



2019 | NSW Public Sector  
Employee Survey

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AGENCY REPORT

Health

Western Sydney Local Health District



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## RESPONSE RATE

# 41%

4,988 OF 12,183 RESPONDENTS

RESPONSE RATE 2018: 33%

## EMPLOYEE ENGAGEMENT

# 61%

DIFFERENCE FROM 2018 **+2**  
(59%)

DIFFERENCE FROM CLUSTER **-4**  
(65%)

DIFFERENCE FROM PUBLIC SECTOR **-5**  
(66%)

## ENGAGEMENT WITH WORK

# 70%

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

DIFFERENCE FROM CLUSTER **-2**  
(73%)

DIFFERENCE FROM PUBLIC SECTOR **-2**  
(73%)

## SENIOR MANAGERS

# 40%

DIFFERENCE FROM 2018 **+3**  
(37%)

DIFFERENCE FROM CLUSTER **-6**  
(46%)

DIFFERENCE FROM PUBLIC SECTOR **-10**  
(50%)

## COMMUNICATION

# 55%

DIFFERENCE FROM 2018 **+2**  
(53%)

DIFFERENCE FROM CLUSTER **-5**  
(60%)

DIFFERENCE FROM PUBLIC SECTOR **-7**  
(62%)

## HIGH PERFORMANCE

# 60%

DIFFERENCE FROM 2018 **+2**  
(58%)

DIFFERENCE FROM CLUSTER **-4**  
(64%)

DIFFERENCE FROM PUBLIC SECTOR **-5**  
(65%)

## PUBLIC SECTOR VALUES

# 55%

DIFFERENCE FROM 2018 **+2**  
(52%)

DIFFERENCE FROM CLUSTER **-5**  
(60%)

DIFFERENCE FROM PUBLIC SECTOR **-8**  
(62%)

## DIVERSITY & INCLUSION

# 61%

DIFFERENCE FROM 2018 **+2**  
(60%)

DIFFERENCE FROM CLUSTER **-5**  
(67%)

DIFFERENCE FROM PUBLIC SECTOR **-8**  
(69%)

## FLEXIBLE WORKING SATISFACTION

# 50%

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

DIFFERENCE FROM CLUSTER **-7**  
(58%)

DIFFERENCE FROM PUBLIC SECTOR **-9**  
(59%)

## ACTION ON RESULTS

# 37%

DIFFERENCE FROM 2018 **+5**  
(32%)

DIFFERENCE FROM CLUSTER **-3**  
(40%)

DIFFERENCE FROM PUBLIC SECTOR **-2**  
(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%	91%
1g. I know how to address a health and safety issue I have identified	86%	86%
1h. I am comfortable notifying my manager if I become aware of any risks at work	84%	-
2a. My workgroup strives to achieve customer/client satisfaction	83%	82%
2c. I receive help and support from other members of my workgroup	77%	75%
2b. My workgroup works collaboratively to achieve its objectives	76%	75%
1c. My job gives me a feeling of personal accomplishment	75%	73%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	70%	67%
1d. I feel motivated to contribute more than what is normally required at work	70%	68%
5a. My manager encourages people in my workgroup to keep improving the work they do	70%	68%

## - LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT  
2019

AGREEMENT  
2018

	AGREEMENT 2019	AGREEMENT 2018
6h. I feel that senior managers listen to employees	34%	31%
10a. I believe action will be taken on the results from this survey by my organisation	37%	32%
7g. I have confidence in the way recruitment decisions are made	37%	34%
11a. I have confidence in the ways my organisation resolves grievances	37%	37%
6b. I feel that senior managers effectively lead and manage change	39%	35%
7c. I feel that change is managed well in my organisation	39%	36%
6g. I feel that senior managers keep employees informed about what's going on	39%	35%
6a. I believe senior managers provide clear direction for the future of the organisation	40%	37%
6c. I feel that senior managers model the values of my organisation	41%	37%
6d. Senior managers encourage innovation by employees	41%	38%



### 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

10a.	I believe action will be taken on the results from this survey by my organisation	37%	32%
7i.	I would recommend my organisation as a great place to work	54%	50%
6g.	I feel that senior managers keep employees informed about what's going on	39%	35%
7g.	I have confidence in the way recruitment decisions are made	37%	34%
7h.	My organisation generally selects capable people to do the job	50%	47%
6b.	I feel that senior managers effectively lead and manage change	39%	35%
8c.	I am able to speak up and share a different view to my colleagues and manager	64%	61%
6a.	I believe senior managers provide clear direction for the future of the organisation	40%	37%
6c.	I feel that senior managers model the values of my organisation	41%	37%
1b.	I am provided with the support I need to do my best at work	63%	60%



## LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2019

AGREEMENT  
2018



## 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



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



**Q6d.** Senior managers encourage innovation by employees



**Q6c.** I feel that senior managers model the values of 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



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



**Q6d.** Senior managers encourage innovation by employees



**Q6c.** I feel that senior managers model the values of 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



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



**Q6d.** Senior managers encourage innovation by employees



**Q6c.** I feel that senior managers model the values of 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: 4988

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	22	Senior Executive (ongoing/permanent or term)	2	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	63
Female	77	Ongoing/Permanent (other than senior executive)	82	Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	6
Other	1	Temporary (including temporary teachers and graduates)	4	Administrative support (e.g. executive/personal assistant, receptionist)	11
		Casual	3	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	6
		Contract – Non Executive	6	Policy	0
		Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	0	Research	2
		Other	1	Program and project management support	2
		Don't know	2	Legal (including developing and/or reviewing legislation)	0
				Other	10
Age	Survey %	Manager of managers	Survey %	Organisation Tenure	Survey %
15 - 34 years	30	Yes	6	Less than 1 year	13
35 - 54 years	50	No	94	1 - 2 years	9
55+ years	20			2 - 5 years	21
		Supervisors	Survey %	5 - 10 years	19
		Yes	35	10 - 20 years	25
		No	65	More than 20 years	14
		Working arrangement	Survey %		
		Full-time	79	Salary	Survey %
		Part-time	21	\$83,402 and below	48
				\$83,403 - \$108,043	25
				\$108,044 - \$144,520	14
				\$144,521 and above	4
				Prefer not to say	10
LOTE spoken at home	Survey %				
Yes	42				
No	53				
Prefer not to say	5				
Aboriginal and/or Torres Strait Islanders	Survey %				
Yes	2				
No	95				
Prefer not to say	3				
Disability	Survey %				
Yes	2				
No	95				
Prefer not to say	3				
LGBTI	Survey %				
Yes	3				
No	94				
Prefer not to say	3				

Results are rounded and may not add up to 100%



## WHAT'S NEXT?

Sector employees have given their feedback and these results show where actions and improvements are required.

Research has shown that a key reason why employees can become disengaged is if they are asked their opinion and then no action takes place as a result.

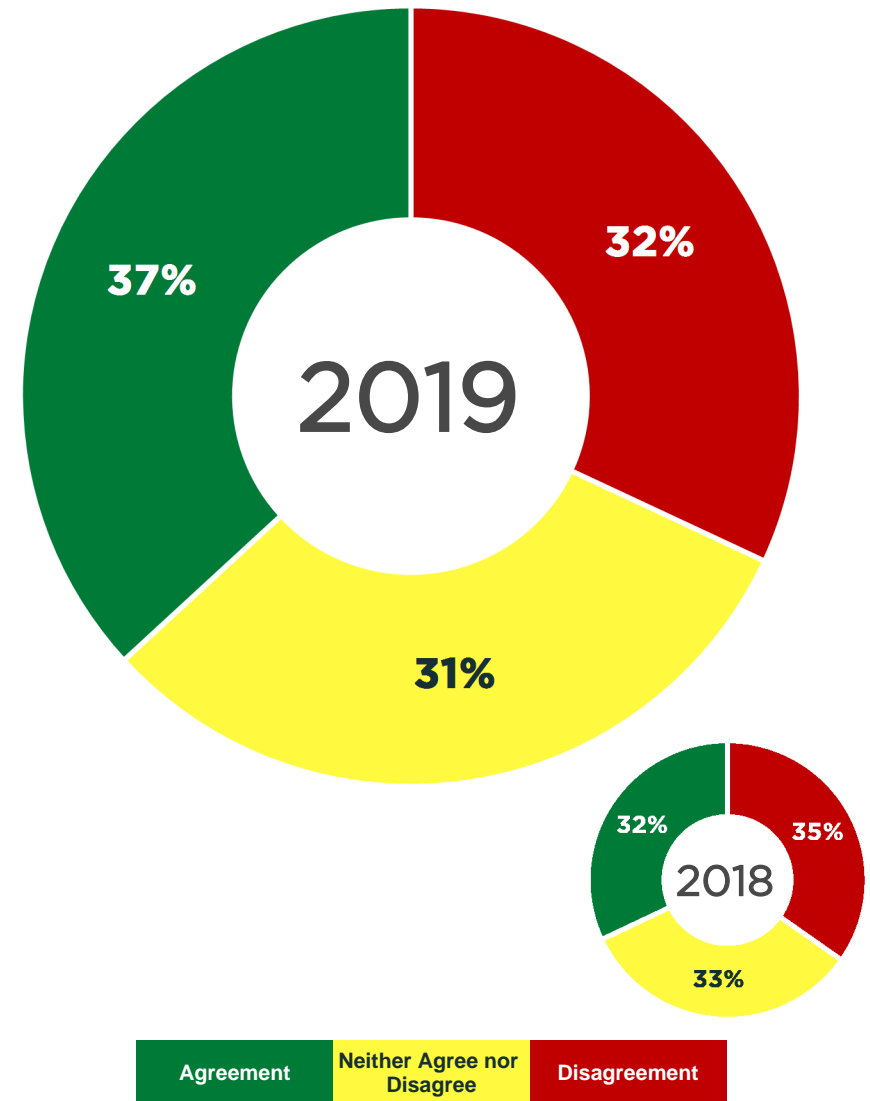
Results are rounded and may not add up to 100%

