



2019 | NSW Public Sector
Employee Survey

AGENCY REPORT

Health

Northern NSW Local Health District



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RESPONSE RATE

45%

2,604 OF 5,741 RESPONDENTS

RESPONSE RATE 2018: 40%

EMPLOYEE ENGAGEMENT

59% —

DIFFERENCE FROM 2018 0 (59%)

DIFFERENCE FROM CLUSTER -6 (65%)

DIFFERENCE FROM PUBLIC SECTOR -7 (66%)

ENGAGEMENT WITH WORK

69% —

DIFFERENCE FROM 2018 0 (70%)

DIFFERENCE FROM CLUSTER -4 (73%)

DIFFERENCE FROM PUBLIC SECTOR -3 (73%)

SENIOR MANAGERS

33% ↑

DIFFERENCE FROM 2018 +1 (32%)

DIFFERENCE FROM CLUSTER -13 (46%)

DIFFERENCE FROM PUBLIC SECTOR -17 (50%)

COMMUNICATION

52% ↑

DIFFERENCE FROM 2018 +1 (51%)

DIFFERENCE FROM CLUSTER -8 (60%)

DIFFERENCE FROM PUBLIC SECTOR -10 (62%)

HIGH PERFORMANCE

56% —

DIFFERENCE FROM 2018 0 (56%)

DIFFERENCE FROM CLUSTER -8 (64%)

DIFFERENCE FROM PUBLIC SECTOR -9 (65%)

PUBLIC SECTOR VALUES

51% —

DIFFERENCE FROM 2018 0 (51%)

DIFFERENCE FROM CLUSTER -9 (60%)

DIFFERENCE FROM PUBLIC SECTOR -11 (62%)

DIVERSITY & INCLUSION

60% ↑

DIFFERENCE FROM 2018 +1 (59%)

DIFFERENCE FROM CLUSTER -7 (67%)

DIFFERENCE FROM PUBLIC SECTOR -9 (69%)

FLEXIBLE WORKING SATISFACTION

52% ↓

DIFFERENCE FROM 2018 -1 (54%)

DIFFERENCE FROM CLUSTER -5 (58%)

DIFFERENCE FROM PUBLIC SECTOR -7 (59%)

ACTION ON RESULTS

29% ↑

DIFFERENCE FROM 2018 +5 (23%)

DIFFERENCE FROM CLUSTER -11 (40%)

DIFFERENCE FROM PUBLIC SECTOR -11 (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%	89%
2a. My workgroup strives to achieve customer/client satisfaction	87%	87%
1h. I am comfortable notifying my manager if I become aware of any risks at work	86%	-
2c. I receive help and support from other members of my workgroup	78%	79%
2b. My workgroup works collaboratively to achieve its objectives	76%	78%
1c. My job gives me a feeling of personal accomplishment	74%	75%
5b. My manager listens to what I have to say	71%	70%
2e. People in my workgroup treat each other with respect	70%	70%
5a. My manager encourages people in my workgroup to keep improving the work they do	68%	67%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019
AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
11a. I have confidence in the ways my organisation resolves grievances	27%	29%
6h. I feel that senior managers listen to employees	27%	24%
10a. I believe action will be taken on the results from this survey by my organisation	29%	23%
7g. I have confidence in the way recruitment decisions are made	29%	28%
7c. I feel that change is managed well in my organisation	30%	30%
6g. I feel that senior managers keep employees informed about what's going on	32%	30%
6b. I feel that senior managers effectively lead and manage change	32%	30%
6a. I believe senior managers provide clear direction for the future of the organisation	33%	31%
6e. Senior managers promote collaboration between my organisation and other organisations we work with	35%	36%
6c. I feel that senior managers model the values of my organisation	35%	32%



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	29%	23%
6d. Senior managers encourage innovation by employees	35%	31%
6c. I feel that senior managers model the values of my organisation	35%	32%
6h. I feel that senior managers listen to employees	27%	24%
6b. I feel that senior managers effectively lead and manage change	32%	30%
1b. I am provided with the support I need to do my best at work	58%	56%
5d. My manager encourages and values employee input	66%	64%
6a. I believe senior managers provide clear direction for the future of the organisation	33%	31%
6g. I feel that senior managers keep employees informed about what's going on	32%	30%
1g. I know how to address a health and safety issue I have identified	90%	89%

- 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	42%	45%
7a. My organisation focuses on improving the work we do	56%	59%
7e. People in my organisation take responsibility for their own actions	40%	43%
6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	42%	44%
11a. I have confidence in the ways my organisation resolves grievances	27%	29%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	52%	54%
2b. My workgroup works collaboratively to achieve its objectives	76%	78%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	63%	64%
6e. Senior managers promote collaboration between my organisation and other organisations we work with	35%	36%
1c. My job gives me a feeling of personal accomplishment	74%	75%



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



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



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



Q7l. My organisation motivates me to help it achieve its objectives



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



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



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



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



Q7l. My organisation motivates me to help it achieve its objectives



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



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



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



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



Q7l. My organisation motivates me to help it achieve its objectives



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



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: 2604

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	22	Senior Executive (ongoing/permanent or term)	1	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	71
Female	77	Ongoing/Permanent (other than senior executive)	77	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)	5
Other	2	Temporary (including temporary teachers and graduates)	4	Administrative support (e.g. executive/personal assistant, receptionist)	11
		Casual	7	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	4
		Contract – Non Executive	9	Policy	0
		Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	0	Research	0
		Other	1	Program and project management support	2
		Don't know	1	Legal (including developing and/or reviewing legislation)	0
				Other	6
Age	Survey %	Manager of managers	Survey %	Organisation Tenure	Survey %
15 - 34 years	17	Yes	6	Less than 1 year	10
35 - 54 years	54	No	94	1 - 2 years	10
55+ years	30			2 - 5 years	18
		Supervisors	Survey %	5 - 10 years	21
		Yes	37	10 - 20 years	26
		No	63	More than 20 years	15
		Working arrangement	Survey %		
		Full-time	52	Salary	Survey %
		Part-time	48	\$83,402 and below	50
				\$83,403 - \$108,043	25
				\$108,044 - \$144,520	11
				\$144,521 and above	3
				Prefer not to say	10
LOTE spoken at home	Survey %				
Yes	9				
No	88				
Prefer not to say	2				
Aboriginal and/or Torres Strait Islanders	Survey %				
Yes	4				
No	93				
Prefer not to say	4				
Disability	Survey %				
Yes	2				
No	95				
Prefer not to say	3				
LGBTI	Survey %				
Yes	4				
No	91				
Prefer not to say	5				

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.

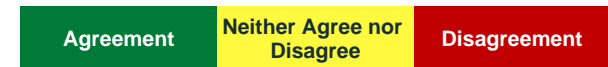
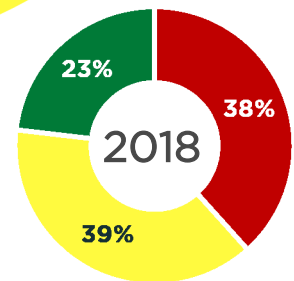
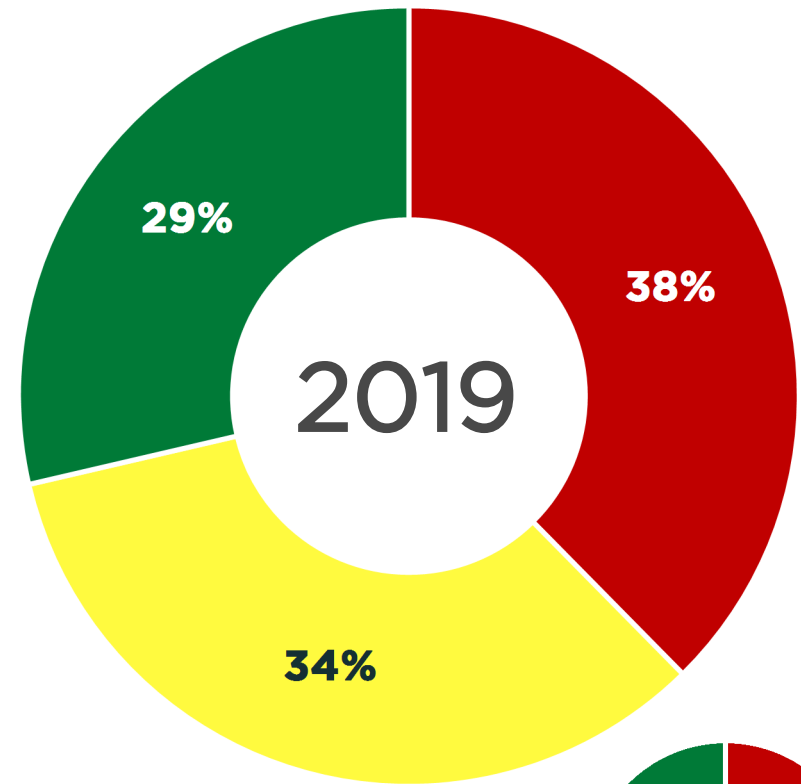
Results are rounded and may not add up to 100%

