



2019 | NSW Public Sector
Employee Survey

AGENCY REPORT

Health

Western NSW Local Health District



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RESPONSE RATE

66%

4,220 OF 6,420 RESPONDENTS

RESPONSE RATE 2018: 64%

EMPLOYEE ENGAGEMENT

64%

DIFFERENCE FROM 2018 -2 (66%)

DIFFERENCE FROM CLUSTER -1 (65%)

DIFFERENCE FROM PUBLIC SECTOR -2 (66%)

ENGAGEMENT WITH WORK

74%

DIFFERENCE FROM 2018 -1 (76%)

DIFFERENCE FROM CLUSTER +1 (73%)

DIFFERENCE FROM PUBLIC SECTOR +1 (73%)

SENIOR MANAGERS

48%

DIFFERENCE FROM 2018 -3 (51%)

DIFFERENCE FROM CLUSTER +2 (46%)

DIFFERENCE FROM PUBLIC SECTOR -2 (50%)

COMMUNICATION

59%

DIFFERENCE FROM 2018 -2 (61%)

DIFFERENCE FROM CLUSTER 0 (60%)

DIFFERENCE FROM PUBLIC SECTOR -3 (62%)

HIGH PERFORMANCE

64%

DIFFERENCE FROM 2018 -2 (66%)

DIFFERENCE FROM CLUSTER 0 (64%)

DIFFERENCE FROM PUBLIC SECTOR -1 (65%)

PUBLIC SECTOR VALUES

59%

DIFFERENCE FROM 2018 -2 (61%)

DIFFERENCE FROM CLUSTER -1 (60%)

DIFFERENCE FROM PUBLIC SECTOR -3 (62%)

DIVERSITY & INCLUSION

66%

DIFFERENCE FROM 2018 -2 (68%)

DIFFERENCE FROM CLUSTER 0 (67%)

DIFFERENCE FROM PUBLIC SECTOR -3 (69%)

FLEXIBLE WORKING SATISFACTION

61%

DIFFERENCE FROM 2018 -3 (64%)

DIFFERENCE FROM CLUSTER +3 (58%)

DIFFERENCE FROM PUBLIC SECTOR +2 (59%)

ACTION ON RESULTS

39%

DIFFERENCE FROM 2018 +2 (37%)

DIFFERENCE FROM CLUSTER -1 (40%)

DIFFERENCE FROM PUBLIC SECTOR 0 (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	92%	93%
1g. I know how to address a health and safety issue I have identified	89%	89%
2a. My workgroup strives to achieve customer/client satisfaction	86%	88%
1h. I am comfortable notifying my manager if I become aware of any risks at work	86%	-
2c. I receive help and support from other members of my workgroup	79%	80%
1c. My job gives me a feeling of personal accomplishment	78%	79%
2b. My workgroup works collaboratively to achieve its objectives	78%	79%
1d. I feel motivated to contribute more than what is normally required at work	73%	75%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	73%	75%
5b. My manager listens to what I have to say	72%	73%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019
AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
10a. I believe action will be taken on the results from this survey by my organisation	39%	37%
11a. I have confidence in the ways my organisation resolves grievances	40%	42%
7g. I have confidence in the way recruitment decisions are made	40%	43%
6h. I feel that senior managers listen to employees	42%	45%
6g. I feel that senior managers keep employees informed about what's going on	44%	46%
7c. I feel that change is managed well in my organisation	45%	47%
7e. People in my organisation take responsibility for their own actions	45%	48%
5h. My manager deals appropriately with employees who perform poorly	46%	47%
6b. I feel that senior managers effectively lead and manage change	47%	49%
6c. I feel that senior managers model the values of my organisation	49%	51%



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
10a. I believe action will be taken on the results from this survey by my organisation	39%	37%
4a. I am paid fairly for the work I do	60%	59%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
7a. My organisation focuses on improving the work we do	67%	71%
7b. My organisation is making the necessary improvements to meet our future challenges	57%	61%
6e. Senior managers promote collaboration between my organisation and other organisations we work with	51%	55%
7k. I feel a strong personal attachment to my organisation	60%	64%
7f. My organisation is committed to developing its employees	51%	54%
6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	56%	60%
8e. My manager supports flexible working in my team	62%	66%
6h. I feel that senior managers listen to employees	42%	45%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	61%	64%
7e. People in my organisation take responsibility for their own actions	45%	48%



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



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



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



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



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



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



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



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



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



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



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



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



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: 4220

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	19	Senior Executive (ongoing/permanent or term)	2	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	64
Female	79	Ongoing/Permanent (other than senior executive)	74	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)	10
Other	2	Temporary (including temporary teachers and graduates)	5	Administrative support (e.g. executive/personal assistant, receptionist)	10
Age	Survey %	Casual	8	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	4
15 - 34 years	27	Contract – Non Executive	7	Policy	0
35 - 54 years	48	Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	0	Research	0
55+ years	25	Other	1	Program and project management support	3
LOTE spoken at home	Survey %	Don't know	3	Legal (including developing and/or reviewing legislation)	0
Yes	12	Manager of managers	Survey %	Other	8
No	85	Yes	5	Organisation Tenure	Survey %
Prefer not to say	4	No	95	Less than 1 year	13
Aboriginal and/or Torres Strait Islanders	Survey %	Supervisors	Survey %	1 - 2 years	10
Yes	8	Yes	32	2 - 5 years	19
No	87	No	68	5 - 10 years	20
Prefer not to say	5	Working arrangement	Survey %	10 - 20 years	24
Disability	Survey %	Full-time	67	More than 20 years	14
Yes	2	Part-time	33	Salary	Survey %
No	95			\$83,402 and below	55
Prefer not to say	3			\$83,403 - \$108,043	21
LGBTI	Survey %			\$108,044 - \$144,520	11
Yes	3			\$144,521 and above	3
No	93			Prefer not to say	11
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.

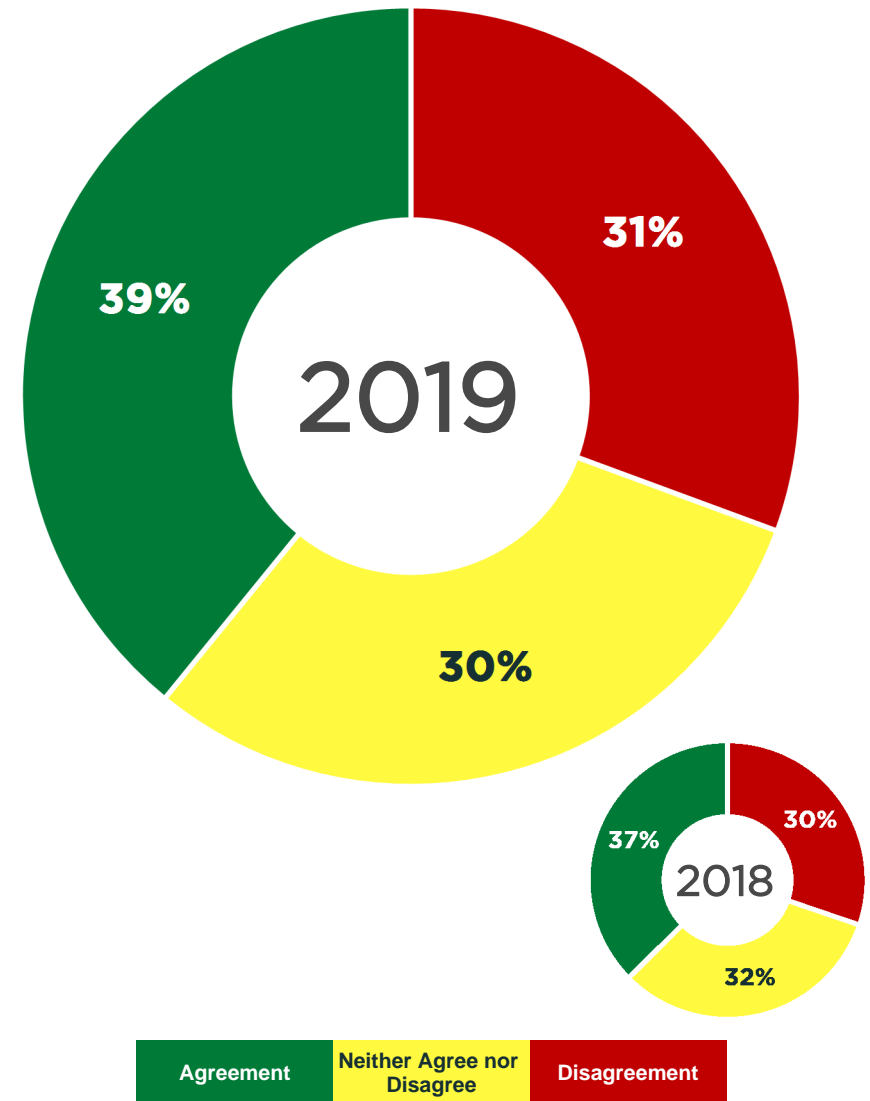
Results are rounded and may not add up to 100%

39%

of employees replied favourably to:

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

39%	40%	37%
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	51%	54%	51%	53%
2	Q7a. My organisation focuses on improving the work we do	67%	71%	67%	69%
3	Q7c. I feel that change is managed well in my organisation	45%	47%	43%	42%
4	Q6h. I feel that senior managers listen to employees	42%	45%	40%	44%
5	Q8c. I am able to speak up and share a different view to my colleagues and manager	65%	66%	68%	69%
6	Q7b. My organisation is making the necessary improvements to meet our future challenges	57%	61%	54%	57%

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Western NSW Local Health District

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.

