



2019 | NSW Public Sector
Employee Survey

AGENCY REPORT

Health

Justice Health & Forensic Mental Health Network



Contents

Headlines	3
Highest and Lowest Questions	4
Most and Least Improved Questions	5
Highest Neutral Scoring Questions	6
Respondent Profile	7
Taking Action	8
Key Drivers of Engagement	9
Team Comparison	10
All Questions by Topic	11
Profile of Respondents	51
Results by Select Demographics	58
Report Guide	72

RESPONSE RATE

39%

603 OF 1,552 RESPONDENTS

RESPONSE RATE 2018: 40%

EMPLOYEE ENGAGEMENT

60%

DIFFERENCE FROM 2018 -1 (61%)

DIFFERENCE FROM CLUSTER -4 (65%)

DIFFERENCE FROM PUBLIC SECTOR -5 (66%)

ENGAGEMENT WITH WORK

70%

DIFFERENCE FROM 2018 +1 (69%)

DIFFERENCE FROM CLUSTER -3 (73%)

DIFFERENCE FROM PUBLIC SECTOR -2 (73%)

SENIOR MANAGERS

41%

DIFFERENCE FROM 2018 +1 (40%)

DIFFERENCE FROM CLUSTER -6 (46%)

DIFFERENCE FROM PUBLIC SECTOR -9 (50%)

COMMUNICATION

56%

DIFFERENCE FROM 2018 -1 (57%)

DIFFERENCE FROM CLUSTER -4 (60%)

DIFFERENCE FROM PUBLIC SECTOR -6 (62%)

HIGH PERFORMANCE

59% -

DIFFERENCE FROM 2018 0 (59%)

DIFFERENCE FROM CLUSTER -5 (64%)

DIFFERENCE FROM PUBLIC SECTOR -6 (65%)

PUBLIC SECTOR VALUES

55%

DIFFERENCE FROM 2018 +1 (53%)

DIFFERENCE FROM CLUSTER -5 (60%)

DIFFERENCE FROM PUBLIC SECTOR -8 (62%)

DIVERSITY & INCLUSION

62% -

DIFFERENCE FROM 2018 0 (62%)

DIFFERENCE FROM CLUSTER -4 (67%)

DIFFERENCE FROM PUBLIC SECTOR -7 (69%)

FLEXIBLE WORKING SATISFACTION

49%

DIFFERENCE FROM 2018 -2 (51%)

DIFFERENCE FROM CLUSTER -8 (58%)

DIFFERENCE FROM PUBLIC SECTOR -10 (59%)

ACTION ON RESULTS

35%

DIFFERENCE FROM 2018 +6 (29%)

DIFFERENCE FROM CLUSTER -5 (40%)

DIFFERENCE FROM PUBLIC SECTOR -4 (39%)



QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.

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

The Employee Engagement index is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

Response Rate: some entities exceed 100% where responses were greater than the employee headcount. This is thought to be primarily due to employees selecting the wrong work location in the survey

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
1a. I understand what is expected of me to do well in my role	88%	89%
1g. I know how to address a health and safety issue I have identified	87%	86%
1h. I am comfortable notifying my manager if I become aware of any risks at work	86%	-
2a. My workgroup strives to achieve customer/client satisfaction	85%	77%
2c. I receive help and support from other members of my workgroup	79%	74%
2b. My workgroup works collaboratively to achieve its objectives	77%	71%
1c. My job gives me a feeling of personal accomplishment	74%	72%
2e. People in my workgroup treat each other with respect	72%	63%
5b. My manager listens to what I have to say	72%	74%
1d. I feel motivated to contribute more than what is normally required at work	71%	70%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
6h. I feel that senior managers listen to employees	33%	32%
11a. I have confidence in the ways my organisation resolves grievances	33%	32%
7c. I feel that change is managed well in my organisation	34%	31%
10a. I believe action will be taken on the results from this survey by my organisation	35%	29%
7e. People in my organisation take responsibility for their own actions	35%	36%
7g. I have confidence in the way recruitment decisions are made	38%	38%
6g. I feel that senior managers keep employees informed about what's going on	38%	39%
6b. I feel that senior managers effectively lead and manage change	39%	38%
7d. There is good co-operation between teams across our organisation	40%	37%
6d. Senior managers encourage innovation by employees	41%	43%



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
2e. People in my workgroup treat each other with respect	72%	63%
2a. My workgroup strives to achieve customer/client satisfaction	85%	77%
2d. There is good team spirit in my workgroup	69%	63%
10a. I believe action will be taken on the results from this survey by my organisation	35%	29%
2b. My workgroup works collaboratively to achieve its objectives	77%	71%
5h. My manager deals appropriately with employees who perform poorly	49%	44%
2c. I receive help and support from other members of my workgroup	79%	74%
7d. There is good co-operation between teams across our organisation	40%	37%
7l. My organisation motivates me to help it achieve its objectives	51%	48%
8c. I am able to speak up and share a different view to my colleagues and manager	65%	63%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
5c. My manager communicates effectively with me	67%	71%
7j. I am proud to tell others I work for my organisation	58%	62%
5e. My manager involves my workgroup in decisions about our work	64%	66%
5f. I have confidence in the decisions my manager makes	62%	64%
6i. Senior managers in my organisation support the career advancement of women	46%	48%
6d. Senior managers encourage innovation by employees	41%	43%
8e. My manager supports flexible working in my team	57%	59%
5b. My manager listens to what I have to say	72%	74%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	49%	51%
7b. My organisation is making the necessary improvements to meet our future challenges	49%	51%



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

Q6i. Senior managers in my organisation support the career advancement of women



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



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



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



Q7c. I feel that change is managed well in my organisation



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

Q6i. Senior managers in my organisation support the career advancement of women



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



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



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



Q7c. I feel that change is managed well in my organisation



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

Q6i. Senior managers in my organisation support the career advancement of women



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



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



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



Q7c. I feel that change is managed well 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: 603

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	23	Senior Executive (ongoing/permanent or term)	1	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	55
Female	74	Ongoing/Permanent (other than senior executive)	85	Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	5
Other	3	Temporary (including temporary teachers and graduates)	4	Administrative support (e.g. executive/personal assistant, receptionist)	13
		Casual	4	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	9
		Contract – Non Executive	3	Policy	0
		Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	0	Research	1
		Other	1	Program and project management support	7
		Don't know	1	Legal (including developing and/or reviewing legislation)	0
				Other	9
Age	Survey %	Manager of managers	Survey %	Organisation Tenure	Survey %
15 - 34 years	22	Yes	12	Less than 1 year	12
35 - 54 years	54	No	88	1 - 2 years	13
55+ years	25			2 - 5 years	24
		Supervisors	Survey %	5 - 10 years	26
		Yes	35	10 - 20 years	22
		No	65	More than 20 years	4
		Working arrangement	Survey %		
		Full-time	76	Salary	Survey %
		Part-time	24	\$83,402 and below	33
				\$83,403 - \$108,043	23
				\$108,044 - \$144,520	26
				\$144,521 and above	9
				Prefer not to say	9
LOTE spoken at home	Survey %				
Yes	22				
No	73				
Prefer not to say	5				
Aboriginal and/or Torres Strait Islanders	Survey %				
Yes	3				
No	91				
Prefer not to say	5				
Disability	Survey %				
Yes	1				
No	96				
Prefer not to say	3				
LGBTI	Survey %				
Yes	5				
No	90				
Prefer not to say	5				

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.

