people matter

2019 | NSW Public Sector Employee Survey

AGENCY REPORT

Health

Health Education & Training Institute

NSW GOVERNMENT | Public Service Commission

ORC INTERNATIONAL

Contents

RESPONSE RATE

100%

183 OF 183 RESPONDENTS

RESPONSE RATE 2018: 91%

EMPLOYEE ENGAGEMENT

66% ⬆

DIFFERENCE FROM 2018	+1	(65%)
DIFFERENCE FROM CLUSTER	+1	(65%)
DIFFERENCE FROM PUBLIC SECTOR	0	(66%)

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

ENGAGEMENT WITH WORK

74% ⬇

DIFFERENCE FROM 2018	-3	(78%)
DIFFERENCE FROM CLUSTER	+1	(73%)
DIFFERENCE FROM PUBLIC SECTOR	+2	(73%)

SENIOR MANAGERS

57% ⬆

DIFFERENCE FROM 2018	+2	(55%)
DIFFERENCE FROM CLUSTER	+11	(46%)
DIFFERENCE FROM PUBLIC SECTOR	+7	(50%)

COMMUNICATION

71% ⬆

DIFFERENCE FROM 2018	+2	(69%)
DIFFERENCE FROM CLUSTER	+11	(60%)
DIFFERENCE FROM PUBLIC SECTOR	+9	(62%)

HIGH PERFORMANCE

72% ⬆

DIFFERENCE FROM 2018	+1	(70%)
DIFFERENCE FROM CLUSTER	+8	(64%)
DIFFERENCE FROM PUBLIC SECTOR	+7	(65%)

PUBLIC SECTOR VALUES

71% ⬆

DIFFERENCE FROM 2018	+2	(69%)
DIFFERENCE FROM CLUSTER	+12	(60%)
DIFFERENCE FROM PUBLIC SECTOR	+9	(62%)

DIVERSITY & INCLUSION

79% ⬆

DIFFERENCE FROM 2018	+3	(77%)
DIFFERENCE FROM CLUSTER	+12	(67%)
DIFFERENCE FROM PUBLIC SECTOR	+10	(69%)

FLEXIBLE WORKING SATISFACTION

68% –

DIFFERENCE FROM 2018	0	(68%)
DIFFERENCE FROM CLUSTER	+11	(58%)
DIFFERENCE FROM PUBLIC SECTOR	+9	(59%)

ACTION ON RESULTS

57% ⬆

DIFFERENCE FROM 2018	+3	(53%)
DIFFERENCE FROM CLUSTER	+17	(40%)
DIFFERENCE FROM PUBLIC SECTOR	+17	(39%)

HIGHEST AND LOWEST QUESTIONS

HIGHEST SCORING AGREEMENT QUESTIONS

		AGREEMENT 2019	AGREEMENT 2018
2a.	My workgroup strives to achieve customer/client satisfaction	95%	93%
1g.	I know how to address a health and safety issue I have identified	91%	91%
1h.	I am comfortable notifying my manager if I become aware of any risks at work	91%	-
2c.	I receive help and support from other members of my workgroup	90%	87%
2b.	My workgroup works collaboratively to achieve its objectives	87%	84%
2e.	People in my workgroup treat each other with respect	86%	82%
1a.	I understand what is expected of me to do well in my role	85%	87%
5g.	My manager provides acknowledgement or other recognition for the work I do	85%	75%
8b.	Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	84%	83%
5a.	My manager encourages people in my workgroup to keep improving the work they do	84%	79%

LOWEST SCORING AGREEMENT QUESTIONS

		AGREEMENT 2019	AGREEMENT 2018
7c.	I feel that change is managed well in my organisation	42%	40%
11a.	I have confidence in the ways my organisation resolves grievances	44%	36%
7g.	I have confidence in the way recruitment decisions are made	46%	46%
7d.	There is good co-operation between teams across our organisation	46%	50%
6b.	I feel that senior managers effectively lead and manage change	51%	49%
3g.	I am satisfied with the opportunities available for career development in my organisation	54%	52%
6g.	I feel that senior managers keep employees informed about what's going on	55%	56%
6a.	I believe senior managers provide clear direction for the future of the organisation	56%	56%
6h.	I feel that senior managers listen to employees	56%	53%
10a.	I believe action will be taken on the results from this survey by my organisation	57%	53%

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
3e.	My performance is assessed against clear criteria	63%	49%
5h.	My manager deals appropriately with employees who perform poorly	59%	49%
5g.	My manager provides acknowledgement or other recognition for the work I do	85%	75%
11a.	I have confidence in the ways my organisation resolves grievances	44%	36%
3f.	I have received appropriate training and development to do my job well	76%	69%
8e.	My manager supports flexible working in my team	84%	78%
7a.	My organisation focuses on improving the work we do	82%	77%
3d.	In the last 12 months I received useful feedback on my work to enable me to deliver required results	78%	73%
6c.	I feel that senior managers model the values of my organisation	57%	53%
5d.	My manager encourages and values employee input	83%	78%

	LEAST IMPROVED AGREEMENT QUESTIONS	AGREEMENT 2019	AGREEMENT 2018
1c.	My job gives me a feeling of personal accomplishment	75%	81%
7d.	There is good co-operation between teams across our organisation	46%	50%
1f.	I am able to keep my work stress at an acceptable level	64%	67%
1d.	I feel motivated to contribute more than what is normally required at work	79%	81%
7b.	My organisation is making the necessary improvements to meet our future challenges	65%	67%
1a.	I understand what is expected of me to do well in my role	85%	87%
1e.	I am satisfied with my job	69%	70%
6g.	I feel that senior managers keep employees informed about what's going on	55%	56%
7h.	My organisation generally selects capable people to do the job	63%	63%
7e.	People in my organisation take responsibility for their own actions	57%	57%

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
Q11a. I have confidence in the ways my organisation resolves grievances	**44**%
Q7g. I have confidence in the way recruitment decisions are made	**46**%
Q7c. I feel that change is managed well in my organisation	**42**%
Q7d. There is good co-operation between teams across our organisation	**46**%
Q5h. My manager deals appropriately with employees who perform poorly	**59**%

HIGHEST NEUTRAL SCORING QUESTIONS	% NEUTRAL
Q11a. I have confidence in the ways my organisation resolves grievances	**40**%
Q7g. I have confidence in the way recruitment decisions are made	**34**%
Q7c. I feel that change is managed well in my organisation	**33**%
Q7d. There is good co-operation between teams across our organisation	**32**%
Q5h. My manager deals appropriately with employees who perform poorly	**29**%

DISAGREEMENT SCORES FOR HIGHEST NEUTRAL	% NEGATIVE
Q11a. I have confidence in the ways my organisation resolves grievances	**16**%
Q7g. I have confidence in the way recruitment decisions are made	**20**%
Q7c. I feel that change is managed well in my organisation	**25**%
Q7d. There is good co-operation between teams across our organisation	**22**%
Q5h. My manager deals appropriately with employees who perform poorly	**12**%

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: 183

Gender	Survey %
Male	23
Female	74
Other	3

Age	Survey %
15 - 34 years	18
35 - 54 years	59
55+ years	22

LOTE spoken at home	Survey %
Yes	24
No	69
Prefer not to say	7

Aboriginal and/or Torres Strait Islanders	Survey %
Yes	2
No	91
Prefer not to say	7

Disability	Survey %
Yes	5
No	89
Prefer not to say	7

LGBTI	Survey %
Yes	9
No	81
Prefer not to say	10

Employment Status	Survey %
Senior Executive (ongoing/permanent or term)	2
Ongoing/Permanent (other than senior executive)	61
Temporary (including temporary teachers and graduates)	10
Casual	1
Contract – Non Executive	18
Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	4
Other	2
Don't know	3

Manager of managers	Survey %
Yes	9
No	91

Supervisors	Survey %
Yes	32
No	68

Working arrangement	Survey %
Full-time	79
Part-time	21

Type of work	Survey %
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	9
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)	7
Administrative support (e.g. executive/personal assistant, receptionist)	12
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	14
Policy	1
Research	1
Program and project management support	41
Legal (including developing and/or reviewing legislation)	0
Other	16

