
PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Health

Central Coast Local Health District

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RESPONSE RATE

28%

**1,887 RESPONSES
OUT OF 6,809 EMPLOYEES**

ENGAGEMENT INDEX

65%

PMES 2016
SECTOR SCORE **65%**

PMES 2014
SECTOR SCORE **65%**

PMES 2016 CLUSTER
SCORE **65%**



ENGAGEMENT

Engaged employees have a sense of personal attachment to their work and organisation; they are motivated and able to give their best to help the organisation succeed.

The complete list of questions which are used to calculate the Engagement Index are listed in the All Questions pages.

RESPONSE RATE

Due to the size of the NSW public sector, even comparatively low levels of response to People Matter can be statistically representative and an accurate reflection of perceptions. Any parts of the sector where the response rate is too low for data to be fully reliable have been flagged in reports.

Some entities exceeded 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.

QUESTION HEADLINES

+ HIGHEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

1h.	I look for ways to perform my job more effectively	94%
1a.	I understand what is expected of me to do well in my role	91%
1d.	I feel I make a contribution to achieving the organisation's objectives	86%
2i.	People in my workgroup treat customers/clients with respect	86%
2a.	My workgroup strives to achieve customer/client satisfaction	86%
7c.	My organisation strives to earn and sustain a high level of public trust	85%
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	83%
7a.	My organisation provides high quality services	83%
7b.	My organisation strives to match services to customer/client needs	82%
2d.	People in my workgroup have the appropriate skills to do the job well	78%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

7l.	My organisation's processes for recruiting employees are efficient	32%
6h.	I feel that senior managers listen to employees	32%
15.	I believe action will be taken on the results from this survey by my organisation	33%
3k.	I would like to work in another agency within the NSW Public Sector during my career	36%
6g.	I feel that senior managers keep employees informed about what's going on	39%
5n.	My manager appropriately deals with employees who perform poorly	41%
6b.	I feel that senior leaders effectively lead and manage change	41%
9b.	I have confidence in the ways my organisation resolves grievances	41%
7f.	I feel that change is handled well in my organisation	41%
6d.	Senior managers encourage innovation by employees	41%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

BUSINESS UNIT COMPARISON



COMPARISON OF BUSINESS UNITS

This page provides the scores for each of the business units below Central Coast Local Health District, using the same key question groups.

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

	Central Coast Local Health District	Division Medicine - Gosford Site	Division Medicine - Wyong Site	Division Surgery, Anaesthetics and ICU - Gosford	Division Surgery, Anaesthetics and ICU - Wyong	Kids and Families Division	Mental Health Division	Aged Sub Acute and Complex Care - Community	Aged Sub Acute and Complex Care - Inpatients	Gosford - Other Clinical Departments	Wyong - Other Clinical Departments	Finance, Corporate, Capital Works	Other District Services
NUMBER OF RESPONDENTS	1887	187	100	135	53	152	167	185	61	210	96	132	178
ENGAGEMENT	65%	63%	58%	69%	71%	59%	57%	68%	71%	61%	68%	66%	71%
SENIOR MANAGERS	42%	38%	38%	39%	45%	27%	26%	46%	47%	37%	51%	51%	57%
COMMUNICATION	54%	53%	44%	53%	57%	44%	46%	63%	60%	45%	54%	60%	68%
HIGH PERFORMANCE	67%	67%	60%	70%	71%	62%	59%	74%	70%	61%	68%	66%	74%
PUBLIC SECTOR VALUES	64%	62%	56%	64%	67%	58%	53%	72%	70%	57%	65%	65%	73%
DIVERSITY & INCLUSION	63%	60%	53%	63%	67%	56%	56%	73%	67%	53%	61%	66%	75%

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 SURVEY RESULTS

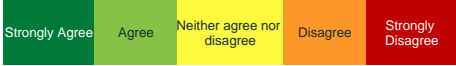
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Some key comparisons are provided.

ENGAGEMENT	65% RESPONSE SCALE	AGREEMENT %	PMES 2014	HEALTH	SECTOR
Q7o. I would recommend my organisation as a great place to work		62%	57%	60%	60%
Q7p. I am proud to tell others I work for my organisation		70%	66%	68%	68%
Q7q. I feel a strong personal attachment to my organisation		60%	63%	62%	64%
Q7r. My organisation motivates me to help it achieve its objectives		51%	51%	54%	55%
Q7s. My organisation inspires me to do the best in my job		54%	51%	55%	55%

KEY





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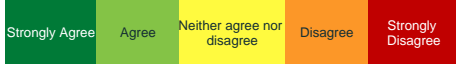
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ENGAGEMENT WITH WORK 76% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		77%	78%	76%
Q1h. I look for ways to perform my job more effectively		94%	94%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		72%	75%	76%
Q1j. I am satisfied with my job at the present time		62%	63%	63%

KEY





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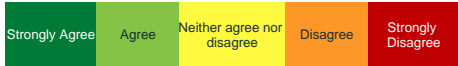
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SENIOR MANAGERS	42% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	10	36	28	16	11	45%	45%	47%
Q6b. I feel that senior leaders effectively lead and manage change	8	32	30	17	12	41%	42%	43%
Q6c. I feel that senior managers model the values of my organisation	10	32	32	14	12	43%	45%	48%
Q6d. Senior managers encourage innovation by employees	9	33	34	15	9	41%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	9	35	35	13	9	43%	49%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	12	40	30	11	7	52%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	7	31	29	18	14	39%	42%	44%
Q6h. I feel that senior managers listen to employees		25	33	20	15	32%	37%	39%
Q7f. I feel that change is handled well in my organisation	9	33	31	19	9	41%	43%	41%

KEY





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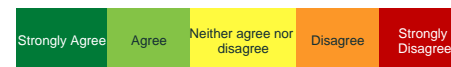
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Some key comparisons are provided.

