

# PEOPLE MATTER 2017

## NSW Public Sector Employee Survey

Nurse  
Teacher  
Librarian  
Accountant  
Police Officer  
Doctor Policy Analyst Surveyor Scientist Barrister Solicitor Social Worker Welfare  
Worker Laboratory Technician Turner Plumber Electrician Zookeeper Cleaner  
Ambulance Officer Fitter Youth Worker Hospital Orderly Cleaner Fire Fighter Clerk  
Engineer Receptionist Supervisor Ship's Engineer  
Nurse Police Officer Museum Guide Conservator Fitter Electrician Linesworker  
Solicitor Cable Jointer Nurse Librarian Advisor  
Warden Prison Officer Technician Administrator  
Train Driver Bus Driver Policy Analyst Fitter  
Surveyor Scientist Nurse Welfare Worker  
Laboratory Turner Plumber Ambulance Officer Youth  
Worker Hospital Orderly Receptionist Labourer Jointer  
Solicitor Caretaker Cross Engineer Ship's Officer Ship's  
Master Marine Transport Professional Showright Curator Museum Guide  
Conservator Plant Operator Cable Engineer  
Plant Operator Nurse Doctor Teacher Train Driver Accountant Librarian  
Policy Analyst Supervisor Social Worker  
Welfare Worker Laboratory Technician Turner Plumber  
Electrician Social Worker Cleaner Fitter Fire Fighter  
Curator Fitter Museum Guide Conservator Plant  
Operator Engineer Electrical Linesworker  
Cable Jointer Plant  
Operator Ranger  
Teacher Nurse  
Librarian  
Advisor

### AGENCY REPORT

Health

## Northern Sydney Local Health District

## RESPONSE RATE

# 23%

2,599 OF 11,097 TOTAL RESPONDENTS

## EMPLOYEE ENGAGEMENT

# 65%

DIFFERENCE FROM 2016 +1

DIFFERENCE FROM CLUSTER +2

DIFFERENCE FROM PUBLIC SECTOR +1

## SENIOR MANAGERS

# 43%

DIFFERENCE FROM 2016 +1

DIFFERENCE FROM CLUSTER -2

DIFFERENCE FROM PUBLIC SECTOR -4

## COMMUNICATION

# 58%

DIFFERENCE FROM 2016 +1

DIFFERENCE FROM CLUSTER 0

DIFFERENCE FROM PUBLIC SECTOR -2



## QUESTIONS ARE GROUPED INTO THEMES IN THIS REPORT.

This page compares the aggregate scores for key themes. The individual questions in each group are listed in the All Questions section. Comparisons with 2016 are not included where the number of questions were reduced for 2017.

The Employee Engagement score 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 or closing a partially completed survey then needing to start a new one if their password is forgotten or lost.

## ENGAGEMENT WITH WORK

# 73%

DIFFERENCE FROM CLUSTER +1

DIFFERENCE FROM PUBLIC SECTOR +1

## HIGH PERFORMANCE

# 63%

DIFFERENCE FROM CLUSTER 0

DIFFERENCE FROM PUBLIC SECTOR 0

## PUBLIC SECTOR VALUES

# 59%

DIFFERENCE FROM CLUSTER +1

DIFFERENCE FROM PUBLIC SECTOR -2

## DIVERSITY & INCLUSION

# 65%

DIFFERENCE FROM CLUSTER 0

DIFFERENCE FROM PUBLIC SECTOR -2

# KEY DRIVERS OF ENGAGEMENT



## WHAT TO FOCUS ON?

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 reporting level.

If engagement scores are high, other scores are often high as well.

|   |  | AGREEMENT  | % AGREEMENT<br>2016 | AGREEMENT<br>CLUSTER | % AGREEMENT<br>PUBLIC<br>SECTOR |
|---|--|------------|---------------------|----------------------|---------------------------------|
| 1 | <b>Q7f.</b> My organisation is committed to developing its employees                           | <b>52%</b> | 53%                 | 49%                  | 50%                             |
| 2 | <b>Q7a.</b> My organisation focuses on improving the work we do                                | <b>69%</b> | 75%                 | 67%                  | 69%                             |
| 3 | <b>Q7c.</b> I feel that change is managed well in my organisation                              | <b>41%</b> | 41%                 | 41%                  | 39%                             |
| 4 | <b>Q6c.</b> I feel that senior managers model the values of my organisation                    | <b>45%</b> | 42%                 | 45%                  | 48%                             |
| 5 | <b>Q7b.</b> My organisation is making the necessary improvements to meet our future challenges | <b>54%</b> | 59%                 | 55%                  | 57%                             |
| 6 | <b>Q7d.</b> There is good co-operation between teams across our organisation                   | <b>50%</b> | 49%                 | 48%                  | 47%                             |

# HIGHEST AND LOWEST QUESTIONS

## + HIGHEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

|     |   |     |
|-----|---|-----|
| 1a. | I understand what is expected of me to do well in my role   | 92% |
| 2a. | My workgroup strives to achieve customer/client satisfaction  | 87% |
| 2c. | I receive help and support from other members of my workgroup                                       | 81% |
| 2b. | My workgroup works collaboratively to achieve its objectives  | 80% |
| 1c. | My job gives me a feeling of personal accomplishment  | 78% |
| 2e. | People in my workgroup treat each other with respect  | 75% |
| 8b. | Personal background is not a barrier to success in my organisation                                  | 74% |
| 1d. | I feel motivated to contribute more than what is normally required at work                          | 73% |
| 8a. | My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas) | 73% |
| 5b. | My manager listens to what I have to say  | 72% |

## - LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

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



### 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'.

# MOST AND LEAST IMPROVED QUESTIONS

## + MOST IMPROVED QUESTIONS

AGREEMENT  
2017

AGREEMENT  
2016

|  | AGREEMENT<br>2017 | AGREEMENT<br>2016 |
|--|-------------------|-------------------|
| 1e. I am satisfied with my job   | 69%               | 62%               |
| 3g. I am satisfied with the opportunities available for career development in my organisation            | 53%               | 46%               |
| 3e. My performance is assessed against clear criteria  | 59%               | 53%               |
| 3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results | 63%               | 58%               |
| 2b. My workgroup works collaboratively to achieve its objectives   | 80%               | 75%               |
| 1b. I am provided with the support I need to do my best at work  | 64%               | 59%               |
| 2e. People in my workgroup treat each other with respect   | 75%               | 71%               |
| 1f. I am able to keep my work stress at an acceptable level  | 63%               | 59%               |
| 6i. Senior managers in my organisation support the career advancement of women                           | 49%               | 45%               |
| 8d. How satisfied are you with your ability to access and use flexible working arrangements?             | 56%               | 53%               |

## - LEAST IMPROVED QUESTIONS

AGREEMENT  
2017

AGREEMENT  
2016

|   | AGREEMENT<br>2017 | AGREEMENT<br>2016 |
|---|-------------------|-------------------|
| 7a. My organisation focuses on improving the work we do   | 69%               | 75%               |
| 7b. My organisation is making the necessary improvements to meet our future challenges                  | 54%               | 59%               |
| 9a. I have confidence in the ways my organisation resolves grievances                                   | 40%               | 43%               |
| 6e. Senior managers promote collaboration between my organisation and other organisations we work with  | 42%               | 45%               |
| 1d. I feel motivated to contribute more than what is normally required at work                          | 73%               | 75%               |
| 3f. I have received appropriate training and development to do my job well                              | 68%               | 69%               |
| 4a. I am paid fairly for the work I do  | 52%               | 53%               |
| 7f. My organisation is committed to developing its employees  | 52%               | 53%               |
| 8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas) | 73%               | 74%               |
| 5a. My manager encourages people in my workgroup to keep improving the work they do                     | 70%               | 71%               |



### YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

# BUSINESS UNIT COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Northern Sydney Local Health District

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

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

|                       | Northern Sydney Local Health District | District Finance | Drug & Alcohol Services | Hornsby - Anaesthetics and Surgery | Hornsby Medicine, Emergency and ICU | Imaging Services | Information & Communication Technology | Manly - Division of Nursing | Manly - Non Nursing Divisions | Mental Health Services | Population Health, Special Purpose & Trust and Other Services | Primary and Community Health Other | Primary and Community Health Sydney Home Nursing | Workforce & Culture Directorate |
|-----------------------|---------------------------------------|------------------|-------------------------|------------------------------------|-------------------------------------|------------------|--|-----------------------------|-------------------------------|------------------------|---|------------------------------------|--|---------------------------------|
| NUMBER OF RESPONDENTS | 2599                                  | 88               | 34                      | 26                                 | 24                                  | 22               | 81                                     | 95                          | 84                            | 236                    | 13  | 94                                 | 46   | 89                              |
| EMPLOYEE ENGAGEMENT   | 65%                                   | 63%              | 57%                     | 75%                                | 68%                                 | 60%              | 50%                                    | 71%                         | 68%                           | 61%                    | 61%   | 65%                                | 79%  | 63%                             |
| ENGAGEMENT WITH WORK  | 73%                                   | 65%              | 68%                     | 79%                                | 76%                                 | 60%              | 46%                                    | 77%                         | 72%                           | 72%                    | 77%   | 74%                                | 85%  | 75%                             |
| SENIOR MANAGERS       | 43%                                   | 38%              | 27%                     | 57%                                | 61%                                 | 30%              | 34%                                    | 50%                         | 46%                           | 43%                    | 38%   | 53%                                | 64%  | 46%                             |
| COMMUNICATION         | 58%                                   | 59%              | 44%                     | 63%                                | 73%                                 | 45%              | 43%                                    | 62%                         | 58%                           | 59%                    | 46%   | 66%                                | 67%  | 59%                             |
| HIGH PERFORMANCE      | 63%                                   | 57%              | 50%                     | 68%                                | 72%                                 | 48%              | 46%                                    | 71%                         | 63%                           | 60%                    | 61%   | 70%                                | 78%  | 64%                             |
| PUBLIC SECTOR VALUES  | 59%                                   | 55%              | 42%                     | 64%                                | 74%                                 | 46%              | 45%                                    | 65%                         | 61%                           | 56%                    | 50%   | 67%                                | 75%  | 61%                             |
| DIVERSITY & INCLUSION | 65%                                   | 67%              | 58%                     | 70%                                | 76%                                 | 50%              | 55%                                    | 69%                         | 67%                           | 64%                    | 62%   | 68%                                | 73%  | 70%                             |

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

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This page compares key question group scores for Northern Sydney Local Health District

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

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

|                       | Northern Sydney Local Health District | Hornsby - Corporate Services | Hornsby - Medical Services | Hornsby - Nursing | Hornsby - Primary and Comm Health, Rehab and Aged Care | Hornsby - Women's, Children and Family Health | RNS - PPP (Healthshare) | Royal North Shore Division of Medicine | Royal North Shore Junior Medical Officers | Royal North Shore Prim & Community Care | Royal North Shore Surgery and Anaesthetics | Royal North Shore Women's, Children and Family Health | Ryde - Division of Nursing | Ryde - Non Nursing Divisions |
|-----------------------|---------------------------------------|------------------------------|----------------------------|-------------------|--|---|-------------------------|--|---|---|--|---|----------------------------|------------------------------|
| NUMBER OF RESPONDENTS | 2599                                  | 21                           | 21                         | 85                | 33   | 28  | 28                      | 188                                    | 34  | 77                                      | 139  | 111   | 79                         | 60                           |
| EMPLOYEE ENGAGEMENT   | 65%                                   | 63%                          | 60%                        | 70%               | 66%  | 69%   | 70%                     | 69%                                    | 78%                                       | 65%                                     | 70%  | 67%   | 69%                        | 68%                          |
| ENGAGEMENT WITH WORK  | 73%                                   | 73%                          | 62%                        | 77%               | 80%  | 81%   | 86%                     | 75%                                    | 87%                                       | 76%                                     | 78%  | 77%   | 81%                        | 70%                          |
| SENIOR MANAGERS       | 43%                                   | 34%                          | 31%                        | 48%               | 39%  | 37%   | 45%                     | 44%                                    | 57%                                       | 40%                                     | 44%  | 41%   | 50%                        | 49%                          |
| COMMUNICATION         | 58%                                   | 47%                          | 44%                        | 61%               | 55%  | 46%   | 67%                     | 58%                                    | 74%                                       | 58%                                     | 54%  | 52%   | 62%                        | 60%                          |
| HIGH PERFORMANCE      | 63%                                   | 50%                          | 54%                        | 70%               | 64%  | 57%   | 70%                     | 63%                                    | 80%                                       | 65%                                     | 63%  | 66%   | 71%                        | 64%                          |
| PUBLIC SECTOR VALUES  | 59%                                   | 44%                          | 44%                        | 63%               | 57%  | 55%   | 64%                     | 59%                                    | 74%                                       | 59%                                     | 58%  | 59%   | 65%                        | 62%                          |
| DIVERSITY & INCLUSION | 65%                                   | 48%                          | 52%                        | 70%               | 63%  | 57%   | 72%                     | 66%                                    | 75%                                       | 67%                                     | 64%  | 60%   | 74%                        | 65%                          |

### 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 Northern Sydney Local Health District

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

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

|                       | Northern Sydney Local Health District | Allied Health - Hornsby Ku-Ring-Gai Health Service | Allied Health - Northern Beaches Health Service | Allied Health - Royal North Shore | Allied Health - Ryde | Mona Vale - Division of Nursing | Mona Vale - Non Nursing Divisions | Royal North Shore NAMO, Casual & Agency | Royal North Shore Operations and Other Services |
|-----------------------|---------------------------------------|--|---|-----------------------------------|----------------------|---------------------------------|-----------------------------------|---|---|
| NUMBER OF RESPONDENTS | 2599                                  | 82   | 71  | 99                                | 26                   | 80                              | 62                                | 62                                      | 104   |
| EMPLOYEE ENGAGEMENT   | 65%                                   | 66%  | 65%   | 69%                               | 61%                  | 57%                             | 63%                               | 74%                                     | 66%   |
| ENGAGEMENT WITH WORK  | 73%                                   | 80%  | 75%   | 79%                               | 77%                  | 68%                             | 71%                               | 70%                                     | 75%   |
| SENIOR MANAGERS       | 43%                                   | 32%  | 40%   | 48%                               | 33%                  | 31%                             | 35%                               | 53%                                     | 50%   |
| COMMUNICATION         | 58%                                   | 60%  | 63%   | 62%                               | 56%                  | 47%                             | 52%                               | 60%                                     | 63%   |
| HIGH PERFORMANCE      | 63%                                   | 64%  | 66%   | 68%                               | 61%                  | 58%                             | 59%                               | 67%                                     | 64%   |
| PUBLIC SECTOR VALUES  | 59%                                   | 55%  | 61%   | 62%                               | 54%                  | 51%                             | 52%                               | 64%                                     | 62%   |
| DIVERSITY & INCLUSION | 65%                                   | 72%  | 68%   | 68%                               | 62%                  | 54%                             | 66%                               | 66%                                     | 69%   |

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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

| EMPLOYEE ENGAGEMENT   | 65% RESPONSE SCALE | AGREEMENT 2017 | AGREEMENT 2016 | CLUSTER 2017 | PUBLIC SECTOR 2017 |
|---|--------------------|----------------|----------------|--------------|--------------------|
| Q7i. I would recommend my organisation as a great place to work     |                    | 62%            | 60%            | 59%          | 60%                |
| Q7j. I am proud to tell others I work for my organisation           |                    | 71%            | 68%            | 67%          | 68%                |
| Q7k. I feel a strong personal attachment to my organisation         |                    | 64%            | 62%            | 61%          | 63%                |
| Q7l. My organisation motivates me to help it achieve its objectives |                    | 53%            | 53%            | 52%          | 53%                |
| Q7m. My organisation inspires me to do the best in my job           |                    | 54%            | 54%            | 53%          | 53%                |

KEY





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Questions are grouped by themes in this report.

