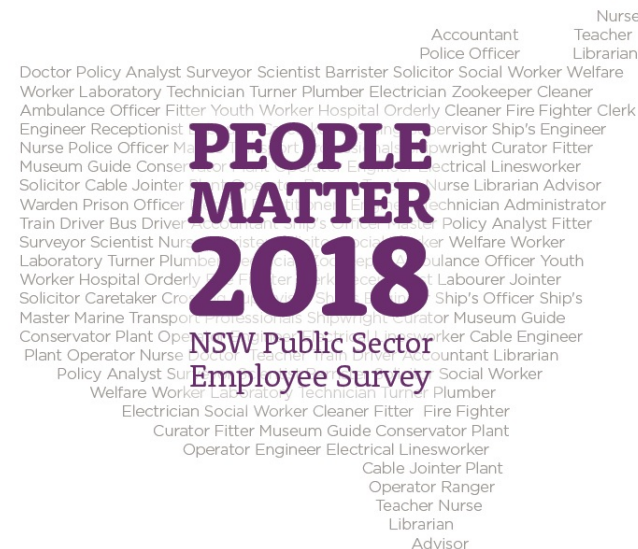


# PEOPLE MATTER 2018

NSW Public Sector Employee Survey



## AGENCY REPORT

Health

## Western NSW Local Health District

## RESPONSE RATE

**64%**

3,920 OF 6,163 RESPONDENTS

## EMPLOYEE ENGAGEMENT

**66%**

DIFFERENCE FROM 2017 +1  
DIFFERENCE FROM CLUSTER +1  
DIFFERENCE FROM PUBLIC SECTOR 0

## ENGAGEMENT WITH WORK

**76%**

DIFFERENCE FROM 2017 0  
DIFFERENCE FROM CLUSTER +3  
DIFFERENCE FROM PUBLIC SECTOR +3

## SENIOR MANAGERS

**51%**

DIFFERENCE FROM 2017 +2  
DIFFERENCE FROM CLUSTER +5  
DIFFERENCE FROM PUBLIC SECTOR +2

## COMMUNICATION

**61%**

DIFFERENCE FROM 2017 +2  
DIFFERENCE FROM CLUSTER +2  
DIFFERENCE FROM PUBLIC SECTOR 0

## HIGH PERFORMANCE

**66%**

DIFFERENCE FROM 2017 +2  
DIFFERENCE FROM CLUSTER +2  
DIFFERENCE FROM PUBLIC SECTOR +2

## PUBLIC SECTOR VALUES

**61%**

DIFFERENCE FROM 2017 +2  
DIFFERENCE FROM CLUSTER +2  
DIFFERENCE FROM PUBLIC SECTOR 0

## DIVERSITY & INCLUSION

**68%**

DIFFERENCE FROM CLUSTER +2  
DIFFERENCE FROM PUBLIC SECTOR 0

## FLEXIBLE WORKING SATISFACTION

**64%**

DIFFERENCE FROM 2017 +3  
DIFFERENCE FROM CLUSTER +6  
DIFFERENCE FROM PUBLIC SECTOR +5

## ACTION ON RESULTS

**37%**

DIFFERENCE FROM 2017 +4  
DIFFERENCE FROM CLUSTER +1  
DIFFERENCE FROM PUBLIC SECTOR +1



## 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	93%	93%
1g.	I know how to address a health and safety issue I have identified	89%	-
2a.	My workgroup strives to achieve customer/client satisfaction	88%	86%
2c.	I receive help and support from other members of my workgroup	80%	80%
1c.	My job gives me a feeling of personal accomplishment	79%	80%
2b.	My workgroup works collaboratively to achieve its objectives	79%	78%
1d.	I feel motivated to contribute more than what is normally required at work	75%	74%
8b.	Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	75%	74%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	73%	72%
5a.	My manager encourages people in my workgroup to keep improving the work they do	73%	70%

## - LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT  
2018

AGREEMENT  
2017

14.	I believe action will be taken on the results from this survey by my organisation	37%	33%
9a.	I have confidence in the ways my organisation resolves grievances	42%	37%
7g.	I have confidence in the way recruitment decisions are made	43%	40%
6h.	I feel that senior managers listen to employees	45%	41%
6g.	I feel that senior managers keep employees informed about what's going on	46%	44%
5h.	My manager appropriately deals with employees who perform poorly	47%	44%
7c.	I feel that change is managed well in my organisation	47%	45%
7e.	People in my organisation take responsibility for their own actions	48%	46%
6b.	I feel that senior managers effectively lead and manage change	49%	47%
6c.	I feel that senior managers model the values of my organisation	51%	48%



### 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	42%	37%
14.	I believe action will be taken on the results from this survey by my organisation	37%	33%
6h.	I feel that senior managers listen to employees	45%	41%
5h.	My manager appropriately deals with employees who perform poorly	47%	44%
7g.	I have confidence in the way recruitment decisions are made	43%	40%
3d.	In the last 12 months I received useful feedback on my work to enable me to deliver required results	67%	64%
5a.	My manager encourages people in my workgroup to keep improving the work they do	73%	70%
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	64%	61%
6b.	I feel that senior managers effectively lead and manage change	49%	47%
6g.	I feel that senior managers keep employees informed about what's going on	46%	44%



## LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2018

AGREEMENT  
2017

4a.	I am paid fairly for the work I do	59%	60%
1c.	My job gives me a feeling of personal accomplishment	79%	80%



### 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

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



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



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



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



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



## HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



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



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



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



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



## DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



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



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



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



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



## 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.

# 37%

of employees replied favourably to:

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

## 37%

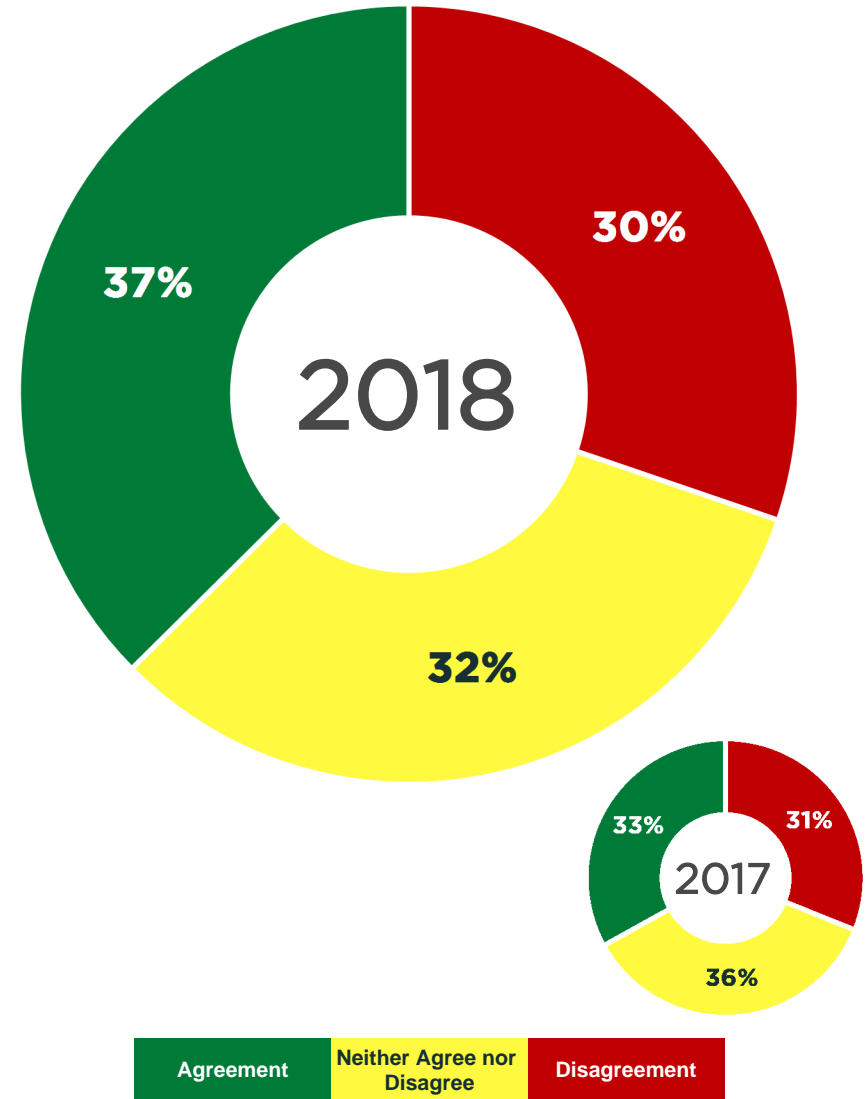
SECTOR

## 36%

CLUSTER

## 33%

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 CLUSTER	% AGREEMENT PUBLIC SECTOR
<b>1</b>	<b>Q7f.</b> My organisation is committed to developing its employees	<b>54%</b>	52%	51%	52%
<b>2</b>	<b>Q7c.</b> I feel that change is managed well in my organisation	<b>47%</b>	45%	42%	40%
<b>3</b>	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>71%</b>	69%	68%	69%
<b>4</b>	<b>Q6c.</b> I feel that senior managers model the values of my organisation	<b>51%</b>	48%	47%	50%
<b>5</b>	<b>Q8c.</b> I am able to speak up and share a different view to my colleagues and manager	<b>66%</b>	65%	66%	67%
<b>6</b>	<b>Q6b.</b> I feel that senior managers effectively lead and manage change	<b>49%</b>	47%	44%	46%

# BUSINESS UNIT COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

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

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

Significant differences have been highlighted to demonstrate best practice and areas that require attention.

	Western NSW Local Health District	Baradine	Bathurst - Acute/Primary & Community Health	Blayney	Bourke	Brewarrina	Canowindra	Cobar	Collarenebri	Condobolin	Coolah	Coonabarabran	Coonamble	Cowra
NUMBER OF RESPONDENTS	3920	25	249	52	33	25	46	34	20	31	41	48	56	81
EMPLOYEE ENGAGEMENT	66%	72%	59%	75%	50%	59%	80%	84%	70%	75%	78%	58%	77%	61%
ENGAGEMENT WITH WORK	76%	89%	70%	81%	55%	65%	87%	94%	63%	83%	80%	60%	85%	69%
SENIOR MANAGERS	51%	48%	33%	61%	31%	58%	78%	88%	59%	74%	73%	34%	75%	39%
COMMUNICATION	61%	62%	50%	68%	42%	70%	78%	90%	55%	78%	74%	44%	78%	46%
HIGH PERFORMANCE	66%	76%	54%	77%	52%	64%	85%	91%	71%	79%	80%	55%	79%	56%
PUBLIC SECTOR VALUES	61%	61%	49%	68%	47%	62%	83%	89%	63%	77%	77%	46%	77%	51%
DIVERSITY & INCLUSION	68%	72%	58%	76%	46%	67%	86%	89%	62%	78%	84%	62%	80%	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



# BUSINESS UNIT COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

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

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

Significant differences have been highlighted to demonstrate best practice and areas that require attention.

	Western NSW Local Health District	Directorate - Corporate Services	Directorate - Finance Accounting, Revenue, Strategy	Directorate - Workforce & Culture	Dubbo - Acute/Primary & Community Health	Dunedoo	Eugowra	Forbes	Gilgandra	Grenfell	Gulgambone	Gulgong	Lightning Ridge/Goodooga	Medical Imaging
NUMBER OF RESPONDENTS	3920	47	49	82	609	27	21	134	65	63	23	13	36	68
EMPLOYEE ENGAGEMENT	66%	61%	60%	77%	66%	55%	78%	73%	62%	68%	73%	65%	58%	73%
ENGAGEMENT WITH WORK	76%	70%	71%	90%	77%	69%	84%	81%	72%	81%	83%	54%	75%	87%
SENIOR MANAGERS	51%	42%	46%	76%	54%	43%	73%	68%	32%	53%	47%	27%	51%	56%
COMMUNICATION	61%	57%	57%	80%	62%	51%	75%	73%	45%	60%	65%	55%	57%	65%
HIGH PERFORMANCE	66%	61%	59%	83%	67%	53%	87%	77%	51%	70%	64%	56%	61%	74%
PUBLIC SECTOR VALUES	61%	54%	57%	81%	64%	53%	80%	74%	46%	62%	58%	52%	55%	69%
DIVERSITY & INCLUSION	68%	68%	66%	85%	69%	58%	82%	77%	56%	71%	70%	62%	64%	76%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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# BUSINESS UNIT COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

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

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

Significant differences have been highlighted to demonstrate best practice and areas that require attention.

	Western NSW Local Health District	Molong/Cudal	Mudgee	Narromine	Nyngan	Oberon	Orange Health Service - (Acute/ Primary & Community Health)	Parkes	Peak Hill	Rylstone	Tottenham	Trangie	Trundle	Tullamore
NUMBER OF RESPONDENTS	3920	45	101	23	48	27	516	134	23	48	26	19	15	20
EMPLOYEE ENGAGEMENT	66%	74%	66%	57%	77%	66%	61%	67%	80%	67%	75%	69%	58%	43%
ENGAGEMENT WITH WORK	76%	84%	76%	68%	81%	68%	72%	76%	81%	78%	85%	82%	73%	67%
SENIOR MANAGERS	51%	62%	47%	39%	82%	49%	41%	55%	65%	65%	77%	56%	51%	41%
COMMUNICATION	61%	72%	60%	50%	73%	61%	56%	68%	80%	59%	84%	62%	60%	34%
HIGH PERFORMANCE	66%	76%	65%	53%	83%	68%	61%	70%	82%	71%	85%	74%	63%	47%
PUBLIC SECTOR VALUES	61%	71%	61%	48%	77%	58%	56%	65%	76%	68%	80%	66%	59%	42%
DIVERSITY & INCLUSION	68%	82%	69%	62%	79%	65%	63%	71%	90%	67%	85%	70%	65%	48%

### KEY

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# BUSINESS UNIT COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

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

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

Significant differences have been highlighted to demonstrate best practice and areas that require attention.

	Western NSW Local Health District	Bathurst - Spotless Managed Staff	Directorate - Aboriginal Health and Wellbeing	Directorate - Integrated Primary Care & Partnerships	Directorate - Operations	Directorate - Other (Allied Health, EU, CGU, Pop Health, C&E, Medical, N&M)	Health Information Communication Technology	MHD&A - Bathurst and Regional	MHD&A - Dubbo Acute and Community	MHD&A - Orange Acute & Community	Orange Health Service - Linen, Food, Spotless Managed	Walgett	Warren	Wellington
NUMBER OF RESPONDENTS	3920	26	23	149	16	44	48	27	72	150	31	47	50	65
EMPLOYEE ENGAGEMENT	66%	54%	67%	75%	67%	73%	58%	53%	64%	50%	56%	83%	73%	70%
ENGAGEMENT WITH WORK	76%	71%	77%	84%	71%	85%	64%	78%	75%	63%	68%	99%	83%	77%
SENIOR MANAGERS	51%	43%	60%	72%	56%	63%	26%	29%	41%	22%	37%	91%	68%	58%
COMMUNICATION	61%	54%	78%	75%	63%	71%	46%	51%	60%	46%	43%	91%	75%	68%
HIGH PERFORMANCE	66%	56%	81%	80%	69%	76%	48%	48%	65%	49%	50%	89%	76%	75%
PUBLIC SECTOR VALUES	61%	52%	73%	77%	64%	71%	42%	43%	57%	42%	45%	89%	71%	67%
DIVERSITY & INCLUSION	68%	55%	89%	78%	70%	78%	63%	48%	64%	51%	55%	92%	81%	72%

### KEY

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# BUSINESS UNIT COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

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

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

Significant differences have been highlighted to demonstrate best practice and areas that require attention.

