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# PEOPLE MATTER 2016

NSW Public Sector Employee Survey



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Health

## Northern Sydney Local Health District

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## RESPONSE RATE

# 16%

**1,719 RESPONSES  
OUT OF 10,762 EMPLOYEES**

## ENGAGEMENT INDEX

# 64%

PMES 2016  
SECTOR SCORE **65%**

PMES 2014  
SECTOR SCORE **65%**

PMES 2016 CLUSTER  
SCORE **65%**



## ENGAGEMENT

Engaged employees have a sense of personal attachment to their work and organisation; they are motivated and able to give their best to help the organisation succeed.

The complete list of questions which are used to calculate the Engagement Index are listed in the All Questions pages.

## RESPONSE RATE

Due to the size of the NSW public sector, even comparatively low levels of response to People Matter can be statistically representative and an accurate reflection of perceptions. Any parts of the sector where the response rate is too low for data to be fully reliable have been flagged in reports.

Some entities exceeded 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.

# QUESTION HEADLINES

## + HIGHEST AGREEMENT SCORING QUESTIONS

2016  
AGREEMENT  
%

1h. I look for ways to perform my job more effectively	<b>94%</b>
1a. I understand what is expected of me to do well in my role	<b>90%</b>
2i. People in my workgroup treat customers/clients with respect	<b>88%</b>
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	<b>86%</b>
1d. I feel I make a contribution to achieving the organisation's objectives	<b>86%</b>
2a. My workgroup strives to achieve customer/client satisfaction	<b>85%</b>
7a. My organisation provides high quality services	<b>84%</b>
7c. My organisation strives to earn and sustain a high level of public trust	<b>83%</b>
7b. My organisation strives to match services to customer/client needs	<b>82%</b>
2d. People in my workgroup have the appropriate skills to do the job well	<b>78%</b>

## - LOWEST AGREEMENT SCORING QUESTIONS

2016  
AGREEMENT  
%

7l. My organisation's processes for recruiting employees are efficient	<b>26%</b>
15. I believe action will be taken on the results from this survey by my organisation	<b>33%</b>
6h. I feel that senior managers listen to employees	<b>34%</b>
6b. I feel that senior leaders effectively lead and manage change	<b>39%</b>
6g. I feel that senior managers keep employees informed about what's going on	<b>40%</b>
7f. I feel that change is handled well in my organisation	<b>41%</b>
6a. I believe senior managers provide clear direction for the future of the organisation	<b>41%</b>
3k. I would like to work in another agency within the NSW Public Sector during my career	<b>42%</b>
6c. I feel that senior managers model the values of my organisation	<b>42%</b>
9b. I have confidence in the ways my organisation resolves grievances	<b>43%</b>



### YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

# BUSINESS UNIT COMPARISON



## COMPARISON OF BUSINESS UNITS

This page provides the scores for each of the business units below Northern Sydney Local Health District, using the same key question groups.

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

	Northern Sydney Local Health District	Primary and Community Health Sydney Home Nursing	Primary and Community Health Other	Imaging	DISTRICT FINANCE	Information Management	Workforce & Culture	Population Health, Special Purpose & Trust and Other Services	Mental Health	Drug & Alcohol	Manly - Non Nursing Divisions	Manly - Division of Nursing	Hornsby Medicine, Emergency and ICU	Hornsby - Anaesthetics and Surgery
<b>NUMBER OF RESPONDENTS</b>	1719	26	114	28	25	63	78	36	191	35	46	56	47	25
<b>ENGAGEMENT</b>	64%	82%	70%	57%	63%	55%	66%	66%	56%	58%	72%	74%	65%	63%
<b>SENIOR MANAGERS</b>	42%	69%	41%	29%	55%	43%	41%	48%	31%	35%	48%	69%	42%	35%
<b>COMMUNICATION</b>	56%	71%	57%	36%	66%	50%	60%	64%	53%	50%	66%	68%	54%	35%
<b>HIGH PERFORMANCE</b>	68%	85%	71%	51%	69%	59%	70%	73%	62%	64%	76%	81%	68%	57%
<b>PUBLIC SECTOR VALUES</b>	65%	83%	69%	47%	72%	57%	66%	68%	58%	60%	71%	78%	64%	52%
<b>DIVERSITY &amp; INCLUSION</b>	65%	77%	69%	47%	68%	56%	71%	72%	61%	59%	74%	73%	61%	50%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# BUSINESS UNIT COMPARISON



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	Northern Sydney Local Health District	Hornsby - Women's, Children and Family Health	Hornsby - Primary and Comm Health, Rehab and Aged Care	Hornsby - Nursing	Hornsby - Medical Services	Hornsby - Corporate Services	Ryde - Division of Nursing	Ryde - Non Nursing Divisions	Royal North Shore Division of Medicine	Royal North Shore Surgery and Anaesthetics	Royal North Shore Women's, Children and Family Health	Royal North Shore Prim & Community Care	Royal North Shore Junior Medical Officers	Royal North Shore NAMO, Casual & Agency
<b>NUMBER OF RESPONDENTS</b>	1719	25	33	52	16	26	56	82	101	83	59	35	61	16
<b>ENGAGEMENT</b>	64%	64%	70%	66%	60%	63%	69%	66%	66%	66%	66%	62%	70%	72%
<b>SENIOR MANAGERS</b>	42%	28%	55%	34%	41%	49%	44%	34%	43%	40%	39%	47%	57%	64%
<b>COMMUNICATION</b>	56%	48%	68%	54%	59%	64%	63%	52%	58%	50%	53%	59%	74%	63%
<b>HIGH PERFORMANCE</b>	68%	62%	79%	67%	63%	71%	73%	66%	71%	66%	70%	68%	79%	69%
<b>PUBLIC SECTOR VALUES</b>	65%	57%	75%	62%	63%	68%	67%	60%	67%	63%	65%	68%	77%	73%
<b>DIVERSITY &amp; INCLUSION</b>	65%	55%	77%	65%	62%	72%	69%	60%	67%	60%	62%	64%	74%	65%

