROM 2018 **-2**
(69%)

DIFFERENCE FROM CLUSTER **-6**
(73%)

DIFFERENCE FROM PUBLIC SECTOR **-6**
(73%)

SENIOR MANAGERS

51%

DIFFERENCE FROM 2018 **-6**
(58%)

DIFFERENCE FROM CLUSTER **+5**
(46%)

DIFFERENCE FROM PUBLIC SECTOR **+2**
(50%)

COMMUNICATION

62%

DIFFERENCE FROM 2018 **-3**
(66%)

DIFFERENCE FROM CLUSTER **+3**
(60%)

DIFFERENCE FROM PUBLIC SECTOR **0**
(62%)

HIGH PERFORMANCE

65%

DIFFERENCE FROM 2018 **-5**
(70%)

DIFFERENCE FROM CLUSTER **+1**
(64%)

DIFFERENCE FROM PUBLIC SECTOR **0**
(65%)

PUBLIC SECTOR VALUES

63%

DIFFERENCE FROM 2018 **-4**
(67%)

DIFFERENCE FROM CLUSTER **+4**
(60%)

DIFFERENCE FROM PUBLIC SECTOR **+1**
(62%)

DIVERSITY & INCLUSION

76%

DIFFERENCE FROM 2018 **+5**
(71%)

DIFFERENCE FROM CLUSTER **+10**
(67%)

DIFFERENCE FROM PUBLIC SECTOR **+7**
(69%)

FLEXIBLE WORKING SATISFACTION

89%

DIFFERENCE FROM 2018 **+18**
(71%)

DIFFERENCE FROM CLUSTER **+31**
(58%)

DIFFERENCE FROM PUBLIC SECTOR **+30**
(59%)

ACTION ON RESULTS

50%

DIFFERENCE FROM 2018 **0**
(50%)

DIFFERENCE FROM CLUSTER **+10**
(40%)

DIFFERENCE FROM PUBLIC SECTOR **+11**
(39%)



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
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
2a. My workgroup strives to achieve customer/client satisfaction	89%	89%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	89%	71%
8e. My manager supports flexible working in my team	88%	74%
1h. I am comfortable notifying my manager if I become aware of any risks at work	86%	-
2c. I receive help and support from other members of my workgroup	84%	85%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	81%	76%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	81%	79%
5b. My manager listens to what I have to say	80%	70%
2e. People in my workgroup treat each other with respect	78%	83%
1g. I know how to address a health and safety issue I have identified	78%	87%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
5h. My manager deals appropriately with employees who perform poorly	33%	33%
11a. I have confidence in the ways my organisation resolves grievances	36%	34%
3g. I am satisfied with the opportunities available for career development in my organisation	38%	50%
7g. I have confidence in the way recruitment decisions are made	39%	41%
7c. I feel that change is managed well in my organisation	40%	47%
6h. I feel that senior managers listen to employees	41%	54%
6b. I feel that senior managers effectively lead and manage change	45%	47%
3e. My performance is assessed against clear criteria	45%	50%
6c. I feel that senior managers model the values of my organisation	46%	54%
6a. I believe senior managers provide clear direction for the future of the organisation	49%	48%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

The highest and lowest scoring agreement questions based on respondents who have selected 'Strongly agree' and 'Agree'.

MOST AND LEAST IMPROVED QUESTIONS

+ MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

8d.	How satisfied are you with your ability to access and use flexible working arrangements?	89%	71%
8e.	My manager supports flexible working in my team	88%	74%
5b.	My manager listens to what I have to say	80%	70%
6i.	Senior managers in my organisation support the career advancement of women	67%	61%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	81%	76%
5g.	My manager provides acknowledgement or other recognition for the work I do	72%	69%
3d.	In the last 12 months I received useful feedback on my work to enable me to deliver required results	63%	60%
7j.	I am proud to tell others I work for my organisation	67%	64%
5c.	My manager communicates effectively with me	66%	64%
8b.	Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	81%	79%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

6h.	I feel that senior managers listen to employees	41%	54%
7b.	My organisation is making the necessary improvements to meet our future challenges	56%	69%
3g.	I am satisfied with the opportunities available for career development in my organisation	38%	50%
6d.	Senior managers encourage innovation by employees	57%	67%
1g.	I know how to address a health and safety issue I have identified	78%	87%
7e.	People in my organisation take responsibility for their own actions	50%	59%
3f.	I have received appropriate training and development to do my job well	57%	65%
6c.	I feel that senior managers model the values of my organisation	46%	54%
7f.	My organisation is committed to developing its employees	55%	62%
7c.	I feel that change is managed well in my organisation	40%	47%



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

Q5h. My manager deals appropriately with employees who perform poorly



Q11a. I have confidence in the ways my organisation resolves grievances



Q7f. My organisation is committed to developing its employees



Q7l. My organisation motivates me to help it achieve its objectives



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



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

Q5h. My manager deals appropriately with employees who perform poorly



Q11a. I have confidence in the ways my organisation resolves grievances



Q7f. My organisation is committed to developing its employees



Q7l. My organisation motivates me to help it achieve its objectives



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



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

Q5h. My manager deals appropriately with employees who perform poorly



Q11a. I have confidence in the ways my organisation resolves grievances



Q7f. My organisation is committed to developing its employees



Q7l. My organisation motivates me to help it achieve its objectives



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



FIND YOUR HIGHEST NEUTRAL SCORES

Results are rounded and may not add up to 100%

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)**

RESPONDENT PROFILE

This data shows the proportion of people who completed the survey.

Survey responses: 169

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	20	Senior Executive (ongoing/permanent or term)	2	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	3
Female	78	Ongoing/Permanent (other than senior executive)	66	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)	5
Other	2	Temporary (including temporary teachers and graduates)	11	Administrative support (e.g. executive/personal assistant, receptionist)	6
		Casual	0	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	11
Age	Survey %	Contract – Non Executive	11	Policy	3
15 - 34 years	22	Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	5	Research	7
35 - 54 years	61	Other	3	Program and project management support	59
55+ years	16	Don't know	1	Legal (including developing and/or reviewing legislation)	0
				Other	7
LOTE spoken at home	Survey %	Manager of managers	Survey %	Organisation Tenure	Survey %
Yes	19	Yes	13	Less than 1 year	33
No	75	No	87	1 - 2 years	17
Prefer not to say	7			2 - 5 years	26
		Supervisors	Survey %	5 - 10 years	18
Aboriginal and/or Torres Strait Islanders	Survey %	Yes	31	10 - 20 years	5
Yes	1	No	69	More than 20 years	1
No	95			Salary	Survey %
Prefer not to say	4	Working arrangement	Survey %	\$83,402 and below	9
		Full-time	85	\$83,403 - \$108,043	11
Disability	Survey %	Part-time	15	\$108,044 - \$144,520	56
Yes	2			\$144,521 and above	19
No	96			Prefer not to say	6
Prefer not to say	2				
LGBTI	Survey %				
Yes	5				
No	93				
Prefer not to say	2				

Results are rounded and may not add up to 100%



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.