	Western NSW Local Health District	Directorate - Nursing & Midwifery	Health Information Unit	Patient Flow
NUMBER OF RESPONDENTS	3920	38	22	44
EMPLOYEE ENGAGEMENT	66%	69%	53%	54%
ENGAGEMENT WITH WORK	76%	77%	61%	59%
SENIOR MANAGERS	51%	49%	37%	40%
COMMUNICATION	61%	60%	45%	34%
HIGH PERFORMANCE	66%	69%	51%	60%
PUBLIC SECTOR VALUES	61%	62%	48%	50%
DIVERSITY & INCLUSION	68%	65%	54%	47%

### KEY

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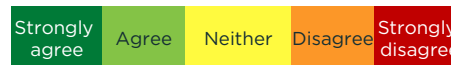
## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

EMPLOYEE ENGAGEMENT	66% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q7i. I would recommend my organisation as a great place to work	20	42	23	8	7	62%	60%	61%	61%
Q7j. I am proud to tell others I work for my organisation	24	44	21			69%	67%	69%	69%
Q7k. I feel a strong personal attachment to my organisation	23	41	23	7		64%	63%	62%	63%
Q7l. My organisation motivates me to help it achieve its objectives	19	38	27	9		57%	56%	54%	55%
Q7m. My organisation inspires me to do the best in my job	20	38	26	10		58%	57%	55%	55%

KEY





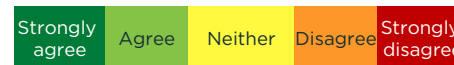
## EXPLORE THE FULL RESULTS

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	76% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018		
Q1c. My job gives me a feeling of personal accomplishment	32	48	12	79%	80%	77%	76%	
Q1d. I feel motivated to contribute more than what is normally required at work	32	43	14	7	75%	74%	72%	72%
Q1e. I am satisfied with my job	26	46	16	8	72%	72%	70%	69%

### KEY





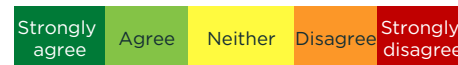
## EXPLORE THE FULL RESULTS

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.

SENIOR MANAGERS	51% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q6a. I believe senior managers provide clear direction for the future of the organisation	16	36	26	13	9	52%	50%	46%	49%
Q6b. I feel that senior managers effectively lead and manage change	15	34	26	14	11	49%	47%	44%	46%
Q6c. I feel that senior managers model the values of my organisation	16	34	26	12	11	51%	48%	47%	50%
Q6d. Senior managers encourage innovation by employees	17	36	28	11	8	53%	51%	47%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	17	38	28	9	8	55%	52%	48%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	18	42	24	9	7	60%	59%	57%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	13	33	25	16	12	46%	44%	44%	47%
Q6h. I feel that senior managers listen to employees	14	32	25	15	14	45%	41%	40%	43%
Q7c. I feel that change is managed well in my organisation	13	34	27	17	9	47%	45%	42%	40%

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.

COMMUNICATION	61% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018	
Q5c. My manager communicates effectively with me	31	39	15	9	70%	69%	70%	72%	
Q5d. My manager encourages and values employee input	31	40	15	8	71%	69%	70%	72%	
Q5e. My manager involves my workgroup in decisions about our work	28	40	16	10	68%	66%	65%	67%	
Q6g. I feel that senior managers keep employees informed about what's going on	13	33	25	16	12	46%	44%	44%	47%
Q6h. I feel that senior managers listen to employees	14	32	25	15	14	45%	41%	40%	43%
Q8c. I am able to speak up and share a different view to my colleagues and manager	21	45	17	9	8	66%	65%	66%	67%

KEY







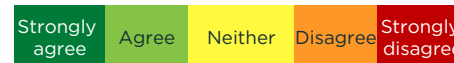
## EXPLORE THE FULL RESULTS

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		66% AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018		
Q1a. I understand what is expected of me to do well in my role	45	47		93%	93%	92%	90%		
Q2b. My workgroup works collaboratively to achieve its objectives	33	45	12	79%	78%	79%	79%		
Q3f. I have received appropriate training and development to do my job well	23	47	15	10	71%	71%	70%	65%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	29	44	15	8	73%	70%	71%	74%	
Q5f. I have confidence in the decisions my manager makes	29	37	18	8	7	66%	65%	65%	68%
Q6d. Senior managers encourage innovation by employees	17	36	28	11	8	53%	51%	47%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	17	38	28	9	8	55%	52%	48%	52%
Q7a. My organisation focuses on improving the work we do	22	50	18	7		71%	69%	68%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	18	43	23	11		61%	59%	56%	57%

### KEY

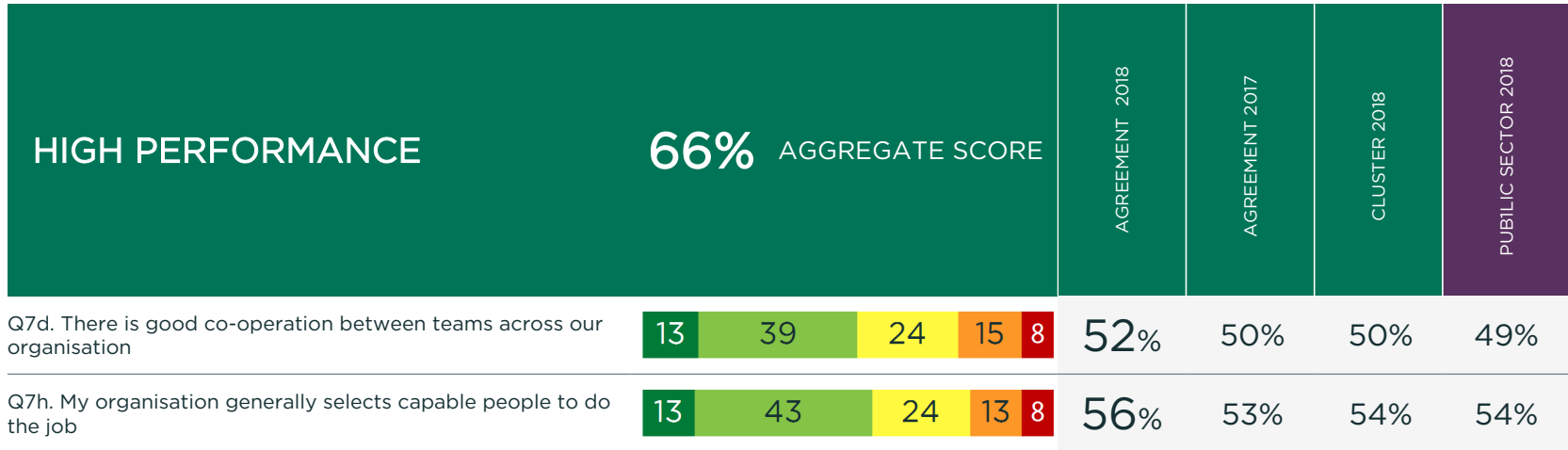




## EXPLORE THE FULL RESULTS

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	61% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
	Q2a. My workgroup strives to achieve customer/client satisfaction	41	46	8			88%	86%	87%
Q2e. People in my workgroup treat each other with respect	28	40	16	10		68%	67%	71%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	29	44	15	8		73%	70%	71%	74%
Q5b. My manager listens to what I have to say	33	40	13	7		73%	72%	73%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	16	36	26	13	9	52%	50%	46%	49%
Q6c. I feel that senior managers model the values of my organisation	16	34	26	12	11	51%	48%	47%	50%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	18	42	24	9	7	60%	59%	57%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	13	33	25	16	12	46%	44%	44%	47%
Q6h. I feel that senior managers listen to employees	14	32	25	15	14	45%	41%	40%	43%

### KEY





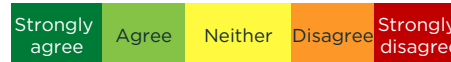
## EXPLORE THE FULL RESULTS

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.

