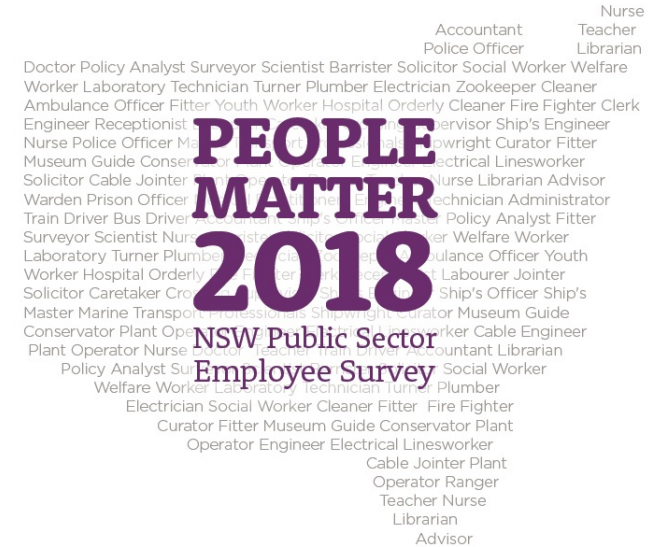


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# PEOPLE MATTER 2018

NSW Public Sector Employee Survey



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## AGENCY REPORT

Health

# Northern NSW Local Health District

## RESPONSE RATE

# 40%

2,175 OF 5,489 RESPONDENTS

## EMPLOYEE ENGAGEMENT

# 59%

DIFFERENCE FROM 2017 +2  
DIFFERENCE FROM CLUSTER -5  
DIFFERENCE FROM PUBLIC SECTOR -6

## ENGAGEMENT WITH WORK

# 70%

DIFFERENCE FROM 2017 +2  
DIFFERENCE FROM CLUSTER -3  
DIFFERENCE FROM PUBLIC SECTOR -3

## SENIOR MANAGERS

# 32%

DIFFERENCE FROM 2017 0  
DIFFERENCE FROM CLUSTER -14  
DIFFERENCE FROM PUBLIC SECTOR -17

## COMMUNICATION

# 51%

DIFFERENCE FROM 2017 +4  
DIFFERENCE FROM CLUSTER -8  
DIFFERENCE FROM PUBLIC SECTOR -11

## HIGH PERFORMANCE

# 56%

DIFFERENCE FROM 2017 +2  
DIFFERENCE FROM CLUSTER -7  
DIFFERENCE FROM PUBLIC SECTOR -8

## PUBLIC SECTOR VALUES

# 51%

DIFFERENCE FROM 2017 +2  
DIFFERENCE FROM CLUSTER -9  
DIFFERENCE FROM PUBLIC SECTOR -11

## DIVERSITY & INCLUSION

# 59%

DIFFERENCE FROM CLUSTER -7  
DIFFERENCE FROM PUBLIC SECTOR -9

## FLEXIBLE WORKING SATISFACTION

# 54%

DIFFERENCE FROM 2017 +3  
DIFFERENCE FROM CLUSTER -4  
DIFFERENCE FROM PUBLIC SECTOR -5

## ACTION ON RESULTS

# 23%

DIFFERENCE FROM 2017 +1  
DIFFERENCE FROM CLUSTER -13  
DIFFERENCE FROM PUBLIC SECTOR -14



## 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  
2018

AGREEMENT  
2017

1a.	I understand what is expected of me to do well in my role	92%	91%
1g.	I know how to address a health and safety issue I have identified	89%	-
2a.	My workgroup strives to achieve customer/client satisfaction	87%	84%
2c.	I receive help and support from other members of my workgroup	79%	76%
2b.	My workgroup works collaboratively to achieve its objectives	78%	73%
1c.	My job gives me a feeling of personal accomplishment	75%	73%
5b.	My manager listens to what I have to say	70%	64%
2e.	People in my workgroup treat each other with respect	70%	67%
1d.	I feel motivated to contribute more than what is normally required at work	68%	67%
8b.	Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	68%	67%

## - LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT  
2018

AGREEMENT  
2017

14.	I believe action will be taken on the results from this survey by my organisation	23%	22%
6h.	I feel that senior managers listen to employees	24%	24%
7g.	I have confidence in the way recruitment decisions are made	28%	24%
9a.	I have confidence in the ways my organisation resolves grievances	29%	25%
6b.	I feel that senior managers effectively lead and manage change	30%	28%
7c.	I feel that change is managed well in my organisation	30%	27%
6g.	I feel that senior managers keep employees informed about what's going on	30%	29%
6a.	I believe senior managers provide clear direction for the future of the organisation	31%	31%
6d.	Senior managers encourage innovation by employees	31%	32%
6c.	I feel that senior managers model the values of my organisation	32%	32%



### YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

# MOST AND LEAST IMPROVED QUESTIONS



## MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2018

AGREEMENT  
2017

5e.	My manager involves my workgroup in decisions about our work	61%	55%
2d.	There is good team spirit in my workgroup	66%	60%
8c.	I am able to speak up and share a different view to my colleagues and manager	59%	54%
5c.	My manager communicates effectively with me	65%	60%
5b.	My manager listens to what I have to say	70%	64%
7j.	I am proud to tell others I work for my organisation	60%	55%
5f.	I have confidence in the decisions my manager makes	61%	55%
1f.	I am able to keep my work stress at an acceptable level	56%	51%
1b.	I am provided with the support I need to do my best at work	56%	51%
5d.	My manager encourages and values employee input	64%	59%



## LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2018

AGREEMENT  
2017

6f.	Senior managers communicate the importance of customers/clients in achieving our business objectives	44%	46%
6e.	Senior managers promote collaboration between my organisation and other organisations we work with	36%	37%
4a.	I am paid fairly for the work I do	54%	55%
6i.	Senior managers in my organisation support the career advancement of women	40%	41%
6d.	Senior managers encourage innovation by employees	31%	32%



### 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

## HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

## DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



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



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



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



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



**Q14.** 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



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



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



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



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



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



**Q9a.** I have confidence in the ways my organisation resolves grievances



**Q9a.** I have confidence in the ways my organisation resolves grievances



**Q9a.** I have confidence in the ways my organisation resolves grievances



## FIND YOUR HIGHEST NEUTRAL SCORES

### 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)**



## 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.

# 23%

of employees replied favourably to:

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

## 37%

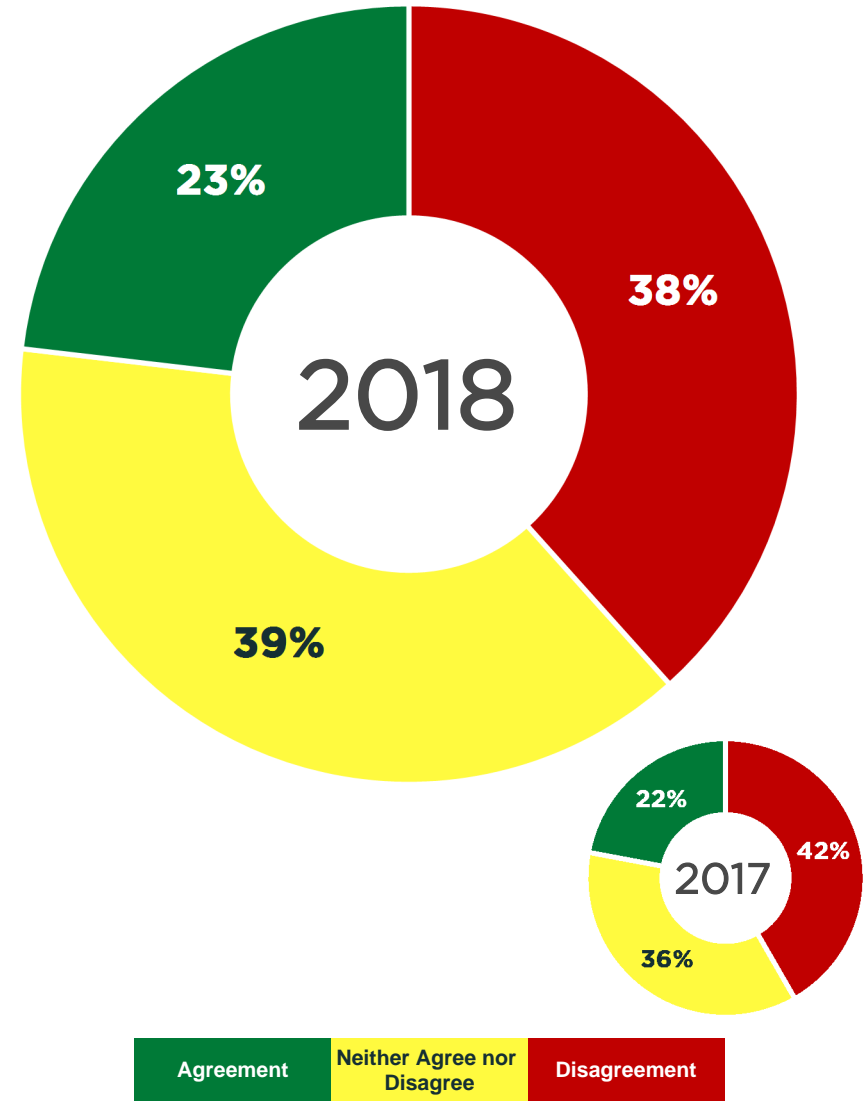
SECTOR

## 36%

CLUSTER

## 22%

2017



# 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 2018	% AGREEMENT 2017	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
<b>1</b>	<b>Q7f.</b> My organisation is committed to developing its employees	<b>36%</b>	34%	51%	52%
<b>2</b>	<b>Q7c.</b> I feel that change is managed well in my organisation	<b>30%</b>	27%	42%	40%
<b>3</b>	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>59%</b>	59%	68%	69%
<b>4</b>	<b>Q7b.</b> My organisation is making the necessary improvements to meet our future challenges	<b>45%</b>	41%	56%	57%
<b>5</b>	<b>Q6h.</b> I feel that senior managers listen to employees	<b>24%</b>	24%	40%	43%
<b>6</b>	<b>Q9a.</b> I have confidence in the ways my organisation resolves grievances	<b>29%</b>	25%	41%	40%

# 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	2175	113	11	115	68	34	102	47	125	29	577	52	90	64
EMPLOYEE ENGAGEMENT	59%	60%	62%	70%	66%	61%	67%	60%	53%	67%	54%	55%	54%	58%
ENGAGEMENT WITH WORK	70%	67%	58%	81%	72%	78%	82%	76%	67%	64%	63%	65%	67%	63%
SENIOR MANAGERS	32%	30%	20%	49%	44%	26%	52%	35%	24%	43%	24%	19%	32%	24%
COMMUNICATION	51%	46%	51%	63%	57%	45%	65%	51%	43%	51%	45%	37%	55%	48%
HIGH PERFORMANCE	56%	57%	52%	69%	64%	56%	68%	58%	48%	64%	50%	49%	56%	50%
PUBLIC SECTOR VALUES	51%	49%	43%	64%	59%	50%	64%	52%	42%	58%	45%	40%	51%	46%
DIVERSITY & INCLUSION	59%	58%	55%	73%	64%	57%	72%	62%	52%	68%	53%	50%	61%	56%

### 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	Nimbin Hospital	Richmond Community Health	The Tweed Hospital	Tweed Byron Community Health	Urbenville Hospital
NUMBER OF RESPONDENTS	2175	22	133	368	57	19
EMPLOYEE ENGAGEMENT	59%	68%	59%	63%	63%	69%
ENGAGEMENT WITH WORK	70%	68%	73%	73%	77%	75%
SENIOR MANAGERS	32%	25%	39%	33%	31%	52%
COMMUNICATION	51%	58%	55%	55%	56%	60%
HIGH PERFORMANCE	56%	62%	65%	58%	61%	69%
PUBLIC SECTOR VALUES	51%	53%	59%	52%	53%	62%
DIVERSITY & INCLUSION	59%	59%	59%	61%	66%	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



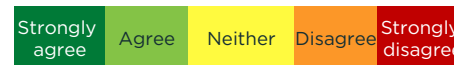
## EXPLORE THE FULL RESULTS

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.

EMPLOYEE ENGAGEMENT	59% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q7i. I would recommend my organisation as a great place to work	12	40	30	12		52%	48%	61%	61%
Q7j. I am proud to tell others I work for my organisation	16	45	28	8		60%	55%	69%	69%
Q7k. I feel a strong personal attachment to my organisation	15	39	30	11		54%	52%	62%	63%
Q7l. My organisation motivates me to help it achieve its objectives	10	31	35	16	7	41%	39%	54%	55%
Q7m. My organisation inspires me to do the best in my job	11	31	34	15	8	43%	39%	55%	55%

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.

ENGAGEMENT WITH WORK	70% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1c. My job gives me a feeling of personal accomplishment	26	49	14	8	75%	73%	77%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	26	42	17	11	68%	67%	72%	72%
Q1e. I am satisfied with my job	19	46	19	11	66%	61%	70%	69%

KEY





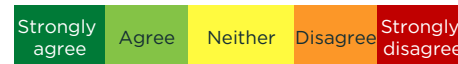
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

SENIOR MANAGERS		32% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018	
Q6a. I believe senior managers provide clear direction for the future of the organisation		25	32	23	14	31%	31%	46%	49%	
Q6b. I feel that senior managers effectively lead and manage change		23	32	23	15	30%	28%	44%	46%	
Q6c. I feel that senior managers model the values of my organisation		7	24	33	20	16	32%	32%	47%	50%
Q6d. Senior managers encourage innovation by employees		26	37	20	11	31%	32%	47%	50%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with		29	38	16	10	36%	37%	48%	52%	
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives		8	35	32	15	9	44%	46%	57%	62%
Q6g. I feel that senior managers keep employees informed about what's going on		25	29	25	16	30%	29%	44%	47%	
Q6h. I feel that senior managers listen to employees		19	33	24	19	24%	24%	40%	43%	
Q7c. I feel that change is managed well in my organisation		24	35	25	11	30%	27%	42%	40%	

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.

