



2019 | NSW Public Sector  
Employee Survey

---

AGENCY REPORT

Health

# Hunter New England Local Health District



# Contents

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

## RESPONSE RATE

# 64%

9,223 OF 14,328 RESPONDENTS

RESPONSE RATE 2018: 58%

## EMPLOYEE ENGAGEMENT

# 63%

DIFFERENCE FROM 2018 -1 (64%)

DIFFERENCE FROM CLUSTER -1 (65%)

DIFFERENCE FROM PUBLIC SECTOR -2 (66%)

## ENGAGEMENT WITH WORK

# 72%

DIFFERENCE FROM 2018 -1 (72%)

DIFFERENCE FROM CLUSTER -1 (73%)

DIFFERENCE FROM PUBLIC SECTOR -1 (73%)

## SENIOR MANAGERS

# 43%

DIFFERENCE FROM 2018 -1 (44%)

DIFFERENCE FROM CLUSTER -3 (46%)

DIFFERENCE FROM PUBLIC SECTOR -7 (50%)

## COMMUNICATION

# 57% -

DIFFERENCE FROM 2018 0 (57%)

DIFFERENCE FROM CLUSTER -2 (60%)

DIFFERENCE FROM PUBLIC SECTOR -5 (62%)

## HIGH PERFORMANCE

# 62%

DIFFERENCE FROM 2018 -1 (63%)

DIFFERENCE FROM CLUSTER -2 (64%)

DIFFERENCE FROM PUBLIC SECTOR -3 (65%)

## PUBLIC SECTOR VALUES

# 58%

DIFFERENCE FROM 2018 -1 (58%)

DIFFERENCE FROM CLUSTER -2 (60%)

DIFFERENCE FROM PUBLIC SECTOR -5 (62%)

## DIVERSITY & INCLUSION

# 66% -

DIFFERENCE FROM 2018 0 (66%)

DIFFERENCE FROM CLUSTER -1 (67%)

DIFFERENCE FROM PUBLIC SECTOR -3 (69%)

## FLEXIBLE WORKING SATISFACTION

# 59%

DIFFERENCE FROM 2018 -1 (60%)

DIFFERENCE FROM CLUSTER +2 (58%)

DIFFERENCE FROM PUBLIC SECTOR 0 (59%)

## ACTION ON RESULTS

# 34%

DIFFERENCE FROM 2018 +4 (31%)

DIFFERENCE FROM CLUSTER -5 (40%)

DIFFERENCE FROM PUBLIC SECTOR -5 (39%)



## QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.

This page compares the aggregate or individual scores for key topics. The individual questions in each group are listed in the All Questions section.

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

Response Rate: some entities exceed 100% where responses were greater than the employee headcount. This is thought to be primarily due to employees selecting the wrong work location in the survey

# HIGHEST AND LOWEST QUESTIONS

## + HIGHEST SCORING AGREEMENT QUESTIONS

AGREEMENT  
2019

AGREEMENT  
2018

	AGREEMENT 2019	AGREEMENT 2018
1a. I understand what is expected of me to do well in my role	92%	92%
1g. I know how to address a health and safety issue I have identified	90%	91%
2a. My workgroup strives to achieve customer/client satisfaction	87%	88%
1h. I am comfortable notifying my manager if I become aware of any risks at work	87%	-
2c. I receive help and support from other members of my workgroup	81%	81%
2b. My workgroup works collaboratively to achieve its objectives	79%	80%
1c. My job gives me a feeling of personal accomplishment	76%	77%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	76%	75%
5b. My manager listens to what I have to say	73%	73%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	73%	73%

## - LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT  
2019

AGREEMENT  
2018

	AGREEMENT 2019	AGREEMENT 2018
10a. I believe action will be taken on the results from this survey by my organisation	34%	31%
6h. I feel that senior managers listen to employees	37%	36%
11a. I have confidence in the ways my organisation resolves grievances	37%	39%
7g. I have confidence in the way recruitment decisions are made	38%	37%
7c. I feel that change is managed well in my organisation	39%	41%
6g. I feel that senior managers keep employees informed about what's going on	39%	40%
6b. I feel that senior managers effectively lead and manage change	42%	42%
6d. Senior managers encourage innovation by employees	42%	43%
6a. I believe senior managers provide clear direction for the future of the organisation	43%	44%
5h. My manager deals appropriately with employees who perform poorly	44%	43%



### YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

The highest and lowest scoring agreement questions based on respondents who have selected 'Strongly agree' and 'Agree'.

# MOST AND LEAST IMPROVED QUESTIONS

## + MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2019

AGREEMENT  
2018

	AGREEMENT 2019	AGREEMENT 2018
10a. I believe action will be taken on the results from this survey by my organisation	34%	31%
7h. My organisation generally selects capable people to do the job	56%	54%
8c. I am able to speak up and share a different view to my colleagues and manager	66%	64%
4a. I am paid fairly for the work I do	56%	55%
6c. I feel that senior managers model the values of my organisation	45%	44%
5b. My manager listens to what I have to say	73%	73%
5h. My manager deals appropriately with employees who perform poorly	44%	43%
5a. My manager encourages people in my workgroup to keep improving the work they do	72%	71%
5e. My manager involves my workgroup in decisions about our work	64%	63%
7g. I have confidence in the way recruitment decisions are made	38%	37%

## - LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2019

AGREEMENT  
2018

	AGREEMENT 2019	AGREEMENT 2018
7b. My organisation is making the necessary improvements to meet our future challenges	48%	53%
6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	54%	58%
7a. My organisation focuses on improving the work we do	66%	68%
11a. I have confidence in the ways my organisation resolves grievances	37%	39%
7d. There is good co-operation between teams across our organisation	48%	50%
3f. I have received appropriate training and development to do my job well	72%	74%
7c. I feel that change is managed well in my organisation	39%	41%
3g. I am satisfied with the opportunities available for career development in my organisation	52%	54%
7e. People in my organisation take responsibility for their own actions	47%	48%
7f. My organisation is committed to developing its employees	48%	49%



### YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

# HIGHEST NEUTRAL SCORING QUESTIONS

## AGREEMENT SCORES FOR HIGHEST NEUTRAL

% POSITIVE

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



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



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



**Q6d.** Senior managers encourage innovation by employees



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



## HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



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



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



**Q6d.** Senior managers encourage innovation by employees



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



## DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



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



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



**Q6d.** Senior managers encourage innovation by employees



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



## FIND YOUR HIGHEST NEUTRAL SCORES

Results are rounded and may not add up to 100%

## THESE ARE YOUR HIGHEST NEUTRAL SCORING QUESTIONS

- WHAT ARE EMPLOYEES MOST POSITIVE ABOUT? **(STRENGTHS)**

- WHAT ARE EMPLOYEES MOST NEUTRAL ABOUT? WHERE A LOT OF EMPLOYEES ARE RESPONDING 'NEITHER AGREE NOR DISAGREE' (% NEUTRAL), THIS MAY INDICATE MIXED VIEWS OR INCONSISTENT EXPERIENCES. **(AREAS OF POTENTIAL)**

- WHAT ARE EMPLOYEES MOST NEGATIVE ABOUT? **(AREAS OF CONCERN)**

# RESPONDENT PROFILE

This data shows the proportion of people who completed the survey.

## Survey responses: 9223

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	17	Senior Executive (ongoing/permanent or term)	1	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	73
Female	82	Ongoing/Permanent (other than senior executive)	76	Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	4
Other	2	Temporary (including temporary teachers and graduates)	5	Administrative support (e.g. executive/personal assistant, receptionist)	10
		Casual	5	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	3
		Contract – Non Executive	10	Policy	0
		Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	0	Research	1
		Other	1	Program and project management support	2
		Don't know	2	Legal (including developing and/or reviewing legislation)	0
				Other	6
Age	Survey %	Manager of managers	Survey %	Organisation Tenure	Survey %
15 - 34 years	27	Yes	4	Less than 1 year	10
35 - 54 years	50	No	96	1 - 2 years	9
55+ years	23			2 - 5 years	18
		Supervisors	Survey %	5 - 10 years	21
		Yes	33	10 - 20 years	25
		No	67	More than 20 years	16
		Working arrangement	Survey %		
		Full-time	57	Salary	Survey %
		Part-time	43	\$83,402 and below	51
				\$83,403 - \$108,043	25
				\$108,044 - \$144,520	10
				\$144,521 and above	3
				Prefer not to say	11
LOTE spoken at home	Survey %				
Yes	9				
No	88				
Prefer not to say	3				
Aboriginal and/or Torres Strait Islanders	Survey %				
Yes	6				
No	90				
Prefer not to say	4				
Disability	Survey %				
Yes	3				
No	94				
Prefer not to say	3				
LGBTI	Survey %				
Yes	3				
No	92				
Prefer not to say	4				

Results are rounded and may not add up to 100%



## WHAT'S NEXT?

Sector employees have given their feedback and these results show where actions and improvements are required.