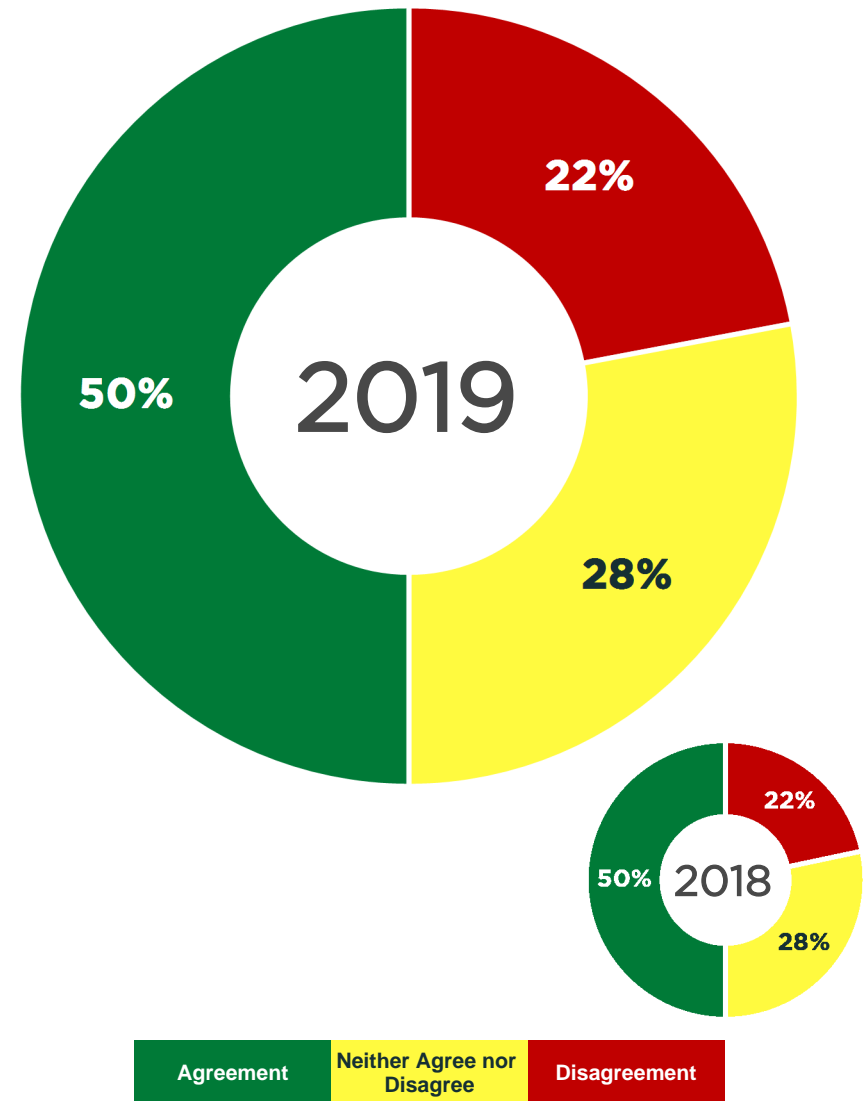
Results are rounded and may not add up to 100%

50%

of employees replied favourably to:

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

39%	40%	50%
SECTOR	CLUSTER	2018



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 2019	% AGREEMENT 2018	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	Q6h. I feel that senior managers listen to employees	41%	54%	40%	44%
2	Q6a. I believe senior managers provide clear direction for the future of the organisation	49%	48%	47%	51%
3	Q6b. I feel that senior managers effectively lead and manage change	45%	47%	44%	47%
4	Q6c. I feel that senior managers model the values of my organisation	46%	54%	48%	52%
5	Q6d. Senior managers encourage innovation by employees	57%	67%	47%	51%
6	Q7c. I feel that change is managed well in my organisation	40%	47%	43%	42%



EXPLORE THE FULL RESULTS

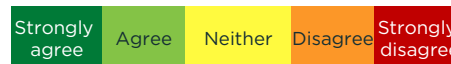
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

EMPLOYEE ENGAGEMENT	65% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	27	35	23	11	62%	63%	61%	62%
Q7j. I am proud to tell others I work for my organisation	27	40	22	8	67%	64%	69%	70%
Q7k. I feel a strong personal attachment to my organisation	21	30	28	16	51%	50%	61%	64%
Q7l. My organisation motivates me to help it achieve its objectives	22	33	30	11	54%	57%	54%	56%
Q7m. My organisation inspires me to do the best in my job	23	31	27	12	54%	59%	55%	56%

KEY



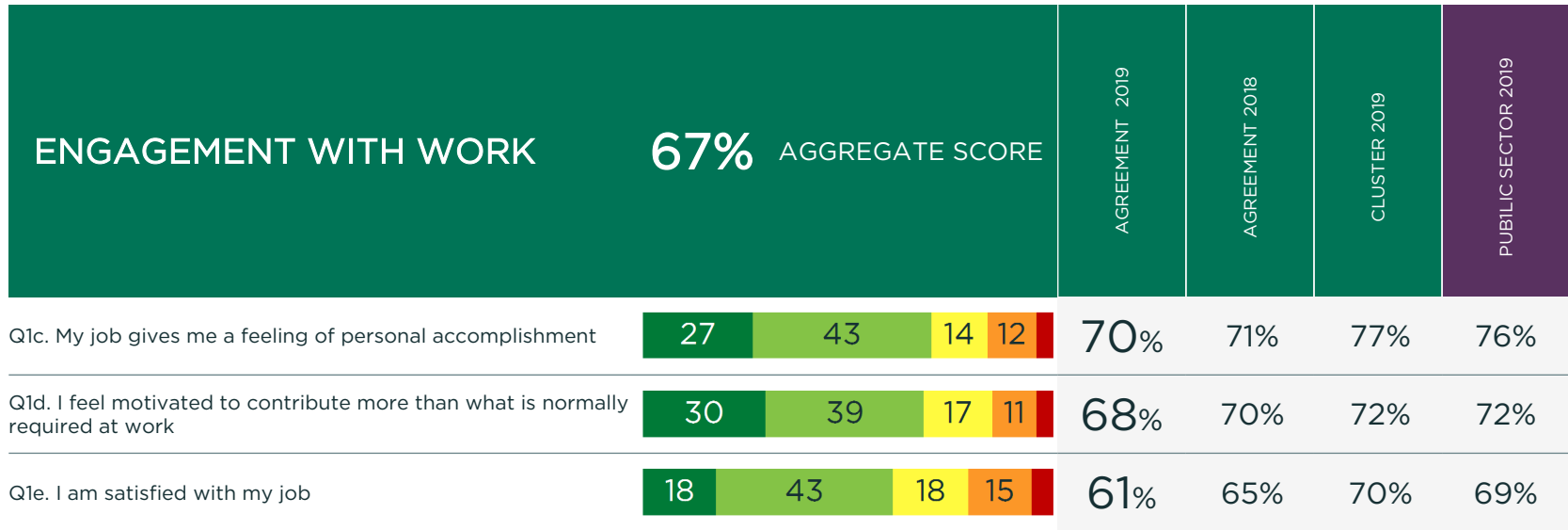


EXPLORE THE FULL RESULTS

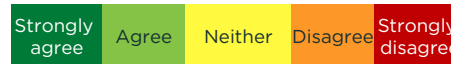
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



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.

