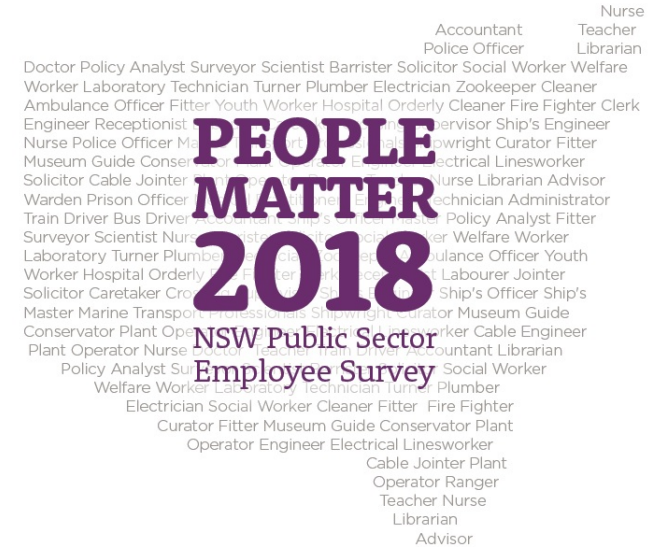


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# PEOPLE MATTER 2018

NSW Public Sector Employee Survey



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CLUSTER REPORT

Health

## RESPONSE RATE

**46%**

65,677 OF 143,631 RESPONDENTS

## EMPLOYEE ENGAGEMENT

**65%**

DIFFERENCE FROM 2017 +1  
DIFFERENCE FROM PUBLIC SECTOR 0

## ENGAGEMENT WITH WORK

**73%**

DIFFERENCE FROM 2017 +1  
DIFFERENCE FROM PUBLIC SECTOR +1

## SENIOR MANAGERS

**46%**

DIFFERENCE FROM 2017 +1  
DIFFERENCE FROM PUBLIC SECTOR -3

## COMMUNICATION

**59%**

DIFFERENCE FROM 2017 +2  
DIFFERENCE FROM PUBLIC SECTOR -2

## HIGH PERFORMANCE

**64%**

DIFFERENCE FROM 2017 +1  
DIFFERENCE FROM PUBLIC SECTOR 0

## PUBLIC SECTOR VALUES

**60%**

DIFFERENCE FROM 2017 +1  
DIFFERENCE FROM PUBLIC SECTOR -2

## DIVERSITY & INCLUSION

**66%**

DIFFERENCE FROM PUBLIC SECTOR -2

## FLEXIBLE WORKING SATISFACTION

**58%**

DIFFERENCE FROM 2017 +3  
DIFFERENCE FROM PUBLIC SECTOR -1

## ACTION ON RESULTS

**36%**

DIFFERENCE FROM 2017 +1  
DIFFERENCE FROM PUBLIC SECTOR 0



## 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  
2018

AGREEMENT  
2017

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	88%	-
2a.	My workgroup strives to achieve customer/client satisfaction	87%	86%
2c.	I receive help and support from other members of my workgroup	80%	79%
2b.	My workgroup works collaboratively to achieve its objectives	79%	77%
1c.	My job gives me a feeling of personal accomplishment	77%	76%
8b.	Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	75%	73%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	74%	72%
5b.	My manager listens to what I have to say	73%	71%
1d.	I feel motivated to contribute more than what is normally required at work	72%	72%

## - LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT  
2018

AGREEMENT  
2017

14.	I believe action will be taken on the results from this survey by my organisation	36%	35%
7g.	I have confidence in the way recruitment decisions are made	39%	38%
6h.	I feel that senior managers listen to employees	40%	38%
9a.	I have confidence in the ways my organisation resolves grievances	41%	37%
7c.	I feel that change is managed well in my organisation	42%	41%
6b.	I feel that senior managers effectively lead and manage change	44%	43%
6g.	I feel that senior managers keep employees informed about what's going on	44%	42%
5h.	My manager appropriately deals with employees who perform poorly	46%	44%
6a.	I believe senior managers provide clear direction for the future of the organisation	46%	45%
6c.	I feel that senior managers model the values of my organisation	47%	45%



### YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are your highest and lowest scoring agreement questions from the survey, based on respondents who have selected 'Strongly Agree' and 'Agree'.

# MOST AND LEAST IMPROVED QUESTIONS



## MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2018

AGREEMENT  
2017

9a.	I have confidence in the ways my organisation resolves grievances	41%	37%
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	58%	55%
6h.	I feel that senior managers listen to employees	40%	38%
3e.	My performance is assessed against clear criteria	60%	57%
5h.	My manager appropriately deals with employees who perform poorly	46%	44%
5e.	My manager involves my workgroup in decisions about our work	65%	63%
3f.	I have received appropriate training and development to do my job well	70%	68%
7l.	My organisation motivates me to help it achieve its objectives	54%	52%
7f.	My organisation is committed to developing its employees	51%	49%
6g.	I feel that senior managers keep employees informed about what's going on	44%	42%



## LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2018

AGREEMENT  
2017

4a.	I am paid fairly for the work I do	54%	55%
-----	------------------------------------	-----	-----



### 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



**Q14.** I believe action will be taken on the results from this survey by my organisation



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



**Q9a.** I have confidence in the ways my organisation resolves grievances



**Q11.** Overall, I believe the culture at my workplace has improved in the last 12 months



## HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



**Q14.** I believe action will be taken on the results from this survey by my organisation



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



**Q9a.** I have confidence in the ways my organisation resolves grievances



**Q11.** Overall, I believe the culture at my workplace has improved in the last 12 months



## DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



**Q14.** I believe action will be taken on the results from this survey by my organisation



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



**Q9a.** I have confidence in the ways my organisation resolves grievances



**Q11.** Overall, I believe the culture at my workplace has improved in the last 12 months



## FIND YOUR HIGHEST NEUTRAL SCORES

### 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)**



## 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.

# 36%

of employees replied favourably to:

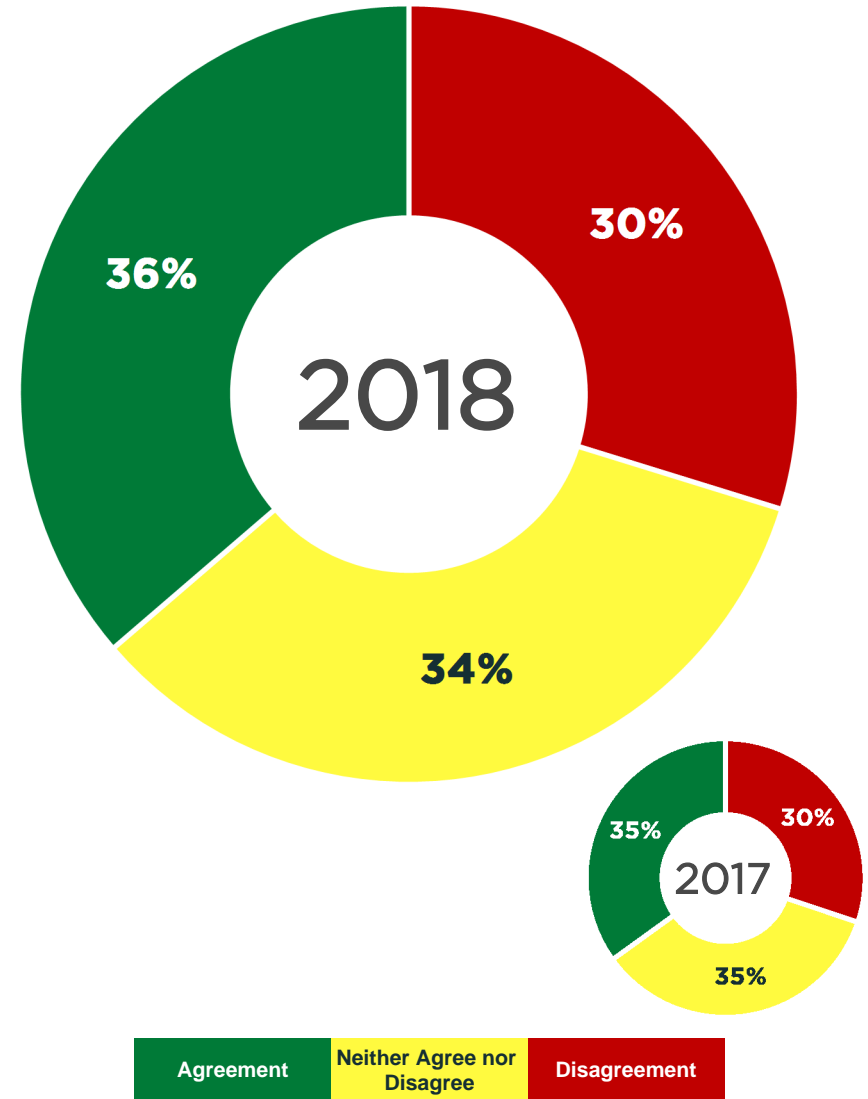
'I believe action will be taken on the results from this survey by my organisation.'

