



2019 | NSW Public Sector
Employee Survey

AGENCY REPORT

Health

Health Infrastructure



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RESPONSE RATE

92%

189 OF 205 RESPONDENTS

RESPONSE RATE 2018: 82%

EMPLOYEE ENGAGEMENT

73%

DIFFERENCE FROM 2018 **-1**
(75%)

DIFFERENCE FROM CLUSTER **+9**
(65%)

DIFFERENCE FROM PUBLIC SECTOR **+8**
(66%)

ENGAGEMENT WITH WORK

82%

DIFFERENCE FROM 2018 **-1**
(83%)

DIFFERENCE FROM CLUSTER **+9**
(73%)

DIFFERENCE FROM PUBLIC SECTOR **+9**
(73%)

SENIOR MANAGERS

71%

DIFFERENCE FROM 2018 **+5**
(66%)

DIFFERENCE FROM CLUSTER **+25**
(46%)

DIFFERENCE FROM PUBLIC SECTOR **+21**
(50%)

COMMUNICATION

77%

DIFFERENCE FROM 2018 **+4**
(73%)

DIFFERENCE FROM CLUSTER **+17**
(60%)

DIFFERENCE FROM PUBLIC SECTOR **+14**
(62%)

HIGH PERFORMANCE

76%

DIFFERENCE FROM 2018 **+2**
(75%)

DIFFERENCE FROM CLUSTER **+13**
(64%)

DIFFERENCE FROM PUBLIC SECTOR **+12**
(65%)

PUBLIC SECTOR VALUES

79%

DIFFERENCE FROM 2018 **+4**
(76%)

DIFFERENCE FROM CLUSTER **+20**
(60%)

DIFFERENCE FROM PUBLIC SECTOR **+17**
(62%)

DIVERSITY & INCLUSION

84%

DIFFERENCE FROM 2018 **+7**
(77%)

DIFFERENCE FROM CLUSTER **+17**
(67%)

DIFFERENCE FROM PUBLIC SECTOR **+15**
(69%)

FLEXIBLE WORKING SATISFACTION

77%

DIFFERENCE FROM 2018 **+9**
(68%)

DIFFERENCE FROM CLUSTER **+20**
(58%)

DIFFERENCE FROM PUBLIC SECTOR **+19**
(59%)

ACTION ON RESULTS

68%

DIFFERENCE FROM 2018 **-1**
(69%)

DIFFERENCE FROM CLUSTER **+28**
(40%)

DIFFERENCE FROM PUBLIC SECTOR **+28**
(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

1h.	I am comfortable notifying my manager if I become aware of any risks at work	95%	-
2c.	I receive help and support from other members of my workgroup	92%	86%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	92%	84%
2a.	My workgroup strives to achieve customer/client satisfaction	92%	93%
8b.	Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	90%	83%
2b.	My workgroup works collaboratively to achieve its objectives	89%	85%
2e.	People in my workgroup treat each other with respect	89%	87%
6f.	Senior managers communicate the importance of customers/clients in achieving our business objectives	88%	80%
5b.	My manager listens to what I have to say	87%	81%
1a.	I understand what is expected of me to do well in my role	87%	88%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

7g.	I have confidence in the way recruitment decisions are made	54%	49%
3g.	I am satisfied with the opportunities available for career development in my organisation	55%	60%
3f.	I have received appropriate training and development to do my job well	56%	52%
5h.	My manager deals appropriately with employees who perform poorly	56%	55%
11a.	I have confidence in the ways my organisation resolves grievances	59%	50%
3e.	My performance is assessed against clear criteria	59%	59%
7d.	There is good co-operation between teams across our organisation	61%	65%
7c.	I feel that change is managed well in my organisation	61%	54%
6g.	I feel that senior managers keep employees informed about what's going on	66%	59%
6h.	I feel that senior managers listen to employees	67%	67%



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

	AGREEMENT 2019	AGREEMENT 2018
6c. I feel that senior managers model the values of my organisation	79%	64%
8e. My manager supports flexible working in my team	86%	73%
6i. Senior managers in my organisation support the career advancement of women	83%	73%
11a. I have confidence in the ways my organisation resolves grievances	59%	50%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	77%	68%
6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	88%	80%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	92%	84%
6g. I feel that senior managers keep employees informed about what's going on	66%	59%
5b. My manager listens to what I have to say	87%	81%
5c. My manager communicates effectively with me	81%	75%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
7d. There is good co-operation between teams across our organisation	61%	65%
3g. I am satisfied with the opportunities available for career development in my organisation	55%	60%
1c. My job gives me a feeling of personal accomplishment	83%	87%
7i. I would recommend my organisation as a great place to work	74%	78%
7b. My organisation is making the necessary improvements to meet our future challenges	77%	79%
1a. I understand what is expected of me to do well in my role	87%	88%
7l. My organisation motivates me to help it achieve its objectives	73%	75%
2a. My workgroup strives to achieve customer/client satisfaction	92%	93%
7a. My organisation focuses on improving the work we do	85%	86%
10a. I believe action will be taken on the results from this survey by my organisation	68%	69%



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

Q7g. I have confidence in the way recruitment decisions are made



Q5h. My manager deals appropriately with employees who perform poorly



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



Q3f. I have received appropriate training and development to do my job well



Q3g. I am satisfied with the opportunities available for career development in my organisation



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

Q7g. I have confidence in the way recruitment decisions are made



Q5h. My manager deals appropriately with employees who perform poorly



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



Q3f. I have received appropriate training and development to do my job well



Q3g. I am satisfied with the opportunities available for career development in my organisation



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

Q7g. I have confidence in the way recruitment decisions are made



Q5h. My manager deals appropriately with employees who perform poorly



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



Q3f. I have received appropriate training and development to do my job well



Q3g. I am satisfied with the opportunities available for career development in my organisation



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: 189

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	57	Senior Executive (ongoing/permanent or term)	6	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	2
Female	42	Ongoing/Permanent (other than senior executive)	26	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)	6
Other	1	Temporary (including temporary teachers and graduates)	2	Administrative support (e.g. executive/personal assistant, receptionist)	2
		Casual	1	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	21
		Contract – Non Executive	59	Policy	1
		Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	4	Research	0
		Other	1	Program and project management support	49
		Don't know	2	Legal (including developing and/or reviewing legislation)	1
				Other	19
Age	Survey %	Manager of managers	Survey %	Organisation Tenure	Survey %
15 - 34 years	29	Yes	27	Less than 1 year	30
35 - 54 years	61	No	73	1 - 2 years	26
55+ years	10			2 - 5 years	27
		Supervisors	Survey %	5 - 10 years	13
		Yes	39	10 - 20 years	3
		No	61	More than 20 years	0
		Working arrangement	Survey %		
		Full-time	89	Salary	Survey %
		Part-time	11	\$83,402 and below	12
				\$83,403 - \$108,043	6
				\$108,044 - \$144,520	12
				\$144,521 and above	44
				Prefer not to say	27
LOTE spoken at home	Survey %				
Yes	27				
No	69				
Prefer not to say	3				
Aboriginal and/or Torres Strait Islanders	Survey %				
Yes	0				
No	98				
Prefer not to say	2				
Disability	Survey %				
Yes	1				
No	98				
Prefer not to say	1				
LGBTI	Survey %				
Yes	2				
No	95				
Prefer not to say	3				