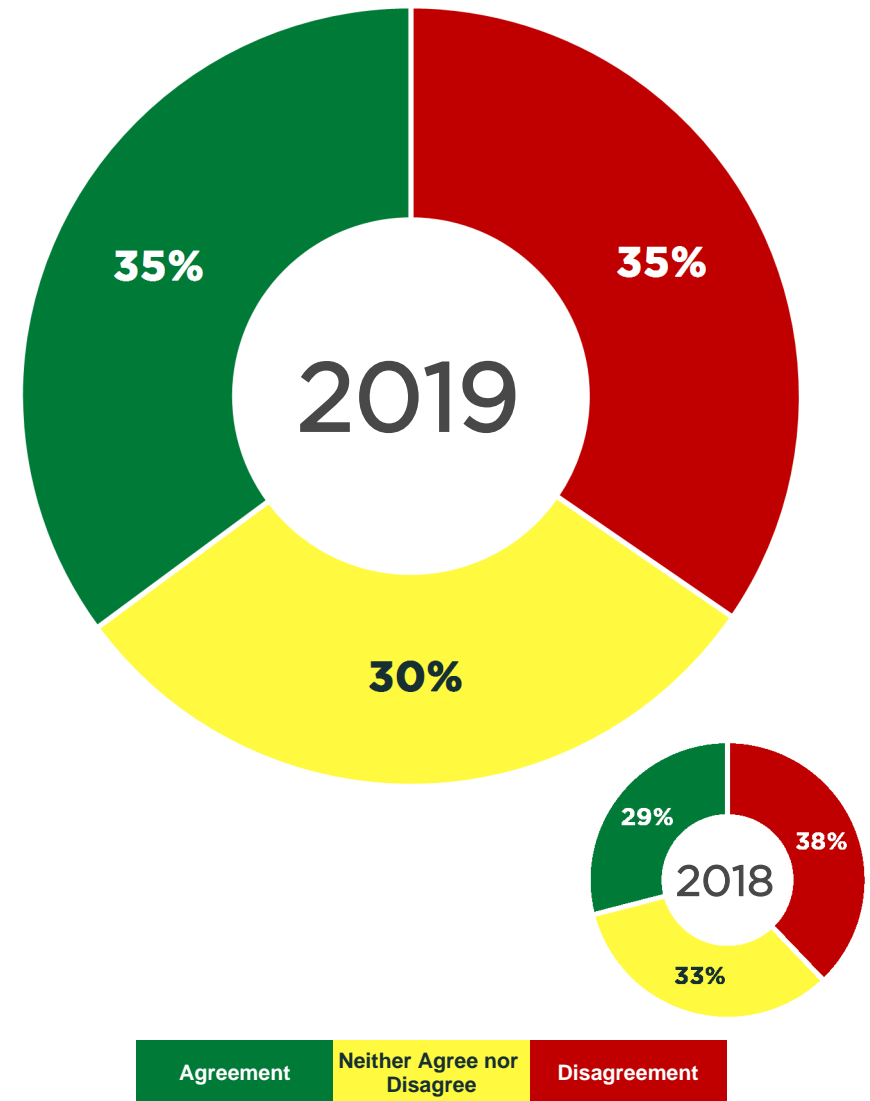
Results are rounded and may not add up to 100%

35%

of employees replied favourably to:

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

39%	40%	29%
SECTOR	CLUSTER	2018



KEY DRIVERS OF ENGAGEMENT



Employee Engagement scores at different levels are shown in earlier and following pages.

These results show the issues that are the most significant influencers of employee engagement in the workplace at this level.

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

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

RANK

		% AGREEMENT 2019	% AGREEMENT 2018	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	Q7f. My organisation is committed to developing its employees	52%	51%	51%	53%
2	Q7b. My organisation is making the necessary improvements to meet our future challenges	49%	51%	54%	57%
3	Q7c. I feel that change is managed well in my organisation	34%	31%	43%	42%
4	Q7a. My organisation focuses on improving the work we do	60%	62%	67%	69%
5	Q6c. I feel that senior managers model the values of my organisation	42%	40%	48%	52%
6	Q6h. I feel that senior managers listen to employees	33%	32%	40%	44%

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Justice Health & Forensic Mental Health Network

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.

	Justice Health & Forensic Mental Health Network	Clinical Operations	Corporate Services	Performance & Planning, and Directorate of Medical Administration
NUMBER OF RESPONDENTS	603	419	97	43
EMPLOYEE ENGAGEMENT	60%	60%	60%	71%
ENGAGEMENT WITH WORK	70%	69%	70%	81%
SENIOR MANAGERS	41%	40%	35%	64%
COMMUNICATION	56%	55%	57%	73%
HIGH PERFORMANCE	59%	58%	59%	75%
PUBLIC SECTOR VALUES	55%	53%	56%	73%
DIVERSITY & INCLUSION	62%	59%	68%	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

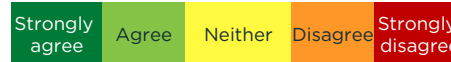
Questions are grouped by topics in this report.

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	60% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	16	39	24	13	8	55%	54%	61%	62%
Q7j. I am proud to tell others I work for my organisation	19	39	27	9		58%	62%	69%	70%
Q7k. I feel a strong personal attachment to my organisation	17	36	27	13		53%	53%	61%	64%
Q7l. My organisation motivates me to help it achieve its objectives	14	37	25	15	9	51%	48%	54%	56%
Q7m. My organisation inspires me to do the best in my job	15	34	28	13	9	49%	48%	55%	56%

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

	70% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1c. My job gives me a feeling of personal accomplishment	29	45	12	9	74%	72%	77%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	34	37	14	10	71%	70%	72%	72%
Q1e. I am satisfied with my job	25	41	19	11	66%	66%	70%	69%

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

SENIOR MANAGERS	41% 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	10	34	28	19	9	44%	43%	47%	51%
Q6b. I feel that senior managers effectively lead and manage change	10	29	29	22	10	39%	38%	44%	47%
Q6c. I feel that senior managers model the values of my organisation	12	30	29	18	11	42%	40%	48%	52%
Q6d. Senior managers encourage innovation by employees	11	30	31	18	10	41%	43%	47%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	12	33	32	13	9	45%	43%	48%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	12	37	29	14	8	49%	48%	56%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	10	28	27	21	14	38%	39%	44%	48%
Q6h. I feel that senior managers listen to employees	10	24	29	19	18	33%	32%	40%	44%
Q7c. I feel that change is managed well in my organisation		27	32	22	13	34%	31%	43%	42%

KEY





EXPLORE THE FULL RESULTS

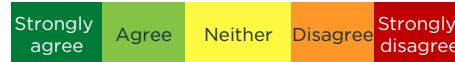
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

COMMUNICATION	56% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q5c. My manager communicates effectively with me	33	33	15	10	8	67%	71%	70%	72%
Q5d. My manager encourages and values employee input	33	36	13	9	9	69%	70%	70%	73%
Q5e. My manager involves my workgroup in decisions about our work	30	33	16	10	10	64%	66%	66%	68%
Q6g. I feel that senior managers keep employees informed about what's going on	10	28	27	21	14	38%	39%	44%	48%
Q6h. I feel that senior managers listen to employees	10	24	29	19	18	33%	32%	40%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	22	43	15	8	11	65%	63%	68%	69%

KEY





EXPLORE THE FULL RESULTS

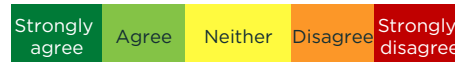
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

	HIGH PERFORMANCE				59% 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	37	51				88%	89%	92%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	32	44	10	9		77%	71%	79%	79%
Q3f. I have received appropriate training and development to do my job well	26	44	15	9		70%	71%	70%	66%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	29	41	16	7		70%	71%	72%	75%
Q5f. I have confidence in the decisions my manager makes	30	31	20	8	10	62%	64%	66%	69%
Q6d. Senior managers encourage innovation by employees	11	30	31	18	10	41%	43%	47%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	12	33	32	13	9	45%	43%	48%	53%
Q7a. My organisation focuses on improving the work we do	15	45	22	12		60%	62%	67%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	11	38	28	15	8	49%	51%	54%	57%

