



2019 | NSW Public Sector
Employee Survey

DEPARTMENT REPORT

Health

Ministry of Health



Contents

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

RESPONSE RATE

>100%

1,219 OF 1,092 RESPONDENTS

RESPONSE RATE 2018: >100%

EMPLOYEE ENGAGEMENT

70%

DIFFERENCE FROM 2018 +1 (69%)

DIFFERENCE FROM CLUSTER +5 (65%)

DIFFERENCE FROM PUBLIC SECTOR +4 (66%)

ENGAGEMENT WITH WORK

74%

DIFFERENCE FROM 2018 -2 (76%)

DIFFERENCE FROM CLUSTER +1 (73%)

DIFFERENCE FROM PUBLIC SECTOR +1 (73%)

SENIOR MANAGERS

63%

DIFFERENCE FROM 2018 +1 (62%)

DIFFERENCE FROM CLUSTER +17 (46%)

DIFFERENCE FROM PUBLIC SECTOR +13 (50%)

COMMUNICATION

72% -

DIFFERENCE FROM 2018 0 (72%)

DIFFERENCE FROM CLUSTER +12 (60%)

DIFFERENCE FROM PUBLIC SECTOR +10 (62%)

HIGH PERFORMANCE

73%

DIFFERENCE FROM 2018 +1 (72%)

DIFFERENCE FROM CLUSTER +9 (64%)

DIFFERENCE FROM PUBLIC SECTOR +8 (65%)

PUBLIC SECTOR VALUES

73% -

DIFFERENCE FROM 2018 0 (73%)

DIFFERENCE FROM CLUSTER +13 (60%)

DIFFERENCE FROM PUBLIC SECTOR +10 (62%)

DIVERSITY & INCLUSION

77%

DIFFERENCE FROM 2018 +3 (74%)

DIFFERENCE FROM CLUSTER +11 (67%)

DIFFERENCE FROM PUBLIC SECTOR +8 (69%)

FLEXIBLE WORKING SATISFACTION

69%

DIFFERENCE FROM 2018 +10 (59%)

DIFFERENCE FROM CLUSTER +11 (58%)

DIFFERENCE FROM PUBLIC SECTOR +10 (59%)

ACTION ON RESULTS

62%

DIFFERENCE FROM 2018 +7 (55%)

DIFFERENCE FROM CLUSTER +22 (40%)

DIFFERENCE FROM PUBLIC SECTOR +22 (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
1h. I am comfortable notifying my manager if I become aware of any risks at work	91%	-
2a. My workgroup strives to achieve customer/client satisfaction	89%	89%
1a. I understand what is expected of me to do well in my role	86%	88%
2c. I receive help and support from other members of my workgroup	86%	85%
1g. I know how to address a health and safety issue I have identified	84%	83%
5b. My manager listens to what I have to say	83%	84%
2e. People in my workgroup treat each other with respect	83%	84%
2b. My workgroup works collaboratively to achieve its objectives	83%	82%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	83%	79%
5a. My manager encourages people in my workgroup to keep improving the work they do	81%	80%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
11a. I have confidence in the ways my organisation resolves grievances	45%	40%
5h. My manager deals appropriately with employees who perform poorly	48%	48%
3g. I am satisfied with the opportunities available for career development in my organisation	53%	53%
7g. I have confidence in the way recruitment decisions are made	53%	52%
7c. I feel that change is managed well in my organisation	56%	47%
3e. My performance is assessed against clear criteria	57%	58%
6h. I feel that senior managers listen to employees	57%	60%
7e. People in my organisation take responsibility for their own actions	60%	57%
6d. Senior managers encourage innovation by employees	61%	56%
7d. There is good co-operation between teams across our organisation	61%	55%



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
8d. How satisfied are you with your ability to access and use flexible working arrangements?	69%	59%
7c. I feel that change is managed well in my organisation	56%	47%
8e. My manager supports flexible working in my team	76%	66%
10a. I believe action will be taken on the results from this survey by my organisation	62%	55%
7d. There is good co-operation between teams across our organisation	61%	55%
11a. I have confidence in the ways my organisation resolves grievances	45%	40%
6d. Senior managers encourage innovation by employees	61%	56%
4a. I am paid fairly for the work I do	79%	75%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	83%	79%
7i. I would recommend my organisation as a great place to work	71%	68%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
1c. My job gives me a feeling of personal accomplishment	74%	77%
1a. I understand what is expected of me to do well in my role	86%	88%
6h. I feel that senior managers listen to employees	57%	60%
1e. I am satisfied with my job	70%	72%
6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	71%	73%
3e. My performance is assessed against clear criteria	57%	58%
5c. My manager communicates effectively with me	77%	78%
3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	71%	73%
1d. I feel motivated to contribute more than what is normally required at work	77%	78%
7a. My organisation focuses on improving the work we do	78%	79%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are the questions that have shown the greatest percentage increase and decrease in agreement, based on respondents who have selected 'Strongly agree' and 'Agree'.

HIGHEST NEUTRAL SCORING QUESTIONS

AGREEMENT SCORES FOR HIGHEST NEUTRAL

% POSITIVE

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



Q5h. My manager deals appropriately with employees who perform poorly



Q6h. I feel that senior managers listen to employees



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



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



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



Q5h. My manager deals appropriately with employees who perform poorly



Q6h. I feel that senior managers listen to employees



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



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



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



Q5h. My manager deals appropriately with employees who perform poorly



Q6h. I feel that senior managers listen to employees



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



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: 1219

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	30	Senior Executive (ongoing/permanent or term)	7	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	1
Female	68	Ongoing/Permanent (other than senior executive)	66	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)	3
Other	2	Temporary (including temporary teachers and graduates)	11	Administrative support (e.g. executive/personal assistant, receptionist)	8
		Casual	1	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	19
		Contract – Non Executive	9	Policy	29
		Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	4	Research	3
		Other	1	Program and project management support	21
		Don't know	1	Legal (including developing and/or reviewing legislation)	2
				Other	13
Age	Survey %	Manager of managers	Survey %	Organisation Tenure	Survey %
15 - 34 years	28	Yes	9	Less than 1 year	21
35 - 54 years	53	No	91	1 - 2 years	17
55+ years	19			2 - 5 years	19
		Supervisors	Survey %	5 - 10 years	19
		Yes	29	10 - 20 years	15
		No	71	More than 20 years	8
		Working arrangement	Survey %		
		Full-time	87	Salary	Survey %
		Part-time	13	\$83,402 and below	8
				\$83,403 - \$108,043	23
				\$108,044 - \$144,520	43
				\$144,521 and above	16
				Prefer not to say	10
LOTE spoken at home	Survey %				
Yes	24				
No	71				
Prefer not to say	5				
Aboriginal and/or Torres Strait Islanders	Survey %				
Yes	2				
No	95				
Prefer not to say	3				
Disability	Survey %				
Yes	3				
No	94				
Prefer not to say	3				
LGBTI	Survey %				
Yes	8				
No	87				
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%