Research has shown that a key reason why employees can become disengaged is if they are asked their opinion and then no action takes place as a result.

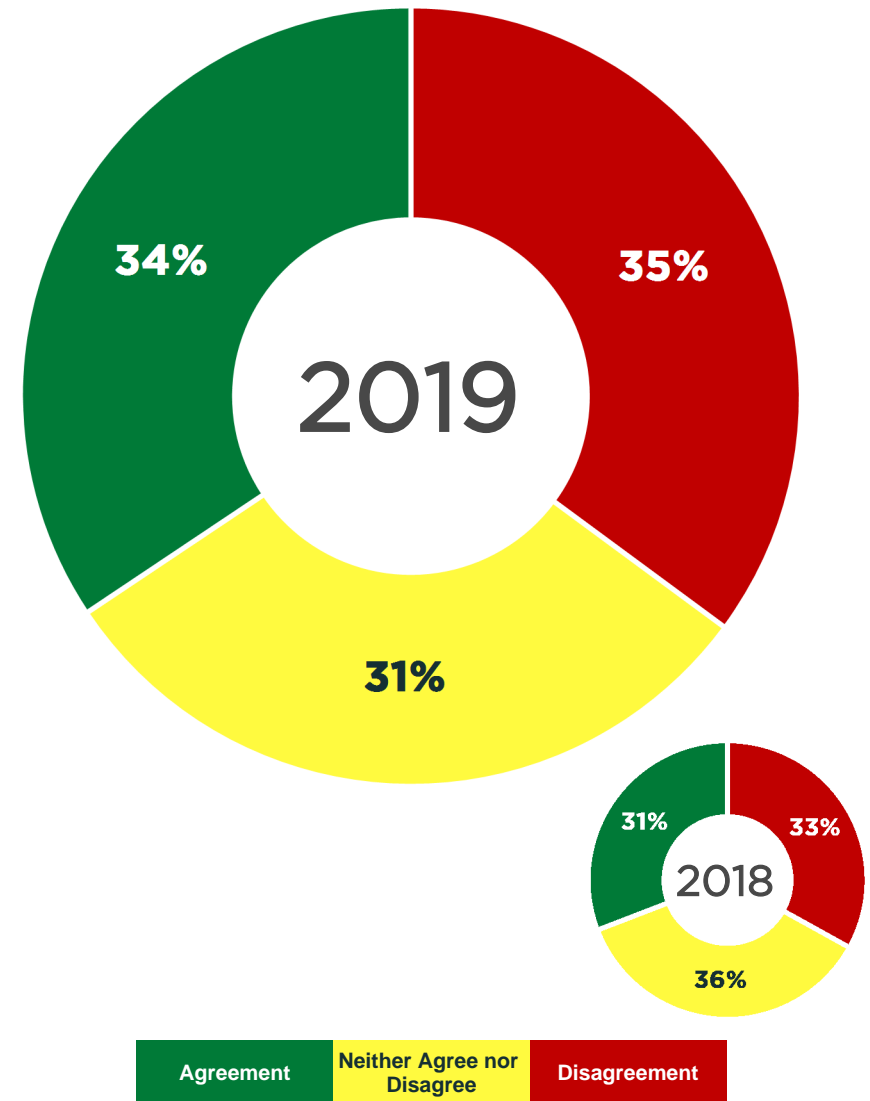
Results are rounded and may not add up to 100%

# 34%

of employees replied favourably to:

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

<b>39%</b>	<b>40%</b>	<b>31%</b>
SECTOR	CLUSTER	2018





# KEY DRIVERS OF ENGAGEMENT



Employee Engagement scores at different levels are shown in earlier and following pages.

These results show the issues that are the most significant influencers of employee engagement in the workplace at this level.

The questions are ranked in order of influence. In prioritising areas for action, it is common to focus on items with a low agreement score but higher in the ranked list of drivers, as they have higher impact. Variation of drivers within the organisation and business priorities should be considered.

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

## RANK

		% AGREEMENT 2019	% AGREEMENT 2018	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
<b>1</b>	<b>Q7f.</b> My organisation is committed to developing its employees	<b>48%</b>	49%	51%	53%
<b>2</b>	<b>Q7c.</b> I feel that change is managed well in my organisation	<b>39%</b>	41%	43%	42%
<b>3</b>	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>66%</b>	68%	67%	69%
<b>4</b>	<b>Q6h.</b> I feel that senior managers listen to employees	<b>37%</b>	36%	40%	44%
<b>5</b>	<b>Q7b.</b> My organisation is making the necessary improvements to meet our future challenges	<b>48%</b>	53%	54%	57%
<b>6</b>	<b>Q6b.</b> I feel that senior managers effectively lead and manage change	<b>42%</b>	42%	44%	47%

# BUSINESS UNIT COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Hunter New England Local Health District

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

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

	Hunter New England Local Health District	Children, Young People and Family Services (CYPFS)	Greater Metropolitan Health Service (GMHS)	HNEH Corporate (District-wide) Services	Mental Health Service (MHS)	Rural & Regional Health Service (RRHS)
NUMBER OF RESPONDENTS	9223	667	3096	1083	1130	2108
EMPLOYEE ENGAGEMENT	63%	67%	61%	67%	63%	64%
ENGAGEMENT WITH WORK	72%	75%	70%	75%	73%	74%
SENIOR MANAGERS	43%	42%	40%	51%	47%	45%
COMMUNICATION	57%	56%	56%	63%	60%	58%
HIGH PERFORMANCE	62%	63%	61%	68%	64%	63%
PUBLIC SECTOR VALUES	58%	58%	56%	63%	60%	58%
DIVERSITY & INCLUSION	66%	68%	64%	70%	69%	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 10 RESPONDENTS



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

EMPLOYEE ENGAGEMENT	63% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	16	43	25	9	59%	60%	61%	62%
Q7j. I am proud to tell others I work for my organisation	21	46	23		67%	67%	69%	70%
Q7k. I feel a strong personal attachment to my organisation	19	40	26	10	58%	60%	61%	64%
Q7l. My organisation motivates me to help it achieve its objectives	15	37	30	13	52%	52%	54%	56%
Q7m. My organisation inspires me to do the best in my job	16	36	29	12	52%	53%	55%	56%

### KEY





## EXPLORE THE FULL RESULTS

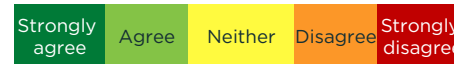
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

	72% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1c. My job gives me a feeling of personal accomplishment	28	48	12	8	76%	77%	77%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	28	43	16	9	71%	72%	72%	72%
Q1e. I am satisfied with my job	22	46	17	11	68%	69%	70%	69%

### KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

SENIOR MANAGERS	43% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	11	33	30	17	10	43%	44%	47%	51%
Q6b. I feel that senior managers effectively lead and manage change	10	32	29	18	11	42%	42%	44%	47%
Q6c. I feel that senior managers model the values of my organisation	11	34	29	14	11	45%	44%	48%	52%
Q6d. Senior managers encourage innovation by employees	10	32	33	16	10	42%	43%	47%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	11	34	34	13	9	45%	46%	48%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	13	41	27	10	8	54%	58%	56%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	9	30	27	20	13	39%	40%	44%	48%
Q6h. I feel that senior managers listen to employees	9	28	29	18	16	37%	36%	40%	44%
Q7c. I feel that change is managed well in my organisation	9	30	30	21	10	39%	41%	43%	42%

KEY





## EXPLORE THE FULL RESULTS

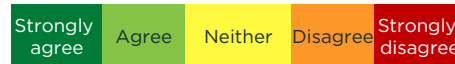
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

COMMUNICATION	57% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
Q5c. My manager communicates effectively with me	29	40	15	10	69%	69%	70%	72%	
Q5d. My manager encourages and values employee input	30	39	16	9	69%	69%	70%	73%	
Q5e. My manager involves my workgroup in decisions about our work	26	38	18	12	64%	63%	66%	68%	
Q6g. I feel that senior managers keep employees informed about what's going on	9	30	27	20	13	39%	40%	44%	48%
Q6h. I feel that senior managers listen to employees	9	28	29	18	16	37%	36%	40%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	19	47	18	10	66%	64%	68%	69%	