## 37%

SECTOR

## 35%

2017



# 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 2018	% AGREEMENT 2017	% AGREEMENT PUBLIC SECTOR
1	<b>Q7f.</b> My organisation is committed to developing its employees	51%	49%	52%
2	<b>Q7c.</b> I feel that change is managed well in my organisation	42%	41%	40%
3	<b>Q7a.</b> My organisation focuses on improving the work we do	68%	67%	69%
4	<b>Q7b.</b> My organisation is making the necessary improvements to meet our future challenges	56%	55%	57%
5	<b>Q3g.</b> I am satisfied with the opportunities available for career development in my organisation	53%	51%	50%
6	<b>Q1b.</b> I am provided with the support I need to do my best at work	66%	64%	65%

# CLUSTER COMPARISON



## COMPARISON OF CLUSTERS

This page compares key question group scores for 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.

	NSW Public Sector	Health	Education	Family and Community Services	Finance and Services	Industry	Justice	Planning and Environment	Premier and Cabinet	Transport	Treasury
NUMBER OF RESPONDENTS	170832	65677	35880	6894	8481	5238	15510	6680	950	19869	734
EMPLOYEE ENGAGEMENT	65%	65%	68%	62%	66%	67%	62%	69%	71%	64%	70%
ENGAGEMENT WITH WORK	72%	73%	74%	70%	72%	73%	66%	74%	75%	70%	77%
SENIOR MANAGERS	49%	46%	56%	47%	55%	55%	40%	50%	63%	46%	61%
COMMUNICATION	61%	59%	64%	62%	67%	68%	54%	66%	73%	61%	73%
HIGH PERFORMANCE	64%	64%	68%	63%	68%	68%	56%	66%	74%	61%	73%
PUBLIC SECTOR VALUES	62%	60%	67%	62%	68%	68%	53%	65%	74%	60%	73%
DIVERSITY & INCLUSION	68%	66%	67%	71%	74%	77%	63%	75%	79%	69%	80%

**KEY**

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 10 RESPONDENTS



# AGENCY COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for 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.

	Health	Agency for Clinical Innovation	Bureau of Health Information	Cancer Institute NSW	Central Coast Local Health District	Clinical Excellence Commission	eHealth NSW	Far West Local Health District	Health Education & Training Institute	Health Infrastructure	Health Professional Councils Authority	HealthShare NSW	Hunter New England Local Health District	NSW Ambulance
NUMBER OF RESPONDENTS	65677	127	34	273	2767	93	1001	551	172	174	103	4907	8221	2468
EMPLOYEE ENGAGEMENT	65%	64%	73%	65%	65%	65%	70%	69%	65%	75%	66%	67%	64%	61%
ENGAGEMENT WITH WORK	73%	69%	75%	66%	72%	68%	75%	78%	78%	83%	71%	76%	72%	69%
SENIOR MANAGERS	46%	58%	68%	46%	44%	59%	61%	51%	55%	66%	57%	59%	44%	31%
COMMUNICATION	59%	66%	75%	59%	58%	69%	71%	62%	69%	73%	68%	66%	57%	49%
HIGH PERFORMANCE	64%	70%	78%	62%	63%	69%	70%	68%	70%	75%	70%	70%	63%	51%
PUBLIC SECTOR VALUES	60%	67%	75%	60%	58%	68%	71%	63%	69%	76%	69%	66%	58%	49%
DIVERSITY & INCLUSION	66%	71%	80%	61%	65%	71%	76%	71%	77%	77%	72%	72%	66%	57%

### 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

# AGENCY COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for 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.

	Health	Illawarra Shoalhaven Local Health District	Justice Health & Forensic Mental Health Network	Mental Health Commission	Mid North Coast Local Health District	Ministry of Health	Murrumbidgee Local Health District	Nepean Blue Mountains Local Health District	Northern NSW Local Health District	Northern Sydney Local Health District	NSW Health Pathology	South Eastern Sydney Local Health District	South Western Sydney Local Health District	Southern NSW Local Health District
NUMBER OF RESPONDENTS	65677	3468	608	37	2172	1049	2674	1807	2175	4068	1661	3249	5265	1982
EMPLOYEE ENGAGEMENT	65%	63%	61%	64%	60%	69%	65%	58%	59%	69%	61%	66%	66%	68%
ENGAGEMENT WITH WORK	73%	72%	69%	62%	68%	76%	76%	65%	70%	76%	69%	74%	75%	77%
SENIOR MANAGERS	46%	44%	40%	32%	36%	62%	46%	35%	32%	50%	42%	50%	52%	46%
COMMUNICATION	59%	59%	57%	53%	51%	72%	59%	52%	51%	63%	55%	62%	63%	62%
HIGH PERFORMANCE	64%	63%	59%	55%	56%	72%	64%	57%	56%	68%	59%	67%	67%	65%
PUBLIC SECTOR VALUES	60%	58%	53%	47%	51%	73%	59%	52%	51%	64%	55%	62%	63%	61%
DIVERSITY & INCLUSION	66%	66%	62%	59%	60%	74%	68%	61%	59%	69%	63%	67%	68%	70%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 10 RESPONDENTS

# AGENCY COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for 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.

	Health	Sydney Children's Hospitals Network	Sydney Local Health District	Western NSW Local Health District	Western Sydney Local Health District
NUMBER OF RESPONDENTS	65677	1995	4676	3920	3980
EMPLOYEE ENGAGEMENT	65%	71%	66%	66%	59%
ENGAGEMENT WITH WORK	73%	76%	73%	76%	69%
SENIOR MANAGERS	46%	46%	49%	51%	37%
COMMUNICATION	59%	61%	60%	61%	53%
HIGH PERFORMANCE	64%	67%	66%	66%	58%
PUBLIC SECTOR VALUES	60%	62%	61%	61%	52%
DIVERSITY & INCLUSION	66%	69%	66%	68%	60%

### 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



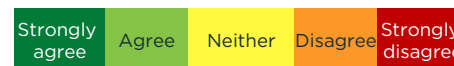
## EXPLORE THE FULL RESULTS

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.

EMPLOYEE ENGAGEMENT	65% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q7i. I would recommend my organisation as a great place to work	18	43	25	9	61%	59%	61%
Q7j. I am proud to tell others I work for my organisation	23	45	22		69%	67%	69%
Q7k. I feel a strong personal attachment to my organisation	21	40	25	8	62%	61%	63%
Q7l. My organisation motivates me to help it achieve its objectives	16	38	29	11	54%	52%	55%
Q7m. My organisation inspires me to do the best in my job	17	37	28	11	55%	53%	55%

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.

ENGAGEMENT WITH WORK	73% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q1c. My job gives me a feeling of personal accomplishment	29	48	13		77%	76%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	30	42	16	9	72%	72%	72%
Q1e. I am satisfied with my job	23	47	17	9	70%	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.

SENIOR MANAGERS	46% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	PUBLIC SECTOR 2018
Q6a. I believe senior managers provide clear direction for the future of the organisation	13	34	29	15	10	46%	45%	49%
Q6b. I feel that senior managers effectively lead and manage change	12	32	29	16	11	44%	43%	46%
Q6c. I feel that senior managers model the values of my organisation	13	33	29	13	11	47%	45%	50%
Q6d. Senior managers encourage innovation by employees	12	35	31	14	8	47%	46%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	12	36	33	11	7	48%	47%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	15	42	27	10		57%	56%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	11	33	27	17	12	44%	42%	47%
Q6h. I feel that senior managers listen to employees	11	29	29	17	14	40%	38%	43%
Q7c. I feel that change is managed well in my organisation	10	32	30	19	9	42%	41%	40%

KEY





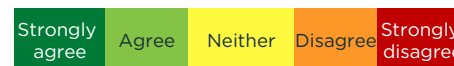
## EXPLORE THE FULL RESULTS

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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.