Organisation Tenure	Survey %
Less than 1 year	18
1 - 2 years	16
2 - 5 years	30
5 - 10 years	26
10 - 20 years	7
More than 20 years	2

Salary	Survey %
$83,402 and below	19
$83,403 - $108,043	23
$108,044 - $144,520	32
$144,521 and above	8
Prefer not to say	18

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.
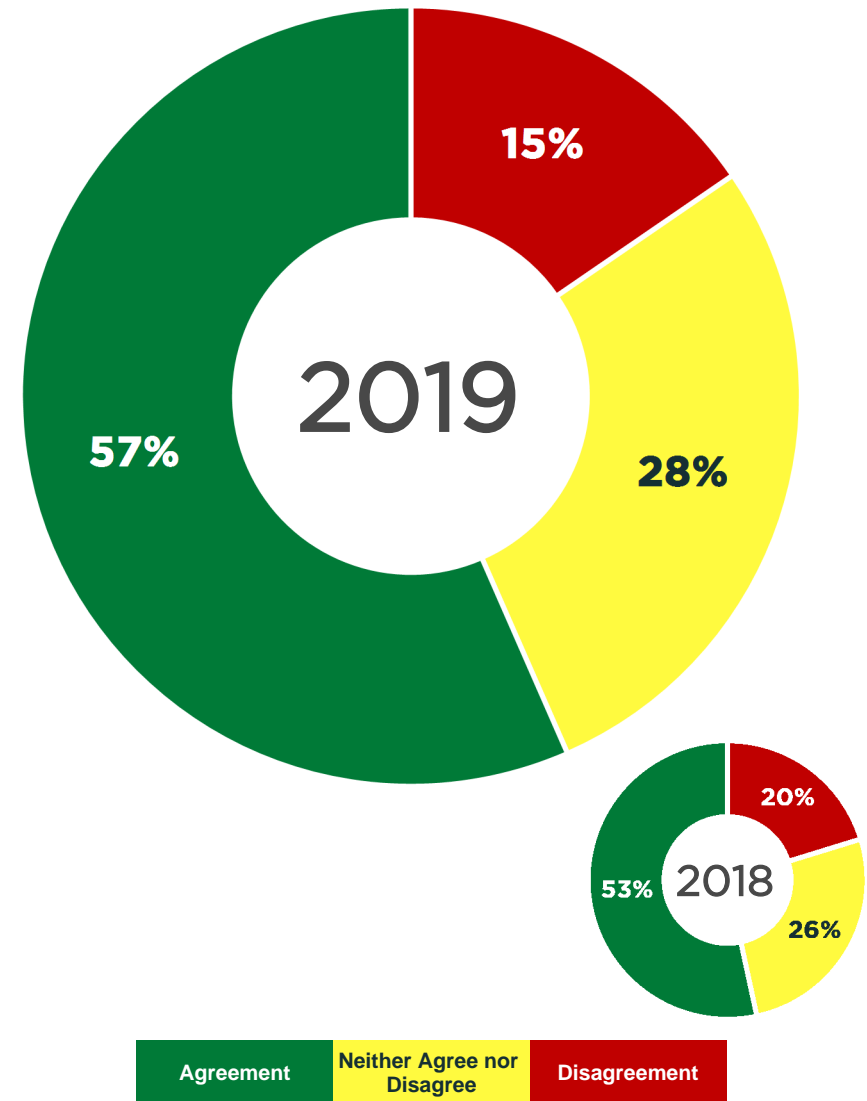
Results are rounded and may not add up to 100%

57%

of employees replied favourably to:

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

39%	40%	53%
SECTOR	CLUSTER	2018

2019
- 57%
- 15%
- 28%

2018
- 53%
- 20%
- 26%

Agreement | Neither Agree nor Disagree | Disagreement

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

Rank		% AGREEMENT 2019	% AGREEMENT 2018	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	**Q6c.** I feel that senior managers model the values of my organisation	57%	53%	48%	52%
2	**Q6h.** I feel that senior managers listen to employees	56%	53%	40%	44%
3	**Q6b.** I feel that senior managers effectively lead and manage change	51%	49%	44%	47%
4	**Q7c.** I feel that change is managed well in my organisation	42%	40%	43%	42%
5	**Q6g.** I feel that senior managers keep employees informed about what's going on	55%	56%	44%	48%
6	**Q7a.** My organisation focuses on improving the work we do	82%	77%	67%	69%

BUSINESS UNIT COMPARISON

COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Health Education & Training Institute

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

Significant differences have been highlighted to demonstrate best practice and areas that require attention.

	Health Education & Training Institute	Corporate Support and Business Partnerships	Leadership Management Development & Educational Design	Medical	Mental Health	Professional Practice & Interprofessional Collaboration	Rural & Remote
NUMBER OF RESPONDENTS	183	33	35	21	24	44	16
EMPLOYEE ENGAGEMENT	66%	70%	68%	61%	60%	69%	63%
ENGAGEMENT WITH WORK	74%	80%	65%	59%	64%	90%	75%
SENIOR MANAGERS	57%	65%	62%	37%	57%	59%	64%
COMMUNICATION	71%	74%	72%	62%	65%	78%	71%
HIGH PERFORMANCE	72%	77%	76%	62%	60%	77%	71%
PUBLIC SECTOR VALUES	71%	74%	78%	57%	66%	75%	73%
DIVERSITY & INCLUSION	79%	80%	77%	64%	73%	88%	80%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

EXPLORE THE FULL RESULTS

Questions are grouped by 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 — 66% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	21 / 41 / 20 / 12	63%	60%	61%	62%
Q7j. I am proud to tell others I work for my organisation	26 / 44 / 20	70%	67%	69%	70%
Q7k. I feel a strong personal attachment to my organisation	21 / 39 / 26 / 8	60%	57%	61%	64%
Q7l. My organisation motivates me to help it achieve its objectives	18 / 44 / 22 / 9	62%	62%	54%	56%
Q7m. My organisation inspires me to do the best in my job	20 / 38 / 25 / 10	58%	58%	55%	56%

KEY

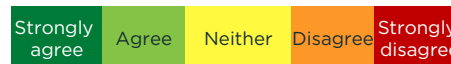| Strongly agree	Agree	Neither	Disagree	Strongly disagree

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

Results are rounded and may not add up to 100%

ENGAGEMENT WITH WORK — 74% AGGREGATE SCORE

		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1c. My job gives me a feeling of personal accomplishment	32 / 43 / 12 / 8	75%	81%	77%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	35 / 44 / 10 / 7	79%	81%	72%	72%
Q1e. I am satisfied with my job	23 / 45 / 15 / 10	69%	70%	70%	69%

KEY: Strongly agree | Agree | Neither | Disagree | Strongly disagree
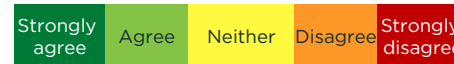
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Results are rounded and may not add up to 100%

SENIOR MANAGERS — 57% AGGREGATE SCORE

Question	Responses	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	17 / 39 / 24 / 12 / 8	56%	56%	47%	51%
Q6b. I feel that senior managers effectively lead and manage change	15 / 36 / 24 / 15 / 11	51%	49%	44%	47%
Q6c. I feel that senior managers model the values of my organisation	20 / 38 / 25 / 8 / 9	57%	53%	48%	52%
Q6d. Senior managers encourage innovation by employees	22 / 38 / 29	59%	59%	47%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	23 / 41 / 22	64%	63%	48%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	25 / 48 / 18	73%	70%	56%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	17 / 38 / 26 / 9 / 11	55%	56%	44%	48%
Q6h. I feel that senior managers listen to employees	17 / 39 / 24 / 9 / 10	56%	53%	40%	44%
Q7c. I feel that change is managed well in my organisation	13 / 28 / 33 / 15 / 11	42%	40%	43%	42%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