PUBLIC SECTOR VALUES		61% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q7a. My organisation focuses on improving the work we do				71%	69%	68%	69%
Q7e. People in my organisation take responsibility for their own actions				48%	46%	49%	49%

### KEY





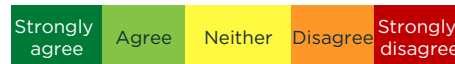
## EXPLORE THE FULL RESULTS

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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.

DIVERSITY & INCLUSION	68% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	25	42	16	12	67%	67%	66%	65%
Q5b. My manager listens to what I have to say	33	40	13	7	73%	72%	73%	76%
Q5d. My manager encourages and values employee input	31	40	15	8	71%	69%	70%	72%
Q6i. Senior managers in my organisation support the career advancement of women	20	37	31		57%	55%	54%	60%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	24	49	17		73%	72%	74%	76%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	26	49	17		75%	74%	75%	75%
Q8c. I am able to speak up and share a different view to my colleagues and manager	21	45	17	9	66%	65%	66%	67%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	24	40	19	10	64%	61%	58%	59%
Q8e. My manager supports flexible working in my team	25	40	18	9	66%	-	61%	63%

KEY

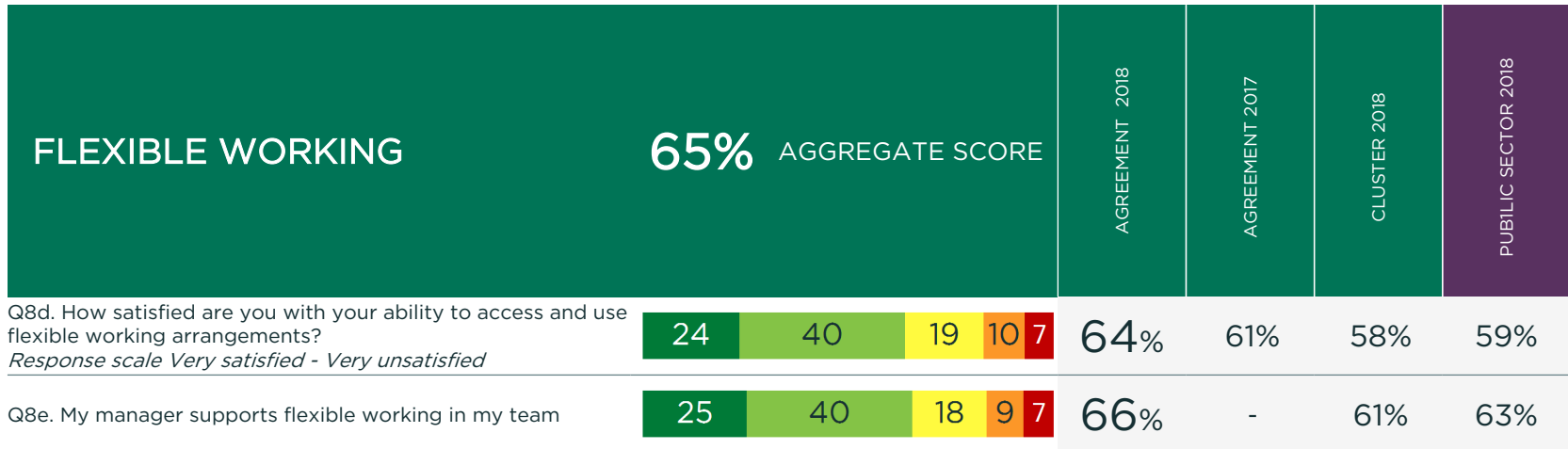




## EXPLORE THE FULL RESULTS

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



KEY

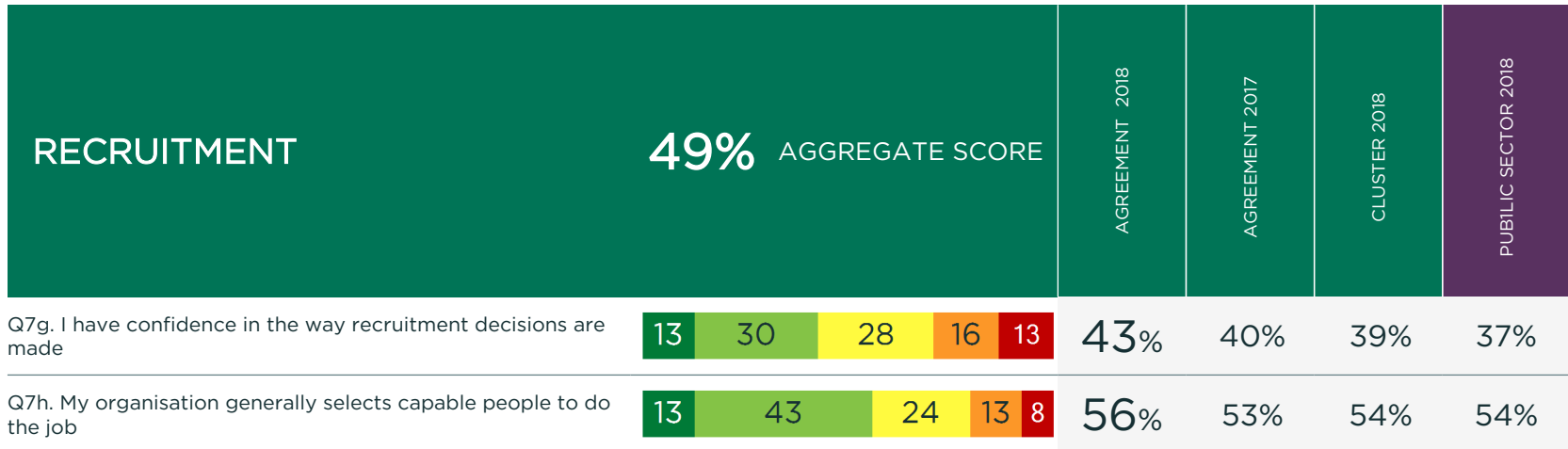




## EXPLORE THE FULL RESULTS

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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.



KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

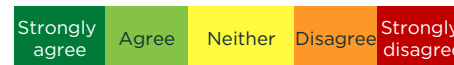
Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

## PERFORMANCE FRAMEWORK & DEVELOPMENT

**59%** AGGREGATE SCORE

		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	24 43 17 10	67%	64%	65%	65%
Q3e. My performance is assessed against clear criteria	20 41 23 12	60%	59%	60%	56%
Q3g. I am satisfied with the opportunities available for career development in my organisation	20 38 20 13 9	58%	56%	53%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do	30 37 16 9	68%	66%	66%	69%
Q5h. My manager appropriately deals with employees who perform poorly	19 28 26 14 13	47%	44%	46%	46%
Q7f. My organisation is committed to developing its employees	15 40 26 12 8	54%	52%	51%	52%

KEY







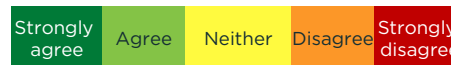
## EXPLORE THE FULL RESULTS

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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.