KEY





## EXPLORE THE FULL RESULTS

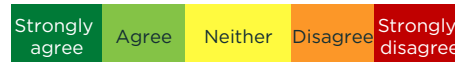
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

	HIGH PERFORMANCE				62% AGGREGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1a. I understand what is expected of me to do well in my role					92%	92%	92%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives					79%	80%	79%	79%	
Q3f. I have received appropriate training and development to do my job well					72%	74%	70%	66%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do					72%	71%	72%	75%	
Q5f. I have confidence in the decisions my manager makes					65%	65%	66%	69%	
Q6d. Senior managers encourage innovation by employees					42%	43%	47%	51%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with					45%	46%	48%	53%	
Q7a. My organisation focuses on improving the work we do					66%	68%	67%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges					48%	53%	54%	57%	

### KEY



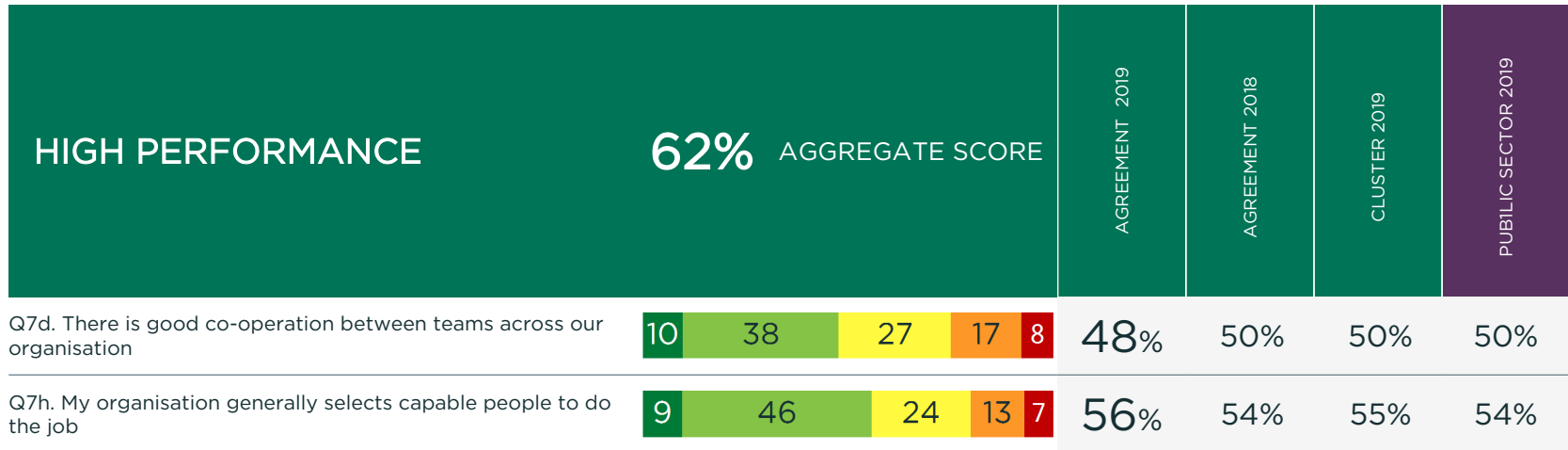


## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY







## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

PUBLIC SECTOR VALUES	58% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
Q2a. My workgroup strives to achieve customer/client satisfaction	39	48	8		87%	88%	87%	86%	
Q2e. People in my workgroup treat each other with respect	27	41	17	10	69%	70%	72%	75%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	27	45	16	8	72%	71%	72%	75%	
Q5b. My manager listens to what I have to say	31	42	13	8	73%	73%	74%	76%	
Q6a. I believe senior managers provide clear direction for the future of the organisation	11	33	30	17	10	43%	44%	47%	51%
Q6c. I feel that senior managers model the values of my organisation	11	34	29	14	11	45%	44%	48%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	13	41	27	10	8	54%	58%	56%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	9	30	27	20	13	39%	40%	44%	48%
Q6h. I feel that senior managers listen to employees	9	28	29	18	16	37%	36%	40%	44%

KEY



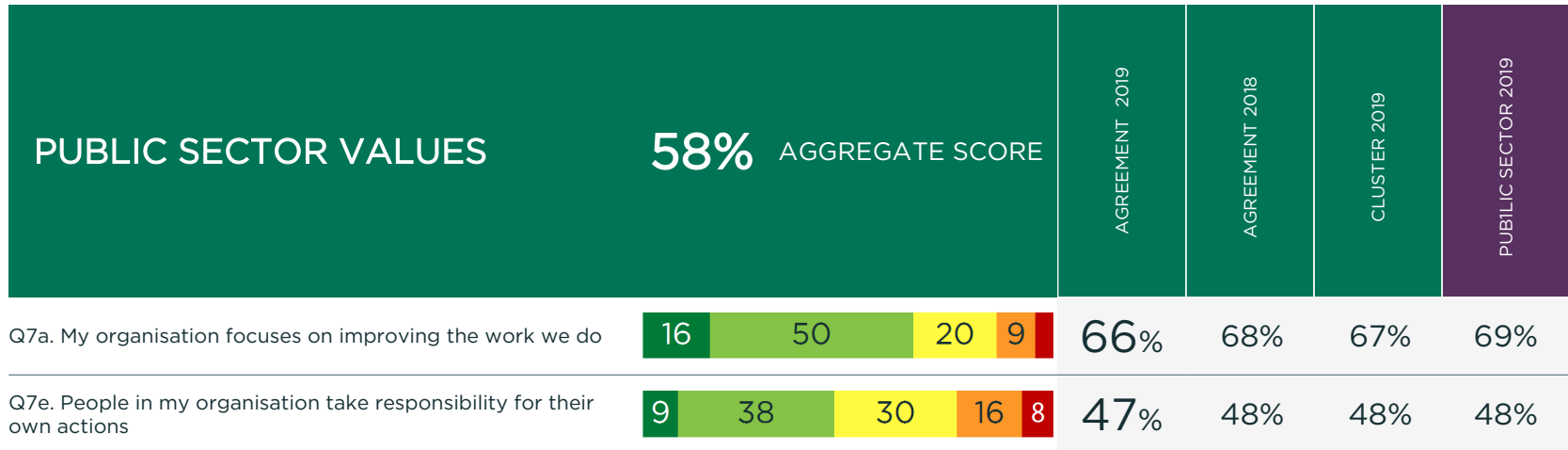


## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY





## EXPLORE THE FULL RESULTS

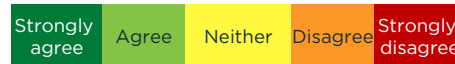
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

DIVERSITY & INCLUSION	66% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	21	44	16	15	64%	65%	66%	67%
Q5b. My manager listens to what I have to say	31	42	13	8	73%	73%	74%	76%
Q5d. My manager encourages and values employee input	30	39	16	9	69%	69%	70%	73%
Q6i. Senior managers in my organisation support the career advancement of women	16	35	35	7	51%	52%	54%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	22	51	18		73%	73%	75%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	25	51	16		76%	75%	75%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	19	47	18	10	66%	64%	68%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	22	37	22	11	59%	60%	58%	59%
Q8e. My manager supports flexible working in my team	25	37	21	10	62%	63%	61%	63%