62%

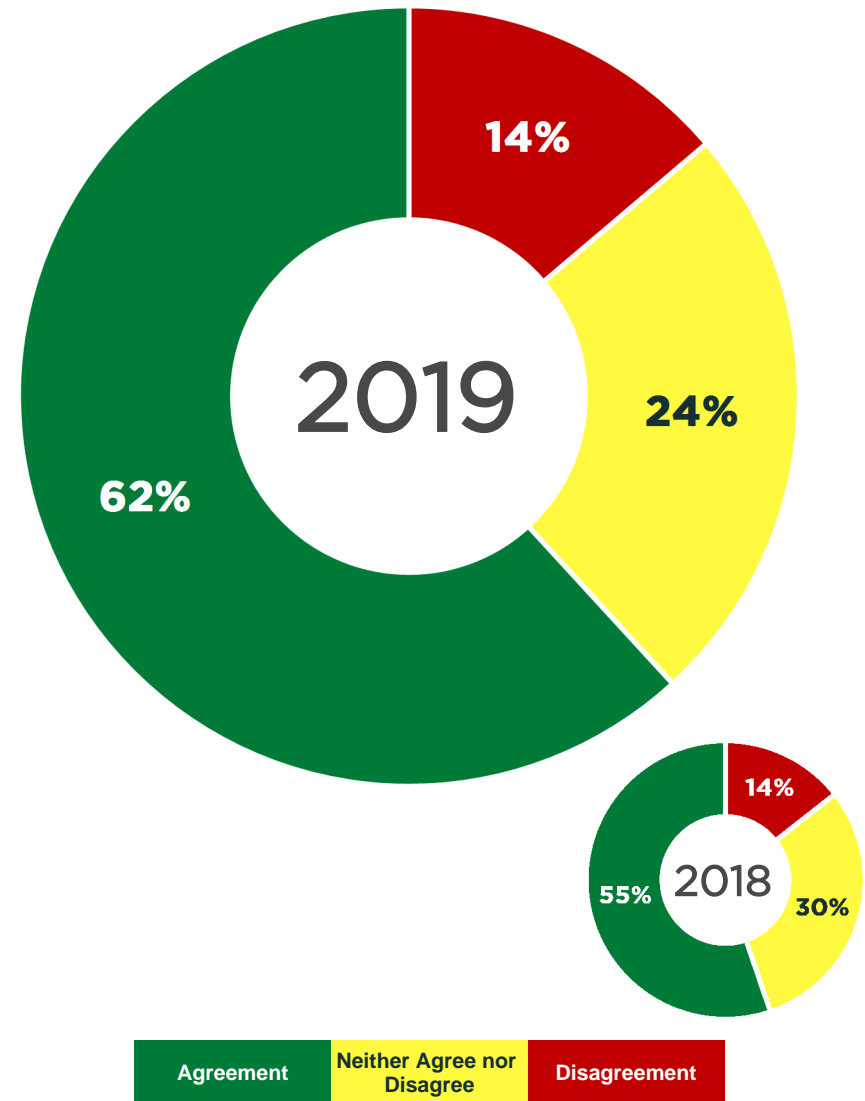
of employees replied favourably to:

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

39%
SECTOR

40%
CLUSTER

55%
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	Q7a. My organisation focuses on improving the work we do	78%	79%	67%	69%
2	Q7f. My organisation is committed to developing its employees	62%	59%	51%	53%
3	Q7b. My organisation is making the necessary improvements to meet our future challenges	68%	66%	54%	57%
4	Q7h. My organisation generally selects capable people to do the job	71%	69%	55%	54%
5	Q6b. I feel that senior managers effectively lead and manage change	62%	61%	44%	47%
6	Q7g. I have confidence in the way recruitment decisions are made	53%	52%	41%	39%

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Ministry of Health

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.

	Ministry of Health	Branches reporting to the Secretary	Financial Services and Asset Management Division	People, Culture and Governance Division	Population and Public Health Division	Strategy and Resources Division	System Purchasing and Performance Division
NUMBER OF RESPONDENTS	1219	17	100	276	355	297	145
EMPLOYEE ENGAGEMENT	70%	74%	66%	70%	71%	70%	76%
ENGAGEMENT WITH WORK	74%	86%	66%	71%	77%	72%	80%
SENIOR MANAGERS	63%	78%	57%	63%	64%	60%	75%
COMMUNICATION	72%	86%	68%	71%	73%	71%	80%
HIGH PERFORMANCE	73%	82%	67%	69%	74%	73%	81%
PUBLIC SECTOR VALUES	73%	83%	67%	69%	74%	73%	81%
DIVERSITY & INCLUSION	77%	84%	72%	76%	78%	76%	85%

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	70% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019		
Q7i. I would recommend my organisation as a great place to work	23	49	19	71%	68%	61%	62%	
Q7j. I am proud to tell others I work for my organisation	32	46	16	78%	78%	69%	70%	
Q7k. I feel a strong personal attachment to my organisation	26	39	24	9	64%	63%	61%	64%
Q7l. My organisation motivates me to help it achieve its objectives	22	44	23	8	66%	65%	54%	56%
Q7m. My organisation inspires me to do the best in my job	23	42	24	8	65%	63%	55%	56%

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

	74% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1c. My job gives me a feeling of personal accomplishment	31	43	14	8	74%	77%	77%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	36	41	12	7	77%	78%	72%	72%
Q1e. I am satisfied with my job	26	44	17	10	70%	72%	70%	69%

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

SENIOR MANAGERS	63% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	19	47	21	10	65%	66%	47%	51%
Q6b. I feel that senior managers effectively lead and manage change	18	44	23	10	62%	61%	44%	47%
Q6c. I feel that senior managers model the values of my organisation	21	45	22	8	66%	66%	48%	52%
Q6d. Senior managers encourage innovation by employees	20	41	25	10	61%	56%	47%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	21	47	22	7	68%	67%	48%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	23	48	20		71%	73%	56%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	19	45	22	9	64%	62%	44%	48%
Q6h. I feel that senior managers listen to employees	17	40	27	10	57%	60%	40%	44%
Q7c. I feel that change is managed well in my organisation	14	43	25	14	56%	47%	43%	42%

KEY





EXPLORE THE FULL RESULTS

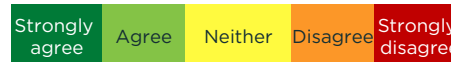
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

COMMUNICATION	72% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q5c. My manager communicates effectively with me	36	41	11	7	77%	78%	70%	72%
Q5d. My manager encourages and values employee input	44	37	11		81%	81%	70%	73%
Q5e. My manager involves my workgroup in decisions about our work	36	40	12	8	76%	75%	66%	68%
Q6g. I feel that senior managers keep employees informed about what's going on	19	45	22	9	64%	62%	44%	48%
Q6h. I feel that senior managers listen to employees	17	40	27	10	57%	60%	40%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	30	48	13		78%	77%	68%	69%

KEY





EXPLORE THE FULL RESULTS

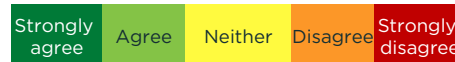
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

	HIGH PERFORMANCE			73% 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	34	51	7		86%	88%	92%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	43	40	9		83%	82%	79%	79%
Q3f. I have received appropriate training and development to do my job well	21	44	23	8	65%	66%	70%	66%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	35	47	10		81%	80%	72%	75%
Q5f. I have confidence in the decisions my manager makes	40	39	12		78%	78%	66%	69%
Q6d. Senior managers encourage innovation by employees	20	41	25	10	61%	56%	47%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	21	47	22	7	68%	67%	48%	53%
Q7a. My organisation focuses on improving the work we do	24	54	15		78%	79%	67%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	19	49	21	9	68%	66%	54%	57%

