



2019 | NSW Public Sector  
Employee Survey

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AGENCY REPORT

Health

Northern Sydney Local Health District



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## RESPONSE RATE

# 38%

4,111 OF 10,896 RESPONDENTS

RESPONSE RATE 2018: 37%

## EMPLOYEE ENGAGEMENT

# 69%

DIFFERENCE FROM 2018 +1 (69%)

DIFFERENCE FROM CLUSTER +5 (65%)

DIFFERENCE FROM PUBLIC SECTOR +4 (66%)

## ENGAGEMENT WITH WORK

# 77%

DIFFERENCE FROM 2018 +1 (76%)

DIFFERENCE FROM CLUSTER +5 (73%)

DIFFERENCE FROM PUBLIC SECTOR +5 (73%)

## SENIOR MANAGERS

# 53%

DIFFERENCE FROM 2018 +3 (50%)

DIFFERENCE FROM CLUSTER +7 (46%)

DIFFERENCE FROM PUBLIC SECTOR +3 (50%)

## COMMUNICATION

# 65%

DIFFERENCE FROM 2018 +2 (63%)

DIFFERENCE FROM CLUSTER +5 (60%)

DIFFERENCE FROM PUBLIC SECTOR +3 (62%)

## HIGH PERFORMANCE

# 70%

DIFFERENCE FROM 2018 +2 (68%)

DIFFERENCE FROM CLUSTER +6 (64%)

DIFFERENCE FROM PUBLIC SECTOR +5 (65%)

## PUBLIC SECTOR VALUES

# 66%

DIFFERENCE FROM 2018 +2 (64%)

DIFFERENCE FROM CLUSTER +6 (60%)

DIFFERENCE FROM PUBLIC SECTOR +3 (62%)

## DIVERSITY & INCLUSION

# 70%

DIFFERENCE FROM 2018 +2 (69%)

DIFFERENCE FROM CLUSTER +4 (67%)

DIFFERENCE FROM PUBLIC SECTOR +1 (69%)

## FLEXIBLE WORKING SATISFACTION

# 58%

DIFFERENCE FROM 2018 0 (58%)

DIFFERENCE FROM CLUSTER 0 (58%)

DIFFERENCE FROM PUBLIC SECTOR -1 (59%)

## ACTION ON RESULTS

# 42%

DIFFERENCE FROM 2018 +4 (38%)

DIFFERENCE FROM CLUSTER +3 (40%)

DIFFERENCE FROM PUBLIC SECTOR +3 (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	93%	93%
2a. My workgroup strives to achieve customer/client satisfaction	89%	88%
1h. I am comfortable notifying my manager if I become aware of any risks at work	89%	-
1g. I know how to address a health and safety issue I have identified	88%	88%
2c. I receive help and support from other members of my workgroup	83%	83%
2b. My workgroup works collaboratively to achieve its objectives	83%	82%
1c. My job gives me a feeling of personal accomplishment	81%	81%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	78%	76%
2e. People in my workgroup treat each other with respect	78%	77%
5b. My manager listens to what I have to say	78%	76%

## - 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	42%	38%
6h. I feel that senior managers listen to employees	46%	45%
11a. I have confidence in the ways my organisation resolves grievances	47%	46%
7g. I have confidence in the way recruitment decisions are made	48%	43%
6b. I feel that senior managers effectively lead and manage change	50%	48%
7c. I feel that change is managed well in my organisation	51%	47%
5h. My manager deals appropriately with employees who perform poorly	52%	49%
6g. I feel that senior managers keep employees informed about what's going on	52%	49%
6a. I believe senior managers provide clear direction for the future of the organisation	52%	50%
6e. Senior managers promote collaboration between my organisation and other organisations we work with	54%	50%



### 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
7c. I feel that change is managed well in my organisation	51%	47%
7g. I have confidence in the way recruitment decisions are made	48%	43%
10a. I believe action will be taken on the results from this survey by my organisation	42%	38%
7b. My organisation is making the necessary improvements to meet our future challenges	62%	58%
3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	70%	66%
6d. Senior managers encourage innovation by employees	56%	52%
6c. I feel that senior managers model the values of my organisation	55%	51%
6e. Senior managers promote collaboration between my organisation and other organisations we work with	54%	50%
1b. I am provided with the support I need to do my best at work	72%	69%
7i. I would recommend my organisation as a great place to work	71%	68%

## - LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2019

AGREEMENT  
2018

	AGREEMENT 2019	AGREEMENT 2018
3f. I have received appropriate training and development to do my job well	73%	75%
8e. My manager supports flexible working in my team	62%	62%



### 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

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



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



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



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



**Q6h.** I feel that senior managers listen to employees



## HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



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



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



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



**Q6h.** I feel that senior managers listen to employees



## DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



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



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



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



**Q6h.** I feel that senior managers listen to employees



## 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: 4111

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	22	Senior Executive (ongoing/permanent or term)	2	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	67
Female	77	Ongoing/Permanent (other than senior executive)	78	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	1	Temporary (including temporary teachers and graduates)	5	Administrative support (e.g. executive/personal assistant, receptionist)	12
		Casual	5	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	7
		Contract – Non Executive	7	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	7
Age	Survey %	Manager of managers	Survey %	Organisation Tenure	Survey %
15 - 34 years	30	Yes	6	Less than 1 year	13
35 - 54 years	47	No	94	1 - 2 years	10
55+ years	23			2 - 5 years	21
		Supervisors	Survey %	5 - 10 years	20
		Yes	35	10 - 20 years	23
		No	65	More than 20 years	12
LOTE spoken at home	Survey %	Working arrangement	Survey %	Salary	Survey %
Yes	29	Full-time	68	\$83,402 and below	46
No	67	Part-time	32	\$83,403 - \$108,043	25
Prefer not to say	4			\$108,044 - \$144,520	14
				\$144,521 and above	5
				Prefer not to say	10
Aboriginal and/or Torres Strait Islanders	Survey %				
Yes	1				
No	97				
Prefer not to say	2				
Disability	Survey %				
Yes	2				
No	96				
Prefer not to say	2				
LGBTI	Survey %				
Yes	3				
No	93				
Prefer not to say	3				

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%

# 42%

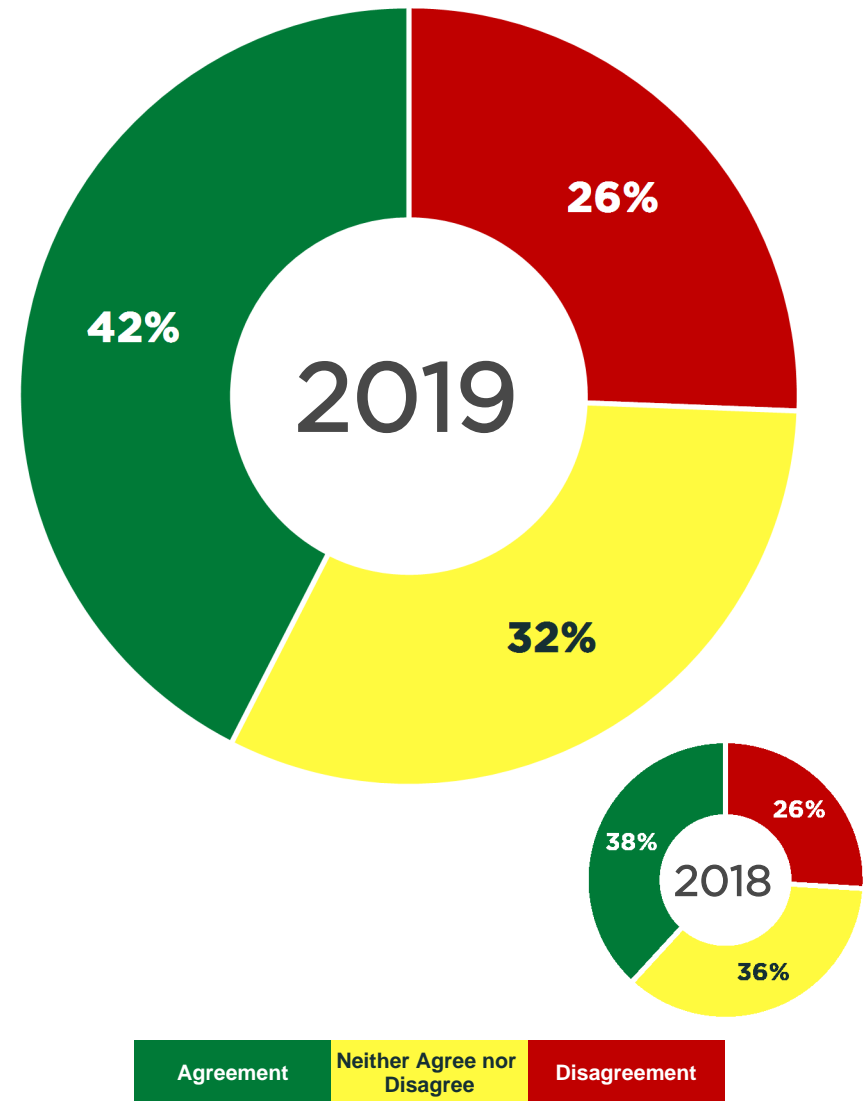
of employees replied favourably to:

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

**39%**  
SECTOR

**40%**  
CLUSTER

**38%**  
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>59%</b>	57%	51%	53%
<b>2</b>	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>74%</b>	72%	67%	69%
<b>3</b>	<b>Q7c.</b> I feel that change is managed well in my organisation	<b>51%</b>	47%	43%	42%
<b>4</b>	<b>Q7b.</b> My organisation is making the necessary improvements to meet our future challenges	<b>62%</b>	58%	54%	57%
<b>5</b>	<b>Q7h.</b> My organisation generally selects capable people to do the job	<b>63%</b>	62%	55%	54%
<b>6</b>	<b>Q6c.</b> I feel that senior managers model the values of my organisation	<b>55%</b>	51%	48%	52%

# BUSINESS UNIT COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Northern Sydney 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 Sydney Local Health District	District Finance Directorate	District Services	Hornsby Ku-ring-gai Health Service	Imaging Services	Information & Communication Technology Directorate	Mental Health Drug & Alcohol	Mona Vale	Primary and Community Health	Royal North Shore	Ryde	Workforce & Culture Directorate
NUMBER OF RESPONDENTS	4111	140	138	703	36	126	559	199	396	1344	316	96
EMPLOYEE ENGAGEMENT	69%	67%	68%	68%	68%	61%	65%	73%	71%	72%	70%	68%
ENGAGEMENT WITH WORK	77%	69%	72%	77%	70%	69%	74%	86%	78%	79%	82%	79%
SENIOR MANAGERS	53%	53%	57%	50%	55%	46%	51%	55%	55%	52%	59%	58%
COMMUNICATION	65%	66%	68%	62%	60%	58%	67%	71%	63%	64%	73%	70%
HIGH PERFORMANCE	70%	66%	72%	69%	68%	58%	67%	75%	71%	71%	74%	72%
PUBLIC SECTOR VALUES	66%	63%	70%	63%	66%	57%	64%	70%	67%	66%	70%	69%
DIVERSITY & INCLUSION	70%	71%	74%	67%	65%	64%	71%	76%	69%	69%	77%	79%

### 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

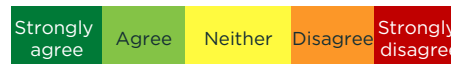
Questions are grouped by topics in this report.

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	69% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	22	49	19		71%	68%	61%	62%
Q7j. I am proud to tell others I work for my organisation	29	48	17		77%	75%	69%	70%
Q7k. I feel a strong personal attachment to my organisation	25	44	21		70%	69%	61%	64%
Q7l. My organisation motivates me to help it achieve its objectives	19	44	25	8	62%	61%	54%	56%
Q7m. My organisation inspires me to do the best in my job	20	43	25	8	63%	61%	55%	56%

### KEY





## EXPLORE THE FULL RESULTS

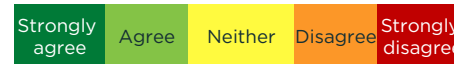
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ENGAGEMENT WITH WORK		77% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019			
Q1c. My job gives me a feeling of personal accomplishment		32	49	11	8	1	81%	81%	77%	76%
Q1d. I feel motivated to contribute more than what is normally required at work		33	45	13	8	1	78%	75%	72%	72%
Q1e. I am satisfied with my job		25	49	15	8	3	74%	73%	70%	69%

KEY





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SENIOR MANAGERS	53% 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	14	39	29	12	8	52%	50%	47%	51%
Q6b. I feel that senior managers effectively lead and manage change	14	37	29	13	8	50%	48%	44%	47%
Q6c. I feel that senior managers model the values of my organisation	16	39	28	10	7	55%	51%	48%	52%
Q6d. Senior managers encourage innovation by employees	15	41	28	11	7	56%	52%	47%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	14	39	31	9	9	54%	50%	48%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	17	44	26	8	5	61%	60%	56%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	14	38	25	14	9	52%	49%	44%	48%
Q6h. I feel that senior managers listen to employees	13	33	30	15	10	46%	45%	40%	44%
Q7c. I feel that change is managed well in my organisation	12	39	27	15	7	51%	47%	43%	42%

KEY





## EXPLORE THE FULL RESULTS

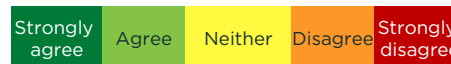
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COMMUNICATION	65% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
Q5c. My manager communicates effectively with me	32	42	14	7	74%	73%	70%	72%	
Q5d. My manager encourages and values employee input	33	42	13		75%	73%	70%	73%	
Q5e. My manager involves my workgroup in decisions about our work	29	43	16	8	71%	69%	66%	68%	
Q6g. I feel that senior managers keep employees informed about what's going on	14	38	25	14	9	52%	49%	44%	48%
Q6h. I feel that senior managers listen to employees	13	33	30	15	10	46%	45%	40%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	23	49	15	8		72%	71%	68%	69%

KEY





## EXPLORE THE FULL RESULTS

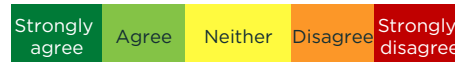
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Results are rounded and may not add up to 100%

	HIGH PERFORMANCE				70% 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					93%	93%	92%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives					83%	82%	79%	79%	
Q3f. I have received appropriate training and development to do my job well					73%	75%	70%	66%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do					77%	74%	72%	75%	
Q5f. I have confidence in the decisions my manager makes					72%	71%	66%	69%	
Q6d. Senior managers encourage innovation by employees					56%	52%	47%	51%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with					54%	50%	48%	53%	
Q7a. My organisation focuses on improving the work we do					74%	72%	67%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges					62%	58%	54%	57%	