### KEY

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## COMPARISON OF BUSINESS UNITS

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

	Northern Sydney Local Health District	Royal North Shore Operations and Other Services	Mona Vale - Division of Nursing	Mona Vale - Non Nursing Divisions
<b>NUMBER OF RESPONDENTS</b>	1719	70	49	46
<b>ENGAGEMENT</b>	64%	69%	42%	62%
<b>SENIOR MANAGERS</b>	42%	46%	27%	39%
<b>COMMUNICATION</b>	56%	56%	31%	57%
<b>HIGH PERFORMANCE</b>	68%	66%	49%	71%
<b>PUBLIC SECTOR VALUES</b>	65%	65%	45%	67%
<b>DIVERSITY &amp; INCLUSION</b>	65%	65%	41%	71%

**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 SURVEY RESULTS

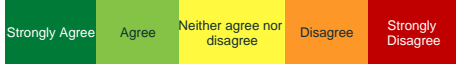
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

ENGAGEMENT	64% RESPONSE SCALE				AGREEMENT %	PMES 2014	HEALTH	SECTOR
Q7o. I would recommend my organisation as a great place to work	16	44	25	9	60%	51%	60%	60%
Q7p. I am proud to tell others I work for my organisation	21	47	22		68%	63%	68%	68%
Q7q. I feel a strong personal attachment to my organisation	20	42	24	8	62%	60%	62%	64%
Q7r. My organisation motivates me to help it achieve its objectives	14	39	30	11	53%	42%	54%	55%
Q7s. My organisation inspires me to do the best in my job	15	39	28	11	54%	44%	55%	55%

KEY







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Some key comparisons are provided.

<b>ENGAGEMENT WITH WORK</b> <span style="float: right;"><b>77%</b> RESPONSE SCALE</span>	AGREEMENT %	HEALTH	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		76%	78%	76%
Q1h. I look for ways to perform my job more effectively		94%	94%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		75%	75%	76%
Q1j. I am satisfied with my job at the present time		62%	63%	63%

**KEY**





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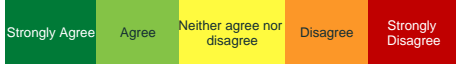
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Some key comparisons are provided.

SENIOR MANAGERS	42% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	9	32	29	18	11	41%	45%	47%
Q6b. I feel that senior leaders effectively lead and manage change	9	30	29	18	13	39%	42%	43%
Q6c. I feel that senior managers model the values of my organisation	10	32	31	13	14	42%	45%	48%
Q6d. Senior managers encourage innovation by employees	10	34	32	15	10	43%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	10	35	33	13	9	45%	49%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	11	39	30	12	8	51%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	8	32	29	18	14	40%	42%	44%
Q6h. I feel that senior managers listen to employees	8	27	31	19	15	34%	37%	39%
Q7f. I feel that change is handled well in my organisation	10	32	29	21	9	41%	43%	41%

KEY





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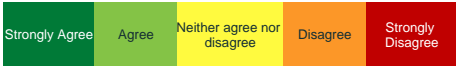
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Some key comparisons are provided.

COMMUNICATION	56% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q5e. My manager communicates effectively with me	25 41 15 11 9	66%	66%	69%
Q5f. My manager encourages and values employee input	26 41 14 10 9	67%	66%	69%
Q5g. My manager involves my workgroup in decisions about our work	23 40 18 11 8	63%	62%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	8 32 29 18 14	40%	42%	44%
Q6h. I feel that senior managers listen to employees	8 27 31 19 15	34%	37%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	17 49 16 10 7	66%	67%	69%

KEY





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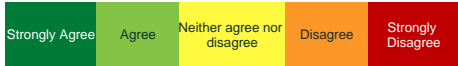
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Some key comparisons are provided.

	HIGH PERFORMANCE				68% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q1a. I understand what is expected of me to do well in my role	38	52				90%	91%	90%
Q1b. I have the tools I need to do my job effectively	17	55	13	12		72%	72%	70%
Q1c. I get the information I need to do my job well	17	52	17	11		68%	69%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	32	54	9			86%	86%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	24	46	14	11		70%	70%	69%
Q2b. People in my workgroup use time and resources efficiently	21	50	16	10		71%	68%	70%
Q2c. My team works collaboratively to achieve its objectives	26	49	14	9		75%	74%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	24	54	13			78%	77%	76%
Q3h. I have received appropriate training and development to do my job well	18	51	17	9		69%	69%	63%

KEY





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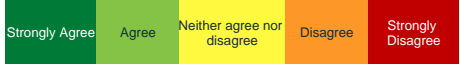
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Some key comparisons are provided.