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 71% AGGREGATE SCORE

		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q5c. My manager communicates effectively with me	40 / 37 / 11 / 7	77%	74%	70%	72%
Q5d. My manager encourages and values employee input	47 / 36 / 10	83%	78%	70%	73%
Q5e. My manager involves my workgroup in decisions about our work	40 / 36 / 14	76%	74%	66%	68%
Q6g. I feel that senior managers keep employees informed about what's going on	17 / 38 / 26 / 9 / 11	55%	56%	44%	48%
Q6h. I feel that senior managers listen to employees	17 / 39 / 24 / 9 / 10	56%	53%	40%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	33 / 47 / 10	79%	78%	68%	69%

KEY | Strongly agree | Agree | Neither | Disagree | Strongly disagree
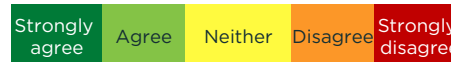
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Results are rounded and may not add up to 100%

HIGH PERFORMANCE — 72% AGGREGATE SCORE

Question	Distribution	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1a. I understand what is expected of me to do well in my role	40 / 45	85%	87%	92%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	53 / 34	87%	84%	79%	79%
Q3f. I have received appropriate training and development to do my job well	32 / 44 / 17	76%	69%	70%	66%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	44 / 40 / 9	84%	79%	72%	75%
Q5f. I have confidence in the decisions my manager makes	43 / 35 / 15	78%	75%	66%	69%
Q6d. Senior managers encourage innovation by employees	22 / 38 / 29	59%	59%	47%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	23 / 41 / 22	64%	63%	48%	53%
Q7a. My organisation focuses on improving the work we do	30 / 52 / 12	82%	77%	67%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	22 / 42 / 24	65%	67%	54%	57%

KEY: Strongly agree | Agree | Neither | Disagree | Strongly disagree
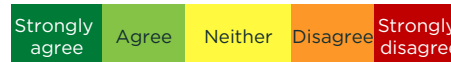
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%

HIGH PERFORMANCE	72% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q7d. There is good co-operation between teams across our organisation	13 33 32 16		46%	50%	50%	50%
Q7h. My organisation generally selects capable people to do the job	15 48 25 7		63%	63%	55%	54%

KEY

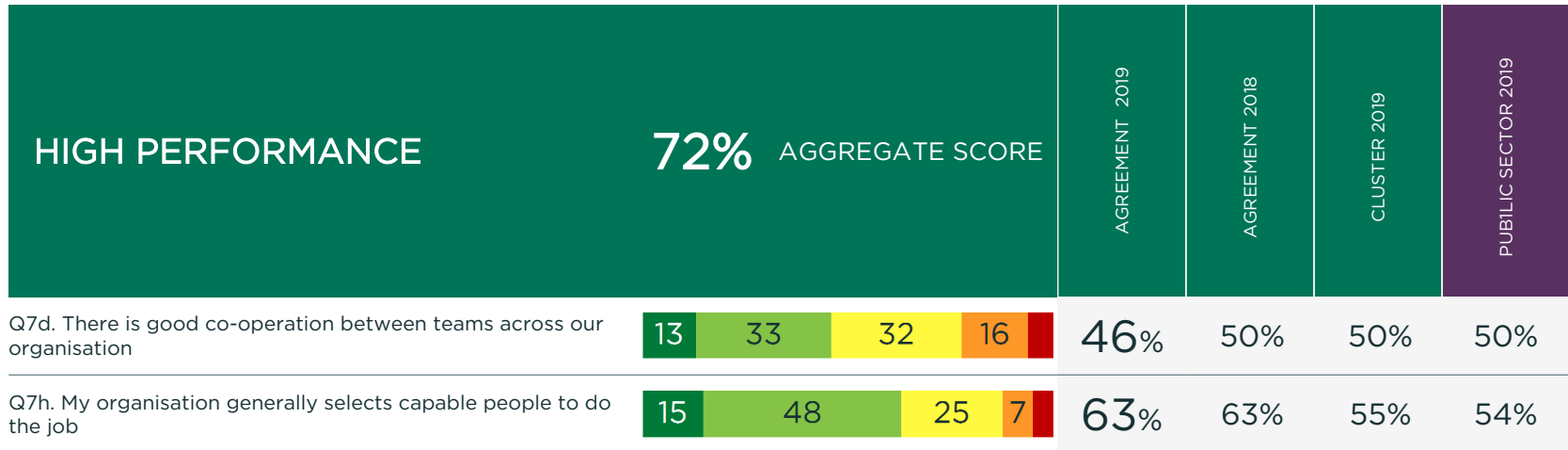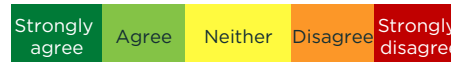| Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

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

Results are rounded and may not add up to 100%

PUBLIC SECTOR VALUES — 71% AGGREGATE SCORE

	Chart	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q2a. My workgroup strives to achieve customer/client satisfaction	64 / 31	95%	93%	87%	86%
Q2e. People in my workgroup treat each other with respect	53 / 32 / 8	86%	82%	72%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	44 / 40 / 9	84%	79%	72%	75%
Q5b. My manager listens to what I have to say	47 / 36 / 9	84%	83%	74%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	17 / 39 / 24 / 12 / 8	56%	56%	47%	51%
Q6c. I feel that senior managers model the values of my organisation	20 / 38 / 25 / 8 / 9	57%	53%	48%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	25 / 48 / 18	73%	70%	56%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	17 / 38 / 26 / 9 / 11	55%	56%	44%	48%
Q6h. I feel that senior managers listen to employees	17 / 39 / 24 / 9 / 10	56%	53%	40%	44%

KEY: Strongly agree | Agree | Neither | Disagree | Strongly disagree

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 — 71% AGGREGATE SCORE

		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q7a. My organisation focuses on improving the work we do	30 / 52 / 12	82%	77%	67%	69%
Q7e. People in my organisation take responsibility for their own actions	13 / 44 / 28 / 10	57%	57%	48%	48%

KEY

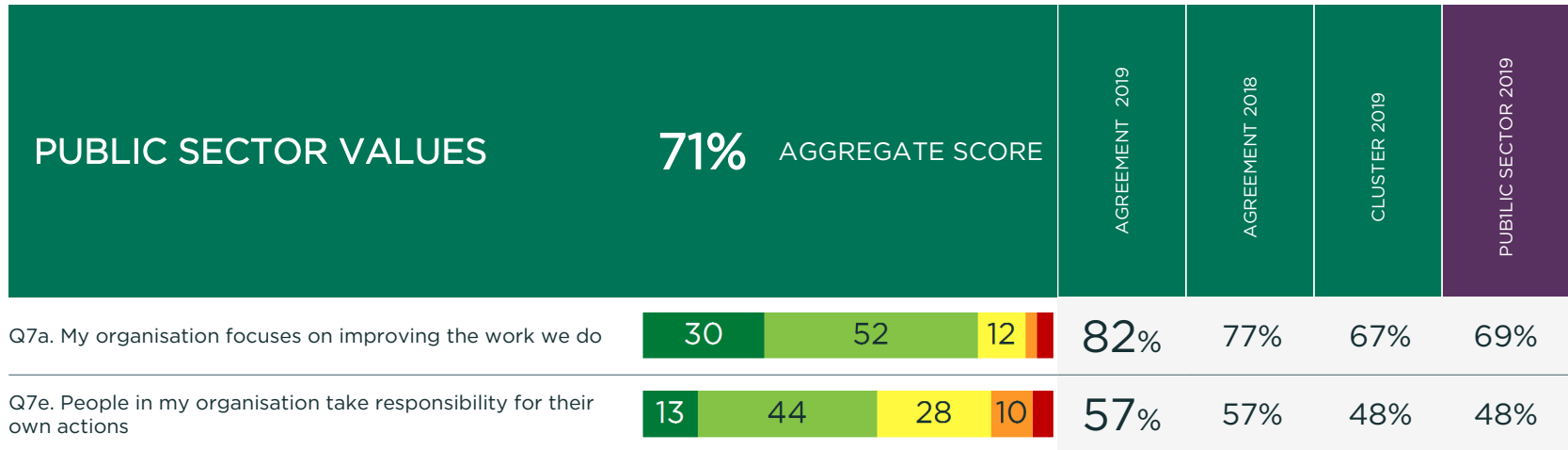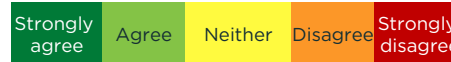| Strongly agree	Agree	Neither	Disagree	Strongly disagree