Results are rounded and may not add up to 100%

SENIOR MANAGERS	51% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	18	31	21	21	8	49%	48%	47%	51%
Q6b. I feel that senior managers effectively lead and manage change	15	29	22	21	12	45%	47%	44%	47%
Q6c. I feel that senior managers model the values of my organisation	19	27	24	16	14	46%	54%	48%	52%
Q6d. Senior managers encourage innovation by employees	17	40	21	14	7	57%	67%	47%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	22	44	22	7	7	66%	73%	48%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	22	43	22	7	7	65%	70%	56%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	21	33	17	18	11	55%	60%	44%	48%
Q6h. I feel that senior managers listen to employees	20	21	28	18	13	41%	54%	40%	44%
Q7c. I feel that change is managed well in my organisation	14	26	27	21	12	40%	47%	43%	42%

KEY





EXPLORE THE FULL RESULTS

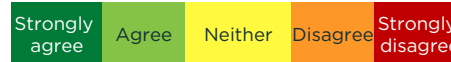
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

COMMUNICATION	62% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q5c. My manager communicates effectively with me	36	31	19	8	8	66%	64%	70%	72%
Q5d. My manager encourages and values employee input	37	37	13	7	8	74%	74%	70%	73%
Q5e. My manager involves my workgroup in decisions about our work	31	37	15	8	8	69%	71%	66%	68%
Q6g. I feel that senior managers keep employees informed about what's going on	21	33	17	18	11	55%	60%	44%	48%
Q6h. I feel that senior managers listen to employees	20	21	28	18	13	41%	54%	40%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	26	44	13	13	8	70%	71%	68%	69%

KEY





EXPLORE THE FULL RESULTS

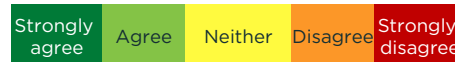
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

HIGH PERFORMANCE	65% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1a. I understand what is expected of me to do well in my role	26	51	10	10	77%	81%	92%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	35	42	13	7	77%	81%	79%	79%
Q3f. I have received appropriate training and development to do my job well	17	40	26	13	57%	65%	70%	66%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	28	43	19		71%	69%	72%	75%
Q5f. I have confidence in the decisions my manager makes	30	30	21	9	60%	66%	66%	69%
Q6d. Senior managers encourage innovation by employees	17	40	21	14	57%	67%	47%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	22	44	22	7	66%	73%	48%	53%
Q7a. My organisation focuses on improving the work we do	31	42	22		72%	77%	67%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	22	35	28	12	56%	69%	54%	57%

KEY



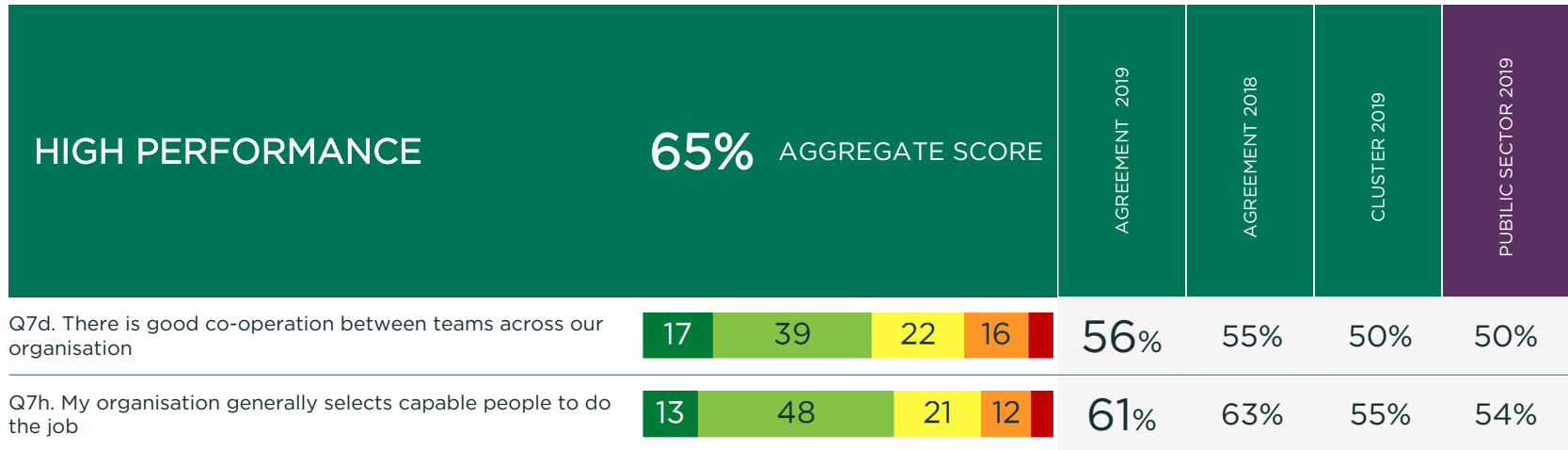


EXPLORE THE FULL RESULTS

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.

Results are rounded and may not add up to 100%



KEY





EXPLORE THE FULL RESULTS

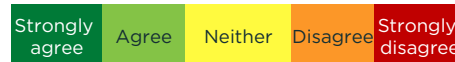
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

PUBLIC SECTOR VALUES	63% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q2a. My workgroup strives to achieve customer/client satisfaction	42	46				89%	89%	87%	86%
Q2e. People in my workgroup treat each other with respect	35	43	13			78%	83%	72%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	28	43	19			71%	69%	72%	75%
Q5b. My manager listens to what I have to say	39	40	9			80%	70%	74%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	18	31	21	21	8	49%	48%	47%	51%
Q6c. I feel that senior managers model the values of my organisation	19	27	24	16	14	46%	54%	48%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	22	43	22	7		65%	70%	56%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	21	33	17	18	11	55%	60%	44%	48%
Q6h. I feel that senior managers listen to employees	20	21	28	18	13	41%	54%	40%	44%

KEY



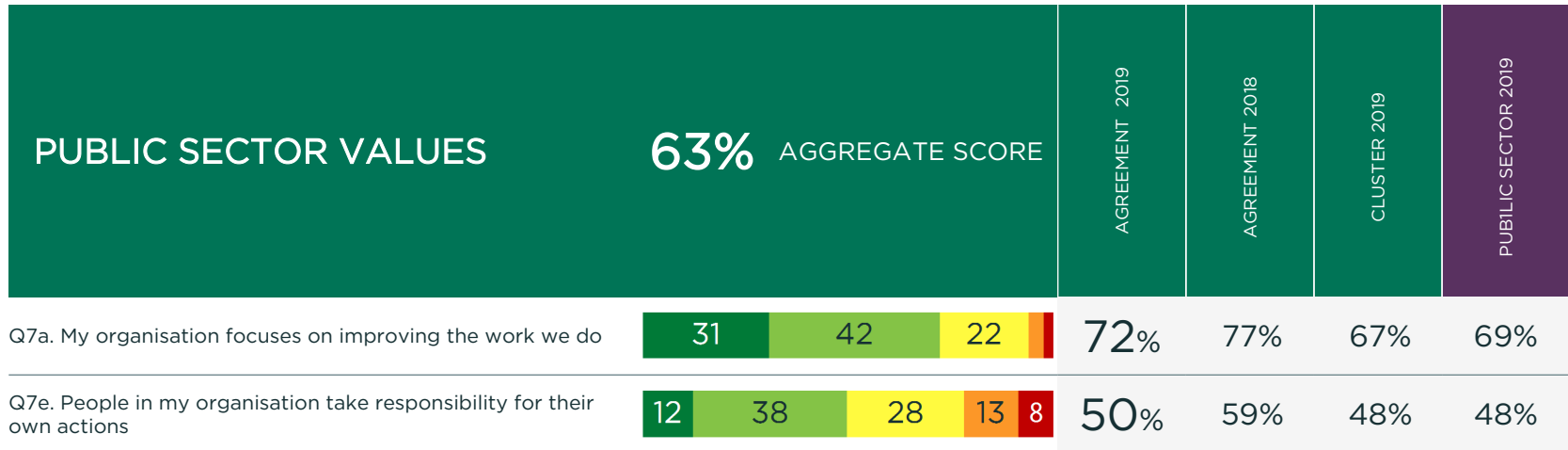


EXPLORE THE FULL RESULTS

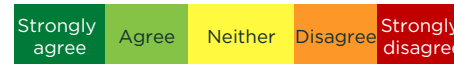
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY





EXPLORE THE FULL RESULTS

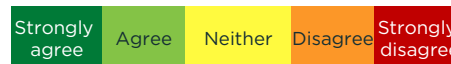
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

DIVERSITY & INCLUSION	76% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	17	40	15	22	57%	64%	66%	67%
Q5b. My manager listens to what I have to say	39	40	9		80%	70%	74%	76%
Q5d. My manager encourages and values employee input	37	37	13	7	74%	74%	70%	73%
Q6i. Senior managers in my organisation support the career advancement of women	32	36	24		67%	61%	54%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	37	44	12		81%	76%	75%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	36	45	13		81%	79%	75%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	26	44	13	13	70%	71%	68%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	43	46	8		89%	71%	58%	59%
Q8e. My manager supports flexible working in my team	50	38	8		88%	74%	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.