KEY



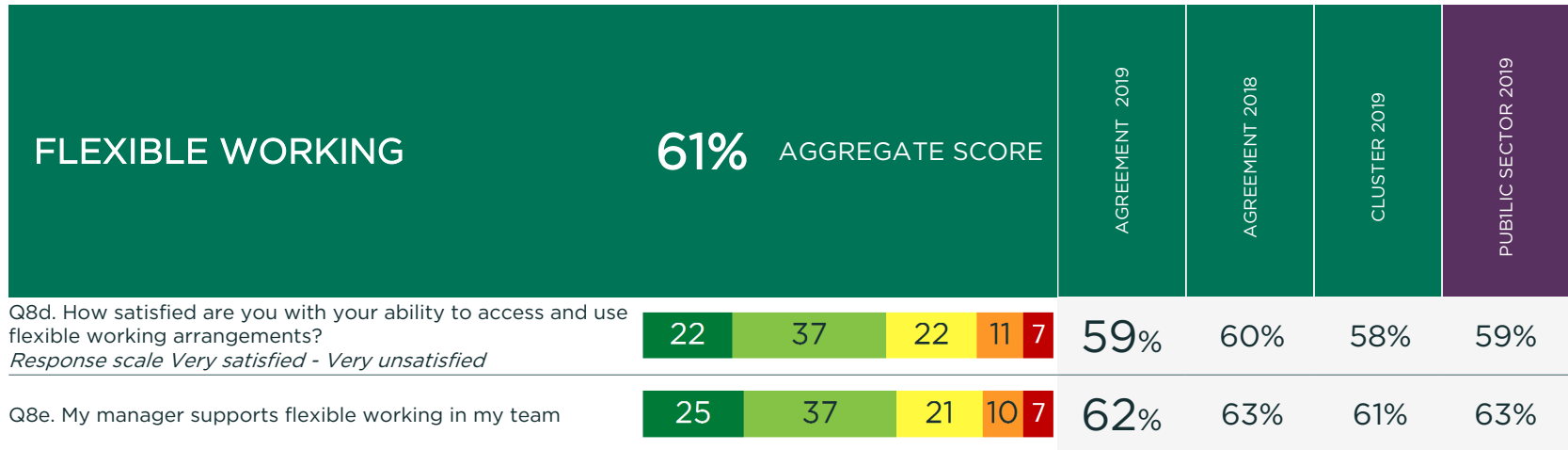


## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY



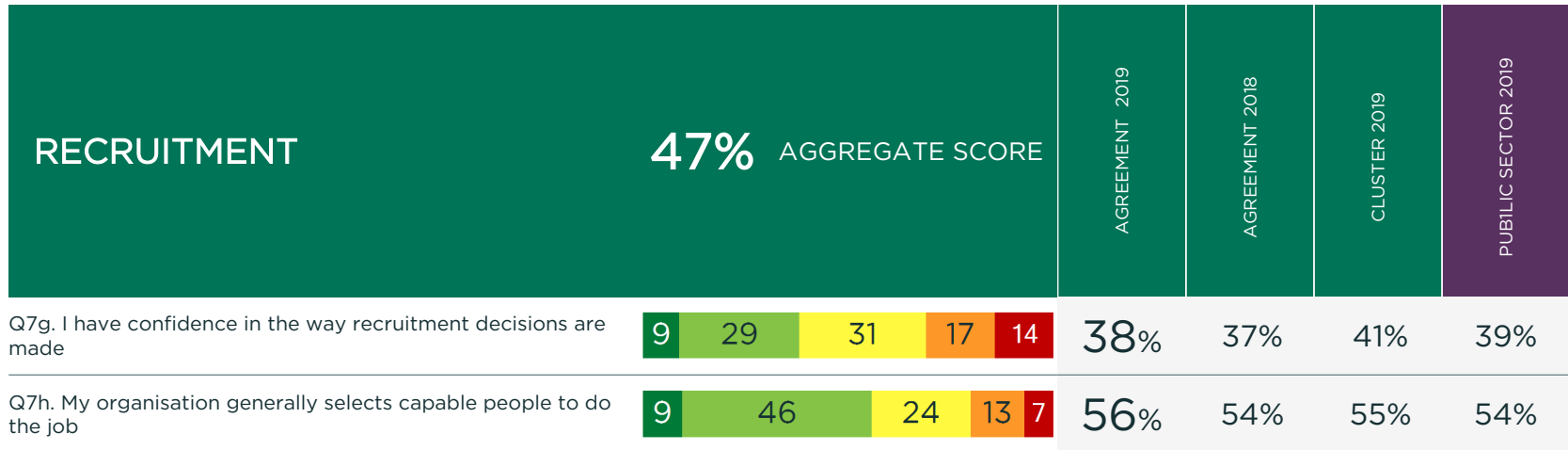


## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

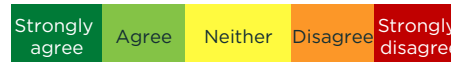
Results are rounded and may not add up to 100%

## PERFORMANCE FRAMEWORK & DEVELOPMENT

**56%** AGGREGATE SCORE

		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		66%	66%	65%	66%
Q3e. My performance is assessed against clear criteria		61%	62%	60%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation		52%	54%	53%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do		66%	65%	66%	69%
Q5h. My manager deals appropriately with employees who perform poorly		44%	43%	47%	48%
Q7f. My organisation is committed to developing its employees		48%	49%	51%	53%

KEY





## EXPLORE THE FULL RESULTS

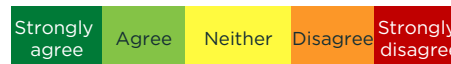
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

WORKPLACE SUPPORT	68% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019		
Q1b. I am provided with the support I need to do my best at work	21	44	16	15	64%	65%	66%	67%
Q1f. I am able to keep my work stress at an acceptable level	14	46	19	15	60%	61%	62%	61%
Q2c. I receive help and support from other members of my workgroup	34	48	12		81%	81%	80%	81%
Q2d. There is good team spirit in my workgroup	27	38	17	12	65%	66%	68%	70%