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

| ENGAGEMENT WITH WORK  | 73% RESPONSE SCALE |    |    |    | AGREEMENT 2017 | AGREEMENT 2016 | CLUSTER 2017 | PUBLIC SECTOR 2017 |
|---|--------------------|----|----|----|----------------|----------------|--------------|--------------------|
| Q1c. My job gives me a feeling of personal accomplishment                       | 29                 | 48 | 13 |    | 78%            | 76%            | 76%          | 75%                |
| Q1d. I feel motivated to contribute more than what is normally required at work | 29                 | 44 | 15 | 8  | 73%            | 75%            | 72%          | 72%                |
| Q1e. I am satisfied with my job   | 21                 | 48 | 17 | 10 | 69%            | 62%            | 68%          | 68%                |

KEY





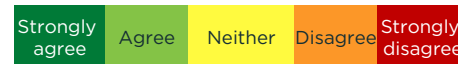
## EXPLORE THE FULL RESULTS

Questions are grouped by themes 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   | 43% RESPONSE SCALE |    |    |    |    | AGREEMENT 2017 | AGREEMENT 2016 | CLUSTER 2017 | PUBLIC SECTOR 2017 |
|---|--------------------|----|----|----|----|----------------|----------------|--------------|--------------------|
| Q6a. I believe senior managers provide clear direction for the future of the organisation                 | 11                 | 32 | 32 | 15 | 10 | 43%            | 41%            | 45%          | 48%                |
| Q6b. I feel that senior managers effectively lead and manage change                                       | 10                 | 31 | 31 | 16 | 12 | 41%            | 39%            | 43%          | 44%                |
| Q6c. I feel that senior managers model the values of my organisation                                      | 11                 | 34 | 30 | 13 | 12 | 45%            | 42%            | 45%          | 48%                |
| Q6d. Senior managers encourage innovation by employees  | 10                 | 34 | 33 | 14 | 8  | 45%            | 43%            | 46%          | 48%                |
| Q6e. Senior managers promote collaboration between my organisation and other organisations we work with   | 10                 | 32 | 38 | 12 | 8  | 42%            | 45%            | 47%          | 51%                |
| Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives | 12                 | 41 | 30 | 9  | 7  | 53%            | 51%            | 56%          | 60%                |
| Q6g. I feel that senior managers keep employees informed about what's going on                            | 9                  | 33 | 30 | 16 | 12 | 42%            | 40%            | 42%          | 45%                |
| Q6h. I feel that senior managers listen to employees  | 9                  | 28 | 33 | 18 | 13 | 36%            | 34%            | 38%          | 41%                |
| Q7c. I feel that change is managed well in my organisation  | 9                  | 32 | 33 | 18 | 8  | 41%            | 41%            | 41%          | 39%                |

KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by themes 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  | 58% RESPONSE SCALE |    |    |    | AGREEMENT 2017 | AGREEMENT 2016 | CLUSTER 2017 | PUBLIC SECTOR 2017 |
|--|--------------------|----|----|----|----------------|----------------|--------------|--------------------|
| Q5c. My manager communicates effectively with me                                   | 27                 | 41 | 16 | 10 | 68%            | 66%            | 68%          | 70%                |
| Q5d. My manager encourages and values employee input                               | 28                 | 41 | 16 | 9  | 69%            | 67%            | 68%          | 71%                |
| Q5e. My manager involves my workgroup in decisions about our work                  | 23                 | 42 | 19 | 11 | 64%            | 63%            | 63%          | 65%                |
| Q6g. I feel that senior managers keep employees informed about what's going on     | 9                  | 33 | 30 | 16 | 42%            | 40%            | 42%          | 45%                |
| Q6h. I feel that senior managers listen to employees                               | 9                  | 28 | 33 | 18 | 36%            | 34%            | 38%          | 41%                |
| Q8c. I am able to speak up and share a different view to my colleagues and manager | 19                 | 47 | 18 | 10 | 66%            | 66%            | 65%          | 66%                |

KEY





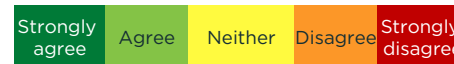
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

|   | HIGH PERFORMANCE |    | 63% RESPONSE SCALE | AGREEMENT 2017 | AGREEMENT 2016 | CLUSTER 2017 | PUBLIC SECTOR 2017 |     |     |
|---|------------------|----|--------------------|----------------|----------------|--------------|--------------------|-----|-----|
| Q1a. I understand what is expected of me to do well in my role  | 43               | 48 |                    | 92%            | 90%            | 91%          | 90%                |     |     |
| Q2b. My workgroup works collaboratively to achieve its objectives                                       | 33               | 47 | 11                 | 80%            | 75%            | 77%          | 78%                |     |     |
| Q3f. I have received appropriate training and development to do my job well                             | 21               | 47 | 19                 | 10             | 68%            | 69%          | 68%                | 62% |     |
| Q5a. My manager encourages people in my workgroup to keep improving the work they do                    | 25               | 46 | 18                 | 8              | 70%            | 71%          | 70%                | 72% |     |
| Q5f. I have confidence in the decisions my manager makes  | 25               | 40 | 20                 | 8              | 65%            | 65%          | 64%                | 67% |     |
| Q6d. Senior managers encourage innovation by employees  | 10               | 34 | 33                 | 14             | 8              | 45%          | 43%                | 46% | 48% |
| Q6e. Senior managers promote collaboration between my organisation and other organisations we work with | 10               | 32 | 38                 | 12             | 8              | 42%          | 45%                | 47% | 51% |
| Q7a. My organisation focuses on improving the work we do  | 16               | 52 | 21                 |                | 69%            | 75%          | 67%                | 69% |     |
| Q7b. My organisation is making the necessary improvements to meet our future challenges                 | 12               | 42 | 28                 | 13             | 54%            | 59%          | 55%                | 57% |     |

KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by themes 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 |    |    |    |  | 63% RESPONSE SCALE |     |     |     | AGREEMENT 2017 | AGREEMENT 2016 | CLUSTER 2017 | PUBLIC SECTOR 2017 |
|---|------------------|----|----|----|--|--------------------|-----|-----|-----|----------------|----------------|--------------|--------------------|
| Q7d. There is good co-operation between teams across our organisation | 10               | 40 | 29 | 15 |  | 50%                | 49% | 48% | 47% |                |                |              |                    |
| Q7h. My organisation generally selects capable people to do the job   | 9                | 48 | 25 | 12 |  | 57%                | 55% | 53% | 52% |                |                |              |                    |

KEY





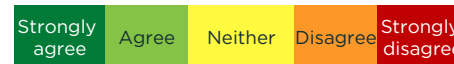
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

| PUBLIC SECTOR VALUES  |  | 59% RESPONSE SCALE |    |    | AGREEMENT 2017 | AGREEMENT 2016 | CLUSTER 2017 | PUBLIC SECTOR 2017 |     |     |
|---|--|--------------------|----|----|----------------|----------------|--------------|--------------------|-----|-----|
| Q2a. My workgroup strives to achieve customer/client satisfaction   |  | 39                 | 48 | 9  | 87%            | 85%            | 86%          | 85%                |     |     |
| Q2e. People in my workgroup treat each other with respect   |  | 30                 | 45 | 13 | 7              | 75%            | 71%          | 70%                | 74% |     |
| Q5a. My manager encourages people in my workgroup to keep improving the work they do                      |  | 25                 | 46 | 18 | 8              | 70%            | 71%          | 70%                | 72% |     |
| Q5b. My manager listens to what I have to say   |  | 29                 | 43 | 15 | 7              | 72%            | 71%          | 71%                | 75% |     |
| Q6a. I believe senior managers provide clear direction for the future of the organisation                 |  | 11                 | 32 | 32 | 15             | 10             | 43%          | 41%                | 45% | 48% |
| Q6c. I feel that senior managers model the values of my organisation                                      |  | 11                 | 34 | 30 | 13             | 12             | 45%          | 42%                | 45% | 48% |
| Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives |  | 12                 | 41 | 30 | 9              | 7              | 53%          | 51%                | 56% | 60% |
| Q6g. I feel that senior managers keep employees informed about what's going on                            |  | 9                  | 33 | 30 | 16             | 12             | 42%          | 40%                | 42% | 45% |
| Q6h. I feel that senior managers listen to employees  |  | 9                  | 28 | 33 | 18             | 13             | 36%          | 34%                | 38% | 41% |

KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by themes 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   |  | 59% RESPONSE SCALE |     |     |     | AGREEMENT 2017 | AGREEMENT 2016 | CLUSTER 2017 | PUBLIC SECTOR 2017 |
|--|--|--------------------|-----|-----|-----|----------------|----------------|--------------|--------------------|
| Q7a. My organisation focuses on improving the work we do                 |  | 69%                | 75% | 67% | 69% |                |                |              |                    |
| Q7e. People in my organisation take responsibility for their own actions |  | 51%                | 51% | 47% | 47% |                |                |              |                    |

KEY







## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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

| DIVERSITY & INCLUSION  |  | 65% RESPONSE SCALE |    |    |    | AGREEMENT 2017 | AGREEMENT 2016 | CLUSTER 2017 | PUBLIC SECTOR 2017 |
|--|--|--------------------|----|----|----|----------------|----------------|--------------|--------------------|
| Q1b. I am provided with the support I need to do my best at work   |  | 20                 | 44 | 18 | 13 | 64%            | 59%            | 64%          | 63%                |
| Q5b. My manager listens to what I have to say  |  | 29                 | 43 | 15 | 7  | 72%            | 71%            | 71%          | 75%                |
| Q5d. My manager encourages and values employee input   |  | 28                 | 41 | 16 | 9  | 69%            | 67%            | 68%          | 71%                |
| Q6i. Senior managers in my organisation support the career advancement of women  |  | 15                 | 34 | 39 | 8  | 49%            | 45%            | 52%          | 58%                |
| Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)   |  | 21                 | 52 | 18 | 5  | 73%            | 74%            | 72%          | 74%                |
| Q8b. Personal background is not a barrier to success in my organisation  |  | 24                 | 50 | 18 | 6  | 74%            | -              | 73%          | 74%                |
| Q8c. I am able to speak up and share a different view to my colleagues and manager   |  | 19                 | 47 | 18 | 10 | 66%            | 66%            | 65%          | 66%                |
| Q8d. How satisfied are you with your ability to access and use flexible working arrangements?<br><i>Response scale Very satisfied - Very unsatisfied</i> |  | 18                 | 38 | 24 | 12 | 56%            | 53%            | 55%          | 57%                |

KEY





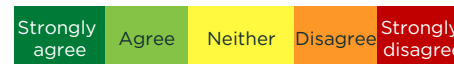
## EXPLORE THE FULL RESULTS

Questions are grouped by themes 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.

| RECRUITMENT   | 48% RESPONSE SCALE |    |    |    |    | AGREEMENT 2017 | AGREEMENT 2016 | CLUSTER 2017 | PUBLIC SECTOR 2017 |
|---|--------------------|----|----|----|----|----------------|----------------|--------------|--------------------|
| Q7g. I have confidence in the way recruitment decisions are made    | 8                  | 31 | 32 | 16 | 12 | 40%            | -              | 38%          | 35%                |
| Q7h. My organisation generally selects capable people to do the job | 9                  | 48 | 25 | 12 |    | 57%            | 55%            | 53%          | 52%                |

KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by themes 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   | 56% RESPONSE SCALE |    |    |    | AGREEMENT 2017 | AGREEMENT 2016 | CLUSTER 2017 | PUBLIC SECTOR 2017 |     |
|---|--------------------|----|----|----|----------------|----------------|--------------|--------------------|-----|
| Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results | 19                 | 44 | 20 | 12 | 63%            | 58%            | 63%          | 63%                |     |
| Q3e. My performance is assessed against clear criteria  | 17                 | 42 | 24 | 12 | 59%            | 53%            | 57%          | 54%                |     |
| Q3g. I am satisfied with the opportunities available for career development in my organisation            | 15                 | 37 | 23 | 14 | 9              | 53%            | 46%          | 51%                | 48% |
| Q5g. My manager provides acknowledgement or other recognition for the work I do                           | 25                 | 41 | 16 | 11 | 8              | 66%            | 64%          | 64%                | 67% |
| Q5h. My manager appropriately deals with employees who perform poorly                                     | 16                 | 28 | 32 | 14 | 10             | 44%            | 44%          | 44%                | 44% |
| Q7f. My organisation is committed to developing its employees   | 11                 | 41 | 28 | 13 | 52%            | 53%            | 49%          | 50%                |     |

KEY

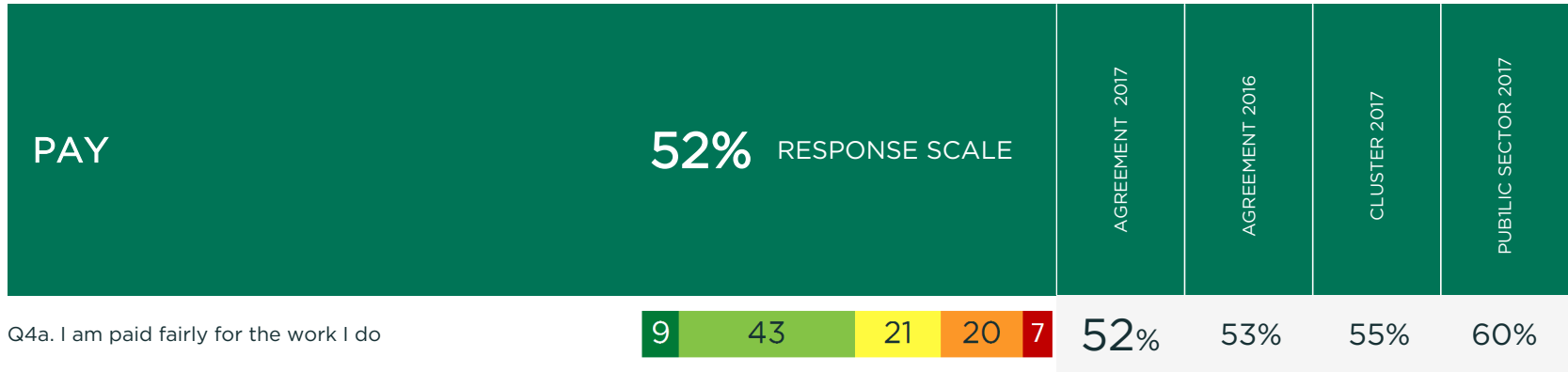




## EXPLORE THE FULL RESULTS

Questions are grouped by themes 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 themes 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.

| WORKPLACE SUPPORT  |  | 70% RESPONSE SCALE |    |    |    | AGREEMENT 2017 | AGREEMENT 2016 | CLUSTER 2017 | PUBLIC SECTOR 2017 |
|--|--|--------------------|----|----|----|----------------|----------------|--------------|--------------------|
| Q1b. I am provided with the support I need to do my best at work   |  | 20                 | 44 | 18 | 13 | 64%            | 59%            | 64%          | 63%                |
| Q1f. I am able to keep my work stress at an acceptable level       |  | 13                 | 49 | 19 | 13 | 63%            | 59%            | 61%          | 59%                |
| Q2c. I receive help and support from other members of my workgroup |  | 32                 | 49 | 11 | 3  | 81%            | 78%            | 79%          | 81%                |
| Q2d. There is good team spirit in my workgroup                     |  | 31                 | 40 | 15 | 10 | 70%            | 67%            | 66%          | 69%                |

KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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