	HIGH PERFORMANCE					68% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	23	48	15	9		71%	70%	72%	
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	20	44	20	10		64%	65%	64%	
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	21	44	18	10		65%	63%	65%	
Q5j. I have confidence in the decisions my line manager makes	23	42	17	9	9	65%	64%	67%	
Q6d. Senior managers encourage innovation by employees	10	34	32	15	10	43%	47%	49%	
Q6e. Senior managers promote collaboration between my organisation and others we work with	10	35	33	13	9	45%	49%	52%	
Q7d. My organisation focuses on improving the work we do	25	50	17			75%	76%	76%	
Q7e. My organisation is making the necessary improvements to meet our future challenges	19	41	26	10		59%	61%	62%	
Q7g. There is good co-operation between teams across our organisation	10	40	26	18		49%	50%	48%	

KEY





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This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

	HIGH PERFORMANCE					68% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7n. My organisation generally selects capable people to do the job	8	47	24	13	7		55%	53%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	16	49	23	9			65%	67%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	33	53	11				86%	84%	85%

KEY





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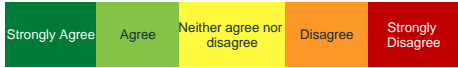
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	65% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree			
Q2a. My workgroup strives to achieve customer/client satisfaction	35	50	10		85%	85%	85%
Q2b. People in my workgroup use time and resources efficiently	21	50	16	10	71%	68%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	23	43	19	9	66%	64%	67%
Q2h. People in my workgroup treat each other with respect	24	47	16	8	71%	68%	72%
Q2i. People in my workgroup treat customers/clients with respect	36	52	9		88%	86%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	23	48	15	9	71%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	20	44	20	10	64%	65%	64%
Q5d. My manager listens to what I have to say	28	43	13	8	71%	70%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	23	40	19	9	62%	61%	64%

KEY





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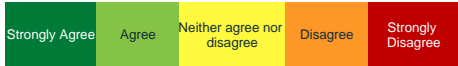
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	65% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q5k. My manager treats employees with dignity and respect	31	42	12	8	7	72%	72%	76%
Q5l. My manager talks to me about how the values apply to my work	18	38	23	14		56%	58%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	9	32	29	18	11	41%	45%	47%
Q6c. I feel that senior managers model the values of my organisation	10	32	31	13	14	42%	45%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	11	39	30	12	8	51%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	8	32	29	18	14	40%	42%	44%
Q6h. I feel that senior managers listen to employees	8	27	31	19	15	34%	37%	39%
Q7a. My organisation provides high quality services	27	57		10		84%	81%	80%
Q7b. My organisation strives to match services to customer/client needs	26	56	12			82%	80%	80%

KEY







## EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

PUBLIC SECTOR VALUES	65% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR	
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q7c. My organisation strives to earn and sustain a high level of public trust	29	54	12			83%	82%	83%
Q7d. My organisation focuses on improving the work we do	25	50	17			75%	76%	76%
Q7h. People in my organisation take responsibility for their own actions	10	41	28	15		51%	48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	11	45	29	10		56%	58%	63%

KEY





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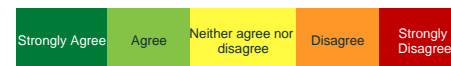
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Some key comparisons are provided.

DIVERSITY & INCLUSION	65% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	17	42	19	15	7	59%	60%	59%
Q5d. My manager listens to what I have to say	28	43	13	8	8	71%	70%	73%
Q5f. My manager encourages and values employee input	26	41	14	10	9	67%	66%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	23	42	17	10	8	65%	63%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	23	40	19	9	9	62%	61%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	13	32	38	8	8	45%	49%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	20	54	17			74%	73%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	16	49	23	9		65%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	17	49	16	10	7	66%	67%	69%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

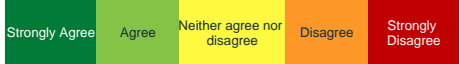
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Some key comparisons are provided.

DIVERSITY & INCLUSION	65% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	33	53	11			86%	84%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	15	37	24	15	9	53%	55%	58%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

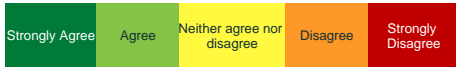
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Some key comparisons are provided.

RECRUITMENT	41% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient		26%	32%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair		43%	43%	41%
Q7n. My organisation generally selects capable people to do the job		55%	53%	51%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

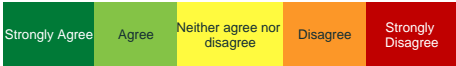
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EMPLOYEE VALUE PROPOSITION	53%	RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR			
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	20	37	26	9	7	57%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	17	34	33	8	8	52%	51%	53%
Q7g. There is good co-operation between teams across our organisation	10	40	26	18		49%	50%	48%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

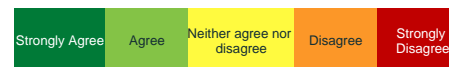
Some key comparisons are provided.