KEY



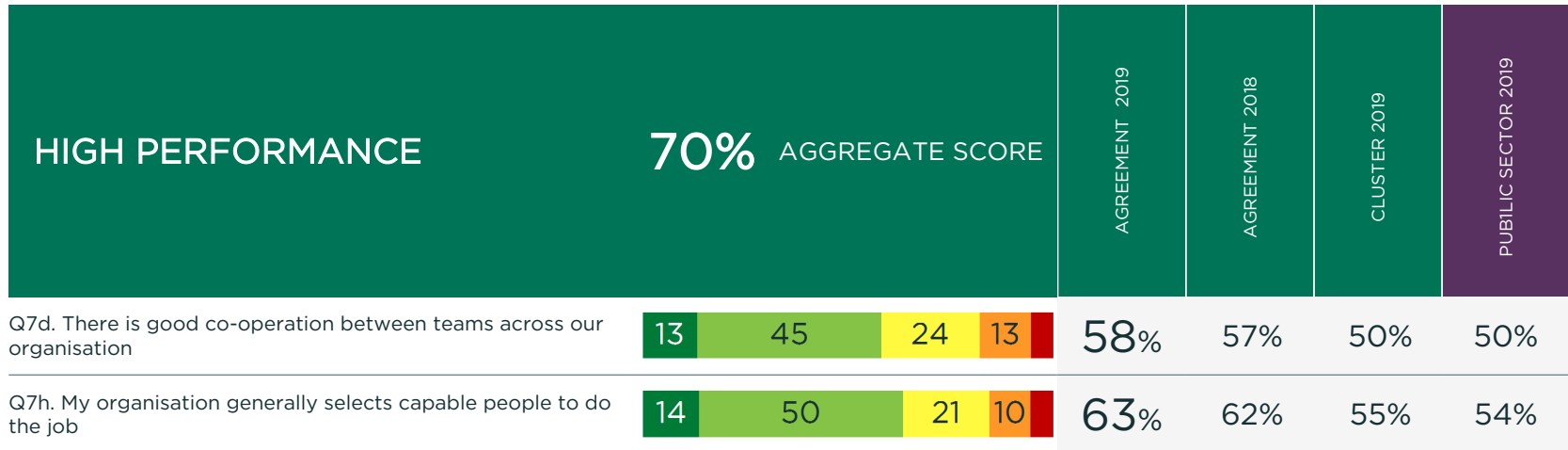


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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%



KEY







## EXPLORE THE FULL RESULTS

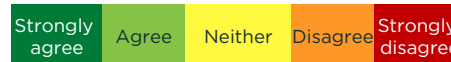
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Results are rounded and may not add up to 100%

PUBLIC SECTOR VALUES	66% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019			
	Q2a. My workgroup strives to achieve customer/client satisfaction	41	48	89%	88%	87%	86%		
Q2e. People in my workgroup treat each other with respect	35	44	12	78%	77%	72%	75%		
Q5a. My manager encourages people in my workgroup to keep improving the work they do	30	47	14	77%	74%	72%	75%		
Q5b. My manager listens to what I have to say	34	44	12	78%	76%	74%	76%		
Q6a. I believe senior managers provide clear direction for the future of the organisation	14	39	29	12	52%	50%	47%	51%	
Q6c. I feel that senior managers model the values of my organisation	16	39	28	10	7	55%	51%	48%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	17	44	26	8	61%	60%	56%	61%	
Q6g. I feel that senior managers keep employees informed about what's going on	14	38	25	14	9	52%	49%	44%	48%
Q6h. I feel that senior managers listen to employees	13	33	30	15	10	46%	45%	40%	44%

KEY



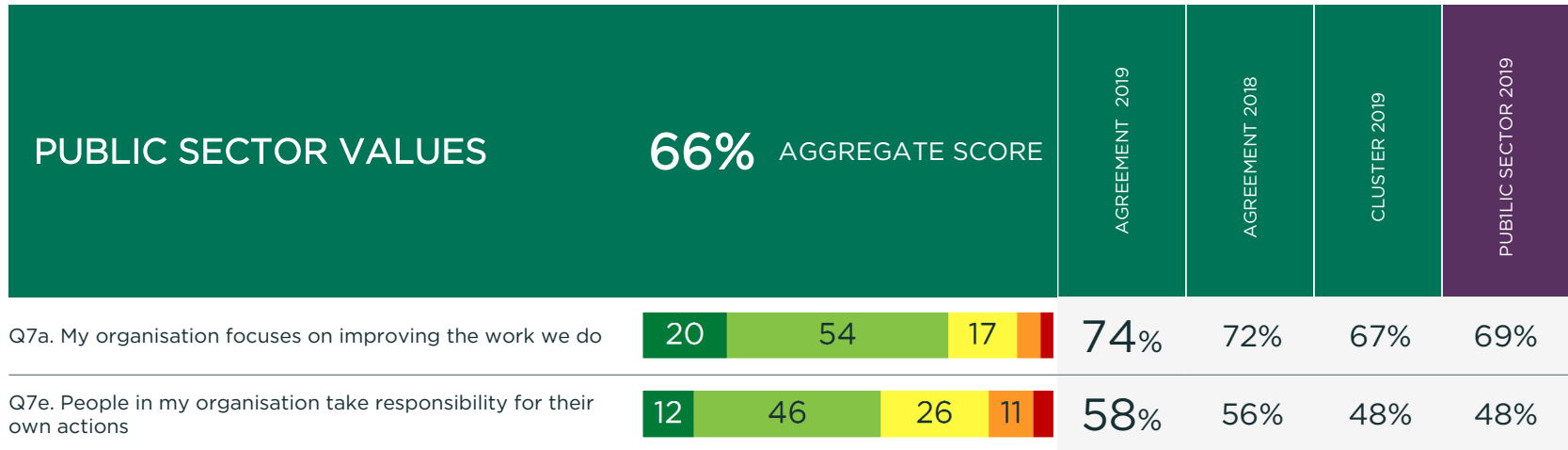


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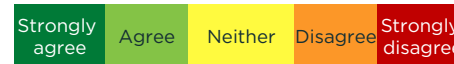
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KEY





## EXPLORE THE FULL RESULTS

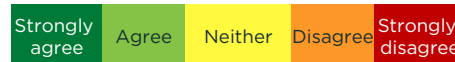
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Results are rounded and may not add up to 100%

DIVERSITY & INCLUSION	70% 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	25	47	14	10	72%	69%	66%	67%	
Q5b. My manager listens to what I have to say	34	44	12		78%	76%	74%	76%	
Q5d. My manager encourages and values employee input	33	42	13		75%	73%	70%	73%	
Q6i. Senior managers in my organisation support the career advancement of women	21	38	30		59%	56%	54%	61%	
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	25	53	15		78%	77%	75%	77%	
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	27	51	14		78%	76%	75%	76%	
Q8c. I am able to speak up and share a different view to my colleagues and manager	23	49	15	8	72%	71%	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>	19	39	23	12	7	58%	58%	58%	59%
Q8e. My manager supports flexible working in my team	23	39	20	11	8	62%	62%	61%	63%