### KEY



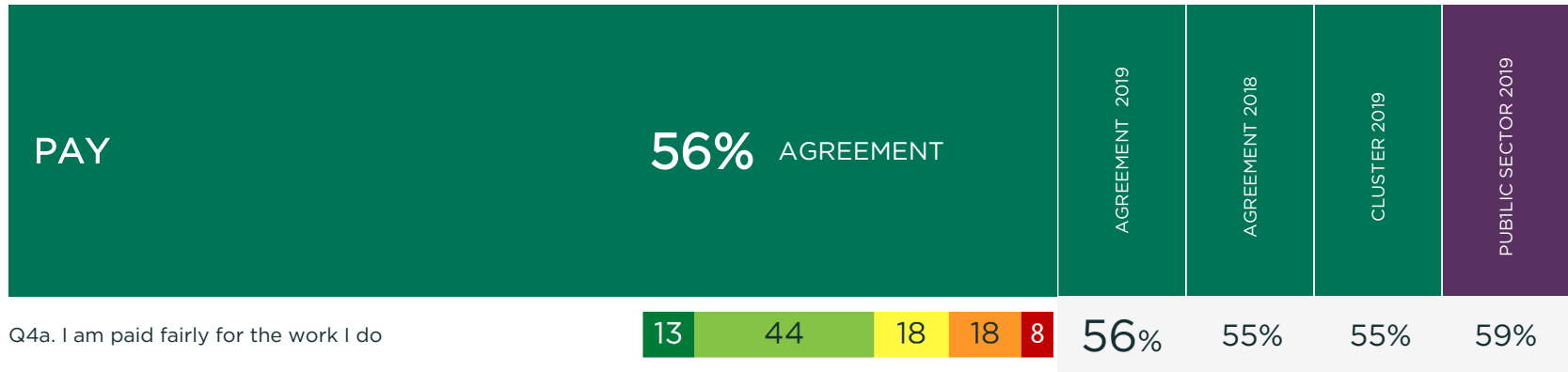


## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



### KEY





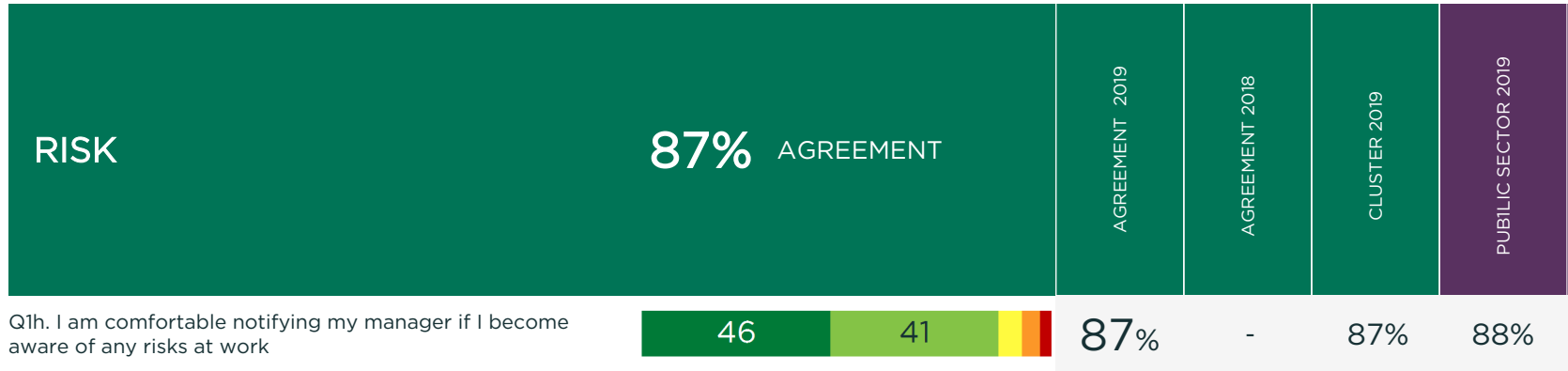


## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



### KEY



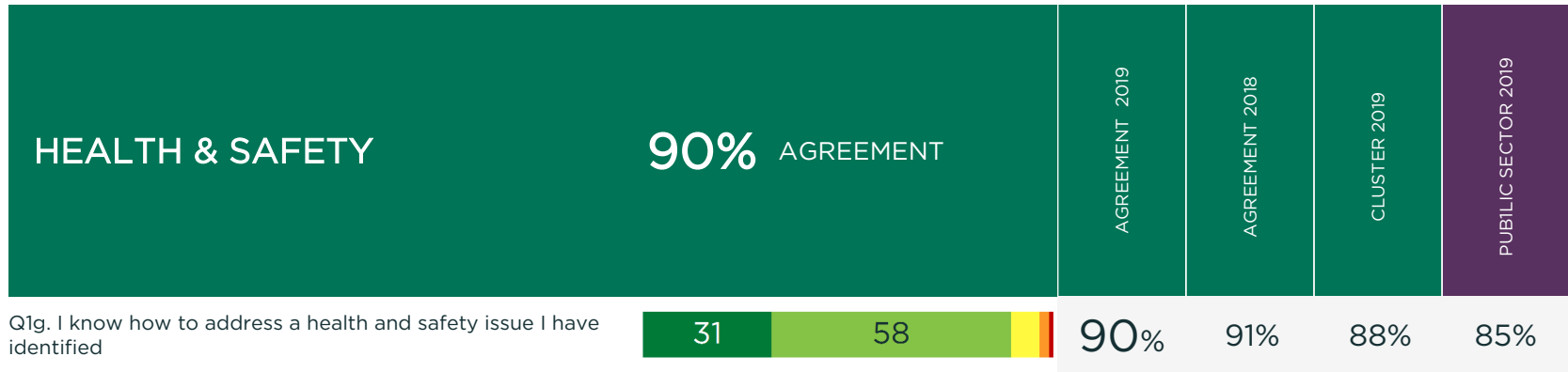


## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

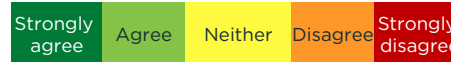
## ACTION ON RESULTS

**34%** AGREEMENT

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



KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

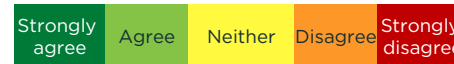
## WORKPLACE CONDUCT

**37%** AGREEMENT

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



KEY



## WELLBEING AND ENGAGEMENT



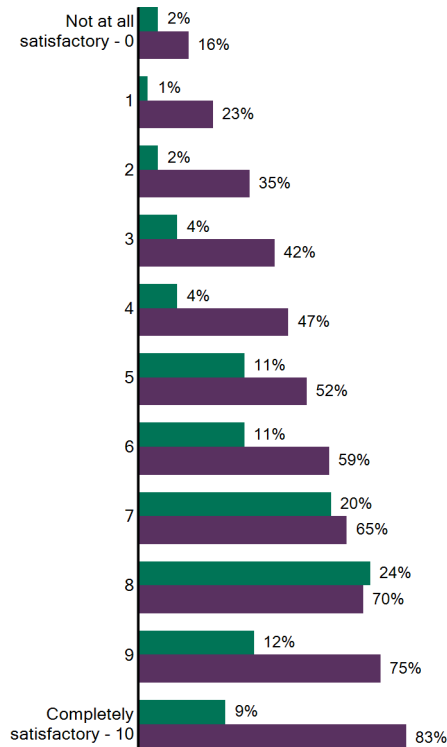
### EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

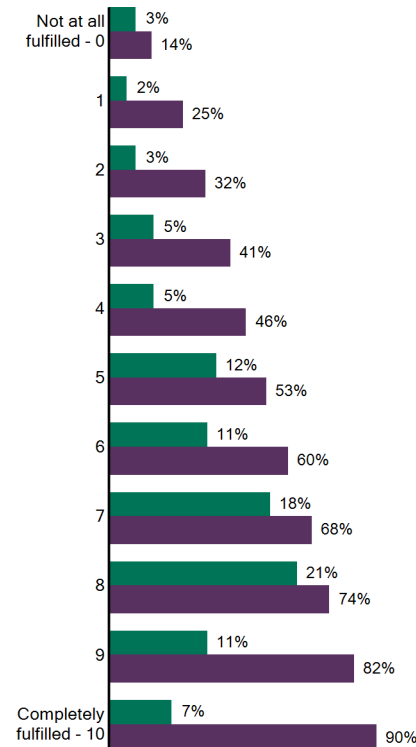
This compares Wellbeing to Engagement.

**Q1i.** In general, my sense of wellbeing is.....



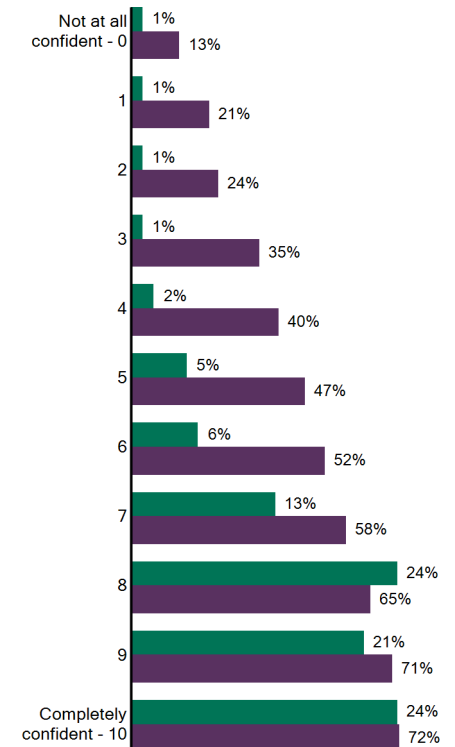
Proportion of respondents answering each response option

**Q1j.** I find my life at work fulfilling



Employee engagement score

**Q1k.** I am confident that I am contributing my best at work





## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## PERFORMANCE FRAMEWORK & DEVELOPMENT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
<b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives					
Yes		71%	73%	71%	71%
No		29%	27%	29%	29%
<b>Q3b.</b> I have informal feedback conversations with my manager					
Yes		74%	76%	74%	76%
No		26%	24%	26%	24%
<b>Q3c.</b> I have scheduled feedback conversations with my manager					
Yes		60%	61%	58%	60%
No		40%	39%	42%	40%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## MOBILITY

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

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes		39%	37%	40%	41%
No		61%	63%	60%	59%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## MOBILITY

**Q3i.** Are there barriers preventing you from moving to another role? If so, what are they? (select all that apply)

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Personal/family considerations		32%	33%	28%	29%
There are no major barriers to my career progression		31%	36%	31%	29%
Lack of visible opportunities		29%	28%	29%	29%
Lack of promotion opportunities		25%	23%	26%	28%
Geographic location considerations		21%	22%	22%	25%
The application/recruitment process is too cumbersome or time consuming		17%	18%	17%	22%
Lack of support for temporary assignments/secondments		14%	13%	14%	15%
Insufficient training and development		13%	11%	15%	15%
Lack of support from my manager/supervisor		13%	13%	14%	13%
Lack of required capabilities or experience		9%	8%	10%	11%
Other		7%	7%	8%	9%

% are calculated with the number of unique respondents (N = 8,875 to this question)





## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

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

Yes		34%	29%	32%	27%
No		51%	55%	51%	56%
Don't know		15%	15%	17%	17%

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

Yes		69%	70%	67%	65%
No		27%	28%	30%	32%
Don't know		3%	2%	4%	4%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## UNACCEPTABLE CONDUCT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
<b>Q13a.</b> In the last 12 months I have witnessed bullying at work					
Yes		43%	42%	39%	33%
No		49%	50%	52%	57%
Don't know		8%	7%	10%	10%
<b>Q13b.</b> In the last 12 months I have been subjected to bullying at work					
Yes		22%	21%	21%	18%
No		72%	75%	72%	75%
Don't know		6%	5%	7%	7%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

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

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
A fellow worker at your level		37%	35%	31%	27%
Your immediate manager/supervisor		23%	21%	23%	23%
A senior manager		14%	14%	18%	21%
Prefer not to say		12%	14%	12%	13%
Other		7%	6%	6%	5%
A subordinate		6%	7%	6%	7%
A client or customer		2%	2%	2%	3%
A member of the public other than a client or customer		0%	1%	1%	1%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