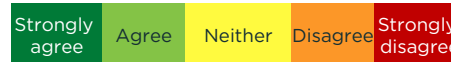
## ACTION ABOUT SURVEY RESULTS

**35%** RESPONSE SCALE

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



KEY

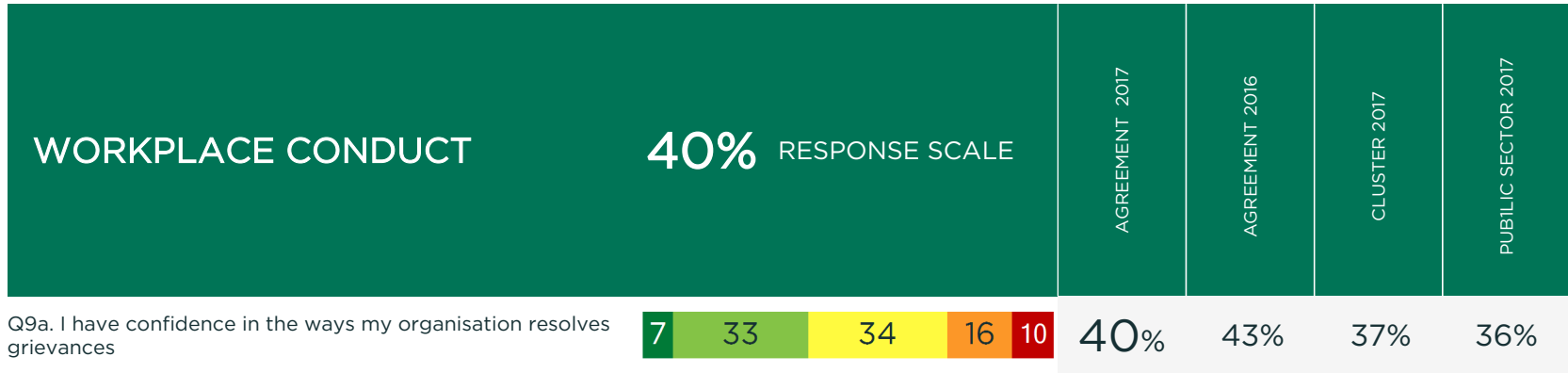




## EXPLORE THE FULL RESULTS

Questions are grouped by themes 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 themes in this report.

| PERFORMANCE FRAMEWORK & DEVELOPMENT  |  | RESPONSE SCALE | 2017 | CLUSTER 2017 | PUBLIC SECTOR 2017 |
|--|--|----------------|------|--------------|--------------------|
| <b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives |  |                |      |              |                    |
| Yes  |  |                | 69%  | 67%          | 67%                |
| No   |  |                | 31%  | 33%          | 33%                |
| <b>Q3b.</b> I have informal feedback conversations with my manager                                   |  |                |      |              |                    |
| Yes  |  |                | 73%  | 73%          | 75%                |
| No   |  |                | 27%  | 27%          | 25%                |
| <b>Q3c.</b> I have scheduled feedback conversations with my manager                                  |  |                |      |              |                    |
| Yes  |  |                | 54%  | 56%          | 57%                |
| No   |  |                | 46%  | 44%          | 43%                |





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

| MOBILITY   | RESPONSE SCALE | 2017 | CLUSTER 2017 | PUBLIC SECTOR 2017 |
|--|----------------|------|--------------|--------------------|
| <b>Q3h.</b> Are you currently looking, or thinking about looking, for a new role within the NSW Public Sector but outside of your current workplace in order to broaden your experience? |                |      |              |                    |
| Yes  |                | 45%  | 40%          | 41%                |
| No   |                | 55%  | 60%          | 59%                |



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

| MOBILITY   | RESPONSE SCALE | 2017 | CLUSTER 2017 | PUBLIC SECTOR 2017 |
|--|----------------|------|--------------|--------------------|
| <b>Q3i. Are there any barriers preventing you from moving to another role?</b> |                |      |              |                    |
| There are no major barriers to my career progression                           |                | 30%  | 32%          | 30%                |
| Lack of visible opportunities  |                | 31%  | 30%          | 31%                |
| Lack of promotion opportunities  |                | 27%  | 27%          | 30%                |
| Lack of support from my manager / supervisor                                   |                | 14%  | 15%          | 14%                |
| Geographic location considerations   |                | 24%  | 24%          | 28%                |
| Personal / family considerations   |                | 30%  | 32%          | 33%                |
| Insufficient training and development  |                | 14%  | 14%          | 16%                |
| Lack of required capabilities or experience                                    |                | 10%  | 10%          | 11%                |
| Lack of support for temporary assignments/secondments                          |                | 12%  | 14%          | 15%                |
| The application/recruitment process is too cumbersome or time consuming        |                | 17%  | 16%          | 23%                |
| Other  |                | 9%   | 8%           | 9%                 |



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

| UNACCEPTABLE CONDUCT  | RESPONSE SCALE | 2017 | CLUSTER 2017 | PUBLIC SECTOR 2017 |
|---|----------------|------|--------------|--------------------|
| <b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work                     |                |      |              |                    |
| Yes   |                | 29%  | 30%          | 25%                |
| No  |                | 58%  | 57%          | 62%                |
| Don't know  |                | 13%  | 13%          | 13%                |
| <b>Q10b.</b> If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months? |                |      |              |                    |
| Yes   |                | 63%  | 66%          | 63%                |
| No  |                | 34%  | 33%          | 35%                |
| Don't know  |                | 3%   | 2%           | 2%                 |



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

| UNACCEPTABLE CONDUCT   | RESPONSE SCALE | 2017 | CLUSTER 2017 | PUBLIC SECTOR 2017 |
|--|----------------|------|--------------|--------------------|
| <b>Q10c.</b> In the last 12 months I have witnessed bullying at work         |                |      |              |                    |
| Yes  |                | 38%  | 40%          | 33%                |
| No   |                | 53%  | 51%          | 58%                |
| Don't know   |                | 9%   | 9%           | 9%                 |
| <b>Q10d.</b> In the last 12 months I have been subjected to bullying at work |                |      |              |                    |
| Yes  |                | 21%  | 22%          | 18%                |
| No   |                | 73%  | 72%          | 76%                |
| Don't know   |                | 6%   | 6%           | 6%                 |



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

| UNACCEPTABLE CONDUCT   | RESPONSE SCALE | 2017 | CLUSTER 2017 | PUBLIC SECTOR 2017 |
|--|----------------|------|--------------|--------------------|
| <b>Q10e.</b> 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. |                |      |              |                    |
| A senior manager   |                | 22%  | 19%          | 22%                |
| Your immediate manager/supervisor  |                | 26%  | 24%          | 24%                |
| A fellow worker at your level  |                | 26%  | 31%          | 27%                |
| A subordinate  |                | 7%   | 6%           | 8%                 |
| A client or customer   |                | 2%   | 2%           | 2%                 |
| A member of the public other than a client or customer   |                | 0%   | 1%           | 1%                 |
| Other  |                | 5%   | 5%           | 4%                 |
| Prefer not to say  |                | 10%  | 12%          | 13%                |



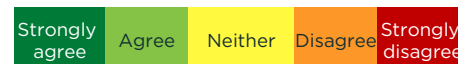
## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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

| HEALTH QUESTIONS   | RESPONSE SCALE |    |    |    |    | AGREEMENT 2017 | AGREEMENT 2016 | CLUSTER 2017 |
|--|----------------|----|----|----|----|----------------|----------------|--------------|
| Q1. Morale is good in my team  | 16             | 50 | 16 | 13 |    | 66%            | 63%            | 60%          |
| Q2. I believe I am valued for what I can offer at my workplace                           | 20             | 53 | 14 | 9  |    | 73%            | 70%            | 69%          |
| Q3. In my workplace, we recognise our successes and innovations                          | 16             | 49 | 21 | 10 |    | 66%            | 64%            | 64%          |
| Q4. Staff are treated respectfully regardless of their job                               | 20             | 51 | 16 | 9  |    | 71%            | 69%            | 67%          |
| Q5. The senior managers at my workplace lead by example in creating a positive workplace | 15             | 38 | 25 | 13 | 10 | 53%            | 49%            | 51%          |
| Q6. Overall, I have confidence in the decisions made by my senior managers               | 14             | 40 | 25 | 12 | 9  | 54%            | 51%            | 51%          |