KEY



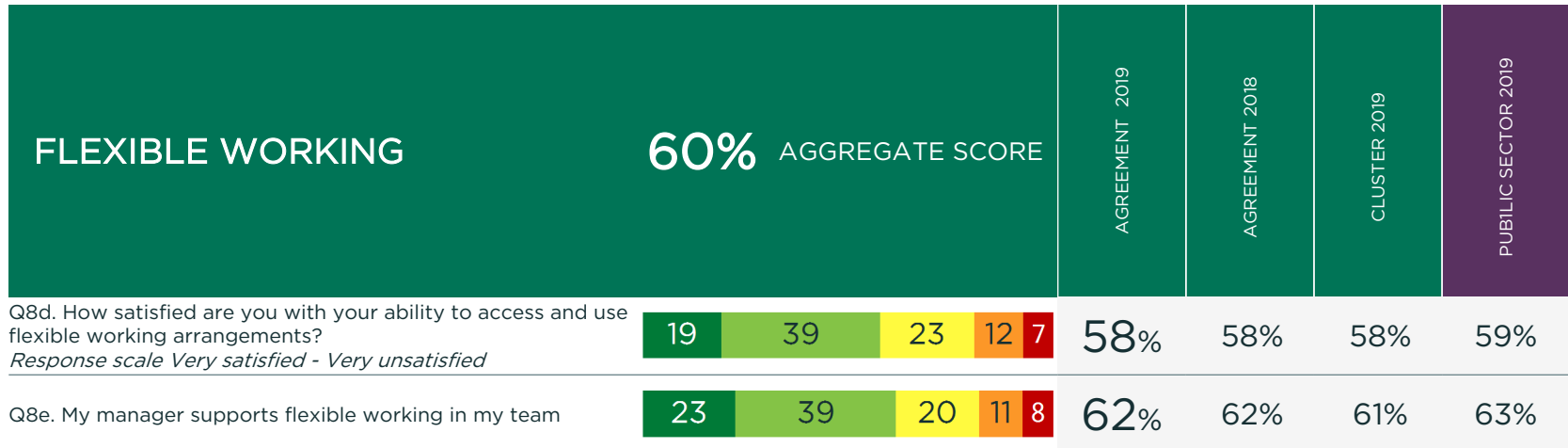


## EXPLORE THE FULL RESULTS

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



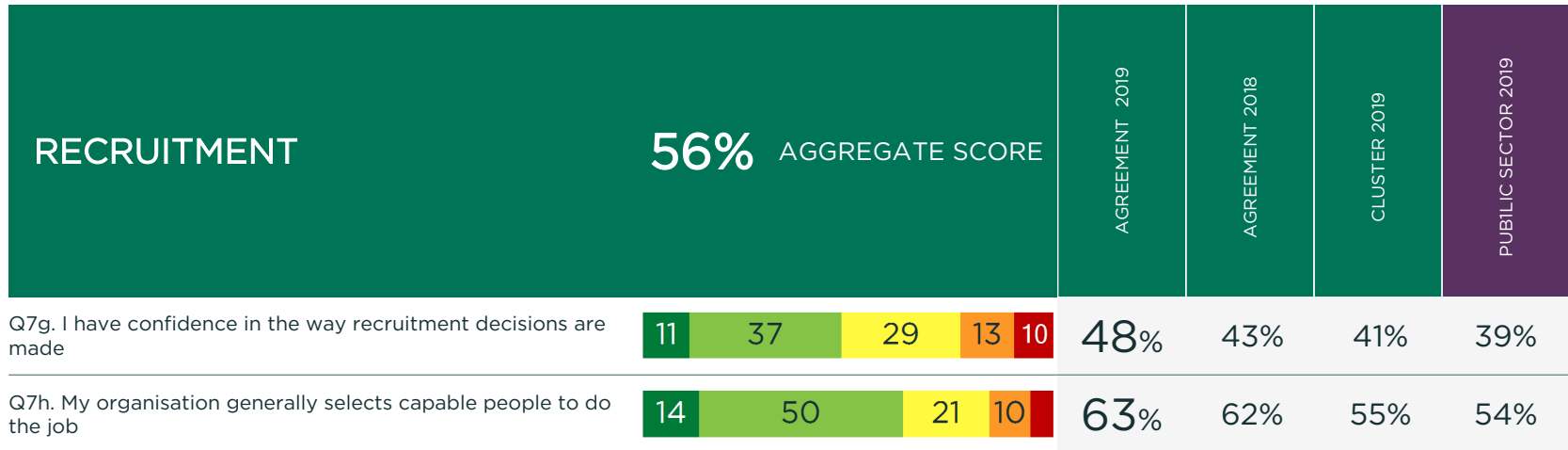


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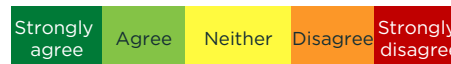
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## PERFORMANCE FRAMEWORK & DEVELOPMENT

**62%** 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		70%	66%	65%	66%
Q3e. My performance is assessed against clear criteria		64%	61%	60%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation		57%	57%	53%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do		70%	69%	66%	69%
Q5h. My manager deals appropriately with employees who perform poorly		52%	49%	47%	48%
Q7f. My organisation is committed to developing its employees		59%	57%	51%	53%

KEY





## EXPLORE THE FULL RESULTS

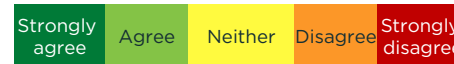
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WORKPLACE SUPPORT	74% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
	Q1b. I am provided with the support I need to do my best at work	25	47	14	10	72%	69%	66%
Q1f. I am able to keep my work stress at an acceptable level	16	51	18	12	67%	64%	62%	61%
Q2c. I receive help and support from other members of my workgroup	37	47	11		83%	83%	80%	81%
Q2d. There is good team spirit in my workgroup	34	41	13	7	76%	74%	68%	70%