# 37%

of employees replied favourably to:

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

<b>39%</b>	<b>40%</b>	<b>32%</b>
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
<b>1</b>	<b>Q7f.</b> My organisation is committed to developing its employees	<b>46%</b>	43%	51%	53%
<b>2</b>	<b>Q7c.</b> I feel that change is managed well in my organisation	<b>39%</b>	36%	43%	42%
<b>3</b>	<b>Q7b.</b> My organisation is making the necessary improvements to meet our future challenges	<b>51%</b>	49%	54%	57%
<b>4</b>	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>61%</b>	59%	67%	69%
<b>5</b>	<b>Q6b.</b> I feel that senior managers effectively lead and manage change	<b>39%</b>	35%	44%	47%
<b>6</b>	<b>Q6c.</b> I feel that senior managers model the values of my organisation	<b>41%</b>	37%	48%	52%

# BUSINESS UNIT COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Western Sydney 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 Sydney Local Health District	Auburn Hospital	Blacktown Hospital	Integrated and Community Health	Mental Health Service	Mount Druitt Hospital	Oral Health Service	Other Western Sydney Local Health District Location	Westmead Hospital	WSSLHD Corporate & District-Wide
NUMBER OF RESPONDENTS	4988	317	824	362	491	334	108	110	2038	359
EMPLOYEE ENGAGEMENT	61%	66%	61%	61%	57%	68%	55%	62%	60%	64%
ENGAGEMENT WITH WORK	70%	77%	68%	68%	70%	80%	57%	68%	70%	73%
SENIOR MANAGERS	40%	45%	42%	45%	38%	51%	33%	45%	37%	41%
COMMUNICATION	55%	62%	54%	58%	54%	66%	45%	57%	52%	59%
HIGH PERFORMANCE	60%	66%	61%	62%	58%	70%	50%	63%	57%	60%
PUBLIC SECTOR VALUES	55%	61%	55%	59%	53%	64%	47%	57%	52%	56%
DIVERSITY & INCLUSION	61%	67%	60%	62%	57%	69%	51%	63%	59%	67%

### 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

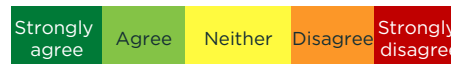
Questions are grouped by topics in this report.

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	61% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	13	41	27	11	9	54%	50%	61%	62%
Q7j. I am proud to tell others I work for my organisation	18	45	24			63%	60%	69%	70%
Q7k. I feel a strong personal attachment to my organisation	18	41	24	9		60%	57%	61%	64%
Q7l. My organisation motivates me to help it achieve its objectives	13	36	30	13	8	49%	46%	54%	56%
Q7m. My organisation inspires me to do the best in my job	14	36	30	12	8	50%	47%	55%	56%

KEY





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	70% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1c. My job gives me a feeling of personal accomplishment	29	47	13	7	75%	73%	77%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	29	41	16	10	70%	68%	72%	72%
Q1e. I am satisfied with my job	21	45	19	9	66%	65%	70%	69%

### KEY





## EXPLORE THE FULL RESULTS

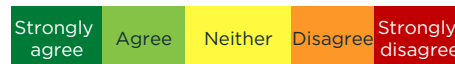
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SENIOR MANAGERS	40% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	9	31	31	17	12	40%	37%	47%	51%
Q6b. I feel that senior managers effectively lead and manage change	10	29	31	17	13	39%	35%	44%	47%
Q6c. I feel that senior managers model the values of my organisation	10	31	32	14	13	41%	37%	48%	52%
Q6d. Senior managers encourage innovation by employees	9	31	32	16	11	41%	38%	47%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	10	33	34	13	10	42%	40%	48%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	11	38	30	12	9	49%	46%	56%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	9	30	28	17	15	39%	35%	44%	48%
Q6h. I feel that senior managers listen to employees	9	25	31	18	17	34%	31%	40%	44%
Q7c. I feel that change is managed well in my organisation	8	31	30	19	13	39%	36%	43%	42%

KEY





## EXPLORE THE FULL RESULTS

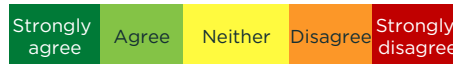
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COMMUNICATION	55% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q5c. My manager communicates effectively with me	26	40	16	10	8	66%	66%	70%	72%
Q5d. My manager encourages and values employee input	26	39	18	9	8	65%	65%	70%	73%
Q5e. My manager involves my workgroup in decisions about our work	23	38	19	11	9	61%	60%	66%	68%
Q6g. I feel that senior managers keep employees informed about what's going on	9	30	28	17	15	39%	35%	44%	48%
Q6h. I feel that senior managers listen to employees	9	25	31	18	17	34%	31%	40%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	18	46	18	10	8	64%	61%	68%	69%

KEY





## EXPLORE THE FULL RESULTS

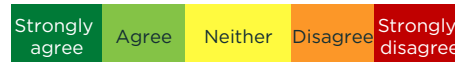
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Results are rounded and may not add up to 100%

	HIGH PERFORMANCE		60% 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	45	47		92%	91%	92%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	28	48	13 8	76%	75%	79%	79%
Q3f. I have received appropriate training and development to do my job well	21	48	17 9	69%	69%	70%	66%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	24	46	16 8	70%	68%	72%	75%
Q5f. I have confidence in the decisions my manager makes	24	37	20 9 9	62%	60%	66%	69%
Q6d. Senior managers encourage innovation by employees	9	31	32 16 11	41%	38%	47%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	10	33	34 13 10	42%	40%	48%	53%
Q7a. My organisation focuses on improving the work we do	13	48	23 10	61%	59%	67%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	11	40	26 14 9	51%	49%	54%	57%

KEY



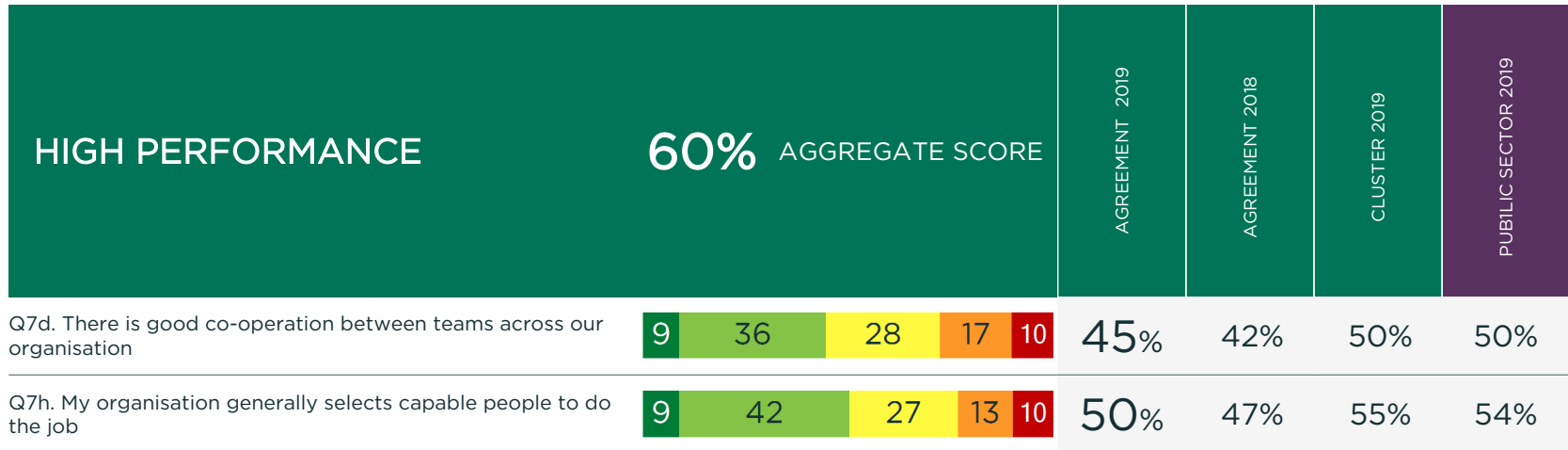


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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%