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 — 79% AGGREGATE SCORE

	Distribution	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	28 / 47 / 12 / 7	75%	71%	66%	67%
Q5b. My manager listens to what I have to say	47 / 36 / 9	84%	83%	74%	76%
Q5d. My manager encourages and values employee input	47 / 36 / 10	83%	78%	70%	73%
Q6i. Senior managers in my organisation support the career advancement of women	34 / 39 / 21	73%	70%	54%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	38 / 44 / 13	82%	79%	75%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	39 / 45 / 9	84%	83%	75%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	33 / 47 / 10	79%	78%	68%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? *Response scale Very satisfied - Very unsatisfied*	38 / 30 / 18 / 11	68%	68%	58%	59%
Q8e. My manager supports flexible working in my team	50 / 34 / 12	84%	78%	61%	63%

KEY: Strongly agree | Agree | Neither | Disagree | Strongly disagree
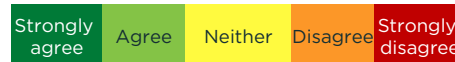
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Results are rounded and may not add up to 100%

FLEXIBLE WORKING	76% 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? *Response scale Very satisfied - Very unsatisfied*	38 30 18 11		68%	68%	58%	59%
Q8e. My manager supports flexible working in my team	50 34 12		84%	78%	61%	63%

KEY

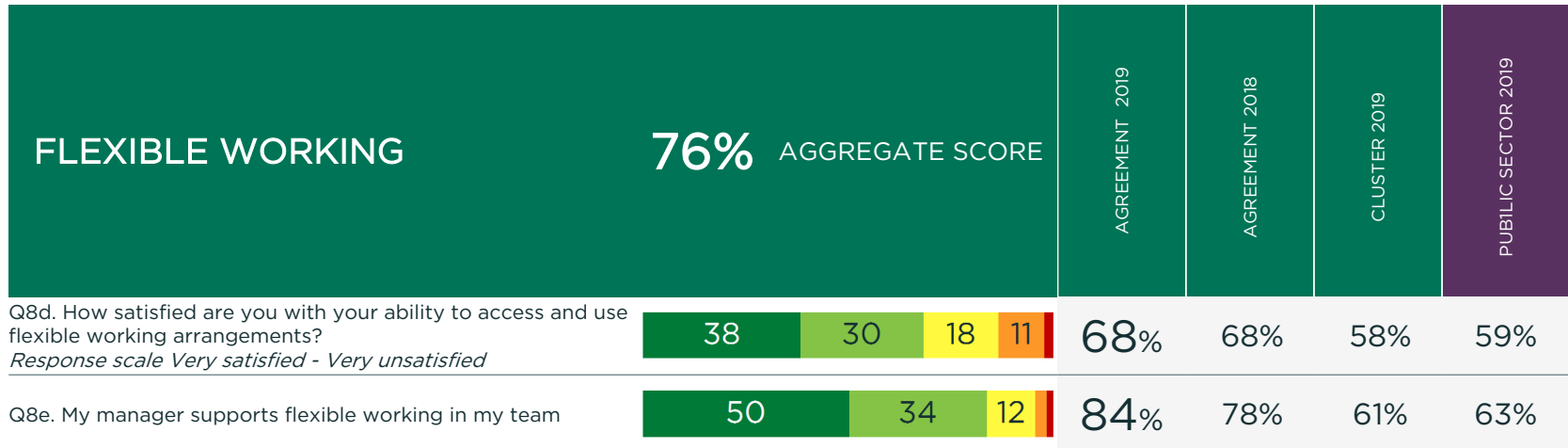| Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

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RECRUITMENT   54% AGGREGATE SCORE

		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q7g. I have confidence in the way recruitment decisions are made	11 / 34 / 34 / 10 / 10	46%	46%	41%	39%
Q7h. My organisation generally selects capable people to do the job	15 / 48 / 25 / 7	63%	63%	55%	54%

KEY

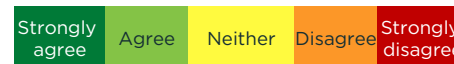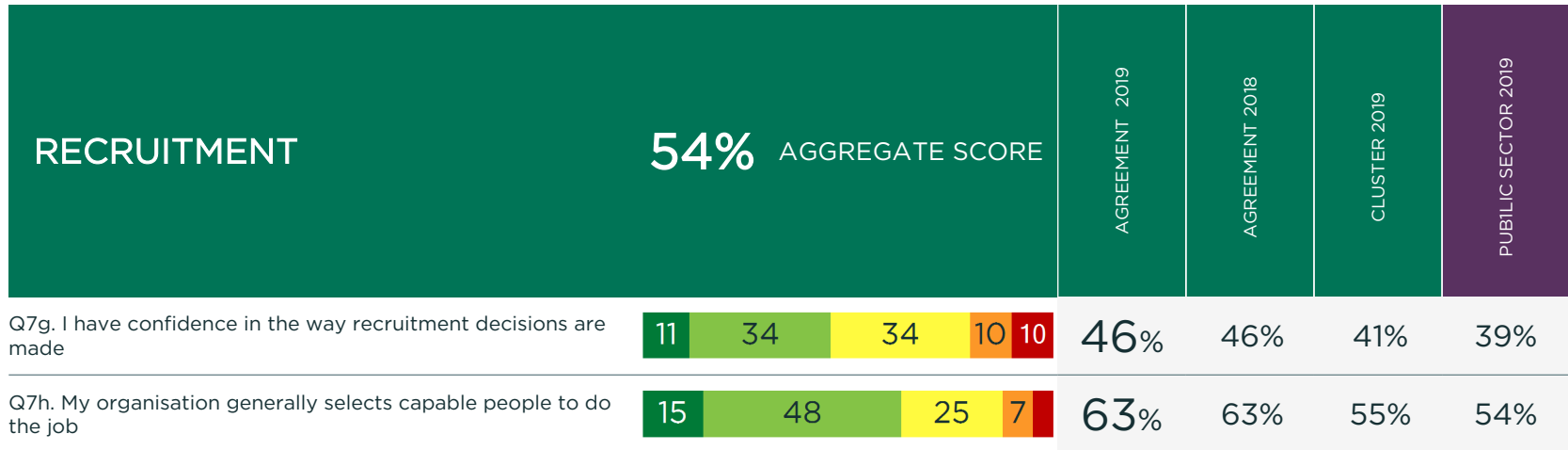| Strongly agree	Agree	Neither	Disagree	Strongly disagree

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PERFORMANCE FRAMEWORK & DEVELOPMENT

68% 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	35 / 43 / 14	78%	73%	65%	66%
Q3e. My performance is assessed against clear criteria	25 / 38 / 23 / 9	63%	49%	60%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation	23 / 32 / 19 / 16 / 11	54%	52%	53%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do	46 / 39 / 10	85%	75%	66%	69%
Q5h. My manager deals appropriately with employees who perform poorly	31 / 28 / 29	59%	49%	47%	48%
Q7f. My organisation is committed to developing its employees	21 / 47 / 22	69%	69%	51%	53%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

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WORKPLACE SUPPORT — 77% 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	28 / 47 / 12 / 7	75%	71%	66%	67%
Q1f. I am able to keep my work stress at an acceptable level	20 / 45 / 19 / 13	64%	67%	62%	61%
Q2c. I receive help and support from other members of my workgroup	55 / 35	90%	87%	80%	81%
Q2d. There is good team spirit in my workgroup	48 / 32 / 12	80%	76%	68%	70%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

ℹ️ EXPLORE THE FULL RESULTS

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PAY	71% AGREEMENT				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q4a. I am paid fairly for the work I do	24	48	16	10	71%	67%	55%	59%