	Western NSW Local Health District	Baradine	Bathurst - Acute/Primary & Community Health	Blayney	Bourke	Brewarrina	Canowindra	Cobar	Collarenebri	Condobolin	Coolah	Coonabarabran	Coonamble	Cowra
NUMBER OF RESPONDENTS	4220	22	304	62	44	39	45	32	18	34	29	32	54	90
EMPLOYEE ENGAGEMENT	64%	69%	60%	77%	72%	72%	79%	84%	66%	71%	63%	60%	80%	66%
ENGAGEMENT WITH WORK	74%	80%	66%	76%	70%	76%	84%	90%	72%	86%	66%	70%	90%	78%
SENIOR MANAGERS	48%	46%	35%	69%	57%	61%	74%	89%	56%	61%	41%	35%	76%	50%
COMMUNICATION	59%	61%	51%	74%	67%	64%	80%	90%	61%	76%	45%	49%	77%	60%
HIGH PERFORMANCE	64%	69%	54%	75%	71%	72%	84%	92%	73%	76%	53%	57%	83%	66%
PUBLIC SECTOR VALUES	59%	60%	50%	72%	67%	67%	81%	90%	62%	68%	51%	48%	80%	59%
DIVERSITY & INCLUSION	66%	72%	58%	76%	69%	76%	83%	90%	71%	78%	53%	65%	83%	70%

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

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

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	Western NSW Local Health District	Directorate - Corporate Services and Clinical Support (included facility based)	Directorate - Planning, Performance and Funding	Directorate - Workforce & Culture	Dubbo - Acute/Primary & Community Health	Dunedoo	Eugowra	Forbes	Gilgandra	Grenfell	Gulgambone	Gulgong	Lightning Ridge/Goodooga	Medical Imaging
NUMBER OF RESPONDENTS	4220	71	62	96	666	28	18	90	63	56	23	10	42	108
EMPLOYEE ENGAGEMENT	64%	65%	61%	78%	54%	57%	80%	68%	59%	65%	72%	56%	60%	76%
ENGAGEMENT WITH WORK	74%	70%	73%	89%	73%	71%	70%	82%	72%	76%	91%	73%	65%	83%
SENIOR MANAGERS	48%	47%	43%	69%	40%	41%	61%	54%	45%	41%	58%	20%	48%	58%
COMMUNICATION	59%	58%	57%	81%	50%	58%	78%	67%	46%	55%	76%	46%	56%	68%
HIGH PERFORMANCE	64%	63%	60%	85%	56%	59%	81%	70%	59%	64%	78%	45%	57%	75%
PUBLIC SECTOR VALUES	59%	58%	56%	78%	51%	55%	70%	65%	56%	53%	73%	39%	55%	69%
DIVERSITY & INCLUSION	66%	64%	65%	89%	55%	63%	85%	73%	54%	69%	79%	60%	66%	78%

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BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Western NSW Local Health District

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.

	Western NSW Local Health District	Molong/Cudal	Mudgee	Narromine	Nyngan	Oberon	Orange Health Service - (Acute/ Primary & Community Health)	Parkes	Peak Hill	Rylstone	Tottenham	Trangie	Trundle	Tullamore
NUMBER OF RESPONDENTS	4220	51	94	26	57	25	440	90	28	49	20	26	24	29
EMPLOYEE ENGAGEMENT	64%	79%	62%	64%	73%	57%	60%	66%	72%	63%	67%	71%	79%	50%
ENGAGEMENT WITH WORK	74%	82%	72%	76%	74%	57%	67%	69%	83%	68%	75%	86%	86%	60%
SENIOR MANAGERS	48%	74%	41%	48%	75%	41%	35%	39%	58%	57%	43%	52%	69%	38%
COMMUNICATION	59%	78%	56%	67%	70%	51%	50%	57%	79%	61%	58%	61%	80%	53%
HIGH PERFORMANCE	64%	81%	61%	63%	75%	52%	56%	62%	76%	69%	63%	71%	84%	53%
PUBLIC SECTOR VALUES	59%	78%	55%	59%	73%	47%	51%	56%	70%	63%	55%	64%	76%	45%
DIVERSITY & INCLUSION	66%	82%	65%	68%	79%	56%	58%	67%	87%	67%	66%	75%	88%	64%

KEY

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BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Western NSW Local Health District

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.

	Western NSW Local Health District	Bathurst - Spotless Managed Staff	Directorate - Integrated Primary Care & Partnerships	Directorate - Operations	Directorate - Other (Allied Health, EU, C&E, Medical)	Directorate - Aboriginal, Population and Public Health	Health Information Communication Technology	MHD&A - Bathurst and Regional	MHD&A - Dubbo Acute and Community	MHD&A - Orange Acute & Community	Orange - Spotless Managed staff	Walgett	Warren	Wellington
NUMBER OF RESPONDENTS	4220	33	126	24	38	38	60	40	81	224	45	44	57	60
EMPLOYEE ENGAGEMENT	64%	53%	72%	75%	73%	68%	47%	59%	61%	61%	63%	80%	66%	71%
ENGAGEMENT WITH WORK	74%	61%	85%	86%	82%	89%	49%	83%	79%	71%	81%	84%	68%	83%
SENIOR MANAGERS	48%	30%	65%	74%	64%	57%	21%	40%	45%	43%	56%	84%	51%	76%
COMMUNICATION	59%	39%	74%	79%	76%	77%	43%	65%	59%	59%	60%	85%	57%	75%
HIGH PERFORMANCE	64%	43%	79%	80%	80%	77%	41%	65%	63%	62%	67%	84%	59%	81%
PUBLIC SECTOR VALUES	59%	35%	73%	83%	75%	70%	38%	57%	57%	57%	60%	83%	56%	77%
DIVERSITY & INCLUSION	66%	41%	80%	83%	79%	88%	54%	72%	65%	65%	69%	87%	66%	80%

KEY

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BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Western NSW Local Health District

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.

	Western NSW Local Health District	Directorate - Quality, Clinical Safety and Nursing	Health Intelligence Unit	Oral Health	Patient Flow Transport Unit
NUMBER OF RESPONDENTS	4220	36	20	67	62
EMPLOYEE ENGAGEMENT	64%	68%	68%	71%	61%
ENGAGEMENT WITH WORK	74%	73%	78%	74%	69%
SENIOR MANAGERS	48%	38%	54%	70%	48%
COMMUNICATION	59%	57%	71%	62%	48%
HIGH PERFORMANCE	64%	59%	74%	74%	62%
PUBLIC SECTOR VALUES	59%	56%	68%	70%	57%
DIVERSITY & INCLUSION	66%	68%	88%	65%	54%

KEY

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EXPLORE THE FULL RESULTS

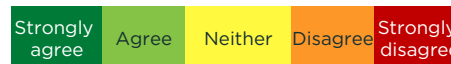
Questions are grouped by topics in this report.