KEY



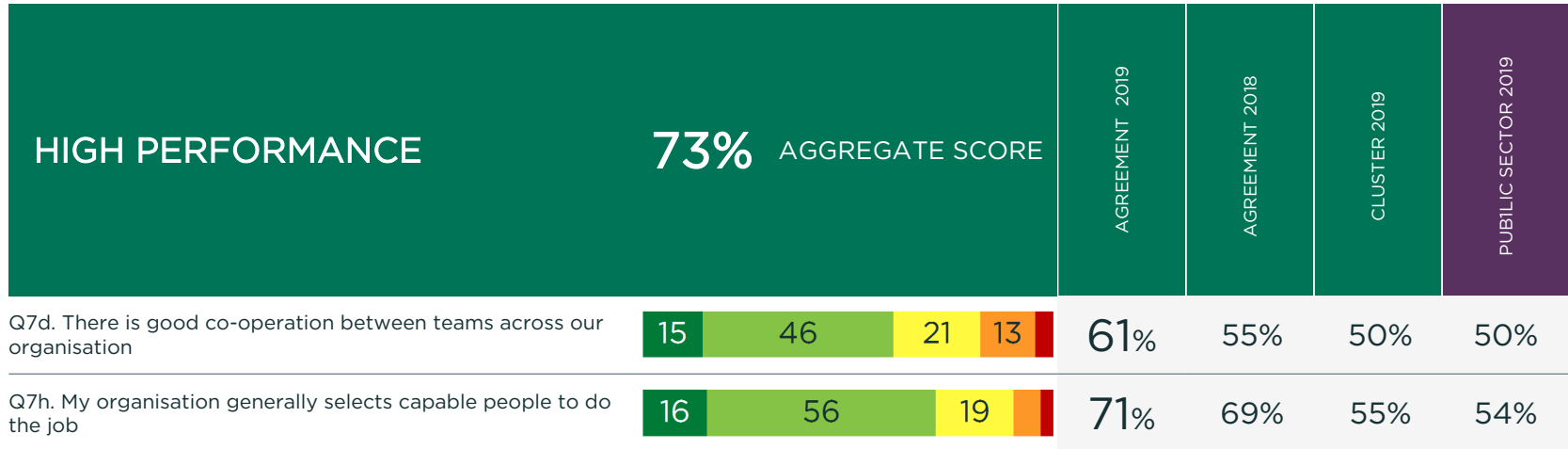


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY





EXPLORE THE FULL RESULTS

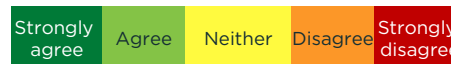
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

PUBLIC SECTOR VALUES	73% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019		
	Q2a. My workgroup strives to achieve customer/client satisfaction	46	43	89%	89%	87%	86%	
Q2e. People in my workgroup treat each other with respect	46	37	9	83%	84%	72%	75%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	35	47	10	81%	80%	72%	75%	
Q5b. My manager listens to what I have to say	42	41	8	83%	84%	74%	76%	
Q6a. I believe senior managers provide clear direction for the future of the organisation	19	47	21	10	65%	66%	47%	51%
Q6c. I feel that senior managers model the values of my organisation	21	45	22	8	66%	66%	48%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	23	48	20		71%	73%	56%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	19	45	22	9	64%	62%	44%	48%
Q6h. I feel that senior managers listen to employees	17	40	27	10	57%	60%	40%	44%

KEY



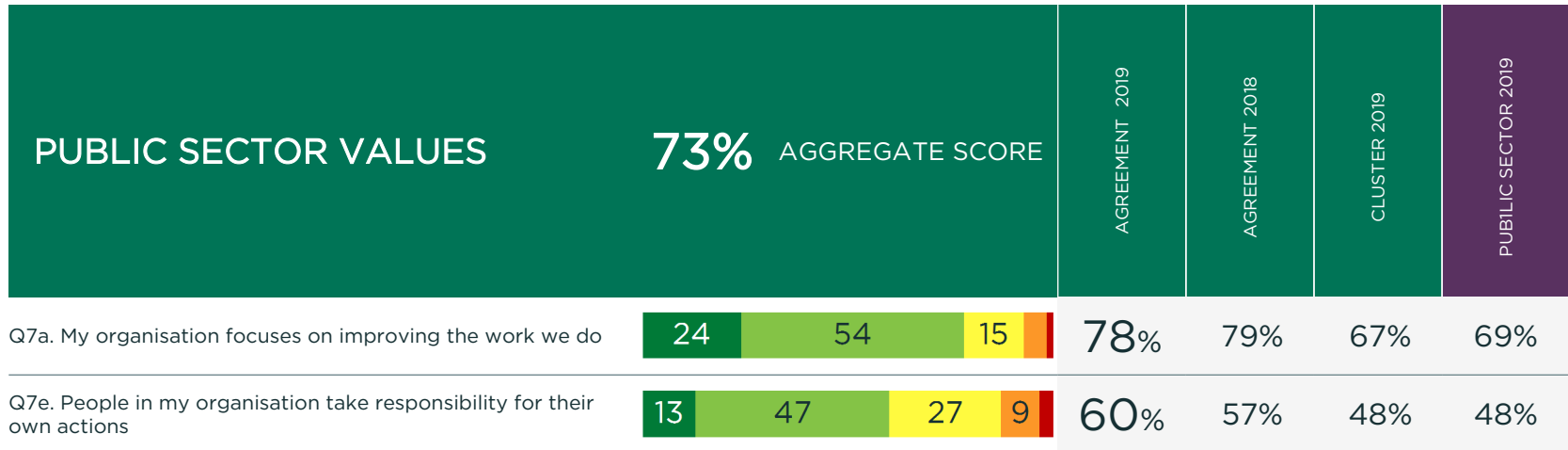


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY





EXPLORE THE FULL RESULTS

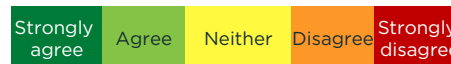
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

DIVERSITY & INCLUSION	77% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	27	46	13	10	73%	72%	66%	67%
Q5b. My manager listens to what I have to say	42	41	8		83%	84%	74%	76%
Q5d. My manager encourages and values employee input	44	37	11		81%	81%	70%	73%
Q6i. Senior managers in my organisation support the career advancement of women	32	41	21		73%	71%	54%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	34	49	11		83%	79%	75%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	37	44	12		80%	78%	75%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	30	48	13		78%	77%	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>	31	38	18	9	69%	59%	58%	59%
Q8e. My manager supports flexible working in my team	40	35	14		76%	66%	61%	63%