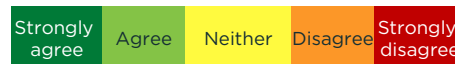
Results are rounded and may not add up to 100%

FLEXIBLE WORKING

88% AGGREGATE SCORE

		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>		89%	71%	58%	59%
Q8e. My manager supports flexible working in my team		88%	74%	61%	63%

KEY



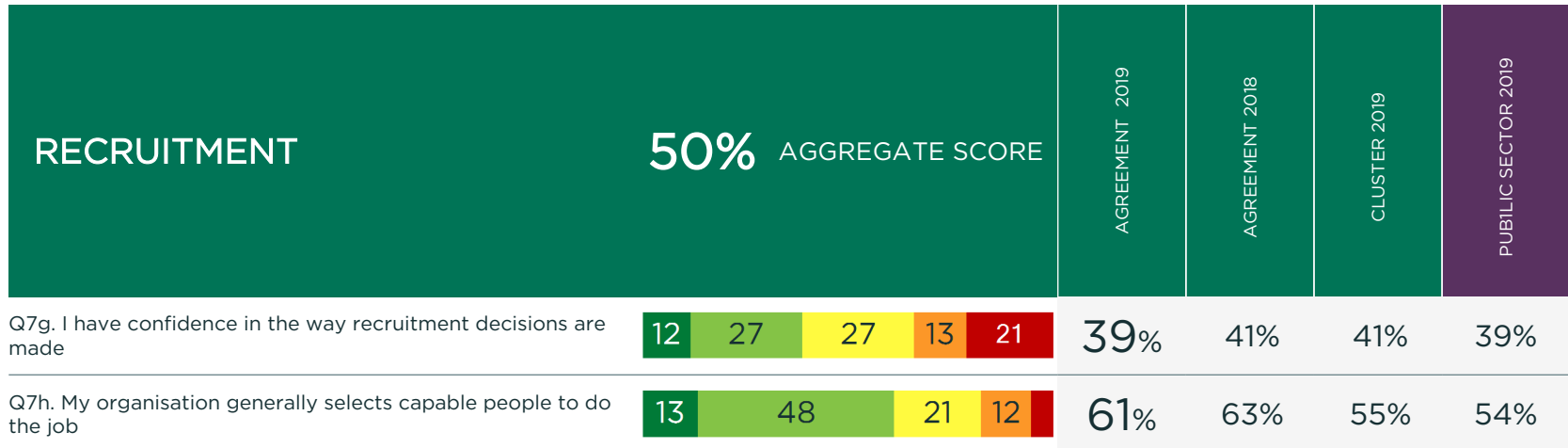


EXPLORE THE FULL RESULTS

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.

Results are rounded and may not add up to 100%



KEY





EXPLORE THE FULL RESULTS

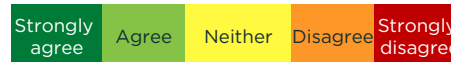
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT	51% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	17	45	13	18	7	63%	60%	65%	66%
Q3e. My performance is assessed against clear criteria	15	30	26	22	8	45%	50%	60%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation	14	24	27	17	18	38%	50%	53%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do	38	34	13	9		72%	69%	66%	69%
Q5h. My manager deals appropriately with employees who perform poorly	18	15	42	10	15	33%	33%	47%	48%
Q7f. My organisation is committed to developing its employees	19	35	30	8		55%	62%	51%	53%

KEY





EXPLORE THE FULL RESULTS

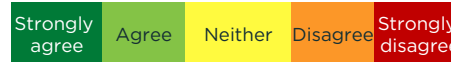
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

	69% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	17	40	15	22		57%	64%	66%	67%
Q1f. I am able to keep my work stress at an acceptable level	15	46	17	14	8	61%	62%	62%	61%
Q2c. I receive help and support from other members of my workgroup	38	46	11			84%	85%	80%	81%
Q2d. There is good team spirit in my workgroup	31	41	14	9		72%	75%	68%	70%

KEY



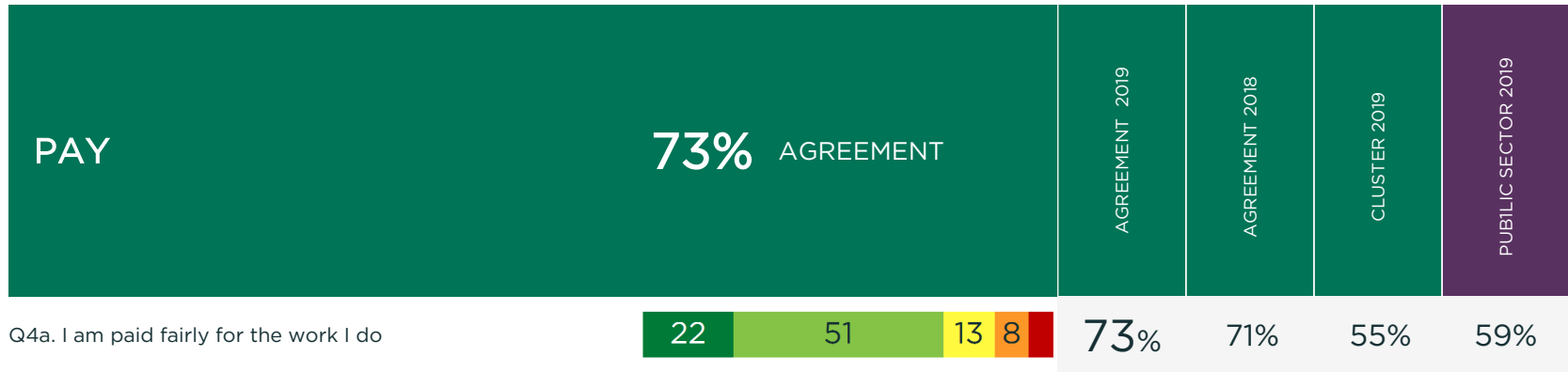


EXPLORE THE FULL RESULTS

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.