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	64% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	18	41	23	9	8	59%	62%	61%	62%
Q7j. I am proud to tell others I work for my organisation	23	43	21			66%	69%	69%	70%
Q7k. I feel a strong personal attachment to my organisation	21	39	25	8		60%	64%	61%	64%
Q7l. My organisation motivates me to help it achieve its objectives	17	39	26	10	8	56%	57%	54%	56%
Q7m. My organisation inspires me to do the best in my job	19	38	26	10	8	57%	58%	55%	56%

KEY



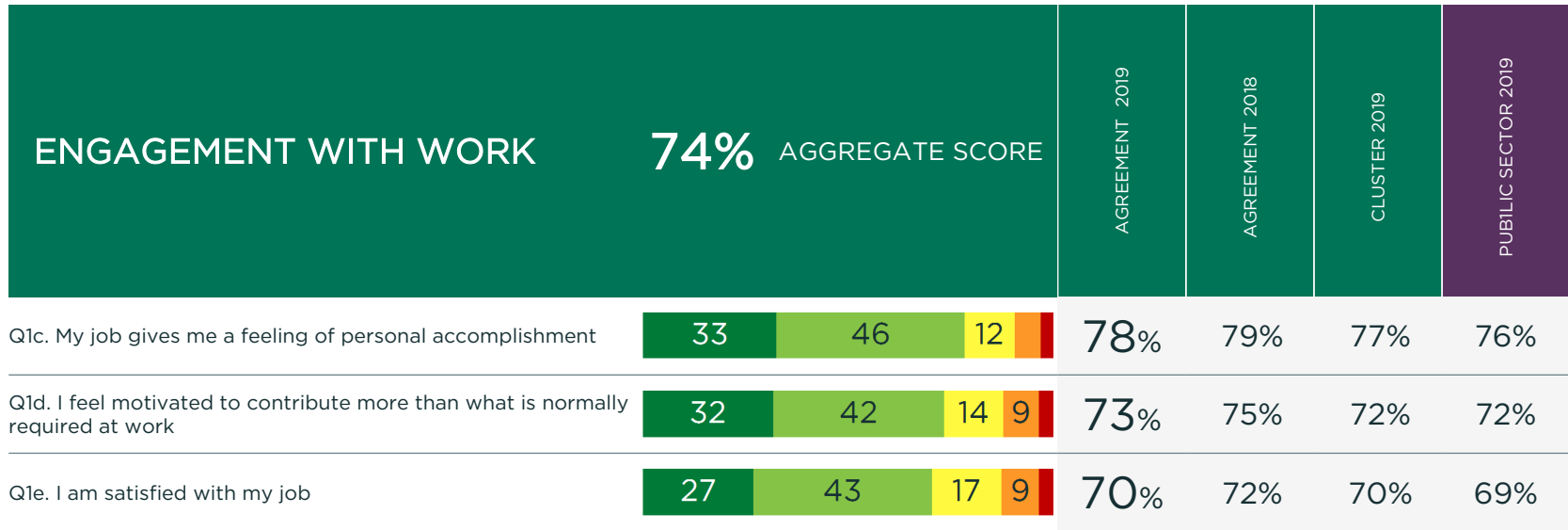


EXPLORE THE FULL RESULTS

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

Results are rounded and may not add up to 100%



KEY





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Results are rounded and may not add up to 100%

SENIOR MANAGERS	48% 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	14	36	27	13	10	49%	52%	47%	51%
Q6b. I feel that senior managers effectively lead and manage change	14	34	26	15	12	47%	49%	44%	47%
Q6c. I feel that senior managers model the values of my organisation	14	35	26	13	13	49%	51%	48%	52%
Q6d. Senior managers encourage innovation by employees	15	36	28	11	10	51%	53%	47%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	14	36	30	10	9	51%	55%	48%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	16	40	26	9	9	56%	60%	56%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	13	31	26	16	13	44%	46%	44%	48%
Q6h. I feel that senior managers listen to employees	13	29	27	15	16	42%	45%	40%	44%
Q7c. I feel that change is managed well in my organisation	12	33	27	18	11	45%	47%	43%	42%

KEY





EXPLORE THE FULL RESULTS

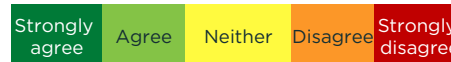
Questions are grouped by topics in this report.

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Results are rounded and may not add up to 100%

COMMUNICATION	59% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q5c. My manager communicates effectively with me	30	39	14	9	7	70%	70%	70%	72%
Q5d. My manager encourages and values employee input	31	38	14	9	8	69%	71%	70%	73%
Q5e. My manager involves my workgroup in decisions about our work	28	38	16	11	7	66%	68%	66%	68%
Q6g. I feel that senior managers keep employees informed about what's going on	13	31	26	16	13	44%	46%	44%	48%
Q6h. I feel that senior managers listen to employees	13	29	27	15	16	42%	45%	40%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	21	45	16	10	9	65%	66%	68%	69%

KEY





EXPLORE THE FULL RESULTS

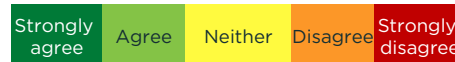
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Results are rounded and may not add up to 100%

	HIGH PERFORMANCE				64% 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					44	48	92%	93%	92%	90%
Q2b. My workgroup works collaboratively to achieve its objectives					32	46	78%	79%	79%	79%
Q3f. I have received appropriate training and development to do my job well					22	48	70%	71%	70%	66%
Q5a. My manager encourages people in my workgroup to keep improving the work they do					29	42	71%	73%	72%	75%
Q5f. I have confidence in the decisions my manager makes					29	37	65%	66%	66%	69%
Q6d. Senior managers encourage innovation by employees					15	36	51%	53%	47%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with					14	36	51%	55%	48%	53%
Q7a. My organisation focuses on improving the work we do					19	48	67%	71%	67%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges					16	41	57%	61%	54%	57%

KEY



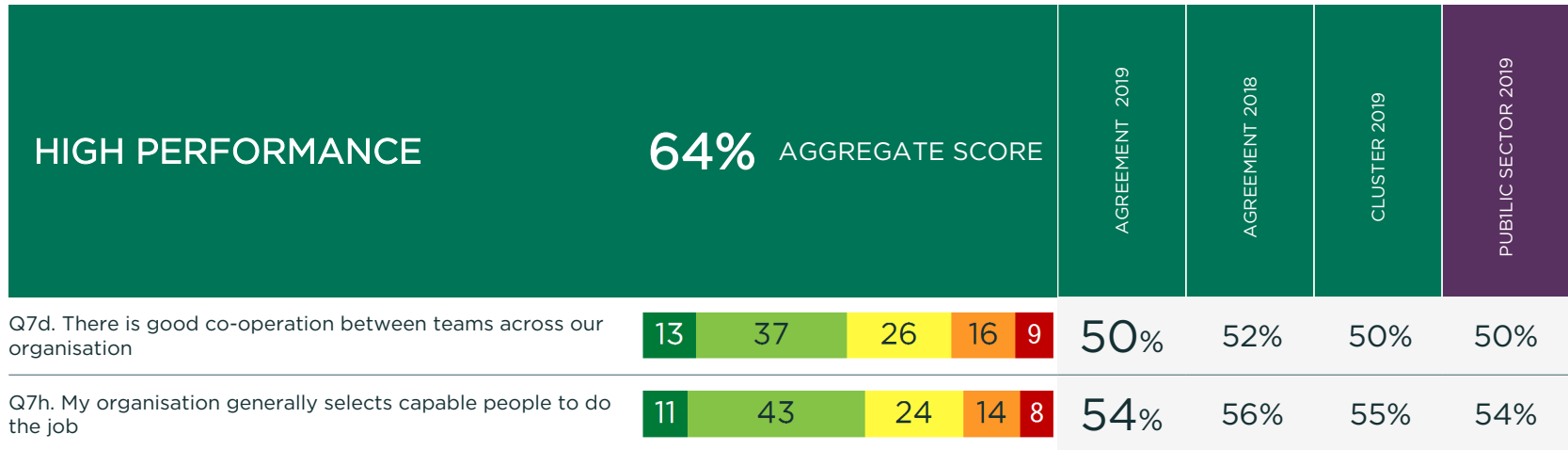


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PUBLIC SECTOR VALUES	59% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
Q2a. My workgroup strives to achieve customer/client satisfaction	39	48	8		86%	88%	87%	86%	
Q2e. People in my workgroup treat each other with respect	27	38	18	12	65%	68%	72%	75%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	29	42	15	8	71%	73%	72%	75%	
Q5b. My manager listens to what I have to say	32	41	13	8	72%	73%	74%	76%	
Q6a. I believe senior managers provide clear direction for the future of the organisation	14	36	27	13	10	49%	52%	47%	51%
Q6c. I feel that senior managers model the values of my organisation	14	35	26	13	13	49%	51%	48%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	16	40	26	9	9	56%	60%	56%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	13	31	26	16	13	44%	46%	44%	48%
Q6h. I feel that senior managers listen to employees	13	29	27	15	16	42%	45%	40%	44%