KEY



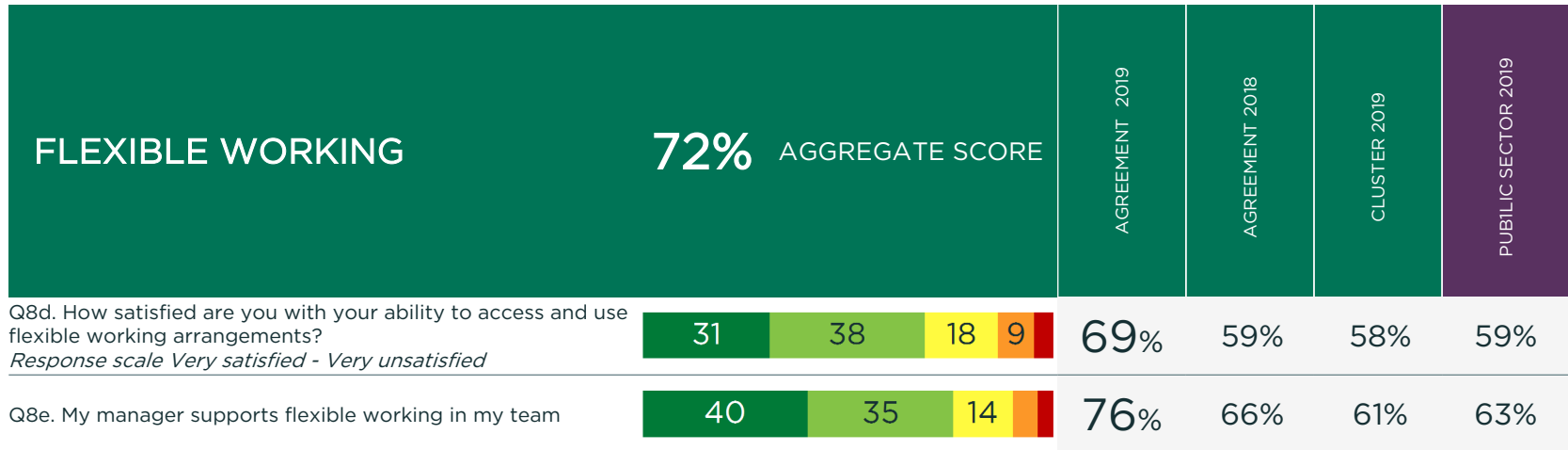


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY



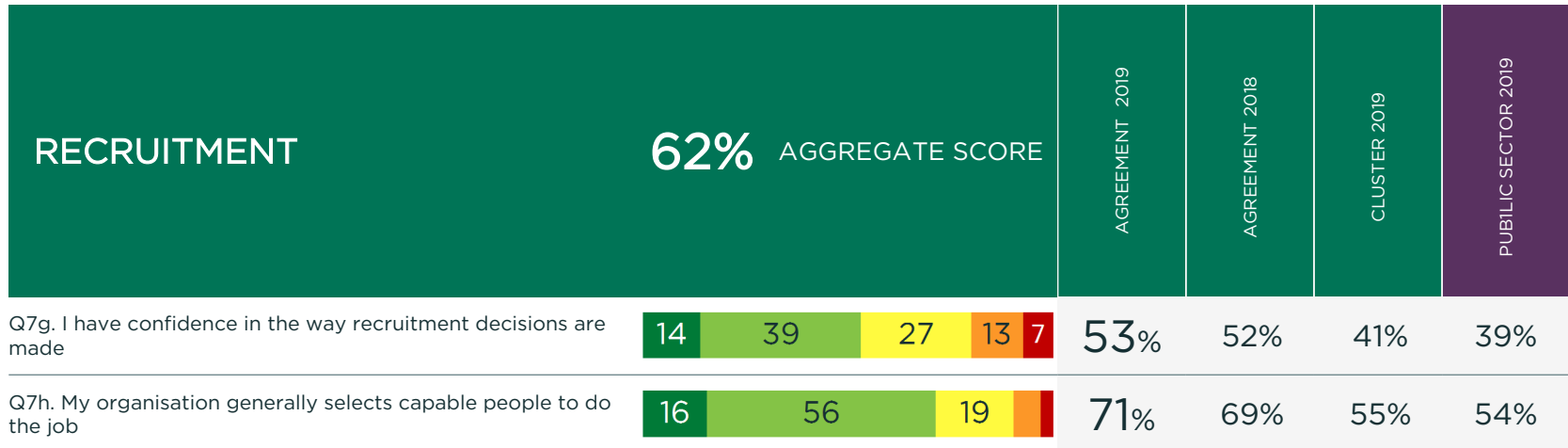


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

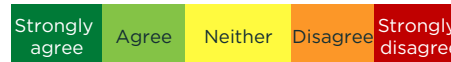
Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

62% 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		71%	73%	65%	66%
Q3e. My performance is assessed against clear criteria		57%	58%	60%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation		53%	53%	53%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do		79%	78%	66%	69%
Q5h. My manager deals appropriately with employees who perform poorly		48%	48%	47%	48%
Q7f. My organisation is committed to developing its employees		62%	59%	51%	53%

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

	77% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	27	46	13	10	73%	72%	66%	67%
Q1f. I am able to keep my work stress at an acceptable level	19	53	14	11	72%	71%	62%	61%
Q2c. I receive help and support from other members of my workgroup	45	40	8		86%	85%	80%	81%
Q2d. There is good team spirit in my workgroup	42	37	11	7	78%	77%	68%	70%