KEY

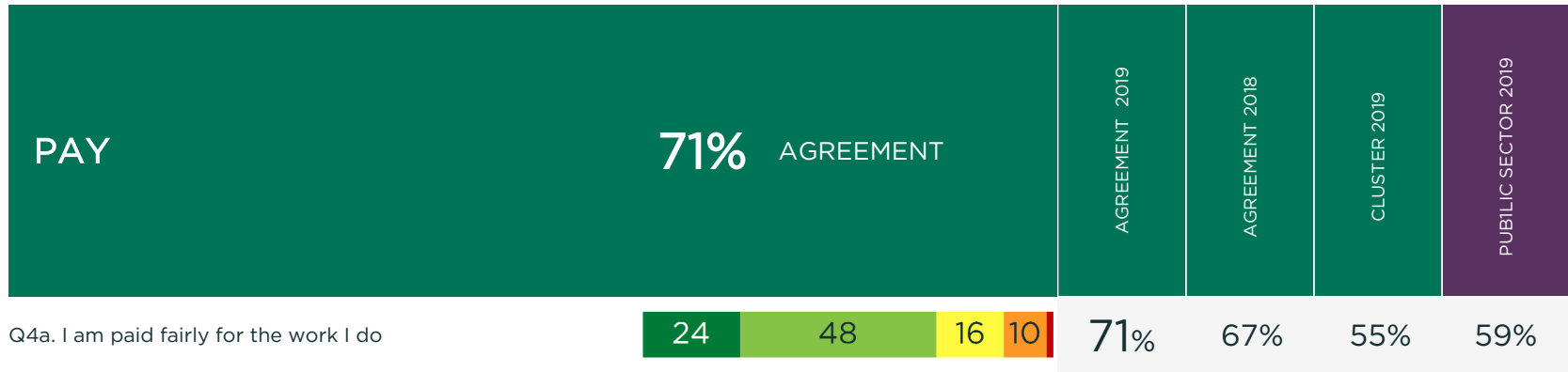| Strongly agree	Agree	Neither	Disagree	Strongly disagree

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RISK	91% AGREEMENT		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1h. I am comfortable notifying my manager if I become aware of any risks at work	59	32	91%	-	87%	88%

KEY

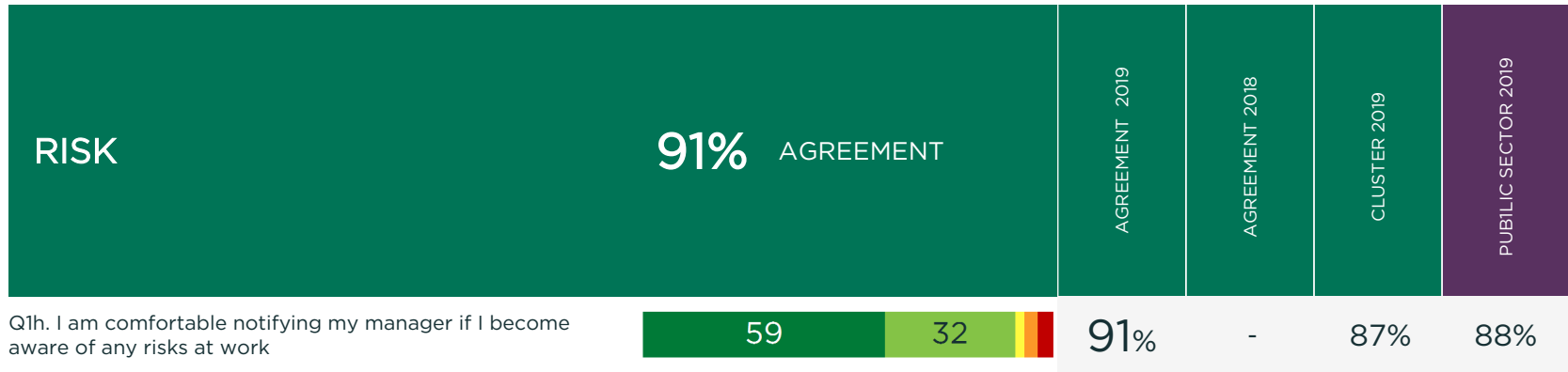| Strongly agree	Agree	Neither	Disagree	Strongly disagree

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HEALTH & SAFETY	91% AGREEMENT	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1g. I know how to address a health and safety issue I have identified	38 / 52 / 8	91%	91%	88%	85%

KEY

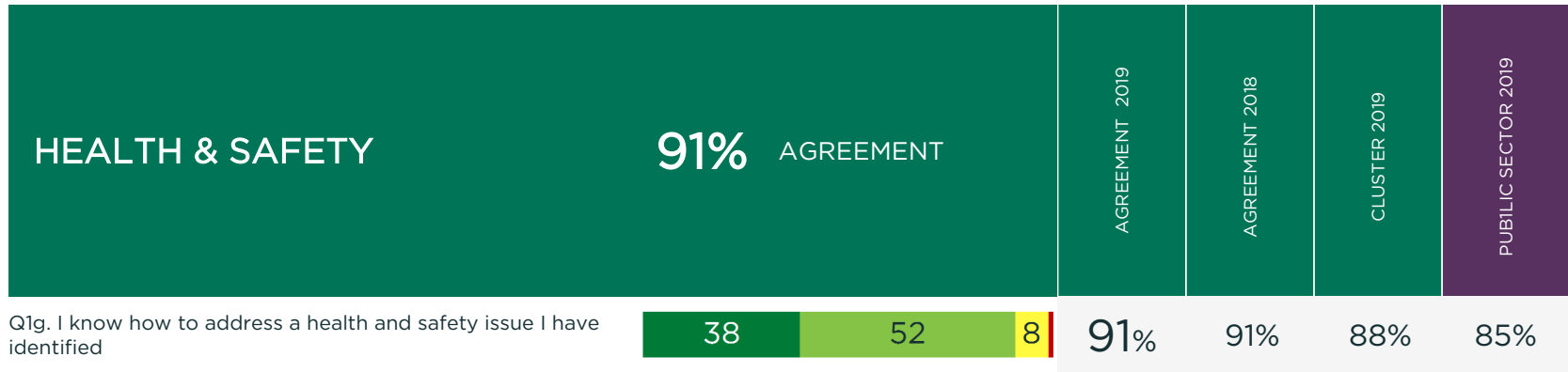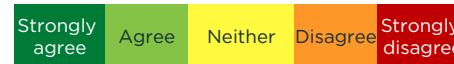| Strongly agree	Agree	Neither	Disagree	Strongly disagree

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ACTION ON RESULTS	57% AGREEMENT	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q10a. I believe action will be taken on the results from this survey by my organisation	17 / 40 / 28 / 10	57%	53%	40%	39%

KEY: Strongly agree | Agree | Neither | Disagree | Strongly disagree

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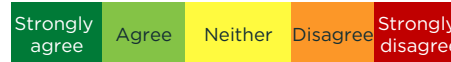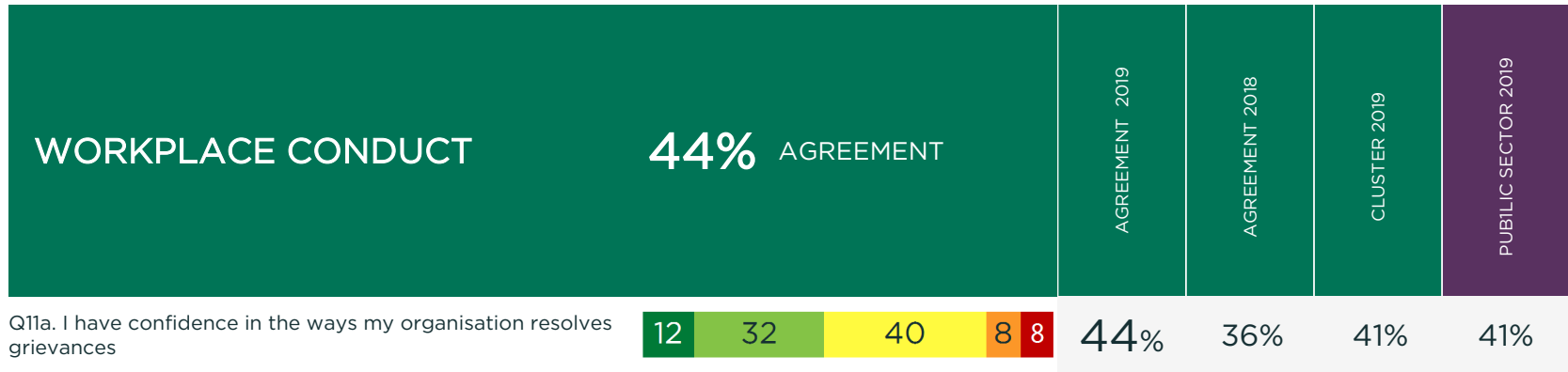
Results are rounded and may not add up to 100%