KEY



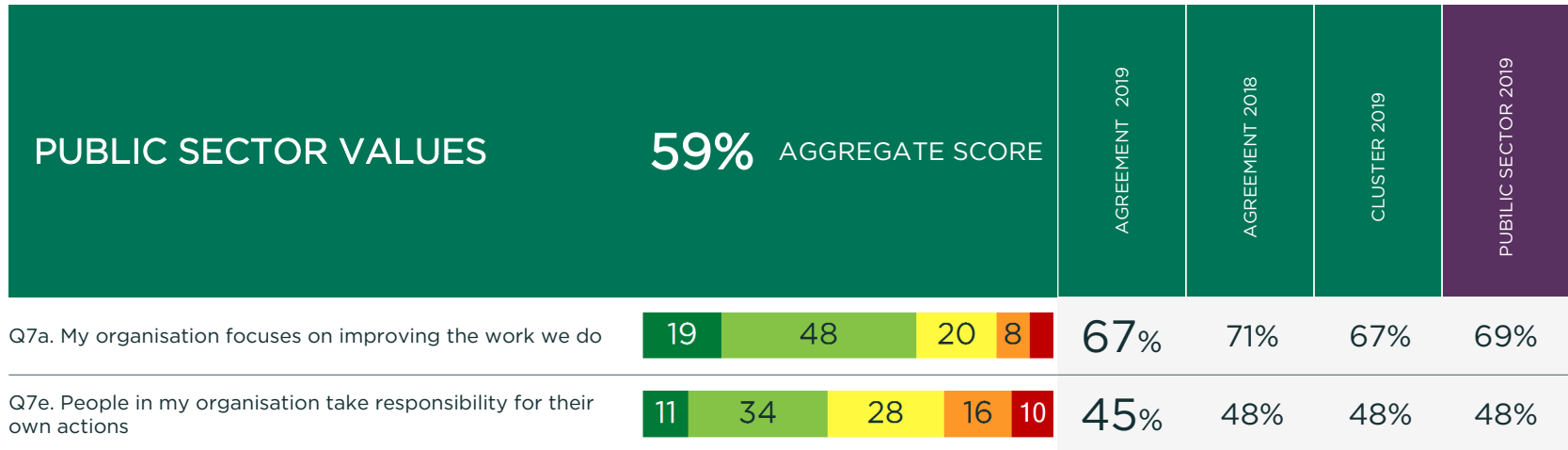


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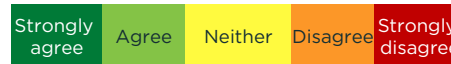
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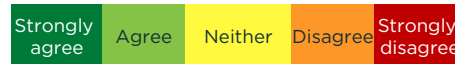
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DIVERSITY & INCLUSION	66% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	25	43	15	13	68%	67%	66%	67%
Q5b. My manager listens to what I have to say	32	41	13	8	72%	73%	74%	76%
Q5d. My manager encourages and values employee input	31	38	14	9	69%	71%	70%	73%
Q6i. Senior managers in my organisation support the career advancement of women	19	35	31	9	54%	57%	54%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	23	49	16		72%	73%	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	49	16		73%	75%	75%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	21	45	16	10	65%	66%	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>	23	38	22	9	61%	64%	58%	59%
Q8e. My manager supports flexible working in my team	25	37	21	9	62%	66%	61%	63%

KEY



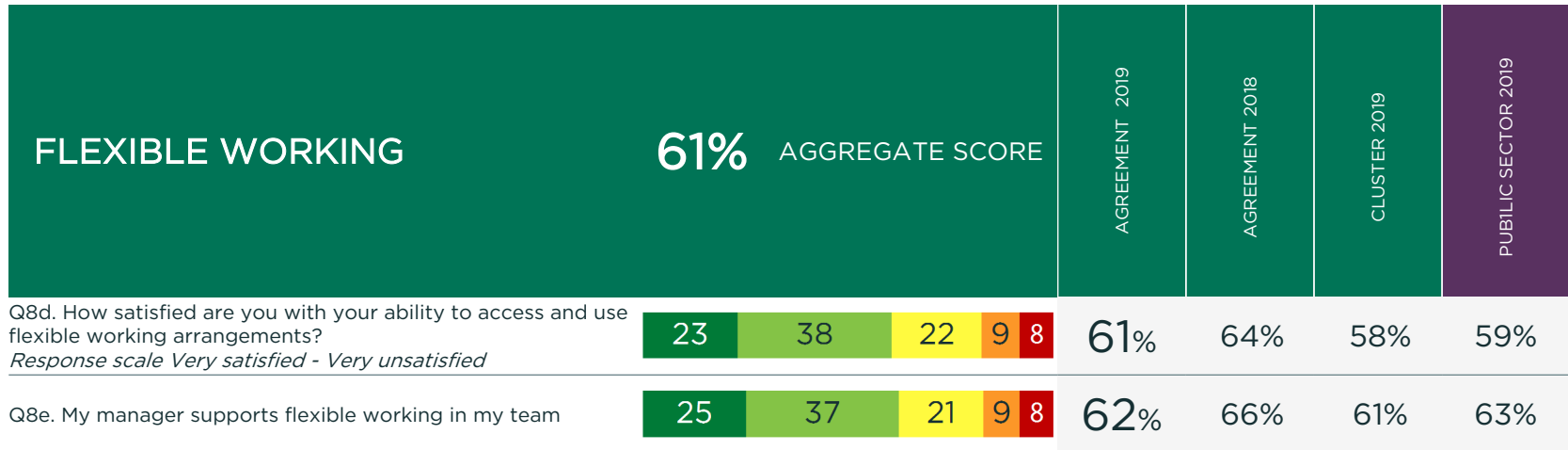


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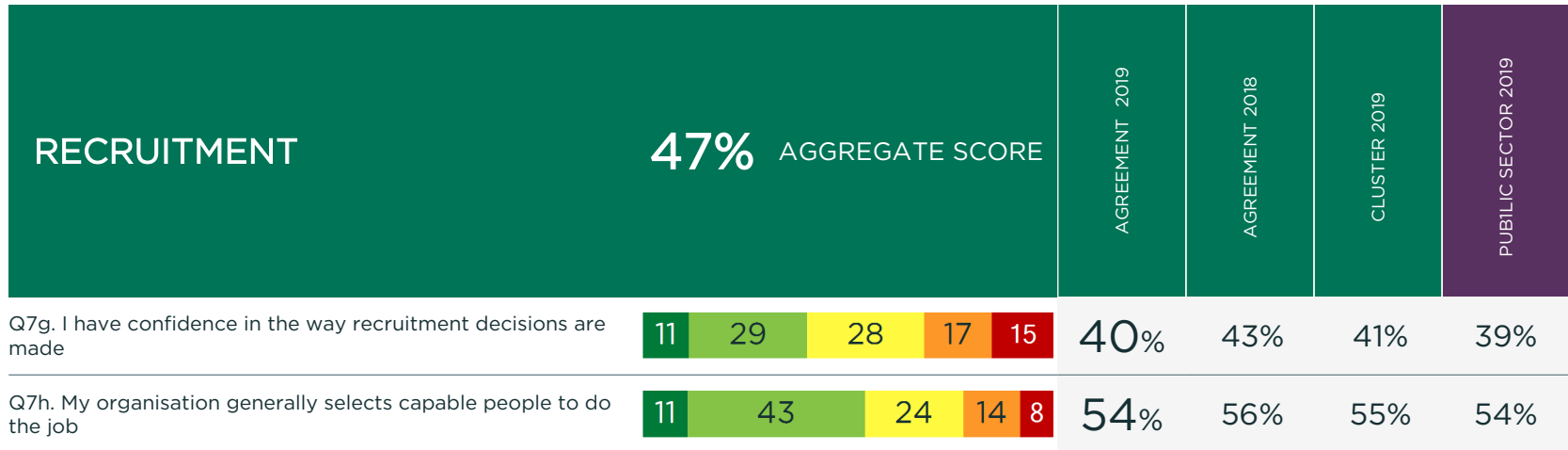


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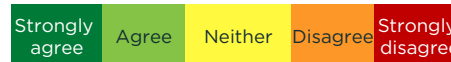
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PERFORMANCE FRAMEWORK & DEVELOPMENT

57% 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		65%	67%	65%	66%
Q3e. My performance is assessed against clear criteria		59%	60%	60%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation		56%	58%	53%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do		67%	68%	66%	69%
Q5h. My manager deals appropriately with employees who perform poorly		46%	47%	47%	48%
Q7f. My organisation is committed to developing its employees		51%	54%	51%	53%

KEY





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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	25	43	15	13	68%	67%	66%	67%
Q1f. I am able to keep my work stress at an acceptable level	16	46	20	13	62%	63%	62%	61%
Q2c. I receive help and support from other members of my workgroup	33	46	12		79%	80%	80%	81%
Q2d. There is good team spirit in my workgroup	28	37	17	12	65%	66%	68%	70%