KEY



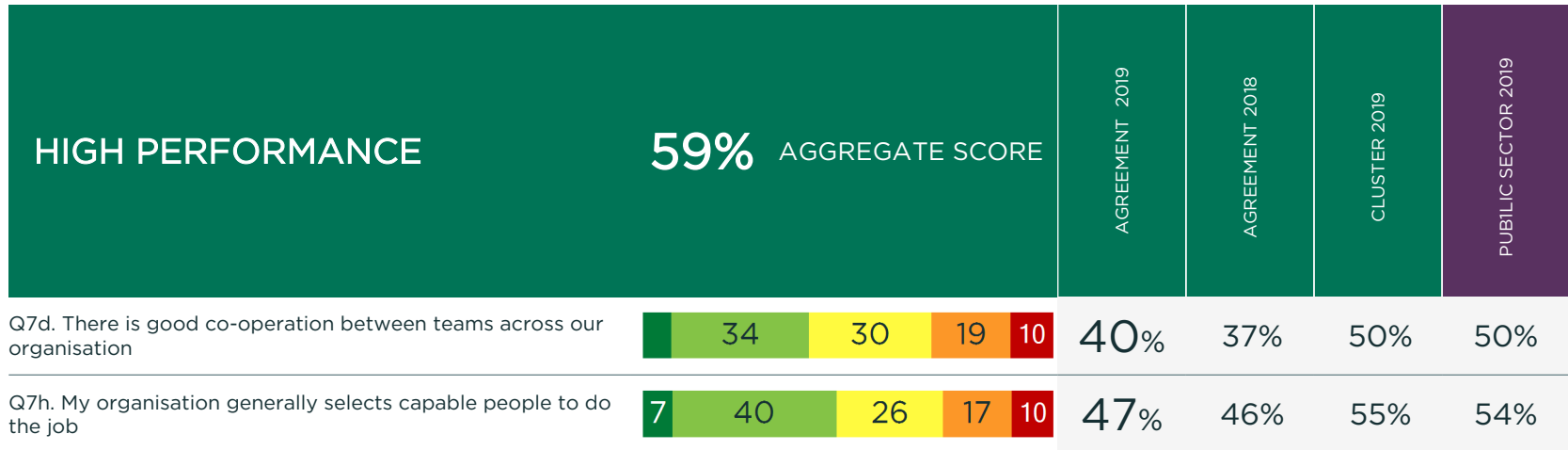


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

PUBLIC SECTOR VALUES	55% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q2a. My workgroup strives to achieve customer/client satisfaction	37	48	7		85%	77%	87%	86%
Q2e. People in my workgroup treat each other with respect	32	40	13	8	72%	63%	72%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	29	41	16	7	70%	71%	72%	75%
Q5b. My manager listens to what I have to say	35	36	12	7	72%	74%	74%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	10	34	28	19	44%	43%	47%	51%
Q6c. I feel that senior managers model the values of my organisation	12	30	29	18	42%	40%	48%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	12	37	29	14	49%	48%	56%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	10	28	27	21	38%	39%	44%	48%
Q6h. I feel that senior managers listen to employees	10	24	29	19	33%	32%	40%	44%

KEY



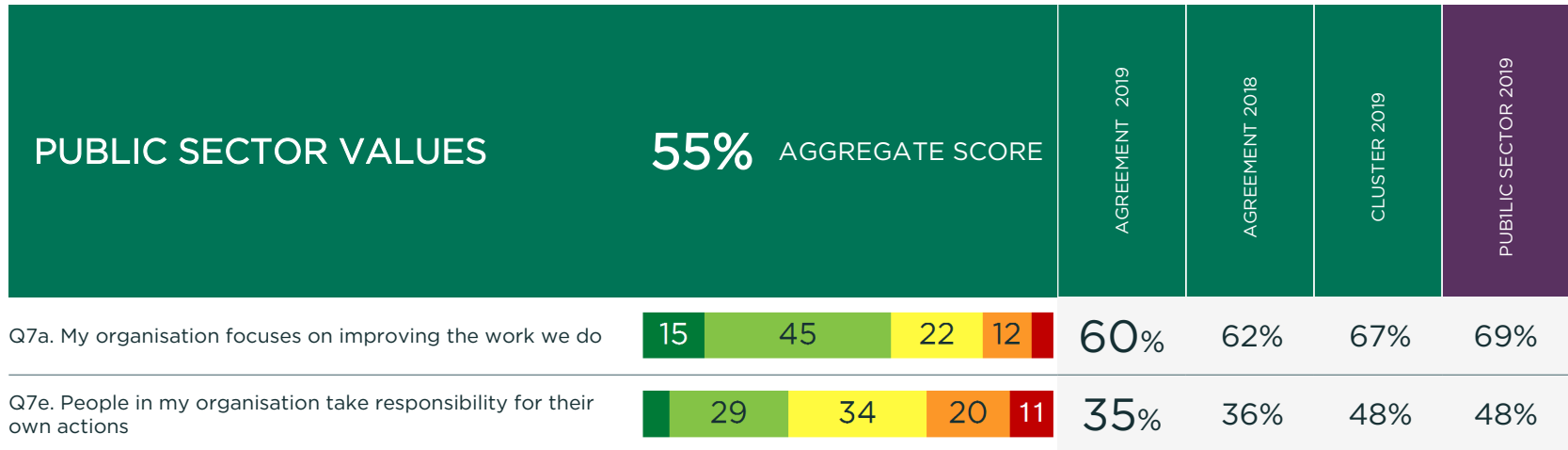


EXPLORE THE FULL RESULTS

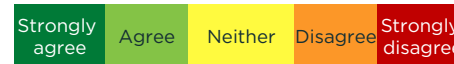
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY





EXPLORE THE FULL RESULTS

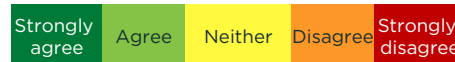
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

DIVERSITY & INCLUSION	62% 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	26	38	12	16	7	64%	62%	66%	67%
Q5b. My manager listens to what I have to say	35	36	12	7	9	72%	74%	74%	76%
Q5d. My manager encourages and values employee input	33	36	13	9	9	69%	70%	70%	73%
Q6i. Senior managers in my organisation support the career advancement of women	16	30	37	7	10	46%	48%	54%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	21	46	20	7		66%	64%	75%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	24	46	19			71%	69%	75%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	22	43	15	8	11	65%	63%	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>	20	29	23	15	12	49%	51%	58%	59%
Q8e. My manager supports flexible working in my team	26	31	19	11	13	57%	59%	61%	63%