Results are rounded and may not add up to 100%



KEY



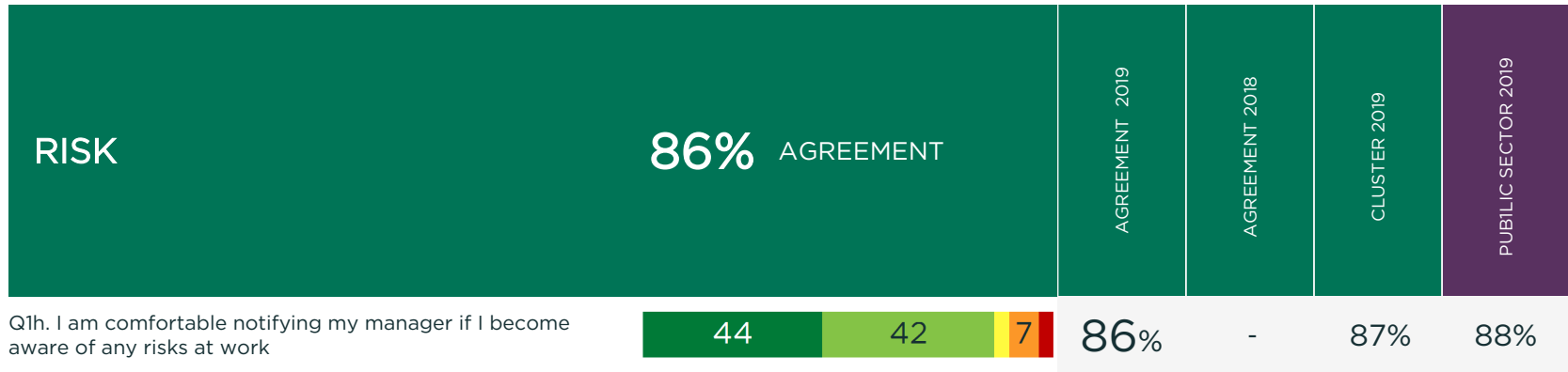


EXPLORE THE FULL RESULTS

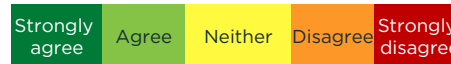
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY



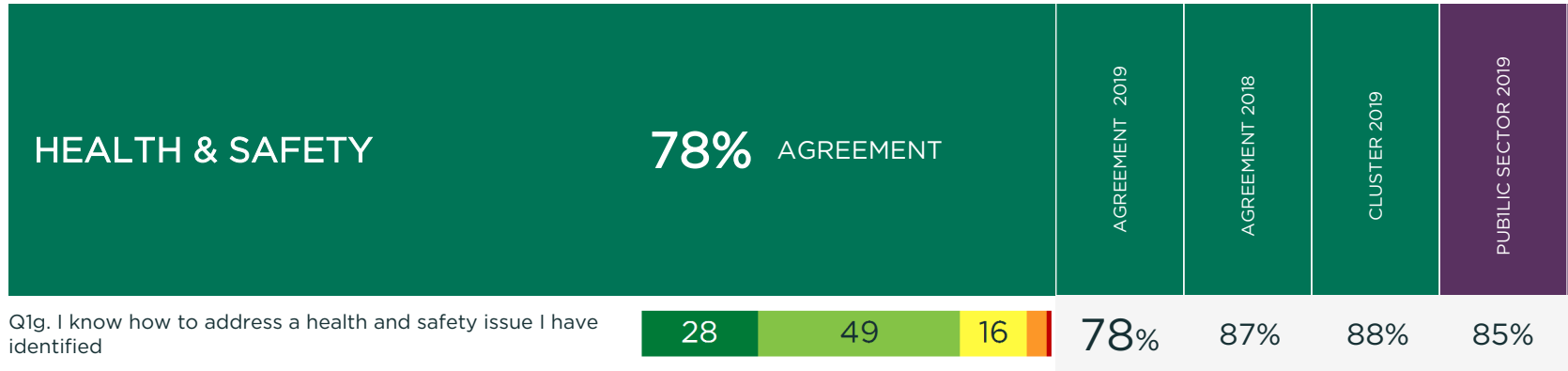


EXPLORE THE FULL RESULTS

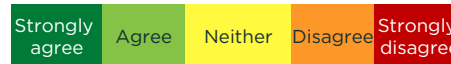
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



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.

Results are rounded and may not add up to 100%

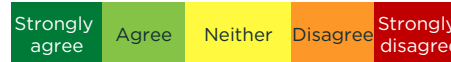
ACTION ON RESULTS

50% AGREEMENT

Q10a. I believe action will be taken on the results from this survey by my organisation



KEY



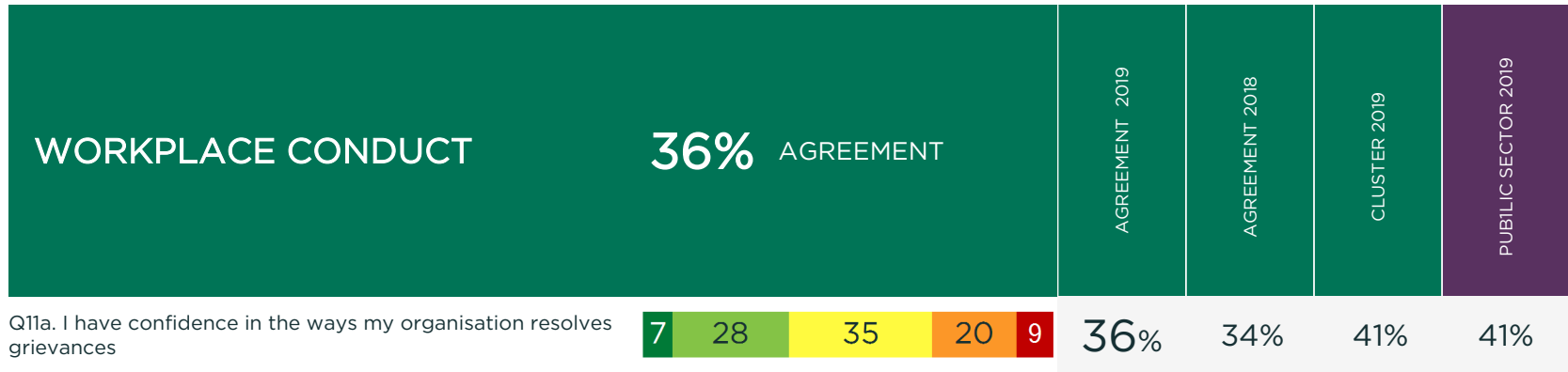


EXPLORE THE FULL RESULTS

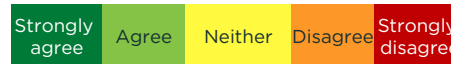
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY





WELLBEING AND ENGAGEMENT

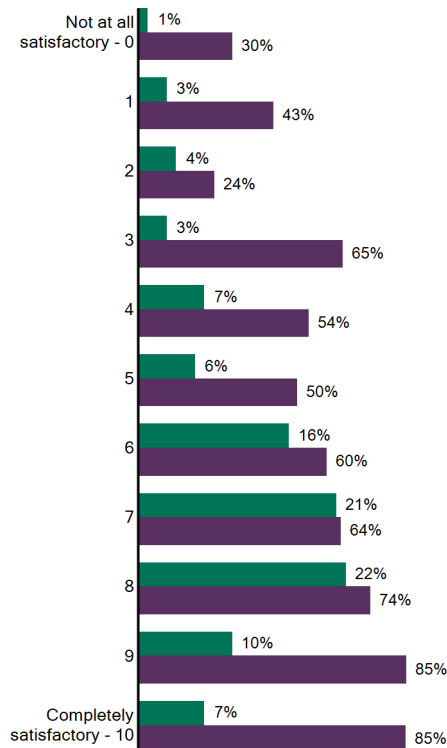
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

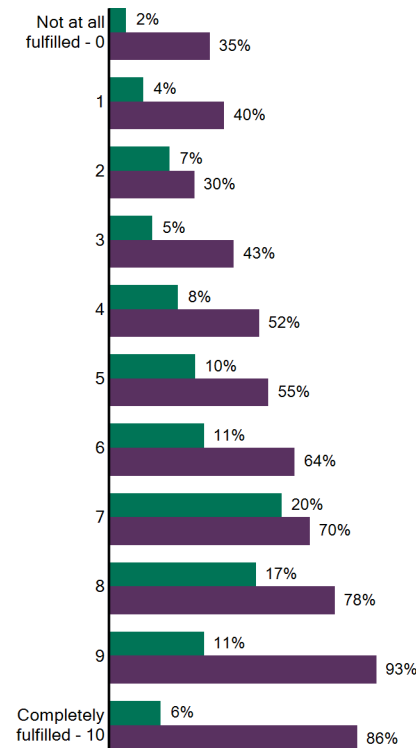
This compares Wellbeing to Engagement.