## PERFORMANCE FRAMEWORK & DEVELOPMENT

**58%** RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		59%	62%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		65%	68%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		52%	58%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		58%	59%	59%
Q3e. My performance is assessed against clear criteria		53%	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		69%	69%	71%
Q3g. I am able to access the right learning and development opportunities as required		66%	66%	60%
Q3h. I have received appropriate training and development to do my job well		69%	69%	63%
Q3i. I have a strong desire to advance my career		71%	69%	69%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

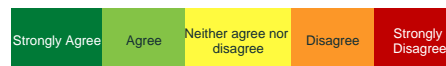
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	58% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	12 34 27 17 9	46%	48%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	15 27 33 19	42%	40%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	23 41 17 11 8	64%	64%	67%
Q5n. My manager appropriately deals with employees who perform poorly	13 31 28 16 11	44%	44%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	20 44 21 9	64%	61%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	20 37 26 9 7	57%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	17 34 33 8 8	52%	51%	53%
Q7j. My organisation is committed to developing its employees	11 42 27 14	53%	53%	53%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

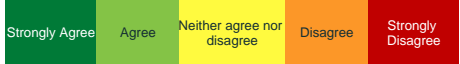
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

MOBILITY	50% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	15	27	33	19		42%	40%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	20	37	26	9	7	57%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	17	34	33	8	8	52%	51%	53%

### KEY







## EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

<b>PAY &amp; BENEFITS</b> <span style="float: right;"><b>56%</b> RESPONSE SCALE</span>	AGREEMENT %	HEALTH	SECTOR	
Q4a. I am paid fairly for the work I do		53%	55%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)		59%	60%	60%

**KEY**





## EXPLORE THE FULL SURVEY RESULTS

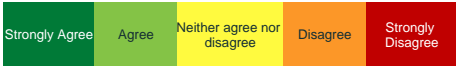
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

DIVERSITY GROUPS	72% RESPONSE SCALE			AGREEMENT %	HEALTH	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	23	54	17	77%	77%	77%
Q8c. Age is not a barrier to success in my organisation	22	50	19	72%	73%	71%
Q8d. Disability is not a barrier to success in my organisation	18	45	31	62%	66%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	22	53	22	75%	76%	76%
Q8f. Gender is not a barrier to success in my organisation	22	52	20	74%	75%	74%

KEY





## EXPLORE THE FULL SURVEY RESULTS

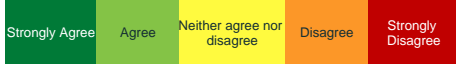
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

WORKPLACE SUPPORT	62% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		59%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level		59%	60%	58%
Q1l. My workload is acceptable		54%	54%	55%
Q2e. I receive help and support from other members of my workgroup		78%	78%	80%
Q2f. There is good team spirit in my workgroup		67%	64%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		53%	52%	56%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

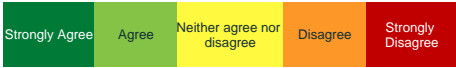
## ACTION ABOUT SURVEY RESULTS

**33%** RESPONSE SCALE

Q15. I believe action will be taken on the results from this survey by my organisation



### KEY





## EXPLORE THE FULL SURVEY RESULTS

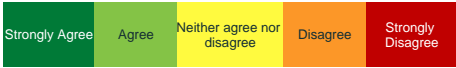
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

WORKPLACE CONDUCT	49% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		56%	58%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		43%	43%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		47%	48%	49%

KEY





## EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
<b>Q13.</b> What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		47%	42%	46%
Better skills in my workgroup		27%	28%	27%
Improved career opportunities		47%	47%	52%
Improved learning and development opportunities		49%	49%	50%
Greater involvement in decision making		32%	32%	33%
Better pay and benefits		60%	58%	58%
Greater recognition for the work I do		44%	44%	45%
Better leadership from senior managers		35%	37%	39%



## EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
<b>Q13.</b> What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		28%	29%	27%
Better accountability for performance		22%	24%	25%
A better location		20%	19%	20%
More flexible working conditions		40%	38%	38%
Better work/life balance		44%	43%	46%
Improved facilities		29%	32%	30%
Improved technology and systems		34%	33%	38%
Better job security		36%	33%	43%



## EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

WORKPLACE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
<b>Q9a.</b> In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		80%	77%	72%
No		17%	19%	24%
Don't Know		3%	3%	4%





## EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		29%	31%	25%
No		61%	59%	64%
Don't Know		10%	10%	11%
<b>Q10b.</b> Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		65%	65%	63%
No		34%	33%	35%
Don't Know		1%	1%	2%



## EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
<b>Q10c.</b> In the last 12 months I have witnessed bullying at work				
Yes		41%	43%	35%
No		54%	50%	58%
Don't Know		6%	6%	7%
<b>Q10d.</b> In the last 12 months I have been the subjected to bullying at work				
Yes		24%	24%	20%
No		72%	71%	75%
Don't Know		4%	5%	5%



## EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

## UNACCEPTABLE CONDUCT

### RESPONSE SCALE

AGREEMENT%

HEALTH

SECTOR

**Q10e.** 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.

		AGREEMENT%	HEALTH	SECTOR
A senior manager		25%	20%	23%
Your Immediate Manager/Supervisor		34%	26%	26%
A fellow worker at your level		21%	29%	25%
A subordinate		6%	7%	8%
A client or customer		2%	2%	2%
A member of the public other than a client or customer		1%	1%	0%
Other		5%	5%	4%
Prefer not to say		7%	11%	13%



## EXPLORE THE FULL SURVEY RESULTS

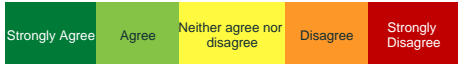
This section shows results for all the survey questions grouped by key themes.