WORKPLACE CONDUCT	44% AGREEMENT		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q11a. I have confidence in the ways my organisation resolves grievances		12 / 32 / 40 / 8 / 8	44%	36%	41%	41%

KEY

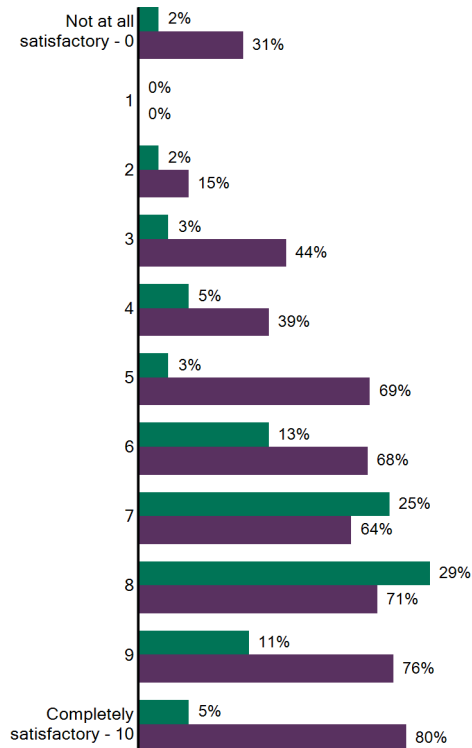| Strongly agree	Agree	Neither	Disagree	Strongly disagree

ℹ️

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This compares Wellbeing to Engagement.

WELLBEING AND ENGAGEMENT

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

Scale	Proportion	Engagement
Not at all satisfactory - 0	2%	31%
1	0%	0%
2	2%	15%
3	3%	44%
4	5%	39%
5	3%	69%
6	13%	68%
7	25%	64%
8	29%	71%
9	11%	76%
Completely satisfactory - 10	5%	80%

Q1j. I find my life at work fulfilling

Scale	Proportion	Engagement
Not at all fulfilled - 0	3%	15%
1	2%	15%
2	4%	24%
3	4%	44%
4	8%	51%
5	6%	62%
6	12%	66%
7	25%	69%
8	20%	77%
9	12%	85%
Completely fulfilled - 10	3%	83%

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

Scale	Proportion	Engagement
Not at all confident - 0	1%	0%
1	0%	0%
2	1%	28%
3	3%	23%
4	3%	53%
5	3%	47%
6	5%	51%
7	12%	66%
8	28%	68%
9	23%	74%
Completely confident - 10	19%	74%

Proportion of respondents answering each response option ■ (green)

Employee engagement score ■ (purple)

EXPLORE THE FULL RESULTS

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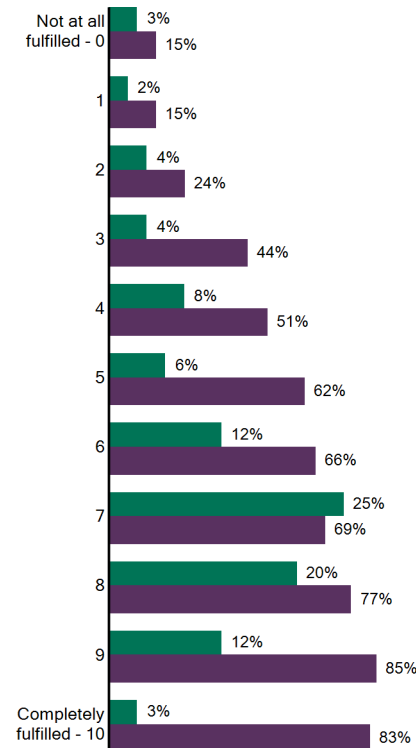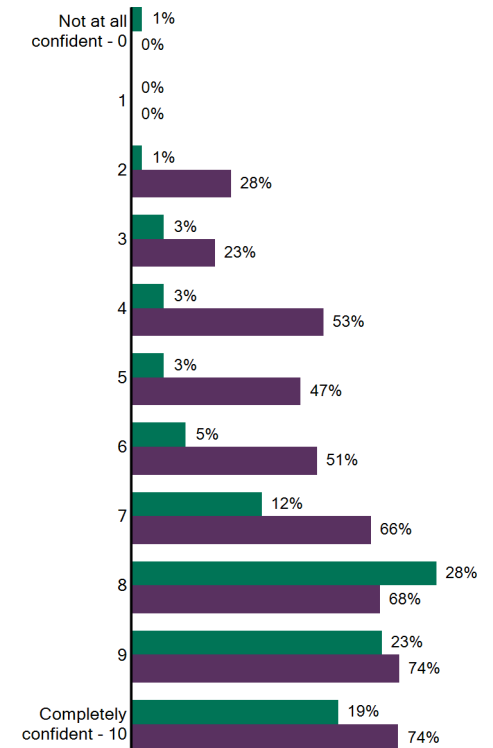
Results are rounded and may not add up to 100%

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	82%	69%	71%	71%
No	18%	31%	29%	29%
Q3b. I have informal feedback conversations with my manager				
Yes	89%	83%	74%	76%
No	11%	17%	26%	24%
Q3c. I have scheduled feedback conversations with my manager				
Yes	71%	64%	58%	60%
No	29%	36%	42%	40%

EXPLORE THE FULL RESULTS

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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?

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes		52%	37%	40%	41%
No		48%	63%	60%	59%

EXPLORE THE FULL RESULTS

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MOBILITY	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q3i. Are there barriers preventing you from moving to another role? If so, what are they? (select all that apply)				
Lack of visible opportunities	43%	36%	29%	29%
Lack of promotion opportunities	34%	33%	26%	28%
Geographic location considerations	28%	25%	22%	25%
There are no major barriers to my career progression	24%	34%	31%	29%
Personal/family considerations	24%	25%	28%	29%
The application/recruitment process is too cumbersome or time consuming	16%	15%	17%	22%
Lack of support for temporary assignments/secondments	11%	10%	14%	15%
Other	9%	7%	8%	9%
Lack of support from my manager/supervisor	6%	8%	14%	13%
Lack of required capabilities or experience	6%	10%	10%	11%
Insufficient training and development	5%	10%	15%	15%

% are calculated with the number of unique respondents (N = 178 to this question)

EXPLORE THE FULL RESULTS

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UNACCEPTABLE CONDUCT	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q12a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes	17%	16%	32%	27%
No	67%	70%	51%	56%
Don't know	16%	14%	17%	17%
Q12b. If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes	63%	62%	67%	65%
No	33%	31%	30%	32%
Don't know	3%	8%	4%	4%

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UNACCEPTABLE CONDUCT

	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q13a. In the last 12 months I have witnessed bullying at work				
Yes	19%	26%	39%	33%
No	67%	66%	52%	57%
Don't know	14%	8%	10%	10%
Q13b. In the last 12 months I have been subjected to bullying at work				
Yes	10%	13%	21%	18%
No	84%	82%	72%	75%
Don't know	7%	5%	7%	7%