Q1i. In general, my sense of wellbeing is.....



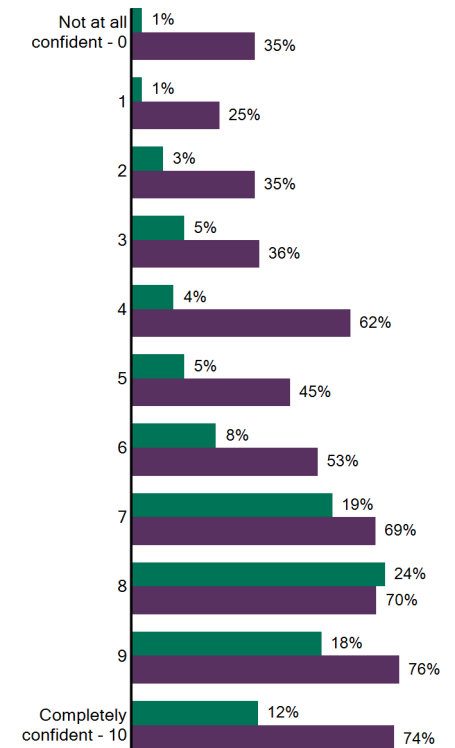
Proportion of respondents answering each response option

Q1j. I find my life at work fulfilling



Employee engagement score

Q1k. I am confident that I am contributing my best at work





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes		75%	68%	71%	71%
No		25%	32%	29%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		79%	78%	74%	76%
No		21%	22%	26%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		71%	67%	58%	60%
No		29%	33%	42%	40%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

MOBILITY

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

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?

Yes		54%	54%	40%	41%
No		46%	46%	60%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

MOBILITY

Q3i. Are there barriers preventing you from moving to another role? If so, what are they? (select all that apply)

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Lack of visible opportunities		36%	39%	29%	29%
Lack of promotion opportunities		32%	36%	26%	28%
There are no major barriers to my career progression		30%	30%	31%	29%
Geographic location considerations		22%	20%	22%	25%
Personal/family considerations		22%	16%	28%	29%
The application/recruitment process is too cumbersome or time consuming		16%	20%	17%	22%
Lack of support for temporary assignments/secondments		14%	9%	14%	15%
Lack of support from my manager/supervisor		13%	21%	14%	13%
Lack of required capabilities or experience		11%	11%	10%	11%
Insufficient training and development		7%	9%	15%	15%
Other		6%	6%	8%	9%

% are calculated with the number of unique respondents (N = 165 to this question)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q12a. In the last 12 months I have witnessed misconduct/wrongdoing at work					
Yes		22%	23%	32%	27%
No		58%	58%	51%	56%
Don't know		20%	19%	17%	17%
Q12b. If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?					
Yes		53%	26%	67%	65%
No		42%	74%	30%	32%
Don't know		6%	-	4%	4%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

Q13a. In the last 12 months I have witnessed bullying at work

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes		29%	37%	39%	33%
No		60%	57%	52%	57%
Don't know		11%	6%	10%	10%

Q13b. In the last 12 months I have been subjected to bullying at work

Yes		21%	17%	21%	18%
No		73%	78%	72%	75%
Don't know		6%	5%	7%	7%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

Q13c. 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

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Your immediate manager/supervisor		43%	35%	23%	23%
A senior manager		34%	35%	18%	21%
A fellow worker at your level		14%	10%	31%	27%
A subordinate		3%	5%	6%	7%
Other		3%	-	6%	5%
Prefer not to say		3%	15%	12%	13%
A client or customer		0%	-	2%	3%
A member of the public other than a client or customer		0%	-	1%	1%



EXPLORE THE FULL RESULTS

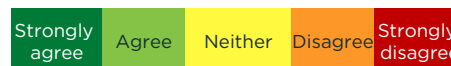
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

HEALTH CUSTOMISED QUESTIONS						AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019
Q1. I believe I am valued for what I can offer at my workplace	23	44	17	9	7	67%	71%	71%
Q2. In my workplace, we recognise our successes and innovations	21	49	20	8		69%	77%	66%
Q3. Overall, I have confidence in the decisions made by my senior managers	17	38	18	19	8	55%	56%	54%
Q4. I have a say in decisions which affect my work	18	36	25	13	8	54%	57%	53%
Q5. Where I work, we share the lessons learnt when mistakes are made	17	38	25	16		54%	66%	67%
Q6. My team's objectives/work plans are clearly outlined	19	41	19	17		59%	62%	66%
Q7. Our objectives/work plans help us to deliver a quality service	18	38	27	13		56%	61%	67%
Q8. Overall, I believe the culture at my workplace has improved in the last 12 months	13	15	38	17	17	28%	31%	45%

KEY





EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

HEALTH		2019	CLUSTER 2019
CUSTOMISED QUESTIONS			
Q9. How often do you feel culturally safe in the workplace?			
Always		62%	63%
Often		28%	25%
About half the time		7%	7%
Seldom		1%	3%
Never		2%	2%
Q10. In the past 12 months have you experienced racism in the workplace?			
Yes		2%	11%
No		98%	89%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

HEALTH

CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10a. Please indicate the role of the person who was the source of most of the racist behaviour in the workplace.

A senior manager	(r)
Your immediate manager / supervisor	(r)
A fellow worker at your level	(r)
A subordinate / worker below your level	(r)
A client or patient	(r)
A member of the public other than a client or patient	(r)
Other	(r)
Prefer not to say	(r)



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

HEALTH CUSTOMISED QUESTIONS	2019	CLUSTER 2019
--------------------------------	------	--------------

Q10b1. Verbal abuse or harassment

Never	(r)
Once	(r)
Twice	(r)
3-5 times	(r)
More than 5 times	(r)



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

HEALTH	2019	CLUSTER 2019
--------	------	--------------

Q10b2. Other abuse or harassment

Never	(r)	
Once	(r)	
Twice	(r)	
3-5 times	(r)	
More than 5 times	(r)	



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

HEALTH	2019	CLUSTER 2019
--------	------	--------------

Q10b3. Racial jokes or slurs, imitating accent

Never	(r)	
Once	(r)	
Twice	(r)	
3-5 times	(r)	
More than 5 times	(r)	



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

HEALTH

CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10b4. Exclusion or avoidance in the workplace

Never	(r)
Once	(r)
Twice	(r)
3-5 times	(r)
More than 5 times	(r)



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10b5. Exclusion from employment opportunities

Never	(r)
Once	(r)
Twice	(r)
3-5 times	(r)
More than 5 times	(r)



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

HEALTH	2019	CLUSTER 2019
--------	------	--------------

Q10b6. Racist material displayed in the workplace

Never	(r)	
Once	(r)	
Twice	(r)	
3-5 times	(r)	
More than 5 times	(r)	



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

HEALTH

CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q11. Which of the following best describes your current role?
Please select the most appropriate response from the list below.