WORKPLACE SUPPORT	69% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018		
Q1b. I am provided with the support I need to do my best at work	25	42	16	12	67%	67%	66%	65%
Q1f. I am able to keep my work stress at an acceptable level	16	47	19	12	63%	63%	62%	60%
Q2c. I receive help and support from other members of my workgroup	33	47	12		80%	80%	80%	81%
Q2d. There is good team spirit in my workgroup	29	38	16	11	66%	65%	68%	70%

KEY

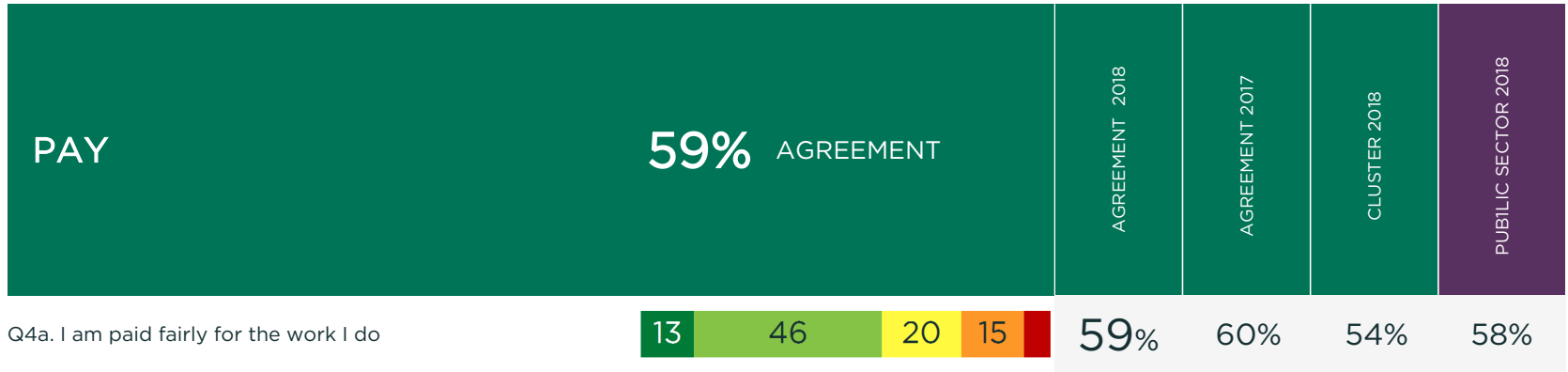




## EXPLORE THE FULL RESULTS

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### KEY

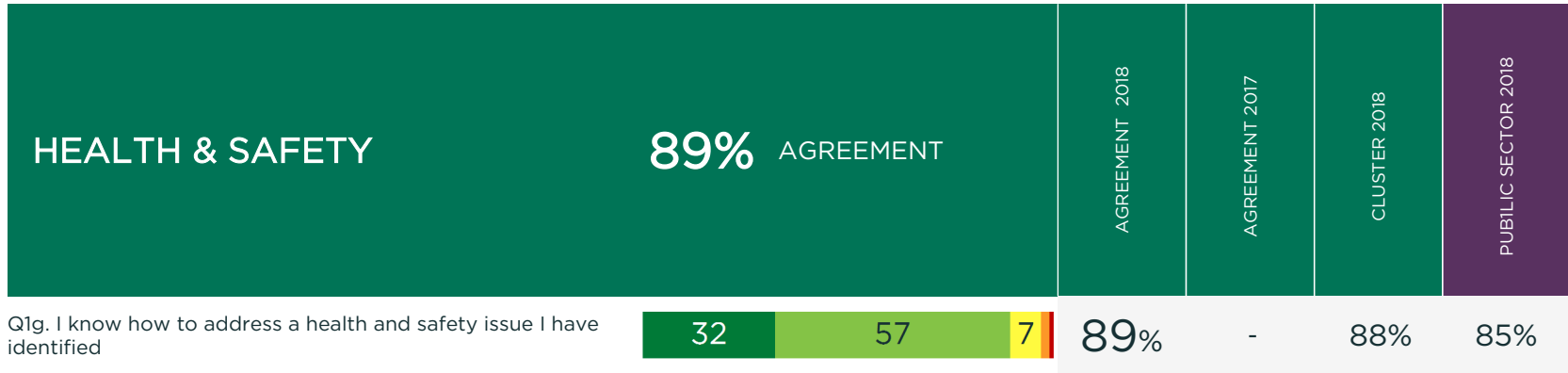




## EXPLORE THE FULL RESULTS

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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.



### KEY

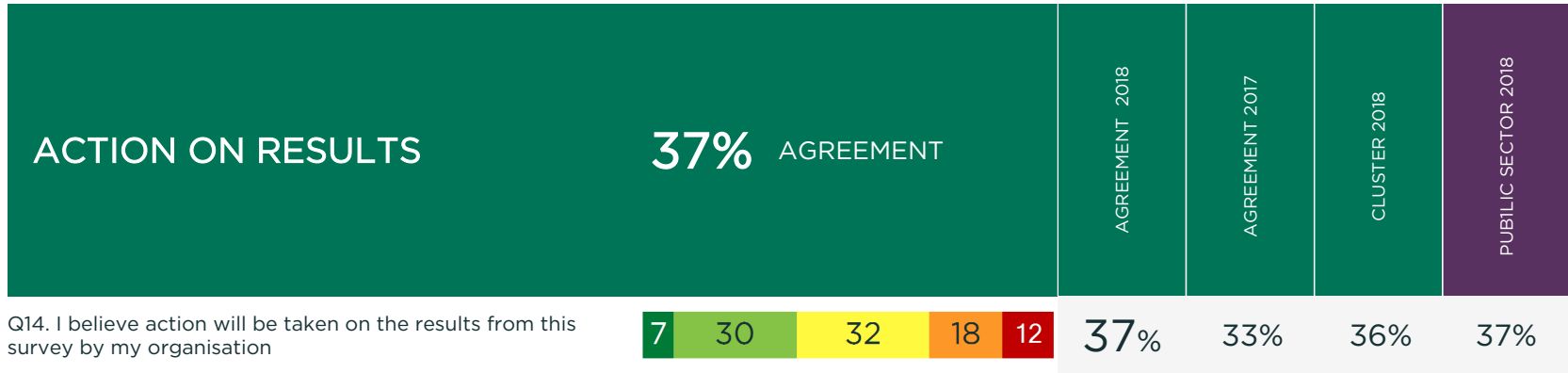




## EXPLORE THE FULL RESULTS

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

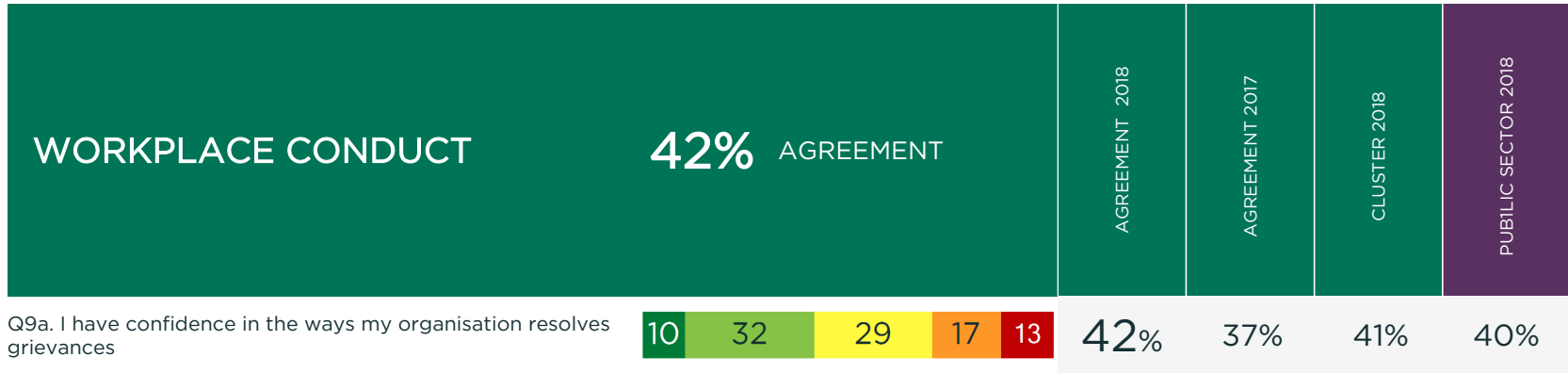




## EXPLORE THE FULL RESULTS

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.