KEY



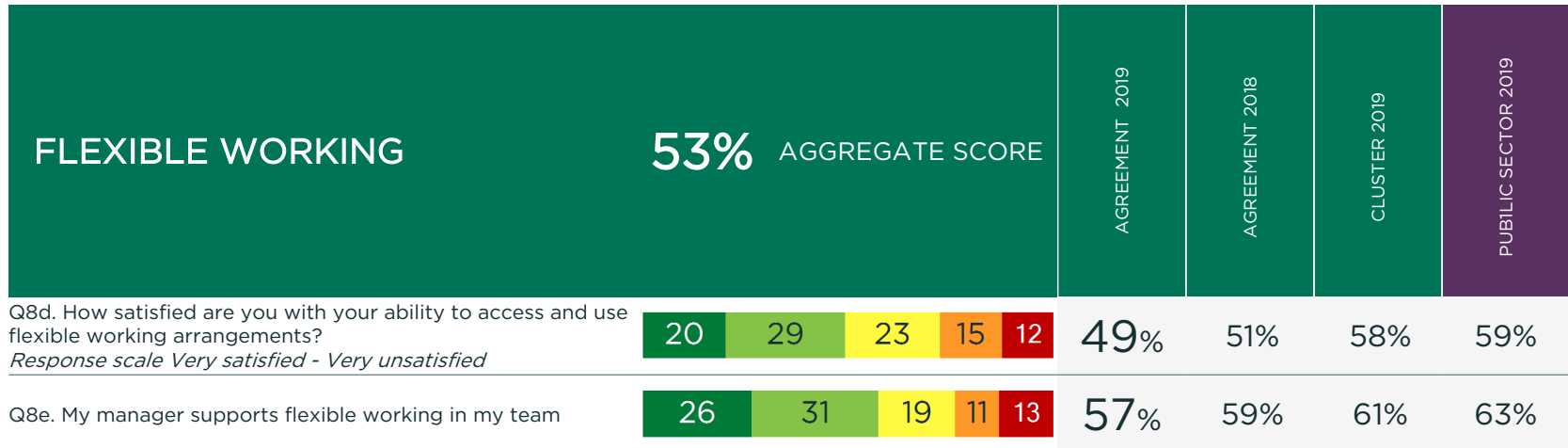


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY



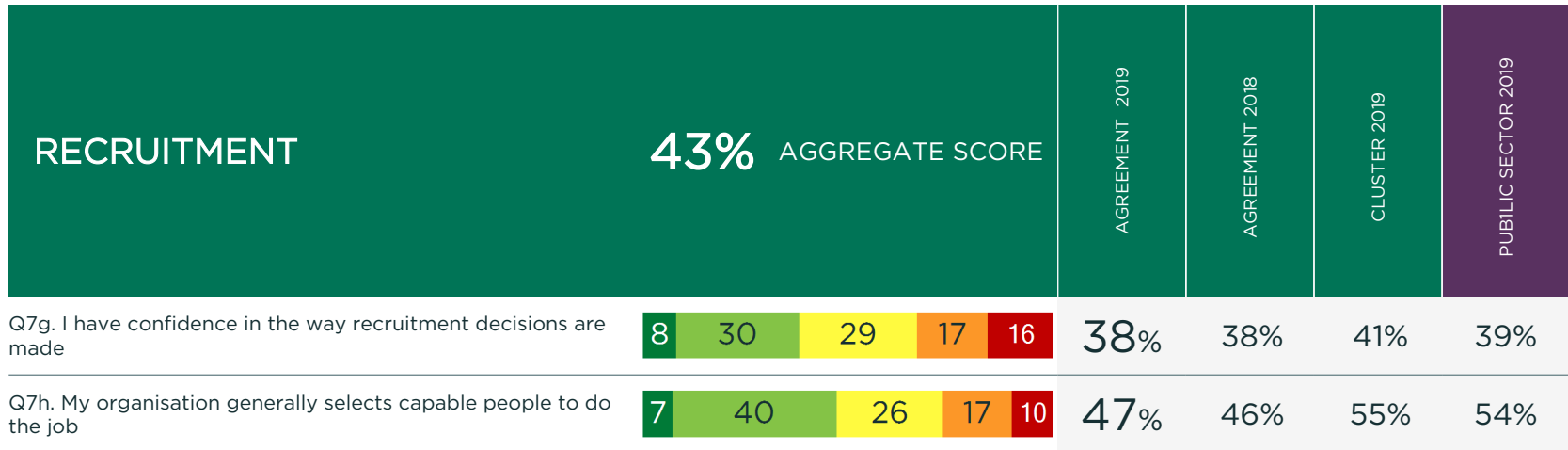


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

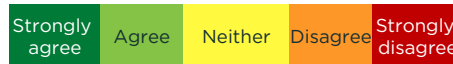
Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

58% 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	25 41 17 9 7	66%	66%	65%	66%
Q3e. My performance is assessed against clear criteria	22 40 22 10	62%	63%	60%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation	21 34 20 13 12	55%	55%	53%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do	33 33 13 10 10	66%	67%	66%	69%
Q5h. My manager deals appropriately with employees who perform poorly	23 27 24 12 15	49%	44%	47%	48%
Q7f. My organisation is committed to developing its employees	13 39 25 13 10	52%	51%	51%	53%

KEY





EXPLORE THE FULL RESULTS

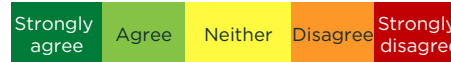
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

WORKPLACE SUPPORT	68% 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	26	38	12	16	7	64%	62%	66%	67%
Q1f. I am able to keep my work stress at an acceptable level	18	44	17	15	7	61%	60%	62%	61%
Q2c. I receive help and support from other members of my workgroup	36	43	11			79%	74%	80%	81%
Q2d. There is good team spirit in my workgroup	33	36	13	9	9	69%	63%	68%	70%