	2019	CLUSTER 2019
Junior Medical Officer	0%	2%
Career Medical Officer, Hospitalist	0%	0%
Staff Specialist	1%	2%
Visiting Medical Officer	0%	0%
Clinical Academic	0%	0%
Assistant in Nursing	0%	1%
Enrolled Nurse	0%	3%
Registered Nurse/Midwife, Clinical Nurse/Midwife Specialist, Clinical Nurse/Midwife Consultant, Practitioner	0%	23%
Nurse/Midwifery Educator and Clinical Nurse/Midwifery Educator	0%	2%
Nurse/Midwifery Manager	0%	3%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

HEALTH CUSTOMISED QUESTIONS		2019	CLUSTER 2019
Q11. Which of the following best describes your current role? Please select the most appropriate response from the list below.			
Support Officers		2%	2%
Information Management (eg. Librarian, Medical Records and Data Manager)		2%	1%
Clinical Support Executive (eg. Hospital Executive, Local Health Network Executive)		0%	0%
Administrative and Executive Assistant		5%	9%
Corporate Services		4%	3%
Senior Manager/Executive		7%	2%
Allied Health Professional		1%	11%
Allied Health Assistant		0%	1%
Health Education, Health Promotion and Health Protection		1%	1%
Counsellor, Welfare Support		0%	0%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q11. Which of the following best describes your current role?
Please select the most appropriate response from the list below.

	2019	CLUSTER 2019
Interpreters and Liaison Officer	0%	0%
Aboriginal Health Workers and Aboriginal Education Officers	0%	0%
Technician/Technologist	0%	1%
Hospital Scientist/Biomedical Engineers	0%	1%
Researchers	1%	0%
Data Analyst	4%	1%
Technical Officers/Technical Assistant	1%	2%
Dental Officer, Therapists and Hygienist	0%	0%
Dental Specialist	0%	0%
Dental Assistant	0%	1%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

HEALTH CUSTOMISED QUESTIONS	2019	CLUSTER 2019
Q11. Which of the following best describes your current role? Please select the most appropriate response from the list below.		
Trainee Dental Assistant	0%	0%
Operational Ambulance Officers (including Educators, DOM, DOCO, Paramedic, AOOO, OCO, SOCO, SO, PTO)	0%	3%
Operational Ambulance Managers (incl Zone Managers, Deputy Director Operations, Control Centre Manager)	0%	0%
Project Director	1%	0%
Project Manager	22%	1%
Project Officer	26%	1%
Cleaning, Linen and Food	0%	5%
Motor Vehicle, Patient Transport	0%	0%
Security Services, Fire Safety	0%	1%
Residential Care Attendant, Patient Care Assistant, Patient Services, Wardsperson	0%	1%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

HEALTH

CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q11. Which of the following best describes your current role?
Please select the most appropriate response from the list below.

	2019	CLUSTER 2019
Warehouse staff	0%	0%
Tradesperson	0%	1%
Apprentice Trade Worker and Trade Assistant	0%	0%
Trainee	1%	0%
Volunteer	0%	0%
Other job role	11%	5%
Prefer not to say	12%	7%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%











		PERCENTAGE
GENDER		
Male		20%
Female		78%
Other		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
AGE		
15-19		0%
20-24		3%
25-29		4%
30-34		16%
35-39		14%
40-44		16%
45-49		17%
50-54		14%
55-59		10%
60-64		4%
65+		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

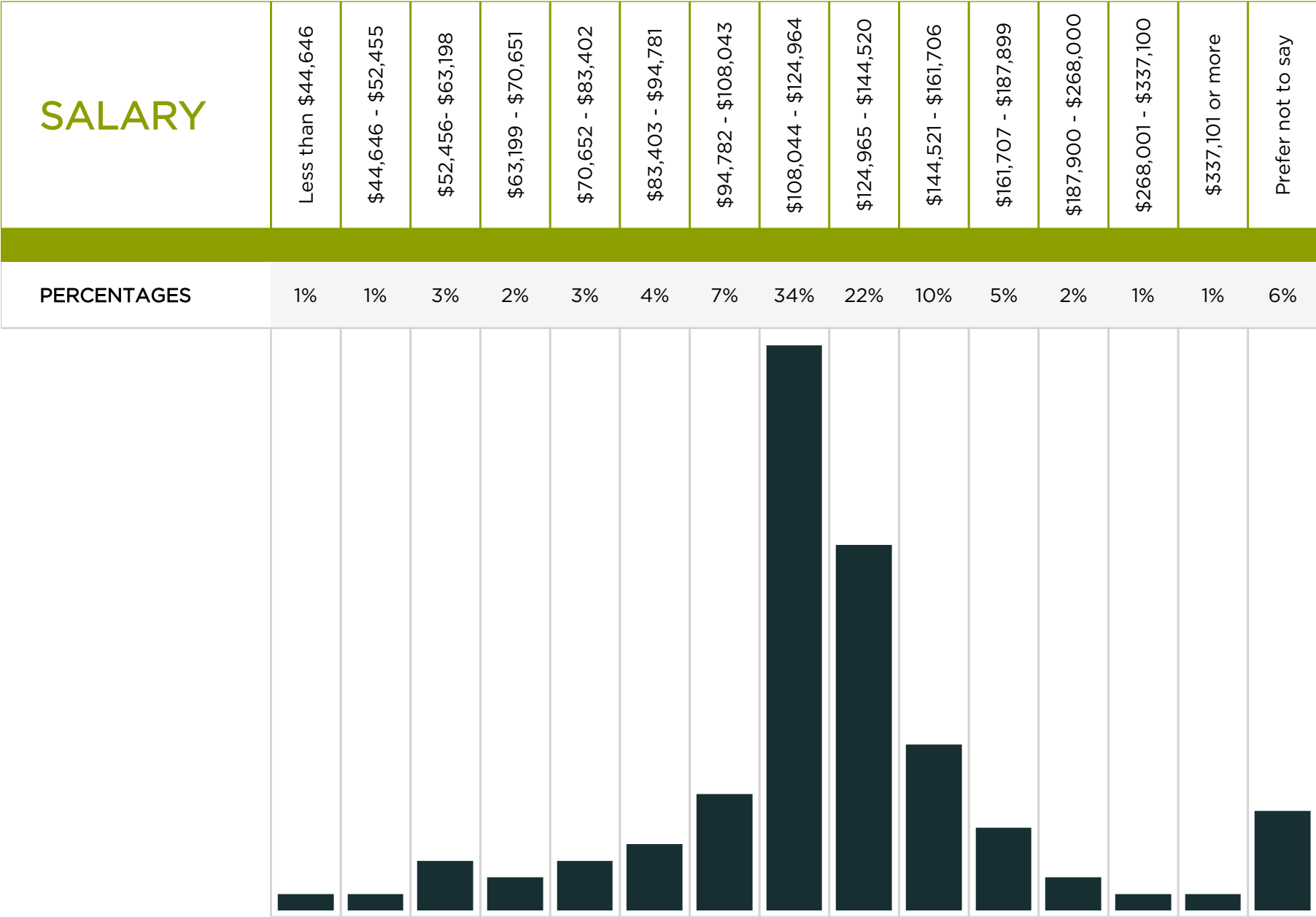
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	3%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	5%
Administrative support (e.g. executive/personal assistant, receptionist)	6%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	11%
Policy	3%
Research	7%
Program and project management support	59%
Legal (including developing and/or reviewing legislation)	0%
Other	7%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		33%
1 - 2 years		17%
2 - 5 years		26%
5 - 10 years		18%
10 - 20 years		5%
More than 20 years		1%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
Working from home		81%
Flexible start and finish times		73%
Working from different locations		43%
Working additional hours to make up for time off		24%
Part-time work		14%
Working more hours over fewer days		11%
Leave without pay		10%

% are calculated with the number of unique respondents (N = 164 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
Study leave		10%
None of the above		9%
Flexible scheduling for rostered workers		1%
Job sharing		1%
Other		1%
Purchasing annual leave		1%

% are calculated with the number of unique respondents (N = 164 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.