### PERFORMANCE FRAMEWORK & DEVELOPMENT

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
<b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives					
Yes		66%	65%	69%	71%
No		34%	35%	31%	29%
<b>Q3b.</b> I have informal feedback conversations with my manager					
Yes		76%	74%	74%	76%
No		24%	26%	26%	24%
<b>Q3c.</b> I have scheduled feedback conversations with my manager					
Yes		58%	57%	57%	58%
No		42%	43%	43%	42%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

### 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?

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Yes		34%	34%	40%	41%
No		66%	66%	60%	59%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

## MOBILITY

**Q3i.** Are there barriers preventing you from moving to another role?

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
There are no major barriers to my career progression		34%	32%	34%	32%
Personal/family considerations		32%	38%	29%	30%
Geographic location considerations		26%	29%	23%	26%
Lack of visible opportunities		24%	27%	29%	30%
Lack of promotion opportunities		23%	22%	27%	29%
Insufficient training and development		17%	15%	15%	16%
The application/recruitment process is too cumbersome or time consuming		14%	15%	18%	23%
Lack of support from my manager/supervisor		14%	13%	15%	14%
Lack of support for temporary assignments/secondments		11%	11%	14%	15%
Other		8%	8%	9%	9%
Lack of required capabilities or experience		7%	10%	10%	11%

% are calculated with the number of unique respondents (N = 3,714 to this question)





## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

### UNACCEPTABLE CONDUCT





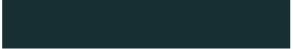

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work					
Yes		33%	34%	28%	24%
No		51%	54%	54%	58%
Don't know		16%	12%	17%	18%
<b>Q10b.</b> If yes to 10a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?					
Yes		70%	67%	69%	66%
No		28%	31%	29%	32%
Don't know		2%	2%	2%	2%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

### UNACCEPTABLE CONDUCT

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
<b>Q11a. In the last 12 months I have witnessed bullying at work</b>					
Yes		45%	45%	39%	33%
No		47%	48%	52%	57%
Don't know		8%	8%	9%	10%
<b>Q11b. In the last 12 months I have been subjected to bullying at work</b>					
Yes		23%	23%	21%	18%
No		72%	71%	73%	76%
Don't know		5%	6%	6%	6%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

## UNACCEPTABLE CONDUCT

2018

2017

CLUSTER 2018

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	CLUSTER 2018	PUBLIC SECTOR 2018
A fellow worker at your level		34%	34%	32%	27%
Your Immediate Manager/Supervisor		21%	23%	23%	23%
A senior manager		19%	18%	18%	21%
Prefer not to say		12%	13%	13%	14%
A subordinate		7%	4%	6%	7%
Other		5%	5%	6%	4%
A client or customer		1%	1%	2%	2%
A member of the public other than a client or customer		1%	0%	1%	1%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

### UNACCEPTABLE CONDUCT

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
<b>Q12a.</b> In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work					
Yes		3%	-	5%	3%
No		94%	-	93%	94%
Don't know		2%	-	2%	2%
<b>Q12b.</b> 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		26%	-	28%	39%
A member of the public		55%	-	52%	37%
Other		18%	-	15%	19%
Prefer not to say		2%	-	5%	6%



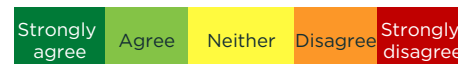
## EXPLORE THE FULL RESULTS

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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.

HEALTH CUSTOMISED QUESTIONS		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018
Q1. Morale is good in my team	18 43 17 16	61%	60%	62%
Q2. I believe I am valued for what I can offer at my workplace	22 49 15 8	72%	71%	70%
Q3. In my workplace, we recognise our successes and innovations	21 47 20 8	68%	67%	66%
Q4. Staff are treated respectfully regardless of their job	22 45 16 10	67%	66%	69%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	19 36 22 12 11	55%	53%	53%

KEY





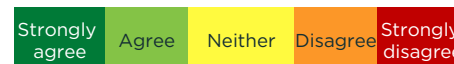
## EXPLORE THE FULL RESULTS

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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.

HEALTH CUSTOMISED QUESTIONS						AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018
Q6. Overall, I have confidence in the decisions made by my senior managers	18	36	24	12	10	54%	54%	52%
Q7. I have a say in decisions which affect my work	15	44	21	13		60%	58%	55%
Q8. Where I work, we share the lessons learnt when mistakes are made	18	51	18	8		69%	67%	68%
Q9. My team's objectives/work plans are clearly outlined	18	50	19	8		68%	66%	66%
Q10. Our objectives/work plans help us to deliver a quality service	18	51	21			69%	69%	68%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	16	32	29	12	11	48%	46%	44%

KEY



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
<b>GENDER</b>		
Male		18%
Female		81%
Other		2%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
<b>AGE</b>		
15 - 19		0%
20 - 24		4%
25 -29		9%
30 - 34		11%
35 - 39		10%
40 - 44		12%
45 - 49		14%
50 - 54		13%
55 - 59		15%
60 - 64		8%
65+		3%



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

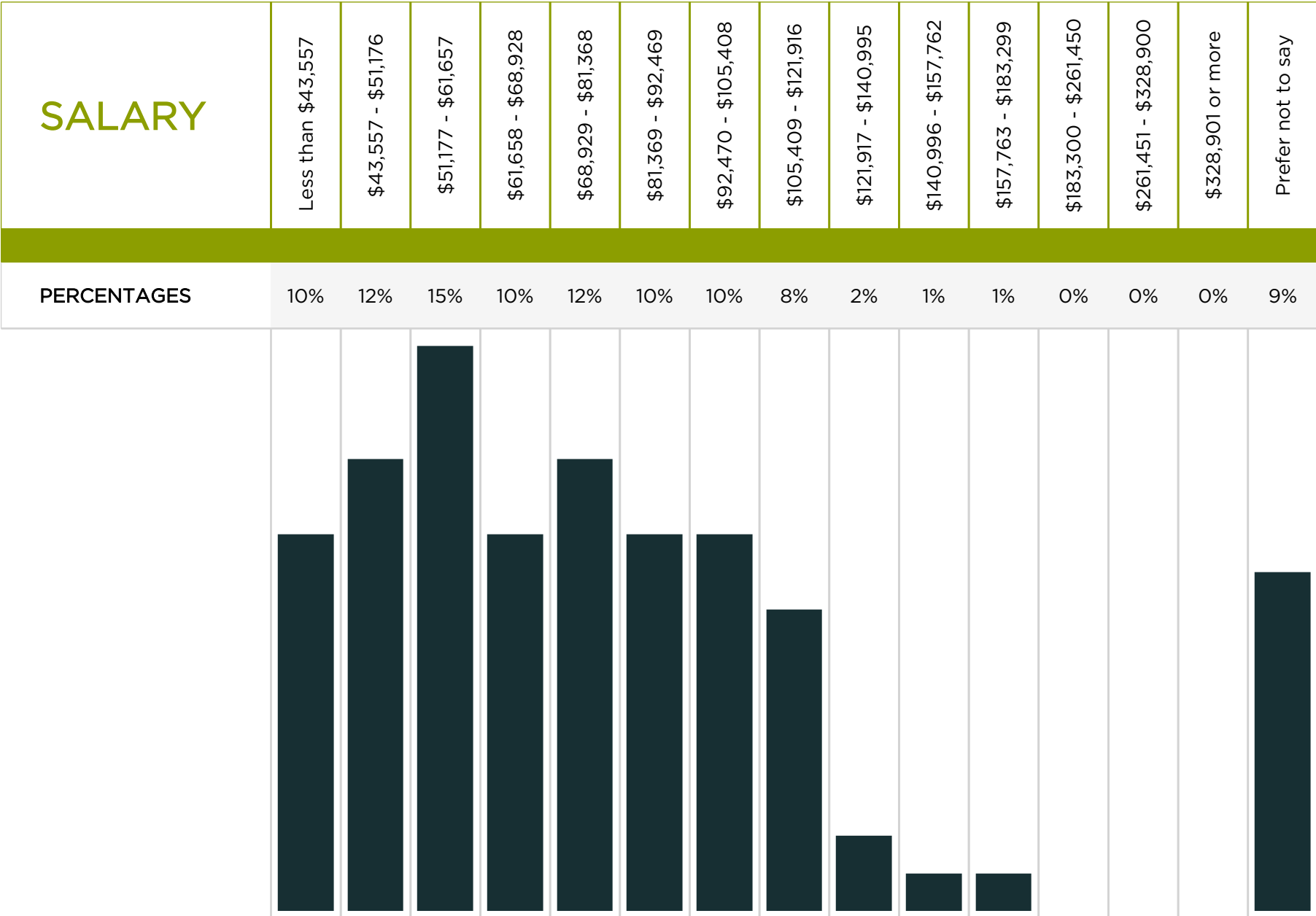
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	65%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	9%
Administrative support (e.g. executive/personal assistant, receptionist)	10%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	4%
Policy	0%
Research	0%
Program and project management support	3%
Legal (including developing and/or reviewing legislation)	0%
Other	8%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