KEY



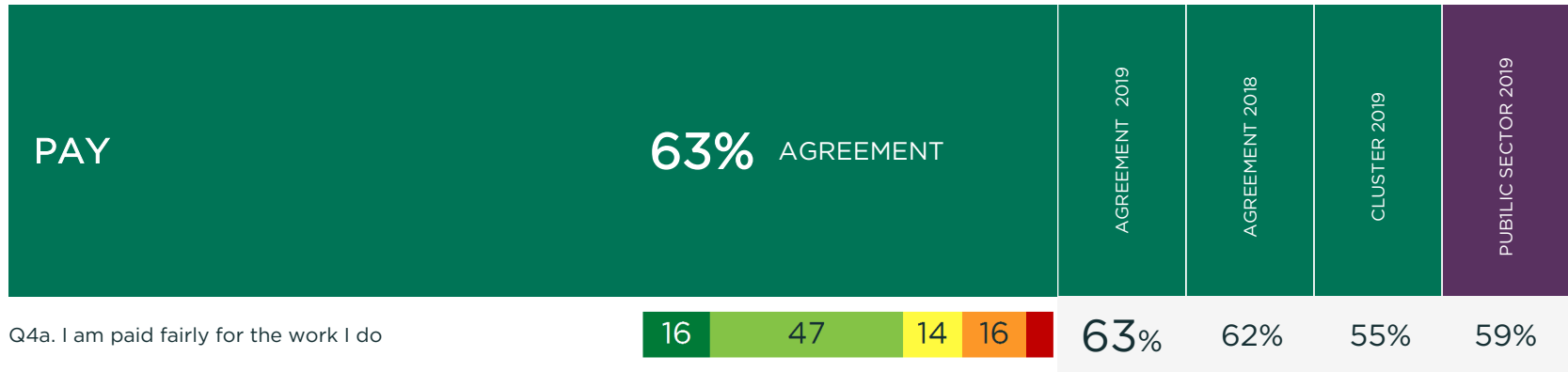


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY



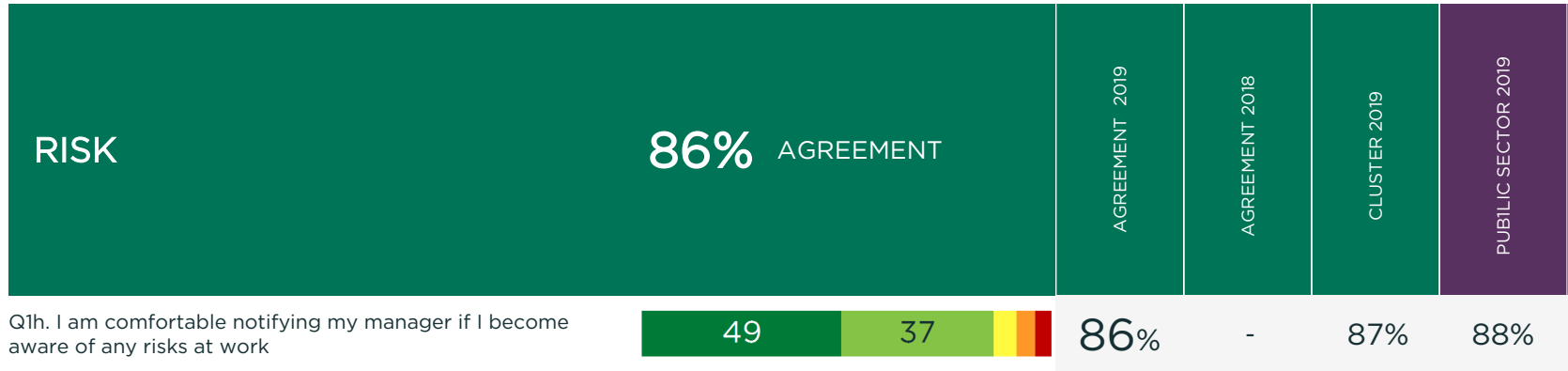


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY



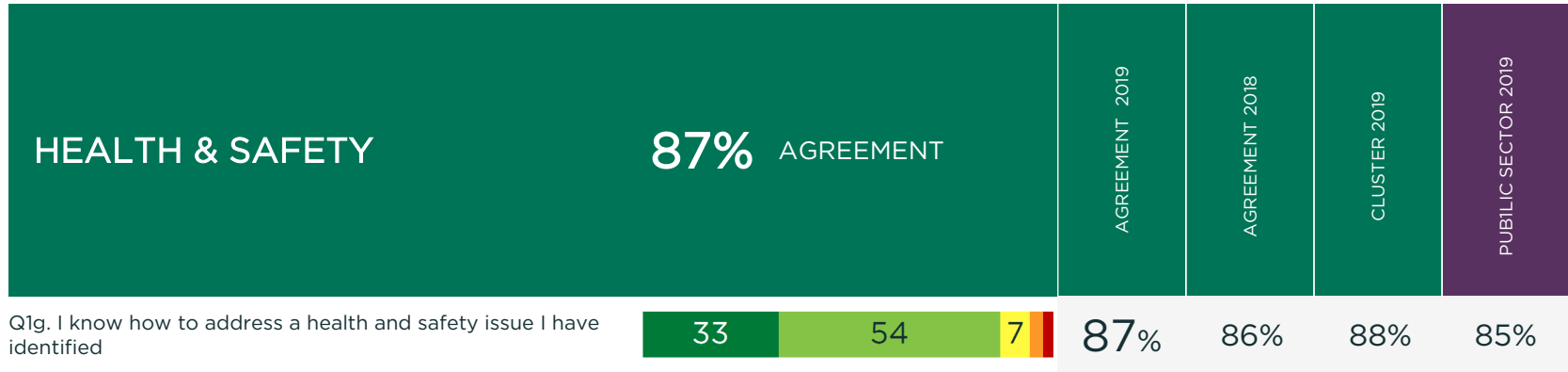


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

ACTION ON RESULTS

35% AGREEMENT

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



35%

29%

40%

39%

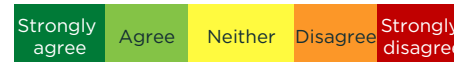
AGREEMENT 2019

AGREEMENT 2018

CLUSTER 2019

PUBLIC SECTOR 2019

KEY



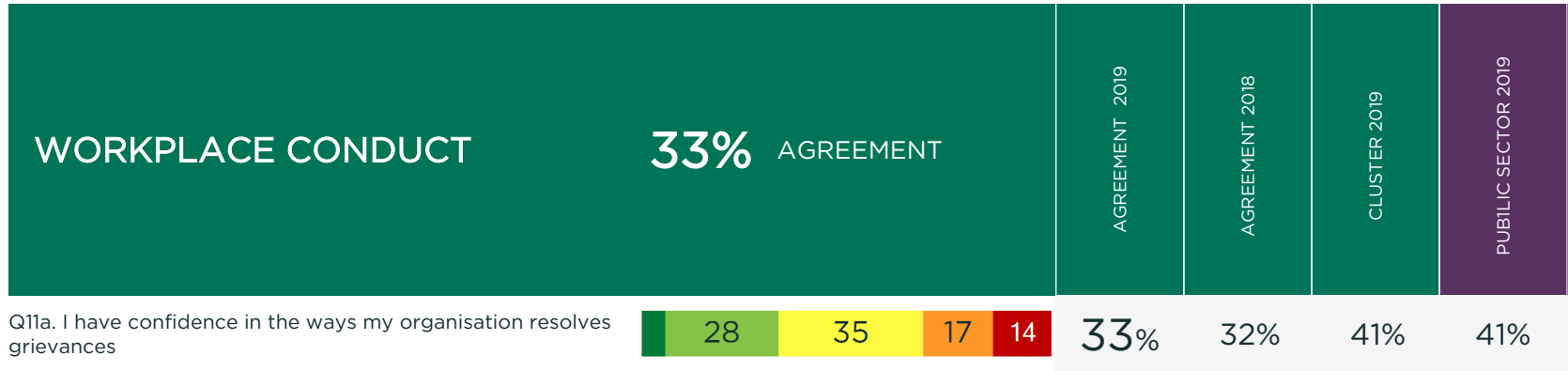


EXPLORE THE FULL RESULTS

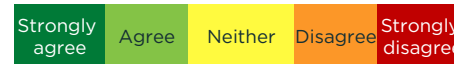
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY



WELLBEING AND ENGAGEMENT



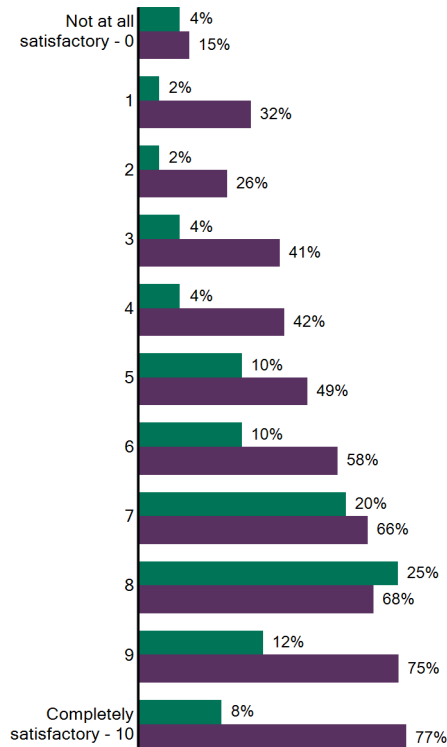
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

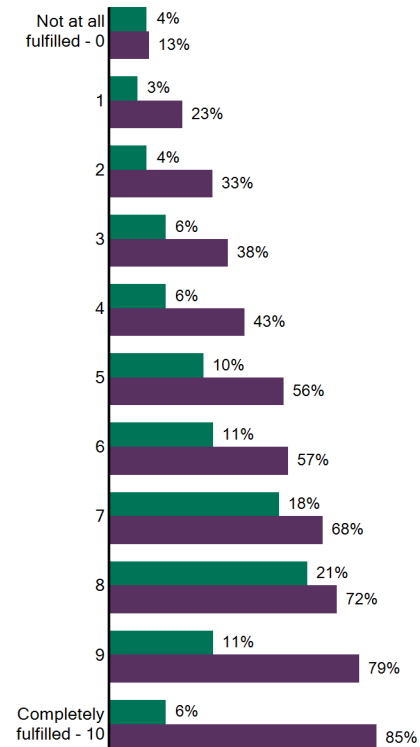
This compares Wellbeing to Engagement.