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%

68%

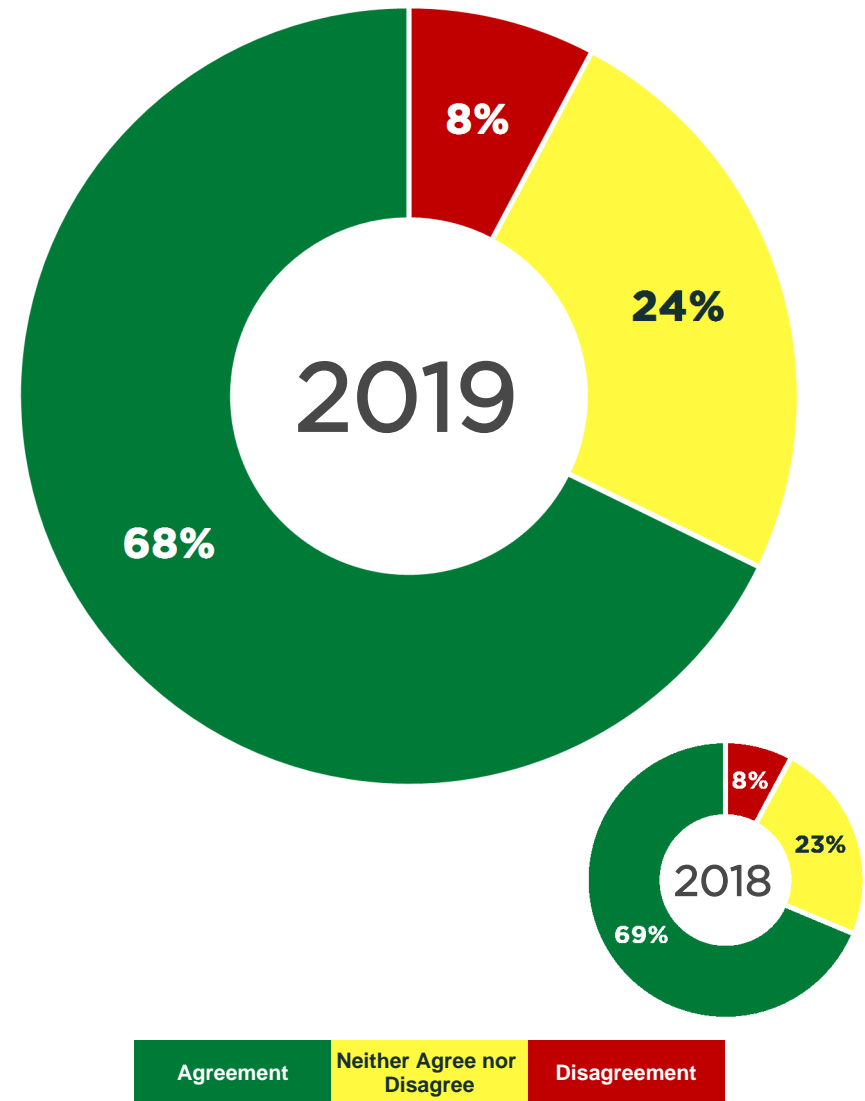
of employees replied favourably to:

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

39%
SECTOR

40%
CLUSTER

69%
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	Q6b. I feel that senior managers effectively lead and manage change	67%	63%	44%	47%
2	Q6h. I feel that senior managers listen to employees	67%	67%	40%	44%
3	Q6c. I feel that senior managers model the values of my organisation	79%	64%	48%	52%
4	Q7f. My organisation is committed to developing its employees	68%	68%	51%	53%
5	Q7a. My organisation focuses on improving the work we do	85%	86%	67%	69%
6	Q7b. My organisation is making the necessary improvements to meet our future challenges	77%	79%	54%	57%

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Health Infrastructure

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 Infrastructure	Asset Management	Corporate Services	Development & Innovation	P&P and OCE	Regions
NUMBER OF RESPONDENTS	189	33	28	36	18	66
EMPLOYEE ENGAGEMENT	73%	55%	74%	79%	80%	77%
ENGAGEMENT WITH WORK	82%	58%	86%	85%	91%	87%
SENIOR MANAGERS	71%	41%	72%	79%	77%	79%
COMMUNICATION	77%	49%	80%	83%	92%	82%
HIGH PERFORMANCE	76%	52%	79%	85%	87%	79%
PUBLIC SECTOR VALUES	79%	52%	81%	86%	87%	85%
DIVERSITY & INCLUSION	84%	69%	83%	87%	91%	88%

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

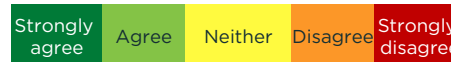
Questions are grouped by topics in this report.

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	73% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
Q7i. I would recommend my organisation as a great place to work	28	46	19	74%	78%	61%	62%
Q7j. I am proud to tell others I work for my organisation	36	50	12	86%	86%	69%	70%
Q7k. I feel a strong personal attachment to my organisation	27	40	25	67%	65%	61%	64%
Q7l. My organisation motivates me to help it achieve its objectives	23	50	19	73%	75%	54%	56%
Q7m. My organisation inspires me to do the best in my job	26	46	20	72%	71%	55%	56%

KEY





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Results are rounded and may not add up to 100%

ENGAGEMENT WITH WORK	82% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
Q1c. My job gives me a feeling of personal accomplishment	37	46	10	83%	87%	77%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	34	50	10	84%	84%	72%	72%
Q1e. I am satisfied with my job	23	56	11	79%	77%	70%	69%

KEY





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SENIOR MANAGERS	71% 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	19	48	21	8	68%	67%	47%	51%
Q6b. I feel that senior managers effectively lead and manage change	18	49	19	8	67%	63%	44%	47%
Q6c. I feel that senior managers model the values of my organisation	24	55	11	8	79%	64%	48%	52%
Q6d. Senior managers encourage innovation by employees	17	53	25	8	69%	64%	47%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	24	51	20	8	75%	72%	48%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	27	61	8	8	88%	80%	56%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	19	48	21	8	66%	59%	44%	48%
Q6h. I feel that senior managers listen to employees	22	45	23	8	67%	67%	40%	44%
Q7c. I feel that change is managed well in my organisation	15	46	22	13	61%	54%	43%	42%