KEY



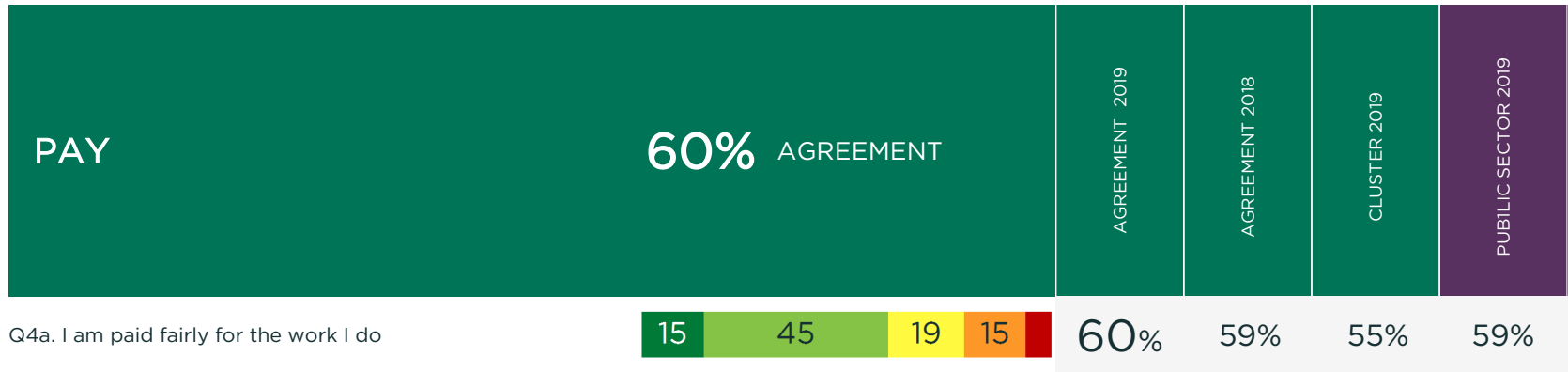


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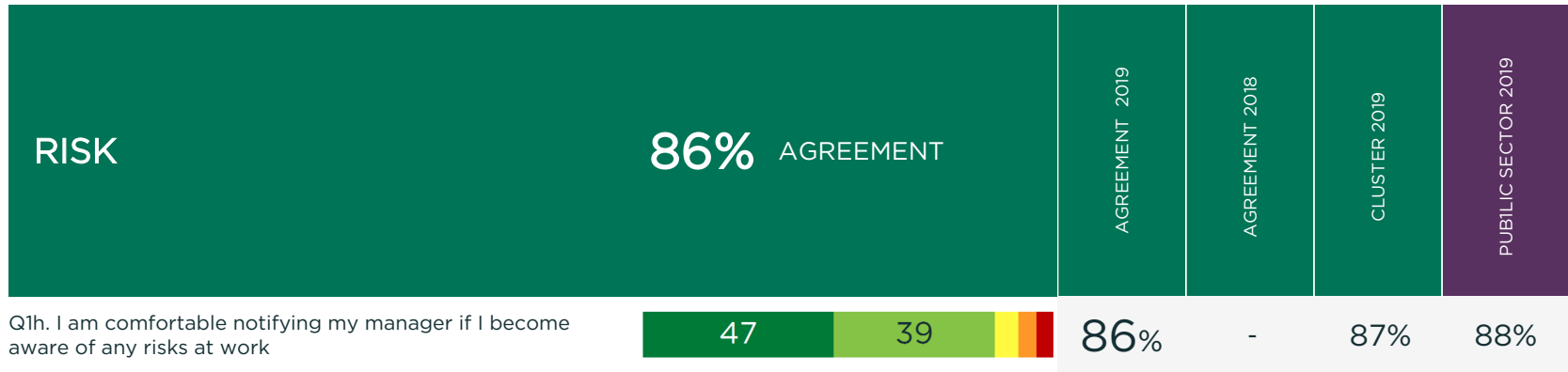


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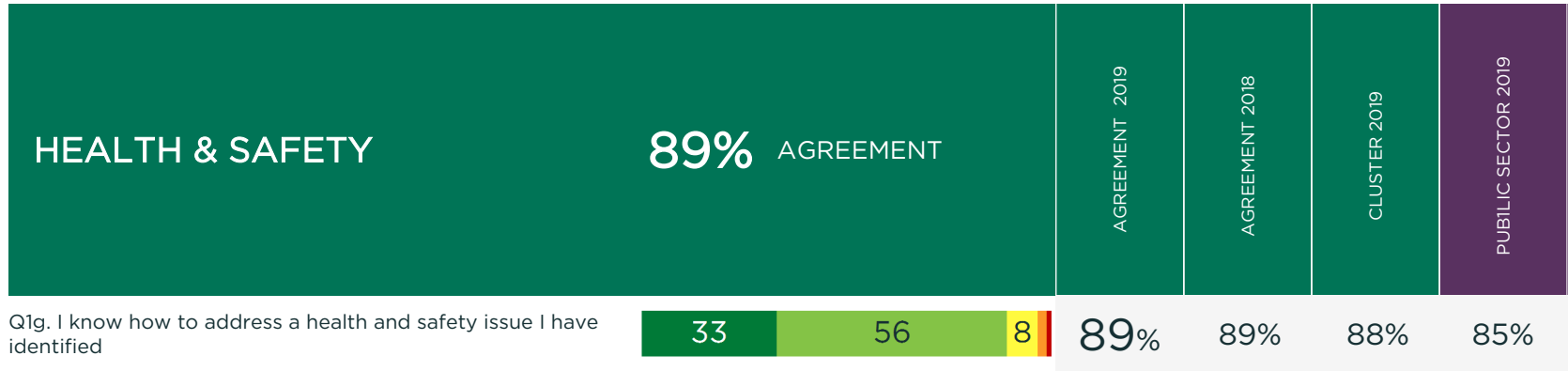


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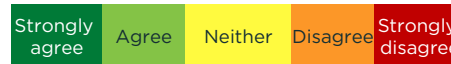
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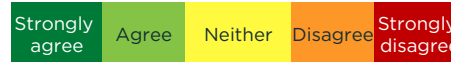
ACTION ON RESULTS