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



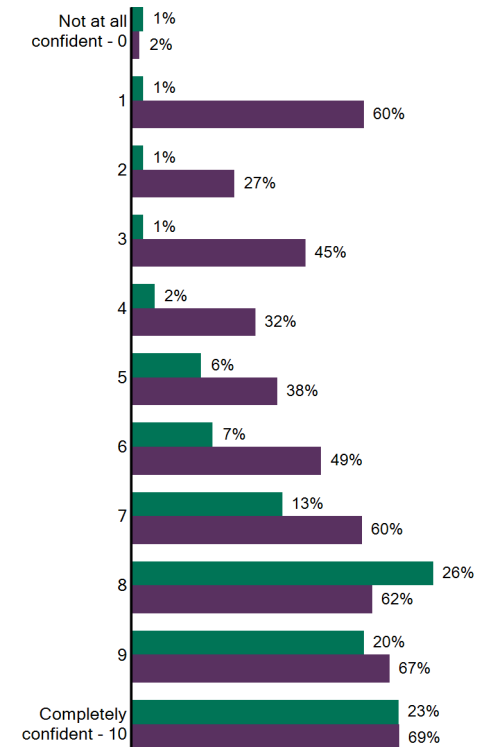
Proportion of respondents answering each response option

Q1j. I find my life at work fulfilling



Employee engagement score

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





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes		76%	74%	71%	71%
No		24%	26%	29%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		75%	75%	74%	76%
No		25%	25%	26%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		58%	61%	58%	60%
No		42%	39%	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		45%	46%	40%	41%
No		55%	54%	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

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)

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
There are no major barriers to my career progression		32%	35%	31%	29%
Geographic location considerations		30%	31%	22%	25%
Personal/family considerations		28%	28%	28%	29%
Lack of visible opportunities		26%	29%	29%	29%
Lack of promotion opportunities		25%	27%	26%	28%
Lack of support for temporary assignments/secondments		18%	16%	14%	15%
Lack of support from my manager/supervisor		16%	14%	14%	13%
The application/recruitment process is too cumbersome or time consuming		15%	19%	17%	22%
Insufficient training and development		12%	11%	15%	15%
Lack of required capabilities or experience		9%	9%	10%	11%
Other		8%	8%	8%	9%

% are calculated with the number of unique respondents (N = 579 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		42%	38%	32%	27%
No		46%	44%	51%	56%
Don't know		13%	17%	17%	17%
Q12b. If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?					
Yes		74%	81%	67%	65%
No		23%	17%	30%	32%
Don't know		3%	1%	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		46%	51%	39%	33%
No		45%	41%	52%	57%
Don't know		9%	9%	10%	10%
Q13b. In the last 12 months I have been subjected to bullying at work					
Yes		26%	26%	21%	18%
No		68%	68%	72%	75%
Don't know		6%	6%	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

Q13c. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Your immediate manager/supervisor		30%	22%	23%	23%
A fellow worker at your level		20%	31%	31%	27%
A senior manager		18%	14%	18%	21%
Prefer not to say		12%	10%	12%	13%
Other		11%	11%	6%	5%
A subordinate		6%	9%	6%	7%
A client or customer		3%	1%	2%	3%
A member of the public other than a client or customer		1%	1%	1%	1%



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

Q14a. In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work

Response	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes	6%	7%	6%	4%
No	91%	90%	92%	94%
Don't know	3%	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

Role	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
A person at work	39%	50%	29%	38%
A member of the public	6%	15%	51%	36%
Other	39%	25%	15%	19%
Prefer not to say	17%	10%	6%	7%



EXPLORE THE FULL RESULTS

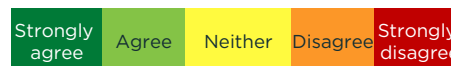
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

HEALTH CUSTOMISED QUESTIONS						AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019
Q1. I believe I am valued for what I can offer at my workplace	22	46	16	12		67%	67%	71%
Q2. In my workplace, we recognise our successes and innovations	19	44	22	9		63%	64%	66%
Q3. Overall, I have confidence in the decisions made by my senior managers	13	35	26	16	11	48%	46%	54%
Q4. I have a say in decisions which affect my work	15	35	24	16	10	50%	53%	53%
Q5. Where I work, we share the lessons learnt when mistakes are made	16	44	22	10	8	60%	62%	67%
Q6. My team's objectives/work plans are clearly outlined	19	47	20	9		66%	61%	66%
Q7. Our objectives/work plans help us to deliver a quality service	19	47	19	9		66%	62%	67%
Q8. Overall, I believe the culture at my workplace has improved in the last 12 months	16	27	28	13	16	43%	41%	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		58%	63%
Often		27%	25%
About half the time		8%	7%
Seldom		5%	3%
Never		2%	2%
Q10. In the past 12 months have you experienced racism in the workplace?			
Yes		12%	11%
No		88%	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.

		2019	CLUSTER 2019
A senior manager		15%	8%
Your immediate manager / supervisor		7%	10%
A fellow worker at your level		24%	25%
A subordinate / worker below your level		9%	6%
A client or patient		16%	25%
A member of the public other than a client or patient		3%	4%
Other		7%	5%
Prefer not to say		18%	16%



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

		2019	CLUSTER 2019
Never		48%	36%
Once		8%	15%
Twice		16%	13%
3-5 times		16%	16%
More than 5 times		13%	20%



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

		2019	CLUSTER 2019
Never		52%	50%
Once		11%	13%
Twice		6%	10%
3-5 times		16%	12%
More than 5 times		14%	15%



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

Q10b3. Racial jokes or slurs, imitating accent

Frequency	2019	CLUSTER 2019
Never	30%	30%
Once	14%	15%
Twice	8%	15%
3-5 times	17%	19%
More than 5 times	31%	21%



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		37%	50%
Once		11%	11%
Twice		10%	10%
3-5 times		19%	13%
More than 5 times		24%	16%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10b5. Exclusion from employment opportunities

		2019	CLUSTER 2019
Never		64%	65%
Once		5%	10%
Twice		11%	8%
3-5 times		6%	8%
More than 5 times		14%	10%



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

Q10b6. Racist material displayed in the workplace

Frequency	2019	CLUSTER 2019
Never	84%	86%
Once	2%	5%
Twice	6%	3%
3-5 times	5%	2%
More than 5 times	3%	4%



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		1%	2%
Career Medical Officer, Hospitalist		1%	0%
Staff Specialist	█	3%	2%
Visiting Medical Officer		1%	0%
Clinical Academic		0%	0%
Assistant in Nursing		0%	1%
Enrolled Nurse		2%	3%
Registered Nurse/Midwife, Clinical Nurse/Midwife Specialist, Clinical Nurse/Midwife Consultant, Practitioner	█	31%	23%
Nurse/Midwifery Educator and Clinical Nurse/Midwifery Educator		1%	2%
Nurse/Midwifery Manager	█	10%	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		3%	2%
Information Management (eg. Librarian, Medical Records and Data Manager)		3%	1%
Clinical Support Executive (eg. Hospital Executive, Local Health Network Executive)		0%	0%
Administrative and Executive Assistant		9%	9%
Corporate Services		6%	3%
Senior Manager/Executive		3%	2%
Allied Health Professional		7%	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	1%	0%
Data Analyst	1%	1%
Technical Officers/Technical Assistant	0%	2%
Dental Officer, Therapists and Hygienist	1%	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	0%	0%
Project Manager	0%	1%
Project Officer	1%	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	0%	0%
Volunteer	0%	0%
Other job role	4%	5%
Prefer not to say	10%	7%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
GENDER		
Male		23%
Female		74%
Other		3%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
AGE		
15-19		0%
20-24		3%
25-29		8%
30-34		11%
35-39		13%
40-44		12%
45-49		16%
50-54		13%
55-59		13%
60-64		10%
65+		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