### SALARY



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
<b>TENURE IN ORGANISATION</b>		
Less than 1 year		10%
1 - 2 years		10%
2 - 5 years		16%
5 - 10 years		22%
10 - 20 years		26%
More than 20 years		16%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
<b>FLEXIBLE WORKING</b>		
None of the above		39%
Flexible start and finish times		22%
Part-time work		21%
Flexible scheduling for rostered workers		11%
Working additional hours to make up for time off		9%
Study leave		8%
Working from different locations		7%

% are calculated with the number of unique respondents (N = 3,608 to this question)

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

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

% are calculated with the number of unique respondents (N = 3,608 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.

	Western NSW Local Health District	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing,	Other service delivery work (work that does not involve contact with the public, but it is critical to the	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
<b>NUMBER OF RESPONDENTS</b>	<b>3920</b>	<b>2399</b>	<b>339</b>	<b>385</b>	<b>130</b>	<b>5</b>	<b>10</b>	<b>108</b>	<b>2</b>	<b>312</b>
<b>EMPLOYEE ENGAGEMENT</b>	66%	65%	66%	71%	71%	(r)	(r)	68%	(r)	63%
ENGAGEMENT WITH WORK	76%	75%	77%	79%	81%	(r)	(r)	86%	(r)	72%
SENIOR MANAGERS	51%	49%	56%	57%	56%	(r)	(r)	62%	(r)	51%
COMMUNICATION	61%	60%	64%	66%	69%	(r)	(r)	71%	(r)	58%
HIGH PERFORMANCE	66%	66%	67%	71%	68%	(r)	(r)	76%	(r)	65%
PUBLIC SECTOR VALUES	61%	61%	62%	67%	66%	(r)	(r)	70%	(r)	59%
DIVERSITY & INCLUSION	68%	67%	69%	75%	77%	(r)	(r)	79%	(r)	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.

	Western NSW Local Health District	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	3920	379	423	534	369	442	354	367	287	88	40	21	13	16
EMPLOYEE ENGAGEMENT	66%	70%	68%	67%	68%	65%	62%	64%	67%	73%	67%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	76%	80%	78%	75%	78%	75%	71%	73%	78%	88%	82%	(r)	(r)	(r)
SENIOR MANAGERS	51%	61%	52%	53%	52%	51%	45%	46%	53%	64%	63%	(r)	(r)	(r)
COMMUNICATION	61%	68%	61%	62%	62%	62%	60%	58%	62%	75%	69%	(r)	(r)	(r)
HIGH PERFORMANCE	66%	74%	67%	68%	67%	66%	62%	63%	68%	78%	72%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	61%	69%	62%	61%	62%	62%	58%	59%	63%	73%	71%	(r)	(r)	(r)
DIVERSITY & INCLUSION	68%	75%	69%	70%	71%	69%	64%	64%	69%	79%	76%	(r)	(r)	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# RESULT BY SALARY



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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.

	Western NSW Local Health District	\$328,901 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>3920</b>	<b>12</b>	<b>322</b>
<b>EMPLOYEE ENGAGEMENT</b>	66%	(r)	59%
ENGAGEMENT WITH WORK	76%	(r)	68%
SENIOR MANAGERS	51%	(r)	43%
COMMUNICATION	61%	(r)	51%
HIGH PERFORMANCE	66%	(r)	58%
PUBLIC SECTOR VALUES	61%	(r)	53%
DIVERSITY & INCLUSION	68%	(r)	56%

### 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.

	Western NSW Local Health District	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
<b>NUMBER OF RESPONDENTS</b>	3920	378	356	588	798	946	575
<b>EMPLOYEE ENGAGEMENT</b>	66%	72%	71%	69%	63%	63%	65%
ENGAGEMENT WITH WORK	76%	84%	82%	76%	72%	73%	76%
SENIOR MANAGERS	51%	60%	56%	55%	49%	48%	49%
COMMUNICATION	61%	73%	65%	65%	58%	58%	59%
HIGH PERFORMANCE	66%	75%	71%	70%	63%	64%	65%
PUBLIC SECTOR VALUES	61%	71%	66%	64%	59%	59%	60%
DIVERSITY & INCLUSION	68%	78%	72%	71%	66%	66%	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

# 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.

	Western NSW Local Health District	Flexible start and finish times	Working more hours over fewer days	Working additional hours to make up for time off	Flexible scheduling for rostered workers	Part-time work	Job sharing	Working from different locations	Working from home	Purchasing annual leave	Leave without pay	Study leave	Other	None of the above
NUMBER OF RESPONDENTS	3920	782	211	341	382	775	108	245	71	23	233	297	81	1403
EMPLOYEE ENGAGEMENT	66%	71%	68%	71%	72%	67%	76%	73%	73%	(r)	69%	70%	58%	62%
ENGAGEMENT WITH WORK	76%	83%	79%	85%	84%	77%	88%	87%	88%	(r)	78%	81%	66%	70%
SENIOR MANAGERS	51%	61%	54%	58%	68%	53%	60%	60%	62%	(r)	53%	55%	37%	44%
COMMUNICATION	61%	71%	65%	71%	75%	62%	75%	71%	78%	(r)	65%	66%	48%	54%
HIGH PERFORMANCE	66%	75%	70%	74%	77%	68%	77%	75%	77%	(r)	70%	72%	57%	60%
PUBLIC SECTOR VALUES	61%	70%	64%	69%	74%	64%	72%	70%	74%	(r)	64%	66%	49%	55%
DIVERSITY & INCLUSION	68%	81%	74%	81%	81%	71%	84%	80%	86%	(r)	73%	74%	56%	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.

	Western NSW Local Health District	Central West	Far West and Orana	Sydney West	Sydney - Parramatta	Sydney - Blacktown	Sydney East	New England and North West	Sydney - City and Inner South	Hunter Valley exc Newcastle	OUTSIDE NSW	Richmond - Tweed	Riverina
NUMBER OF RESPONDENTS	3920	1997	1411	15	10	4	2	2	2	1	1	0	0
EMPLOYEE ENGAGEMENT	66%	65%	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	76%	75%	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	51%	48%	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	61%	60%	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	66%	65%	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	61%	60%	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	68%	67%	71%	(r)	(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

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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.

	Western NSW Local Health District	Sydney - Baulkham Hills and Hawkesbury	Capital Region	Central Coast	Coffs Harbour - Grafton	Illawarra	Mid North Coast	Murray	Newcastle and Lake Macquarie	Southern Highlands and Shoalhaven	Sydney - Eastern Suburbs	Sydney - Inner South West	Sydney - Inner West	Sydney - North Sydney and Hornsby
NUMBER OF RESPONDENTS	3920	1	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	68%	(r)	(r)	(r)	(r)	(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

# 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.

	Western NSW Local Health District	Sydney - Northern Beaches	Sydney - Outer South West	Sydney - Outer West and Blue Mountains	Sydney - Ryde	Sydney - South West	Sydney - Sutherland
<b>NUMBER OF RESPONDENTS</b>	<b>3920</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EMPLOYEE ENGAGEMENT</b>	66%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	76%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	51%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	61%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	66%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	61%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	68%	(r)	(r)	(r)	(r)	(r)	(r)

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

KEY

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# 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.