KEY







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PUBLIC SECTOR VALUES	55% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q2a. My workgroup strives to achieve customer/client satisfaction	32	50	10			83%	82%	87%	86%
Q2e. People in my workgroup treat each other with respect	26	43	16	9		70%	69%	72%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	24	46	16	8		70%	68%	72%	75%
Q5b. My manager listens to what I have to say	27	42	15	9	7	69%	68%	74%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	9	31	31	17	12	40%	37%	47%	51%
Q6c. I feel that senior managers model the values of my organisation	10	31	32	14	13	41%	37%	48%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	11	38	30	12	9	49%	46%	56%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	9	30	28	17	15	39%	35%	44%	48%
Q6h. I feel that senior managers listen to employees	9	25	31	18	17	34%	31%	40%	44%

KEY



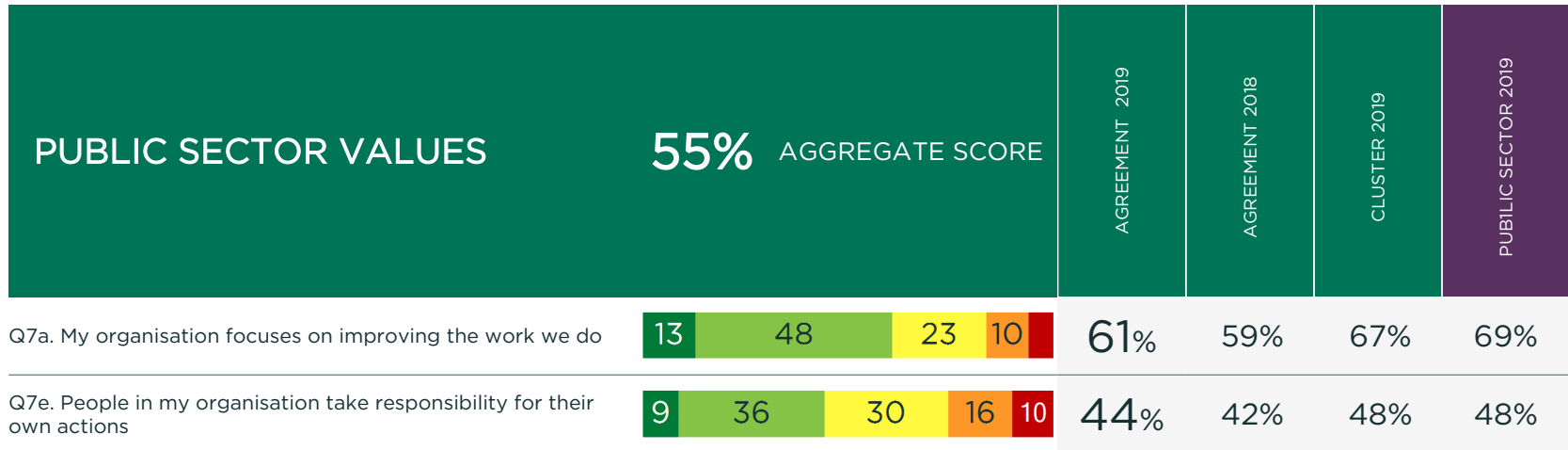


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KEY





## EXPLORE THE FULL RESULTS

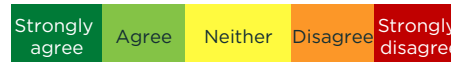
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Results are rounded and may not add up to 100%

DIVERSITY & INCLUSION	61% 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	21	41	16	14		63%	60%	66%	67%
Q5b. My manager listens to what I have to say	27	42	15	9	7	69%	68%	74%	76%
Q5d. My manager encourages and values employee input	26	39	18	9	8	65%	65%	70%	73%
Q6i. Senior managers in my organisation support the career advancement of women	13	32	37	8	9	46%	44%	54%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	20	51	18			70%	67%	75%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	21	48	18			70%	68%	75%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	18	46	18	10	8	64%	61%	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>	15	35	24	14	12	50%	50%	58%	59%
Q8e. My manager supports flexible working in my team	18	36	23	12	12	53%	54%	61%	63%

KEY



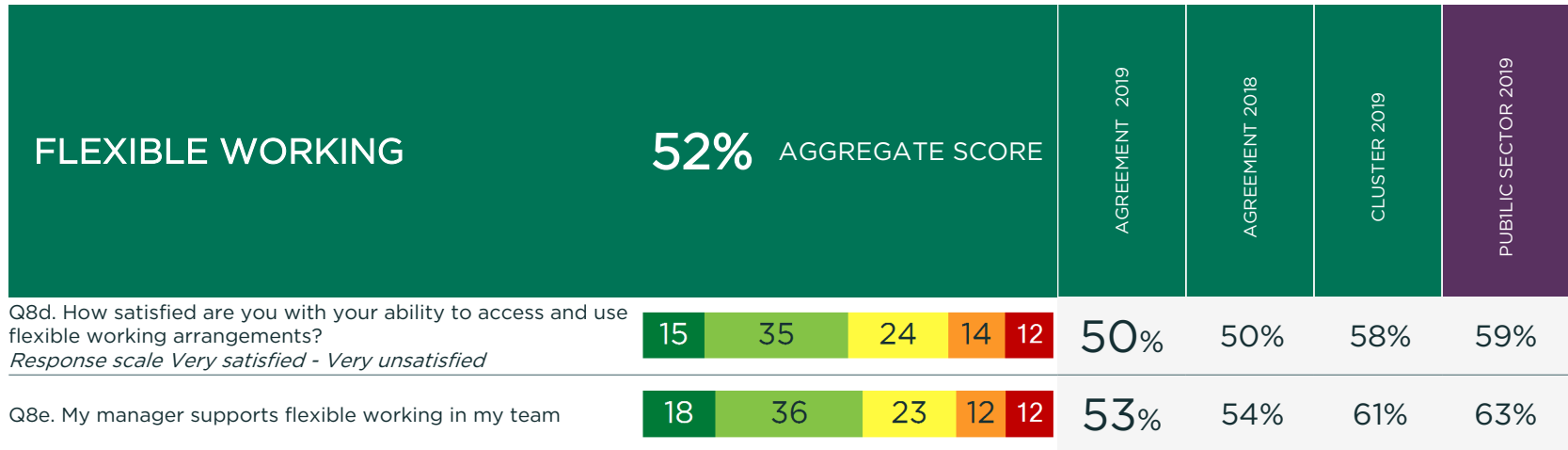


## EXPLORE THE FULL RESULTS

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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