COMMUNICATION	51% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018	
Q5c. My manager communicates effectively with me	25	40	17	11	65%	60%	70%	72%	
Q5d. My manager encourages and values employee input	27	37	18	11	64%	59%	70%	72%	
Q5e. My manager involves my workgroup in decisions about our work	23	38	19	12	7	61%	55%	65%	67%
Q6g. I feel that senior managers keep employees informed about what's going on	25	29	25	16	30%	29%	44%	47%	
Q6h. I feel that senior managers listen to employees	19	33	24	19	24%	24%	40%	43%	
Q8c. I am able to speak up and share a different view to my colleagues and manager	13	46	20	13	7	59%	54%	66%	67%

KEY





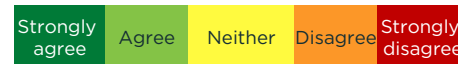
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

	HIGH PERFORMANCE				56% AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1a. I understand what is expected of me to do well in my role					92%	91%	92%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives					78%	73%	79%	79%	
Q3f. I have received appropriate training and development to do my job well					63%	61%	70%	65%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do					67%	65%	71%	74%	
Q5f. I have confidence in the decisions my manager makes					61%	55%	65%	68%	
Q6d. Senior managers encourage innovation by employees					31%	32%	47%	50%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with					36%	37%	48%	52%	
Q7a. My organisation focuses on improving the work we do					59%	59%	68%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges					45%	41%	56%	57%	

### KEY

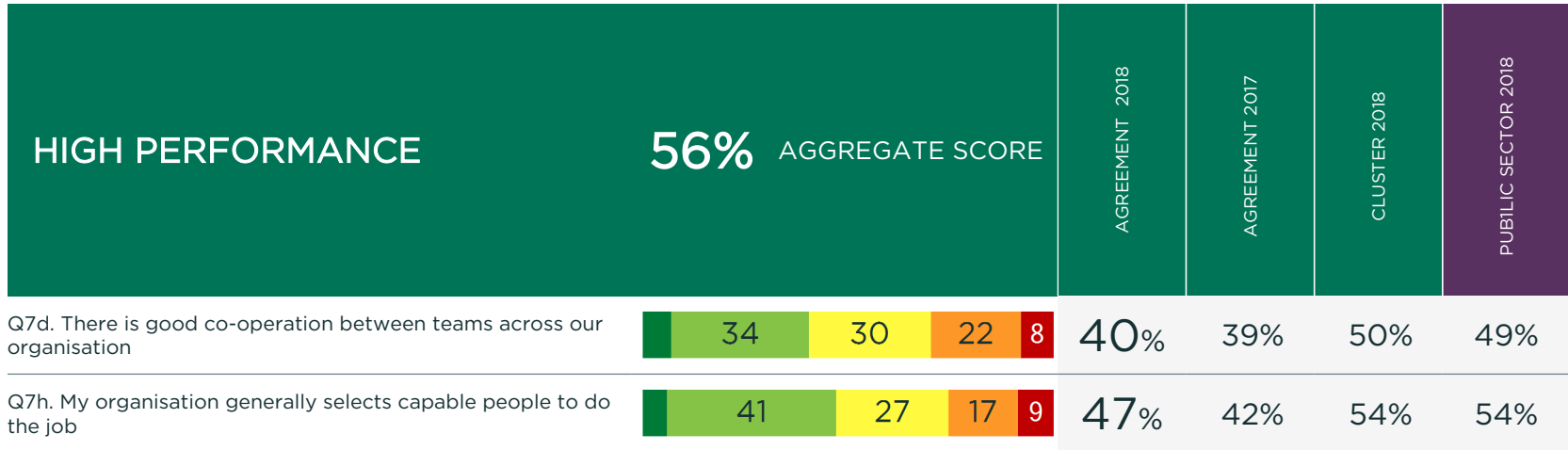




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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



KEY





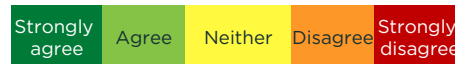
## EXPLORE THE FULL RESULTS

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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.

PUBLIC SECTOR VALUES		51% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018				
Q2a. My workgroup strives to achieve customer/client satisfaction		40	47	9	0	0	0	87%	84%	87%	86%
Q2e. People in my workgroup treat each other with respect		27	43	15	10	5	0	70%	67%	71%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do		23	44	19	9	7	0	67%	65%	71%	74%
Q5b. My manager listens to what I have to say		27	43	16	8	6	0	70%	64%	73%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation		7	25	32	23	14	0	31%	31%	46%	49%
Q6c. I feel that senior managers model the values of my organisation		7	24	33	20	16	0	32%	32%	47%	50%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives		8	35	32	15	9	0	44%	46%	57%	62%
Q6g. I feel that senior managers keep employees informed about what's going on		7	25	29	25	16	0	30%	29%	44%	47%
Q6h. I feel that senior managers listen to employees		19	33	24	19	7	0	24%	24%	40%	43%

KEY







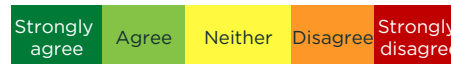
## EXPLORE THE FULL RESULTS

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.

PUBLIC SECTOR VALUES		51% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q7a. My organisation focuses on improving the work we do		59%	59%	68%	69%				
Q7e. People in my organisation take responsibility for their own actions		43%	40%	49%	49%				

### KEY





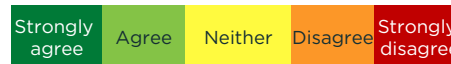
## EXPLORE THE FULL RESULTS

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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.

DIVERSITY & INCLUSION		59% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work		56%	51%	66%	65%		
Q5b. My manager listens to what I have to say		70%	64%	73%	76%		
Q5d. My manager encourages and values employee input		64%	59%	70%	72%		
Q6i. Senior managers in my organisation support the career advancement of women		40%	41%	54%	60%		
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)		64%	62%	74%	76%		
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)		68%	67%	75%	75%		
Q8c. I am able to speak up and share a different view to my colleagues and manager		59%	54%	66%	67%		
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>		54%	50%	58%	59%		
Q8e. My manager supports flexible working in my team		56%	-	61%	63%		