KEY



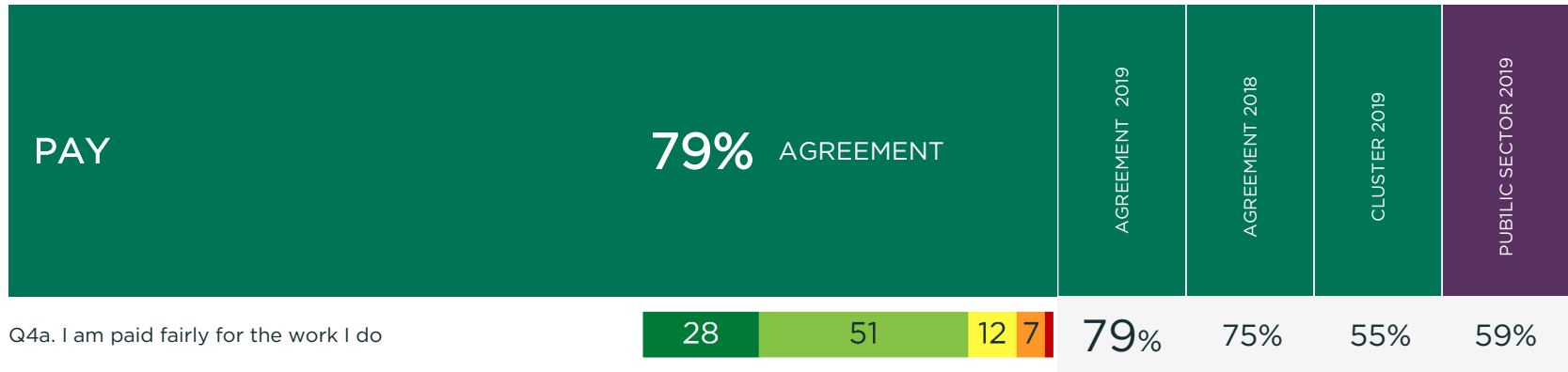


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY



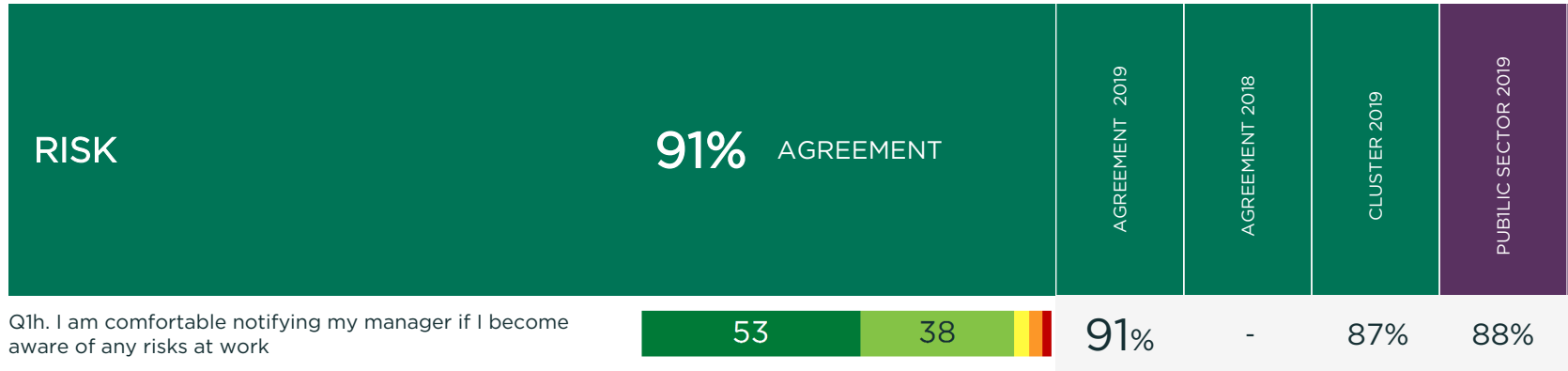


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY



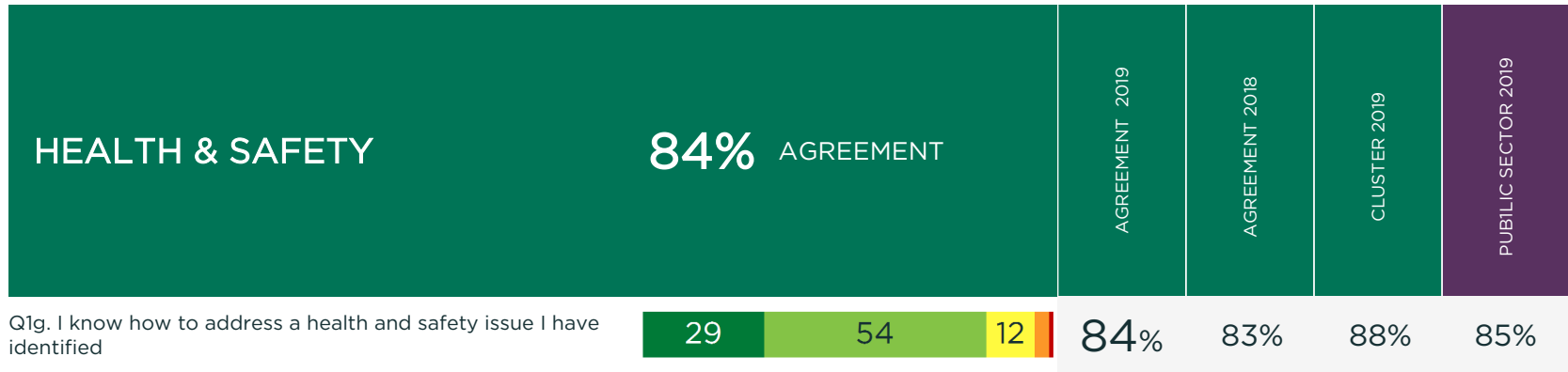


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

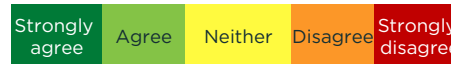
ACTION ON RESULTS

62% AGREEMENT

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



KEY



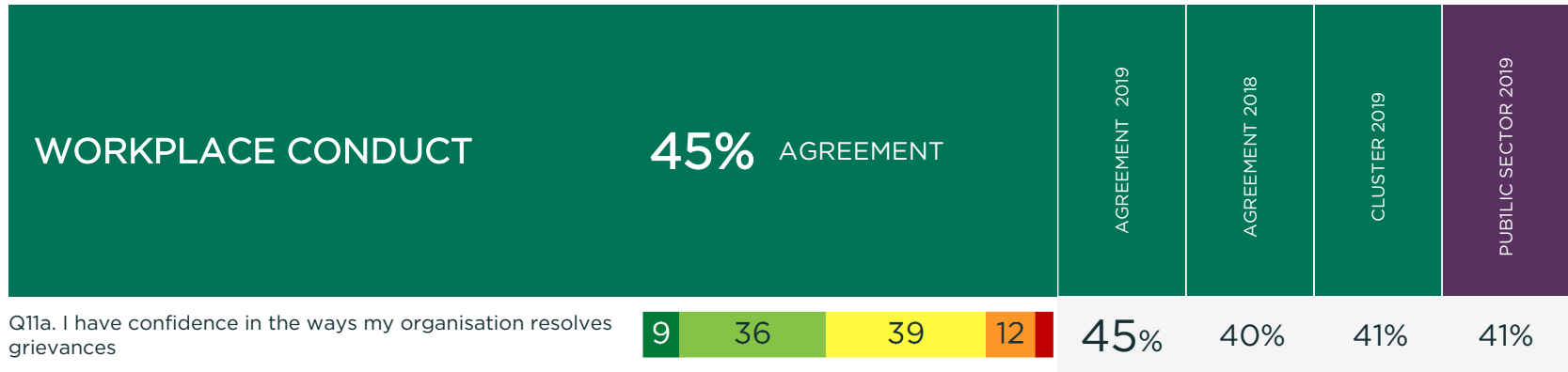


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY

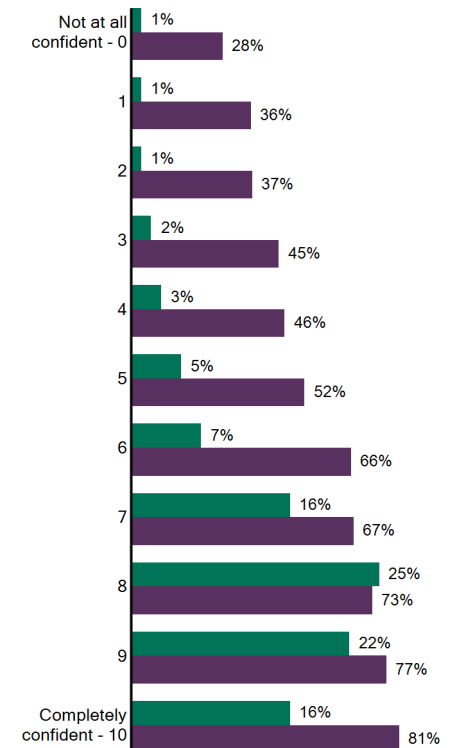
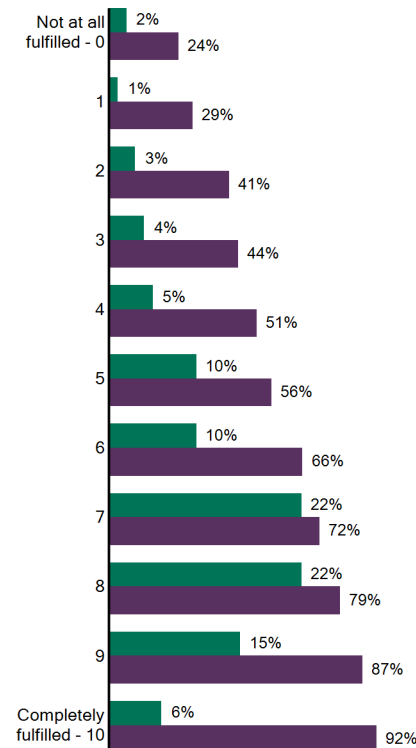
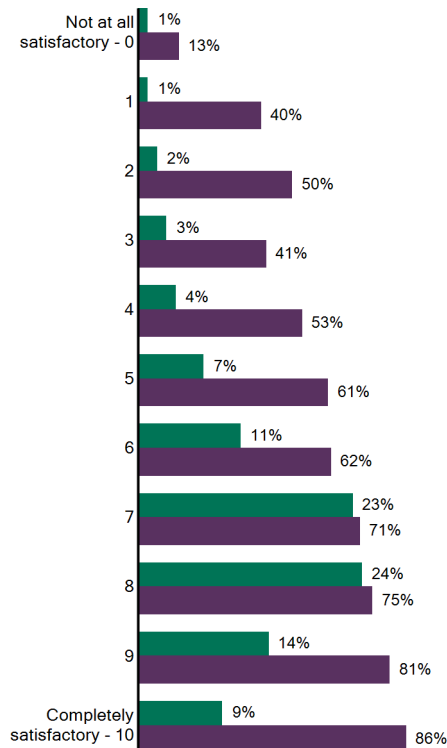


WELLBEING AND ENGAGEMENT

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

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

This compares Wellbeing to Engagement.