KEY





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COMMUNICATION	77% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019		
Q5c. My manager communicates effectively with me	29	52	10	81%	75%	70%	72%	
Q5d. My manager encourages and values employee input	38	45	9	83%	79%	70%	73%	
Q5e. My manager involves my workgroup in decisions about our work	32	47	14	79%	78%	66%	68%	
Q6g. I feel that senior managers keep employees informed about what's going on	19	48	21	8	66%	59%	44%	48%
Q6h. I feel that senior managers listen to employees	22	45	23	8	67%	67%	40%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	27	56	9	83%	79%	68%	69%	

KEY





EXPLORE THE FULL RESULTS

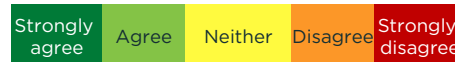
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Results are rounded and may not add up to 100%

HIGH PERFORMANCE	76% 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	23	63	9	87%	88%	92%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	39	50		89%	85%	79%	79%	
Q3f. I have received appropriate training and development to do my job well	15	41	30	11	56%	52%	70%	66%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	25	55	17		81%	78%	72%	75%
Q5f. I have confidence in the decisions my manager makes	36	48	12		83%	80%	66%	69%
Q6d. Senior managers encourage innovation by employees	17	53	25		69%	64%	47%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	24	51	20		75%	72%	48%	53%
Q7a. My organisation focuses on improving the work we do	29	56	13		85%	86%	67%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	23	54	18		77%	79%	54%	57%

KEY



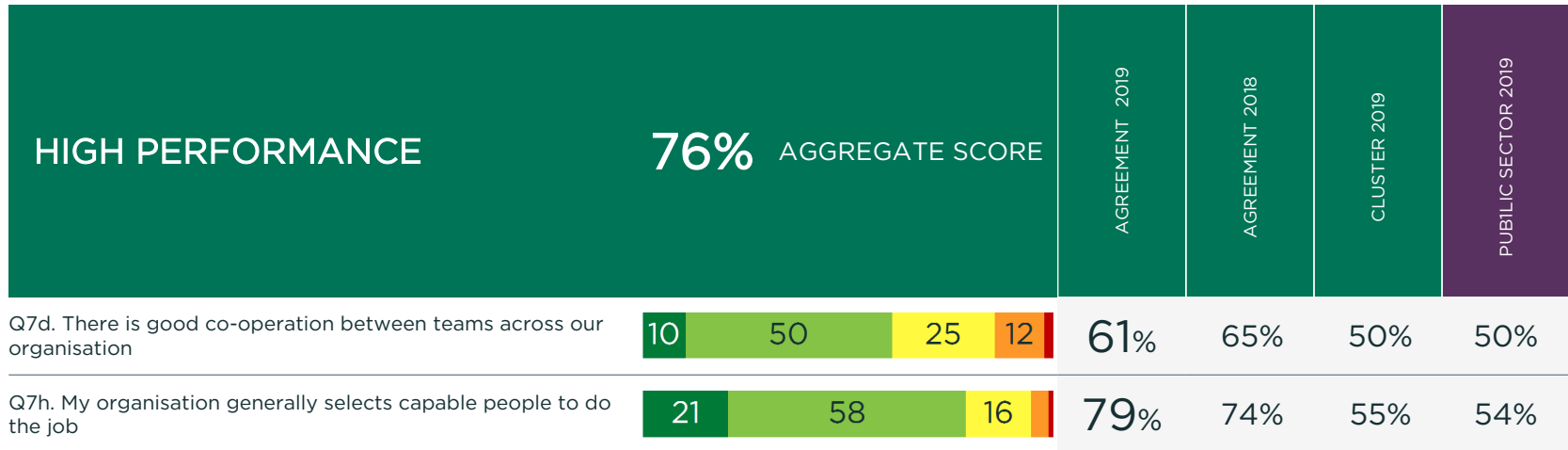


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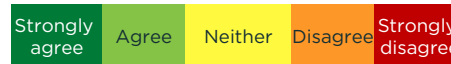
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Results are rounded and may not add up to 100%



KEY





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Results are rounded and may not add up to 100%

PUBLIC SECTOR VALUES	79% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
	Q2a. My workgroup strives to achieve customer/client satisfaction	44	47	92%	93%	87%
Q2e. People in my workgroup treat each other with respect	45	44	89%	87%	72%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	25	55	81%	78%	72%	75%
Q5b. My manager listens to what I have to say	40	48	87%	81%	74%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	19	48	68%	67%	47%	51%
Q6c. I feel that senior managers model the values of my organisation	24	55	79%	64%	48%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	27	61	88%	80%	56%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	19	48	66%	59%	44%	48%
Q6h. I feel that senior managers listen to employees	22	45	67%	67%	40%	44%

KEY



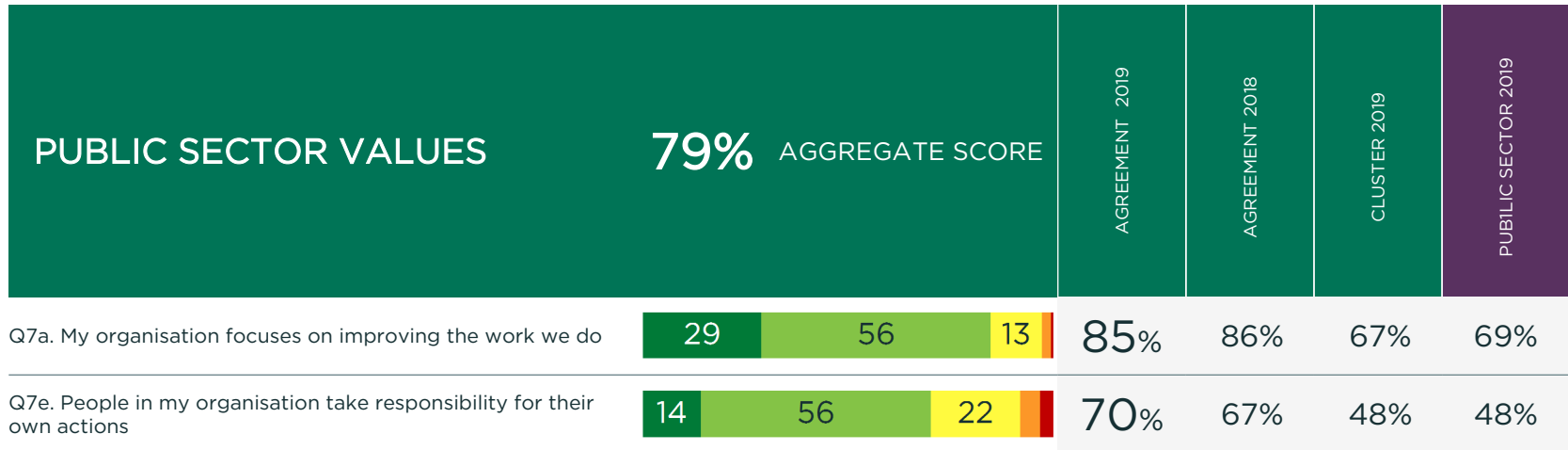


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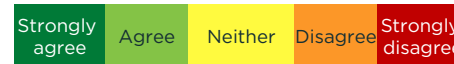
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Results are rounded and may not add up to 100%