EXPLORE THE FULL RESULTS

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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					
A senior manager		41%	30%	18%	21%
Prefer not to say		24%	15%	12%	13%
Your immediate manager/supervisor		18%	35%	23%	23%
A fellow worker at your level		12%	20%	31%	27%
A subordinate		6%	-	6%	7%
A client or customer		0%	-	2%	3%
A member of the public other than a client or customer		0%	-	1%	1%
Other		0%	-	6%	5%

| UNACCEPTABLE CONDUCT	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q14a. In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work				
Yes	1%	-	6%	4%
No	98%	98%	92%	94%
Don't know	1%	2%	2%	2%
Q14b. If yes to 14a, 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)			

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HEALTH

CUSTOMISED QUESTIONS

Question	Distribution	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019
Q1. I believe I am valued for what I can offer at my workplace	28 / 52 / 11	79%	79%	71%
Q2. In my workplace, we recognise our successes and innovations	29 / 54 / 9	83%	81%	66%
Q3. Overall, I have confidence in the decisions made by my senior managers	20 / 41 / 23 / 10	61%	56%	54%
Q4. I have a say in decisions which affect my work	18 / 46 / 18 / 15	64%	65%	53%
Q5. Where I work, we share the lessons learnt when mistakes are made	24 / 48 / 18 / 8	72%	68%	67%
Q6. My team's objectives/work plans are clearly outlined	21 / 49 / 18 / 10	70%	68%	66%
Q7. Our objectives/work plans help us to deliver a quality service	22 / 49 / 20	72%	73%	67%
Q8. Overall, I believe the culture at my workplace has improved in the last 12 months	19 / 35 / 29 / 10	54%	50%	45%

KEY
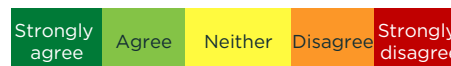
Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL SURVEY RESULTS

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HEALTH

CUSTOMISED QUESTIONS

		2019	CLUSTER 2019
Q9. How often do you feel culturally safe in the workplace?			
Always		70%	63%
Often		21%	25%
About half the time		5%	7%
Seldom		2%	3%
Never		1%	2%
Q10. In the past 12 months have you experienced racism in the workplace?			
Yes		3%	11%
No		97%	89%

EXPLORE THE FULL SURVEY RESULTS

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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

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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)	

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HEALTH

CUSTOMISED QUESTIONS

	2019	CLUSTER 2019
Q10b2. Other abuse or harassment		
Never	(r)	
Once	(r)	
Twice	(r)	
3-5 times	(r)	
More than 5 times	(r)	

i

EXPLORE THE FULL SURVEY RESULTS

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HEALTH CUSTOMISED QUESTIONS	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)		

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)		

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

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HEALTH CUSTOMISED QUESTIONS	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)		

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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.		
Junior Medical Officer	0%	2%
Career Medical Officer, Hospitalist	0%	0%
Staff Specialist	2%	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	2%	2%
Nurse/Midwifery Manager	1%	3%

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HEALTH

CUSTOMISED QUESTIONS

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

	2019	CLUSTER 2019
Support Officers	5%	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	9%	9%
Corporate Services	8%	3%
Senior Manager/Executive	7%	2%
Allied Health Professional	0%	11%
Allied Health Assistant	0%	1%
Health Education, Health Promotion and Health Protection	8%	1%
Counsellor, Welfare Support	0%	0%

EXPLORE THE FULL SURVEY RESULTS

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

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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, AOOC, 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	14%	1%
Project Officer	11%	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%

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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.		
Warehouse staff	0%	0%
Tradesperson	0%	1%
Apprentice Trade Worker and Trade Assistant	0%	0%
Trainee	0%	0%
Volunteer	0%	0%
Other job role	10%	5%
Prefer not to say	19%	7%

PERCENTAGE

PERSONAL AND WORK PROFILES

23%

74%

3%

GENDER

	PERCENTAGE
Male	23%
Female	74%
Other	3%

Results are rounded and may not add up to 100%

PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

AGE	PERCENTAGE
15-19	0%
20-24	2%
25-29	4%
30-34	12%
35-39	16%
40-44	16%
45-49	11%
50-54	16%
55-59	13%
60-64	7%
65+	2%

PERSONAL AND WORK PROFILES

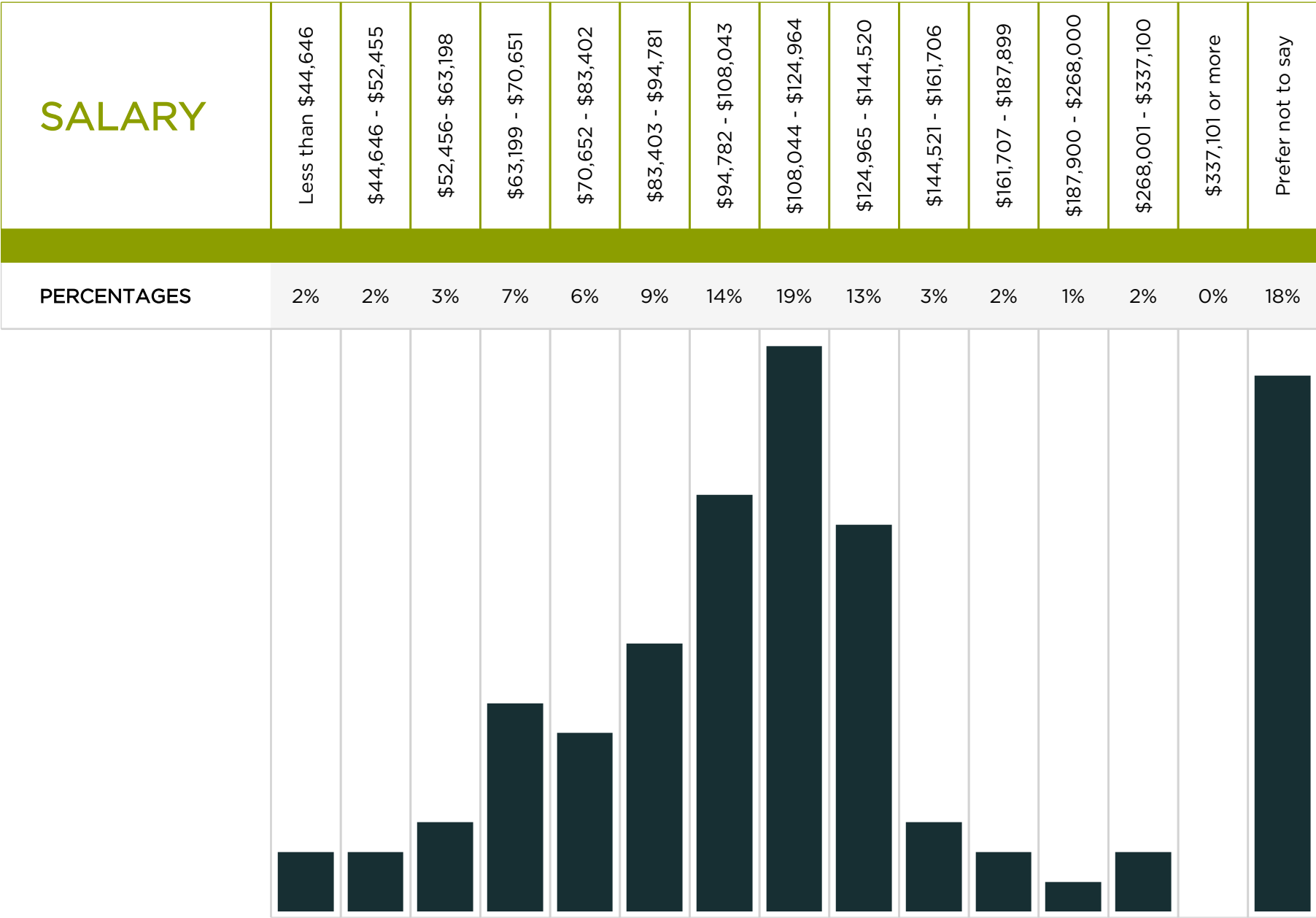Results are rounded and may not add up to 100%