29%

of employees replied favourably to:

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

39%	40%	23%
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
1	Q7f. My organisation is committed to developing its employees	37%	36%	51%	53%
2	Q7c. I feel that change is managed well in my organisation	30%	30%	43%	42%
3	Q7a. My organisation focuses on improving the work we do	56%	59%	67%	69%
4	Q6h. I feel that senior managers listen to employees	27%	24%	40%	44%
5	Q7b. My organisation is making the necessary improvements to meet our future challenges	42%	45%	54%	57%
6	Q6c. I feel that senior managers model the values of my organisation	35%	32%	48%	52%

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

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

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

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

	Northern NSW Local Health District	Ballina Hospital	Bonalbo Hospital	Byron Central Hospital	Casino Hospital	Clarence Community Health	Corporate Administrative Services	Drug and Alcohol	Grafton Base Hospital	Kyogle Hospital	Lismore Base Hospital	Maclean Hospital	Mental Health Services	Murwillumbah Hospital
NUMBER OF RESPONDENTS	2604	132	16	93	68	45	90	56	230	38	577	72	123	148
EMPLOYEE ENGAGEMENT	59%	61%	65%	54%	65%	61%	69%	64%	47%	66%	57%	50%	55%	71%
ENGAGEMENT WITH WORK	69%	65%	81%	62%	74%	84%	86%	81%	63%	78%	67%	56%	69%	77%
SENIOR MANAGERS	33%	31%	25%	23%	48%	28%	52%	41%	23%	37%	30%	15%	38%	57%
COMMUNICATION	52%	46%	52%	41%	60%	49%	69%	58%	50%	58%	52%	42%	54%	66%
HIGH PERFORMANCE	56%	54%	56%	49%	66%	62%	67%	65%	50%	59%	54%	43%	55%	71%
PUBLIC SECTOR VALUES	51%	49%	47%	42%	62%	50%	65%	59%	44%	53%	49%	40%	52%	68%
DIVERSITY & INCLUSION	60%	59%	60%	51%	64%	57%	76%	67%	55%	65%	58%	56%	62%	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

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

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

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

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

	Northern NSW Local Health District	Health Promotion	Nimbin Hospital	Oral Health Services	Population Health	Richmond Community Health	The Tweed Hospital	Tweed Byron Community Health	Urbenville Hospital
NUMBER OF RESPONDENTS	2604	19	22	28	15	77	536	101	26
EMPLOYEE ENGAGEMENT	59%	70%	72%	65%	67%	63%	60%	59%	58%
ENGAGEMENT WITH WORK	69%	93%	78%	69%	93%	73%	65%	77%	54%
SENIOR MANAGERS	33%	58%	39%	45%	59%	29%	32%	25%	43%
COMMUNICATION	52%	79%	55%	45%	61%	49%	47%	56%	49%
HIGH PERFORMANCE	56%	79%	67%	58%	72%	61%	53%	59%	62%
PUBLIC SECTOR VALUES	51%	76%	54%	58%	69%	53%	48%	51%	54%
DIVERSITY & INCLUSION	60%	89%	69%	58%	68%	54%	56%	64%	60%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



EXPLORE THE FULL RESULTS

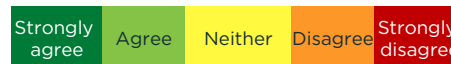
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

EMPLOYEE ENGAGEMENT	59% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	13	39	28	11	8	52%	52%	61%	62%
Q7j. I am proud to tell others I work for my organisation	17	43	27	8		60%	60%	69%	70%
Q7k. I feel a strong personal attachment to my organisation	16	38	29	11		53%	54%	61%	64%
Q7l. My organisation motivates me to help it achieve its objectives	12	30	34	16	8	42%	41%	54%	56%
Q7m. My organisation inspires me to do the best in my job	12	31	32	16	8	43%	43%	55%	56%

KEY





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	69% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1c. My job gives me a feeling of personal accomplishment	27	47	14	8	74%	75%	77%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	27	41	17	10	68%	68%	72%	72%
Q1e. I am satisfied with my job	19	46	19	11	65%	66%	70%	69%

KEY





EXPLORE THE FULL RESULTS

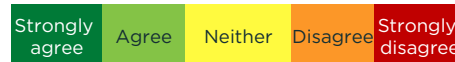
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SENIOR MANAGERS	33% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	7	26	31	22	15	33%	31%	47%	51%
Q6b. I feel that senior managers effectively lead and manage change		25	29	22	18	32%	30%	44%	47%
Q6c. I feel that senior managers model the values of my organisation	8	27	30	18	17	35%	32%	48%	52%
Q6d. Senior managers encourage innovation by employees	8	27	33	19	14	35%	31%	47%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	7	27	37	16	12	35%	36%	48%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	9	32	32	14	12	42%	44%	56%	61%
Q6g. I feel that senior managers keep employees informed about what's going on		25	27	22	19	32%	30%	44%	48%
Q6h. I feel that senior managers listen to employees		20	29	22	22	27%	24%	40%	44%
Q7c. I feel that change is managed well in my organisation		24	31	25	15	30%	30%	43%	42%

KEY





EXPLORE THE FULL RESULTS

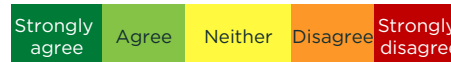
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Results are rounded and may not add up to 100%

COMMUNICATION	52% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q5c. My manager communicates effectively with me	28	39	16	11	66%	65%	70%	72%
Q5d. My manager encourages and values employee input	28	38	18	10	66%	64%	70%	73%
Q5e. My manager involves my workgroup in decisions about our work	25	36	19	13	61%	61%	66%	68%
Q6g. I feel that senior managers keep employees informed about what's going on	25	27	22	19	32%	30%	44%	48%
Q6h. I feel that senior managers listen to employees	20	29	22	22	27%	24%	40%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	14	46	19	12	61%	59%	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				56% 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					76%	78%	79%	79%	
Q3f. I have received appropriate training and development to do my job well					64%	63%	70%	66%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do					68%	67%	72%	75%	
Q5f. I have confidence in the decisions my manager makes					61%	61%	66%	69%	
Q6d. Senior managers encourage innovation by employees					35%	31%	47%	51%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with					35%	36%	48%	53%	
Q7a. My organisation focuses on improving the work we do					56%	59%	67%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges					42%	45%	54%	57%	