KEY





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Results are rounded and may not add up to 100%

DIVERSITY & INCLUSION	84% 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	20	53	14	8	73%	70%	66%	67%
Q5b. My manager listens to what I have to say	40	48	7		87%	81%	74%	76%
Q5d. My manager encourages and values employee input	38	45	9		83%	79%	70%	73%
Q6i. Senior managers in my organisation support the career advancement of women	42	41	14		83%	73%	54%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	33	59			92%	84%	75%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	38	52	8		90%	83%	75%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	27	56	9		83%	79%	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>	45	32	16		77%	68%	58%	59%
Q8e. My manager supports flexible working in my team	48	38	11		86%	73%	61%	63%

KEY



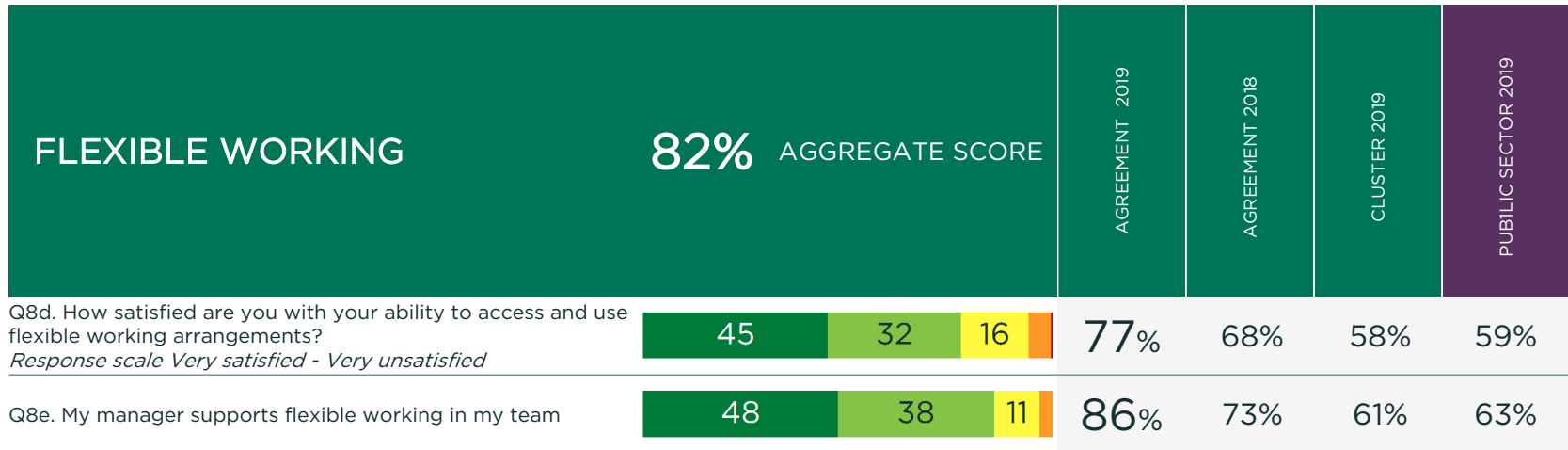


EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%



KEY



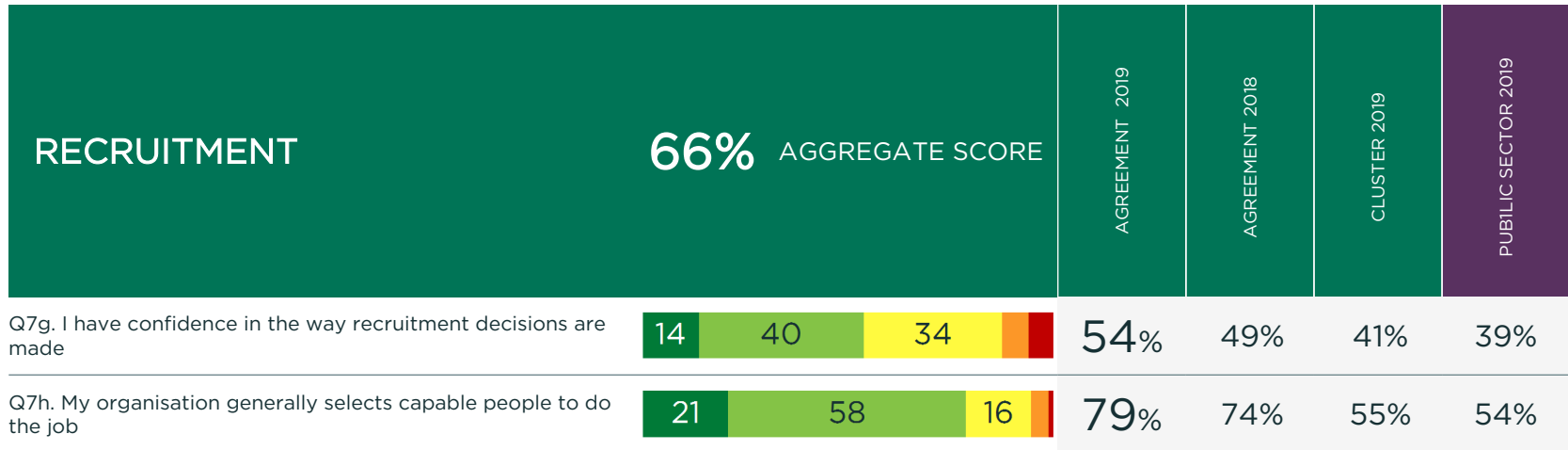


EXPLORE THE FULL RESULTS

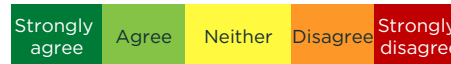
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Results are rounded and may not add up to 100%



KEY





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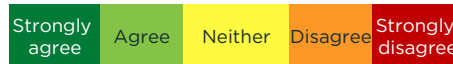
Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

65% 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		72%	71%	65%	66%
Q3e. My performance is assessed against clear criteria		59%	59%	60%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation		55%	60%	53%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do		78%	75%	66%	69%
Q5h. My manager deals appropriately with employees who perform poorly		56%	55%	47%	48%
Q7f. My organisation is committed to developing its employees		68%	68%	51%	53%

KEY





EXPLORE THE FULL RESULTS

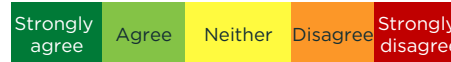
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Results are rounded and may not add up to 100%

WORKPLACE SUPPORT	79% 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	20	53	14	8	73%	70%	66%	67%
Q1f. I am able to keep my work stress at an acceptable level	16	53	18	12	69%	64%	62%	61%
Q2c. I receive help and support from other members of my workgroup	40	52			92%	86%	80%	81%
Q2d. There is good team spirit in my workgroup	41	40	14		81%	79%	68%	70%