39% AGREEMENT

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



KEY



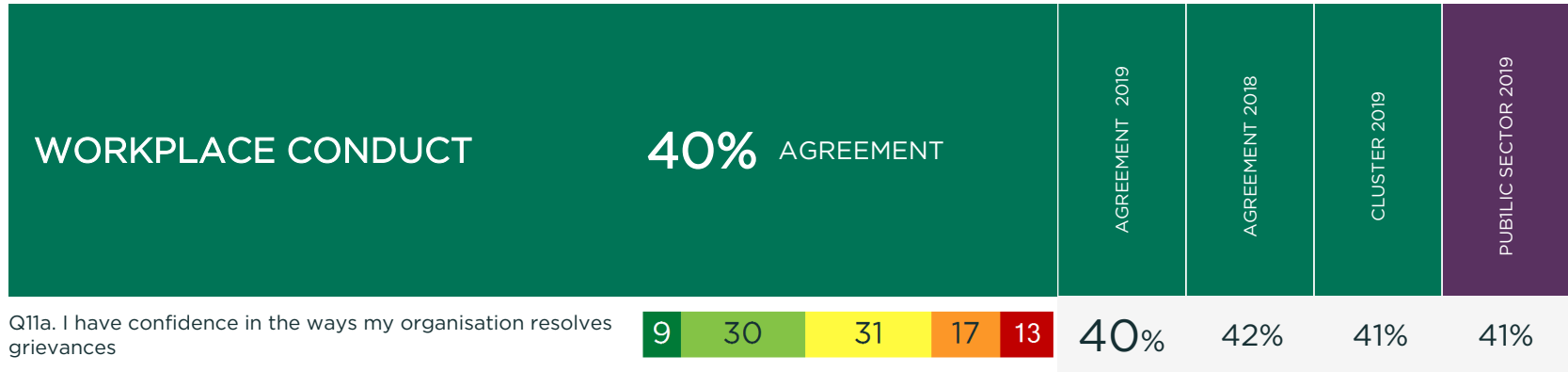


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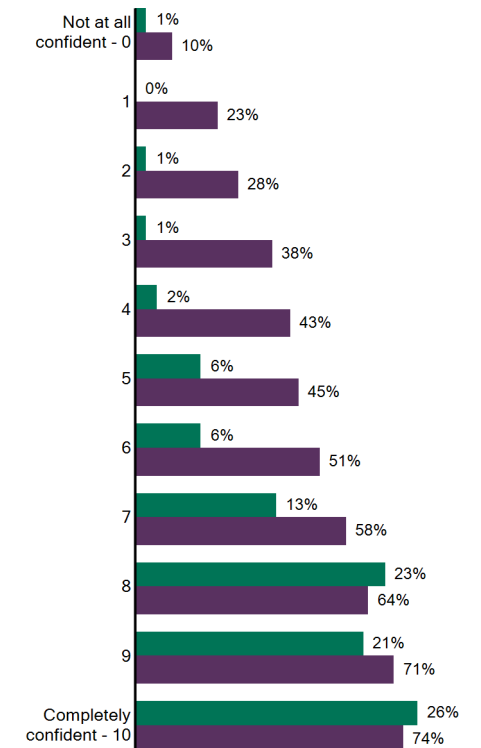
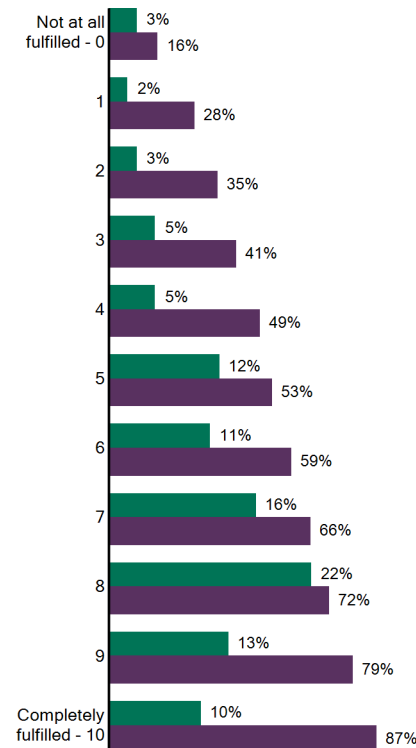
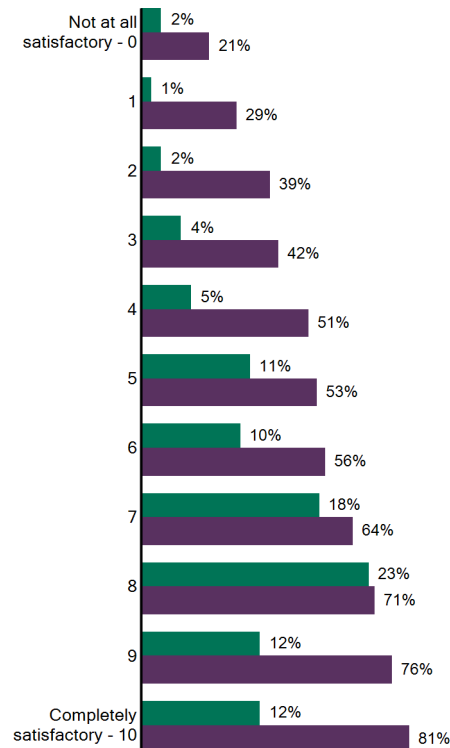


WELLBEING AND ENGAGEMENT

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

Q1j. I find my life at work fulfilling

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



Proportion of respondents answering each response option

Employee engagement score

EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

This compares Wellbeing to Engagement.



EXPLORE THE FULL RESULTS

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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		66%	66%	71%	71%
No		34%	34%	29%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		75%	76%	74%	76%
No		25%	24%	26%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		58%	58%	58%	60%
No		42%	42%	42%	40%



EXPLORE THE FULL RESULTS

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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		36%	34%	40%	41%
No		64%	66%	60%	59%



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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		33%	34%	31%	29%
Personal/family considerations		31%	32%	28%	29%
Geographic location considerations		25%	26%	22%	25%
Lack of visible opportunities		24%	24%	29%	29%
Lack of promotion opportunities		20%	23%	26%	28%
Lack of support from my manager/supervisor		14%	14%	14%	13%
The application/recruitment process is too cumbersome or time consuming		13%	14%	17%	22%
Insufficient training and development		11%	17%	15%	15%
Lack of support for temporary assignments/secondments		10%	11%	14%	15%
Other		8%	8%	8%	9%
Lack of required capabilities or experience		7%	7%	10%	11%

% are calculated with the number of unique respondents (N = 4,062 to this question)



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UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

Q12a. In the last 12 months I have witnessed misconduct/wrongdoing at work

Yes		39%	33%	32%	27%
No		46%	51%	51%	56%
Don't know		16%	16%	17%	17%

Q12b. If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?

Yes		72%	70%	67%	65%
No		23%	28%	30%	32%
Don't know		4%	2%	4%	4%



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UNACCEPTABLE CONDUCT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q13a. In the last 12 months I have witnessed bullying at work					
Yes		47%	45%	39%	33%
No		44%	47%	52%	57%
Don't know		9%	8%	10%	10%
Q13b. In the last 12 months I have been subjected to bullying at work					
Yes		26%	23%	21%	18%
No		68%	72%	72%	75%
Don't know		6%	5%	7%	7%



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UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

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

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
A fellow worker at your level		31%	34%	31%	27%
Your immediate manager/supervisor		22%	21%	23%	23%
A senior manager		20%	19%	18%	21%
Prefer not to say		13%	12%	12%	13%
Other		6%	5%	6%	5%
A subordinate		5%	7%	6%	7%
A client or customer		2%	1%	2%	3%
A member of the public other than a client or customer		1%	1%	1%	1%



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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

Yes		5%	3%	6%	4%
No		92%	94%	92%	94%
Don't know		4%	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		33%	26%	29%	38%
A member of the public		39%	55%	51%	36%
Other		20%	18%	15%	19%
Prefer not to say		8%	2%	6%	7%



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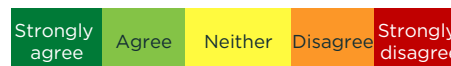
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HEALTH CUSTOMISED QUESTIONS						AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019
Q1. I believe I am valued for what I can offer at my workplace	21	49	14	9		71%	72%	71%
Q2. In my workplace, we recognise our successes and innovations	19	49	18	8		68%	68%	66%
Q3. Overall, I have confidence in the decisions made by my senior managers	16	39	23	11	11	55%	54%	54%
Q4. I have a say in decisions which affect my work	15	41	21	14	9	56%	60%	53%
Q5. Where I work, we share the lessons learnt when mistakes are made	18	47	19	9	7	65%	69%	67%
Q6. My team's objectives/work plans are clearly outlined	17	47	20	9		64%	68%	66%
Q7. Our objectives/work plans help us to deliver a quality service	18	48	20	7		67%	69%	67%
Q8. Overall, I believe the culture at my workplace has improved in the last 12 months	15	31	28	13	12	46%	48%	45%

KEY





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HEALTH		2019	CLUSTER 2019
CUSTOMISED QUESTIONS			
Q9. How often do you feel culturally safe in the workplace?			
Always		62%	63%
Often		25%	25%
About half the time		7%	7%
Seldom		4%	3%
Never		2%	2%
Q10. In the past 12 months have you experienced racism in the workplace?			
Yes		14%	11%
No		86%	89%



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HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

		2019	CLUSTER 2019
A senior manager		11%	8%
Your immediate manager / supervisor		11%	10%
A fellow worker at your level		26%	25%
A subordinate / worker below your level		7%	6%
A client or patient		22%	25%
A member of the public other than a client or patient		4%	4%
Other		4%	5%
Prefer not to say		15%	16%



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HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10b1. Verbal abuse or harassment

Frequency	2019	CLUSTER 2019
Never	30%	36%
Once	12%	15%
Twice	14%	13%
3-5 times	22%	16%
More than 5 times	23%	20%



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HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10b2. Other abuse or harassment

		2019	CLUSTER 2019
Never		43%	50%
Once		13%	13%
Twice		9%	10%
3-5 times		19%	12%
More than 5 times		16%	15%



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HEALTH		2019	CLUSTER 2019
CUSTOMISED QUESTIONS			
Q10b3. Racial jokes or slurs, imitating accent			
Never		28%	30%
Once		15%	15%
Twice		13%	15%
3-5 times		24%	19%
More than 5 times		20%	21%



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HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10b4. Exclusion or avoidance in the workplace

		2019	CLUSTER 2019
Never		41%	50%
Once		12%	11%
Twice		11%	10%
3-5 times		18%	13%
More than 5 times		18%	16%



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HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10b5. Exclusion from employment opportunities

		2019	CLUSTER 2019
Never		59%	65%
Once		8%	10%
Twice		9%	8%
3-5 times		13%	8%
More than 5 times		11%	10%



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HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10b6. Racist material displayed in the workplace

Frequency	2019	CLUSTER 2019
Never	77%	86%
Once	6%	5%
Twice	4%	3%
3-5 times	6%	2%
More than 5 times	8%	4%



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HEALTH

CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

Role	2019	CLUSTER 2019
Junior Medical Officer	1%	2%
Career Medical Officer, Hospitalist	0%	0%
Staff Specialist	1%	2%
Visiting Medical Officer	0%	0%
Clinical Academic	0%	0%
Assistant in Nursing	3%	1%
Enrolled Nurse	7%	3%
Registered Nurse/Midwife, Clinical Nurse/Midwife Specialist, Clinical Nurse/Midwife Consultant, Practitioner	26%	23%
Nurse/Midwifery Educator and Clinical Nurse/Midwifery Educator	2%	2%
Nurse/Midwifery Manager	5%	3%



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



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HEALTH

CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

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



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HEALTH

CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

	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	1%	1%
Project Officer	0%	1%
Cleaning, Linen and Food	5%	5%
Motor Vehicle, Patient Transport	1%	0%
Security Services, Fire Safety	1%	1%
Residential Care Attendant, Patient Care Assistant, Patient Services, Wardsperson	0%	1%