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes		68%	68%	71%	71%
No		32%	32%	29%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		84%	83%	74%	76%
No		16%	17%	26%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		68%	69%	58%	60%
No		32%	31%	42%	40%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

MOBILITY

Q3h. Are you currently looking, or thinking about looking, for a new role within the NSW Public Sector but outside of your current workplace in order to broaden your experience?

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes		45%	48%	40%	41%
No		55%	52%	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		34%	34%	29%	29%
There are no major barriers to my career progression		33%	35%	31%	29%
Lack of promotion opportunities		29%	31%	26%	28%
Personal/family considerations		22%	22%	28%	29%
Geographic location considerations		17%	16%	22%	25%
The application/recruitment process is too cumbersome or time consuming		17%	18%	17%	22%
Lack of support for temporary assignments/secondments		14%	15%	14%	15%
Lack of support from my manager/supervisor		12%	10%	14%	13%
Insufficient training and development		11%	10%	15%	15%
Lack of required capabilities or experience		11%	12%	10%	11%
Other		7%	9%	8%	9%

% are calculated with the number of unique respondents (N = 1,180 to this question)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

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

Yes		18%	14%	32%	27%
No		66%	71%	51%	56%
Don't know		16%	15%	17%	17%

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

Yes		51%	54%	67%	65%
No		44%	43%	30%	32%
Don't know		4%	3%	4%	4%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

Q13a. In the last 12 months I have witnessed bullying at work

Yes		24%	25%	39%	33%
No		66%	67%	52%	57%
Don't know		10%	9%	10%	10%

Q13b. In the last 12 months I have been subjected to bullying at work

Yes		13%	13%	21%	18%
No		80%	81%	72%	75%
Don't know		7%	6%	7%	7%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

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

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Your immediate manager/supervisor		31%	26%	23%	23%
A fellow worker at your level		24%	20%	31%	27%
A senior manager		18%	26%	18%	21%
Prefer not to say		14%	20%	12%	13%
A subordinate		8%	3%	6%	7%
Other		4%	5%	6%	5%
A client or customer		1%	1%	2%	3%
A member of the public other than a client or customer		0%	-	1%	1%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

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

	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes	0%	1%	6%	4%
No	97%	98%	92%	94%
Don't know	3%	1%	2%	2%

Q14b. If yes to 14a, please indicate the role of the person who has been the source of the most serious physical harm and/or sexual harassment or abuse you have been subjected to in the last 12 months

A person at work	(r)
A member of the public	(r)
Other	(r)
Prefer not to say	(r)



EXPLORE THE FULL RESULTS

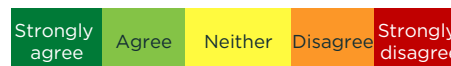
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

HEALTH CUSTOMISED QUESTIONS					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019
Q1. I believe I am valued for what I can offer at my workplace	27	50	11	8	78%	80%	71%
Q2. In my workplace, we recognise our successes and innovations	24	52	16		76%	75%	66%
Q3. Overall, I have confidence in the decisions made by my senior managers	22	51	18		73%	70%	54%
Q4. I have a say in decisions which affect my work	19	50	18	10	69%	70%	53%
Q5. Where I work, we share the lessons learnt when mistakes are made	19	47	21	10	66%	68%	67%
Q6. My team's objectives/work plans are clearly outlined	20	49	17	10	70%	68%	66%
Q7. Our objectives/work plans help us to deliver a quality service	20	49	22	7	69%	68%	67%
Q8. Overall, I believe the culture at my workplace has improved in the last 12 months	17	33	34	10	50%	50%	45%

KEY





EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

HEALTH		2019	CLUSTER 2019
CUSTOMISED QUESTIONS			
Q9. How often do you feel culturally safe in the workplace?			
Always		71%	63%
Often		21%	25%
About half the time		5%	7%
Seldom		2%	3%
Never		1%	2%
Q10. In the past 12 months have you experienced racism in the workplace?			
Yes		4%	11%
No		96%	89%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

		2019	CLUSTER 2019
A senior manager		18%	8%
Your immediate manager / supervisor		4%	10%
A fellow worker at your level		31%	25%
A subordinate / worker below your level		4%	6%
A client or patient		0%	25%
A member of the public other than a client or patient		2%	4%
Other		7%	5%
Prefer not to say		33%	16%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

HEALTH		2019	CLUSTER 2019
CUSTOMISED QUESTIONS			
Q10b1. Verbal abuse or harassment			
Never		55%	36%
Once		12%	15%
Twice		10%	13%
3-5 times		19%	16%
More than 5 times		5%	20%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10b2. Other abuse or harassment

		2019	CLUSTER 2019
Never		60%	50%
Once		7%	13%
Twice		9%	10%
3-5 times		16%	12%
More than 5 times		7%	15%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10b3. Racial jokes or slurs, imitating accent

Never		21%	30%
Once		19%	15%
Twice		5%	15%
3-5 times		38%	19%
More than 5 times		17%	21%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10b4. Exclusion or avoidance in the workplace

		2019	CLUSTER 2019
Never		45%	50%
Once		11%	11%
Twice		14%	10%
3-5 times		14%	13%
More than 5 times		16%	16%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10b5. Exclusion from employment opportunities

		2019	CLUSTER 2019
Never		52%	65%
Once		18%	10%
Twice		5%	8%
3-5 times		9%	8%
More than 5 times		16%	10%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10b6. Racist material displayed in the workplace

Frequency	2019	CLUSTER 2019
Never	90%	86%
Once	2%	5%
Twice	7%	3%
3-5 times	0%	2%
More than 5 times	0%	4%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

HEALTH

CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

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



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

HEALTH CUSTOMISED QUESTIONS		2019	CLUSTER 2019
Q11. Which of the following best describes your current role? Please select the most appropriate response from the list below.			
Support Officers		3%	2%
Information Management (eg. Librarian, Medical Records and Data Manager)		1%	1%
Clinical Support Executive (eg. Hospital Executive, Local Health Network Executive)		0%	0%
Administrative and Executive Assistant		6%	9%
Corporate Services		7%	3%
Senior Manager/Executive		9%	2%
Allied Health Professional		0%	11%
Allied Health Assistant		0%	1%
Health Education, Health Promotion and Health Protection		1%	1%
Counsellor, Welfare Support		0%	0%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

HEALTH

CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

	2019	CLUSTER 2019
Interpreters and Liaison Officer	0%	0%
Aboriginal Health Workers and Aboriginal Education Officers	0%	0%
Technician/Technologist	0%	1%
Hospital Scientist/Biomedical Engineers	0%	1%
Researchers	1%	0%
Data Analyst	6%	1%
Technical Officers/Technical Assistant	0%	2%
Dental Officer, Therapists and Hygienist	0%	0%
Dental Specialist	0%	0%
Dental Assistant	0%	1%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

HEALTH CUSTOMISED QUESTIONS	2019	CLUSTER 2019
Q11. Which of the following best describes your current role? Please select the most appropriate response from the list below.		
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	1%	0%
Project Manager	10%	1%
Project Officer	18%	1%
Cleaning, Linen and Food	0%	5%
Motor Vehicle, Patient Transport	0%	0%
Security Services, Fire Safety	0%	1%
Residential Care Attendant, Patient Care Assistant, Patient Services, Wardsperson	0%	1%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

HEALTH

CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

	2019	CLUSTER 2019
Warehouse staff	0%	0%
Tradesperson	0%	1%
Apprentice Trade Worker and Trade Assistant	0%	0%
Trainee	2%	0%
Volunteer	0%	0%
Other job role	18%	5%
Prefer not to say	14%	7%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
GENDER		
Male		30%
Female		68%
Other		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
AGE		
15-19		1%
20-24		2%
25-29	■	9%
30-34	■	16%
35-39	■	15%
40-44	■	13%
45-49	■	13%
50-54	■	11%
55-59	■	11%
60-64	■	6%
65+		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