### KEY



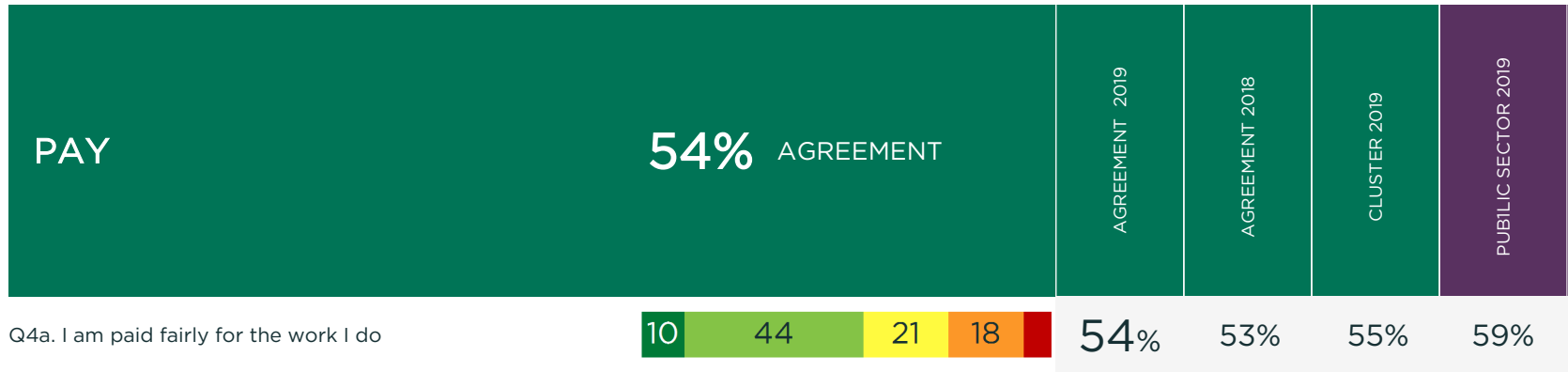


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KEY





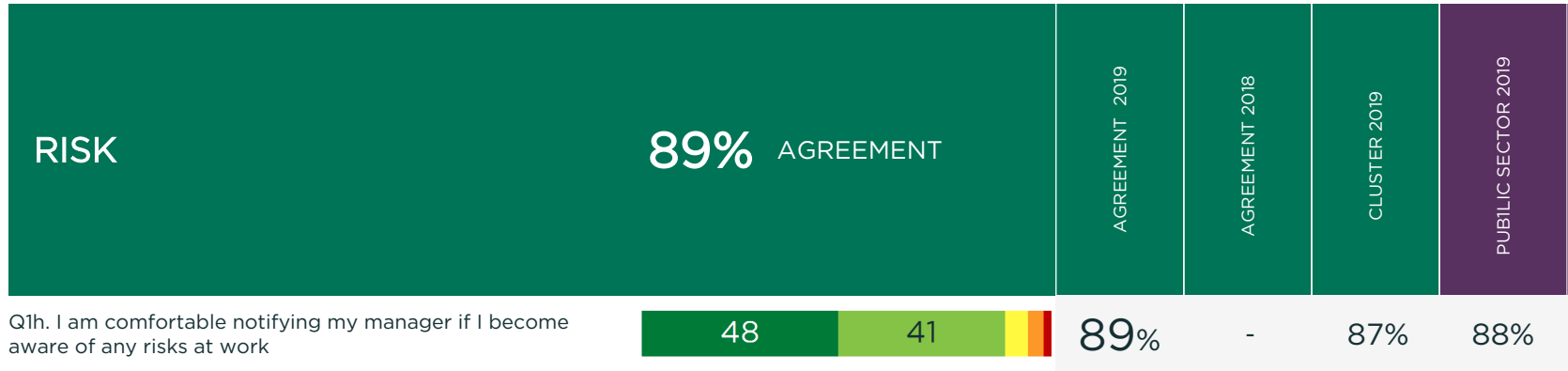


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### KEY



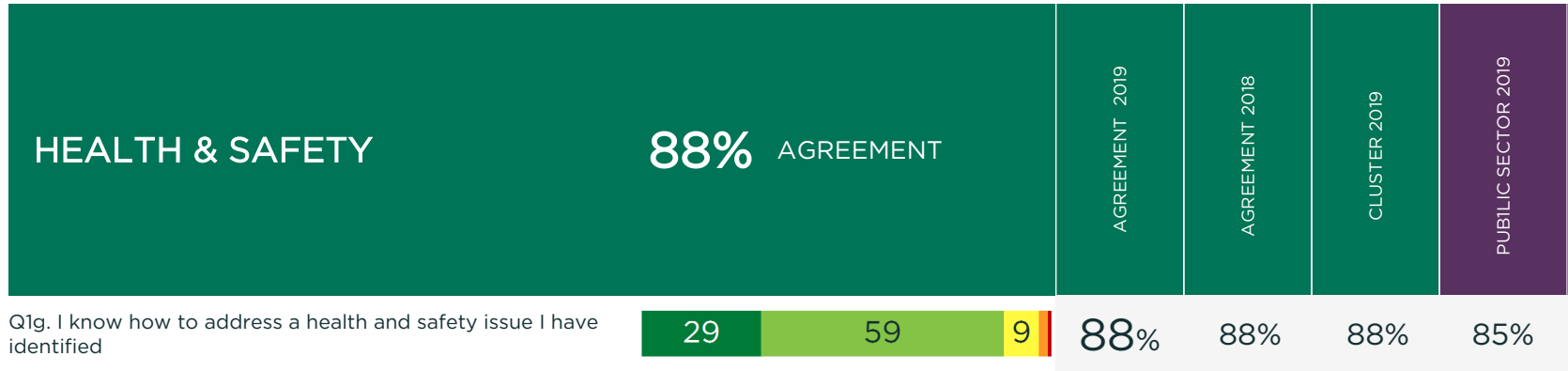


## EXPLORE THE FULL RESULTS

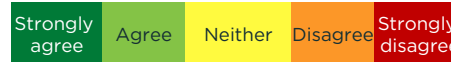
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KEY





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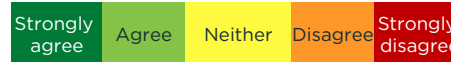
## ACTION ON RESULTS

42% AGREEMENT

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



KEY





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## WORKPLACE CONDUCT

**47%** AGREEMENT

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



47%

46%

41%

41%

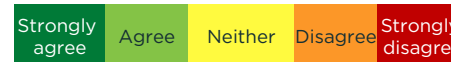
AGREEMENT 2019

AGREEMENT 2018

CLUSTER 2019

PUBLIC SECTOR 2019

### KEY

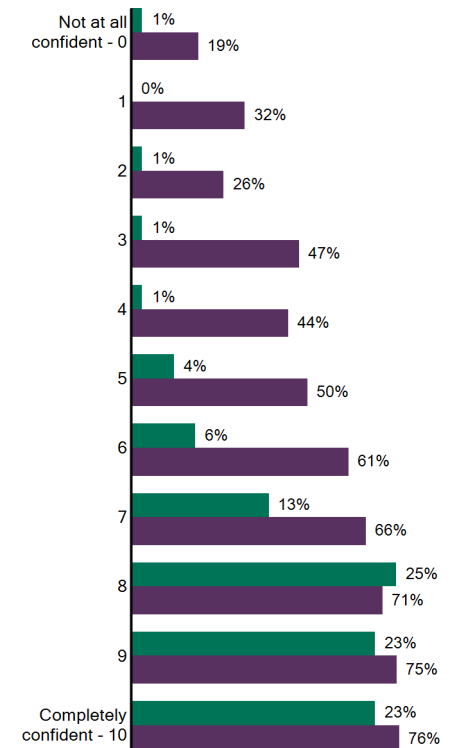
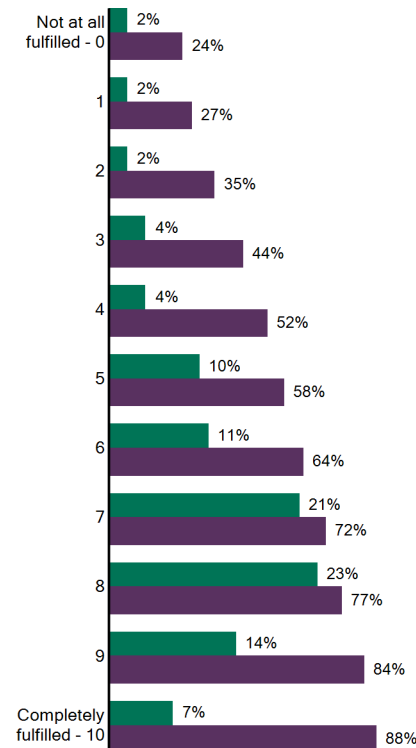
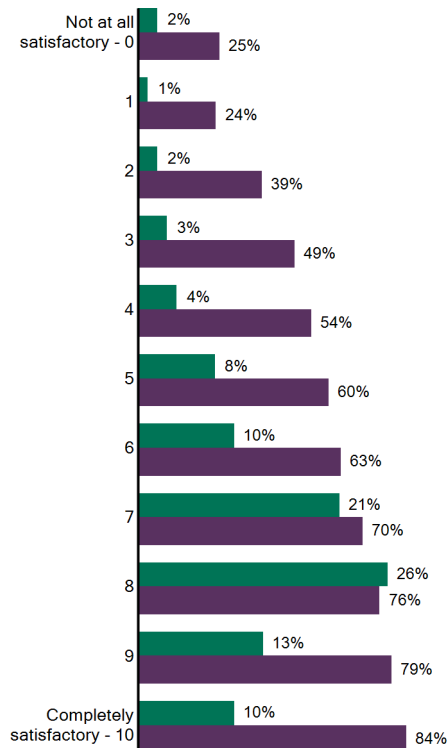


## WELLBEING AND ENGAGEMENT

**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

Questions are grouped by topics in this report.

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## 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		75%	70%	71%	71%
No		25%	30%	29%	29%
<b>Q3b.</b> I have informal feedback conversations with my manager					
Yes		77%	74%	74%	76%
No		23%	26%	26%	24%
<b>Q3c.</b> I have scheduled feedback conversations with my manager					
Yes		63%	59%	58%	60%
No		37%	41%	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%	44%	40%	41%
No		59%	56%	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
There are no major barriers to my career progression		32%	35%	31%	29%
Lack of visible opportunities		27%	27%	29%	29%
Personal/family considerations		26%	27%	28%	29%
Lack of promotion opportunities		25%	24%	26%	28%
Geographic location considerations		20%	22%	22%	25%
The application/recruitment process is too cumbersome or time consuming		16%	19%	17%	22%
Insufficient training and development		13%	12%	15%	15%
Lack of support for temporary assignments/secondments		12%	12%	14%	15%
Lack of support from my manager/supervisor		11%	13%	14%	13%
Lack of required capabilities or experience		10%	10%	10%	11%
Other		8%	9%	8%	9%

% are calculated with the number of unique respondents (N = 3,887 to this question)





## EXPLORE THE FULL RESULTS

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## UNACCEPTABLE CONDUCT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
<b>Q12a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work					
Yes		28%	25%	32%	27%
No		56%	58%	51%	56%
Don't know		16%	17%	17%	17%
<b>Q12b.</b> If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?					
Yes		65%	68%	67%	65%
No		31%	29%	30%	32%
Don't know		4%	3%	4%	4%