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Some key comparisons are provided.

HEALTH QUESTIONS	RESPONSE SCALE					AGREEMENT %	HEALTH
Q1. Morale is good in my team	16	46	15	16	7	63%	59%
Q2. I believe I am valued for what I can offer at my workplace	21	49	14	10		70%	69%
Q3. In my workplace, we recognise our successes and innovations	17	47	20	12		64%	64%
Q4. Staff are treated respectfully regardless of their job	19	50	14	11		69%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	14	36	25	14	12	49%	49%
Q6. Overall, I have confidence in the decisions made by my senior managers	12	39	24	15	10	51%	50%

KEY





## EXPLORE THE FULL SURVEY RESULTS

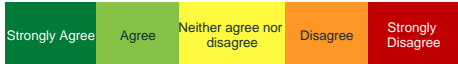
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

HEALTH QUESTIONS	RESPONSE SCALE					AGREEMENT %	HEALTH
Q7. I have a say in decisions which affect my work	11	41	22	17	8	53%	50%
Q8. Where I work, we share the lessons learnt when mistakes are made	14	53	17	11		67%	64%
Q9. My team's objectives/work plans are clearly outlined	13	48	22	12		61%	64%
Q10. Our objectives/work plans help us to deliver a quality service	15	50	24	7		65%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	10	28	35	14	13	38%	41%

KEY



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

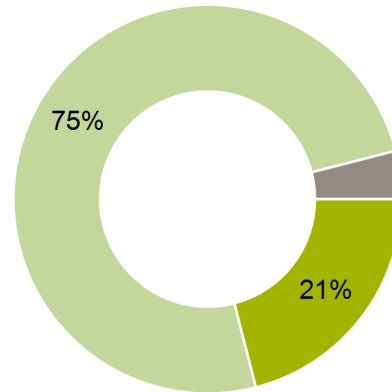
	RESPONSE SCALE	PERCENTAGE%
<b>Gender</b>		
Male		20%
Female		79%
Other		1%
<b>Age</b>		
<35		21%
35 - 54		52%
> 54		26%

# PROFILE OF RESPONDENTS

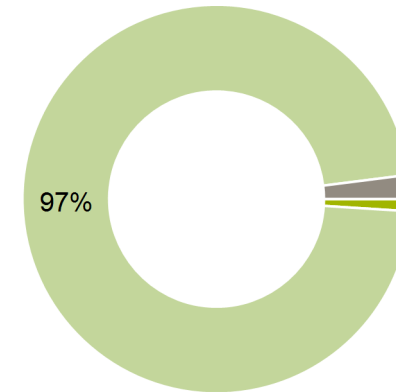


## PERSONAL PROFILES

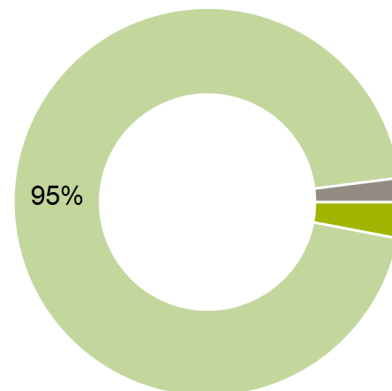
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



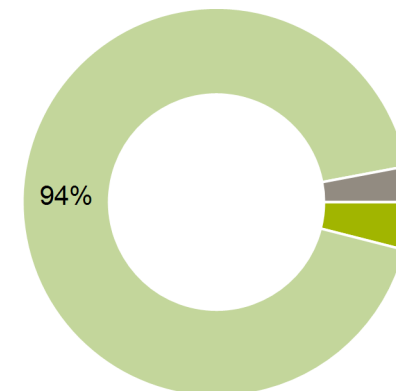
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



DO YOU HAVE A DISABILITY?



DO YOU IDENTIFY AS LGBTI?



KEY



# PROFILE OF RESPONDENTS



## WORK PROFILES

TENURE IN ORGANISATION	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		11%
1 - 2 years		11%
2 - 5 years		19%
5 - 10 years		23%
10 - 20 years		20%
More than 20 years		17%