Results are rounded and may not add up to 100%

	Agency for Clinical Innovation	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	169	5	8	9	18	5	11	96	0	11
EMPLOYEE ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)	67%	(r)	(r)
ENGAGEMENT WITH WORK	67%	(r)	(r)	(r)	(r)	(r)	(r)	68%	(r)	(r)
SENIOR MANAGERS	51%	(r)	(r)	(r)	(r)	(r)	(r)	56%	(r)	(r)
COMMUNICATION	62%	(r)	(r)	(r)	(r)	(r)	(r)	64%	(r)	(r)
HIGH PERFORMANCE	65%	(r)	(r)	(r)	(r)	(r)	(r)	68%	(r)	(r)
PUBLIC SECTOR VALUES	63%	(r)	(r)	(r)	(r)	(r)	(r)	65%	(r)	(r)
DIVERSITY & INCLUSION	76%	(r)	(r)	(r)	(r)	(r)	(r)	78%	(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.

Results are rounded and may not add up to 100%

	Agency for Clinical Innovation	Less than \$44,646	\$44,646 - \$52,455	\$52,456 - \$63,198	\$63,199 - \$70,651	\$70,652 - \$83,402	\$83,403 - \$94,781	\$94,782 - \$108,043	\$108,044 - \$124,964	\$124,965 - \$144,520	\$144,521 - \$161,706	\$161,707 - \$187,899	\$187,900 - \$268,000	\$268,001 - \$337,100
NUMBER OF RESPONDENTS	169	1	1	5	3	5	6	12	55	35	17	8	3	1
EMPLOYEE ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	69%	69%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	71%	66%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	60%	49%	(r)	(r)	(r)	(r)
COMMUNICATION	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	68%	58%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	70%	60%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	69%	59%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	78%	75%	(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.

Results are rounded and may not add up to 100%

	Agency for Clinical Innovation	\$337,101 or more	Prefer not to say
NUMBER OF RESPONDENTS	169	1	9
EMPLOYEE ENGAGEMENT	65%	(r)	(r)
ENGAGEMENT WITH WORK	67%	(r)	(r)
SENIOR MANAGERS	51%	(r)	(r)
COMMUNICATION	62%	(r)	(r)
HIGH PERFORMANCE	65%	(r)	(r)
PUBLIC SECTOR VALUES	63%	(r)	(r)
DIVERSITY & INCLUSION	76%	(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.

Results are rounded and may not add up to 100%

	Agency for Clinical Innovation	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	169	54	28	43	30	8	1
EMPLOYEE ENGAGEMENT	65%	77%	(r)	64%	50%	(r)	(r)
ENGAGEMENT WITH WORK	67%	79%	(r)	58%	51%	(r)	(r)
SENIOR MANAGERS	51%	64%	(r)	49%	38%	(r)	(r)
COMMUNICATION	62%	75%	(r)	57%	51%	(r)	(r)
HIGH PERFORMANCE	65%	72%	(r)	63%	57%	(r)	(r)
PUBLIC SECTOR VALUES	63%	73%	(r)	61%	54%	(r)	(r)
DIVERSITY & INCLUSION	76%	82%	(r)	73%	71%	(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.

Results are rounded and may not add up to 100%

	Agency for Clinical Innovation	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	169	119	18	39	2	23	2	71	133	1	17	16	2	14
EMPLOYEE ENGAGEMENT	65%	66%	(r)	66%	(r)	(r)	(r)	62%	65%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	67%	67%	(r)	70%	(r)	(r)	(r)	63%	64%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	51%	53%	(r)	53%	(r)	(r)	(r)	49%	52%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	62%	65%	(r)	65%	(r)	(r)	(r)	57%	61%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	65%	66%	(r)	65%	(r)	(r)	(r)	61%	64%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	63%	64%	(r)	64%	(r)	(r)	(r)	58%	62%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	76%	78%	(r)	79%	(r)	(r)	(r)	73%	77%	(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



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.

Results are rounded and may not add up to 100%

	Agency for Clinical Innovation	Sydney East	Sydney West	Sydney - North Sydney and Hornsby	Sydney - City and Inner South	Sydney - Eastern Suburbs	Far West and Orana	Newcastle and Lake Macquarie	Richmond - Tweed	Sydney - Baulkham Hills and Hawkesbury	Sydney - Inner South West	Sydney - Parramatta	Sydney - South West	Capital Region
NUMBER OF RESPONDENTS	169	148	3	141	3	3	1	1	1	1	1	1	1	0
EMPLOYEE ENGAGEMENT	65%	65%	(r)	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	67%	67%	(r)	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	51%	51%	(r)	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	62%	62%	(r)	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	65%	64%	(r)	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	63%	63%	(r)	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	76%	76%	(r)	77%	(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



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.

Results are rounded and may not add up to 100%

	Agency for Clinical Innovation	Central Coast	Central West	Coffs Harbour - Grafton	Hunter Valley exc Newcastle	Illawarra	Mid North Coast	Murray	New England and North West	Outside NSW	Riverina	Southern Highlands and Shoalhaven	Sydney - Blacktown	Sydney - Inner West
NUMBER OF RESPONDENTS	169	0	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	76%	(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.

Results are rounded and may not add up to 100%

	Agency for Clinical Innovation	Sydney - Northern Beaches	Sydney - Outer South West	Sydney - Outer West and Blue Mountains	Sydney - Ryde	Sydney - Sutherland
NUMBER OF RESPONDENTS	169	0	0	0	0	0
EMPLOYEE ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	67%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	51%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	62%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	65%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	63%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	76%	(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 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.

Results are rounded and may not add up to 100%

	Agency for Clinical Innovation	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
NUMBER OF RESPONDENTS	169	0	4	6	26	23	26	27	22	16	7	3
EMPLOYEE ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	76%	(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.

Results are rounded and may not add up to 100%

	Agency for Clinical Innovation	Male	Female	Other
NUMBER OF RESPONDENTS	169	32	128	4
EMPLOYEE ENGAGEMENT	65%	59%	67%	(r)
ENGAGEMENT WITH WORK	67%	64%	68%	(r)
SENIOR MANAGERS	51%	51%	51%	(r)
COMMUNICATION	62%	62%	62%	(r)
HIGH PERFORMANCE	65%	59%	66%	(r)
PUBLIC SECTOR VALUES	63%	65%	62%	(r)
DIVERSITY & INCLUSION	76%	78%	75%	(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.

Results are rounded and may not add up to 100%

	Agency for Clinical Innovation	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	169	0	0	2	0	0	0	0	0	0	0	3	3	0
EMPLOYEE ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	76%	(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.

Results are rounded and may not add up to 100%

	Agency for Clinical Innovation	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	169	9	6	11	1	0	2	0	0	0	0	0	2	6
EMPLOYEE ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	76%	(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.

Results are rounded and may not add up to 100%

	Agency for Clinical Innovation	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	169	1	0	0	0	0	0	0	2	36	44	0	0	0
EMPLOYEE ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	66%	64%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	70%	53%	(r)	(r)	(r)
SENIOR MANAGERS	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	49%	57%	(r)	(r)	(r)
COMMUNICATION	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	63%	66%	(r)	(r)	(r)
HIGH PERFORMANCE	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	67%	66%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	62%	64%	(r)	(r)	(r)
DIVERSITY & INCLUSION	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	79%	78%	(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.

Results are rounded and may not add up to 100%

	Agency for Clinical Innovation	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	169	0	0	0	0	1	0	18	20
EMPLOYEE ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	76%	(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 2019 People Matter Employee Survey which was open from 30 May to 28 June 2019.

i PRIVACY

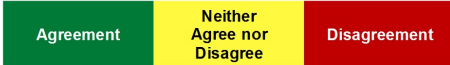
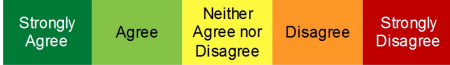
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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 METHODOLOGY

See the 2018 Main Findings report on the Public Service Commission web site.