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HEALTH

CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

	2019	CLUSTER 2019
Warehouse staff	0%	0%
Tradesperson	1%	1%
Apprentice Trade Worker and Trade Assistant	0%	0%
Trainee	0%	0%
Volunteer	0%	0%
Other job role	4%	5%
Prefer not to say	8%	7%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
GENDER		
Male		19%
Female		79%
Other		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
AGE		
15-19		0%
20-24		5%
25-29		10%
30-34		12%
35-39		11%
40-44		11%
45-49		14%
50-54		12%
55-59		13%
60-64		9%
65+		3%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

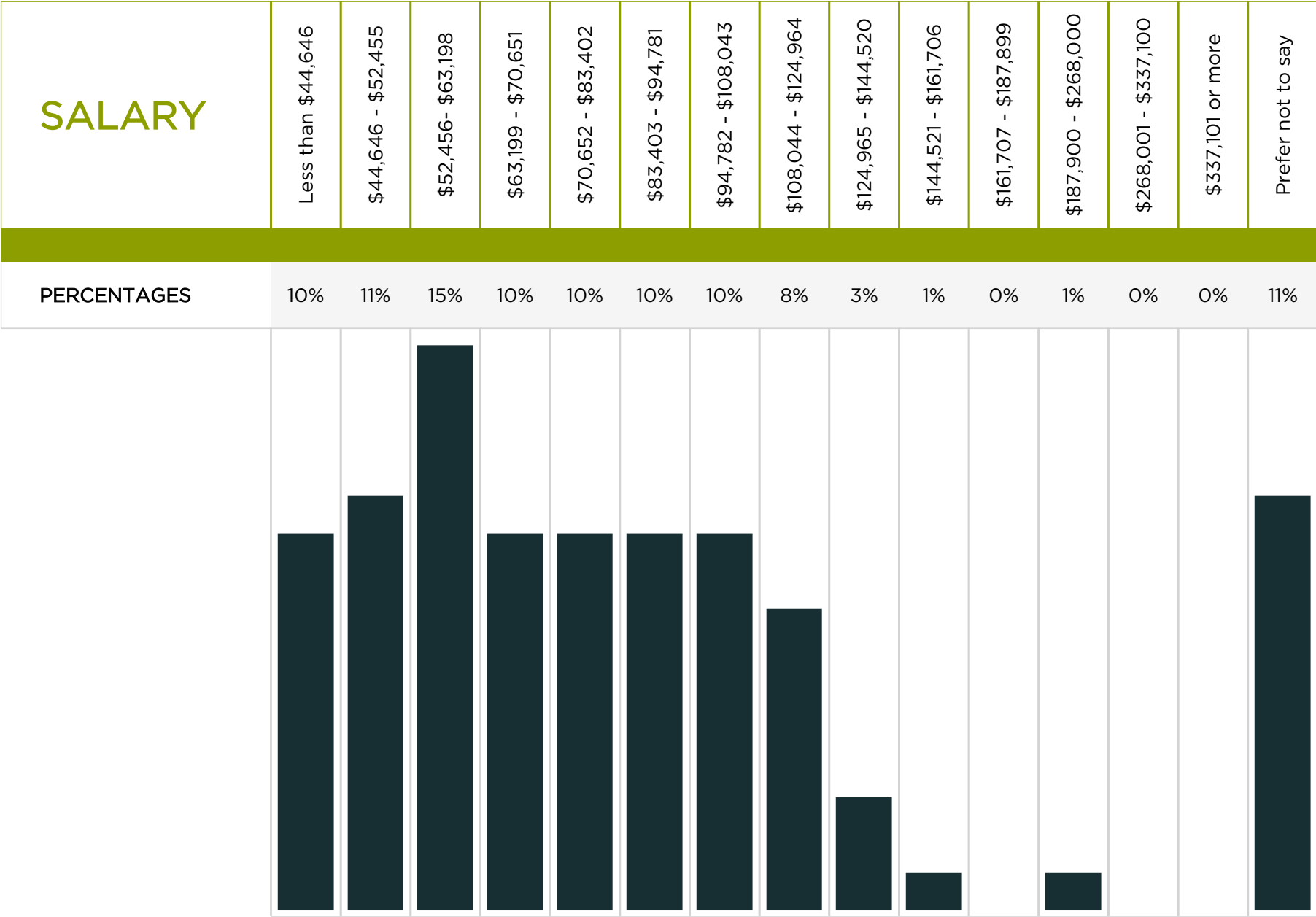
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	64%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	10%
Administrative support (e.g. executive/personal assistant, receptionist)	10%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	4%
Policy	0%
Research	0%
Program and project management support	3%
Legal (including developing and/or reviewing legislation)	0%
Other	8%

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		13%
1 - 2 years		10%
2 - 5 years		19%
5 - 10 years		20%
10 - 20 years		24%
More than 20 years		14%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
None of the above		38%
Flexible start and finish times		30%
Part-time work		17%
Working additional hours to make up for time off		12%
Study leave		11%
Working more hours over fewer days		10%
Leave without pay		9%

% are calculated with the number of unique respondents (N = 3,926 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
Working from different locations		8%
Flexible scheduling for rostered workers		7%
Working from home		4%
Other		3%
Job sharing		3%
Purchasing annual leave		1%

% are calculated with the number of unique respondents (N = 3,926 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%

	Western NSW Local Health District	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	4220	2549	418	394	155	8	8	109	5	335
EMPLOYEE ENGAGEMENT	64%	62%	64%	71%	67%	(r)	(r)	69%	(r)	67%
ENGAGEMENT WITH WORK	74%	74%	73%	79%	74%	(r)	(r)	88%	(r)	73%
SENIOR MANAGERS	48%	45%	55%	56%	51%	(r)	(r)	55%	(r)	52%
COMMUNICATION	59%	57%	60%	67%	66%	(r)	(r)	72%	(r)	62%
HIGH PERFORMANCE	64%	62%	65%	72%	66%	(r)	(r)	74%	(r)	67%
PUBLIC SECTOR VALUES	59%	57%	60%	66%	63%	(r)	(r)	68%	(r)	60%
DIVERSITY & INCLUSION	66%	64%	68%	77%	72%	(r)	(r)	82%	(r)	70%

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

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	Western NSW Local Health District	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	4220	387	421	600	376	381	405	409	303	123	43	18	21	17
EMPLOYEE ENGAGEMENT	64%	70%	66%	66%	66%	63%	58%	65%	67%	74%	68%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	80%	72%	74%	75%	76%	68%	75%	80%	83%	88%	(r)	(r)	(r)
SENIOR MANAGERS	48%	60%	50%	50%	50%	45%	45%	48%	51%	62%	58%	(r)	(r)	(r)
COMMUNICATION	59%	69%	60%	59%	63%	59%	56%	62%	63%	69%	70%	(r)	(r)	(r)
HIGH PERFORMANCE	64%	72%	65%	65%	67%	64%	61%	65%	68%	75%	69%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	59%	68%	59%	59%	61%	58%	56%	61%	63%	71%	67%	(r)	(r)	(r)
DIVERSITY & INCLUSION	66%	76%	68%	67%	69%	66%	61%	69%	71%	74%	76%	(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

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Results are rounded and may not add up to 100%

	Western NSW Local Health District	\$337,101 or more	Prefer not to say
NUMBER OF RESPONDENTS	4220	16	431
EMPLOYEE ENGAGEMENT	64%	(r)	53%
ENGAGEMENT WITH WORK	74%	(r)	68%
SENIOR MANAGERS	48%	(r)	35%
COMMUNICATION	59%	(r)	45%
HIGH PERFORMANCE	64%	(r)	53%
PUBLIC SECTOR VALUES	59%	(r)	46%
DIVERSITY & INCLUSION	66%	(r)	54%

KEY

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GREATER THAN REPORT SCORE

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RESULT BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Western NSW Local Health District	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	4220	512	385	736	781	963	556
EMPLOYEE ENGAGEMENT	64%	74%	69%	66%	58%	60%	65%
ENGAGEMENT WITH WORK	74%	83%	80%	77%	70%	70%	75%
SENIOR MANAGERS	48%	64%	54%	53%	42%	42%	47%
COMMUNICATION	59%	75%	66%	62%	54%	53%	58%
HIGH PERFORMANCE	64%	76%	69%	67%	59%	60%	64%
PUBLIC SECTOR VALUES	59%	73%	65%	62%	53%	54%	58%
DIVERSITY & INCLUSION	66%	79%	73%	69%	61%	61%	66%

KEY

AT LEAST 5 PERCENTAGE POINTS
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RESULTS BY TYPES OF FLEXIBLE WORKING



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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Results are rounded and may not add up to 100%