KEY

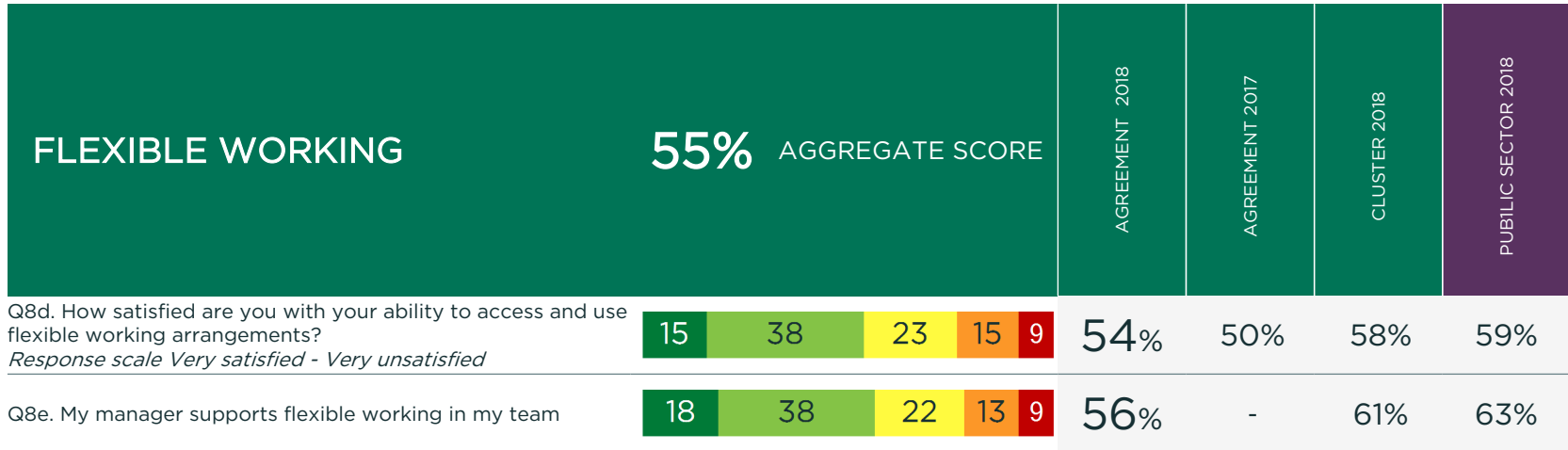




## EXPLORE THE FULL RESULTS

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KEY

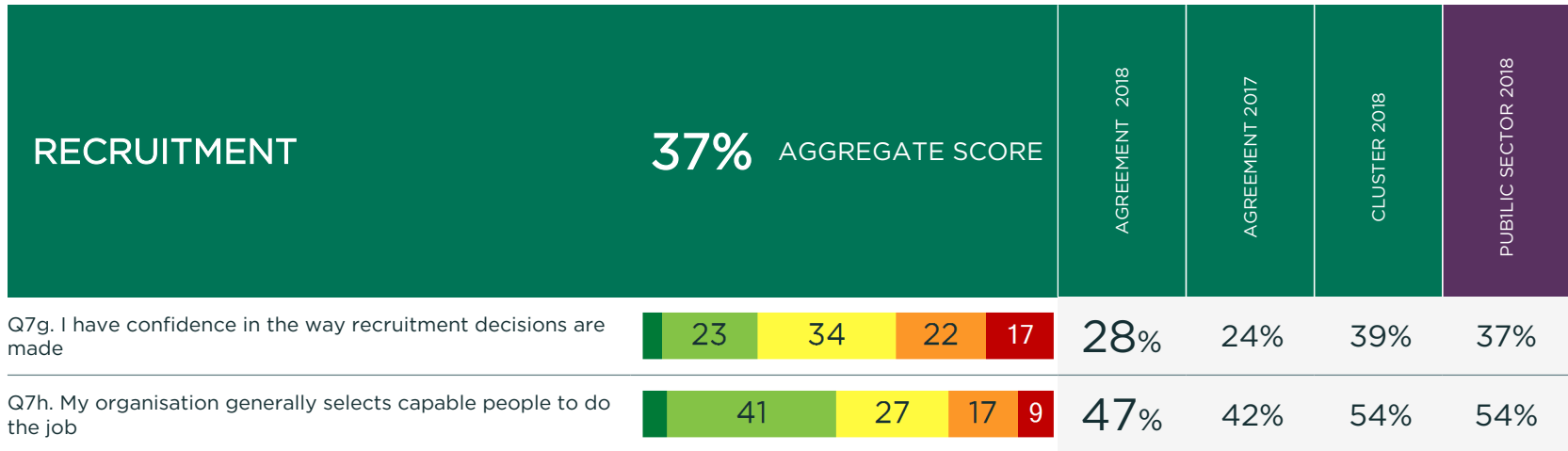




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KEY





## EXPLORE THE FULL RESULTS

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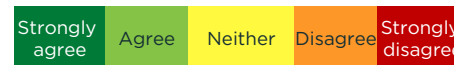
Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

## PERFORMANCE FRAMEWORK & DEVELOPMENT

**48%** AGGREGATE SCORE

		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	17 42 19 16	59%	55%	65%	65%
Q3e. My performance is assessed against clear criteria	14 40 25 15	54%	51%	60%	56%
Q3g. I am satisfied with the opportunities available for career development in my organisation	11 31 25 20 13	42%	39%	53%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do	23 37 18 13 8	61%	57%	66%	69%
Q5h. My manager appropriately deals with employees who perform poorly	12 26 32 17 14	38%	35%	46%	46%
Q7f. My organisation is committed to developing its employees	30 33 21 11	36%	34%	51%	52%

KEY





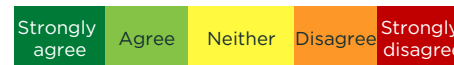
## EXPLORE THE FULL RESULTS

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.

	64% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	15	41	21	18	56%	51%	66%	65%
Q1f. I am able to keep my work stress at an acceptable level	11	45	21	17	56%	51%	62%	60%
Q2c. I receive help and support from other members of my workgroup	31	48	13		79%	76%	80%	81%
Q2d. There is good team spirit in my workgroup	28	38	16	12	66%	60%	68%	70%

KEY

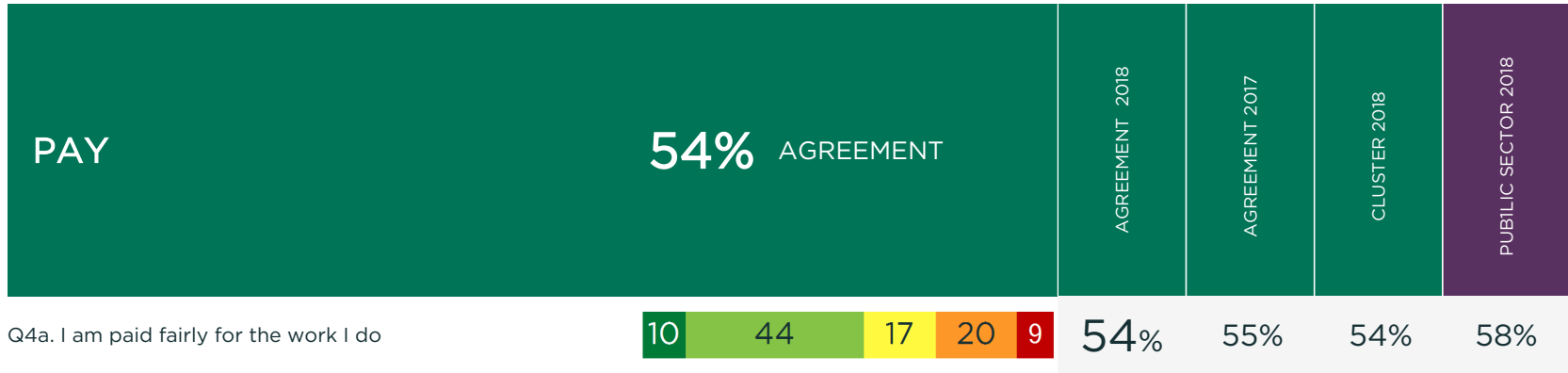




## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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