COMMUNICATION	59% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018			
Q5c. My manager communicates effectively with me	28	41	15	9	70%	68%	72%	
Q5d. My manager encourages and values employee input	29	40	16	8	70%	68%	72%	
Q5e. My manager involves my workgroup in decisions about our work	26	39	18	10	65%	63%	67%	
Q6g. I feel that senior managers keep employees informed about what's going on	11	33	27	17	12	44%	42%	47%
Q6h. I feel that senior managers listen to employees	11	29	29	17	14	40%	38%	43%
Q8c. I am able to speak up and share a different view to my colleagues and manager	20	46	17	10		66%	65%	67%

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.

	HIGH PERFORMANCE				64% AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q1a. I understand what is expected of me to do well in my role	43	49				92%	91%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	32	47	12			79%	77%	79%
Q3f. I have received appropriate training and development to do my job well	21	49	17	9		70%	68%	65%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	26	45	16	8		71%	70%	74%
Q5f. I have confidence in the decisions my manager makes	27	38	19	9		65%	64%	68%
Q6d. Senior managers encourage innovation by employees	12	35	31	14	8	47%	46%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	12	36	33	11	7	48%	47%	52%
Q7a. My organisation focuses on improving the work we do	17	51	20	8		68%	67%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	14	42	26	12		56%	55%	57%

KEY



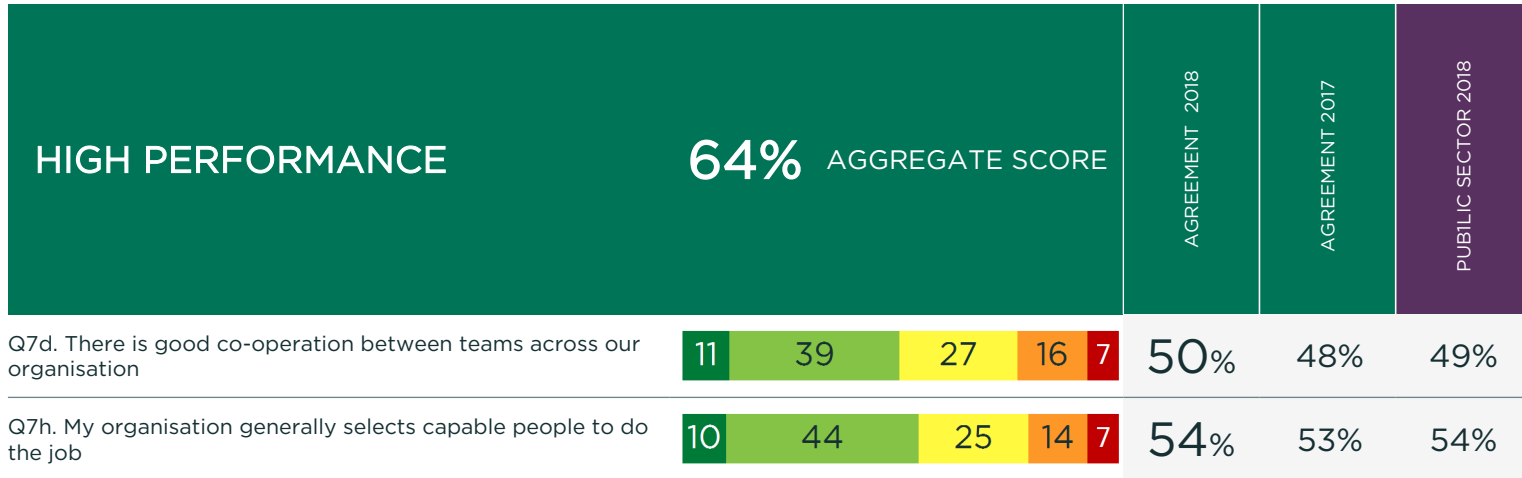




## EXPLORE THE FULL RESULTS

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.



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.

PUBLIC SECTOR VALUES		60% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	PUBLIC SECTOR 2018
Q2a. My workgroup strives to achieve customer/client satisfaction				87%	86%	86%
Q2e. People in my workgroup treat each other with respect				71%	70%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do				71%	70%	74%
Q5b. My manager listens to what I have to say				73%	71%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation				46%	45%	49%
Q6c. I feel that senior managers model the values of my organisation				47%	45%	50%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives				57%	56%	62%
Q6g. I feel that senior managers keep employees informed about what's going on				44%	42%	47%
Q6h. I feel that senior managers listen to employees				40%	38%	43%

KEY

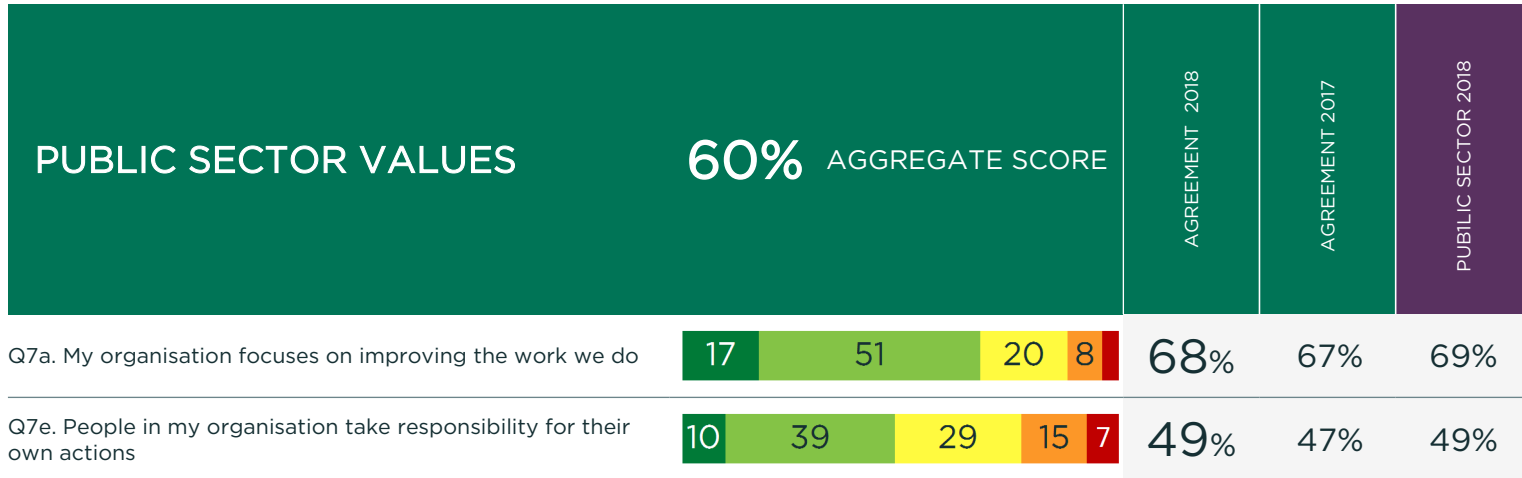




## EXPLORE THE FULL RESULTS

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.



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.

DIVERSITY & INCLUSION	66% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PUBLIC SECTOR 2018	
Q1b. I am provided with the support I need to do my best at work	22	44	16	13	66%	64%	65%	
Q5b. My manager listens to what I have to say	30	43	14	8	73%	71%	76%	
Q5d. My manager encourages and values employee input	29	40	16	8	70%	68%	72%	
Q6i. Senior managers in my organisation support the career advancement of women	17	36	34		54%	52%	60%	
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	23	51	18		74%	72%	76%	
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	25	50	17		75%	73%	75%	
Q8c. I am able to speak up and share a different view to my colleagues and manager	20	46	17	10	66%	65%	67%	
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	20	38	23	12	8	58%	55%	59%
Q8e. My manager supports flexible working in my team	22	39	21	10	7	61%	-	63%