	Western NSW Local Health District	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	3920	11	155	323	410	367	422	514	476	530	301	123
EMPLOYEE ENGAGEMENT	66%	(r)	76%	68%	69%	66%	66%	65%	63%	66%	64%	70%
ENGAGEMENT WITH WORK	76%	(r)	83%	78%	77%	75%	77%	74%	74%	76%	77%	77%
SENIOR MANAGERS	51%	(r)	66%	54%	56%	52%	51%	52%	49%	50%	47%	51%
COMMUNICATION	61%	(r)	74%	64%	66%	63%	60%	61%	59%	61%	57%	63%
HIGH PERFORMANCE	66%	(r)	79%	70%	70%	67%	66%	64%	65%	66%	64%	68%
PUBLIC SECTOR VALUES	61%	(r)	74%	65%	66%	63%	61%	61%	59%	61%	59%	63%
DIVERSITY & INCLUSION	68%	(r)	82%	71%	72%	70%	67%	67%	64%	68%	65%	72%

### KEY

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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.

	Western NSW Local Health District	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	<b>3920</b>	<b>648</b>	<b>2946</b>	<b>64</b>
<b>EMPLOYEE ENGAGEMENT</b>	66%	64%	67%	49%
ENGAGEMENT WITH WORK	76%	75%	77%	47%
SENIOR MANAGERS	51%	48%	53%	27%
COMMUNICATION	61%	60%	62%	34%
HIGH PERFORMANCE	66%	64%	68%	45%
PUBLIC SECTOR VALUES	61%	60%	63%	38%
DIVERSITY & INCLUSION	68%	66%	70%	39%

**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.

	Western NSW Local Health District	Junior Medical Officer	Career Medical Officer, Hospitalist	Staff Specialist	Visiting Medical Officer	Clinical Academic	Assistant in Nursing	Enrolled Nurse	Registered Nurse/Midwife, Clinical Nurse/Midwife Specialist, Clinical Nurse/Midwife Consultant,	Nurse/Midwifery Educator and Clinical Nurse/Midwifery Educator	Nurse/Midwifery Manager	Support Officers	Information Management (eg. Librarian, Medical Records and Data Manager)	Clinical Support Executive (eg. Hospital Executive, Local Health Network Executive)
NUMBER OF RESPONDENTS	3920	31	1	26	27	0	96	323	1003	73	161	59	50	6
EMPLOYEE ENGAGEMENT	66%	72%	(r)	(r)	(r)	(r)	76%	68%	61%	73%	73%	71%	67%	(r)
ENGAGEMENT WITH WORK	76%	87%	(r)	(r)	(r)	(r)	83%	78%	71%	76%	82%	80%	77%	(r)
SENIOR MANAGERS	51%	51%	(r)	(r)	(r)	(r)	68%	56%	45%	59%	63%	57%	58%	(r)
COMMUNICATION	61%	68%	(r)	(r)	(r)	(r)	71%	64%	57%	69%	69%	64%	68%	(r)
HIGH PERFORMANCE	66%	73%	(r)	(r)	(r)	(r)	77%	69%	62%	73%	76%	65%	71%	(r)
PUBLIC SECTOR VALUES	61%	69%	(r)	(r)	(r)	(r)	73%	64%	57%	69%	72%	64%	68%	(r)
DIVERSITY & INCLUSION	68%	68%	(r)	(r)	(r)	(r)	77%	70%	63%	77%	74%	71%	78%	(r)

### 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.

	Western NSW Local Health District	Administrative and Executive Assistant	Corporate Services	Senior Manager/Executive	Allied Health Professional	Allied Health Assistant	Health Education, Health Promotion and Health Protection	Counsellor, Welfare Support	Interpreters and Liaison Officer	Aboriginal Health Workers and Aboriginal Education Officers	Technician/Technologist	Hospital Scientist/Biomedical Engineers	Researchers	Data Analyst
NUMBER OF RESPONDENTS	3920	337	49	63	343	71	28	21	0	38	13	7	1	17
EMPLOYEE ENGAGEMENT	66%	72%	70%	83%	67%	67%	(r)	(r)	(r)	69%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	76%	81%	76%	95%	80%	80%	(r)	(r)	(r)	76%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	51%	57%	67%	80%	46%	53%	(r)	(r)	(r)	57%	(r)	(r)	(r)	(r)
COMMUNICATION	61%	67%	70%	85%	64%	61%	(r)	(r)	(r)	68%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	66%	72%	74%	88%	68%	70%	(r)	(r)	(r)	68%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	61%	67%	70%	85%	62%	64%	(r)	(r)	(r)	66%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	68%	76%	80%	87%	71%	70%	(r)	(r)	(r)	74%	(r)	(r)	(r)	(r)

### 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.

	Western NSW Local Health District	Technical Officers/Technical Assistant	Dental Officer, Therapists and Hygienist	Dental Specialist	Dental Assistant	Trainee Dental Assistant	Operational Ambulance Officers (including Educators, DOM, DOCO, Paramedic, AOOC, OCO, SOCO, SO,	Operational Ambulance Managers (incl Zone Managers, Deputy Director Operations, Control Centre	Project Director	Project Manager	Project Officer	Cleaning, Linen and Food	Motor Vehicle, Patient Transport	Security Services, Fire Safety
NUMBER OF RESPONDENTS	3920	18	19	1	25	0	7	0	1	30	22	206	29	35
EMPLOYEE ENGAGEMENT	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	73%	(r)	71%	(r)	61%
ENGAGEMENT WITH WORK	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	92%	(r)	84%	(r)	77%
SENIOR MANAGERS	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	73%	(r)	64%	(r)	59%
COMMUNICATION	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	84%	(r)	70%	(r)	63%
HIGH PERFORMANCE	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	85%	(r)	75%	(r)	66%
PUBLIC SECTOR VALUES	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	83%	(r)	68%	(r)	61%
DIVERSITY & INCLUSION	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	83%	(r)	76%	(r)	66%

### KEY

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AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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# CURRENT ROLE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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.

	Western NSW Local Health District	Residential Care Attendant, Patient Care Assistant, Patient Services, Wardsperson	Warehouse staff	Tradesperson	Apprentice Trade Worker and Trade Assistant	Trainee	Volunteer	Other job role	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>3920</b>	<b>11</b>	<b>0</b>	<b>33</b>	<b>4</b>	<b>10</b>	<b>1</b>	<b>140</b>	<b>286</b>
<b>EMPLOYEE ENGAGEMENT</b>	66%	(r)	(r)	64%	(r)	(r)	(r)	66%	51%
<b>ENGAGEMENT WITH WORK</b>	76%	(r)	(r)	76%	(r)	(r)	(r)	80%	53%
<b>SENIOR MANAGERS</b>	51%	(r)	(r)	33%	(r)	(r)	(r)	57%	28%
<b>COMMUNICATION</b>	61%	(r)	(r)	47%	(r)	(r)	(r)	62%	37%
<b>HIGH PERFORMANCE</b>	66%	(r)	(r)	53%	(r)	(r)	(r)	68%	47%
<b>PUBLIC SECTOR VALUES</b>	61%	(r)	(r)	47%	(r)	(r)	(r)	65%	40%
<b>DIVERSITY &amp; INCLUSION</b>	68%	(r)	(r)	57%	(r)	(r)	(r)	72%	46%

### 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

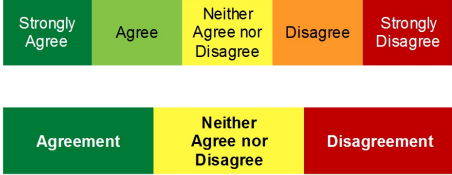
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.