### KEY

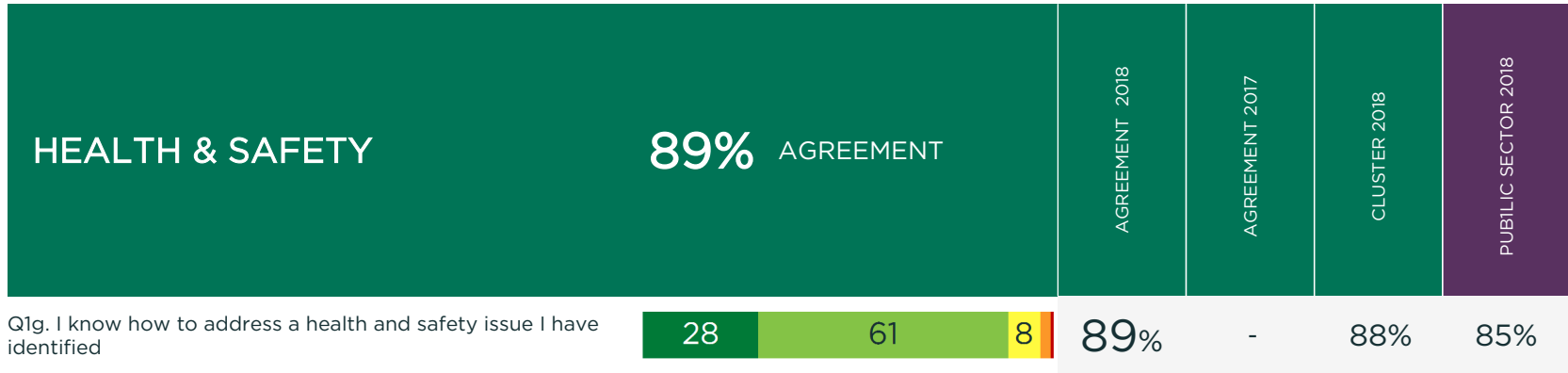




## EXPLORE THE FULL RESULTS

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.



### KEY



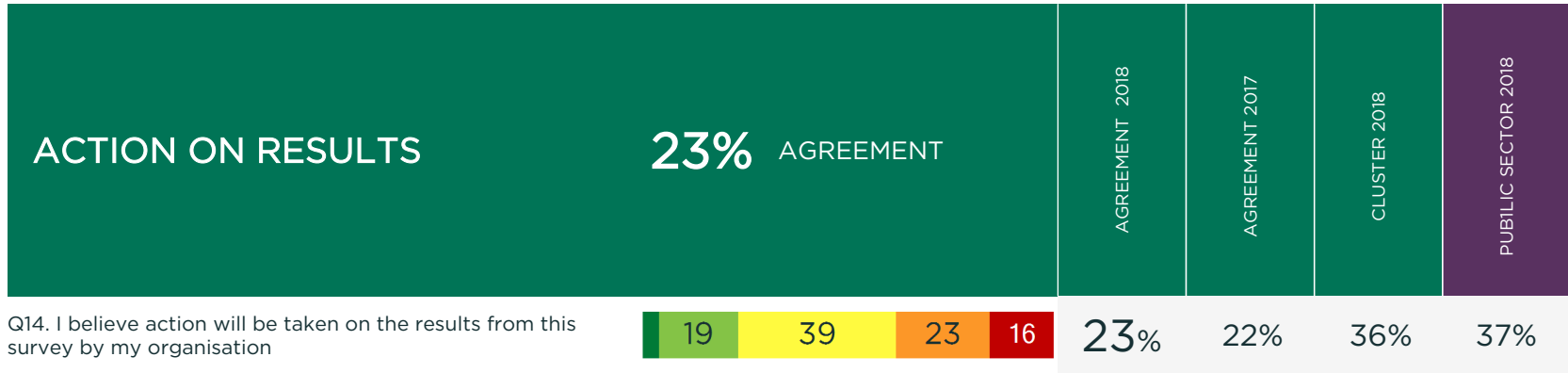




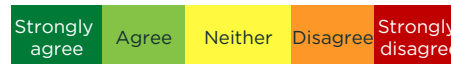
## EXPLORE THE FULL RESULTS

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.



### KEY

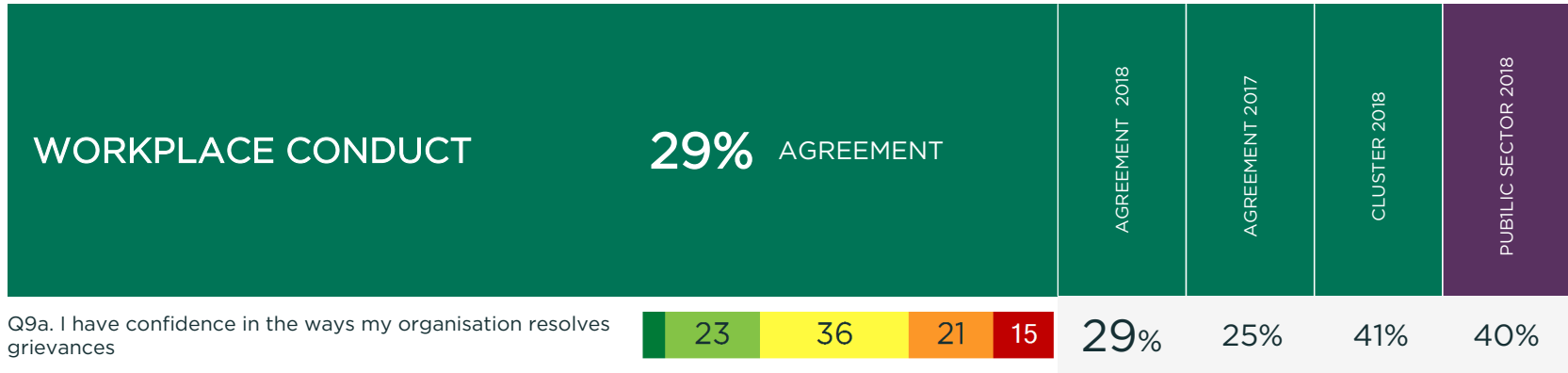




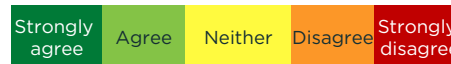
## EXPLORE THE FULL RESULTS

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.



### KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

### PERFORMANCE FRAMEWORK & DEVELOPMENT

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
<b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives					
Yes		57%	55%	69%	71%
No		43%	45%	31%	29%
<b>Q3b.</b> I have informal feedback conversations with my manager					
Yes		70%	67%	74%	76%
No		30%	33%	26%	24%
<b>Q3c.</b> I have scheduled feedback conversations with my manager					
Yes		46%	46%	57%	58%
No		54%	54%	43%	42%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

### 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?

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Yes		40%	43%	40%	41%
No		60%	57%	60%	59%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

## MOBILITY

**Q3i.** Are there barriers preventing you from moving to another role?

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Lack of visible opportunities		35%	39%	29%	30%
Lack of promotion opportunities		30%	33%	27%	29%
Personal/family considerations		29%	33%	29%	30%
Geographic location considerations		29%	35%	23%	26%
There are no major barriers to my career progression		26%	22%	34%	32%
The application/recruitment process is too cumbersome or time consuming		24%	23%	18%	23%
Lack of support for temporary assignments/secondments		22%	22%	14%	15%
Insufficient training and development		18%	18%	15%	16%
Lack of support from my manager/supervisor		18%	19%	15%	14%
Lack of required capabilities or experience		11%	9%	10%	11%
Other		9%	8%	9%	9%

% are calculated with the number of unique respondents (N = 2,079 to this question)



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

### UNACCEPTABLE CONDUCT

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work					
Yes		34%	34%	28%	24%
No		51%	53%	54%	58%
Don't know		16%	13%	17%	18%
<b>Q10b.</b> If yes to 10a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?					
Yes		72%	67%	69%	66%
No		27%	32%	29%	32%
Don't know		1%	1%	2%	2%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

### UNACCEPTABLE CONDUCT

2018

2017

CLUSTER 2018

PUBLIC SECTOR 2018

#### Q11a. In the last 12 months I have witnessed bullying at work

Response	2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Yes	52%	51%	39%	33%
No	41%	39%	52%	57%
Don't know	7%	10%	9%	10%

#### Q11b. In the last 12 months I have been subjected to bullying at work

Response	2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Yes	28%	29%	21%	18%
No	67%	66%	73%	76%
Don't know	5%	5%	6%	6%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

## UNACCEPTABLE CONDUCT

2018

2017

CLUSTER 2018

PUBLIC SECTOR 2018

**Q11c.** 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

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
A fellow worker at your level		34%	30%	32%	27%
Your Immediate Manager/Supervisor		21%	21%	23%	23%
A senior manager		20%	23%	18%	21%
Prefer not to say		10%	8%	13%	14%
A subordinate		6%	10%	6%	7%
Other		6%	4%	6%	4%
A client or customer		3%	3%	2%	2%
A member of the public other than a client or customer		0%	-	1%	1%





## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

### UNACCEPTABLE CONDUCT

2018

2017

CLUSTER 2018

PUBLIC SECTOR 2018

**Q12a.** In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work

Response	2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Yes	8%	-	5%	3%
No	91%	-	93%	94%
Don't know	1%	-	2%	2%

**Q12b.** If yes to 12a, 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

Response	2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
A person at work	17%	-	28%	39%
A member of the public	64%	-	52%	37%
Other	14%	-	15%	19%
Prefer not to say	5%	-	5%	6%



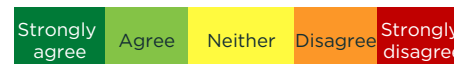
## EXPLORE THE FULL RESULTS

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.

HEALTH CUSTOMISED QUESTIONS						AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018
Q1. Morale is good in my team	15	43	17	18	7	58%	50%	62%
Q2. I believe I am valued for what I can offer at my workplace	17	50	16	10		67%	62%	70%
Q3. In my workplace, we recognise our successes and innovations	15	44	24	11		59%	55%	66%
Q4. Staff are treated respectfully regardless of their job	17	48	18	11		64%	59%	69%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	12	29	29	17	13	40%	35%	53%

KEY





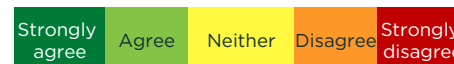
## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

HEALTH CUSTOMISED QUESTIONS						AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018
Q6. Overall, I have confidence in the decisions made by my senior managers	11	29	28	19	13	40%	37%	52%
Q7. I have a say in decisions which affect my work	9	39	24	19	8	48%	44%	55%
Q8. Where I work, we share the lessons learnt when mistakes are made	12	52	20	11		64%	61%	68%
Q9. My team's objectives/work plans are clearly outlined	12	50	22	11		62%	56%	66%
Q10. Our objectives/work plans help us to deliver a quality service	13	50	24	10		63%	57%	68%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	10	25	33	17	14	35%	31%	44%

KEY



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
GENDER		
Male		21%
Female		78%
Other		1%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
<b>AGE</b>		
15 - 19		0%
20 - 24		2%
25 -29	█	5%
30 - 34	█	7%
35 - 39	█	9%
40 - 44	█	13%
45 - 49	█	17%
50 - 54	█	15%
55 - 59	█	18%
60 - 64	█	11%
65+		3%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

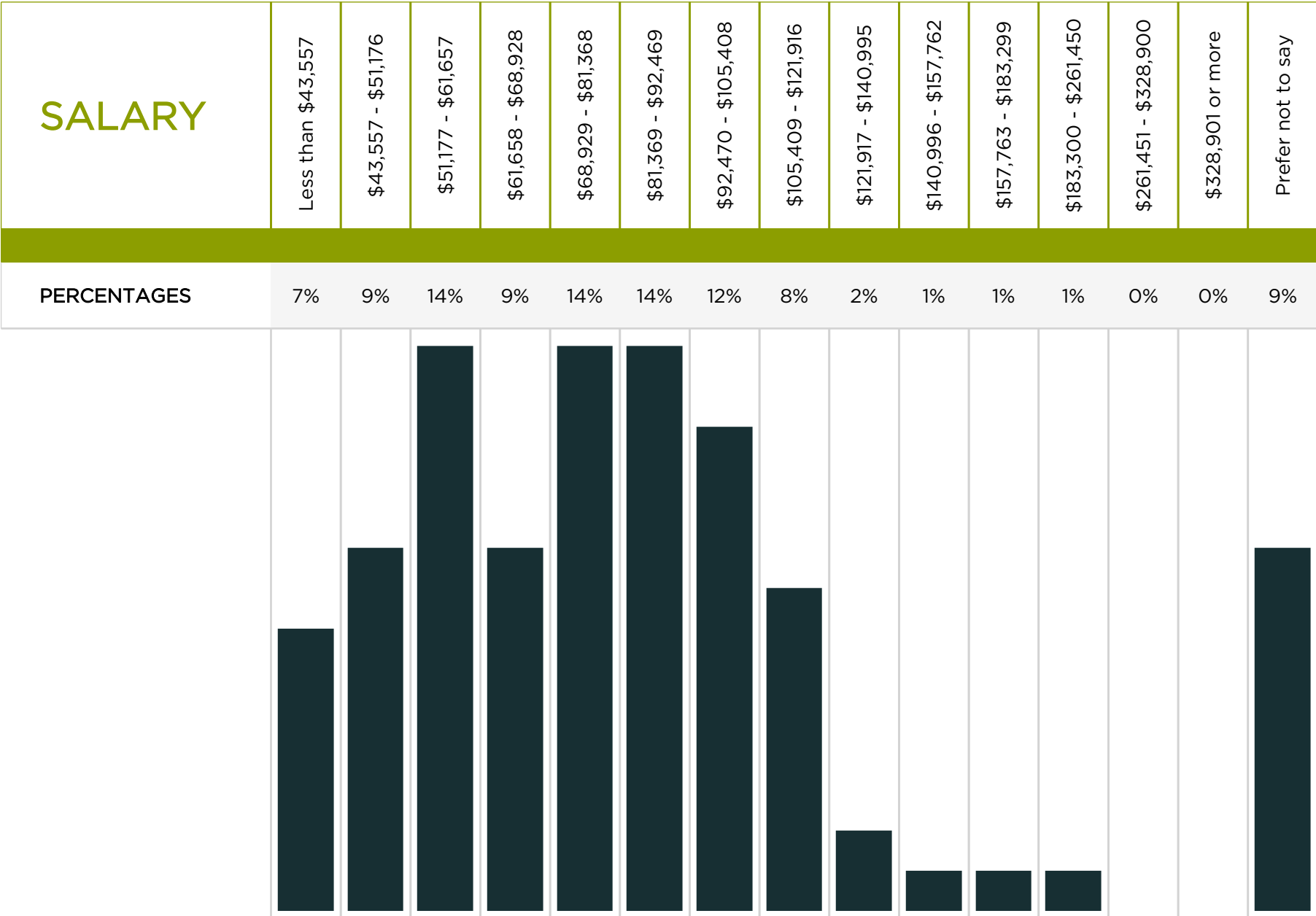
	PERCENTAGE
<b>TYPE OF WORK</b>	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	72%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	6%
Administrative support (e.g. executive/personal assistant, receptionist)	9%
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