KEY

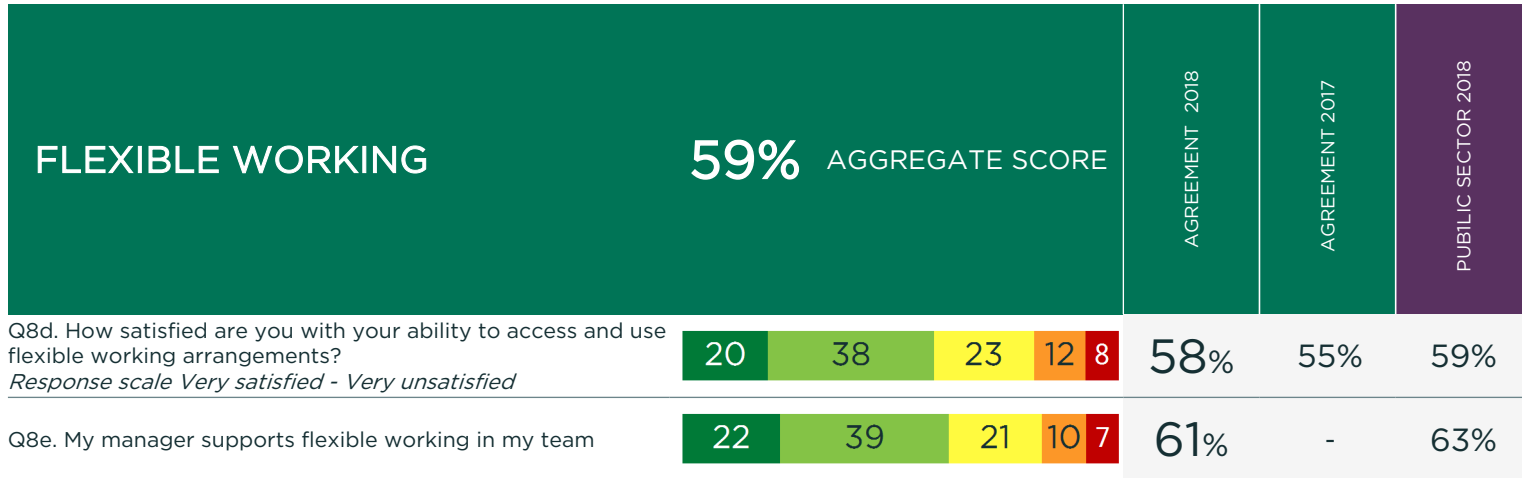




## EXPLORE THE FULL RESULTS

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.



KEY

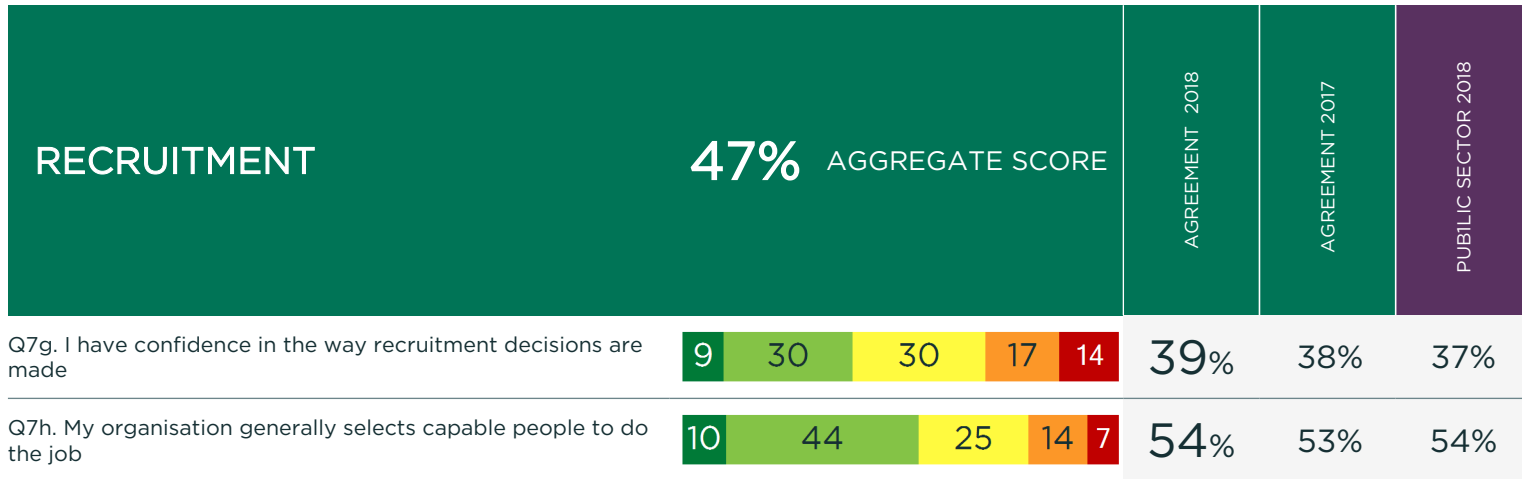




## EXPLORE THE FULL RESULTS

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.



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.

## PERFORMANCE FRAMEWORK & DEVELOPMENT

**57%** AGGREGATE SCORE

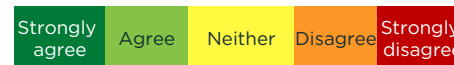
AGREEMENT 2018

AGREEMENT 2017

PUBLIC LIC SECTOR 2018

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	21	44	18	12		65%	63%	65%
Q3e. My performance is assessed against clear criteria	18	42	23	12		60%	57%	56%
Q3g. I am satisfied with the opportunities available for career development in my organisation	17	36	22	15	10	53%	51%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do	27	39	17	10	7	66%	64%	69%
Q5h. My manager appropriately deals with employees who perform poorly	17	29	29	14	11	46%	44%	46%
Q7f. My organisation is committed to developing its employees	11	39	28	13	8	51%	49%	52%

KEY

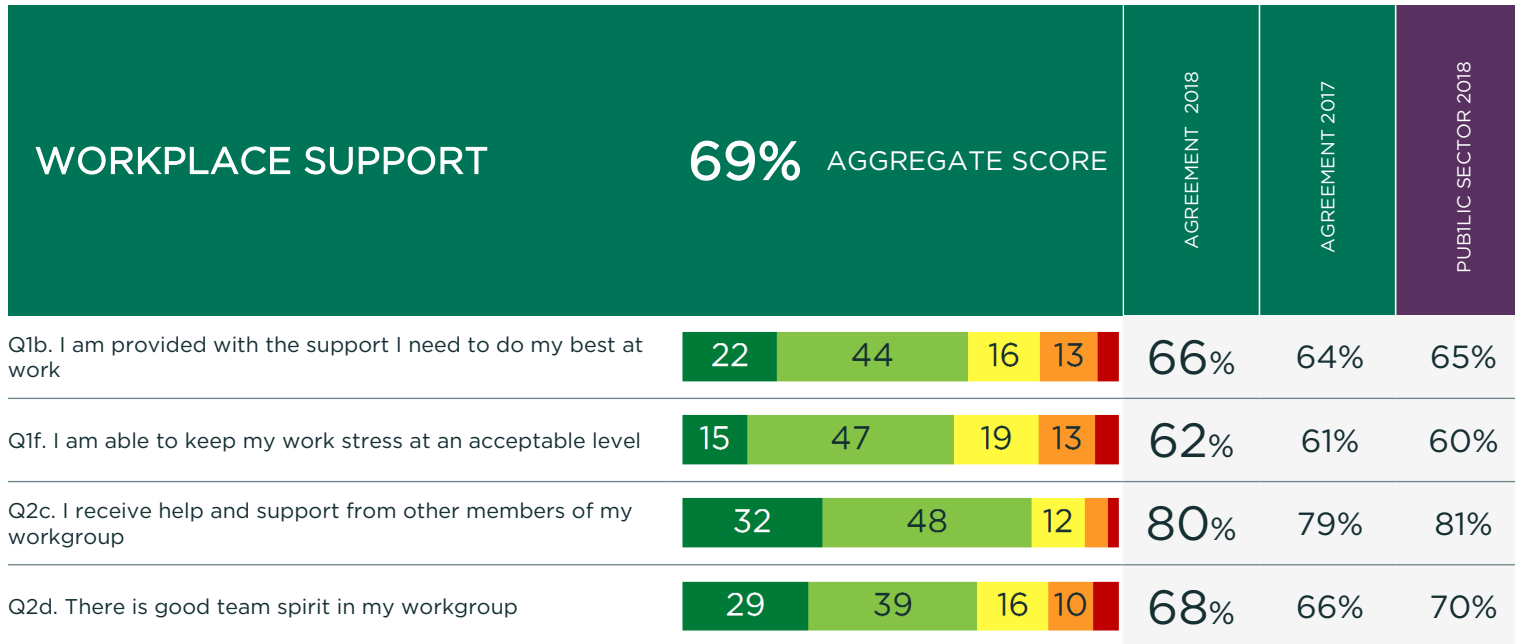




## EXPLORE THE FULL RESULTS

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.