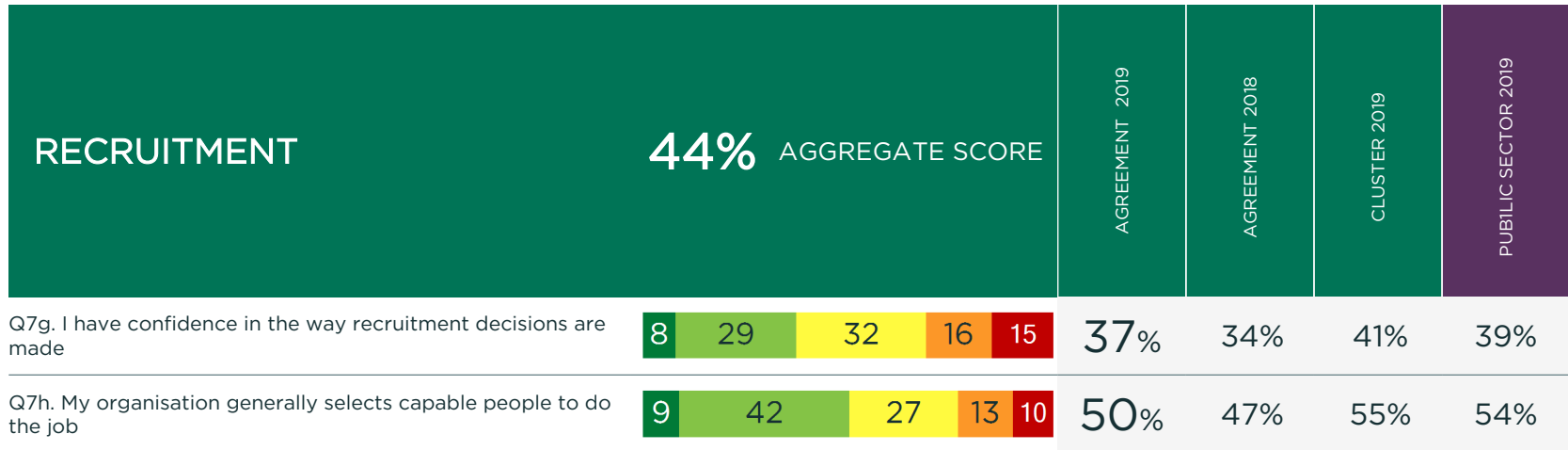


## EXPLORE THE FULL RESULTS

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





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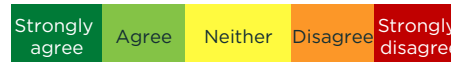
Results are rounded and may not add up to 100%

## PERFORMANCE FRAMEWORK & DEVELOPMENT

**55%** 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	20	44	18	12	64%	62%	65%	66%
Q3e. My performance is assessed against clear criteria	17	41	23	12	58%	57%	60%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation	16	35	22	16	51%	49%	53%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do	24	38	18	10	62%	61%	66%	69%
Q5h. My manager deals appropriately with employees who perform poorly	16	30	29	13	47%	46%	47%	48%
Q7f. My organisation is committed to developing its employees	9	36	29	14	46%	43%	51%	53%

KEY





## EXPLORE THE FULL RESULTS

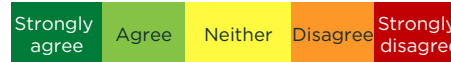
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WORKPLACE SUPPORT	66% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019			
Q1b. I am provided with the support I need to do my best at work	21	41	16	14	63%	60%	66%	67%	
Q1f. I am able to keep my work stress at an acceptable level	14	45	20	14	7	59%	58%	62%	61%
Q2c. I receive help and support from other members of my workgroup	28	49	13			77%	75%	80%	81%
Q2d. There is good team spirit in my workgroup	25	40	17	10	7	65%	64%	68%	70%

KEY



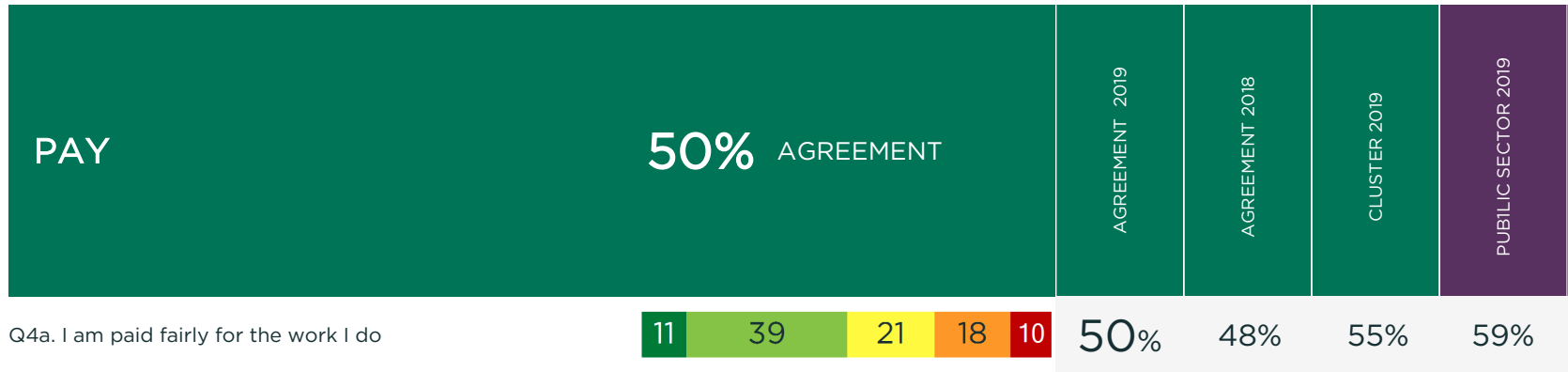


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Results are rounded and may not add up to 100%



KEY





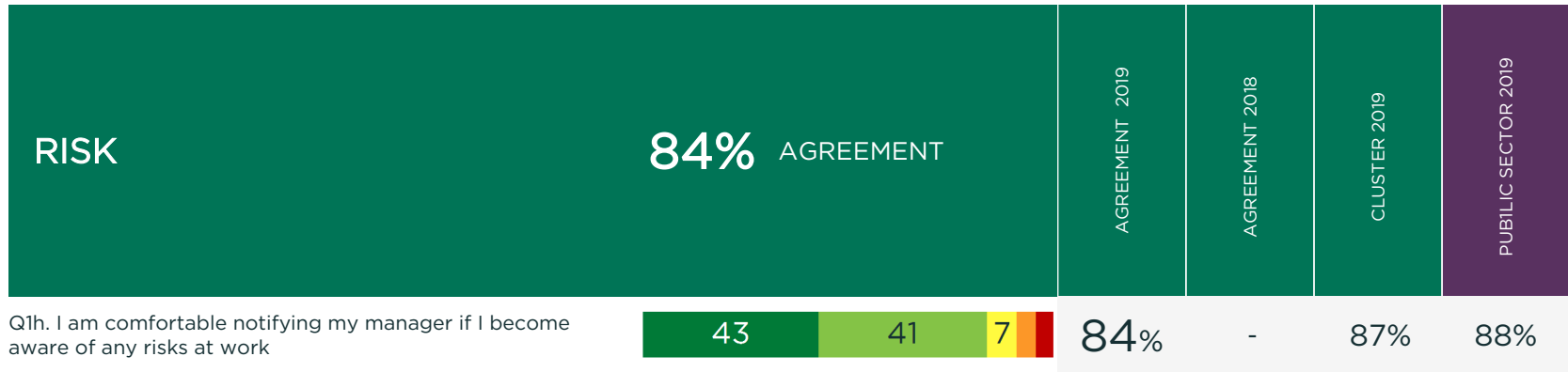


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Results are rounded and may not add up to 100%



### KEY



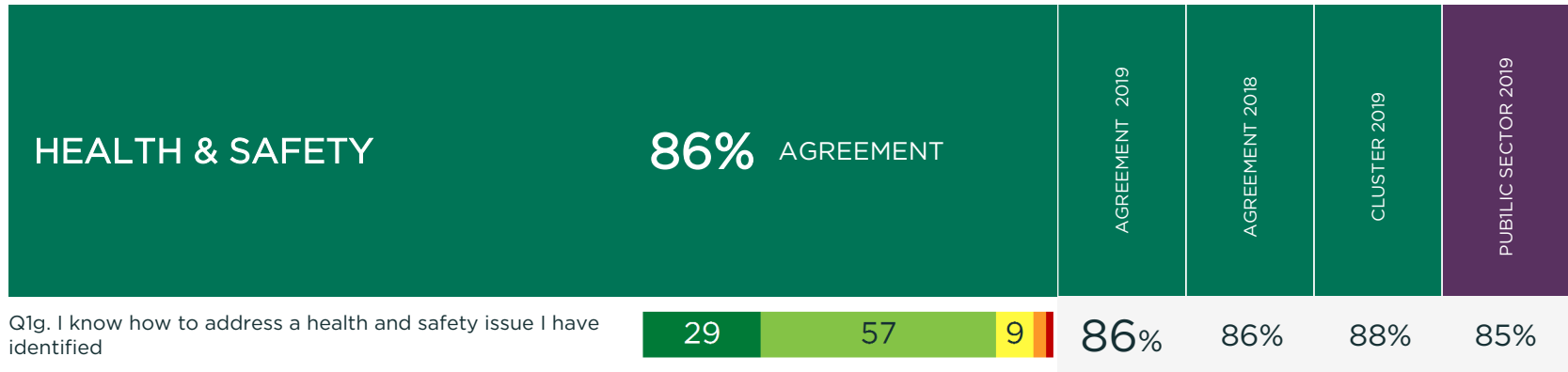


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Results are rounded and may not add up to 100%