KEY



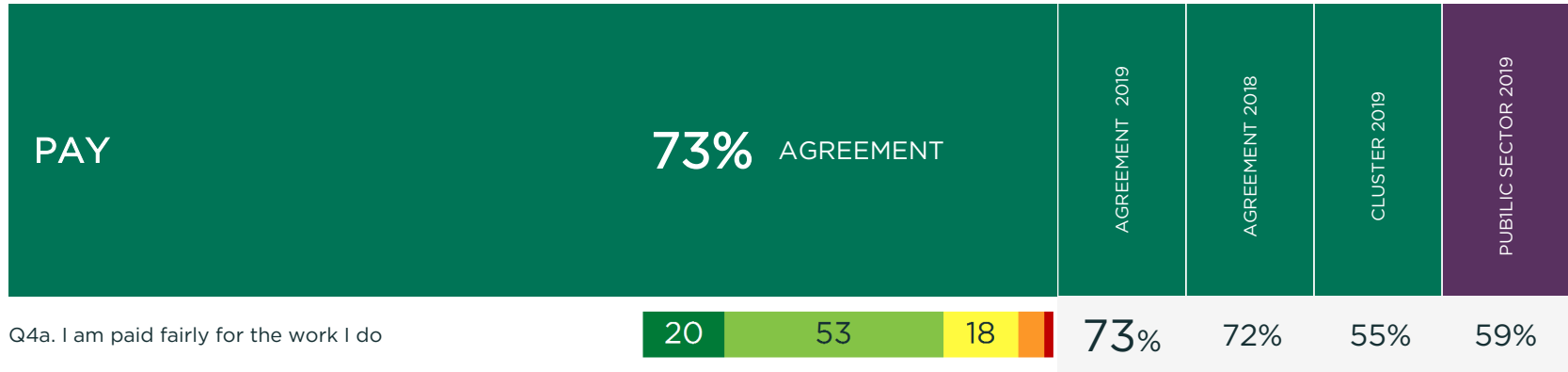


EXPLORE THE FULL RESULTS

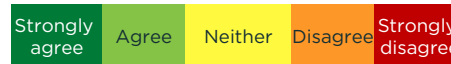
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Results are rounded and may not add up to 100%



KEY



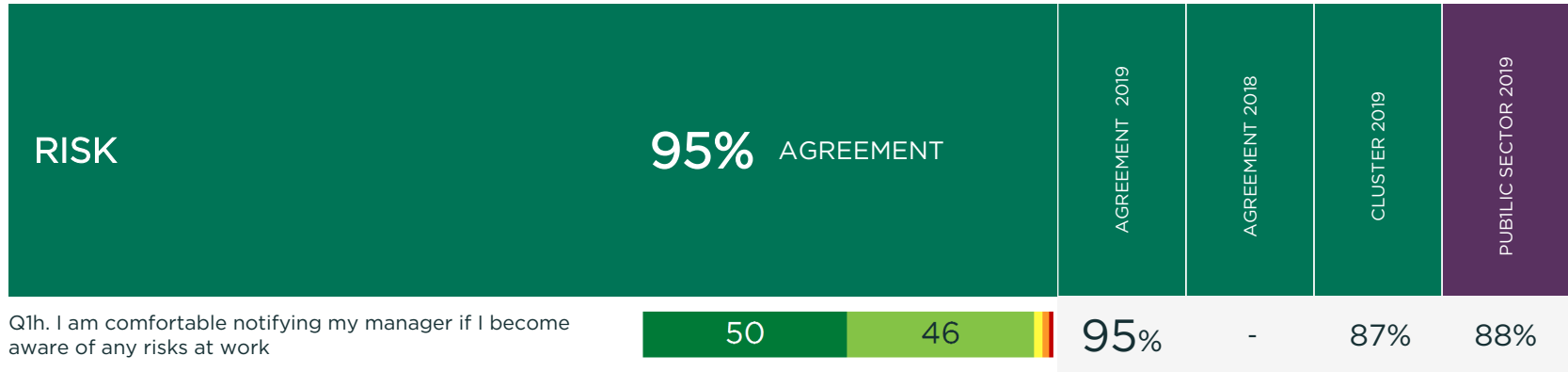


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KEY



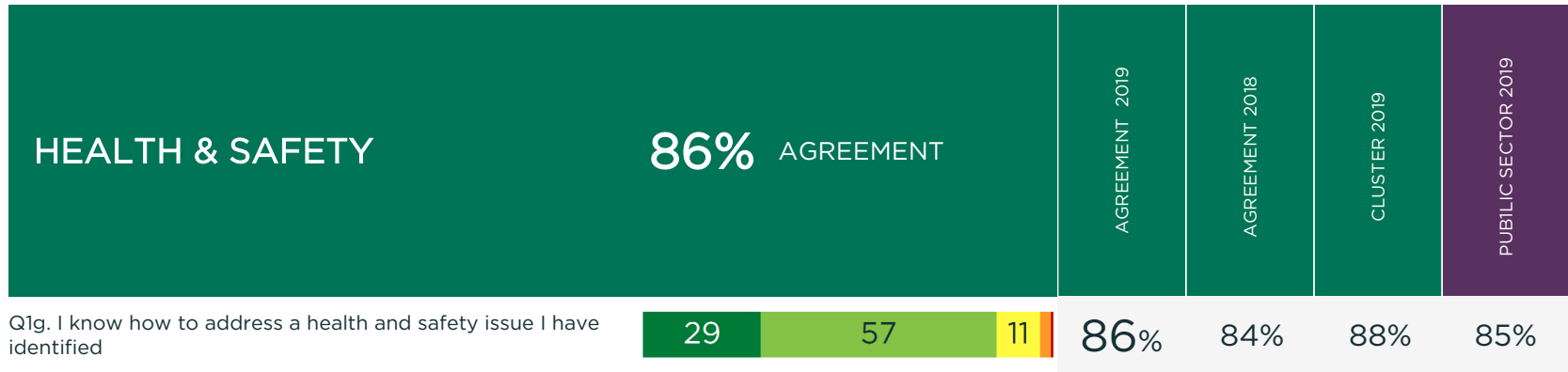


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Results are rounded and may not add up to 100%



KEY





EXPLORE THE FULL RESULTS

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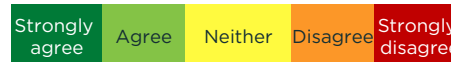
ACTION ON RESULTS