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

Yes		6%	4%	6%	4%
No		93%	95%	92%	94%
Don't know		2%	1%	2%	2%

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

A person at work		20%	26%	29%	38%
A member of the public		56%	46%	51%	36%
Other		19%	23%	15%	19%
Prefer not to say		5%	5%	6%	7%



## EXPLORE THE FULL RESULTS

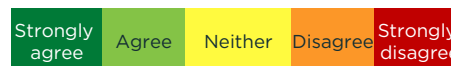
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

HEALTH CUSTOMISED QUESTIONS						AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019
Q1. I believe I am valued for what I can offer at my workplace	19	51	16	10		69%	70%	71%
Q2. In my workplace, we recognise our successes and innovations	16	49	22	10		65%	65%	66%
Q3. Overall, I have confidence in the decisions made by my senior managers	13	38	26	15	9	51%	50%	54%
Q4. I have a say in decisions which affect my work	12	39	24	18	8	50%	54%	53%
Q5. Where I work, we share the lessons learnt when mistakes are made	15	49	20	11		64%	66%	67%
Q6. My team's objectives/work plans are clearly outlined	15	50	22	10		64%	66%	66%
Q7. Our objectives/work plans help us to deliver a quality service	16	49	23	8		65%	68%	67%
Q8. Overall, I believe the culture at my workplace has improved in the last 12 months	13	28	31	16	12	41%	40%	45%

KEY





## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

HEALTH		2019	CLUSTER 2019
CUSTOMISED QUESTIONS			
<b>Q9.</b> How often do you feel culturally safe in the workplace?			
Always		66%	63%
Often		23%	25%
About half the time		7%	7%
Seldom		2%	3%
Never		1%	2%
<b>Q10.</b> In the past 12 months have you experienced racism in the workplace?			
Yes		10%	11%
No		90%	89%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

		2019	CLUSTER 2019
A senior manager		5%	8%
Your immediate manager / supervisor		7%	10%
A fellow worker at your level		29%	25%
A subordinate / worker below your level		5%	6%
A client or patient		31%	25%
A member of the public other than a client or patient		6%	4%
Other		5%	5%
Prefer not to say		13%	16%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

### Q10b1. Verbal abuse or harassment

		2019	CLUSTER 2019
Never		38%	36%
Once		14%	15%
Twice		13%	13%
3-5 times		15%	16%
More than 5 times		21%	20%





## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

### Q10b2. Other abuse or harassment

		2019	CLUSTER 2019
Never		54%	50%
Once		12%	13%
Twice		8%	10%
3-5 times		11%	12%
More than 5 times		14%	15%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

HEALTH		2019	CLUSTER 2019
CUSTOMISED QUESTIONS			
<b>Q10b3.</b> Racial jokes or slurs, imitating accent			
Never		29%	30%
Once		14%	15%
Twice		14%	15%
3-5 times		20%	19%
More than 5 times		23%	21%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

### Q10b4. Exclusion or avoidance in the workplace

		2019	CLUSTER 2019
Never		55%	50%
Once		10%	11%
Twice		9%	10%
3-5 times		9%	13%
More than 5 times		16%	16%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

### Q10b5. Exclusion from employment opportunities

		2019	CLUSTER 2019
Never		73%	65%
Once		8%	10%
Twice		6%	8%
3-5 times		4%	8%
More than 5 times		8%	10%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

### Q10b6. Racist material displayed in the workplace

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



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

		2019	CLUSTER 2019
Junior Medical Officer		2%	2%
Career Medical Officer, Hospitalist		0%	0%
Staff Specialist		2%	2%
Visiting Medical Officer		1%	0%
Clinical Academic		0%	0%
Assistant in Nursing		2%	1%
Enrolled Nurse	█	5%	3%
Registered Nurse/Midwife, Clinical Nurse/Midwife Specialist, Clinical Nurse/Midwife Consultant, Practitioner	██████████	36%	23%
Nurse/Midwifery Educator and Clinical Nurse/Midwifery Educator		1%	2%
Nurse/Midwifery Manager		3%	3%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

HEALTH CUSTOMISED QUESTIONS		2019	CLUSTER 2019
<b>Q11.</b> Which of the following best describes your current role? Please select the most appropriate response from the list below.			
Support Officers		1%	2%
Information Management (eg. Librarian, Medical Records and Data Manager)		1%	1%
Clinical Support Executive (eg. Hospital Executive, Local Health Network Executive)		0%	0%
Administrative and Executive Assistant		10%	9%
Corporate Services		2%	3%
Senior Manager/Executive		1%	2%
Allied Health Professional		13%	11%
Allied Health Assistant		1%	1%
Health Education, Health Promotion and Health Protection		0%	1%
Counsellor, Welfare Support		0%	0%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## HEALTH

### CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

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





## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## HEALTH

### CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

	2019	CLUSTER 2019
Trainee Dental Assistant	0%	0%
Operational Ambulance Officers (including Educators, DOM, DOCO, Paramedic, AOOC, OCO, SOCO, SO, PTO)	0%	3%
Operational Ambulance Managers (incl Zone Managers, Deputy Director Operations, Control Centre Manager)	0%	0%
Project Director	0%	0%
Project Manager	1%	1%
Project Officer	1%	1%
Cleaning, Linen and Food	0%	5%
Motor Vehicle, Patient Transport	0%	0%
Security Services, Fire Safety	0%	1%
Residential Care Attendant, Patient Care Assistant, Patient Services, Wardsperson	0%	1%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## HEALTH

### CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

	2019	CLUSTER 2019
Warehouse staff	0%	0%
Tradesperson	1%	1%
Apprentice Trade Worker and Trade Assistant	0%	0%
Trainee	0%	0%
Volunteer	1%	0%
Other job role	3%	5%
Prefer not to say	6%	7%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>GENDER</b>		
Male		17%
Female		82%
Other		2%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
AGE		
15-19		1%
20-24	█	4%
25-29	█	10%
30-34	█	12%
35-39	█	12%
40-44	█	12%
45-49	█	13%
50-54	█	12%
55-59	█	12%
60-64	█	8%
65+		3%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

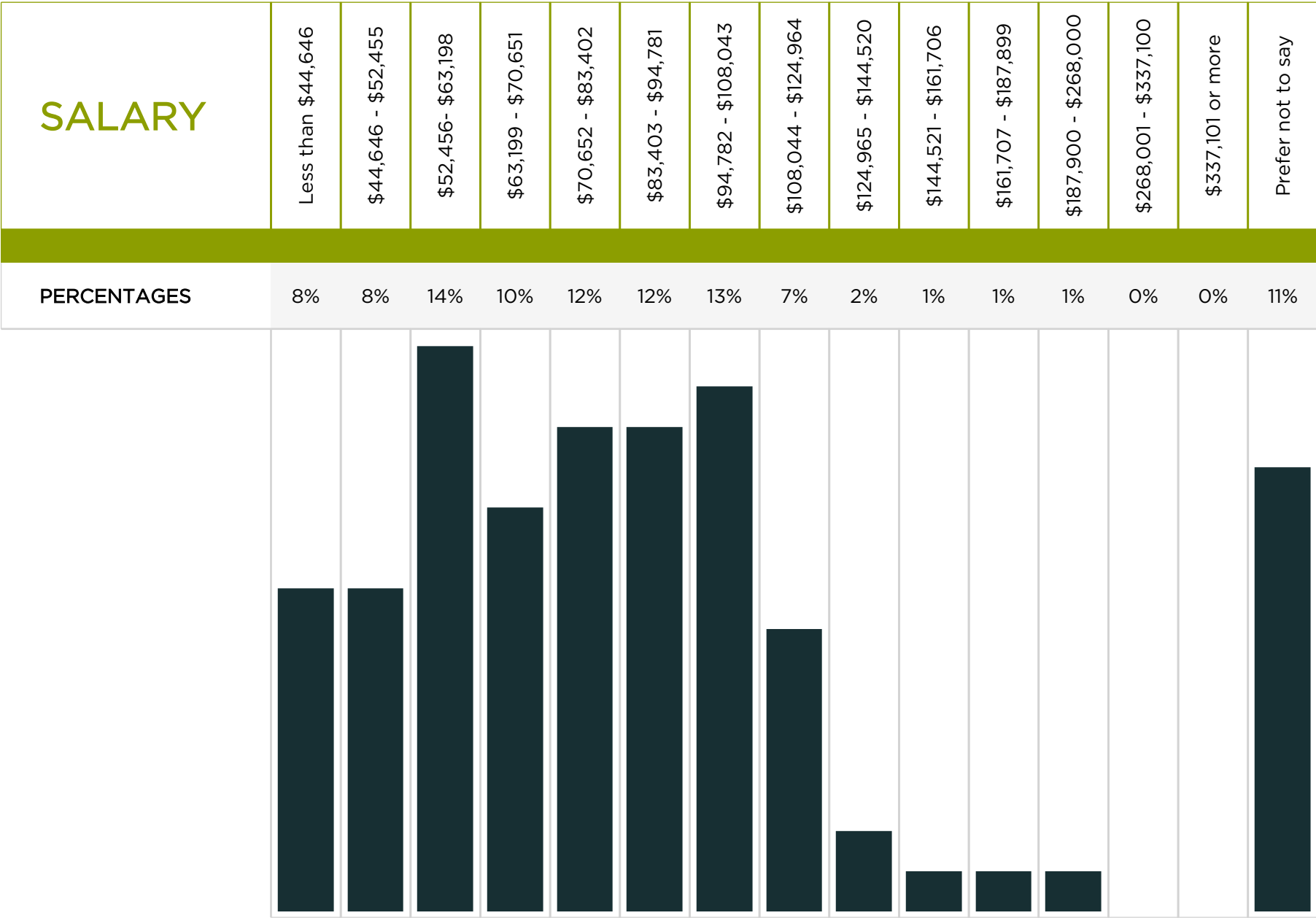
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	73%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	4%
Administrative support (e.g. executive/personal assistant, receptionist)	10%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	3%
Policy	0%
Research	1%
Program and project management support	2%
Legal (including developing and/or reviewing legislation)	0%
Other	6%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>TENURE IN ORGANISATION</b>		
Less than 1 year		10%
1 - 2 years		9%
2 - 5 years		18%
5 - 10 years		21%
10 - 20 years		25%
More than 20 years		16%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>FLEXIBLE WORKING</b>		
None of the above		36%
Flexible start and finish times		26%
Part-time work		25%
Working additional hours to make up for time off		13%
Study leave		11%
Leave without pay		11%
Flexible scheduling for rostered workers		9%