KEY



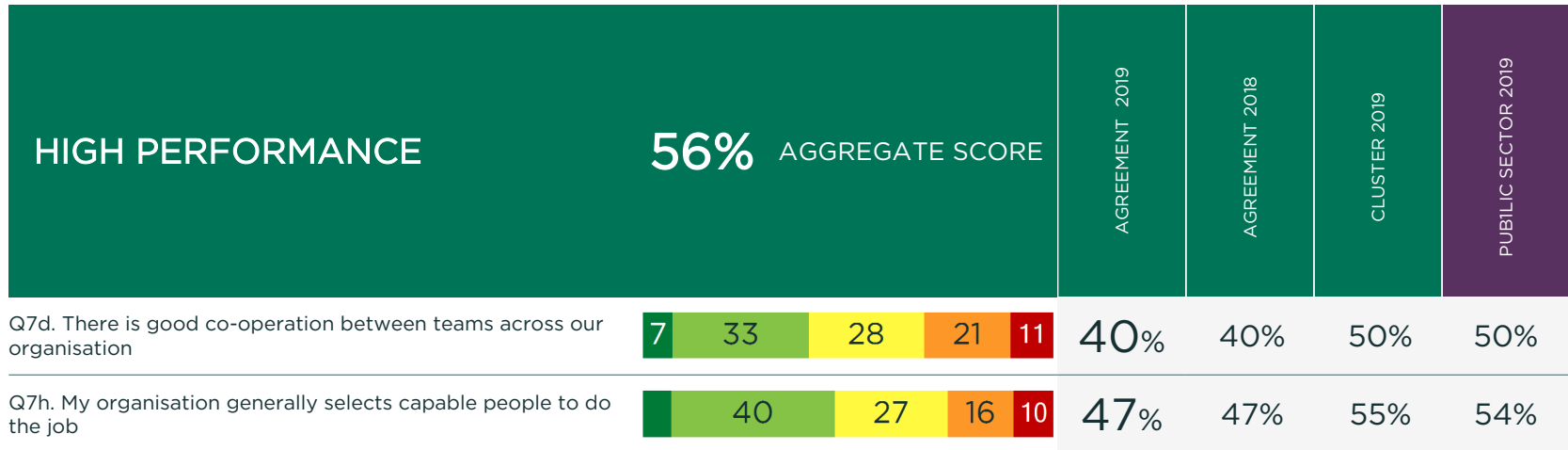


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KEY





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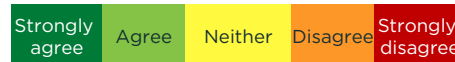
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Results are rounded and may not add up to 100%

PUBLIC SECTOR VALUES	51% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019			
	Q2a. My workgroup strives to achieve customer/client satisfaction	40	46	8	87%	87%	87%	86%	
Q2e. People in my workgroup treat each other with respect	28	41	16	9	70%	70%	72%	75%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	24	45	18	9	68%	67%	72%	75%	
Q5b. My manager listens to what I have to say	30	41	15	8	71%	70%	74%	76%	
Q6a. I believe senior managers provide clear direction for the future of the organisation	7	26	31	22	15	33%	31%	47%	51%
Q6c. I feel that senior managers model the values of my organisation	8	27	30	18	17	35%	32%	48%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	9	32	32	14	12	42%	44%	56%	61%
Q6g. I feel that senior managers keep employees informed about what's going on		25	27	22	19	32%	30%	44%	48%
Q6h. I feel that senior managers listen to employees		20	29	22	22	27%	24%	40%	44%

KEY



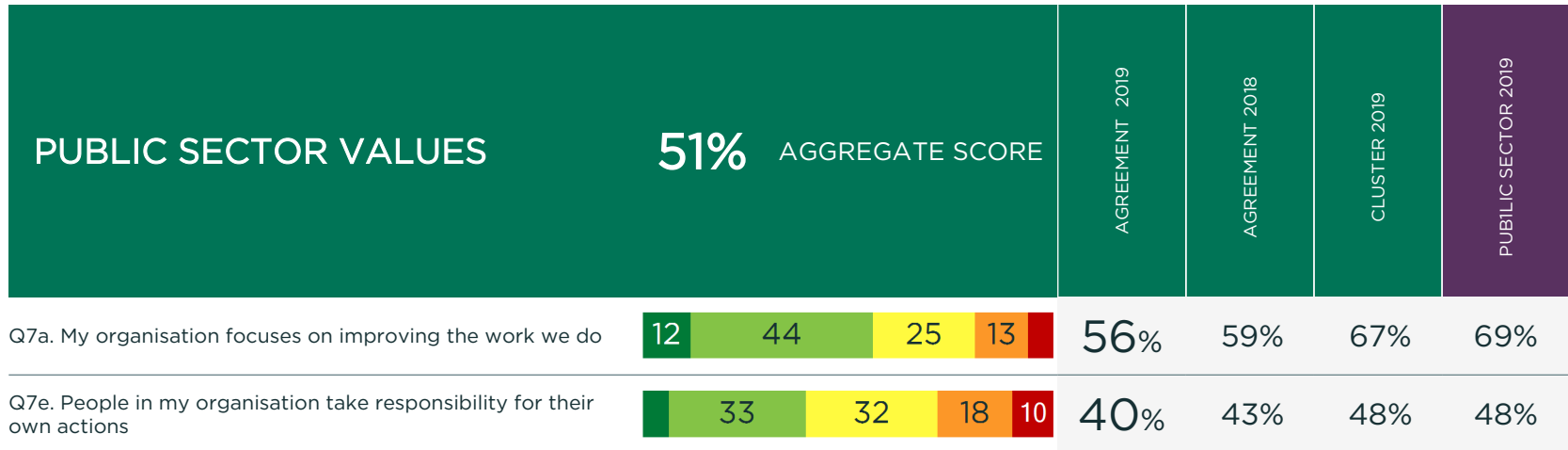


EXPLORE THE FULL RESULTS

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

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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.

Results are rounded and may not add up to 100%

DIVERSITY & INCLUSION	60% 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	16	42	18	17		58%	56%	66%	67%
Q5b. My manager listens to what I have to say	30	41	15	8		71%	70%	74%	76%
Q5d. My manager encourages and values employee input	28	38	18	10		66%	64%	70%	73%
Q6i. Senior managers in my organisation support the career advancement of women	12	29	41	7	11	41%	40%	54%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	15	48	24	8		63%	64%	75%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	17	50	22			67%	68%	75%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	14	46	19	12	8	61%	59%	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>	16	36	24	14	10	52%	54%	58%	59%
Q8e. My manager supports flexible working in my team	21	36	23	11	9	57%	56%	61%	63%