68% AGREEMENT

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



KEY



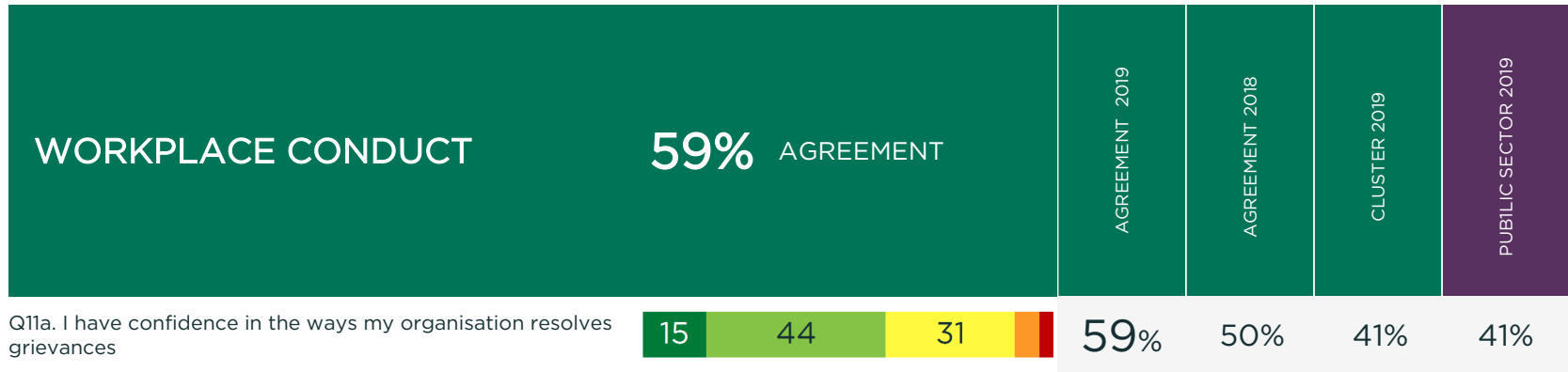


EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%



KEY





WELLBEING AND ENGAGEMENT

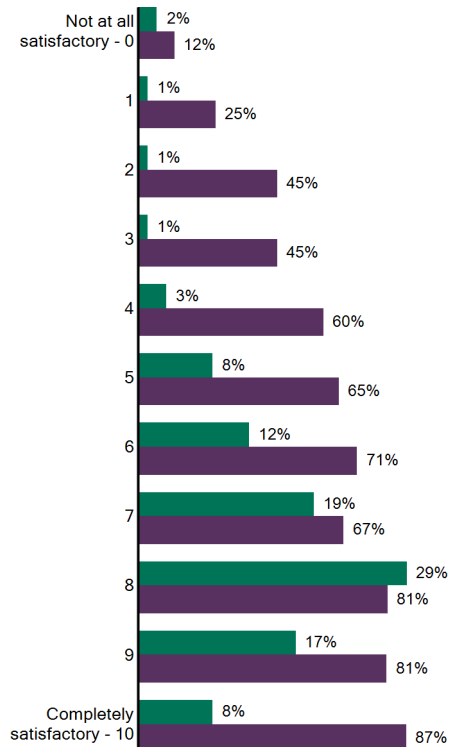
EXPLORE THE FULL RESULTS

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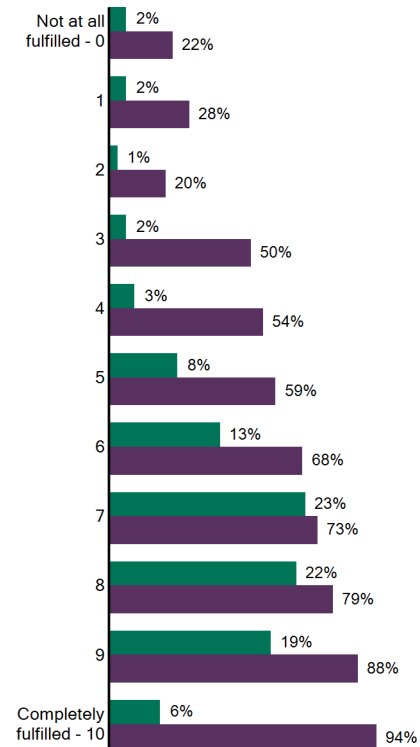
This compares Wellbeing to Engagement.

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



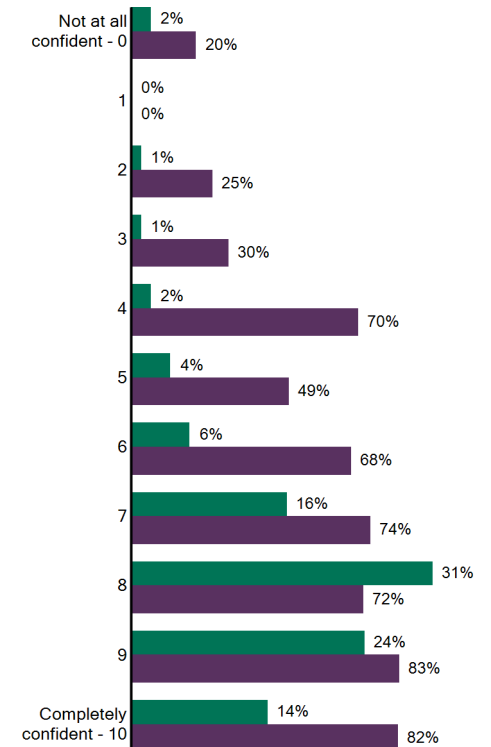
Proportion of respondents answering each response option

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		81%	83%	71%	71%
No		19%	17%	29%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		85%	80%	74%	76%
No		15%	20%	26%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		70%	72%	58%	60%
No		30%	28%	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

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		29%	27%	40%	41%
No		71%	73%	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
There are no major barriers to my career progression		43%	53%	31%	29%
Lack of visible opportunities		25%	21%	29%	29%
Lack of promotion opportunities		21%	21%	26%	28%
Personal/family considerations		21%	13%	28%	29%
Geographic location considerations		12%	11%	22%	25%
Insufficient training and development		11%	14%	15%	15%
Other		8%	7%	8%	9%
Lack of support from my manager/supervisor		8%	13%	14%	13%
The application/recruitment process is too cumbersome or time consuming		8%	13%	17%	22%
Lack of required capabilities or experience		6%	7%	10%	11%
Lack of support for temporary assignments/secondments		6%	10%	14%	15%

% are calculated with the number of unique respondents (N = 177 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		21%	13%	32%	27%
No		61%	66%	51%	56%
Don't know		19%	21%	17%	17%
Q12b. If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?					
Yes		70%	52%	67%	65%
No		27%	38%	30%	32%
Don't know		3%	10%	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

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q13a. In the last 12 months I have witnessed bullying at work					
Yes		17%	21%	39%	33%
No		74%	70%	52%	57%
Don't know		9%	8%	10%	10%
Q13b. In the last 12 months I have been subjected to bullying at work					
Yes		5%	7%	21%	18%
No		89%	89%	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

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



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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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

	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes	0%	1%	6%	4%
No	99%	97%	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)