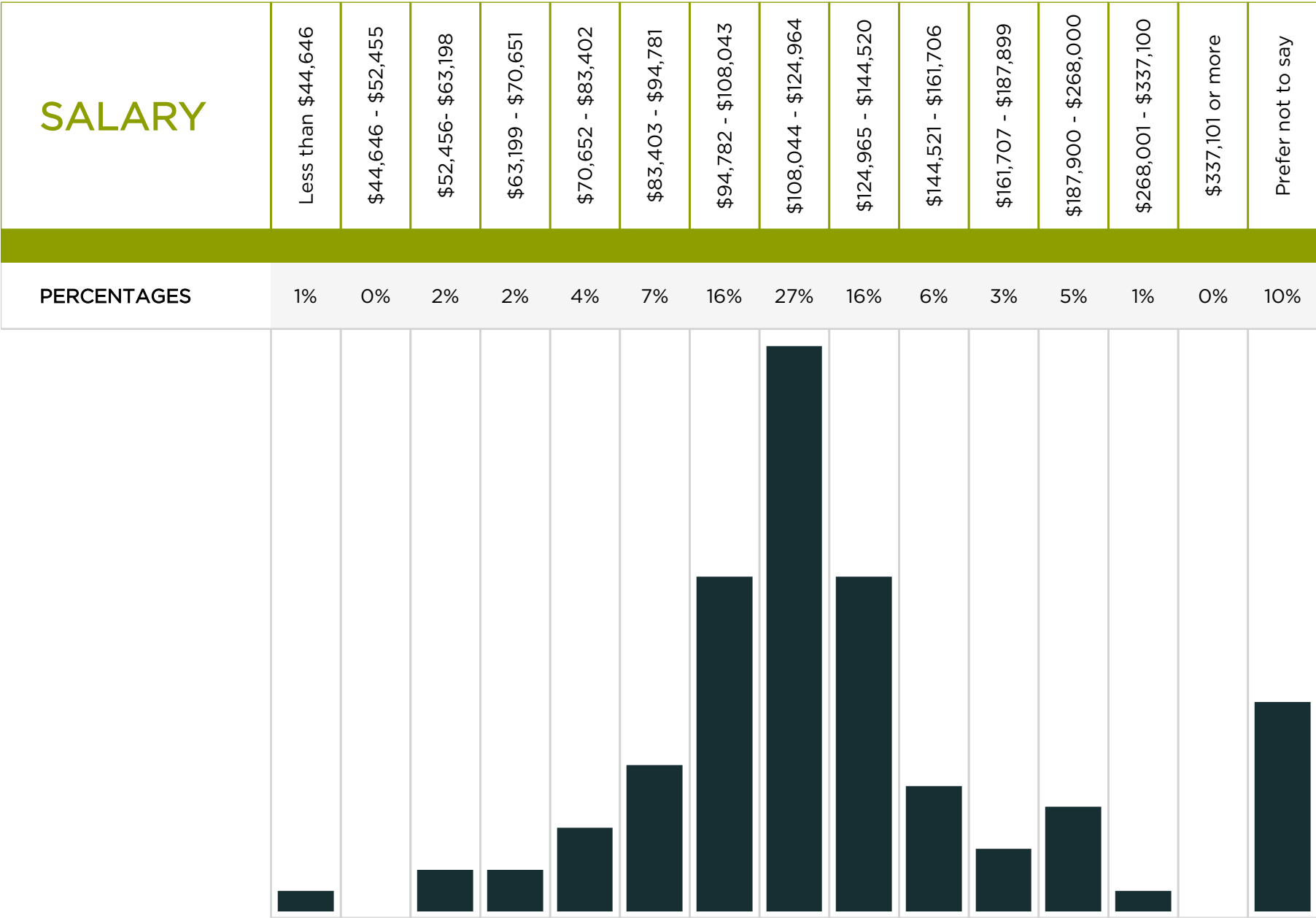
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	1%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	3%
Administrative support (e.g. executive/personal assistant, receptionist)	8%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	19%
Policy	29%
Research	3%
Program and project management support	21%
Legal (including developing and/or reviewing legislation)	2%
Other	13%

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		21%
1 - 2 years		17%
2 - 5 years		19%
5 - 10 years		19%
10 - 20 years		15%
More than 20 years		8%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
Flexible start and finish times		69%
Working from home		53%
Working from different locations		27%
Working additional hours to make up for time off		19%
None of the above		13%
Part-time work		13%
Working more hours over fewer days		9%

% are calculated with the number of unique respondents (N = 1,160 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

	PERCENTAGE
FLEXIBLE WORKING	
Leave without pay	9%
Study leave	7%
Job sharing	2%
Other	2%
Flexible scheduling for rostered workers	1%
Purchasing annual leave	0%

% are calculated with the number of unique respondents (N = 1,160 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%

	Ministry of Health	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	1219	15	37	97	222	341	37	238	27	146
EMPLOYEE ENGAGEMENT	70%	(r)	75%	73%	69%	70%	73%	73%	(r)	65%
ENGAGEMENT WITH WORK	74%	(r)	83%	75%	72%	74%	82%	76%	(r)	68%
SENIOR MANAGERS	63%	(r)	70%	71%	60%	62%	70%	67%	(r)	57%
COMMUNICATION	72%	(r)	85%	75%	69%	72%	78%	77%	(r)	66%
HIGH PERFORMANCE	73%	(r)	82%	80%	71%	71%	82%	77%	(r)	68%
PUBLIC SECTOR VALUES	73%	(r)	81%	77%	70%	73%	82%	76%	(r)	67%
DIVERSITY & INCLUSION	77%	(r)	86%	79%	76%	77%	81%	81%	(r)	74%

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%

	Ministry of Health	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	1219	8	5	19	19	43	82	187	310	178	70	31	58	15
EMPLOYEE ENGAGEMENT	70%	(r)	(r)	(r)	(r)	76%	70%	70%	70%	69%	75%	77%	78%	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	(r)	71%	67%	73%	72%	78%	82%	89%	86%	(r)
SENIOR MANAGERS	63%	(r)	(r)	(r)	(r)	71%	60%	63%	63%	61%	74%	70%	73%	(r)
COMMUNICATION	72%	(r)	(r)	(r)	(r)	76%	69%	71%	74%	73%	79%	80%	80%	(r)
HIGH PERFORMANCE	73%	(r)	(r)	(r)	(r)	81%	71%	71%	73%	71%	79%	79%	81%	(r)
PUBLIC SECTOR VALUES	73%	(r)	(r)	(r)	(r)	77%	71%	72%	72%	72%	80%	80%	82%	(r)
DIVERSITY & INCLUSION	77%	(r)	(r)	(r)	(r)	78%	73%	78%	78%	77%	82%	84%	85%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Ministry of Health	\$337,101 or more	Prefer not to say
NUMBER OF RESPONDENTS	1219	4	116
EMPLOYEE ENGAGEMENT	70%	(r)	64%
ENGAGEMENT WITH WORK	74%	(r)	68%
SENIOR MANAGERS	63%	(r)	56%
COMMUNICATION	72%	(r)	62%
HIGH PERFORMANCE	73%	(r)	68%
PUBLIC SECTOR VALUES	73%	(r)	67%
DIVERSITY & INCLUSION	77%	(r)	69%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULT BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Ministry of Health	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	1219	244	198	217	219	174	95
EMPLOYEE ENGAGEMENT	70%	73%	67%	70%	71%	71%	72%
ENGAGEMENT WITH WORK	74%	75%	68%	77%	76%	74%	76%
SENIOR MANAGERS	63%	66%	63%	63%	63%	65%	65%
COMMUNICATION	72%	76%	71%	74%	73%	70%	72%
HIGH PERFORMANCE	73%	75%	70%	74%	73%	75%	73%
PUBLIC SECTOR VALUES	73%	77%	72%	73%	73%	72%	72%
DIVERSITY & INCLUSION	77%	80%	78%	79%	77%	76%	78%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULTS BY TYPES OF FLEXIBLE WORKING