# PROFILE OF RESPONDENTS



## WORK PROFILES

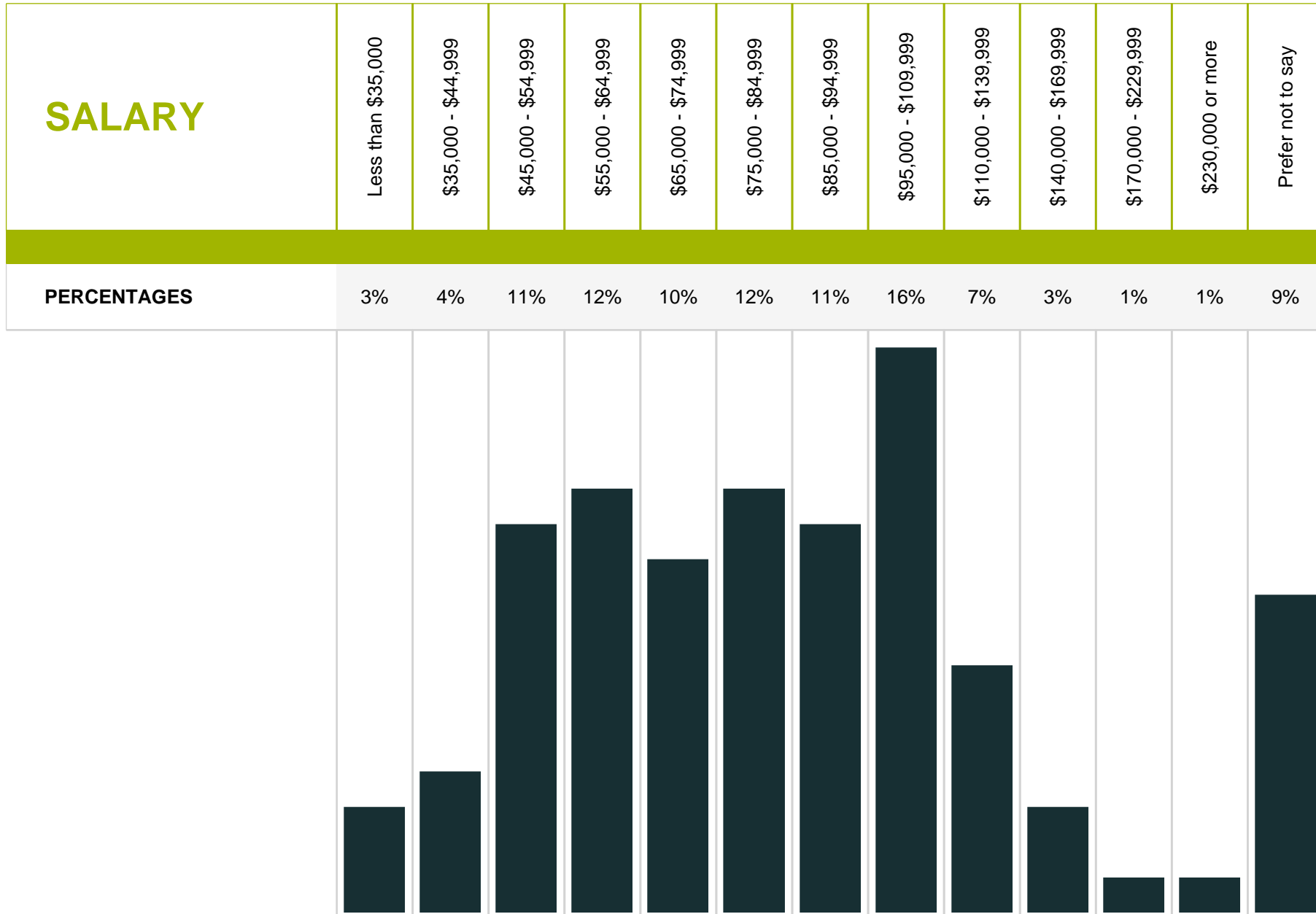
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		61%
Other service delivery work		4%
Administrative support		13%
Corporate services		10%
Policy		0%
Research		1%
Program and project management support		3%
Legal (including developing and/or reviewing legislation)		0%
Other		7%

# PROFILE OF RESPONDENTS



## WORK PROFILES

### SALARY



# RESULTS BY TYPE OF WORK



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Northern Sydney Local Health District	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
<b>NUMBER OF RESPONDENTS</b>	1719	898	64	197	141	2	9	50	3	98
<b>ENGAGEMENT</b>	64%	64%	62%	68%	64%	(r)	(r)	61%	(r)	62%
<b>SENIOR MANAGERS</b>	42%	40%	38%	47%	46%	(r)	(r)	38%	(r)	47%
<b>COMMUNICATION</b>	56%	55%	53%	61%	56%	(r)	(r)	60%	(r)	61%
<b>HIGH PERFORMANCE</b>	68%	68%	63%	70%	65%	(r)	(r)	67%	(r)	67%
<b>PUBLIC SECTOR VALUES</b>	65%	64%	58%	68%	65%	(r)	(r)	65%	(r)	65%
<b>DIVERSITY &amp; INCLUSION</b>	65%	64%	61%	70%	65%	(r)	(r)	67%	(r)	67%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# RESULTS BY SALARY



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Northern Sydney Local Health District	Less than \$35,000	\$35,000 - \$44,999	\$45,000 - \$54,999	\$55,000 - \$64,999	\$65,000 - \$74,999	\$75,000 - \$84,999	\$85,000 - \$94,999	\$95,000 - \$109,999	\$110,000 - \$139,999	\$140,000 - \$169,999	\$170,000 - \$229,999	\$230,000 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	1719	51	57	161	169	153	178	162	238	102	38	16	16	128
<b>ENGAGEMENT</b>	64%	75%	71%	62%	66%	60%	60%	64%	63%	65%	71%	(r)	(r)	65%
<b>SENIOR MANAGERS</b>	42%	56%	42%	36%	46%	32%	35%	43%	46%	52%	54%	(r)	(r)	39%
<b>COMMUNICATION</b>	56%	69%	58%	49%	60%	51%	51%	54%	58%	67%	73%	(r)	(r)	52%
<b>HIGH PERFORMANCE</b>	68%	76%	68%	62%	70%	64%	65%	68%	69%	74%	77%	(r)	(r)	64%
<b>PUBLIC SECTOR VALUES</b>	65%	73%	68%	59%	66%	59%	61%	65%	67%	71%	75%	(r)	(r)	61%
<b>DIVERSITY &amp; INCLUSION</b>	65%	79%	69%	58%	68%	61%	59%	63%	66%	73%	78%	(r)	(r)	62%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# RESULTS BY TENURE IN ORGANISATION