KEY





## EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

## ACTION ON RESULTS

**37%** AGREEMENT

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



KEY



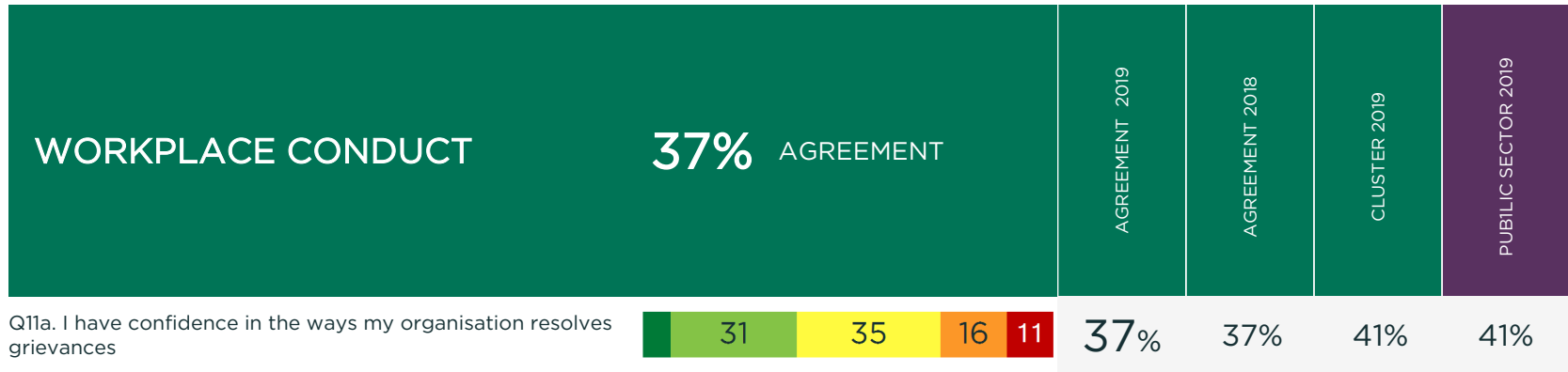


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Results are rounded and may not add up to 100%



KEY



## WELLBEING AND ENGAGEMENT



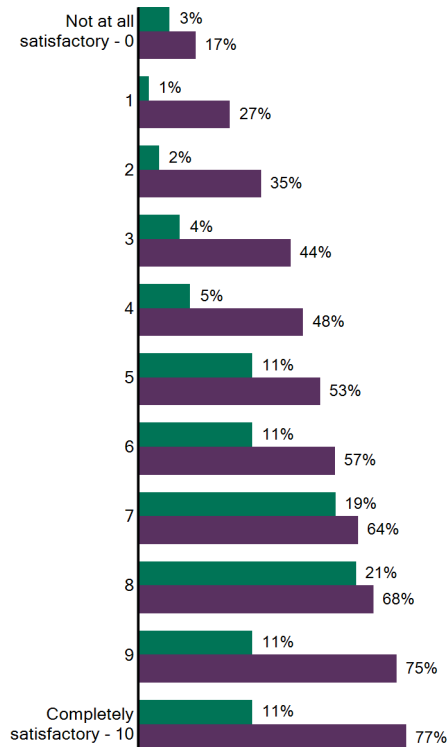
### EXPLORE THE FULL RESULTS

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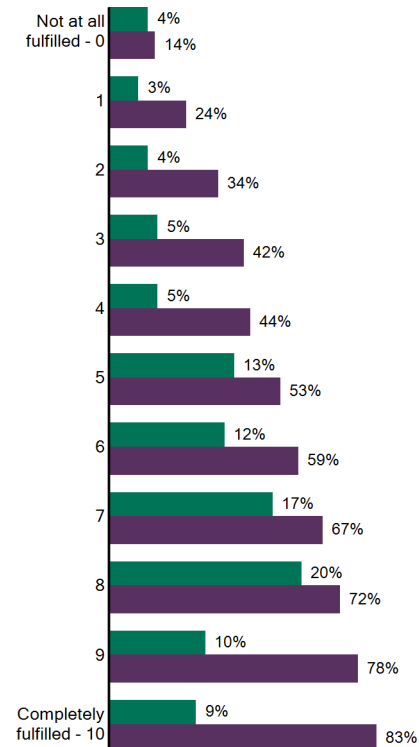
This compares Wellbeing to Engagement.

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



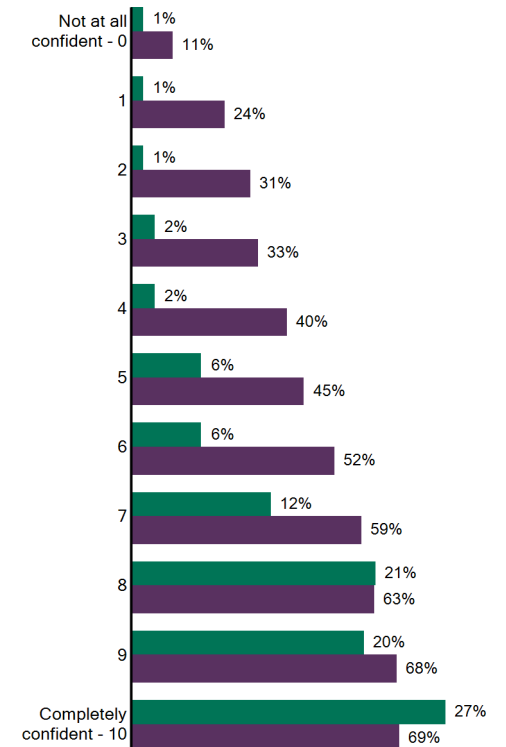
Proportion of respondents answering each response option

**Q1j.** I find my life at work fulfilling



Employee engagement score

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





## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## PERFORMANCE FRAMEWORK & DEVELOPMENT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
<b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives					
Yes		70%	70%	71%	71%
No		30%	30%	29%	29%
<b>Q3b.</b> I have informal feedback conversations with my manager					
Yes		72%	73%	74%	76%
No		28%	27%	26%	24%
<b>Q3c.</b> I have scheduled feedback conversations with my manager					
Yes		56%	57%	58%	60%
No		44%	43%	42%	40%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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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		46%	45%	40%	41%
No		54%	55%	60%	59%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## MOBILITY

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

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Lack of visible opportunities		30%	34%	29%	29%
There are no major barriers to my career progression		28%	30%	31%	29%
Lack of promotion opportunities		28%	30%	26%	28%
Personal/family considerations		27%	26%	28%	29%
The application/recruitment process is too cumbersome or time consuming		18%	19%	17%	22%
Lack of support from my manager/supervisor		18%	18%	14%	13%
Geographic location considerations		17%	18%	22%	25%
Insufficient training and development		16%	16%	15%	15%
Lack of support for temporary assignments/secondments		16%	16%	14%	15%
Lack of required capabilities or experience		10%	11%	10%	11%
Other		10%	10%	8%	9%

% are calculated with the number of unique respondents (N = 4,715 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
<b>Q12a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work					
Yes		32%	30%	32%	27%
No		47%	49%	51%	56%
Don't know		21%	21%	17%	17%
<b>Q12b.</b> If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?					
Yes		66%	68%	67%	65%
No		30%	30%	30%	32%
Don't know		5%	2%	4%	4%



## EXPLORE THE FULL RESULTS

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## UNACCEPTABLE CONDUCT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
<b>Q13a.</b> In the last 12 months I have witnessed bullying at work					
Yes		41%	40%	39%	33%
No		47%	48%	52%	57%
Don't know		11%	11%	10%	10%
<b>Q13b.</b> In the last 12 months I have been subjected to bullying at work					
Yes		24%	22%	21%	18%
No		68%	69%	72%	75%
Don't know		8%	8%	7%	7%