KEY



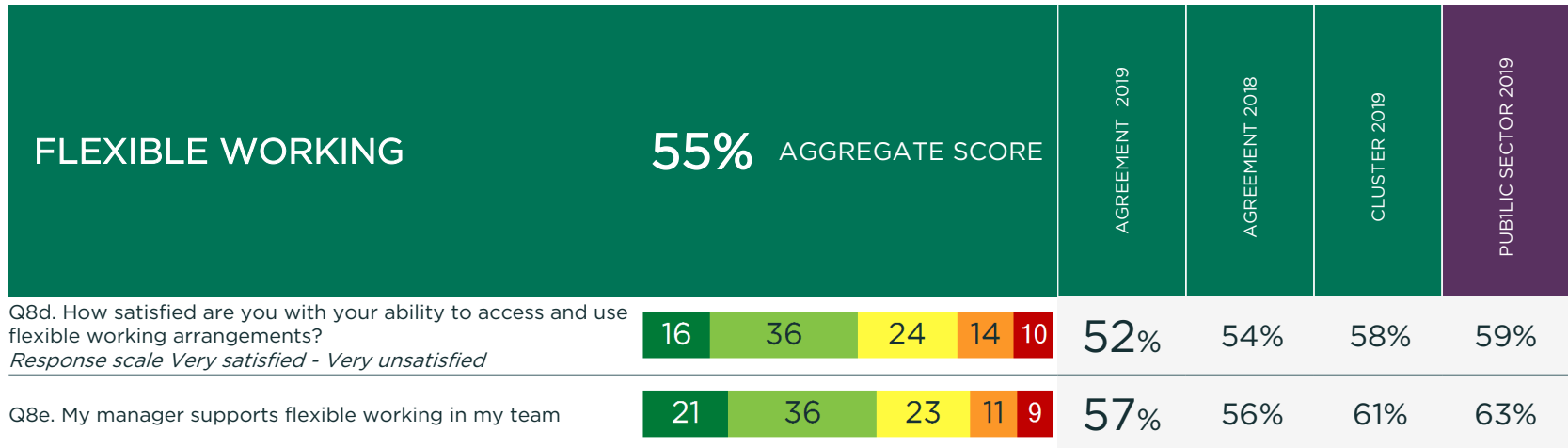


EXPLORE THE FULL RESULTS

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

Results are rounded and may not add up to 100%



KEY



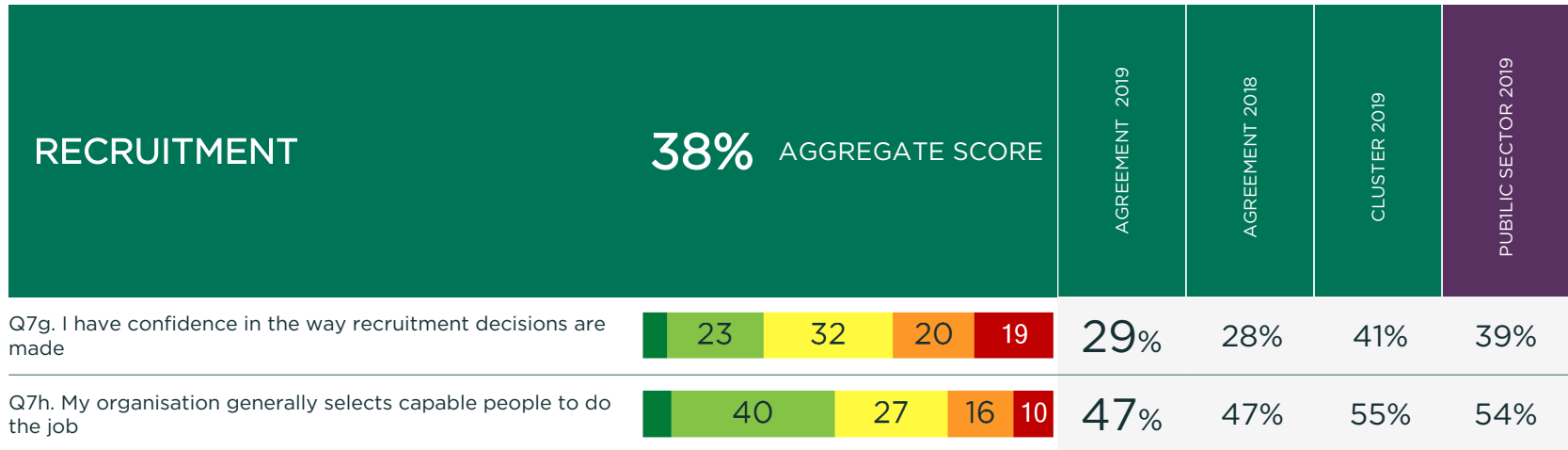


EXPLORE THE FULL RESULTS

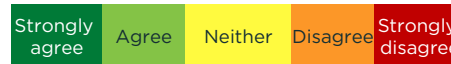
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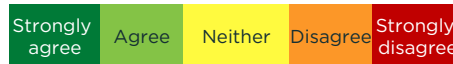
Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

49% 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	19 40 18 16	59%	59%	65%	66%
Q3e. My performance is assessed against clear criteria	16 38 26 14	54%	54%	60%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation	12 30 25 19 14	42%	42%	53%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do	26 35 19 12 8	61%	61%	66%	69%
Q5h. My manager deals appropriately with employees who perform poorly	15 25 33 15 14	39%	38%	47%	48%
Q7f. My organisation is committed to developing its employees	30 31 20 12	37%	36%	51%	53%

KEY





EXPLORE THE FULL RESULTS

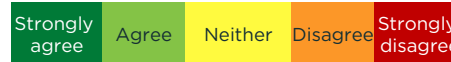
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WORKPLACE SUPPORT	65% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	16	42	18	17	58%	56%	66%	67%
Q1f. I am able to keep my work stress at an acceptable level	12	44	22	16	56%	56%	62%	61%
Q2c. I receive help and support from other members of my workgroup	32	46	14		78%	79%	80%	81%
Q2d. There is good team spirit in my workgroup	30	37	15	11	67%	66%	68%	70%