KEY





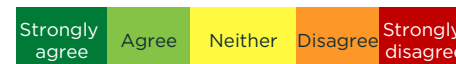
## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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

| HEALTH QUESTIONS   | RESPONSE SCALE |    |    |    |    | AGREEMENT 2017 | AGREEMENT 2016 | CLUSTER 2017 |
|--|----------------|----|----|----|----|----------------|----------------|--------------|
| Q7. I have a say in decisions which affect my work                                     | 11             | 43 | 24 | 16 |    | 55%            | 53%            | 54%          |
| Q8. Where I work, we share the lessons learnt when mistakes are made                   | 16             | 53 | 18 | 9  |    | 69%            | 67%            | 67%          |
| Q9. My team's objectives/work plans are clearly outlined                               | 15             | 52 | 20 | 10 |    | 67%            | 61%            | 64%          |
| Q10. Our objectives/work plans help us to deliver a quality service                    | 16             | 52 | 21 | 7  |    | 69%            | 65%            | 66%          |
| Q11. Overall, I believe the culture at my workplace has improved in the last 12 months | 11             | 28 | 37 | 15 | 10 | 39%            | 38%            | 41%          |

KEY



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

|        | RESPONSE SCALE | PERCENTAGE |
|--------|----------------|------------|
| Gender |                |            |
| Male   |                | 21%        |
| Female |                | 78%        |
| Other  |                | 1%         |



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

|         | RESPONSE SCALE | PERCENTAGE |
|---------|----------------|------------|
| Age     |                |            |
| 15 - 19 |                | 0%         |
| 20 - 24 |                | 4%         |
| 25 -29  |                | 10%        |
| 30 - 34 |                | 11%        |
| 35 - 39 |                | 10%        |
| 40 - 44 |                | 12%        |
| 45 - 49 |                | 14%        |
| 50 - 54 |                | 15%        |
| 55 - 59 |                | 13%        |
| 60 - 64 |                | 7%         |
| 65+     |                | 3%         |

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

|  | RESPONSE SCALE | PERCENTAGE |
|--|----------------|------------|
| <b>Do you speak a language other than English at home?</b>         |                |            |
| Yes  |                | 25%        |
| No   |                | 71%        |
| Prefer not to say  |                | 4%         |
| <b>Are you of Aboriginal and/or Torres Strait Islander origin?</b> |                |            |
| Yes  |                | 1%         |
| No   |                | 97%        |
| Prefer not to say  |                | 3%         |

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

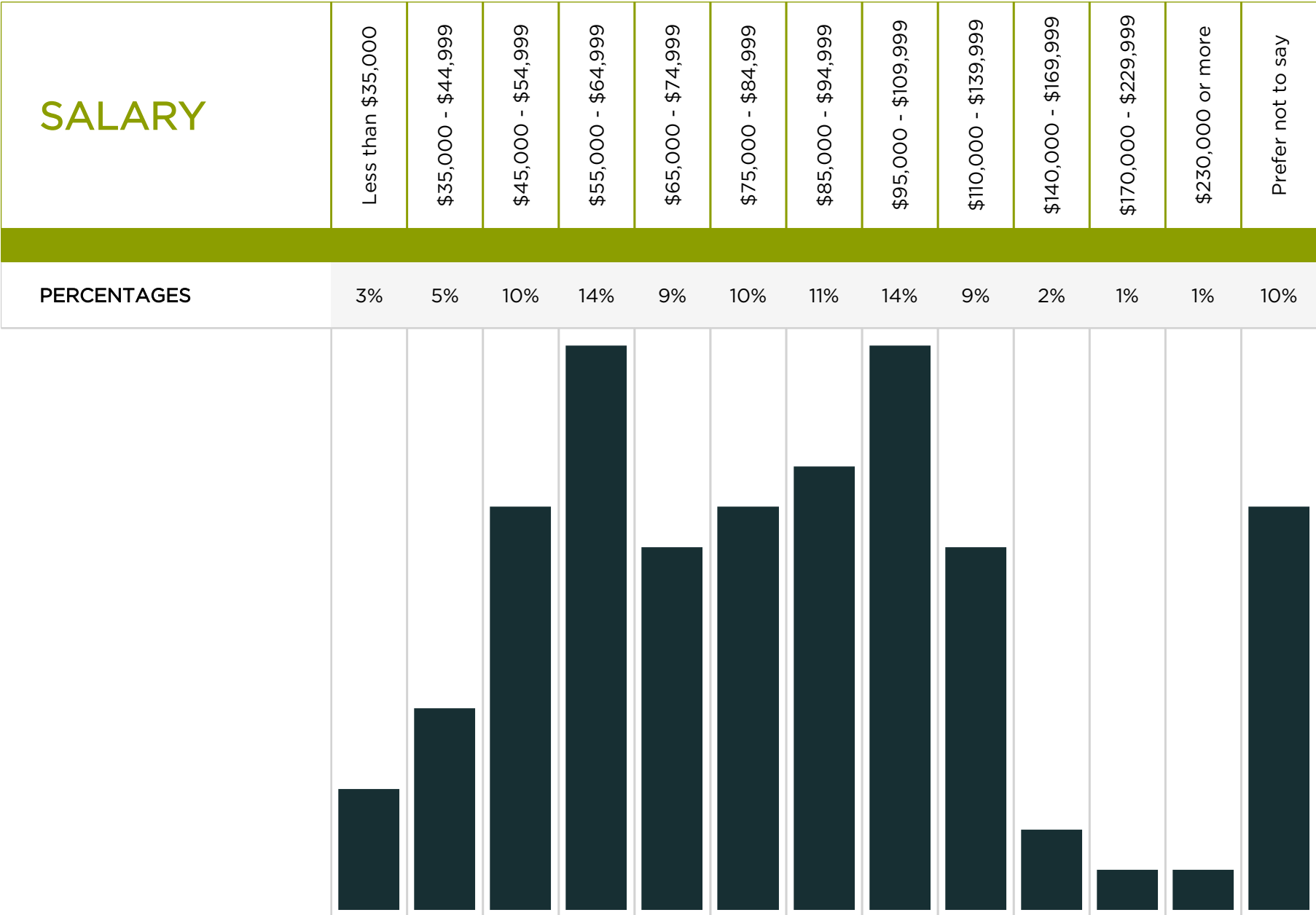
|   | RESPONSE SCALE | PERCENTAGE |
|---|----------------|------------|
| <b>Do you have a disability?</b>  |                |            |
| Yes   |                | 3%         |
| No  |                | 95%        |
| Prefer not to say   |                | 2%         |
| <b>Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?</b> |                |            |
| Yes   |                | 4%         |
| No  |                | 93%        |
| Prefer not to say   |                | 3%         |

# PROFILE OF RESPONDENTS



## WORK PROFILES

### SALARY



# RESULT BY TYPE OF WORK



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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 (e.g. executive/personal assistant, receptionist) | Corporate services | Policy | Research | Program and project management support | Legal (including developing and/or reviewing legislation) | Other |
|----------------------------------|---------------------------------------|---|-----------------------------|--|--------------------|--------|----------|--|---|-------|
| <b>NUMBER OF RESPONDENTS</b>     | 2599                                  | 1509  | 134                         | 293  | 207                | 2      | 24       | 55                                     | 3   | 195   |
| <b>EMPLOYEE ENGAGEMENT</b>       | 65%                                   | 66%   | 65%                         | 66%  | 61%                | (r)    | (r)      | 58%                                    | (r)   | 63%   |
| <b>ENGAGEMENT WITH WORK</b>      | 73%                                   | 76%   | 71%                         | 68%  | 68%                | (r)    | (r)      | 70%                                    | (r)   | 70%   |
| <b>SENIOR MANAGERS</b>           | 43%                                   | 42%   | 46%                         | 42%  | 45%                | (r)    | (r)      | 40%                                    | (r)   | 47%   |
| <b>COMMUNICATION</b>             | 58%                                   | 58%   | 59%                         | 55%  | 59%                | (r)    | (r)      | 54%                                    | (r)   | 55%   |
| <b>HIGH PERFORMANCE</b>          | 63%                                   | 65%   | 62%                         | 59%  | 61%                | (r)    | (r)      | 59%                                    | (r)   | 62%   |
| <b>PUBLIC SECTOR VALUES</b>      | 59%                                   | 59%   | 58%                         | 57%  | 58%                | (r)    | (r)      | 53%                                    | (r)   | 59%   |
| <b>DIVERSITY &amp; INCLUSION</b> | 65%                                   | 66%   | 67%                         | 64%  | 68%                | (r)    | (r)      | 63%                                    | (r)   | 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