## EXPLORE THE FULL RESULTS

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## UNACCEPTABLE CONDUCT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
<b>Q13a.</b> In the last 12 months I have witnessed bullying at work					
Yes		34%	36%	39%	33%
No		56%	54%	52%	57%
Don't know		10%	10%	10%	10%
<b>Q13b.</b> In the last 12 months I have been subjected to bullying at work					
Yes		19%	20%	21%	18%
No		74%	74%	72%	75%
Don't know		7%	6%	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
Your immediate manager/supervisor		25%	26%	23%	23%
A fellow worker at your level		25%	26%	31%	27%
A senior manager		21%	23%	18%	21%
Prefer not to say		14%	12%	12%	13%
Other		5%	6%	6%	5%
A subordinate		5%	4%	6%	7%
A client or customer		3%	2%	2%	3%
A member of the public other than a client or customer		2%	1%	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		5%	5%	6%	4%
No		93%	93%	92%	94%
Don't know		2%	2%	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		28%	27%	29%	38%
A member of the public		48%	53%	51%	36%
Other		18%	17%	15%	19%
Prefer not to say		6%	3%	6%	7%



## EXPLORE THE FULL RESULTS

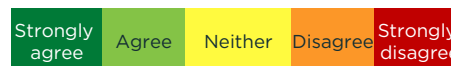
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HEALTH CUSTOMISED QUESTIONS						AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019
Q1. I believe I am valued for what I can offer at my workplace	23	55	13			77%	76%	71%
Q2. In my workplace, we recognise our successes and innovations	20	53	17			74%	71%	66%
Q3. Overall, I have confidence in the decisions made by my senior managers	17	47	21	9		64%	59%	54%
Q4. I have a say in decisions which affect my work	15	44	22	13		59%	59%	53%
Q5. Where I work, we share the lessons learnt when mistakes are made	20	54	16	8		74%	73%	67%
Q6. My team's objectives/work plans are clearly outlined	18	53	17	8		71%	70%	66%
Q7. Our objectives/work plans help us to deliver a quality service	20	54	17			74%	72%	67%
Q8. Overall, I believe the culture at my workplace has improved in the last 12 months	16	33	33	11	8	49%	43%	45%

KEY





## EXPLORE THE FULL SURVEY RESULTS

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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		64%	63%
Often		26%	25%
About half the time		6%	7%
Seldom		2%	3%
Never		1%	2%
<b>Q10.</b> In the past 12 months have you experienced racism in the workplace?			
Yes		11%	11%
No		89%	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		7%	8%
Your immediate manager / supervisor		10%	10%
A fellow worker at your level		20%	25%
A subordinate / worker below your level		5%	6%
A client or patient		34%	25%
A member of the public other than a client or patient		2%	4%
Other		6%	5%
Prefer not to say		15%	16%



## 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

### Q10b1. Verbal abuse or harassment

		2019	CLUSTER 2019
Never		39%	36%
Once		17%	15%
Twice		14%	13%
3-5 times		16%	16%
More than 5 times		14%	20%





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## HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

### Q10b2. Other abuse or harassment

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



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## HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

### Q10b3. Racial jokes or slurs, imitating accent

Frequency	2019	CLUSTER 2019
Never	32%	30%
Once	17%	15%
Twice	18%	15%
3-5 times	16%	19%
More than 5 times	17%	21%



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## HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

### Q10b4. Exclusion or avoidance in the workplace

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



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## HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

### Q10b5. Exclusion from employment opportunities

		2019	CLUSTER 2019
Never		67%	65%
Once		11%	10%
Twice		6%	8%
3-5 times		6%	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	90%	86%
Once	4%	5%
Twice	4%	3%
3-5 times	2%	2%
More than 5 times	1%	4%



## 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
Junior Medical Officer		5%	2%
Career Medical Officer, Hospitalist		0%	0%
Staff Specialist		3%	2%
Visiting Medical Officer		1%	0%
Clinical Academic		0%	0%
Assistant in Nursing		2%	1%
Enrolled Nurse		2%	3%
Registered Nurse/Midwife, Clinical Nurse/Midwife Specialist, Clinical Nurse/Midwife Consultant, Practitioner		27%	23%
Nurse/Midwifery Educator and Clinical Nurse/Midwifery Educator		2%	2%
Nurse/Midwifery Manager		4%	3%



## EXPLORE THE FULL SURVEY RESULTS

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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		2%	2%
Information Management (eg. Librarian, Medical Records and Data Manager)		2%	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		2%	2%
Allied Health Professional		16%	11%
Allied Health Assistant		1%	1%
Health Education, Health Promotion and Health Protection		1%	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	0%	0%
Technician/Technologist	1%	1%
Hospital Scientist/Biomedical Engineers	0%	1%
Researchers	0%	0%
Data Analyst	1%	1%
Technical Officers/Technical Assistant	0%	2%
Dental Officer, Therapists and Hygienist	0%	0%
Dental Specialist	0%	0%
Dental Assistant	1%	1%





## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

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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	1%	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.

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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
Warehouse staff	0%	0%
Tradesperson	1%	1%
Apprentice Trade Worker and Trade Assistant	0%	0%
Trainee	0%	0%
Volunteer	0%	0%
Other job role	4%	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		22%
Female		77%
Other		1%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>AGE</b>		
15-19		0%
20-24		5%
25-29		12%
30-34		12%
35-39		12%
40-44		11%
45-49		12%
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%

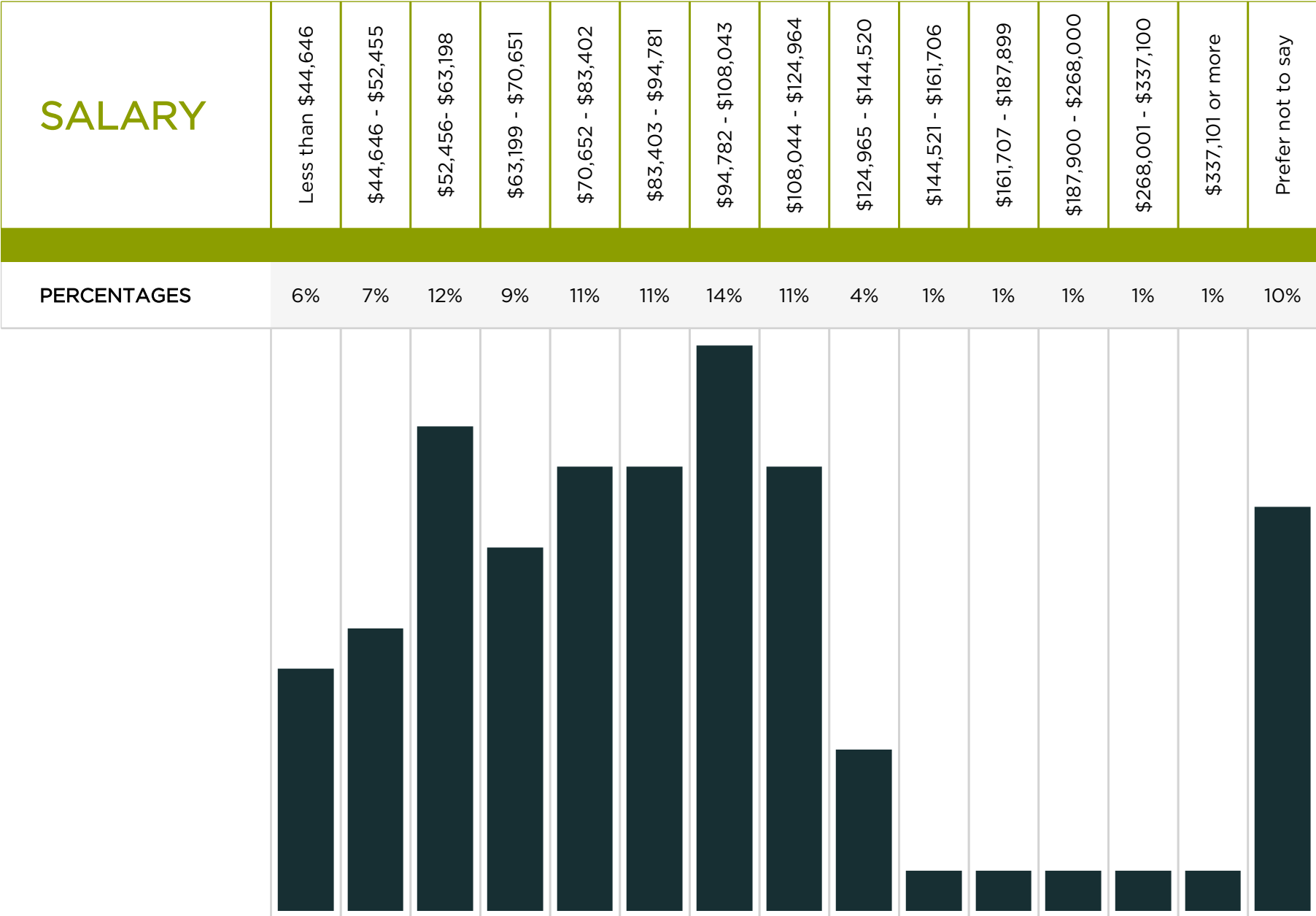
	PERCENTAGE
<b>TYPE OF WORK</b>	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	67%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	4%
Administrative support (e.g. executive/personal assistant, receptionist)	12%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	7%
Policy	0%
Research	1%
Program and project management support	2%
Legal (including developing and/or reviewing legislation)	0%
Other	7%