% are calculated with the number of unique respondents (N = 8,437 to this question)



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

	PERCENTAGE
<b>FLEXIBLE WORKING</b>	
Working from different locations	7%
Working more hours over fewer days	6%
Job sharing	4%
Other	3%
Working from home	3%
Purchasing annual leave	2%

% are calculated with the number of unique respondents (N = 8,437 to this question)

# RESULT BY TYPE OF WORK



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Hunter New England Local Health District	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing,	Other service delivery work (work that does not involve contact with the public, but it is critical to the	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
<b>NUMBER OF RESPONDENTS</b>	<b>9223</b>	<b>6290</b>	<b>346</b>	<b>875</b>	<b>276</b>	<b>12</b>	<b>88</b>	<b>166</b>	<b>6</b>	<b>537</b>
<b>EMPLOYEE ENGAGEMENT</b>	63%	62%	66%	67%	71%	(r)	69%	70%	(r)	65%
ENGAGEMENT WITH WORK	72%	71%	77%	74%	79%	(r)	75%	79%	(r)	73%
SENIOR MANAGERS	43%	40%	46%	50%	57%	(r)	58%	60%	(r)	48%
COMMUNICATION	57%	56%	62%	60%	71%	(r)	67%	70%	(r)	60%
HIGH PERFORMANCE	62%	61%	65%	65%	72%	(r)	74%	75%	(r)	64%
PUBLIC SECTOR VALUES	58%	56%	59%	61%	69%	(r)	71%	72%	(r)	59%
DIVERSITY & INCLUSION	66%	64%	71%	71%	79%	(r)	78%	76%	(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

# RESULT BY SALARY



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Hunter New England Local Health District	Less than \$44,646	\$44,646 - \$52,455	\$52,456 - \$63,198	\$63,199 - \$70,651	\$70,652 - \$83,402	\$83,403 - \$94,781	\$94,782 - \$108,043	\$108,044 - \$124,964	\$124,965 - \$144,520	\$144,521 - \$161,706	\$161,707 - \$187,899	\$187,900 - \$268,000	\$268,001 - \$337,100
NUMBER OF RESPONDENTS	9223	657	658	1206	821	1033	1057	1089	629	192	67	52	78	32
EMPLOYEE ENGAGEMENT	63%	71%	65%	64%	64%	61%	60%	63%	65%	67%	71%	69%	65%	63%
ENGAGEMENT WITH WORK	72%	78%	74%	72%	71%	69%	70%	72%	77%	81%	82%	81%	79%	80%
SENIOR MANAGERS	43%	54%	44%	44%	40%	39%	38%	45%	51%	52%	56%	57%	53%	47%
COMMUNICATION	57%	65%	56%	57%	56%	55%	55%	58%	64%	66%	68%	71%	69%	67%
HIGH PERFORMANCE	62%	70%	63%	63%	61%	59%	60%	63%	68%	69%	72%	71%	68%	66%
PUBLIC SECTOR VALUES	58%	65%	57%	57%	55%	55%	55%	60%	65%	66%	69%	69%	67%	64%
DIVERSITY & INCLUSION	66%	74%	66%	67%	64%	64%	65%	66%	71%	73%	75%	75%	72%	72%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# RESULT BY SALARY



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Hunter New England Local Health District	\$337,101 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>9223</b>	<b>36</b>	<b>930</b>
<b>EMPLOYEE ENGAGEMENT</b>	63%	62%	60%
ENGAGEMENT WITH WORK	72%	80%	67%
SENIOR MANAGERS	43%	47%	37%
COMMUNICATION	57%	66%	52%
HIGH PERFORMANCE	62%	63%	57%
PUBLIC SECTOR VALUES	58%	61%	52%
DIVERSITY & INCLUSION	66%	72%	61%

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# RESULT BY TENURE IN ORGANISATION



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Hunter New England 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>	<b>9223</b>	<b>848</b>	<b>780</b>	<b>1528</b>	<b>1782</b>	<b>2146</b>	<b>1397</b>
<b>EMPLOYEE ENGAGEMENT</b>	63%	72%	66%	64%	62%	61%	62%
ENGAGEMENT WITH WORK	72%	83%	75%	71%	70%	69%	72%
SENIOR MANAGERS	43%	61%	46%	42%	41%	39%	42%
COMMUNICATION	57%	73%	62%	57%	55%	53%	57%
HIGH PERFORMANCE	62%	77%	66%	62%	59%	59%	62%
PUBLIC SECTOR VALUES	58%	73%	61%	56%	55%	54%	57%
DIVERSITY & INCLUSION	66%	78%	70%	66%	64%	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

# RESULTS BY TYPES OF FLEXIBLE WORKING



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Hunter New England Local Health District	Flexible start and finish times	Working more hours over fewer days	Working additional hours to make up for time off	Flexible scheduling for rostered workers	Part-time work	Job sharing	Working from different locations	Working from home	Purchasing annual leave	Leave without pay	Study leave	Other	None of the above
NUMBER OF RESPONDENTS	9223	2224	509	1066	769	2068	345	575	221	166	926	947	253	3072
EMPLOYEE ENGAGEMENT	63%	70%	65%	68%	65%	64%	70%	70%	67%	65%	64%	64%	65%	60%
ENGAGEMENT WITH WORK	72%	81%	75%	79%	73%	73%	79%	82%	78%	70%	72%	74%	75%	68%
SENIOR MANAGERS	43%	53%	44%	51%	44%	42%	50%	54%	51%	47%	42%	41%	38%	40%
COMMUNICATION	57%	68%	59%	66%	61%	58%	65%	68%	67%	58%	59%	59%	58%	52%
HIGH PERFORMANCE	62%	71%	63%	68%	65%	63%	70%	72%	69%	63%	63%	63%	62%	58%
PUBLIC SECTOR VALUES	58%	67%	59%	65%	59%	58%	65%	67%	66%	58%	58%	58%	56%	54%
DIVERSITY & INCLUSION	66%	80%	72%	77%	74%	70%	78%	78%	78%	68%	69%	69%	69%	58%