### SALARY



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
<b>TENURE IN ORGANISATION</b>		
Less than 1 year		8%
1 - 2 years		10%
2 - 5 years		18%
5 - 10 years		20%
10 - 20 years		29%
More than 20 years		16%



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
<b>FLEXIBLE WORKING</b>		
None of the above		39%
Part-time work		29%
Flexible start and finish times		19%
Working from different locations		9%
Flexible scheduling for rostered workers		8%
Leave without pay		8%
Working additional hours to make up for time off		8%

% are calculated with the number of unique respondents (N = 1,949 to this question)

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

	PERCENTAGE
<b>FLEXIBLE WORKING</b>	
Study leave	7%
Working more hours over fewer days	6%
Job sharing	3%
Other	2%
Working from home	2%
Purchasing annual leave	1%

% are calculated with the number of unique respondents (N = 1,949 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.

	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	2175	1445	112	184	88	5	5	45	3	114
EMPLOYEE ENGAGEMENT	59%	58%	55%	64%	66%	(r)	(r)	66%	(r)	60%
ENGAGEMENT WITH WORK	70%	69%	59%	73%	80%	(r)	(r)	84%	(r)	72%
SENIOR MANAGERS	32%	29%	31%	37%	48%	(r)	(r)	53%	(r)	37%
COMMUNICATION	51%	50%	44%	53%	66%	(r)	(r)	68%	(r)	50%
HIGH PERFORMANCE	56%	56%	47%	59%	64%	(r)	(r)	70%	(r)	56%
PUBLIC SECTOR VALUES	51%	49%	42%	54%	62%	(r)	(r)	68%	(r)	51%
DIVERSITY & INCLUSION	59%	58%	54%	62%	73%	(r)	(r)	75%	(r)	55%

### 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.

	Northern NSW Local Health District	Less than \$43,557	\$43,557 - \$51,176	\$51,177 - \$61,657	\$61,658 - \$68,928	\$68,929 - \$81,368	\$81,369 - \$92,469	\$92,470 - \$105,408	\$105,409 - \$121,916	\$121,917 - \$140,995	\$140,996 - \$157,762	\$157,763 - \$183,299	\$183,300 - \$261,450	\$261,451 - \$328,900
NUMBER OF RESPONDENTS	2175	135	179	275	176	274	270	247	150	44	22	15	13	8
EMPLOYEE ENGAGEMENT	59%	67%	59%	62%	59%	58%	57%	58%	61%	61%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	70%	78%	65%	70%	67%	73%	69%	69%	76%	80%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	32%	40%	27%	33%	31%	29%	28%	34%	41%	48%	(r)	(r)	(r)	(r)
COMMUNICATION	51%	59%	45%	51%	50%	52%	47%	53%	61%	63%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	56%	67%	52%	56%	57%	56%	55%	57%	62%	65%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	51%	59%	45%	50%	49%	51%	48%	53%	59%	63%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	59%	69%	56%	61%	61%	60%	56%	58%	63%	68%	(r)	(r)	(r)	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# RESULT BY 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.

	Northern NSW Local Health District	\$328,901 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>2175</b>	<b>6</b>	<b>175</b>
<b>EMPLOYEE ENGAGEMENT</b>	59%	(r)	51%
ENGAGEMENT WITH WORK	70%	(r)	58%
SENIOR MANAGERS	32%	(r)	20%
COMMUNICATION	51%	(r)	39%
HIGH PERFORMANCE	56%	(r)	44%
PUBLIC SECTOR VALUES	51%	(r)	39%
DIVERSITY & INCLUSION	59%	(r)	47%

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# RESULT BY TENURE IN ORGANISATION



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	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
<b>NUMBER OF RESPONDENTS</b>	2175	151	190	348	397	574	323
<b>EMPLOYEE ENGAGEMENT</b>	59%	67%	67%	60%	57%	56%	59%
ENGAGEMENT WITH WORK	70%	77%	79%	75%	67%	66%	67%
SENIOR MANAGERS	32%	51%	38%	32%	29%	26%	33%
COMMUNICATION	51%	67%	59%	52%	48%	46%	49%
HIGH PERFORMANCE	56%	70%	65%	58%	54%	52%	55%
PUBLIC SECTOR VALUES	51%	66%	57%	50%	48%	47%	51%
DIVERSITY & INCLUSION	59%	71%	70%	61%	56%	54%	59%

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# RESULTS BY TYPES OF FLEXIBLE WORKING



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	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	2175	362	110	147	163	558	62	173	33	11	148	137	48	761
EMPLOYEE ENGAGEMENT	59%	65%	63%	64%	62%	59%	67%	67%	69%	(r)	63%	66%	54%	57%
ENGAGEMENT WITH WORK	70%	77%	74%	76%	73%	69%	78%	81%	92%	(r)	77%	77%	62%	66%
SENIOR MANAGERS	32%	43%	38%	38%	32%	29%	32%	46%	51%	(r)	36%	36%	33%	28%
COMMUNICATION	51%	62%	56%	60%	55%	50%	54%	64%	74%	(r)	58%	58%	48%	46%
HIGH PERFORMANCE	56%	65%	61%	62%	60%	56%	61%	68%	69%	(r)	62%	63%	55%	52%
PUBLIC SECTOR VALUES	51%	60%	55%	56%	53%	50%	54%	63%	66%	(r)	56%	57%	50%	47%
DIVERSITY & INCLUSION	59%	74%	68%	73%	66%	59%	67%	73%	82%	(r)	66%	65%	51%	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