KEY



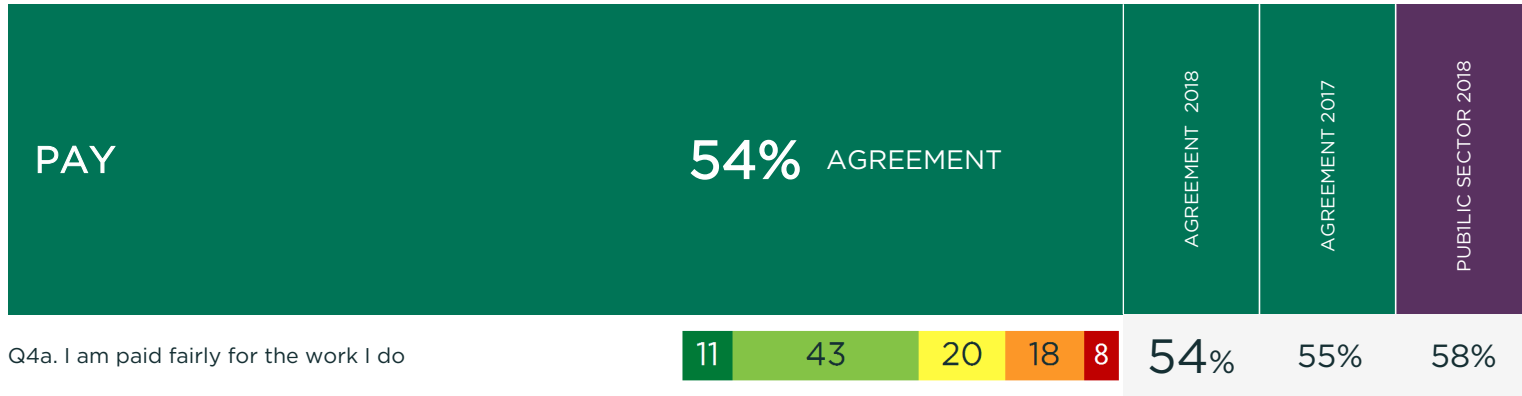




## EXPLORE THE FULL RESULTS

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.



### KEY

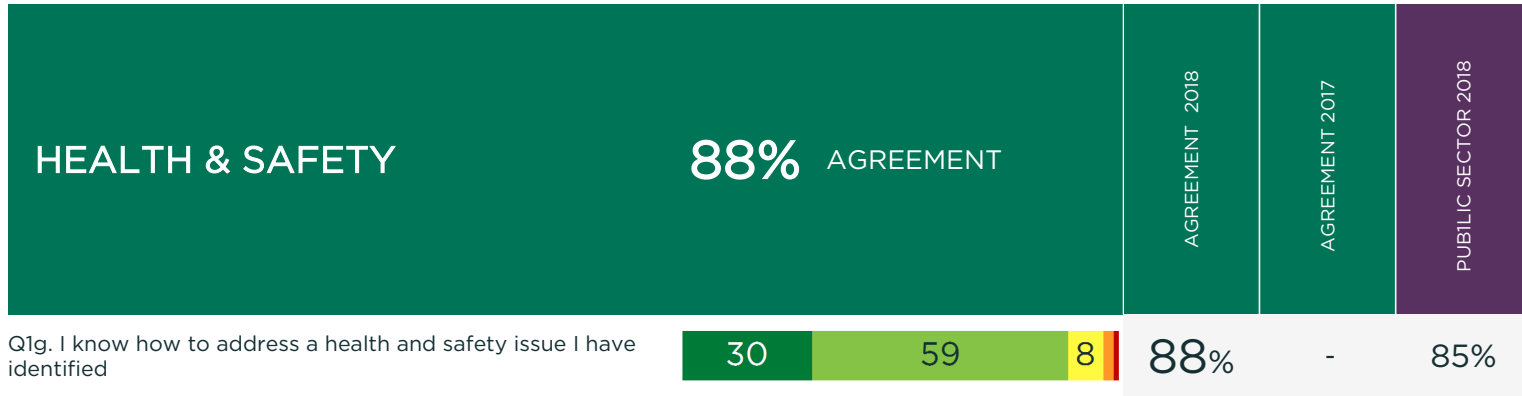




## EXPLORE THE FULL RESULTS

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.



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.

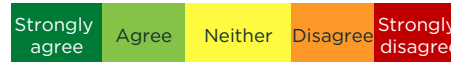
## ACTION ON RESULTS

**36%** AGREEMENT

Q14. I believe action will be taken on the results from this survey by my organisation



### KEY

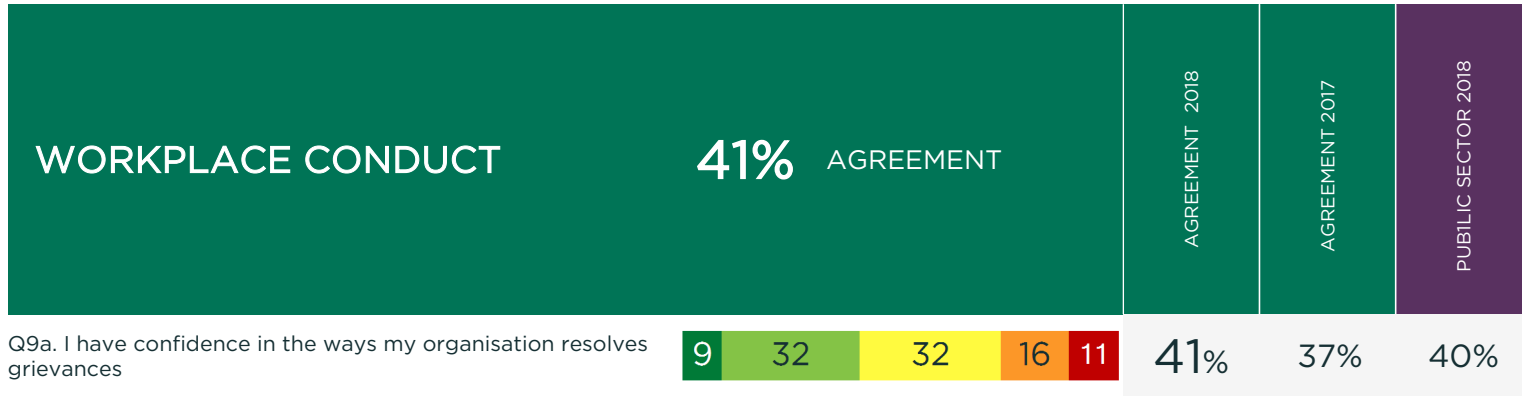




## EXPLORE THE FULL RESULTS

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.



KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

### PERFORMANCE FRAMEWORK & DEVELOPMENT

		2018	2017	PUBLIC SECTOR 2018
<b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives				
Yes		69%	67%	71%
No		31%	33%	29%
<b>Q3b.</b> I have informal feedback conversations with my manager				
Yes		74%	73%	76%
No		26%	27%	24%
<b>Q3c.</b> I have scheduled feedback conversations with my manager				
Yes		57%	56%	58%
No		43%	44%	42%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

### MOBILITY

		2018	2017	PUBLIC SECTOR 2018
<b>Q3h.</b> 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?				
Yes		40%	40%	41%
No		60%	60%	59%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

## MOBILITY

		2018	2017	PUBLIC SECTOR 2018
<b>Q3i. Are there barriers preventing you from moving to another role?</b>				
There are no major barriers to my career progression		34%	32%	32%
Lack of visible opportunities		29%	30%	30%
Personal/family considerations		29%	32%	30%
Lack of promotion opportunities		27%	27%	29%
Geographic location considerations		23%	24%	26%
The application/recruitment process is too cumbersome or time consuming		18%	16%	23%
Insufficient training and development		15%	14%	16%
Lack of support from my manager/supervisor		15%	15%	14%
Lack of support for temporary assignments/secondments		14%	14%	15%
Lack of required capabilities or experience		10%	10%	11%
Other		9%	8%	9%

% are calculated with the number of unique respondents (N = 62,579 to this question)



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

### UNACCEPTABLE CONDUCT

2018

2017

PUBLIC SECTOR 2018

**Q10a.** In the last 12 months I have witnessed misconduct/wrongdoing at work

Yes		28%	30%	24%
No		54%	57%	58%
Don't know		17%	13%	18%

**Q10b.** If yes to 10a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?

Yes		69%	66%	66%
No		29%	33%	32%
Don't know		2%	2%	2%





## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

### UNACCEPTABLE CONDUCT

2018

2017

PUBLIC SECTOR 2018

#### Q11a. In the last 12 months I have witnessed bullying at work

Yes		39%	40%	33%
No		52%	51%	57%
Don't know		9%	9%	10%

#### Q11b. In the last 12 months I have been subjected to bullying at work

Yes		21%	22%	18%
No		73%	72%	76%
Don't know		6%	6%	6%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

## UNACCEPTABLE CONDUCT

2018

2017

PUBLIC SECTOR 2018

**Q11c.** 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

		2018	2017	PUBLIC SECTOR 2018
A fellow worker at your level		32%	31%	27%
Your Immediate Manager/Supervisor		23%	24%	23%
A senior manager		18%	19%	21%
Prefer not to say		13%	12%	14%
A subordinate		6%	6%	7%
Other		6%	5%	4%
A client or customer		2%	2%	2%
A member of the public other than a client or customer		1%	1%	1%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

## UNACCEPTABLE CONDUCT

2018

2017

PUBLIC SECTOR 2018

**Q12a.** In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work

Yes		5%	-	3%
No		93%	-	94%
Don't know		2%	-	2%

**Q12b.** If yes to 12a, 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		28%	-	39%
A member of the public		52%	-	37%
Other		15%	-	19%
Prefer not to say		5%	-	6%



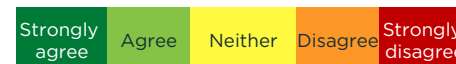
## EXPLORE THE FULL RESULTS

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.