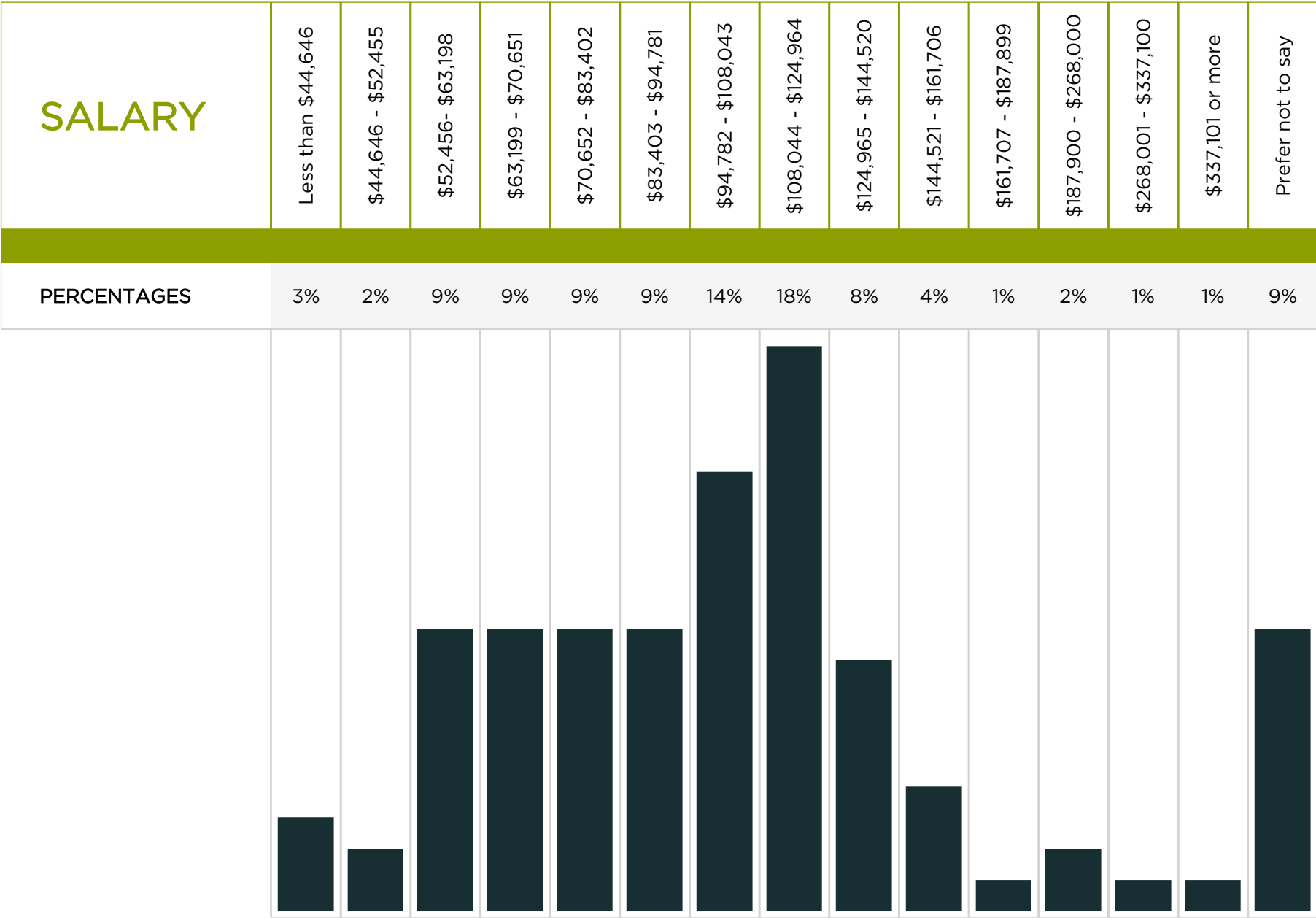
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	55%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	5%
Administrative support (e.g. executive/personal assistant, receptionist)	13%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	9%
Policy	0%
Research	1%
Program and project management support	7%
Legal (including developing and/or reviewing legislation)	0%
Other	9%

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		12%
1 - 2 years		13%
2 - 5 years		24%
5 - 10 years		26%
10 - 20 years		22%
More than 20 years		4%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

	PERCENTAGE
FLEXIBLE WORKING	
None of the above	37%
Flexible start and finish times	35%
Working from different locations	17%
Working additional hours to make up for time off	15%
Part-time work	14%
Study leave	10%
Working from home	9%

% are calculated with the number of unique respondents (N = 541 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	7%
Working more hours over fewer days	4%
Flexible scheduling for rostered workers	4%
Other	3%
Job sharing	2%
Purchasing annual leave	1%

% are calculated with the number of unique respondents (N = 541 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%

	Justice Health & Forensic Mental Health Network	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	603	299	27	73	48	1	7	38	1	49
EMPLOYEE ENGAGEMENT	60%	58%	(r)	65%	61%	(r)	(r)	66%	(r)	67%
ENGAGEMENT WITH WORK	70%	68%	(r)	70%	65%	(r)	(r)	87%	(r)	80%
SENIOR MANAGERS	41%	36%	(r)	43%	48%	(r)	(r)	52%	(r)	50%
COMMUNICATION	56%	50%	(r)	61%	61%	(r)	(r)	79%	(r)	67%
HIGH PERFORMANCE	59%	56%	(r)	60%	63%	(r)	(r)	71%	(r)	68%
PUBLIC SECTOR VALUES	55%	50%	(r)	58%	62%	(r)	(r)	67%	(r)	66%
DIVERSITY & INCLUSION	62%	56%	(r)	70%	71%	(r)	(r)	82%	(r)	73%

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%

	Justice Health & Forensic Mental Health Network	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	603	18	12	48	49	50	48	76	98	42	23	8	9	8
EMPLOYEE ENGAGEMENT	60%	(r)	(r)	65%	66%	62%	52%	57%	62%	64%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	70%	(r)	(r)	74%	75%	60%	60%	73%	74%	77%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	41%	(r)	(r)	53%	38%	41%	35%	31%	40%	57%	(r)	(r)	(r)	(r)
COMMUNICATION	56%	(r)	(r)	63%	55%	49%	49%	51%	57%	71%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	59%	(r)	(r)	64%	59%	61%	53%	54%	61%	71%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	55%	(r)	(r)	62%	55%	55%	47%	49%	55%	69%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	62%	(r)	(r)	71%	68%	61%	55%	59%	62%	69%	(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%

	Justice Health & Forensic Mental Health Network	\$337,101 or more	Prefer not to say
NUMBER OF RESPONDENTS	603	3	51
EMPLOYEE ENGAGEMENT	60%	(r)	52%
ENGAGEMENT WITH WORK	70%	(r)	59%
SENIOR MANAGERS	41%	(r)	30%
COMMUNICATION	56%	(r)	45%
HIGH PERFORMANCE	59%	(r)	50%
PUBLIC SECTOR VALUES	55%	(r)	46%
DIVERSITY & INCLUSION	62%	(r)	52%

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%

	Justice Health & Forensic Mental Health Network	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	603	67	68	127	138	118	21
EMPLOYEE ENGAGEMENT	60%	69%	64%	58%	60%	58%	(r)
ENGAGEMENT WITH WORK	70%	78%	71%	65%	74%	71%	(r)
SENIOR MANAGERS	41%	53%	41%	37%	39%	38%	(r)
COMMUNICATION	56%	70%	55%	53%	56%	54%	(r)
HIGH PERFORMANCE	59%	70%	63%	55%	60%	57%	(r)
PUBLIC SECTOR VALUES	55%	67%	56%	51%	54%	53%	(r)
DIVERSITY & INCLUSION	62%	75%	67%	60%	63%	59%	(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%