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Ministry of Health	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	1219	795	109	221	13	151	22	308	615	5	104	80	22	154
EMPLOYEE ENGAGEMENT	70%	71%	70%	71%	(r)	69%	(r)	77%	73%	(r)	67%	70%	(r)	67%
ENGAGEMENT WITH WORK	74%	76%	74%	78%	(r)	72%	(r)	84%	78%	(r)	70%	73%	(r)	64%
SENIOR MANAGERS	63%	65%	63%	65%	(r)	62%	(r)	72%	68%	(r)	63%	63%	(r)	55%
COMMUNICATION	72%	75%	69%	76%	(r)	76%	(r)	79%	76%	(r)	75%	74%	(r)	63%
HIGH PERFORMANCE	73%	75%	72%	75%	(r)	74%	(r)	79%	76%	(r)	72%	75%	(r)	66%
PUBLIC SECTOR VALUES	73%	75%	71%	75%	(r)	75%	(r)	79%	76%	(r)	73%	74%	(r)	65%
DIVERSITY & INCLUSION	77%	81%	79%	81%	(r)	83%	(r)	86%	83%	(r)	81%	80%	(r)	65%

*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Ministry of Health	Sydney East	Sydney West	Sydney - North Sydney and Hornsby	Sydney - Ryde	Sydney - City and Inner South	Central West	Sydney - Blacktown	Sydney - Inner West	Sydney - South West	Sydney - Parramatta	Sydney - Sutherland	Central Coast	Far West and Orana
NUMBER OF RESPONDENTS	1219	1040	12	978	37	17	4	4	4	3	2	2	1	1
EMPLOYEE ENGAGEMENT	70%	71%	(r)	71%	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	74%	(r)	74%	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	63%	64%	(r)	65%	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	72%	73%	(r)	74%	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	73%	73%	(r)	74%	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	73%	73%	(r)	74%	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	77%	78%	(r)	78%	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

*Sydney East and Sydney West are higher level results for the Sydney sub-regions.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Ministry of Health	Mid North Coast	Sydney - Baulkham Hills and Hawkesbury	Sydney - Eastern Suburbs	Sydney - Northern Beaches	Sydney - Outer South West	Sydney - Outer West and Blue Mountains	Capital Region	Coffs Harbour - Grafton	Hunter Valley exc Newcastle	Illawarra	Murray	New England and North West	Newcastle and Lake Macquarie
NUMBER OF RESPONDENTS	1219	1	1	1	1	1	1	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	70%	(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	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	77%	(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%

	Ministry of Health	Outside NSW	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Sydney - Inner South West
NUMBER OF RESPONDENTS	1219	0	0	0	0	0
EMPLOYEE ENGAGEMENT	70%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	63%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	72%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	73%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	73%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	77%	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULT BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Ministry of Health	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
NUMBER OF RESPONDENTS	1219	6	25	103	184	173	151	149	124	123	67	21
EMPLOYEE ENGAGEMENT	70%	(r)	(r)	72%	70%	68%	71%	75%	70%	73%	65%	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	72%	75%	71%	77%	79%	70%	75%	77%	(r)
SENIOR MANAGERS	63%	(r)	(r)	67%	61%	57%	64%	68%	61%	73%	62%	(r)
COMMUNICATION	72%	(r)	(r)	77%	72%	71%	75%	74%	68%	77%	69%	(r)
HIGH PERFORMANCE	73%	(r)	(r)	73%	72%	71%	73%	78%	71%	78%	72%	(r)
PUBLIC SECTOR VALUES	73%	(r)	(r)	75%	72%	70%	73%	77%	70%	78%	70%	(r)
DIVERSITY & INCLUSION	77%	(r)	(r)	81%	78%	75%	80%	80%	74%	80%	73%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULT BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Ministry of Health	Male	Female	Other
NUMBER OF RESPONDENTS	1219	345	784	22
EMPLOYEE ENGAGEMENT	70%	72%	71%	(r)
ENGAGEMENT WITH WORK	74%	74%	75%	(r)
SENIOR MANAGERS	63%	66%	64%	(r)
COMMUNICATION	72%	75%	73%	(r)
HIGH PERFORMANCE	73%	75%	74%	(r)
PUBLIC SECTOR VALUES	73%	75%	73%	(r)
DIVERSITY & INCLUSION	77%	80%	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

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%

	Ministry of Health	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	1219	3	5	8	1	0	0	0	3	1	8	38	17	0
EMPLOYEE ENGAGEMENT	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	70%	(r)	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	64%	(r)	(r)
SENIOR MANAGERS	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	64%	(r)	(r)
COMMUNICATION	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	72%	(r)	(r)
HIGH PERFORMANCE	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	75%	(r)	(r)
PUBLIC SECTOR VALUES	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	70%	(r)	(r)
DIVERSITY & INCLUSION	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	74%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Ministry of Health	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	1219	72	76	111	1	0	13	0	0	0	4	0	8	68
EMPLOYEE ENGAGEMENT	70%	72%	65%	81%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	71%
ENGAGEMENT WITH WORK	74%	72%	67%	91%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	78%
SENIOR MANAGERS	63%	69%	58%	81%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	64%
COMMUNICATION	72%	75%	67%	85%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	75%
HIGH PERFORMANCE	73%	80%	65%	86%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	75%
PUBLIC SECTOR VALUES	73%	76%	66%	86%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	77%
DIVERSITY & INCLUSION	77%	78%	72%	89%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	78%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Ministry of Health	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	1219	2	0	0	0	0	0	0	7	119	213	0	0	0
EMPLOYEE ENGAGEMENT	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	73%	69%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	84%	70%	(r)	(r)	(r)
SENIOR MANAGERS	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	69%	60%	(r)	(r)	(r)
COMMUNICATION	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	77%	70%	(r)	(r)	(r)
HIGH PERFORMANCE	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	79%	70%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	77%	71%	(r)	(r)	(r)
DIVERSITY & INCLUSION	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	80%	77%	(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%

	Ministry of Health	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	1219	0	0	1	0	18	0	214	158
EMPLOYEE ENGAGEMENT	70%	(r)	(r)	(r)	(r)	(r)	(r)	70%	60%
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	(r)	(r)	(r)	77%	54%
SENIOR MANAGERS	63%	(r)	(r)	(r)	(r)	(r)	(r)	62%	48%
COMMUNICATION	72%	(r)	(r)	(r)	(r)	(r)	(r)	75%	57%
HIGH PERFORMANCE	73%	(r)	(r)	(r)	(r)	(r)	(r)	73%	59%
PUBLIC SECTOR VALUES	73%	(r)	(r)	(r)	(r)	(r)	(r)	73%	59%
DIVERSITY & INCLUSION	77%	(r)	(r)	(r)	(r)	(r)	(r)	80%	66%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

GUIDE TO THIS REPORT

i SURVEY TIME FRAME

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

i PRIVACY

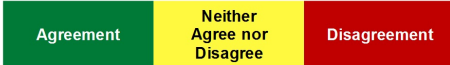
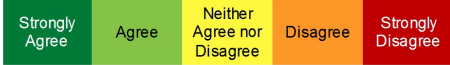
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.