HEALTH CUSTOMISED QUESTIONS							AGREEMENT 2018	AGREEMENT 2017
Q1. Morale is good in my team							62%	60%
Q2. I believe I am valued for what I can offer at my workplace							70%	69%
Q3. In my workplace, we recognise our successes and innovations							66%	64%
Q4. Staff are treated respectfully regardless of their job							69%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace							53%	51%

KEY





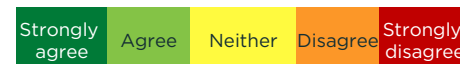
## EXPLORE THE FULL RESULTS

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.

HEALTH		CUSTOMISED QUESTIONS					AGREEMENT 2018	AGREEMENT 2017
Q6. Overall, I have confidence in the decisions made by my senior managers	15	37	26	12	10	52%	51%	
Q7. I have a say in decisions which affect my work	13	43	23	15		55%	54%	
Q8. Where I work, we share the lessons learnt when mistakes are made	16	52	18	9		68%	67%	
Q9. My team's objectives/work plans are clearly outlined	15	51	21	9		66%	64%	
Q10. Our objectives/work plans help us to deliver a quality service	16	51	22	7		68%	66%	
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	13	30	32	14	11	44%	41%	

KEY



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
<b>GENDER</b>		
Male		23%
Female		76%
Other		1%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
<b>AGE</b>		
15 - 19		0%
20 - 24		4%
25 -29		9%
30 - 34		12%
35 - 39		12%
40 - 44		13%
45 - 49		14%
50 - 54		13%
55 - 59		13%
60 - 64		8%
65+		3%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
TYPE OF WORK		
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)		59%
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)		9%
Administrative support (e.g. executive/personal assistant, receptionist)		11%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)		6%
Policy		1%
Research		1%
Program and project management support		3%
Legal (including developing and/or reviewing legislation)		0%
Other		9%

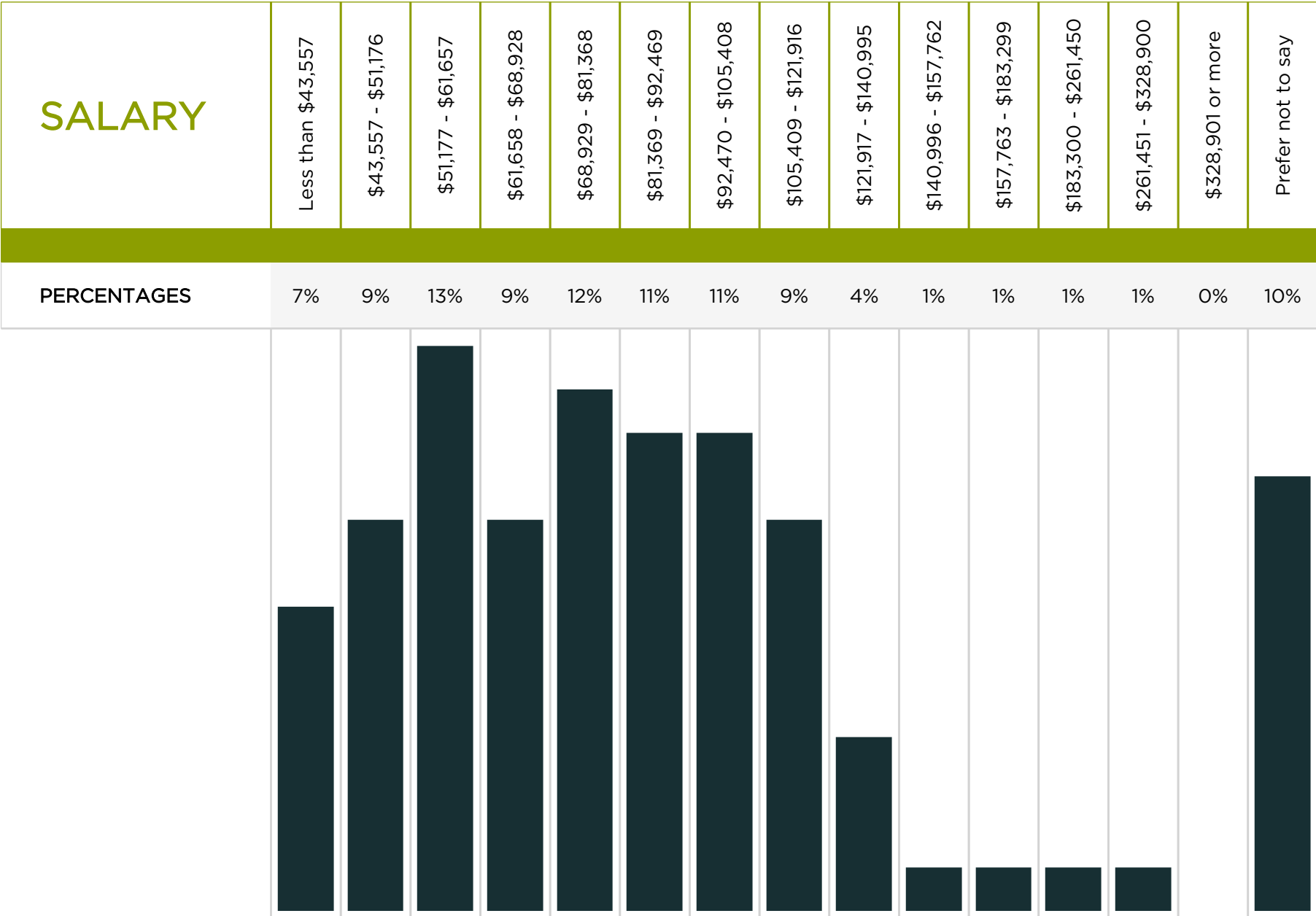


# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

### SALARY



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
<b>TENURE IN ORGANISATION</b>		
Less than 1 year		11%
1 - 2 years		11%
2 - 5 years		19%
5 - 10 years		21%
10 - 20 years		24%
More than 20 years		14%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

	PERCENTAGE
<b>FLEXIBLE WORKING</b>	
None of the above	42%
Flexible start and finish times	23%
Part-time work	21%
Working additional hours to make up for time off	9%
Flexible scheduling for rostered workers	8%
Study leave	8%
Working from different locations	7%

% are calculated with the number of unique respondents (N = 59,786 to this question)

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

	PERCENTAGE
<b>FLEXIBLE WORKING</b>	
Working more hours over fewer days	6%
Leave without pay	5%
Working from home	4%
Job sharing	3%
Other	2%
Purchasing annual leave	1%

% are calculated with the number of unique respondents (N = 59,786 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.