## EXPLORE THE FULL RESULTS

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## 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		29%	26%	23%	23%
A fellow worker at your level		26%	28%	31%	27%
A senior manager		18%	19%	18%	21%
Prefer not to say		12%	12%	12%	13%
A subordinate		6%	7%	6%	7%
Other		5%	5%	6%	5%
A client or customer		3%	2%	2%	3%
A member of the public other than a client or customer		1%	1%	1%	1%



## EXPLORE THE FULL RESULTS

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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

Response	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes	6%	6%	6%	4%
No	91%	92%	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	31%	19%	29%	38%
A member of the public	51%	63%	51%	36%
Other	13%	12%	15%	19%
Prefer not to say	5%	6%	6%	7%



## EXPLORE THE FULL RESULTS

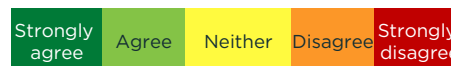
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HEALTH CUSTOMISED QUESTIONS		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019
Q1. I believe I am valued for what I can offer at my workplace		68%	65%	71%
Q2. In my workplace, we recognise our successes and innovations		62%	59%	66%
Q3. Overall, I have confidence in the decisions made by my senior managers		48%	44%	54%
Q4. I have a say in decisions which affect my work		49%	49%	53%
Q5. Where I work, we share the lessons learnt when mistakes are made		64%	65%	67%
Q6. My team's objectives/work plans are clearly outlined		63%	63%	66%
Q7. Our objectives/work plans help us to deliver a quality service		65%	63%	67%
Q8. Overall, I believe the culture at my workplace has improved in the last 12 months		42%	38%	45%

KEY





## EXPLORE THE FULL SURVEY RESULTS

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Results are rounded and may not add up to 100%

HEALTH		2019	CLUSTER 2019
CUSTOMISED QUESTIONS			
<b>Q9.</b> How often do you feel culturally safe in the workplace?			
Always		51%	63%
Often		30%	25%
About half the time		11%	7%
Seldom		4%	3%
Never		3%	2%
<b>Q10.</b> In the past 12 months have you experienced racism in the workplace?			
Yes		18%	11%
No		82%	89%



## EXPLORE THE FULL SURVEY RESULTS

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## HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

		2019	CLUSTER 2019
A senior manager		10%	8%
Your immediate manager / supervisor		15%	10%
A fellow worker at your level		21%	25%
A subordinate / worker below your level		5%	6%
A client or patient		25%	25%
A member of the public other than a client or patient		4%	4%
Other		4%	5%
Prefer not to say		15%	16%



## EXPLORE THE FULL SURVEY RESULTS

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## HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

### Q10b1. Verbal abuse or harassment

		2019	CLUSTER 2019
Never		32%	36%
Once		14%	15%
Twice		16%	13%
3-5 times		16%	16%
More than 5 times		22%	20%





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## HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

### Q10b2. Other abuse or harassment

		2019	CLUSTER 2019
Never		49%	50%
Once		12%	13%
Twice		9%	10%
3-5 times		11%	12%
More than 5 times		19%	15%



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## HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

### Q10b3. Racial jokes or slurs, imitating accent

Frequency	2019	CLUSTER 2019
Never	32%	30%
Once	15%	15%
Twice	17%	15%
3-5 times	16%	19%
More than 5 times	19%	21%



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## HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

### Q10b4. Exclusion or avoidance in the workplace

		2019	CLUSTER 2019
Never		46%	50%
Once		11%	11%
Twice		11%	10%
3-5 times		14%	13%
More than 5 times		18%	16%



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## HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

### Q10b5. Exclusion from employment opportunities

Response	2019	CLUSTER 2019
Never	60%	65%
Once	11%	10%
Twice	10%	8%
3-5 times	7%	8%
More than 5 times	12%	10%



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## HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

### Q10b6. Racist material displayed in the workplace

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



## EXPLORE THE FULL SURVEY RESULTS

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## HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

		2019	CLUSTER 2019
Junior Medical Officer		3%	2%
Career Medical Officer, Hospitalist		0%	0%
Staff Specialist		3%	2%
Visiting Medical Officer		0%	0%
Clinical Academic		0%	0%
Assistant in Nursing		1%	1%
Enrolled Nurse		3%	3%
Registered Nurse/Midwife, Clinical Nurse/Midwife Specialist, Clinical Nurse/Midwife Consultant, Practitioner		27%	23%
Nurse/Midwifery Educator and Clinical Nurse/Midwifery Educator		2%	2%
Nurse/Midwifery Manager		5%	3%



## EXPLORE THE FULL SURVEY RESULTS

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HEALTH CUSTOMISED QUESTIONS		2019	CLUSTER 2019
<b>Q11.</b> Which of the following best describes your current role? Please select the most appropriate response from the list below.			
Support Officers		2%	2%
Information Management (eg. Librarian, Medical Records and Data Manager)		2%	1%
Clinical Support Executive (eg. Hospital Executive, Local Health Network Executive)		0%	0%
Administrative and Executive Assistant		10%	9%
Corporate Services		2%	3%
Senior Manager/Executive		1%	2%
Allied Health Professional		12%	11%
Allied Health Assistant		1%	1%
Health Education, Health Promotion and Health Protection		1%	1%
Counsellor, Welfare Support		0%	0%



## EXPLORE THE FULL SURVEY RESULTS

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## HEALTH

### CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

	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	1%	1%
Researchers	1%	0%
Data Analyst	1%	1%
Technical Officers/Technical Assistant	1%	2%
Dental Officer, Therapists and Hygienist	1%	0%
Dental Specialist	0%	0%
Dental Assistant	1%	1%





## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

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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	1%	1%
Cleaning, Linen and Food	3%	5%
Motor Vehicle, Patient Transport	0%	0%
Security Services, Fire Safety	1%	1%
Residential Care Attendant, Patient Care Assistant, Patient Services, Wardsperson	1%	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 	6%	5%
Prefer not to say 	5%	7%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>GENDER</b>		
Male		22%
Female		77%
Other		1%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>AGE</b>		
15-19		0%
20-24		6%
25-29		11%
30-34		13%
35-39		13%
40-44		13%
45-49		13%
50-54		12%
55-59		10%
60-64		7%
65+		3%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

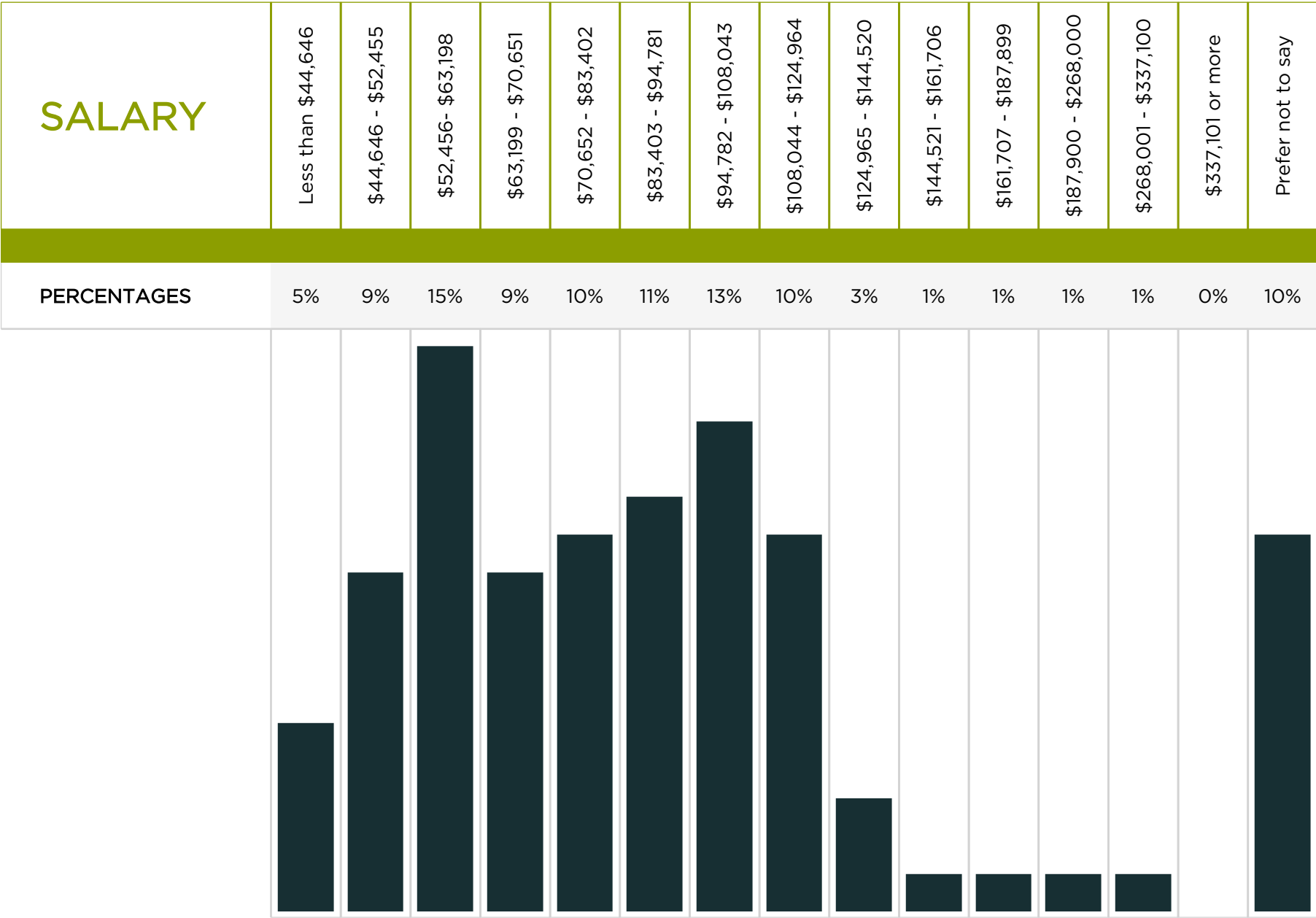
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	63%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	6%
Administrative support (e.g. executive/personal assistant, receptionist)	11%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	6%
Policy	0%
Research	2%
Program and project management support	2%
Legal (including developing and/or reviewing legislation)	0%
Other	10%