# RESULT BY SALARY



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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 |
|-----------------------|---------------------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|-----------------------|-----------------------|-----------------------|-------------------|-------------------|
| NUMBER OF RESPONDENTS | 2599                                  | 75                 | 111                 | 233                 | 323                 | 222                 | 246                 | 272                 | 343                  | 223                   | 54                    | 13                    | 23                | 248               |
| EMPLOYEE ENGAGEMENT   | 65%                                   | 72%                | 70%                 | 67%                 | 65%                 | 66%                 | 66%                 | 65%                 | 64%                  | 65%                   | 67%                   | (r)                   | (r)               | 62%               |
| ENGAGEMENT WITH WORK  | 73%                                   | 80%                | 80%                 | 73%                 | 70%                 | 74%                 | 74%                 | 74%                 | 74%                  | 75%                   | 83%                   | (r)                   | (r)               | 67%               |
| SENIOR MANAGERS       | 43%                                   | 44%                | 45%                 | 43%                 | 44%                 | 44%                 | 43%                 | 41%                 | 43%                  | 45%                   | 52%                   | (r)                   | (r)               | 40%               |
| COMMUNICATION         | 58%                                   | 58%                | 55%                 | 57%                 | 58%                 | 60%                 | 56%                 | 59%                 | 56%                  | 58%                   | 65%                   | (r)                   | (r)               | 56%               |
| HIGH PERFORMANCE      | 63%                                   | 64%                | 65%                 | 62%                 | 62%                 | 67%                 | 63%                 | 65%                 | 62%                  | 63%                   | 69%                   | (r)                   | (r)               | 59%               |
| PUBLIC SECTOR VALUES  | 59%                                   | 60%                | 59%                 | 58%                 | 59%                 | 60%                 | 58%                 | 59%                 | 57%                  | 59%                   | 63%                   | (r)                   | (r)               | 56%               |
| DIVERSITY & INCLUSION | 65%                                   | 68%                | 67%                 | 67%                 | 66%                 | 69%                 | 64%                 | 66%                 | 64%                  | 66%                   | 73%                   | (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

# RESULT BY TENURE IN ORGANISATION



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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 |
|-----------------------|---------------------------------------|------------------|-------------|-------------|--------------|---------------|--------------------|
| NUMBER OF RESPONDENTS | 2599                                  | 279              | 285         | 452         | 463          | 574           | 333                |
| EMPLOYEE ENGAGEMENT   | 65%                                   | 71%              | 69%         | 64%         | 64%          | 64%           | 65%                |
| ENGAGEMENT WITH WORK  | 73%                                   | 81%              | 78%         | 70%         | 72%          | 72%           | 73%                |
| SENIOR MANAGERS       | 43%                                   | 57%              | 50%         | 43%         | 42%          | 37%           | 39%                |
| COMMUNICATION         | 58%                                   | 69%              | 63%         | 58%         | 56%          | 53%           | 54%                |
| HIGH PERFORMANCE      | 63%                                   | 72%              | 67%         | 62%         | 62%          | 59%           | 62%                |
| PUBLIC SECTOR VALUES  | 59%                                   | 70%              | 64%         | 58%         | 57%          | 54%           | 56%                |
| DIVERSITY & INCLUSION | 65%                                   | 75%              | 70%         | 66%         | 65%          | 61%           | 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

# RESULT BY AGE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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+ |
|-----------------------|---------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-----|
| NUMBER OF RESPONDENTS | 2599                                  | 7       | 97      | 237     | 273     | 236     | 291     | 333     | 348     | 318     | 175     | 80  |
| EMPLOYEE ENGAGEMENT   | 65%                                   | (r)     | 77%     | 71%     | 65%     | 65%     | 64%     | 64%     | 64%     | 64%     | 65%     | 68% |
| ENGAGEMENT WITH WORK  | 73%                                   | (r)     | 87%     | 73%     | 75%     | 74%     | 70%     | 72%     | 75%     | 71%     | 76%     | 81% |
| SENIOR MANAGERS       | 43%                                   | (r)     | 68%     | 53%     | 44%     | 46%     | 40%     | 41%     | 39%     | 41%     | 40%     | 39% |
| COMMUNICATION         | 58%                                   | (r)     | 78%     | 66%     | 61%     | 61%     | 56%     | 54%     | 53%     | 52%     | 57%     | 56% |
| HIGH PERFORMANCE      | 63%                                   | (r)     | 80%     | 71%     | 66%     | 64%     | 60%     | 60%     | 61%     | 59%     | 61%     | 61% |
| PUBLIC SECTOR VALUES  | 59%                                   | (r)     | 78%     | 67%     | 60%     | 62%     | 56%     | 56%     | 55%     | 55%     | 56%     | 58% |
| DIVERSITY & INCLUSION | 65%                                   | (r)     | 83%     | 73%     | 69%     | 68%     | 64%     | 61%     | 63%     | 62%     | 63%     | 66% |

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



# RESULT BY GENDER



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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> | <b>2599</b>                           | <b>494</b> | <b>1866</b> | <b>24</b> |
| <b>EMPLOYEE ENGAGEMENT</b>   | 65%                                   | 65%        | 66%         | (r)       |
| ENGAGEMENT WITH WORK         | 73%                                   | 71%        | 75%         | (r)       |
| SENIOR MANAGERS              | 43%                                   | 43%        | 44%         | (r)       |
| COMMUNICATION                | 58%                                   | 59%        | 58%         | (r)       |
| HIGH PERFORMANCE             | 63%                                   | 61%        | 64%         | (r)       |
| PUBLIC SECTOR VALUES         | 59%                                   | 57%        | 59%         | (r)       |
| DIVERSITY & INCLUSION        | 65%                                   | 66%        | 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

# CURRENT ROLE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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, 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 | 2599                                  | 58                     | 4                                   | 39               | 9                        | 5                 | 37                   | 51             | 639   | 69   | 136                     | 94               | 62   | 12  |
| EMPLOYEE ENGAGEMENT   | 65%                                   | 74%                    | (r)                                 | 71%              | (r)                      | (r)               | 79%                  | 66%            | 67%   | 72%  | 70%                     | 68%              | 66%  | (r)   |
| ENGAGEMENT WITH WORK  | 73%                                   | 85%                    | (r)                                 | 84%              | (r)                      | (r)               | 90%                  | 76%            | 75%   | 80%  | 80%                     | 76%              | 69%  | (r)   |
| SENIOR MANAGERS       | 43%                                   | 56%                    | (r)                                 | 55%              | (r)                      | (r)               | 62%                  | 40%            | 42%   | 54%  | 55%                     | 43%              | 50%  | (r)   |
| COMMUNICATION         | 58%                                   | 73%                    | (r)                                 | 73%              | (r)                      | (r)               | 68%                  | 62%            | 55%   | 68%  | 62%                     | 53%              | 60%  | (r)   |
| HIGH PERFORMANCE      | 63%                                   | 76%                    | (r)                                 | 74%              | (r)                      | (r)               | 77%                  | 63%            | 64%   | 72%  | 70%                     | 59%              | 66%  | (r)   |
| PUBLIC SECTOR VALUES  | 59%                                   | 72%                    | (r)                                 | 71%              | (r)                      | (r)               | 72%                  | 57%            | 58%   | 68%  | 66%                     | 57%              | 63%  | (r)   |
| DIVERSITY & INCLUSION | 65%                                   | 73%                    | (r)                                 | 79%              | (r)                      | (r)               | 78%                  | 67%            | 64%   | 76%  | 68%                     | 65%              | 70%  | (r)   |