# 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		13%
1 - 2 years		10%
2 - 5 years		21%
5 - 10 years		20%
10 - 20 years		23%
More than 20 years		12%

# 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		37%
Flexible start and finish times		26%
Part-time work		18%
Study leave		17%
Working additional hours to make up for time off		11%
Flexible scheduling for rostered workers		8%
Working from different locations		7%

% are calculated with the number of unique respondents (N = 3,741 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>		
Leave without pay		7%
Working more hours over fewer days		6%
Working from home		5%
Job sharing		3%
Other		3%
Purchasing annual leave		1%

% are calculated with the number of unique respondents (N = 3,741 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 Sydney 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>	4111	2555	157	443	255	4	20	88	3	266
<b>EMPLOYEE ENGAGEMENT</b>	69%	70%	64%	70%	66%	(r)	(r)	69%	(r)	67%
<b>ENGAGEMENT WITH WORK</b>	77%	80%	67%	73%	74%	(r)	(r)	80%	(r)	74%
<b>SENIOR MANAGERS</b>	53%	52%	49%	55%	58%	(r)	(r)	60%	(r)	55%
<b>COMMUNICATION</b>	65%	66%	57%	65%	68%	(r)	(r)	71%	(r)	65%
<b>HIGH PERFORMANCE</b>	70%	71%	62%	68%	67%	(r)	(r)	72%	(r)	68%
<b>PUBLIC SECTOR VALUES</b>	66%	66%	59%	66%	66%	(r)	(r)	72%	(r)	65%
<b>DIVERSITY &amp; INCLUSION</b>	70%	71%	65%	72%	72%	(r)	(r)	74%	(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%

	Northern Sydney 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	4111	234	261	469	352	429	413	523	402	138	48	37	44	26
EMPLOYEE ENGAGEMENT	69%	74%	70%	70%	72%	69%	68%	69%	69%	70%	77%	75%	73%	(r)
ENGAGEMENT WITH WORK	77%	83%	78%	75%	80%	77%	75%	78%	80%	81%	92%	84%	84%	(r)
SENIOR MANAGERS	53%	62%	51%	51%	58%	51%	50%	53%	56%	60%	72%	70%	61%	(r)
COMMUNICATION	65%	71%	62%	62%	68%	64%	62%	66%	70%	72%	83%	74%	78%	(r)
HIGH PERFORMANCE	70%	75%	68%	67%	73%	70%	69%	70%	72%	73%	83%	78%	76%	(r)
PUBLIC SECTOR VALUES	66%	71%	64%	63%	69%	65%	64%	67%	68%	70%	80%	77%	72%	(r)
DIVERSITY & INCLUSION	70%	76%	70%	70%	75%	68%	68%	71%	74%	72%	82%	79%	73%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# RESULT BY SALARY



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Northern Sydney Local Health District	\$337,101 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>4111</b>	<b>24</b>	<b>365</b>
<b>EMPLOYEE ENGAGEMENT</b>	69%	(r)	66%
ENGAGEMENT WITH WORK	77%	(r)	71%
SENIOR MANAGERS	53%	(r)	45%
COMMUNICATION	65%	(r)	60%
HIGH PERFORMANCE	70%	(r)	64%
PUBLIC SECTOR VALUES	66%	(r)	59%
DIVERSITY & INCLUSION	70%	(r)	65%

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

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LESS THAN REPORT SCORE

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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.

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Results are rounded and may not add up to 100%

	Northern Sydney Local Health District	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
<b>NUMBER OF RESPONDENTS</b>	4111	487	395	804	742	869	467
<b>EMPLOYEE ENGAGEMENT</b>	69%	76%	74%	69%	67%	68%	67%
ENGAGEMENT WITH WORK	77%	84%	82%	76%	75%	76%	77%
SENIOR MANAGERS	53%	66%	58%	53%	50%	49%	49%
COMMUNICATION	65%	79%	68%	65%	63%	62%	62%
HIGH PERFORMANCE	70%	80%	74%	69%	67%	67%	67%
PUBLIC SECTOR VALUES	66%	77%	69%	65%	63%	62%	62%
DIVERSITY & INCLUSION	70%	79%	75%	71%	68%	67%	68%

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

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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.

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Results are rounded and may not add up to 100%

	Northern Sydney 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	4111	988	232	418	308	687	128	258	186	49	256	650	115	1372
EMPLOYEE ENGAGEMENT	69%	74%	73%	73%	78%	71%	73%	74%	73%	69%	70%	74%	67%	66%
ENGAGEMENT WITH WORK	77%	82%	84%	83%	86%	79%	82%	82%	82%	76%	76%	84%	79%	74%
SENIOR MANAGERS	53%	61%	52%	56%	63%	50%	58%	62%	65%	48%	51%	57%	49%	49%
COMMUNICATION	65%	73%	69%	72%	75%	66%	69%	72%	75%	69%	65%	70%	65%	61%
HIGH PERFORMANCE	70%	76%	71%	74%	80%	71%	74%	76%	77%	70%	70%	76%	69%	65%
PUBLIC SECTOR VALUES	66%	72%	67%	70%	75%	66%	70%	74%	75%	64%	65%	70%	64%	61%
DIVERSITY & INCLUSION	70%	81%	77%	81%	84%	74%	77%	80%	83%	72%	73%	76%	71%	63%

\*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

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.

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	Northern Sydney Local Health District	Sydney East	Sydney West	Sydney - North Sydney and Hornsby	Sydney - Ryde	Sydney - Northern Beaches	Central Coast	Sydney - City and Inner South	Mid North Coast	Sydney - Inner West	Sydney - Parramatta	Illawarra	Sydney - South West	Sydney - Blacktown
NUMBER OF RESPONDENTS	4111	3238	12	2241	680	300	14	9	7	6	6	3	3	2
EMPLOYEE ENGAGEMENT	69%	70%	(r)	70%	67%	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	77%	78%	(r)	78%	76%	84%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	53%	53%	(r)	53%	56%	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	65%	66%	(r)	64%	70%	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	70%	71%	(r)	70%	71%	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	66%	66%	(r)	66%	67%	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	70%	71%	(r)	70%	74%	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

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

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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## 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 Sydney Local Health District	Sydney - Inner South West	New England and North West	Richmond - Tweed	Sydney - Baulkham Hills and Hawkesbury	Capital Region	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley exc Newcastle	Murray	Newcastle and Lake Macquarie	Outside NSW	Riverina
NUMBER OF RESPONDENTS	4111	2	1	1	1	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	70%	(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%

	Northern Sydney Local Health District	Southern Highlands and Shoalhaven	Sydney - Eastern Suburbs	Sydney - Outer South West	Sydney - Outer West and Blue Mountains	Sydney - Sutherland
<b>NUMBER OF RESPONDENTS</b>	4111	0	0	0	0	0
<b>EMPLOYEE ENGAGEMENT</b>	69%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	77%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	53%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	65%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	70%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	66%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	70%	(r)	(r)	(r)	(r)	(r)