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

# RESULTS BY REGION



## 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.

	Northern NSW Local Health District	Richmond - Tweed	Coffs Harbour - Grafton	Sydney East	New England and North West	Sydney - North Sydney and Hornsby	Sydney - Ryde	Sydney - Northern Beaches	Sydney - City and Inner South	Sydney - Sutherland	Mid North Coast	Sydney - Eastern Suburbs	Murray
NUMBER OF RESPONDENTS	2175	1635	192	36	18	17	9	5	2	2	1	1	0
EMPLOYEE ENGAGEMENT	59%	60%	56%	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	70%	70%	68%	80%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	32%	33%	26%	44%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	51%	52%	44%	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	56%	57%	51%	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	51%	52%	45%	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	59%	60%	55%	68%	(r)	(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

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



# RESULTS BY REGION



## 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.

	Northern NSW Local Health District	Sydney West	Capital Region	Central Coast	Central West	Far West and Orana	Hunter Valley exc Newcastle	Illawarra	Riverina	Southern Highlands and Shoalhaven	Sydney - Baukham Hills and Hawkesbury	Sydney - Blacktown	Sydney - Inner South West	Sydney - Inner West
<b>NUMBER OF RESPONDENTS</b>	2175	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>EMPLOYEE ENGAGEMENT</b>	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>ENGAGEMENT WITH WORK</b>	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	32%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	59%	(r)	(r)	(r)	(r)	(r)	(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**      **r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS**

# RESULTS BY REGION



## 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.

	Northern NSW Local Health District	Newcastle and Lake Macquarie	OUTSIDE NSW	Sydney - Outer South West	Sydney - Outer West and Blue Mountains	Sydney - Parramatta	Sydney - South West
<b>NUMBER OF RESPONDENTS</b>	2175	0	0	0	0	0	0
<b>EMPLOYEE ENGAGEMENT</b>	59%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	70%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	32%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	51%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	56%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	51%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	59%	(r)	(r)	(r)	(r)	(r)	(r)

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

**KEY**

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# 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.

	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	2175	3	47	103	129	171	255	335	302	359	215	52
EMPLOYEE ENGAGEMENT	59%	(r)	74%	69%	58%	60%	58%	60%	56%	59%	60%	71%
ENGAGEMENT WITH WORK	70%	(r)	80%	79%	69%	72%	67%	73%	68%	68%	70%	85%
SENIOR MANAGERS	32%	(r)	48%	37%	33%	33%	30%	34%	27%	31%	33%	39%
COMMUNICATION	51%	(r)	64%	61%	53%	58%	50%	53%	48%	48%	46%	60%
HIGH PERFORMANCE	56%	(r)	75%	66%	57%	59%	54%	59%	53%	54%	56%	65%
PUBLIC SECTOR VALUES	51%	(r)	68%	56%	51%	55%	49%	53%	47%	49%	51%	59%
DIVERSITY & INCLUSION	59%	(r)	74%	70%	60%	63%	59%	62%	56%	56%	55%	72%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

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.

	Northern NSW Local Health District	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	2175	420	1544	23
<b>EMPLOYEE ENGAGEMENT</b>	59%	59%	60%	(r)
ENGAGEMENT WITH WORK	70%	67%	71%	(r)
SENIOR MANAGERS	32%	33%	32%	(r)
COMMUNICATION	51%	54%	51%	(r)
HIGH PERFORMANCE	56%	56%	57%	(r)
PUBLIC SECTOR VALUES	51%	52%	51%	(r)
DIVERSITY & INCLUSION	59%	61%	59%	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# CURRENT ROLE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	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	2175	15	8	11	13	0	21	111	677	34	112	56	25	5
EMPLOYEE ENGAGEMENT	59%	(r)	(r)	(r)	(r)	(r)	(r)	64%	57%	68%	60%	64%	(r)	(r)
ENGAGEMENT WITH WORK	70%	(r)	(r)	(r)	(r)	(r)	(r)	74%	68%	69%	63%	74%	(r)	(r)
SENIOR MANAGERS	32%	(r)	(r)	(r)	(r)	(r)	(r)	32%	26%	34%	35%	39%	(r)	(r)
COMMUNICATION	51%	(r)	(r)	(r)	(r)	(r)	(r)	51%	48%	57%	53%	55%	(r)	(r)
HIGH PERFORMANCE	56%	(r)	(r)	(r)	(r)	(r)	(r)	58%	54%	62%	59%	61%	(r)	(r)
PUBLIC SECTOR VALUES	51%	(r)	(r)	(r)	(r)	(r)	(r)	50%	48%	56%	54%	56%	(r)	(r)
DIVERSITY & INCLUSION	59%	(r)	(r)	(r)	(r)	(r)	(r)	62%	56%	69%	61%	62%	(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.

	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	2175	137	41	28	262	20	14	5	0	6	11	4	2	3
EMPLOYEE ENGAGEMENT	59%	65%	64%	(r)	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	70%	72%	76%	(r)	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	32%	36%	49%	(r)	31%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	51%	53%	67%	(r)	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	56%	58%	62%	(r)	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	51%	53%	62%	(r)	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	59%	64%	73%	(r)	61%	(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

# 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.

	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	2175	13	12	0	28	0	0	0	0	15	14	65	4	21
EMPLOYEE ENGAGEMENT	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	53%	(r)	(r)
ENGAGEMENT WITH WORK	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	56%	(r)	(r)
SENIOR MANAGERS	32%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	30%	(r)	(r)
COMMUNICATION	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	39%	(r)	(r)
HIGH PERFORMANCE	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	44%	(r)	(r)
PUBLIC SECTOR VALUES	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	39%	(r)	(r)
DIVERSITY & INCLUSION	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	50%	(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.

	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
<b>NUMBER OF RESPONDENTS</b>	2175	9	2	6	1	1	0	61	148
<b>EMPLOYEE ENGAGEMENT</b>	59%	(r)	(r)	(r)	(r)	(r)	(r)	64%	49%
ENGAGEMENT WITH WORK	70%	(r)	(r)	(r)	(r)	(r)	(r)	77%	54%
SENIOR MANAGERS	32%	(r)	(r)	(r)	(r)	(r)	(r)	47%	18%
COMMUNICATION	51%	(r)	(r)	(r)	(r)	(r)	(r)	63%	34%
HIGH PERFORMANCE	56%	(r)	(r)	(r)	(r)	(r)	(r)	65%	40%
PUBLIC SECTOR VALUES	51%	(r)	(r)	(r)	(r)	(r)	(r)	60%	35%
DIVERSITY & INCLUSION	59%	(r)	(r)	(r)	(r)	(r)	(r)	69%	42%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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# GUIDE TO THIS REPORT

## **i** SURVEY TIME FRAME

This report contains results from the 2018 People Matter Employee Survey which was open from 1 June to 2 July 2018.

## **i** PRIVACY

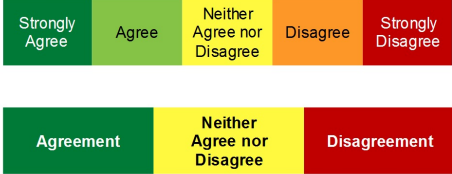
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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 THE SURVEY AND ITS METHODOLOGY

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