	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	65677	36025	5593	6455	3847	447	595	2088	82	5714
EMPLOYEE ENGAGEMENT	65%	64%	64%	68%	68%	70%	72%	69%	70%	64%
ENGAGEMENT WITH WORK	73%	73%	72%	74%	75%	77%	81%	78%	80%	72%
SENIOR MANAGERS	46%	43%	52%	51%	57%	61%	60%	58%	56%	48%
COMMUNICATION	59%	57%	61%	62%	68%	70%	72%	70%	67%	59%
HIGH PERFORMANCE	64%	63%	65%	66%	69%	72%	73%	72%	69%	63%
PUBLIC SECTOR VALUES	60%	58%	61%	62%	67%	71%	71%	70%	66%	59%
DIVERSITY & INCLUSION	66%	64%	68%	70%	75%	72%	77%	75%	72%	65%

### 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.

	Health	Less than \$43,557	\$43,557 - \$51,176	\$51,177 - \$61,657	\$61,658 - \$68,928	\$68,929 - \$81,368	\$81,369 - \$92,469	\$92,470 - \$105,408	\$105,409 - \$121,916	\$121,917 - \$140,995	\$140,996 - \$157,762	\$157,763 - \$183,299	\$183,300 - \$261,450	\$261,451 - \$328,900
NUMBER OF RESPONDENTS	65677	4227	5426	8171	5430	7241	6726	6832	5642	2135	900	589	639	347
EMPLOYEE ENGAGEMENT	65%	69%	66%	67%	67%	64%	62%	63%	65%	68%	73%	73%	71%	70%
ENGAGEMENT WITH WORK	73%	78%	75%	74%	75%	71%	71%	73%	75%	79%	82%	81%	83%	83%
SENIOR MANAGERS	46%	52%	51%	48%	50%	44%	41%	44%	48%	54%	61%	63%	57%	53%
COMMUNICATION	59%	63%	61%	60%	62%	58%	56%	58%	62%	67%	72%	72%	71%	68%
HIGH PERFORMANCE	64%	69%	66%	65%	66%	63%	61%	63%	65%	69%	73%	74%	72%	71%
PUBLIC SECTOR VALUES	60%	63%	61%	60%	62%	58%	56%	59%	62%	67%	71%	72%	70%	68%
DIVERSITY & INCLUSION	66%	72%	68%	68%	68%	65%	63%	65%	68%	72%	76%	76%	75%	72%

### 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.

	Health	\$328,901 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>65677</b>	<b>301</b>	<b>6003</b>
<b>EMPLOYEE ENGAGEMENT</b>	65%	66%	60%
ENGAGEMENT WITH WORK	73%	76%	66%
SENIOR MANAGERS	46%	47%	38%
COMMUNICATION	59%	65%	52%
HIGH PERFORMANCE	64%	65%	57%
PUBLIC SECTOR VALUES	60%	63%	53%
DIVERSITY & INCLUSION	66%	69%	59%

### 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.

	Health	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>	65677	6723	6506	11562	12377	14431	8464
<b>EMPLOYEE ENGAGEMENT</b>	65%	74%	69%	66%	63%	62%	64%
ENGAGEMENT WITH WORK	73%	83%	78%	73%	70%	70%	73%
SENIOR MANAGERS	46%	62%	54%	47%	43%	41%	43%
COMMUNICATION	59%	74%	66%	60%	56%	54%	56%
HIGH PERFORMANCE	64%	76%	69%	65%	61%	60%	61%
PUBLIC SECTOR VALUES	60%	74%	66%	60%	57%	55%	57%
DIVERSITY & INCLUSION	66%	79%	72%	67%	64%	62%	63%

### 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.

	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	65677	13575	3496	5471	4728	12457	1567	4269	2597	387	3036	4540	1483	25277
EMPLOYEE ENGAGEMENT	65%	71%	68%	69%	70%	66%	70%	71%	72%	68%	68%	70%	65%	61%
ENGAGEMENT WITH WORK	73%	80%	76%	78%	79%	75%	80%	82%	83%	74%	75%	80%	72%	69%
SENIOR MANAGERS	46%	57%	49%	53%	52%	45%	52%	56%	61%	53%	50%	52%	47%	42%
COMMUNICATION	59%	70%	63%	68%	66%	60%	66%	69%	74%	64%	65%	67%	58%	54%
HIGH PERFORMANCE	64%	72%	67%	70%	70%	65%	70%	72%	74%	69%	68%	71%	63%	59%
PUBLIC SECTOR VALUES	60%	69%	63%	66%	65%	61%	65%	68%	72%	64%	64%	66%	58%	55%
DIVERSITY & INCLUSION	66%	79%	72%	77%	75%	70%	76%	78%	82%	71%	73%	73%	64%	59%

\*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

# RESULTS BY REGION



## 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.

	Health	Sydney East	Sydney West	Newcastle and Lake Macquarie	Sydney - Parramatta	Sydney - North Sydney and Hornsby	Sydney - City and Inner South	Illawarra	Central Coast	Sydney - South West	Central West	Sydney - Inner South West	Capital Region
NUMBER OF RESPONDENTS	65677	15686	11682	5230	5132	4482	3290	2672	2626	2522	2399	2167	2151
EMPLOYEE ENGAGEMENT	65%	68%	64%	64%	64%	70%	65%	64%	65%	66%	64%	66%	69%
ENGAGEMENT WITH WORK	73%	76%	72%	72%	72%	77%	72%	73%	72%	75%	74%	76%	78%
SENIOR MANAGERS	46%	52%	46%	45%	45%	57%	46%	46%	44%	52%	47%	51%	48%
COMMUNICATION	59%	64%	59%	58%	59%	68%	58%	60%	58%	62%	59%	63%	64%
HIGH PERFORMANCE	64%	68%	64%	63%	64%	71%	63%	65%	63%	67%	64%	67%	66%
PUBLIC SECTOR VALUES	60%	64%	59%	59%	59%	69%	59%	60%	58%	63%	59%	63%	62%
DIVERSITY & INCLUSION	66%	69%	65%	67%	66%	73%	64%	68%	65%	68%	67%	68%	71%

\*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

# RESULTS BY REGION



## 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.

	Health	New England and North West	Far West and Orana	Richmond - Tweed	Sydney - Eastern Suburbs	Riverina	Mid North Coast	Sydney - Inner West	Sydney - Outer West and Blue Mountains	Hunter Valley exc Newcastle	Sydney - Outer South West	Sydney - Blacktown	Coffs Harbour - Grafton	Sydney - Ryde
NUMBER OF RESPONDENTS	65677	2081	1980	1893	1855	1850	1775	1543	1527	1319	1265	1149	1118	1004
EMPLOYEE ENGAGEMENT	65%	65%	68%	60%	68%	65%	63%	69%	58%	67%	67%	62%	59%	67%
ENGAGEMENT WITH WORK	73%	73%	78%	70%	76%	76%	72%	78%	65%	76%	76%	72%	67%	76%
SENIOR MANAGERS	46%	46%	55%	34%	48%	46%	38%	56%	37%	47%	52%	40%	35%	52%
COMMUNICATION	59%	57%	64%	53%	64%	59%	54%	67%	53%	61%	65%	55%	49%	66%
HIGH PERFORMANCE	64%	64%	69%	58%	66%	64%	59%	70%	58%	66%	69%	60%	54%	68%
PUBLIC SECTOR VALUES	60%	59%	64%	52%	63%	59%	53%	67%	53%	61%	65%	55%	49%	65%
DIVERSITY & INCLUSION	66%	66%	71%	61%	69%	67%	64%	72%	61%	69%	70%	61%	58%	72%

\*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

# RESULTS BY REGION



## 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.

	Health	Southern Highlands and Shoalhaven	Murray	Sydney - Sutherland	Sydney - Northern Beaches	Sydney - Baukham Hills and Hawkesbury	OUTSIDE NSW
<b>NUMBER OF RESPONDENTS</b>	65677	932	735	728	617	87	8
<b>EMPLOYEE ENGAGEMENT</b>	65%	63%	68%	66%	68%	64%	(r)
<b>ENGAGEMENT WITH WORK</b>	73%	72%	78%	75%	77%	74%	(r)
<b>SENIOR MANAGERS</b>	46%	43%	51%	48%	46%	41%	(r)
<b>COMMUNICATION</b>	59%	56%	65%	60%	62%	62%	(r)
<b>HIGH PERFORMANCE</b>	64%	62%	69%	66%	67%	64%	(r)
<b>PUBLIC SECTOR VALUES</b>	60%	57%	64%	61%	62%	59%	(r)
<b>DIVERSITY &amp; INCLUSION</b>	66%	64%	73%	66%	69%	67%	(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

# 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.

	Health	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>	65677	202	2491	5708	7093	7125	7559	8360	7847	7710	4563	1605
<b>EMPLOYEE ENGAGEMENT</b>	65%	75%	75%	69%	66%	64%	63%	64%	64%	64%	64%	69%
ENGAGEMENT WITH WORK	73%	81%	81%	75%	72%	72%	71%	73%	73%	74%	76%	81%
SENIOR MANAGERS	46%	71%	61%	51%	49%	47%	45%	46%	44%	44%	45%	48%
COMMUNICATION	59%	75%	71%	64%	62%	61%	59%	59%	57%	57%	58%	62%
HIGH PERFORMANCE	64%	80%	77%	69%	66%	64%	62%	63%	62%	62%	63%	66%
PUBLIC SECTOR VALUES	60%	76%	72%	64%	62%	60%	58%	59%	57%	57%	59%	62%
DIVERSITY & INCLUSION	66%	80%	78%	71%	69%	67%	66%	65%	64%	64%	65%	69%