KEY



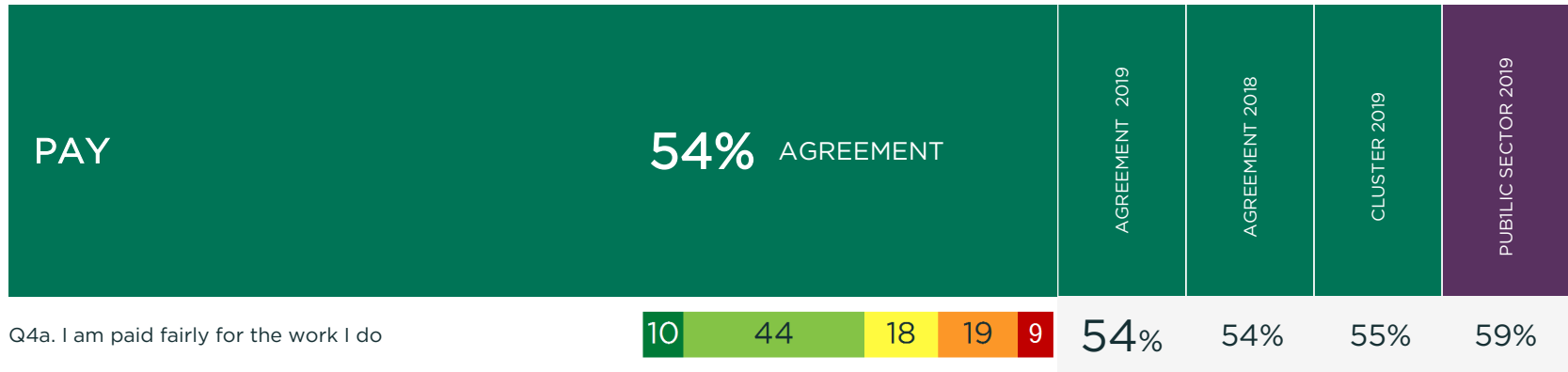


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KEY



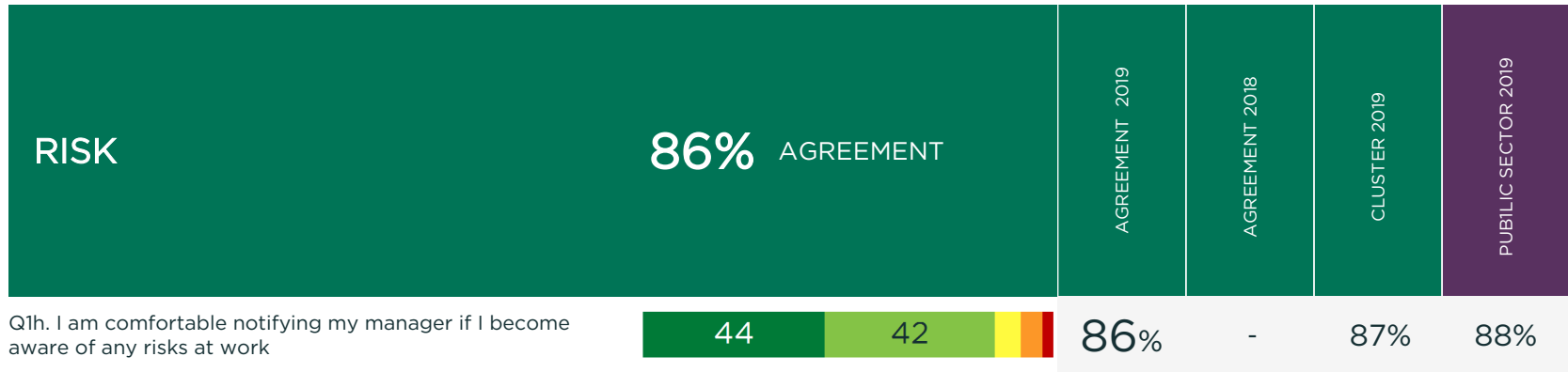


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KEY



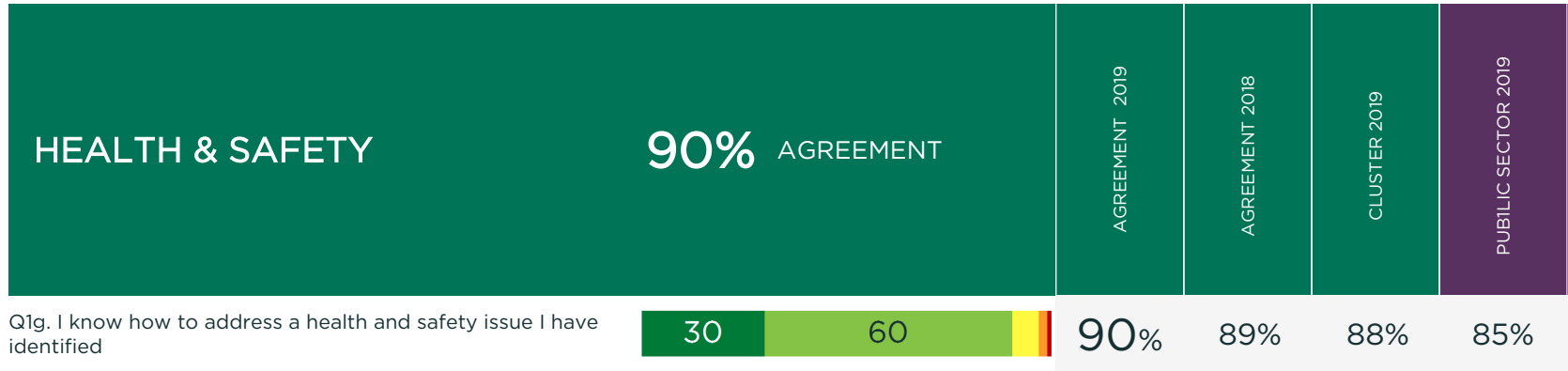


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KEY





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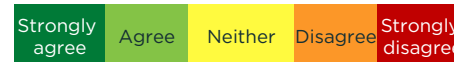
ACTION ON RESULTS

29% AGREEMENT

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



KEY





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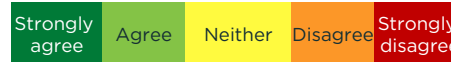
WORKPLACE CONDUCT

27% AGREEMENT

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



KEY

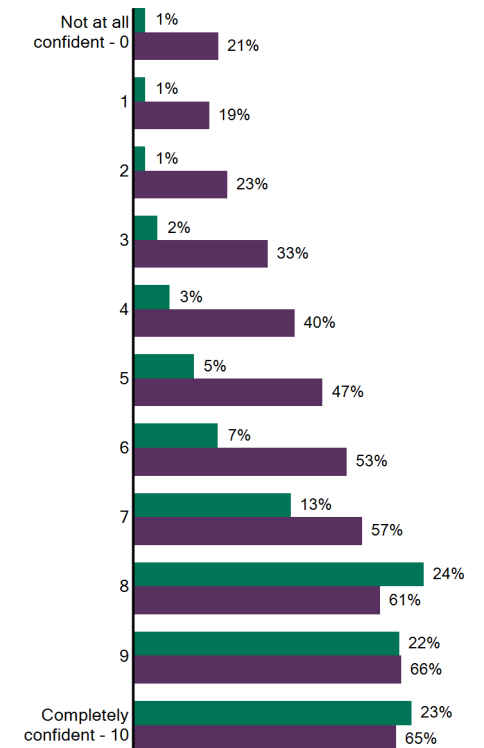
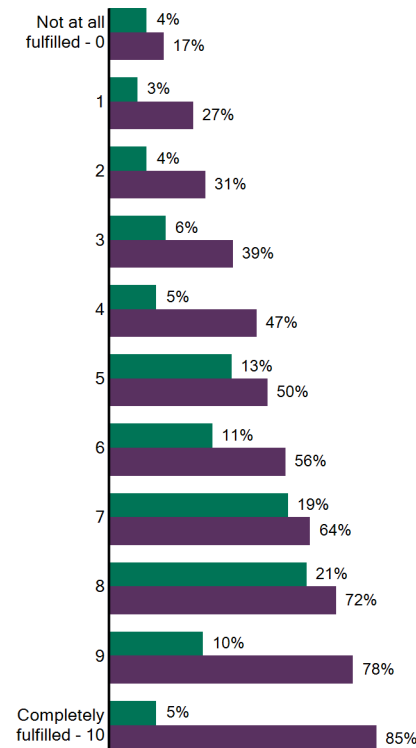
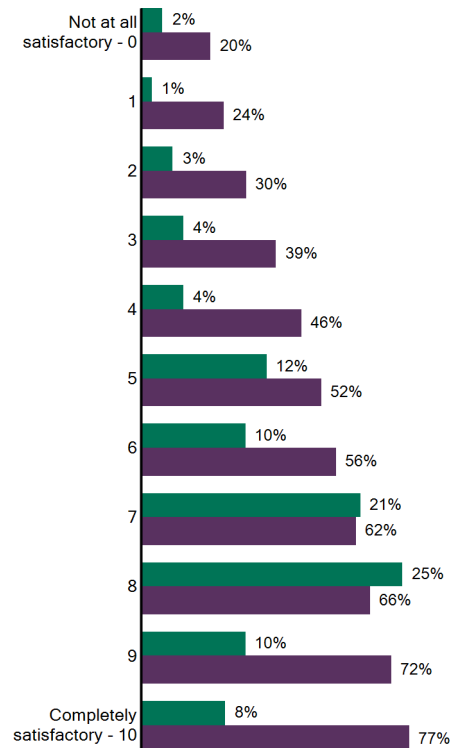


WELLBEING AND ENGAGEMENT

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

Q1j. I find my life at work fulfilling

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



Proportion of respondents answering each response option

Employee engagement score

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.



EXPLORE THE FULL RESULTS

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PERFORMANCE FRAMEWORK & DEVELOPMENT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes		57%	57%	71%	71%
No		43%	43%	29%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		71%	70%	74%	76%
No		29%	30%	26%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		48%	46%	58%	60%
No		52%	54%	42%	40%



EXPLORE THE FULL RESULTS

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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		41%	40%	40%	41%
No		59%	60%	60%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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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
Lack of visible opportunities		35%	35%	29%	29%
Lack of promotion opportunities		32%	30%	26%	28%
Personal/family considerations		30%	29%	28%	29%
Geographic location considerations		28%	29%	22%	25%
There are no major barriers to my career progression		25%	26%	31%	29%
The application/recruitment process is too cumbersome or time consuming		23%	24%	17%	22%
Lack of support for temporary assignments/secondments		19%	22%	14%	15%
Insufficient training and development		16%	18%	15%	15%
Lack of support from my manager/supervisor		16%	18%	14%	13%
Lack of required capabilities or experience		10%	11%	10%	11%
Other		7%	9%	8%	9%

% are calculated with the number of unique respondents (N = 2,508 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		40%	34%	32%	27%
No		46%	51%	51%	56%
Don't know		15%	16%	17%	17%
Q12b. If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?					
Yes		64%	72%	67%	65%
No		32%	27%	30%	32%
Don't know		4%	1%	4%	4%



EXPLORE THE FULL RESULTS

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UNACCEPTABLE CONDUCT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q13a. In the last 12 months I have witnessed bullying at work					
Yes		49%	52%	39%	33%
No		44%	41%	52%	57%
Don't know		7%	7%	10%	10%
Q13b. In the last 12 months I have been subjected to bullying at work					
Yes		27%	28%	21%	18%
No		68%	67%	72%	75%
Don't know		5%	5%	7%	7%