TYPE OF WORK

	PERCENTAGE
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	9%
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)	7%
Administrative support (e.g. executive/personal assistant, receptionist)	12%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	14%
Policy	1%
Research	1%
Program and project management support	41%
Legal (including developing and/or reviewing legislation)	0%
Other	16%

PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

SALARY

	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	$337,101 or more	Prefer not to say
PERCENTAGES	2%	2%	3%	7%	6%	9%	14%	19%	13%	3%	2%	1%	2%	0%	18%

PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

| PERCENTAGE |

TENURE IN ORGANISATION

	PERCENTAGE
Less than 1 year	18%
1 - 2 years	16%
2 - 5 years	30%
5 - 10 years	26%
10 - 20 years	7%
More than 20 years	2%

PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

	PERCENTAGE

FLEXIBLE WORKING

	PERCENTAGE
Flexible start and finish times	70%
Working from home	69%
Working from different locations	38%
Working additional hours to make up for time off	29%
Part-time work	14%
Leave without pay	12%
None of the above	9%

% are calculated with the number of unique respondents (N = 175 to this question)

PERSONAL AND WORK PROFILES

7%

6%

3%

3%

Results are rounded and may not add up to 100%

PERCENTAGE	

FLEXIBLE WORKING

	PERCENTAGE
Working more hours over fewer days	7%
Study leave	6%
Job sharing	3%
Flexible scheduling for rostered workers	3%
Other	2%
Purchasing annual leave	0%

% are calculated with the number of unique respondents (N = 175 to this question)

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%

	Health Education & Training Institute	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	183	16	12	21	24	1	2	71	0	28
EMPLOYEE ENGAGEMENT	66%	(r)	(r)	(r)	(r)	(r)	(r)	64%	(r)	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	(r)	(r)	(r)	70%	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)	(r)	(r)	(r)	(r)	58%	(r)	(r)
COMMUNICATION	71%	(r)	(r)	(r)	(r)	(r)	(r)	73%	(r)	(r)
HIGH PERFORMANCE	72%	(r)	(r)	(r)	(r)	(r)	(r)	72%	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)	(r)	73%	(r)	(r)
DIVERSITY & INCLUSION	79%	(r)	(r)	(r)	(r)	(r)	(r)	80%	(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%

	Health Education & Training Institute	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	183	3	3	5	12	10	16	24	34	23	6	4	2	3
EMPLOYEE ENGAGEMENT	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	68%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	82%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	65%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	82%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	78%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	79%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	86%	(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%

	Health Education & Training Institute	$337,101 or more	Prefer not to say
NUMBER OF RESPONDENTS	183	0	32
EMPLOYEE ENGAGEMENT	66%	(r)	57%
ENGAGEMENT WITH WORK	74%	(r)	73%
SENIOR MANAGERS	57%	(r)	34%
COMMUNICATION	71%	(r)	63%
HIGH PERFORMANCE	72%	(r)	61%
PUBLIC SECTOR VALUES	71%	(r)	60%
DIVERSITY & INCLUSION	79%	(r)	76%

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%

	Health Education & Training Institute	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	183	31	28	53	46	12	4
EMPLOYEE ENGAGEMENT	66%	76%	(r)	66%	62%	(r)	(r)
ENGAGEMENT WITH WORK	74%	77%	(r)	79%	76%	(r)	(r)
SENIOR MANAGERS	57%	72%	(r)	54%	49%	(r)	(r)
COMMUNICATION	71%	84%	(r)	70%	66%	(r)	(r)
HIGH PERFORMANCE	72%	78%	(r)	73%	67%	(r)	(r)
PUBLIC SECTOR VALUES	71%	82%	(r)	70%	67%	(r)	(r)
DIVERSITY & INCLUSION	79%	82%	(r)	82%	77%	(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%

	Health Education & Training Institute	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	183	122	13	50	5	24	6	66	121	0	21	10	3	15
EMPLOYEE ENGAGEMENT	66%	66%	(r)	69%	(r)	(r)	(r)	72%	66%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	76%	(r)	73%	(r)	(r)	(r)	84%	75%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	57%	(r)	65%	(r)	(r)	(r)	70%	57%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	71%	72%	(r)	75%	(r)	(r)	(r)	83%	73%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	72%	72%	(r)	75%	(r)	(r)	(r)	80%	73%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	72%	(r)	77%	(r)	(r)	(r)	81%	73%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	79%	81%	(r)	85%	(r)	(r)	(r)	90%	83%	(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%

	Health Education & Training Institute	Sydney East	Sydney West	Sydney - Ryde	Sydney - Parramatta	Central West	Newcastle and Lake Macquarie	Sydney - City and Inner South	Sydney - Inner West	Capital Region	Hunter Valley exc Newcastle	Sydney - North Sydney and Hornsby	Central Coast	Murray
NUMBER OF RESPONDENTS	183	101	30	92	30	4	3	3	3	2	2	2	1	1
EMPLOYEE ENGAGEMENT	66%	67%	67%	66%	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	73%	74%	72%	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	56%	67%	55%	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	71%	72%	71%	72%	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	72%	74%	71%	74%	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	72%	74%	72%	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	79%	79%	77%	80%	77%	(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%

	Health Education & Training Institute	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Sydney - Inner South West	Coffs Harbour - Grafton	Far West and Orana	Illawarra	Mid North Coast	New England and North West	Outside NSW	Sydney - Baulkham Hills and Hawkesbury	Sydney - Blacktown	Sydney - Eastern Suburbs
NUMBER OF RESPONDENTS	183	1	1	1	1	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	74%	(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	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	79%	(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%

	Health Education & Training Institute	Sydney - Northern Beaches	Sydney - Outer South West	Sydney - Outer West and Blue Mountains	Sydney - South West	Sydney - Sutherland
NUMBER OF RESPONDENTS	183	0	0	0	0	0
EMPLOYEE ENGAGEMENT	66%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	71%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	72%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	79%	(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.

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Results are rounded and may not add up to 100%

	Health Education & Training Institute	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
NUMBER OF RESPONDENTS	183	0	4	6	21	27	27	19	27	22	12	4
EMPLOYEE ENGAGEMENT	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	(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	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	79%	(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%

	Health Education & Training Institute	Male	Female	Other
NUMBER OF RESPONDENTS	183	40	131	5
EMPLOYEE ENGAGEMENT	66%	70%	66%	(r)
ENGAGEMENT WITH WORK	74%	76%	76%	(r)
SENIOR MANAGERS	57%	65%	56%	(r)
COMMUNICATION	71%	75%	71%	(r)
HIGH PERFORMANCE	72%	77%	71%	(r)
PUBLIC SECTOR VALUES	71%	77%	71%	(r)
DIVERSITY & INCLUSION	79%	79%	80%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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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%

	Health Education & Training Institute	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	183	0	0	4	0	0	0	0	0	3	1	9	3	0
EMPLOYEE ENGAGEMENT	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	(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	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	79%	(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%

	Health Education & Training Institute	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	183	16	15	12	0	0	15	0	0	1	0	0	0	1
EMPLOYEE ENGAGEMENT	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	(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	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	79%	(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%

	Health Education & Training Institute	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	183	2	0	0	0	0	0	0	1	25	20	0	0	0
EMPLOYEE ENGAGEMENT	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	(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	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	79%	(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%

	Health Education & Training Institute	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	183	0	0	0	0	0	0	17	33
EMPLOYEE ENGAGEMENT	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	51%
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	58%
SENIOR MANAGERS	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	27%
COMMUNICATION	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	53%
HIGH PERFORMANCE	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	58%
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	53%
DIVERSITY & INCLUSION	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	66%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

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.
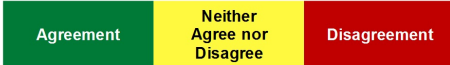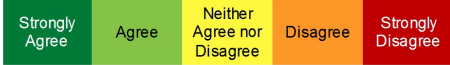
ℹ HOW TO READ THIS REPORT

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.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree

Agreement	Neither Agree nor Disagree	Disagreement

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 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.