\*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Hunter New England Local Health District	Sydney East	Sydney West	Newcastle and Lake Macquarie	New England and North West	Hunter Valley exc Newcastle	Mid North Coast	Outside NSW	Sydney - Eastern Suburbs	Central West	Capital Region	Central Coast	Coffs Harbour - Grafton	Far West and Orana
NUMBER OF RESPONDENTS	9223	2	0	4272	1636	1019	636	2	2	1	0	0	0	0
EMPLOYEE ENGAGEMENT	63%	(r)	(r)	64%	64%	65%	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	72%	(r)	(r)	72%	75%	74%	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	43%	(r)	(r)	43%	45%	46%	37%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	57%	(r)	(r)	58%	58%	59%	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	62%	(r)	(r)	63%	64%	64%	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	58%	(r)	(r)	58%	59%	60%	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	66%	(r)	(r)	67%	68%	68%	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)

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

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Hunter New England Local Health District	Illawarra	Murray	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Sydney - Baulkham Hills and Hawkesbury	Sydney - Blacktown	Sydney - City and Inner South	Sydney - Inner South West	Sydney - Inner West	Sydney - North Sydney and Hornsby	Sydney - Northern Beaches	Sydney - Outer South West
NUMBER OF RESPONDENTS	9223	0	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	43%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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





## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Hunter New England Local Health District	Sydney - Outer West and Blue Mountains	Sydney - Parramatta	Sydney - Ryde	Sydney - South West	Sydney - Sutherland
<b>NUMBER OF RESPONDENTS</b>	<b>9223</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EMPLOYEE ENGAGEMENT</b>	63%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	72%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	43%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	57%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	62%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	58%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	66%	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# RESULT BY AGE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Hunter New England 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>	9223	53	367	866	1010	1038	1045	1098	1036	994	671	270
<b>EMPLOYEE ENGAGEMENT</b>	63%	76%	73%	64%	62%	63%	62%	63%	62%	64%	63%	71%
ENGAGEMENT WITH WORK	72%	91%	81%	71%	69%	69%	71%	71%	72%	76%	76%	83%
SENIOR MANAGERS	43%	76%	56%	44%	43%	43%	41%	44%	41%	42%	43%	51%
COMMUNICATION	57%	77%	67%	59%	60%	56%	55%	57%	56%	57%	58%	63%
HIGH PERFORMANCE	62%	83%	74%	65%	63%	61%	60%	62%	61%	62%	63%	68%
PUBLIC SECTOR VALUES	58%	81%	68%	59%	58%	57%	56%	58%	56%	57%	58%	64%
DIVERSITY & INCLUSION	66%	82%	75%	68%	68%	65%	64%	66%	65%	66%	67%	72%

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# RESULT BY GENDER



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Hunter New England Local Health District	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	<b>9223</b>	<b>1434</b>	<b>6998</b>	<b>133</b>
<b>EMPLOYEE ENGAGEMENT</b>	63%	63%	64%	47%
ENGAGEMENT WITH WORK	72%	72%	73%	47%
SENIOR MANAGERS	43%	44%	44%	18%
COMMUNICATION	57%	61%	57%	29%
HIGH PERFORMANCE	62%	63%	63%	39%
PUBLIC SECTOR VALUES	58%	58%	58%	34%
DIVERSITY & INCLUSION	66%	67%	67%	40%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# CURRENT ROLE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Hunter New England 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	9223	182	15	182	46	4	151	428	3092	125	252	108	62	13
EMPLOYEE ENGAGEMENT	63%	61%	(r)	58%	61%	(r)	76%	62%	59%	65%	71%	67%	59%	(r)
ENGAGEMENT WITH WORK	72%	78%	(r)	77%	80%	(r)	82%	71%	67%	73%	82%	77%	74%	(r)
SENIOR MANAGERS	43%	40%	(r)	44%	42%	(r)	63%	40%	36%	49%	60%	49%	38%	(r)
COMMUNICATION	57%	63%	(r)	65%	59%	(r)	69%	54%	52%	65%	70%	68%	52%	(r)
HIGH PERFORMANCE	62%	65%	(r)	63%	61%	(r)	75%	59%	57%	66%	73%	67%	56%	(r)
PUBLIC SECTOR VALUES	58%	61%	(r)	61%	56%	(r)	70%	52%	52%	64%	71%	62%	50%	(r)
DIVERSITY & INCLUSION	66%	66%	(r)	68%	65%	(r)	77%	63%	61%	72%	76%	77%	68%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# CURRENT ROLE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Hunter New England 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	9223	874	135	109	1135	107	37	17	11	46	84	16	37	25
EMPLOYEE ENGAGEMENT	63%	67%	72%	84%	67%	67%	74%	(r)	(r)	74%	64%	(r)	70%	(r)
ENGAGEMENT WITH WORK	72%	75%	79%	94%	78%	75%	80%	(r)	(r)	74%	71%	(r)	68%	(r)
SENIOR MANAGERS	43%	48%	61%	84%	47%	45%	69%	(r)	(r)	63%	49%	(r)	59%	(r)
COMMUNICATION	57%	58%	75%	91%	62%	61%	76%	(r)	(r)	68%	64%	(r)	70%	(r)
HIGH PERFORMANCE	62%	64%	74%	89%	68%	67%	80%	(r)	(r)	73%	69%	(r)	74%	(r)
PUBLIC SECTOR VALUES	58%	59%	73%	88%	64%	60%	78%	(r)	(r)	69%	63%	(r)	72%	(r)
DIVERSITY & INCLUSION	66%	70%	81%	92%	71%	70%	78%	(r)	(r)	71%	76%	(r)	79%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# CURRENT ROLE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Hunter New England 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	9223	38	45	0	65	1	4	0	2	48	80	23	5	33
EMPLOYEE ENGAGEMENT	63%	74%	71%	(r)	60%	(r)	(r)	(r)	(r)	77%	68%	(r)	(r)	56%
ENGAGEMENT WITH WORK	72%	80%	80%	(r)	62%	(r)	(r)	(r)	(r)	91%	80%	(r)	(r)	61%
SENIOR MANAGERS	43%	54%	54%	(r)	31%	(r)	(r)	(r)	(r)	73%	53%	(r)	(r)	25%
COMMUNICATION	57%	68%	68%	(r)	47%	(r)	(r)	(r)	(r)	80%	64%	(r)	(r)	35%
HIGH PERFORMANCE	62%	71%	71%	(r)	54%	(r)	(r)	(r)	(r)	86%	72%	(r)	(r)	43%
PUBLIC SECTOR VALUES	58%	66%	71%	(r)	47%	(r)	(r)	(r)	(r)	81%	68%	(r)	(r)	35%
DIVERSITY & INCLUSION	66%	80%	67%	(r)	52%	(r)	(r)	(r)	(r)	84%	77%	(r)	(r)	46%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Hunter New England 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>	9223	25	4	71	9	39	92	251	524
<b>EMPLOYEE ENGAGEMENT</b>	63%	(r)	(r)	65%	(r)	70%	86%	68%	54%
<b>ENGAGEMENT WITH WORK</b>	72%	(r)	(r)	70%	(r)	85%	93%	76%	57%
<b>SENIOR MANAGERS</b>	43%	(r)	(r)	38%	(r)	62%	67%	48%	30%
<b>COMMUNICATION</b>	57%	(r)	(r)	55%	(r)	79%	81%	63%	41%
<b>HIGH PERFORMANCE</b>	62%	(r)	(r)	57%	(r)	78%	82%	66%	50%
<b>PUBLIC SECTOR VALUES</b>	58%	(r)	(r)	53%	(r)	75%	78%	60%	45%
<b>DIVERSITY &amp; INCLUSION</b>	66%	(r)	(r)	64%	(r)	79%	85%	71%	51%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# GUIDE TO THIS REPORT

## **i** SURVEY TIME FRAME

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

## **i** PRIVACY

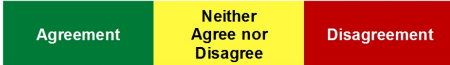
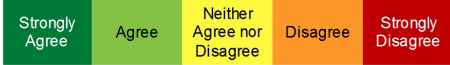
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of work teams that can be reported (10 or more employees) and responses from demographic groups (30 or more employees).

Where people work in small teams, the results are merged with larger business units and results are not available. Where this happens an 'r' is shown in reports.

## **i** HOW TO READ THIS REPORT

The majority of questions have a 5-point answer scale. The Strongly Agree and Agree scores are combined to create an agreement (or positive) score which is shown as a rounded percentage.



## **i** ROUNDING

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of the calculation for maximum accuracy.

Values from .00 to .49 are rounded down, whereas values from .50 to .99 are rounded up. Therefore, in some instances the data will not add up to 100%.

## **i** MORE DETAILS ABOUT METHODOLOGY

See the 2018 Main Findings report on the Public Service Commission web site.