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Northern Sydney Local Health District	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
<b>NUMBER OF RESPONDENTS</b>	1719	162	155	274	343	289	246
<b>ENGAGEMENT</b>	64%	73%	68%	64%	60%	63%	63%
<b>SENIOR MANAGERS</b>	42%	52%	52%	41%	35%	43%	39%
<b>COMMUNICATION</b>	56%	70%	64%	56%	51%	53%	53%
<b>HIGH PERFORMANCE</b>	68%	77%	73%	68%	62%	66%	66%
<b>PUBLIC SECTOR VALUES</b>	65%	74%	70%	65%	59%	64%	62%
<b>DIVERSITY &amp; INCLUSION</b>	65%	78%	73%	65%	59%	63%	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 AGE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Northern Sydney Local Health District	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
<b>NUMBER OF RESPONDENTS</b>	1719	3	32	126	151	151	180	203	230	220	120	43
<b>ENGAGEMENT</b>	64%	(r)	77%	67%	63%	64%	63%	63%	64%	63%	63%	66%
<b>SENIOR MANAGERS</b>	42%	(r)	58%	44%	41%	42%	43%	41%	43%	42%	34%	41%
<b>COMMUNICATION</b>	56%	(r)	65%	60%	58%	57%	56%	55%	56%	58%	51%	56%
<b>HIGH PERFORMANCE</b>	68%	(r)	78%	72%	69%	68%	66%	66%	67%	67%	66%	67%
<b>PUBLIC SECTOR VALUES</b>	65%	(r)	73%	69%	65%	65%	64%	64%	64%	64%	62%	63%
<b>DIVERSITY &amp; INCLUSION</b>	65%	(r)	75%	70%	67%	67%	64%	62%	64%	64%	64%	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 GENDER



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Northern Sydney Local Health District	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	1719	286	1142	12
<b>ENGAGEMENT</b>	64%	62%	65%	(r)
<b>SENIOR MANAGERS</b>	42%	42%	42%	(r)
<b>COMMUNICATION</b>	56%	57%	57%	(r)
<b>HIGH PERFORMANCE</b>	68%	64%	69%	(r)
<b>PUBLIC SECTOR VALUES</b>	65%	63%	65%	(r)
<b>DIVERSITY &amp; INCLUSION</b>	65%	64%	66%	(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

# RESULTS BY CURRENT ROLE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Northern Sydney Local Health District	Junior Medical Officer	Career Medical Officer, Hospitalist	Staff Specialist	Visiting Medical Officer	Clinical Academic	Assistant in Nursing	Enrolled Nurse	Registered Nurse/Midwife, Clinical Nurse/Midwife Specialist/Consultant, Practitioner	Nurse/Midwifery Educator and Clinical Nurse/Midwifery Educator	Nurse/Midwifery Manager	Support Officers	Information Management	Clinical Support Executive
<b>NUMBER OF RESPONDENTS</b>	1719	37	1	25	2	0	6	13	219	25	52	48	22	4
<b>ENGAGEMENT</b>	64%	70%	(r)	(r)	(r)	(r)	(r)	(r)	63%	(r)	73%	67%	(r)	(r)
<b>SENIOR MANAGERS</b>	42%	56%	(r)	(r)	(r)	(r)	(r)	(r)	39%	(r)	65%	39%	(r)	(r)
<b>COMMUNICATION</b>	56%	70%	(r)	(r)	(r)	(r)	(r)	(r)	50%	(r)	74%	59%	(r)	(r)
<b>HIGH PERFORMANCE</b>	68%	77%	(r)	(r)	(r)	(r)	(r)	(r)	67%	(r)	82%	66%	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	65%	75%	(r)	(r)	(r)	(r)	(r)	(r)	63%	(r)	80%	63%	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	65%	69%	(r)	(r)	(r)	(r)	(r)	(r)	59%	(r)	80%	68%	(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