EXPLORE THE FULL RESULTS

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UNACCEPTABLE CONDUCT

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		33%	34%	31%	27%
A senior manager		22%	20%	18%	21%
Your immediate manager/supervisor		20%	21%	23%	23%
Prefer not to say		12%	10%	12%	13%
A subordinate		7%	6%	6%	7%
Other		4%	6%	6%	5%
A client or customer		2%	3%	2%	3%
A member of the public other than a client or customer		1%	0%	1%	1%



EXPLORE THE FULL RESULTS

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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		9%	8%	6%	4%
No		90%	91%	92%	94%
Don't know		1%	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		17%	17%	29%	38%
A member of the public		66%	64%	51%	36%
Other		12%	14%	15%	19%
Prefer not to say		5%	5%	6%	7%



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HEALTH CUSTOMISED QUESTIONS		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019
Q1. I believe I am valued for what I can offer at my workplace		66%	67%	71%
Q2. In my workplace, we recognise our successes and innovations		59%	59%	66%
Q3. Overall, I have confidence in the decisions made by my senior managers		40%	40%	54%
Q4. I have a say in decisions which affect my work		43%	48%	53%
Q5. Where I work, we share the lessons learnt when mistakes are made		59%	64%	67%
Q6. My team's objectives/work plans are clearly outlined		59%	62%	66%
Q7. Our objectives/work plans help us to deliver a quality service		60%	63%	67%
Q8. Overall, I believe the culture at my workplace has improved in the last 12 months		35%	35%	45%

KEY





EXPLORE THE FULL SURVEY RESULTS

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HEALTH		2019	CLUSTER 2019
CUSTOMISED QUESTIONS			
Q9. How often do you feel culturally safe in the workplace?			
Always		61%	63%
Often		26%	25%
About half the time		8%	7%
Seldom		3%	3%
Never		1%	2%
Q10. In the past 12 months have you experienced racism in the workplace?			
Yes		12%	11%
No		88%	89%



EXPLORE THE FULL SURVEY RESULTS

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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		5%	10%
A fellow worker at your level		24%	25%
A subordinate / worker below your level		6%	6%
A client or patient		37%	25%
A member of the public other than a client or patient		6%	4%
Other		5%	5%
Prefer not to say		11%	16%



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HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10b1. Verbal abuse or harassment

		2019	CLUSTER 2019
Never		34%	36%
Once		12%	15%
Twice		7%	13%
3-5 times		17%	16%
More than 5 times		30%	20%



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HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10b2. Other abuse or harassment

		2019	CLUSTER 2019
Never		45%	50%
Once		10%	13%
Twice		7%	10%
3-5 times		15%	12%
More than 5 times		23%	15%



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HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10b3. Racial jokes or slurs, imitating accent

Never		31%	30%
Once		12%	15%
Twice		15%	15%
3-5 times		15%	19%
More than 5 times		27%	21%



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HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10b4. Exclusion or avoidance in the workplace

		2019	CLUSTER 2019
Never		57%	50%
Once		7%	11%
Twice		10%	10%
3-5 times		11%	13%
More than 5 times		14%	16%



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HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10b5. Exclusion from employment opportunities

		2019	CLUSTER 2019
Never		69%	65%
Once		7%	10%
Twice		7%	8%
3-5 times		7%	8%
More than 5 times		9%	10%



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HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10b6. Racist material displayed in the workplace

Frequency	2019	CLUSTER 2019
Never	88%	86%
Once	2%	5%
Twice	4%	3%
3-5 times	2%	2%
More than 5 times	4%	4%



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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		1%	2%
Career Medical Officer, Hospitalist		0%	0%
Staff Specialist		1%	2%
Visiting Medical Officer		1%	0%
Clinical Academic		0%	0%
Assistant in Nursing		1%	1%
Enrolled Nurse	█	4%	3%
Registered Nurse/Midwife, Clinical Nurse/Midwife Specialist, Clinical Nurse/Midwife Consultant, Practitioner	██████████	35%	23%
Nurse/Midwifery Educator and Clinical Nurse/Midwifery Educator		2%	2%
Nurse/Midwifery Manager	█	5%	3%



EXPLORE THE FULL SURVEY RESULTS

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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.			
Support Officers		3%	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		8%	9%
Corporate Services		2%	3%
Senior Manager/Executive		1%	2%
Allied Health Professional		12%	11%
Allied Health Assistant		1%	1%
Health Education, Health Promotion and Health Protection		1%	1%
Counsellor, Welfare Support		0%	0%



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



EXPLORE THE FULL SURVEY RESULTS

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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, AOOO, 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	0%	1%
Cleaning, Linen and Food	2%	5%
Motor Vehicle, Patient Transport	0%	0%
Security Services, Fire Safety	1%	1%
Residential Care Attendant, Patient Care Assistant, Patient Services, Wardsperson	1%	1%



EXPLORE THE FULL SURVEY RESULTS

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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	0%	1%
Apprentice Trade Worker and Trade Assistant	0%	0%
Trainee	0%	0%
Volunteer	0%	0%
Other job role	3%	5%
Prefer not to say	8%	7%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
GENDER		
Male		22%
Female		77%
Other		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
AGE		
15-19		0%
20-24		2%
25-29	■	6%
30-34	■	8%
35-39	■	10%
40-44	■	13%
45-49	■	15%
50-54	■	16%
55-59	■	16%
60-64	■	11%
65+		3%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

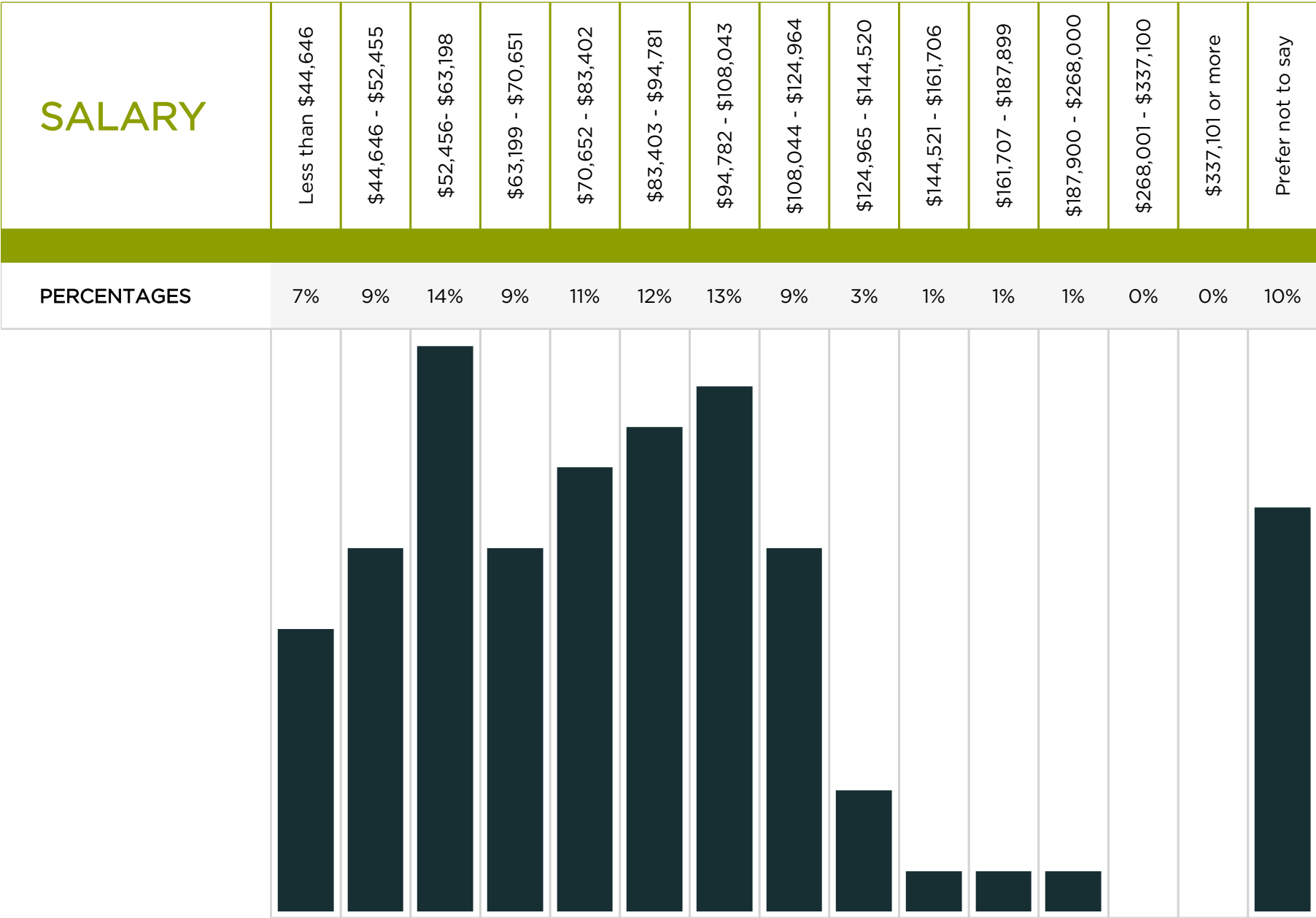
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	71%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	5%
Administrative support (e.g. executive/personal assistant, receptionist)	11%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	4%
Policy	0%
Research	0%
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%





PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		10%
1 - 2 years		10%
2 - 5 years		18%
5 - 10 years		21%
10 - 20 years		26%
More than 20 years		15%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
None of the above		38%
Flexible start and finish times		25%
Part-time work		23%
Leave without pay		11%
Study leave		11%
Working additional hours to make up for time off		11%
Working from different locations		10%

% are calculated with the number of unique respondents (N = 2,331 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

	PERCENTAGE
FLEXIBLE WORKING	
Flexible scheduling for rostered workers	9%
Working more hours over fewer days	7%
Working from home	3%
Job sharing	3%
Other	2%
Purchasing annual leave	1%

% are calculated with the number of unique respondents (N = 2,331 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%

	Northern NSW Local Health District	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing,	Other service delivery work (work that does not involve contact with the public, but it is critical to the	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	2604	1698	113	256	96	4	3	50	3	152
EMPLOYEE ENGAGEMENT	59%	58%	62%	67%	71%	(r)	(r)	67%	(r)	55%
ENGAGEMENT WITH WORK	69%	68%	66%	75%	81%	(r)	(r)	88%	(r)	69%
SENIOR MANAGERS	33%	31%	37%	41%	48%	(r)	(r)	52%	(r)	32%
COMMUNICATION	52%	51%	50%	57%	69%	(r)	(r)	71%	(r)	43%
HIGH PERFORMANCE	56%	56%	55%	60%	66%	(r)	(r)	76%	(r)	50%
PUBLIC SECTOR VALUES	51%	50%	50%	56%	63%	(r)	(r)	67%	(r)	44%
DIVERSITY & INCLUSION	60%	58%	59%	67%	75%	(r)	(r)	79%	(r)	52%

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.

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Results are rounded and may not add up to 100%

	Northern NSW 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	2604	160	209	325	223	269	283	313	202	65	35	13	12	10
EMPLOYEE ENGAGEMENT	59%	69%	62%	62%	59%	59%	56%	56%	61%	63%	66%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	69%	75%	72%	70%	67%	68%	70%	71%	74%	85%	78%	(r)	(r)	(r)
SENIOR MANAGERS	33%	46%	36%	32%	32%	31%	27%	31%	40%	43%	53%	(r)	(r)	(r)
COMMUNICATION	52%	57%	56%	48%	51%	53%	52%	53%	57%	64%	67%	(r)	(r)	(r)
HIGH PERFORMANCE	56%	63%	58%	56%	54%	56%	55%	55%	62%	64%	63%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	51%	60%	53%	48%	50%	51%	49%	50%	56%	59%	64%	(r)	(r)	(r)
DIVERSITY & INCLUSION	60%	66%	64%	60%	59%	61%	59%	57%	64%	65%	73%	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

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CUT OFF LIMIT OF 30 RESPONDENTS

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Northern NSW Local Health District	\$337,101 or more	Prefer not to say
NUMBER OF RESPONDENTS	2604	8	234
EMPLOYEE ENGAGEMENT	59%	(r)	54%
ENGAGEMENT WITH WORK	69%	(r)	60%
SENIOR MANAGERS	33%	(r)	26%
COMMUNICATION	52%	(r)	43%
HIGH PERFORMANCE	56%	(r)	49%
PUBLIC SECTOR VALUES	51%	(r)	44%
DIVERSITY & INCLUSION	60%	(r)	49%

KEY

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RESULT BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Northern NSW 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	2604	238	227	424	493	611	353
EMPLOYEE ENGAGEMENT	59%	70%	65%	61%	56%	55%	59%
ENGAGEMENT WITH WORK	69%	79%	79%	70%	69%	65%	68%
SENIOR MANAGERS	33%	52%	44%	34%	29%	27%	30%
COMMUNICATION	52%	70%	59%	53%	50%	46%	50%
HIGH PERFORMANCE	56%	72%	64%	56%	53%	52%	54%
PUBLIC SECTOR VALUES	51%	67%	58%	51%	48%	46%	48%
DIVERSITY & INCLUSION	60%	74%	68%	61%	58%	55%	57%

KEY

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GREATER THAN REPORT SCORE

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RESULTS BY TYPES OF FLEXIBLE WORKING



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Northern NSW Local Health District	Flexible start and finish times	Working more hours over fewer days	Working additional hours to make up for time off	Flexible scheduling for rostered workers	Part-time work	Job sharing	Working from different locations	Working from home	Purchasing annual leave	Leave without pay	Study leave	Other	None of the above
NUMBER OF RESPONDENTS	2604	592	167	247	204	541	76	233	79	25	251	248	48	879
EMPLOYEE ENGAGEMENT	59%	65%	58%	65%	61%	59%	62%	65%	68%	(r)	60%	62%	55%	57%
ENGAGEMENT WITH WORK	69%	78%	70%	80%	71%	69%	75%	80%	87%	(r)	65%	75%	59%	67%
SENIOR MANAGERS	33%	40%	34%	39%	36%	33%	39%	43%	48%	(r)	31%	38%	27%	31%
COMMUNICATION	52%	63%	56%	62%	56%	53%	60%	64%	72%	(r)	52%	60%	48%	47%
HIGH PERFORMANCE	56%	63%	58%	63%	60%	57%	61%	65%	67%	(r)	57%	63%	51%	53%
PUBLIC SECTOR VALUES	51%	59%	53%	58%	55%	52%	56%	61%	63%	(r)	51%	56%	47%	48%
DIVERSITY & INCLUSION	60%	74%	67%	73%	66%	63%	70%	72%	77%	(r)	61%	67%	59%	52%

*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Northern NSW Local Health District	Sydney East	Sydney West	Richmond - Tweed	Coffs Harbour - Grafton	New England and North West	Sydney - North Sydney and Hornsby	Sydney - Ryde	Far West and Orana	Sydney - Northern Beaches	Mid North Coast	Outside NSW	Sydney - City and Inner South	Sydney - Parramatta
NUMBER OF RESPONDENTS	2604	31	1	1756	302	24	17	11	2	2	1	1	1	1
EMPLOYEE ENGAGEMENT	59%	68%	(r)	61%	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	69%	72%	(r)	71%	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	33%	49%	(r)	35%	24%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	52%	63%	(r)	53%	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	56%	68%	(r)	57%	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	51%	61%	(r)	52%	47%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	60%	68%	(r)	61%	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