	Justice Health & Forensic Mental Health Network	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	603	192	23	80	22	77	13	90	46	3	36	56	16	201
EMPLOYEE ENGAGEMENT	60%	64%	(r)	61%	(r)	57%	(r)	62%	65%	(r)	64%	64%	(r)	59%
ENGAGEMENT WITH WORK	70%	77%	(r)	75%	(r)	64%	(r)	81%	84%	(r)	75%	74%	(r)	68%
SENIOR MANAGERS	41%	43%	(r)	38%	(r)	33%	(r)	45%	47%	(r)	41%	44%	(r)	42%
COMMUNICATION	56%	62%	(r)	58%	(r)	51%	(r)	61%	66%	(r)	52%	59%	(r)	55%
HIGH PERFORMANCE	59%	64%	(r)	63%	(r)	52%	(r)	65%	68%	(r)	60%	62%	(r)	59%
PUBLIC SECTOR VALUES	55%	60%	(r)	56%	(r)	48%	(r)	60%	64%	(r)	54%	56%	(r)	54%
DIVERSITY & INCLUSION	62%	73%	(r)	71%	(r)	61%	(r)	70%	76%	(r)	59%	69%	(r)	57%

*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%

	Justice Health & Forensic Mental Health Network	Sydney East	Sydney West	Sydney - Eastern Suburbs	Sydney - Parramatta	Central West	Hunter Valley exc Newcastle	Southern Highlands and Shoalhaven	Far West and Orana	Sydney - Outer West and Blue Mountains	Central Coast	Sydney - Blacktown	Sydney - City and Inner South	Capital Region
NUMBER OF RESPONDENTS	603	235	112	225	88	19	15	15	13	12	8	7	7	6
EMPLOYEE ENGAGEMENT	60%	65%	61%	65%	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	70%	77%	73%	77%	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	41%	47%	45%	47%	48%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	56%	61%	62%	62%	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	59%	64%	63%	65%	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	55%	61%	58%	62%	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	62%	69%	66%	70%	70%	(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%

	Justice Health & Forensic Mental Health Network	Coffs Harbour - Grafton	Mid North Coast	Riverina	Illawarra	Sydney - Outer South West	New England and North West	Newcastle and Lake Macquarie	Sydney - Inner West	Richmond - Tweed	Sydney - South West	Sydney - Sutherland	Murray	Outside NSW
NUMBER OF RESPONDENTS	603	6	6	5	4	4	3	2	2	1	1	1	0	0
EMPLOYEE ENGAGEMENT	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	41%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	62%	(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%

	Justice Health & Forensic Mental Health Network	Sydney - Baulkham Hills and Hawkesbury	Sydney - Inner South West	Sydney - North Sydney and Hornsby	Sydney - Northern Beaches	Sydney - Ryde
NUMBER OF RESPONDENTS	603	0	0	0	0	0
EMPLOYEE ENGAGEMENT	60%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	70%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	41%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	56%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	59%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	55%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	62%	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULT BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Justice Health & Forensic Mental Health Network	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
NUMBER OF RESPONDENTS	603	0	17	42	58	70	62	87	69	68	56	9
EMPLOYEE ENGAGEMENT	60%	(r)	(r)	62%	61%	58%	62%	63%	57%	64%	60%	(r)
ENGAGEMENT WITH WORK	70%	(r)	(r)	69%	66%	69%	70%	74%	69%	75%	75%	(r)
SENIOR MANAGERS	41%	(r)	(r)	43%	45%	39%	41%	46%	34%	40%	42%	(r)
COMMUNICATION	56%	(r)	(r)	58%	60%	55%	62%	62%	53%	54%	51%	(r)
HIGH PERFORMANCE	59%	(r)	(r)	63%	61%	58%	60%	62%	56%	60%	60%	(r)
PUBLIC SECTOR VALUES	55%	(r)	(r)	59%	59%	52%	57%	58%	49%	56%	54%	(r)
DIVERSITY & INCLUSION	62%	(r)	(r)	69%	65%	61%	66%	68%	58%	62%	59%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULT BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Justice Health & Forensic Mental Health Network	Male	Female	Other
NUMBER OF RESPONDENTS	603	127	405	14
EMPLOYEE ENGAGEMENT	60%	67%	59%	(r)
ENGAGEMENT WITH WORK	70%	79%	70%	(r)
SENIOR MANAGERS	41%	58%	37%	(r)
COMMUNICATION	56%	70%	53%	(r)
HIGH PERFORMANCE	59%	70%	57%	(r)
PUBLIC SECTOR VALUES	55%	68%	52%	(r)
DIVERSITY & INCLUSION	62%	74%	61%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Justice Health & Forensic Mental Health Network	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	603	3	4	16	5	0	0	12	167	6	53	15	14	2
EMPLOYEE ENGAGEMENT	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	57%	(r)	67%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	64%	(r)	74%	(r)	(r)	(r)
SENIOR MANAGERS	41%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	33%	(r)	53%	(r)	(r)	(r)
COMMUNICATION	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	49%	(r)	61%	(r)	(r)	(r)
HIGH PERFORMANCE	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	53%	(r)	68%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	46%	(r)	65%	(r)	(r)	(r)
DIVERSITY & INCLUSION	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	55%	(r)	62%	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Justice Health & Forensic Mental Health Network	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	603	47	32	19	40	1	0	0	0	2	4	0	4	4
EMPLOYEE ENGAGEMENT	60%	64%	61%	(r)	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	70%	72%	78%	(r)	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	41%	49%	43%	(r)	34%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	56%	63%	59%	(r)	48%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	59%	63%	61%	(r)	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	55%	62%	59%	(r)	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	62%	76%	74%	(r)	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Justice Health & Forensic Mental Health Network	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	603	1	3	0	1	0	0	0	1	2	8	1	0	0
EMPLOYEE ENGAGEMENT	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	41%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	62%	(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%

	Justice Health & Forensic Mental Health Network	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	603	0	1	0	0	0	0	22	57
EMPLOYEE ENGAGEMENT	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	49%
ENGAGEMENT WITH WORK	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	50%
SENIOR MANAGERS	41%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	24%
COMMUNICATION	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	44%
HIGH PERFORMANCE	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	47%
PUBLIC SECTOR VALUES	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	44%
DIVERSITY & INCLUSION	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	50%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

GUIDE TO THIS REPORT

i SURVEY TIME FRAME

This report contains results from the 2019 People Matter Employee Survey which was open from 30 May to 28 June 2019.

i PRIVACY

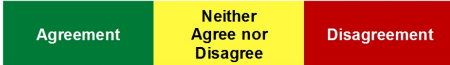
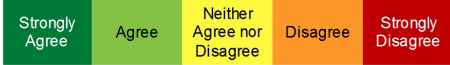
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of work teams that can be reported (10 or more employees) and responses from demographic groups (30 or more employees).

Where people work in small teams, the results are merged with larger business units and results are not available. Where this happens an 'r' is shown in reports.

i HOW TO READ THIS REPORT

The majority of questions have a 5-point answer scale. The Strongly Agree and Agree scores are combined to create an agreement (or positive) score which is shown as a rounded percentage.



i ROUNDING

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of the calculation for maximum accuracy.

Values from .00 to .49 are rounded down, whereas values from .50 to .99 are rounded up. Therefore, in some instances the data will not add up to 100%.

i MORE DETAILS ABOUT METHODOLOGY

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