# 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
<b>TENURE IN ORGANISATION</b>		
Less than 1 year		13%
1 - 2 years		9%
2 - 5 years		21%
5 - 10 years		19%
10 - 20 years		25%
More than 20 years		14%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

	PERCENTAGE
<b>FLEXIBLE WORKING</b>	
None of the above	46%
Flexible start and finish times	23%
Part-time work	13%
Study leave	11%
Working additional hours to make up for time off	9%
Working from different locations	7%
Working from home	7%

% are calculated with the number of unique respondents (N = 4,461 to this question)



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>FLEXIBLE WORKING</b>		
Flexible scheduling for rostered workers		6%
Leave without pay		6%
Working more hours over fewer days		6%
Other		4%
Job sharing		2%
Purchasing annual leave		1%

% are calculated with the number of unique respondents (N = 4,461 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 Sydney 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
<b>NUMBER OF RESPONDENTS</b>	<b>4988</b>	<b>2846</b>	<b>273</b>	<b>500</b>	<b>265</b>	<b>12</b>	<b>70</b>	<b>99</b>	<b>5</b>	<b>464</b>
<b>EMPLOYEE ENGAGEMENT</b>	61%	61%	63%	64%	60%	(r)	58%	56%	(r)	63%
<b>ENGAGEMENT WITH WORK</b>	70%	70%	73%	68%	69%	(r)	79%	74%	(r)	75%
<b>SENIOR MANAGERS</b>	40%	39%	45%	43%	37%	(r)	43%	38%	(r)	45%
<b>COMMUNICATION</b>	55%	54%	59%	57%	56%	(r)	59%	55%	(r)	56%
<b>HIGH PERFORMANCE</b>	60%	60%	62%	62%	57%	(r)	59%	58%	(r)	61%
<b>PUBLIC SECTOR VALUES</b>	55%	54%	57%	56%	53%	(r)	56%	55%	(r)	57%
<b>DIVERSITY &amp; INCLUSION</b>	61%	60%	66%	65%	64%	(r)	65%	60%	(r)	62%

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%

	Western Sydney 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	4988	225	392	664	421	448	510	604	459	158	51	31	64	25
EMPLOYEE ENGAGEMENT	61%	64%	65%	66%	64%	61%	59%	60%	57%	61%	66%	61%	62%	(r)
ENGAGEMENT WITH WORK	70%	74%	77%	71%	73%	70%	69%	71%	69%	75%	83%	77%	82%	(r)
SENIOR MANAGERS	40%	48%	49%	45%	44%	39%	35%	40%	34%	40%	49%	41%	36%	(r)
COMMUNICATION	55%	59%	60%	56%	58%	54%	51%	58%	52%	57%	66%	52%	64%	(r)
HIGH PERFORMANCE	60%	63%	64%	63%	64%	59%	57%	60%	57%	61%	65%	59%	60%	(r)
PUBLIC SECTOR VALUES	55%	59%	59%	57%	59%	53%	51%	56%	51%	56%	63%	56%	54%	(r)
DIVERSITY & INCLUSION	61%	65%	65%	63%	63%	60%	58%	63%	59%	66%	71%	63%	69%	(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.

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	Western Sydney Local Health District	\$337,101 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>4988</b>	<b>15</b>	<b>458</b>
<b>EMPLOYEE ENGAGEMENT</b>	61%	(r)	56%
ENGAGEMENT WITH WORK	70%	(r)	63%
SENIOR MANAGERS	40%	(r)	33%
COMMUNICATION	55%	(r)	47%
HIGH PERFORMANCE	60%	(r)	53%
PUBLIC SECTOR VALUES	55%	(r)	47%
DIVERSITY & INCLUSION	61%	(r)	53%

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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CUT OFF LIMIT OF 30 RESPONDENTS

# RESULT BY TENURE IN ORGANISATION



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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Results are rounded and may not add up to 100%

	Western Sydney Local Health District	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
<b>NUMBER OF RESPONDENTS</b>	<b>4988</b>	<b>561</b>	<b>403</b>	<b>927</b>	<b>835</b>	<b>1119</b>	<b>636</b>
<b>EMPLOYEE ENGAGEMENT</b>	61%	72%	67%	59%	58%	59%	59%
ENGAGEMENT WITH WORK	70%	82%	75%	68%	67%	69%	70%
SENIOR MANAGERS	40%	61%	52%	40%	34%	34%	34%
COMMUNICATION	55%	73%	65%	54%	52%	49%	49%
HIGH PERFORMANCE	60%	75%	70%	59%	56%	55%	55%
PUBLIC SECTOR VALUES	55%	72%	64%	54%	50%	49%	50%
DIVERSITY & INCLUSION	61%	75%	71%	60%	58%	57%	56%

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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CUT OFF LIMIT OF 30 RESPONDENTS

# RESULTS BY TYPES OF FLEXIBLE WORKING



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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Results are rounded and may not add up to 100%

	Western Sydney 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	4988	1006	246	385	281	558	71	322	312	49	267	489	157	2035
EMPLOYEE ENGAGEMENT	61%	65%	65%	64%	67%	61%	67%	68%	65%	66%	61%	64%	61%	59%
ENGAGEMENT WITH WORK	70%	76%	76%	73%	76%	70%	76%	80%	79%	74%	66%	76%	72%	68%
SENIOR MANAGERS	40%	44%	44%	39%	49%	34%	44%	49%	44%	54%	38%	44%	44%	38%
COMMUNICATION	55%	62%	60%	61%	64%	53%	61%	67%	65%	65%	56%	62%	53%	51%
HIGH PERFORMANCE	60%	65%	64%	61%	68%	58%	65%	68%	64%	70%	61%	65%	61%	57%
PUBLIC SECTOR VALUES	55%	59%	58%	55%	62%	52%	59%	63%	59%	62%	54%	59%	56%	52%
DIVERSITY & INCLUSION	61%	72%	67%	69%	72%	62%	68%	74%	76%	73%	62%	66%	60%	55%

\*multiple types may be chosen.