EXPLORE THE FULL RESULTS

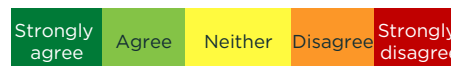
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HEALTH CUSTOMISED QUESTIONS					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019
Q1. I believe I am valued for what I can offer at my workplace	23	58	14		81%	83%	71%
Q2. In my workplace, we recognise our successes and innovations	21	55	16		76%	81%	66%
Q3. Overall, I have confidence in the decisions made by my senior managers	21	58	13		79%	76%	54%
Q4. I have a say in decisions which affect my work	21	58	11	8	79%	73%	53%
Q5. Where I work, we share the lessons learnt when mistakes are made	19	58	13	8	77%	75%	67%
Q6. My team's objectives/work plans are clearly outlined	18	56	14	8	74%	73%	66%
Q7. Our objectives/work plans help us to deliver a quality service	17	60	16		77%	72%	67%
Q8. Overall, I believe the culture at my workplace has improved in the last 12 months	19	37	25	12	56%	65%	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		78%	63%
Often		20%	25%
About half the time		1%	7%
Seldom		0%	3%
Never		1%	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

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)



EXPLORE THE FULL SURVEY RESULTS

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Results are rounded and may not add up to 100%

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)



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	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
CUSTOMISED QUESTIONS		

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)		1%	0%
Administrative and Executive Assistant		2%	9%
Corporate Services		10%	3%
Senior Manager/Executive		10%	2%
Allied Health Professional		0%	11%
Allied Health Assistant		0%	1%
Health Education, Health Promotion and Health Protection		0%	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	1%	1%
Hospital Scientist/Biomedical Engineers	0%	1%
Researchers	0%	0%
Data Analyst	1%	1%
Technical Officers/Technical Assistant	0%	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.

		2019	CLUSTER 2019
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		33%	0%
Project Manager		6%	1%
Project Officer		8%	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	10%	5%
Prefer not to say	13%	7%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
GENDER		
Male		57%
Female		42%
Other		1%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
AGE		
15-19		1%
20-24	█	5%
25-29	█	9%
30-34	█	14%
35-39	█	12%
40-44	█	18%
45-49	█	18%
50-54	█	13%
55-59	█	7%
60-64		1%
65+		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

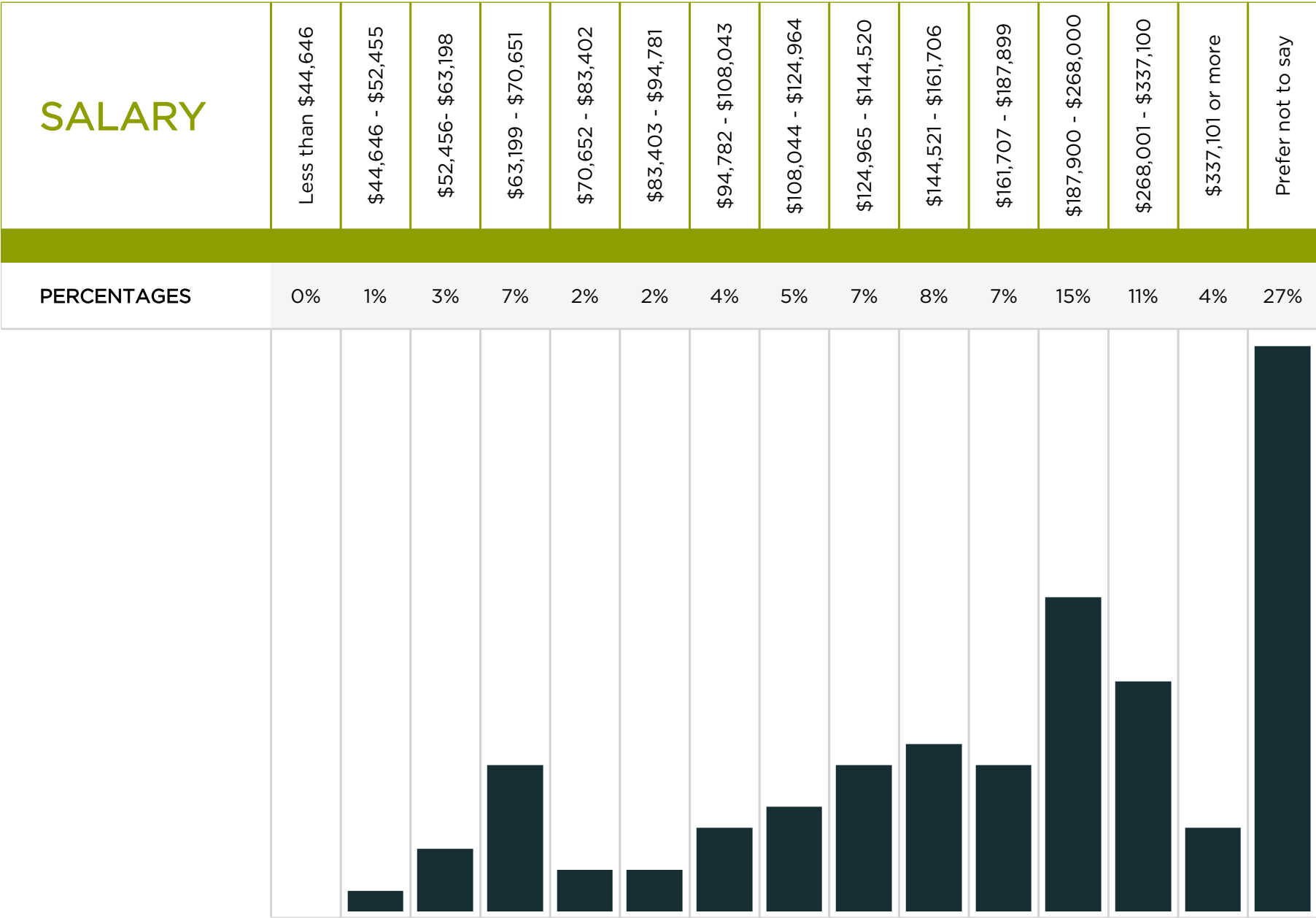
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	2%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	6%
Administrative support (e.g. executive/personal assistant, receptionist)	2%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	21%
Policy	1%
Research	0%
Program and project management support	49%
Legal (including developing and/or reviewing legislation)	1%
Other	19%

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		30%
1 - 2 years		26%
2 - 5 years		27%
5 - 10 years		13%
10 - 20 years		3%
More than 20 years		0%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

	PERCENTAGE
FLEXIBLE WORKING	
Flexible start and finish times	68%
Working from home	64%
Working from different locations	50%
Working additional hours to make up for time off	17%
None of the above	13%
Part-time work	10%
Working more hours over fewer days	9%

% are calculated with the number of unique respondents (N = 179 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

	PERCENTAGE
FLEXIBLE WORKING	
Leave without pay	8%
Study leave	3%
Flexible scheduling for rostered workers	2%
Other	2%
Job sharing	0%
Purchasing annual leave	0%

% are calculated with the number of unique respondents (N = 179 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%