# RESULTS BY CURRENT ROLE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Northern Sydney Local Health District	Administrative and Executive Assistant	Corporate Services	Senior Manager/Executive	Allied Health Professional	Allied Health Assistant	Health Education, Health Promotion and Health Protection	Counsellor, Welfare Support	Interpreters and Liaison Officer	Aboriginal Health Workers and Aboriginal Education Officers	Technician/Technologist	Hospital Scientist/Biomedical Engineers	Researchers	Data Analyst
<b>NUMBER OF RESPONDENTS</b>	1719	59	71	16	146	7	5	4	0	0	8	3	3	4
<b>ENGAGEMENT</b>	64%	67%	63%	(r)	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	42%	49%	45%	(r)	44%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	56%	65%	57%	(r)	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	68%	72%	66%	(r)	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	65%	71%	65%	(r)	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	65%	74%	66%	(r)	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# RESULTS BY CURRENT ROLE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Northern Sydney Local Health District	Technical Officers/Technical Assistant	Dental Officer, Therapists and Hygienist	Dental Specialist	Dental Assistant	Trainee Dental Assistant	Operational Ambulance Officers	Operational Ambulance Managers	Project Director	Project Manager	Project Officer	Cleaning, Linen and Food	Motor Vehicle, Patient Transport	Security Services, Fire Safety
<b>NUMBER OF RESPONDENTS</b>	1719	2	2	0	1	0	0	0	3	6	6	5	0	2
<b>ENGAGEMENT</b>	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	42%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# RESULTS BY CURRENT ROLE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Northern Sydney Local Health District	Residential Care Attendant, Patient Care Assistant, Patient Services, Wardsperson	Warehouse staff	Tradesperson	Apprentice Trade Worker and Trade Assistant	Trainee	Volunteer	Other job role	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	1719	0	0	3	1	0	0	31	34
<b>ENGAGEMENT</b>	64%	(r)	(r)	(r)	(r)	(r)	(r)	60%	63%
<b>SENIOR MANAGERS</b>	42%	(r)	(r)	(r)	(r)	(r)	(r)	39%	30%
<b>COMMUNICATION</b>	56%	(r)	(r)	(r)	(r)	(r)	(r)	55%	42%
<b>HIGH PERFORMANCE</b>	68%	(r)	(r)	(r)	(r)	(r)	(r)	66%	58%
<b>PUBLIC SECTOR VALUES</b>	65%	(r)	(r)	(r)	(r)	(r)	(r)	63%	57%
<b>DIVERSITY &amp; INCLUSION</b>	65%	(r)	(r)	(r)	(r)	(r)	(r)	67%	54%

### 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



## WHAT'S NEXT?

Sector employees have now 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.

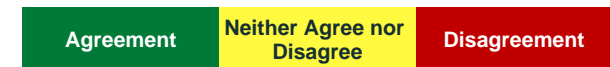
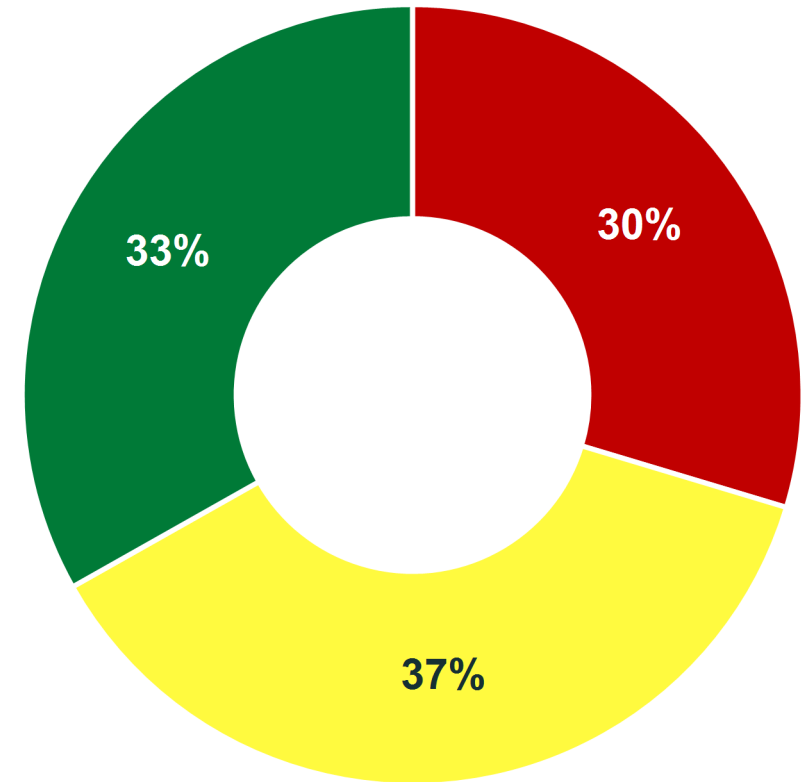
# 33%

of employees replied favourably to:

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

**32%**  
SECTOR

**34%**  
CLUSTER



# GUIDE TO THIS REPORT

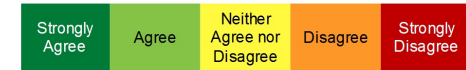
## **i** ANONYMITY RULES

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

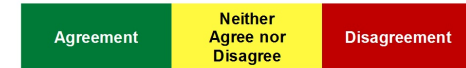
There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees). Where people work in small teams, the results are merged with 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. In reports, the Strongly Agree and Agree scores are combined to create an agreement (or positive) score which is shown as a rounded percentage.



Previous surveys had a 4-point answer scale, which means that comparisons are limited for this year only. Some scales, such as those used for the Engagement Index, are unchanged.



## **i** HOW THE DRIVERS AND INFLUENCERS ARE DERIVED

ORC International employs SPSS software to fully interrogate the results and perform appropriate calculations. Our statisticians need a minimum of **30 responses** from a team to perform the analysis to determine the top influences of engagement, leadership and other key question groups.

Statistical techniques applied for this analysis include **Factor Analysis** which identifies patterns in data and allows the statistician to assess whether the attitude questions are measuring the same underlying theme or characteristic.

**Regression Analysis** then involves building a statistical model based on research that employee engagement is affected by various elements of the workplace such as line manager, learning & development, reward and recognition, job role, etc. This analysis assigns importance weights to the attributes that have been measured. It relies on certain assumptions, one of which is that the variables used in the model should, by definition, not be strongly related to each other. The outcome of these techniques is a list of questions which we can say have the highest association with the engagement index, or more simply, are the most significant influencers of employee engagement

## **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%. Example below:

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Total
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%