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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	Western Sydney Local Health District	Sydney East	Sydney West	Sydney - Parramatta	Sydney - Blacktown	Sydney - Baukham Hills and Hawkesbury	Sydney - City and Inner South	Sydney - Outer South West	Sydney - South West	Sydney - Outer West and Blue Mountains	Sydney - Inner South West	Southern Highlands and Shoalhaven	Sydney - North Sydney and Hornsby	Central West
NUMBER OF RESPONDENTS	4988	33	3801	2624	1113	33	25	13	13	5	4	2	2	1
EMPLOYEE ENGAGEMENT	61%	65%	61%	60%	63%	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	70%	76%	71%	70%	71%	87%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	40%	55%	40%	38%	43%	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	55%	66%	55%	54%	57%	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	60%	69%	60%	58%	63%	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	55%	65%	54%	53%	57%	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	61%	71%	62%	61%	63%	70%	(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%

	Western Sydney Local Health District	Far West and Orana	Illawarra	Sydney - Northern Beaches	Sydney - Ryde	Capital Region	Central Coast	Coffs Harbour - Grafton	Hunter Valley exc Newcastle	Mid North Coast	Murray	New England and North West	Newcastle and Lake Macquarie	Outside NSW
<b>NUMBER OF RESPONDENTS</b>	<b>4988</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EMPLOYEE ENGAGEMENT</b>	61%	(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	40%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	60%	(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	61%	(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%

	Western Sydney Local Health District	Richmond - Tweed	Riverina	Sydney - Eastern Suburbs	Sydney - Inner West	Sydney - Sutherland
<b>NUMBER OF RESPONDENTS</b>	<b>4988</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EMPLOYEE ENGAGEMENT</b>	61%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	70%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	40%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	55%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	60%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	55%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	61%	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS  
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CUT OFF LIMIT OF 30 RESPONDENTS

# RESULT BY AGE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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Results are rounded and may not add up to 100%

	Western Sydney Local Health District	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
<b>NUMBER OF RESPONDENTS</b>	4988	13	267	485	582	569	587	566	535	461	310	130
<b>EMPLOYEE ENGAGEMENT</b>	61%	(r)	72%	63%	60%	60%	60%	61%	60%	60%	62%	68%
<b>ENGAGEMENT WITH WORK</b>	70%	(r)	80%	71%	69%	68%	69%	73%	70%	71%	75%	84%
<b>SENIOR MANAGERS</b>	40%	(r)	56%	43%	41%	41%	39%	39%	39%	36%	38%	45%
<b>COMMUNICATION</b>	55%	(r)	67%	60%	57%	57%	53%	55%	52%	50%	53%	61%
<b>HIGH PERFORMANCE</b>	60%	(r)	72%	65%	60%	59%	59%	59%	57%	57%	58%	65%
<b>PUBLIC SECTOR VALUES</b>	55%	(r)	67%	59%	55%	54%	54%	54%	52%	51%	53%	60%
<b>DIVERSITY &amp; INCLUSION</b>	61%	(r)	73%	66%	62%	60%	59%	62%	59%	57%	60%	68%

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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CUT OFF LIMIT OF 30 RESPONDENTS

# RESULT BY GENDER



## 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 Sydney Local Health District	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	<b>4988</b>	<b>987</b>	<b>3470</b>	<b>56</b>
<b>EMPLOYEE ENGAGEMENT</b>	61%	62%	61%	47%
ENGAGEMENT WITH WORK	70%	71%	71%	52%
SENIOR MANAGERS	40%	41%	41%	17%
COMMUNICATION	55%	59%	55%	34%
HIGH PERFORMANCE	60%	61%	60%	40%
PUBLIC SECTOR VALUES	55%	56%	55%	34%
DIVERSITY & INCLUSION	61%	64%	61%	38%

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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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 Sydney 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	4988	121	18	139	18	8	51	133	1260	96	244	104	77	10
EMPLOYEE ENGAGEMENT	61%	58%	(r)	59%	(r)	(r)	71%	70%	62%	58%	60%	62%	69%	(r)
ENGAGEMENT WITH WORK	70%	64%	(r)	74%	(r)	(r)	82%	78%	71%	68%	69%	64%	78%	(r)
SENIOR MANAGERS	40%	39%	(r)	33%	(r)	(r)	55%	52%	42%	38%	41%	38%	55%	(r)
COMMUNICATION	55%	60%	(r)	57%	(r)	(r)	66%	62%	56%	55%	55%	52%	72%	(r)
HIGH PERFORMANCE	60%	62%	(r)	58%	(r)	(r)	68%	67%	61%	57%	61%	58%	72%	(r)
PUBLIC SECTOR VALUES	55%	55%	(r)	53%	(r)	(r)	65%	62%	56%	50%	56%	52%	67%	(r)
DIVERSITY & INCLUSION	61%	62%	(r)	61%	(r)	(r)	70%	67%	61%	61%	61%	59%	78%	(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

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	Western Sydney 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
<b>NUMBER OF RESPONDENTS</b>	<b>4988</b>	<b>440</b>	<b>96</b>	<b>52</b>	<b>546</b>	<b>59</b>	<b>31</b>	<b>17</b>	<b>16</b>	<b>9</b>	<b>40</b>	<b>25</b>	<b>25</b>	<b>37</b>
<b>EMPLOYEE ENGAGEMENT</b>	61%	63%	58%	64%	60%	66%	61%	(r)	(r)	(r)	54%	(r)	(r)	69%
<b>ENGAGEMENT WITH WORK</b>	70%	69%	59%	77%	73%	69%	70%	(r)	(r)	(r)	57%	(r)	(r)	80%
<b>SENIOR MANAGERS</b>	40%	41%	41%	47%	36%	50%	50%	(r)	(r)	(r)	31%	(r)	(r)	49%
<b>COMMUNICATION</b>	55%	55%	53%	60%	53%	58%	66%	(r)	(r)	(r)	45%	(r)	(r)	65%
<b>HIGH PERFORMANCE</b>	60%	59%	55%	65%	60%	67%	67%	(r)	(r)	(r)	47%	(r)	(r)	69%
<b>PUBLIC SECTOR VALUES</b>	55%	53%	52%	61%	55%	62%	64%	(r)	(r)	(r)	43%	(r)	(r)	65%
<b>DIVERSITY &amp; INCLUSION</b>	61%	63%	59%	67%	59%	64%	64%	(r)	(r)	(r)	53%	(r)	(r)	73%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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# CURRENT ROLE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Western Sydney 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	4988	38	30	8	36	0	0	0	7	31	29	127	6	25
EMPLOYEE ENGAGEMENT	61%	69%	61%	(r)	63%	(r)	(r)	(r)	(r)	63%	(r)	63%	(r)	(r)
ENGAGEMENT WITH WORK	70%	82%	71%	(r)	60%	(r)	(r)	(r)	(r)	85%	(r)	87%	(r)	(r)
SENIOR MANAGERS	40%	46%	37%	(r)	41%	(r)	(r)	(r)	(r)	35%	(r)	51%	(r)	(r)
COMMUNICATION	55%	57%	62%	(r)	44%	(r)	(r)	(r)	(r)	57%	(r)	53%	(r)	(r)
HIGH PERFORMANCE	60%	64%	63%	(r)	55%	(r)	(r)	(r)	(r)	59%	(r)	64%	(r)	(r)
PUBLIC SECTOR VALUES	55%	61%	57%	(r)	50%	(r)	(r)	(r)	(r)	54%	(r)	59%	(r)	(r)
DIVERSITY & INCLUSION	61%	67%	69%	(r)	51%	(r)	(r)	(r)	(r)	66%	(r)	61%	(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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	Western Sydney 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
<b>NUMBER OF RESPONDENTS</b>	<b>4988</b>	<b>24</b>	<b>5</b>	<b>20</b>	<b>2</b>	<b>17</b>	<b>4</b>	<b>259</b>	<b>251</b>
<b>EMPLOYEE ENGAGEMENT</b>	61%	(r)	(r)	(r)	(r)	(r)	(r)	60%	53%
<b>ENGAGEMENT WITH WORK</b>	70%	(r)	(r)	(r)	(r)	(r)	(r)	72%	53%
<b>SENIOR MANAGERS</b>	40%	(r)	(r)	(r)	(r)	(r)	(r)	42%	23%
<b>COMMUNICATION</b>	55%	(r)	(r)	(r)	(r)	(r)	(r)	57%	37%
<b>HIGH PERFORMANCE</b>	60%	(r)	(r)	(r)	(r)	(r)	(r)	60%	44%
<b>PUBLIC SECTOR VALUES</b>	55%	(r)	(r)	(r)	(r)	(r)	(r)	55%	38%
<b>DIVERSITY &amp; INCLUSION</b>	61%	(r)	(r)	(r)	(r)	(r)	(r)	64%	46%

### 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

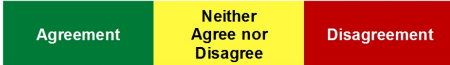
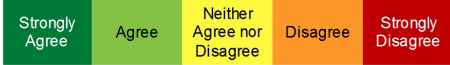
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.