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

KEY

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CUT OFF LIMIT OF 30 RESPONDENTS



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Northern NSW Local Health District	Capital Region	Central Coast	Central West	Hunter Valley exc Newcastle	Illawarra	Murray	Newcastle and Lake Macquarie	Riverina	Southern Highlands and Shoalhaven	Sydney - Baulkham Hills and Hawkesbury	Sydney - Blacktown	Sydney - Eastern Suburbs	Sydney - Inner South West
NUMBER OF RESPONDENTS	2604	0	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	33%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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Results are rounded and may not add up to 100%

	Northern NSW Local Health District	Sydney - Inner West	Sydney - Outer South West	Sydney - Outer West and Blue Mountains	Sydney - South West	Sydney - Sutherland
NUMBER OF RESPONDENTS	2604	0	0	0	0	0
EMPLOYEE ENGAGEMENT	59%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	69%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	33%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	52%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	56%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	51%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	60%	(r)	(r)	(r)	(r)	(r)

KEY

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RESULT BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Northern NSW Local Health District	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
NUMBER OF RESPONDENTS	2604	3	50	142	193	242	296	352	374	368	260	70
EMPLOYEE ENGAGEMENT	59%	(r)	75%	63%	60%	59%	57%	59%	57%	61%	61%	64%
ENGAGEMENT WITH WORK	69%	(r)	85%	68%	65%	70%	72%	69%	68%	70%	73%	78%
SENIOR MANAGERS	33%	(r)	56%	37%	34%	34%	34%	32%	29%	33%	35%	33%
COMMUNICATION	52%	(r)	71%	56%	55%	55%	53%	54%	48%	51%	51%	48%
HIGH PERFORMANCE	56%	(r)	78%	62%	57%	57%	55%	57%	54%	55%	58%	58%
PUBLIC SECTOR VALUES	51%	(r)	69%	54%	52%	53%	51%	52%	47%	50%	53%	53%
DIVERSITY & INCLUSION	60%	(r)	78%	65%	61%	64%	59%	63%	56%	58%	58%	62%

KEY

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RESULT BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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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%

	Northern NSW Local Health District	Male	Female	Other
NUMBER OF RESPONDENTS	2604	517	1826	36
EMPLOYEE ENGAGEMENT	59%	58%	60%	42%
ENGAGEMENT WITH WORK	69%	68%	71%	44%
SENIOR MANAGERS	33%	35%	33%	15%
COMMUNICATION	52%	54%	52%	29%
HIGH PERFORMANCE	56%	57%	57%	33%
PUBLIC SECTOR VALUES	51%	52%	51%	32%
DIVERSITY & INCLUSION	60%	60%	60%	35%

KEY

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CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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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%

	Northern NSW Local Health District	Junior Medical Officer	Career Medical Officer, Hospitalist	Staff Specialist	Visiting Medical Officer	Clinical Academic	Assistant in Nursing	Enrolled Nurse	Registered Nurse/Midwife, Clinical Nurse/Midwife Specialist, Clinical Nurse/Midwife Consultant,	Nurse/Midwifery Educator and Clinical Nurse/Midwifery Educator	Nurse/Midwifery Manager	Support Officers	Information Management (eg. Librarian, Medical Records and Data Manager)	Clinical Support Executive (eg. Hospital Executive, Local Health Network Executive)
NUMBER OF RESPONDENTS	2604	34	7	20	24	1	27	94	840	49	115	74	25	7
EMPLOYEE ENGAGEMENT	59%	61%	(r)	(r)	(r)	(r)	(r)	67%	56%	52%	66%	64%	(r)	(r)
ENGAGEMENT WITH WORK	69%	73%	(r)	(r)	(r)	(r)	(r)	69%	64%	61%	79%	78%	(r)	(r)
SENIOR MANAGERS	33%	43%	(r)	(r)	(r)	(r)	(r)	37%	28%	30%	50%	28%	(r)	(r)
COMMUNICATION	52%	66%	(r)	(r)	(r)	(r)	(r)	55%	49%	50%	61%	52%	(r)	(r)
HIGH PERFORMANCE	56%	68%	(r)	(r)	(r)	(r)	(r)	63%	53%	50%	65%	54%	(r)	(r)
PUBLIC SECTOR VALUES	51%	62%	(r)	(r)	(r)	(r)	(r)	53%	47%	47%	63%	49%	(r)	(r)
DIVERSITY & INCLUSION	60%	68%	(r)	(r)	(r)	(r)	(r)	64%	55%	56%	65%	62%	(r)	(r)

KEY

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CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Northern NSW Local Health District	Administrative and Executive Assistant	Corporate Services	Senior Manager/Executive	Allied Health Professional	Allied Health Assistant	Health Education, Health Promotion and Health Protection	Counsellor, Welfare Support	Interpreters and Liaison Officer	Aboriginal Health Workers and Aboriginal Education Officers	Technician/Technologist	Hospital Scientist/Biomedical Engineers	Researchers	Data Analyst
NUMBER OF RESPONDENTS	2604	196	43	32	281	25	26	7	1	9	16	7	1	2
EMPLOYEE ENGAGEMENT	59%	67%	65%	73%	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	69%	77%	73%	84%	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	33%	42%	43%	66%	30%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	52%	58%	62%	74%	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	56%	60%	58%	76%	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	51%	56%	54%	75%	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	60%	68%	72%	80%	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

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CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Northern NSW Local Health District	Technical Officers/Technical Assistant	Dental Officer, Therapists and Hygienist	Dental Specialist	Dental Assistant	Trainee Dental Assistant	Operational Ambulance Officers (including Educators, DOM, DOCO, Paramedic, AOOC, OCO, SOCO, SO,	Operational Ambulance Managers (incl Zone Managers, Deputy Director Operations, Control Centre	Project Director	Project Manager	Project Officer	Cleaning, Linen and Food	Motor Vehicle, Patient Transport	Security Services, Fire Safety
NUMBER OF RESPONDENTS	2604	12	9	0	25	1	0	0	0	19	10	37	4	20
EMPLOYEE ENGAGEMENT	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	64%	(r)	(r)
ENGAGEMENT WITH WORK	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	72%	(r)	(r)
SENIOR MANAGERS	33%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	48%	(r)	(r)
COMMUNICATION	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	56%	(r)	(r)
HIGH PERFORMANCE	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	57%	(r)	(r)
PUBLIC SECTOR VALUES	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	54%	(r)	(r)
DIVERSITY & INCLUSION	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	57%	(r)	(r)

KEY

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AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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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%

	Northern NSW Local Health District	Residential Care Attendant, Patient Care Assistant, Patient Services, Wardsperson	Warehouse staff	Tradesperson	Apprentice Trade Worker and Trade Assistant	Trainee	Volunteer	Other job role	Prefer not to say
NUMBER OF RESPONDENTS	2604	12	2	11	0	4	0	70	201
EMPLOYEE ENGAGEMENT	59%	(r)	(r)	(r)	(r)	(r)	(r)	62%	50%
ENGAGEMENT WITH WORK	69%	(r)	(r)	(r)	(r)	(r)	(r)	78%	56%
SENIOR MANAGERS	33%	(r)	(r)	(r)	(r)	(r)	(r)	38%	24%
COMMUNICATION	52%	(r)	(r)	(r)	(r)	(r)	(r)	54%	37%
HIGH PERFORMANCE	56%	(r)	(r)	(r)	(r)	(r)	(r)	57%	46%
PUBLIC SECTOR VALUES	51%	(r)	(r)	(r)	(r)	(r)	(r)	52%	41%
DIVERSITY & INCLUSION	60%	(r)	(r)	(r)	(r)	(r)	(r)	61%	46%

KEY

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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

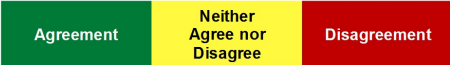
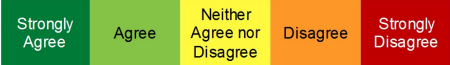
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.