	Health Infrastructure	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	189	4	10	3	38	2	0	88	1	35
EMPLOYEE ENGAGEMENT	73%	(r)	(r)	(r)	76%	(r)	(r)	72%	(r)	74%
ENGAGEMENT WITH WORK	82%	(r)	(r)	(r)	87%	(r)	(r)	79%	(r)	84%
SENIOR MANAGERS	71%	(r)	(r)	(r)	79%	(r)	(r)	69%	(r)	70%
COMMUNICATION	77%	(r)	(r)	(r)	85%	(r)	(r)	75%	(r)	75%
HIGH PERFORMANCE	76%	(r)	(r)	(r)	85%	(r)	(r)	74%	(r)	75%
PUBLIC SECTOR VALUES	79%	(r)	(r)	(r)	86%	(r)	(r)	78%	(r)	77%
DIVERSITY & INCLUSION	84%	(r)	(r)	(r)	86%	(r)	(r)	83%	(r)	82%

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%

	Health Infrastructure	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	189	0	1	5	12	3	3	8	9	12	14	12	26	19
EMPLOYEE ENGAGEMENT	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	82%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	84%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Health Infrastructure	\$337,101 or more	Prefer not to say
NUMBER OF RESPONDENTS	189	7	48
EMPLOYEE ENGAGEMENT	73%	(r)	71%
ENGAGEMENT WITH WORK	82%	(r)	82%
SENIOR MANAGERS	71%	(r)	67%
COMMUNICATION	77%	(r)	76%
HIGH PERFORMANCE	76%	(r)	73%
PUBLIC SECTOR VALUES	79%	(r)	77%
DIVERSITY & INCLUSION	84%	(r)	83%

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%

	Health Infrastructure	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	189	54	47	48	23	6	0
EMPLOYEE ENGAGEMENT	73%	72%	70%	76%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	82%	81%	81%	82%	(r)	(r)	(r)
SENIOR MANAGERS	71%	68%	66%	78%	(r)	(r)	(r)
COMMUNICATION	77%	76%	72%	82%	(r)	(r)	(r)
HIGH PERFORMANCE	76%	74%	72%	81%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	79%	75%	76%	85%	(r)	(r)	(r)
DIVERSITY & INCLUSION	84%	84%	80%	88%	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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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.

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Results are rounded and may not add up to 100%

	Health Infrastructure	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	189	121	16	31	4	18	0	90	115	0	15	6	3	23
EMPLOYEE ENGAGEMENT	73%	76%	(r)	73%	(r)	(r)	(r)	74%	73%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	82%	85%	(r)	77%	(r)	(r)	(r)	84%	82%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	71%	73%	(r)	75%	(r)	(r)	(r)	70%	69%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	77%	78%	(r)	78%	(r)	(r)	(r)	76%	75%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	76%	78%	(r)	76%	(r)	(r)	(r)	75%	75%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	79%	80%	(r)	80%	(r)	(r)	(r)	78%	77%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	84%	86%	(r)	81%	(r)	(r)	(r)	86%	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 Infrastructure	Sydney East	Sydney West	Sydney - North Sydney and Hornsby	Richmond - Tweed	New England and North West	Newcastle and Lake Macquarie	Riverina	Central Coast	Central West	Coffs Harbour - Grafton	Mid North Coast	Sydney - City and Inner South	Sydney - Northern Beaches
NUMBER OF RESPONDENTS	189	143	2	140	3	2	2	2	1	1	1	1	1	1
EMPLOYEE ENGAGEMENT	73%	73%	(r)	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	82%	82%	(r)	82%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	71%	72%	(r)	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	77%	76%	(r)	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	76%	76%	(r)	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	79%	80%	(r)	80%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	84%	84%	(r)	84%	(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

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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 Infrastructure	Sydney - Outer West and Blue Mountains	Sydney - Parramatta	Sydney - Ryde	Capital Region	Far West and Orana	Hunter Valley exc Newcastle	Illawarra	Murray	Outside NSW	Southern Highlands and Shoalhaven	Sydney - Baulkham Hills and Hawkesbury	Sydney - Blacktown	Sydney - Eastern Suburbs
NUMBER OF RESPONDENTS	189	1	1	1	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	82%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	84%	(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 Infrastructure	Sydney - Inner South West	Sydney - Inner West	Sydney - Outer South West	Sydney - South West	Sydney - Sutherland
NUMBER OF RESPONDENTS	189	0	0	0	0	0
EMPLOYEE ENGAGEMENT	73%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	82%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	71%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	77%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	76%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	79%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	84%	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
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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%

	Health Infrastructure	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
NUMBER OF RESPONDENTS	189	1	9	16	24	21	30	30	23	12	2	3
EMPLOYEE ENGAGEMENT	73%	(r)	(r)	(r)	(r)	(r)	73%	79%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	82%	(r)	(r)	(r)	(r)	(r)	84%	94%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	71%	(r)	(r)	(r)	(r)	(r)	76%	86%	(r)	(r)	(r)	(r)
COMMUNICATION	77%	(r)	(r)	(r)	(r)	(r)	83%	91%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	76%	(r)	(r)	(r)	(r)	(r)	78%	86%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	79%	(r)	(r)	(r)	(r)	(r)	82%	92%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	84%	(r)	(r)	(r)	(r)	(r)	88%	94%	(r)	(r)	(r)	(r)

KEY

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AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULT BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement 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 Infrastructure	Male	Female	Other
NUMBER OF RESPONDENTS	189	102	75	2
EMPLOYEE ENGAGEMENT	73%	73%	74%	(r)
ENGAGEMENT WITH WORK	82%	82%	83%	(r)
SENIOR MANAGERS	71%	71%	74%	(r)
COMMUNICATION	77%	76%	80%	(r)
HIGH PERFORMANCE	76%	75%	80%	(r)
PUBLIC SECTOR VALUES	79%	79%	82%	(r)
DIVERSITY & INCLUSION	84%	84%	85%	(r)

KEY

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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%

	Health Infrastructure	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	189	0	0	1	0	0	0	0	0	0	0	3	3	1
EMPLOYEE ENGAGEMENT	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	82%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	84%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

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CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement 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 Infrastructure	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	189	4	19	19	0	0	0	0	0	0	1	0	0	2
EMPLOYEE ENGAGEMENT	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	82%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	84%	(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

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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%

	Health Infrastructure	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	189	0	0	0	0	0	0	0	59	11	15	0	0	0
EMPLOYEE ENGAGEMENT	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	74%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	82%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	85%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	72%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	76%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	75%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	79%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	84%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	85%	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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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 Infrastructure	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	189	0	0	0	0	1	0	18	24
EMPLOYEE ENGAGEMENT	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	82%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	84%	(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

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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

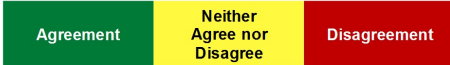
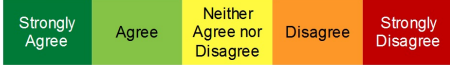
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.