### KEY

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AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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# RESULT BY GENDER



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Health	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	<b>65677</b>	<b>13729</b>	<b>46001</b>	<b>860</b>
<b>EMPLOYEE ENGAGEMENT</b>	65%	64%	66%	46%
ENGAGEMENT WITH WORK	73%	72%	74%	46%
SENIOR MANAGERS	46%	47%	47%	22%
COMMUNICATION	59%	61%	60%	35%
HIGH PERFORMANCE	64%	63%	65%	40%
PUBLIC SECTOR VALUES	60%	60%	60%	36%
DIVERSITY & INCLUSION	66%	67%	67%	40%

**KEY**

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# ABORIGINAL AND/OR TORRES STRAIT ISLANDER



## 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.

	Health	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>65677</b>	<b>1888</b>	<b>57070</b>	<b>2245</b>
<b>EMPLOYEE ENGAGEMENT</b>	65%	66%	66%	48%
ENGAGEMENT WITH WORK	73%	72%	74%	50%
SENIOR MANAGERS	46%	51%	47%	23%
COMMUNICATION	59%	59%	61%	35%
HIGH PERFORMANCE	64%	65%	65%	42%
PUBLIC SECTOR VALUES	60%	60%	61%	37%
DIVERSITY & INCLUSION	66%	65%	68%	40%

3% of respondents identified as Aboriginal and/or Torres Strait Islander.

### KEY

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# LANGUAGE OTHER THAN ENGLISH



## 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.

	Health	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>65677</b>	<b>12362</b>	<b>46732</b>	<b>2361</b>
<b>EMPLOYEE ENGAGEMENT</b>	65%	69%	65%	49%
ENGAGEMENT WITH WORK	73%	78%	73%	50%
SENIOR MANAGERS	46%	56%	45%	26%
COMMUNICATION	59%	67%	59%	37%
HIGH PERFORMANCE	64%	70%	64%	43%
PUBLIC SECTOR VALUES	60%	67%	59%	38%
DIVERSITY & INCLUSION	66%	71%	67%	42%

20% of respondents speak a language other than English at home.

### KEY

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## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Health	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>65677</b>	<b>1839</b>	<b>57772</b>	<b>1829</b>
<b>EMPLOYEE ENGAGEMENT</b>	65%	61%	66%	49%
ENGAGEMENT WITH WORK	73%	67%	74%	50%
SENIOR MANAGERS	46%	41%	47%	24%
COMMUNICATION	59%	54%	60%	36%
HIGH PERFORMANCE	64%	59%	65%	42%
PUBLIC SECTOR VALUES	60%	55%	61%	38%
DIVERSITY & INCLUSION	66%	61%	67%	40%

3% of respondents identified as having a disability.

### KEY

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## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Health	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>65677</b>	<b>3494</b>	<b>55274</b>	<b>2381</b>
<b>EMPLOYEE ENGAGEMENT</b>	65%	59%	66%	53%
ENGAGEMENT WITH WORK	73%	62%	75%	55%
SENIOR MANAGERS	46%	38%	48%	29%
COMMUNICATION	59%	51%	61%	42%
HIGH PERFORMANCE	64%	57%	65%	48%
PUBLIC SECTOR VALUES	60%	53%	61%	43%
DIVERSITY & INCLUSION	66%	59%	68%	47%

6% of respondents identified as having a mental health condition.

**KEY**

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**EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES**

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

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

	Health	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>65677</b>	<b>2486</b>	<b>55279</b>	<b>3014</b>
<b>EMPLOYEE ENGAGEMENT</b>	65%	63%	66%	52%
ENGAGEMENT WITH WORK	73%	70%	74%	56%
SENIOR MANAGERS	46%	46%	48%	28%
COMMUNICATION	59%	59%	61%	41%
HIGH PERFORMANCE	64%	63%	65%	47%
PUBLIC SECTOR VALUES	60%	59%	61%	42%
DIVERSITY & INCLUSION	66%	65%	68%	47%

4% of respondents identified as lesbian, gay, bisexual, transgender, intersex or gender diverse.

**KEY**

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# CURRENT ROLE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	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	65677	946	111	1229	251	49	736	2233	14651	972	2141	1406	831	176
EMPLOYEE ENGAGEMENT	65%	68%	68%	65%	59%	63%	76%	67%	62%	66%	69%	68%	67%	72%
ENGAGEMENT WITH WORK	73%	79%	84%	77%	71%	81%	83%	75%	70%	76%	78%	75%	75%	80%
SENIOR MANAGERS	46%	51%	55%	45%	38%	49%	64%	45%	39%	46%	55%	53%	53%	66%
COMMUNICATION	59%	68%	66%	64%	56%	60%	70%	59%	55%	61%	65%	63%	66%	74%
HIGH PERFORMANCE	64%	72%	71%	65%	58%	62%	76%	64%	61%	65%	71%	66%	68%	75%
PUBLIC SECTOR VALUES	60%	67%	67%	62%	55%	63%	71%	58%	55%	61%	67%	63%	65%	71%
DIVERSITY & INCLUSION	66%	67%	70%	68%	61%	62%	77%	67%	62%	69%	71%	71%	73%	76%

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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.

	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	65677	5653	1680	1136	6474	660	468	176	88	183	632	671	243	342
EMPLOYEE ENGAGEMENT	65%	68%	70%	80%	66%	68%	70%	67%	62%	71%	64%	59%	73%	71%
ENGAGEMENT WITH WORK	73%	74%	77%	90%	77%	77%	82%	85%	79%	79%	73%	68%	83%	78%
SENIOR MANAGERS	46%	50%	59%	76%	46%	52%	57%	50%	44%	58%	48%	39%	58%	60%
COMMUNICATION	59%	62%	70%	83%	62%	63%	71%	63%	53%	66%	60%	54%	72%	70%
HIGH PERFORMANCE	64%	66%	71%	83%	67%	68%	74%	71%	60%	71%	63%	58%	73%	72%
PUBLIC SECTOR VALUES	60%	61%	69%	83%	62%	63%	71%	65%	56%	67%	59%	54%	70%	70%
DIVERSITY & INCLUSION	66%	70%	76%	85%	68%	71%	77%	70%	62%	71%	67%	61%	79%	77%

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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.

	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	65677	791	297	17	459	4	1786	53	115	714	722	3122	304	320
EMPLOYEE ENGAGEMENT	65%	63%	68%	(r)	65%	(r)	59%	81%	72%	70%	68%	66%	65%	58%
ENGAGEMENT WITH WORK	73%	70%	77%	(r)	69%	(r)	68%	88%	86%	81%	74%	77%	76%	65%
SENIOR MANAGERS	46%	44%	56%	(r)	46%	(r)	27%	71%	63%	59%	60%	58%	45%	41%
COMMUNICATION	59%	55%	65%	(r)	50%	(r)	46%	81%	73%	72%	72%	64%	58%	50%
HIGH PERFORMANCE	64%	61%	70%	(r)	60%	(r)	48%	75%	75%	72%	72%	69%	62%	52%
PUBLIC SECTOR VALUES	60%	56%	67%	(r)	55%	(r)	46%	79%	75%	71%	71%	64%	57%	48%
DIVERSITY & INCLUSION	66%	64%	69%	(r)	58%	(r)	53%	88%	78%	77%	76%	70%	68%	56%

### KEY

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## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	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
<b>NUMBER OF RESPONDENTS</b>	65677	327	95	296	30	239	168	3128	4357
<b>EMPLOYEE ENGAGEMENT</b>	65%	65%	64%	58%	62%	75%	83%	67%	55%
<b>ENGAGEMENT WITH WORK</b>	73%	75%	71%	63%	78%	87%	94%	75%	57%
<b>SENIOR MANAGERS</b>	46%	48%	56%	38%	53%	65%	64%	52%	31%
<b>COMMUNICATION</b>	59%	57%	62%	51%	58%	75%	79%	63%	43%
<b>HIGH PERFORMANCE</b>	64%	61%	66%	53%	63%	80%	79%	66%	49%
<b>PUBLIC SECTOR VALUES</b>	60%	56%	63%	49%	60%	76%	77%	63%	45%
<b>DIVERSITY &amp; INCLUSION</b>	66%	64%	67%	58%	66%	78%	86%	71%	51%

### KEY

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# GUIDE TO THIS REPORT

## **i** SURVEY TIME FRAME

This report contains results from the 2018 People Matter Employee Survey which was open from 1 June to 2 July 2018.

## **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 THE SURVEY AND ITS METHODOLOGY

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