### 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 score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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 |
|-----------------------|---------------------------------------|--|--------------------|--------------------------|----------------------------|-------------------------|--|-----------------------------|----------------------------------|---|-------------------------|---|-------------|--------------|
| NUMBER OF RESPONDENTS | 2599                                  | 183                                    | 131                | 53                       | 334                        | 15                      | 25   | 7                           | 2                                | 2   | 30                      | 11                                      | 12          | 18           |
| EMPLOYEE ENGAGEMENT   | 65%                                   | 65%                                    | 60%                | 74%                      | 65%                        | (r)                     | (r)  | (r)                         | (r)                              | (r)   | 61%                     | (r)                                     | (r)         | (r)          |
| ENGAGEMENT WITH WORK  | 73%                                   | 66%                                    | 69%                | 85%                      | 77%                        | (r)                     | (r)  | (r)                         | (r)                              | (r)   | 67%                     | (r)                                     | (r)         | (r)          |
| SENIOR MANAGERS       | 43%                                   | 39%                                    | 42%                | 64%                      | 39%                        | (r)                     | (r)  | (r)                         | (r)                              | (r)   | 50%                     | (r)                                     | (r)         | (r)          |
| COMMUNICATION         | 58%                                   | 55%                                    | 58%                | 75%                      | 61%                        | (r)                     | (r)  | (r)                         | (r)                              | (r)   | 57%                     | (r)                                     | (r)         | (r)          |
| HIGH PERFORMANCE      | 63%                                   | 56%                                    | 58%                | 77%                      | 66%                        | (r)                     | (r)  | (r)                         | (r)                              | (r)   | 64%                     | (r)                                     | (r)         | (r)          |
| PUBLIC SECTOR VALUES  | 59%                                   | 55%                                    | 56%                | 73%                      | 60%                        | (r)                     | (r)  | (r)                         | (r)                              | (r)   | 58%                     | (r)                                     | (r)         | (r)          |
| DIVERSITY & INCLUSION | 65%                                   | 64%                                    | 65%                | 80%                      | 69%                        | (r)                     | (r)  | (r)                         | (r)                              | (r)   | 68%                     | (r)                                     | (r)         | (r)          |

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# CURRENT ROLE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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 (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 | 2599                                  | 20                                     | 15                                       | 0                 | 14               | 1                        | 1   | 0  | 1                | 20              | 10              | 39                       | 3                                | 17                             |
| EMPLOYEE ENGAGEMENT   | 65%                                   | (r)                                    | (r)                                      | (r)               | (r)              | (r)                      | (r)   | (r)  | (r)              | (r)             | (r)             | 75%                      | (r)                              | (r)                            |
| ENGAGEMENT WITH WORK  | 73%                                   | (r)                                    | (r)                                      | (r)               | (r)              | (r)                      | (r)   | (r)  | (r)              | (r)             | (r)             | 93%                      | (r)                              | (r)                            |
| SENIOR MANAGERS       | 43%                                   | (r)                                    | (r)                                      | (r)               | (r)              | (r)                      | (r)   | (r)  | (r)              | (r)             | (r)             | 63%                      | (r)                              | (r)                            |
| COMMUNICATION         | 58%                                   | (r)                                    | (r)                                      | (r)               | (r)              | (r)                      | (r)   | (r)  | (r)              | (r)             | (r)             | 74%                      | (r)                              | (r)                            |
| HIGH PERFORMANCE      | 63%                                   | (r)                                    | (r)                                      | (r)               | (r)              | (r)                      | (r)   | (r)  | (r)              | (r)             | (r)             | 78%                      | (r)                              | (r)                            |
| PUBLIC SECTOR VALUES  | 59%                                   | (r)                                    | (r)                                      | (r)               | (r)              | (r)                      | (r)   | (r)  | (r)              | (r)             | (r)             | 73%                      | (r)                              | (r)                            |
| DIVERSITY & INCLUSION | 65%                                   | (r)                                    | (r)                                      | (r)               | (r)              | (r)                      | (r)   | (r)  | (r)              | (r)             | (r)             | 81%                      | (r)                              | (r)                            |

### 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 score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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>     | 2599                                  | 6   | 2               | 8            | 2   | 3       | 10        | 106            | 128               |
| <b>EMPLOYEE ENGAGEMENT</b>       | 65%                                   | (r)   | (r)             | (r)          | (r)   | (r)     | (r)       | 62%            | 52%               |
| <b>ENGAGEMENT WITH WORK</b>      | 73%                                   | (r)   | (r)             | (r)          | (r)   | (r)     | (r)       | 65%            | 47%               |
| <b>SENIOR MANAGERS</b>           | 43%                                   | (r)   | (r)             | (r)          | (r)   | (r)     | (r)       | 41%            | 28%               |
| <b>COMMUNICATION</b>             | 58%                                   | (r)   | (r)             | (r)          | (r)   | (r)     | (r)       | 54%            | 37%               |
| <b>HIGH PERFORMANCE</b>          | 63%                                   | (r)   | (r)             | (r)          | (r)   | (r)     | (r)       | 57%            | 45%               |
| <b>PUBLIC SECTOR VALUES</b>      | 59%                                   | (r)   | (r)             | (r)          | (r)   | (r)     | (r)       | 55%            | 42%               |
| <b>DIVERSITY &amp; INCLUSION</b> | 65%                                   | (r)   | (r)             | (r)          | (r)   | (r)     | (r)       | 62%            | 45%               |

### KEY

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## 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.

# 35%

of employees replied favourably to:

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

## 34%

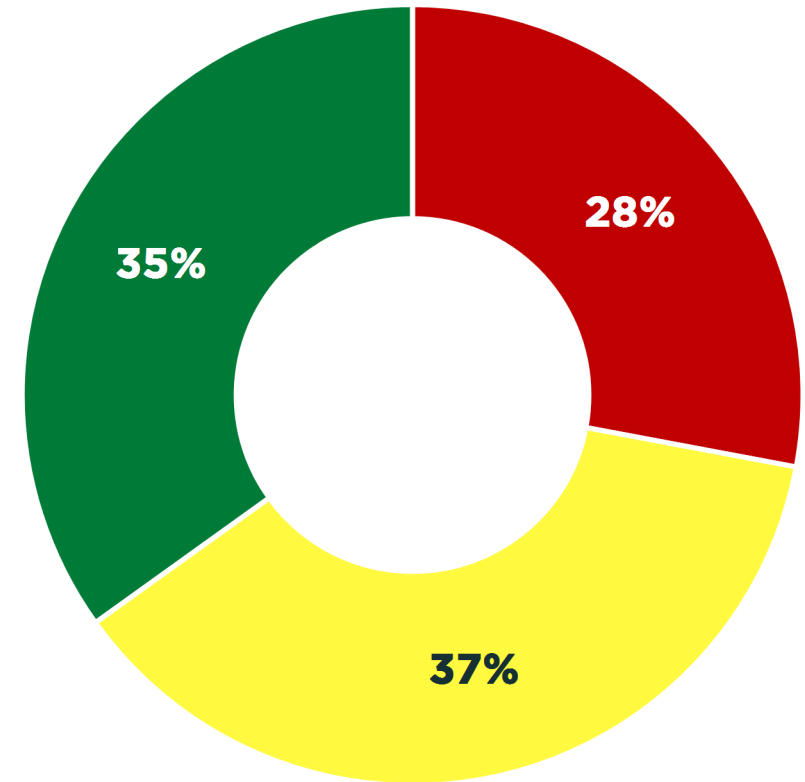
SECTOR

## 35%

CLUSTER

## 33%

2016



Agreement

Neither Agree nor Disagree

Disagreement

# GUIDE TO THIS REPORT

## **i** SURVEY TIME FRAME

This report contains results from the 2017 People Matter Employee Survey which was open from 1 to 30 June 2017.

## **i** PRIVACY

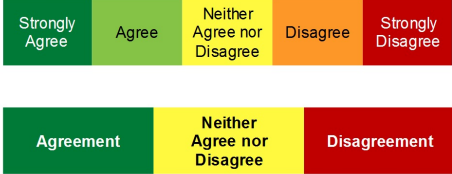
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of 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. 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.