KEY

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GREATER THAN REPORT SCORE

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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%

	Northern Sydney Local Health District	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
<b>NUMBER OF RESPONDENTS</b>	4111	9	196	457	469	436	399	470	458	452	300	130
<b>EMPLOYEE ENGAGEMENT</b>	69%	(r)	77%	73%	70%	70%	69%	67%	67%	67%	70%	70%
<b>ENGAGEMENT WITH WORK</b>	77%	(r)	84%	80%	79%	76%	78%	74%	76%	77%	78%	83%
<b>SENIOR MANAGERS</b>	53%	(r)	63%	59%	57%	54%	54%	51%	46%	52%	49%	54%
<b>COMMUNICATION</b>	65%	(r)	72%	70%	70%	66%	67%	63%	62%	63%	62%	66%
<b>HIGH PERFORMANCE</b>	70%	(r)	80%	75%	73%	69%	70%	67%	65%	68%	67%	69%
<b>PUBLIC SECTOR VALUES</b>	66%	(r)	74%	71%	69%	66%	66%	64%	61%	65%	63%	65%
<b>DIVERSITY &amp; INCLUSION</b>	70%	(r)	80%	75%	73%	71%	72%	68%	67%	68%	68%	72%

### KEY

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AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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# RESULT BY GENDER



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Northern Sydney Local Health District	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	4111	816	2908	54
<b>EMPLOYEE ENGAGEMENT</b>	69%	67%	70%	55%
ENGAGEMENT WITH WORK	77%	77%	78%	50%
SENIOR MANAGERS	53%	53%	54%	37%
COMMUNICATION	65%	67%	66%	45%
HIGH PERFORMANCE	70%	69%	71%	47%
PUBLIC SECTOR VALUES	66%	65%	66%	46%
DIVERSITY & INCLUSION	70%	71%	71%	45%

KEY

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AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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# CURRENT ROLE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Northern Sydney Local Health District	Junior Medical Officer	Career Medical Officer, Hospitalist	Staff Specialist	Visiting Medical Officer	Clinical Academic	Assistant in Nursing	Enrolled Nurse	Registered Nurse/Midwife, Clinical Nurse/Midwife Specialist, Clinical Nurse/Midwife Consultant,	Nurse/Midwifery Educator and Clinical Nurse/Midwifery Educator	Nurse/Midwifery Manager	Support Officers	Information Management (eg. Librarian, Medical Records and Data Manager)	Clinical Support Executive (eg. Hospital Executive, Local Health Network Executive)
NUMBER OF RESPONDENTS	4111	183	12	118	20	5	86	73	1040	77	170	76	79	18
EMPLOYEE ENGAGEMENT	69%	70%	(r)	69%	(r)	(r)	83%	73%	70%	72%	73%	73%	71%	(r)
ENGAGEMENT WITH WORK	77%	79%	(r)	84%	(r)	(r)	92%	80%	79%	79%	82%	79%	76%	(r)
SENIOR MANAGERS	53%	56%	(r)	53%	(r)	(r)	71%	55%	51%	56%	59%	56%	59%	(r)
COMMUNICATION	65%	73%	(r)	73%	(r)	(r)	78%	72%	63%	69%	71%	66%	68%	(r)
HIGH PERFORMANCE	70%	75%	(r)	73%	(r)	(r)	84%	75%	71%	71%	75%	70%	70%	(r)
PUBLIC SECTOR VALUES	66%	71%	(r)	68%	(r)	(r)	78%	69%	65%	67%	70%	66%	70%	(r)
DIVERSITY & INCLUSION	70%	70%	(r)	74%	(r)	(r)	85%	77%	70%	73%	75%	75%	74%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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# CURRENT ROLE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Northern Sydney Local Health District	Administrative and Executive Assistant	Corporate Services	Senior Manager/Executive	Allied Health Professional	Allied Health Assistant	Health Education, Health Promotion and Health Protection	Counsellor, Welfare Support	Interpreters and Liaison Officer	Aboriginal Health Workers and Aboriginal Education Officers	Technician/Technologist	Hospital Scientist/Biomedical Engineers	Researchers	Data Analyst
NUMBER OF RESPONDENTS	4111	381	75	77	596	31	29	12	0	2	43	10	8	21
EMPLOYEE ENGAGEMENT	69%	69%	61%	80%	71%	76%	(r)	(r)	(r)	(r)	60%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	77%	72%	65%	87%	83%	76%	(r)	(r)	(r)	(r)	76%	(r)	(r)	(r)
SENIOR MANAGERS	53%	53%	50%	81%	55%	65%	(r)	(r)	(r)	(r)	47%	(r)	(r)	(r)
COMMUNICATION	65%	62%	63%	86%	69%	75%	(r)	(r)	(r)	(r)	56%	(r)	(r)	(r)
HIGH PERFORMANCE	70%	66%	61%	84%	74%	80%	(r)	(r)	(r)	(r)	62%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	66%	64%	59%	85%	70%	76%	(r)	(r)	(r)	(r)	58%	(r)	(r)	(r)
DIVERSITY & INCLUSION	70%	70%	69%	85%	73%	82%	(r)	(r)	(r)	(r)	65%	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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# CURRENT ROLE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Northern Sydney Local Health District	Technical Officers/Technical Assistant	Dental Officer, Therapists and Hygienist	Dental Specialist	Dental Assistant	Trainee Dental Assistant	Operational Ambulance Officers (including Educators, DOM, DOCO, Paramedic, AOOC, OCO, SOCO, SO,	Operational Ambulance Managers (incl Zone Managers, Deputy Director Operations, Control Centre	Project Director	Project Manager	Project Officer	Cleaning, Linen and Food	Motor Vehicle, Patient Transport	Security Services, Fire Safety
NUMBER OF RESPONDENTS	4111	14	14	1	24	0	2	0	4	36	17	42	0	10
EMPLOYEE ENGAGEMENT	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	73%	(r)	64%	(r)	(r)
ENGAGEMENT WITH WORK	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	85%	(r)	78%	(r)	(r)
SENIOR MANAGERS	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	68%	(r)	62%	(r)	(r)
COMMUNICATION	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	73%	(r)	69%	(r)	(r)
HIGH PERFORMANCE	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	75%	(r)	68%	(r)	(r)
PUBLIC SECTOR VALUES	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	76%	(r)	68%	(r)	(r)
DIVERSITY & INCLUSION	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	79%	(r)	71%	(r)	(r)

### KEY

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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%

	Northern Sydney Local Health District	Residential Care Attendant, Patient Care Assistant, Patient Services, Wardsperson	Warehouse staff	Tradesperson	Apprentice Trade Worker and Trade Assistant	Trainee	Volunteer	Other job role	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	4111	13	1	27	0	8	2	161	218
<b>EMPLOYEE ENGAGEMENT</b>	69%	(r)	(r)	(r)	(r)	(r)	(r)	68%	55%
<b>ENGAGEMENT WITH WORK</b>	77%	(r)	(r)	(r)	(r)	(r)	(r)	74%	56%
<b>SENIOR MANAGERS</b>	53%	(r)	(r)	(r)	(r)	(r)	(r)	57%	31%
<b>COMMUNICATION</b>	65%	(r)	(r)	(r)	(r)	(r)	(r)	67%	43%
<b>HIGH PERFORMANCE</b>	70%	(r)	(r)	(r)	(r)	(r)	(r)	68%	48%
<b>PUBLIC SECTOR VALUES</b>	66%	(r)	(r)	(r)	(r)	(r)	(r)	66%	44%
<b>DIVERSITY &amp; INCLUSION</b>	70%	(r)	(r)	(r)	(r)	(r)	(r)	72%	48%

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

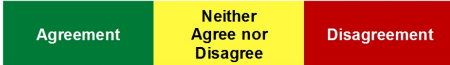
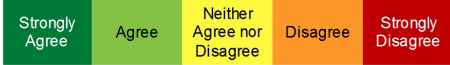
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.