	Western NSW Local Health District	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	4220	1185	407	484	262	663	108	324	175	58	366	425	109	1494
EMPLOYEE ENGAGEMENT	64%	68%	57%	64%	71%	68%	71%	74%	74%	64%	67%	70%	66%	62%
ENGAGEMENT WITH WORK	74%	80%	78%	78%	80%	76%	83%	85%	86%	62%	73%	79%	76%	71%
SENIOR MANAGERS	48%	54%	46%	51%	60%	51%	57%	61%	57%	51%	46%	53%	49%	46%
COMMUNICATION	59%	68%	54%	63%	67%	65%	70%	74%	74%	58%	62%	67%	63%	56%
HIGH PERFORMANCE	64%	70%	61%	68%	72%	68%	73%	76%	76%	61%	66%	70%	65%	62%
PUBLIC SECTOR VALUES	59%	66%	56%	62%	67%	63%	68%	71%	70%	60%	60%	64%	60%	57%
DIVERSITY & INCLUSION	66%	77%	64%	73%	78%	73%	80%	82%	84%	63%	72%	74%	71%	60%

*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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Results are rounded and may not add up to 100%

	Western NSW Local Health District	Sydney East	Sydney West	Central West	Far West and Orana	Sydney - Parramatta	Sydney - Blacktown	Sydney - City and Inner South	Sydney - Inner West	Riverina	Capital Region	Central Coast	Coffs Harbour - Grafton	Hunter Valley exc Newcastle
NUMBER OF RESPONDENTS	4220	4	18	1983	1403	14	4	2	2	1	0	0	0	0
EMPLOYEE ENGAGEMENT	64%	(r)	(r)	66%	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	74%	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	48%	(r)	(r)	48%	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	59%	(r)	(r)	61%	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	64%	(r)	(r)	65%	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	59%	(r)	(r)	60%	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	66%	(r)	(r)	69%	66%	(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
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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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Results are rounded and may not add up to 100%

	Western NSW Local Health District	Illawarra	Mid North Coast	Murray	New England and North West	Newcastle and Lake Macquarie	Outside NSW	Richmond - Tweed	Southern Highlands and Shoalhaven	Sydney - Baulkham Hills and Hawkesbury	Sydney - Eastern Suburbs	Sydney - Inner South West	Sydney - North Sydney and Hornsby	Sydney - Northern Beaches
NUMBER OF RESPONDENTS	4220	0	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	48%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	66%	(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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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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Results are rounded and may not add up to 100%

	Western NSW Local Health District	Sydney - Outer South West	Sydney - Outer West and Blue Mountains	Sydney - Ryde	Sydney - South West	Sydney - Sutherland
NUMBER OF RESPONDENTS	4220	0	0	0	0	0
EMPLOYEE ENGAGEMENT	64%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	48%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	59%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	64%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	59%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	66%	(r)	(r)	(r)	(r)	(r)

KEY

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RESULT BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Western NSW Local Health District	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
NUMBER OF RESPONDENTS	4220	13	177	375	483	443	413	546	478	522	343	128
EMPLOYEE ENGAGEMENT	64%	(r)	69%	65%	61%	65%	63%	64%	65%	65%	66%	65%
ENGAGEMENT WITH WORK	74%	(r)	79%	76%	74%	72%	74%	74%	74%	74%	78%	82%
SENIOR MANAGERS	48%	(r)	54%	53%	50%	47%	48%	48%	48%	47%	47%	46%
COMMUNICATION	59%	(r)	68%	63%	61%	58%	59%	59%	60%	59%	58%	61%
HIGH PERFORMANCE	64%	(r)	72%	67%	65%	63%	63%	63%	66%	64%	65%	66%
PUBLIC SECTOR VALUES	59%	(r)	66%	62%	60%	58%	58%	59%	59%	58%	59%	58%
DIVERSITY & INCLUSION	66%	(r)	75%	69%	67%	66%	66%	65%	68%	65%	66%	68%

KEY

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RESULT BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Western NSW Local Health District	Male	Female	Other
NUMBER OF RESPONDENTS	4220	740	3163	78
EMPLOYEE ENGAGEMENT	64%	64%	65%	45%
ENGAGEMENT WITH WORK	74%	76%	75%	48%
SENIOR MANAGERS	48%	51%	49%	21%
COMMUNICATION	59%	61%	60%	28%
HIGH PERFORMANCE	64%	65%	65%	38%
PUBLIC SECTOR VALUES	59%	61%	60%	31%
DIVERSITY & INCLUSION	66%	66%	68%	36%

KEY

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CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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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%

	Western NSW Local Health District	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	4220	46	16	36	20	4	103	294	1056	93	189	60	39	14
EMPLOYEE ENGAGEMENT	64%	54%	(r)	53%	(r)	(r)	75%	65%	59%	64%	71%	68%	61%	(r)
ENGAGEMENT WITH WORK	74%	76%	(r)	77%	(r)	(r)	83%	74%	71%	83%	78%	73%	70%	(r)
SENIOR MANAGERS	48%	37%	(r)	37%	(r)	(r)	67%	49%	42%	42%	61%	63%	43%	(r)
COMMUNICATION	59%	52%	(r)	47%	(r)	(r)	68%	60%	55%	58%	70%	66%	52%	(r)
HIGH PERFORMANCE	64%	59%	(r)	53%	(r)	(r)	77%	64%	59%	64%	74%	71%	60%	(r)
PUBLIC SECTOR VALUES	59%	51%	(r)	49%	(r)	(r)	71%	58%	54%	56%	70%	66%	55%	(r)
DIVERSITY & INCLUSION	66%	54%	(r)	52%	(r)	(r)	74%	67%	61%	67%	71%	72%	65%	(r)

KEY

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AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Western NSW Local Health District	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	4220	371	75	70	361	72	27	21	2	33	25	6	2	19
EMPLOYEE ENGAGEMENT	64%	69%	77%	81%	67%	61%	(r)	(r)	(r)	79%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	78%	87%	94%	79%	70%	(r)	(r)	(r)	88%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	48%	53%	73%	75%	50%	46%	(r)	(r)	(r)	66%	(r)	(r)	(r)	(r)
COMMUNICATION	59%	64%	80%	83%	65%	60%	(r)	(r)	(r)	80%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	64%	69%	81%	86%	68%	65%	(r)	(r)	(r)	78%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	59%	64%	80%	81%	64%	57%	(r)	(r)	(r)	73%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	66%	73%	83%	87%	72%	66%	(r)	(r)	(r)	80%	(r)	(r)	(r)	(r)

KEY

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CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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Results are rounded and may not add up to 100%

	Western NSW Local Health District	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	4220	17	20	2	31	0	4	0	1	31	15	201	31	34
EMPLOYEE ENGAGEMENT	64%	(r)	(r)	(r)	70%	(r)	(r)	(r)	(r)	70%	(r)	65%	66%	62%
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	74%	(r)	(r)	(r)	(r)	89%	(r)	77%	83%	74%
SENIOR MANAGERS	48%	(r)	(r)	(r)	56%	(r)	(r)	(r)	(r)	58%	(r)	61%	45%	40%
COMMUNICATION	59%	(r)	(r)	(r)	48%	(r)	(r)	(r)	(r)	74%	(r)	64%	47%	56%
HIGH PERFORMANCE	64%	(r)	(r)	(r)	67%	(r)	(r)	(r)	(r)	71%	(r)	69%	64%	57%
PUBLIC SECTOR VALUES	59%	(r)	(r)	(r)	60%	(r)	(r)	(r)	(r)	70%	(r)	64%	58%	49%
DIVERSITY & INCLUSION	66%	(r)	(r)	(r)	56%	(r)	(r)	(r)	(r)	81%	(r)	71%	57%	68%

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%

	Western NSW Local Health District	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	4220	13	0	49	2	11	0	166	337
EMPLOYEE ENGAGEMENT	64%	(r)	(r)	68%	(r)	(r)	(r)	68%	53%
ENGAGEMENT WITH WORK	74%	(r)	(r)	70%	(r)	(r)	(r)	79%	52%
SENIOR MANAGERS	48%	(r)	(r)	48%	(r)	(r)	(r)	51%	30%
COMMUNICATION	59%	(r)	(r)	55%	(r)	(r)	(r)	63%	40%
HIGH PERFORMANCE	64%	(r)	(r)	63%	(r)	(r)	(r)	66%	48%
PUBLIC SECTOR VALUES	59%	(r)	(r)	56%	(r)	(r)	(r)	61%	41%
DIVERSITY & INCLUSION	66%	(r)	(r)	64%	(r)	(r)	(r)	71%	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

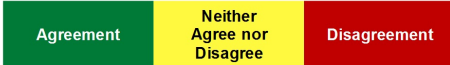
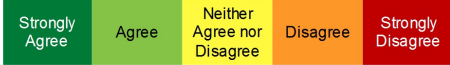
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.