COMMUNICATION	54% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q5e. My manager communicates effectively with me		65%	66%	69%
Q5f. My manager encourages and values employee input		66%	66%	69%
Q5g. My manager involves my workgroup in decisions about our work		60%	62%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		39%	42%	44%
Q6h. I feel that senior managers listen to employees		32%	37%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		64%	67%	69%

KEY





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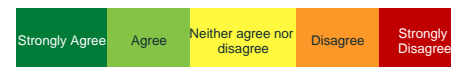
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Some key comparisons are provided.

	HIGH PERFORMANCE				67% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q1a. I understand what is expected of me to do well in my role	42	48				91%	91%	90%
Q1b. I have the tools I need to do my job effectively	20	54	13	12		74%	72%	70%
Q1c. I get the information I need to do my job well	17	53	17	11		70%	69%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	34	53	9			86%	86%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	23	46	15	11		69%	70%	69%
Q2b. People in my workgroup use time and resources efficiently	19	48	19	11		66%	68%	70%
Q2c. My team works collaboratively to achieve its objectives	24	48	16	9		71%	74%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	24	54	13			78%	77%	76%
Q3h. I have received appropriate training and development to do my job well	18	49	19	10		67%	69%	63%

KEY





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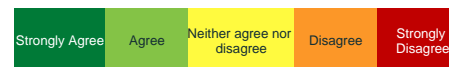
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Some key comparisons are provided.

	HIGH PERFORMANCE				67% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	23	46	17	9	69%	70%	72%	
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	19	44	22	10	63%	65%	64%	
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	18	43	21	11	61%	63%	65%	
Q5j. I have confidence in the decisions my line manager makes	21	42	20	10	63%	64%	67%	
Q6d. Senior managers encourage innovation by employees	9	33	34	15	9	41%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	9	35	35	13	9	43%	49%	52%
Q7d. My organisation focuses on improving the work we do	22	55	16		77%	76%	76%	
Q7e. My organisation is making the necessary improvements to meet our future challenges	18	45	23	10	64%	61%	62%	
Q7g. There is good co-operation between teams across our organisation	9	38	29	17	47%	50%	48%	

KEY





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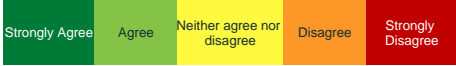
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	HIGH PERFORMANCE				67% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7n. My organisation generally selects capable people to do the job					52%	53%	51%	
Q8g. People in my workgroup share diverse ideas to develop innovative solutions					63%	67%	67%	
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes					83%	84%	85%	

KEY





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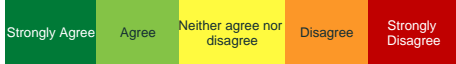
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	64% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction		86%	85%	85%
Q2b. People in my workgroup use time and resources efficiently		66%	68%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings		59%	64%	67%
Q2h. People in my workgroup treat each other with respect		63%	68%	72%
Q2i. People in my workgroup treat customers/clients with respect		86%	86%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		69%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		63%	65%	64%
Q5d. My manager listens to what I have to say		69%	70%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		60%	61%	64%

KEY





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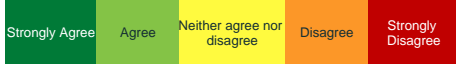
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	64% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR	
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q5k. My manager treats employees with dignity and respect	30	43	14	7	73%	72%	76%	
Q5l. My manager talks to me about how the values apply to my work	19	38	24	13	57%	58%	58%	
Q6a. I believe senior managers provide clear direction for the future of the organisation	10	36	28	16	11	45%	45%	47%
Q6c. I feel that senior managers model the values of my organisation	10	32	32	14	12	43%	45%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	12	40	30	11	7	52%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	7	31	29	18	14	39%	42%	44%
Q6h. I feel that senior managers listen to employees		25	33	20	15	32%	37%	39%
Q7a. My organisation provides high quality services	24	58	14			83%	81%	80%
Q7b. My organisation strives to match services to customer/client needs	23	59	13			82%	80%	80%

KEY





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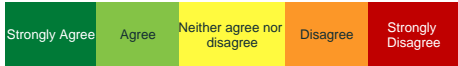
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	64% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q7c. My organisation strives to earn and sustain a high level of public trust	26	59	12			85%	82%	83%
Q7d. My organisation focuses on improving the work we do	22	55	16			77%	76%	76%
Q7h. People in my organisation take responsibility for their own actions	8	37	31	17	7	45%	48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	11	51	24	9		62%	58%	63%

KEY





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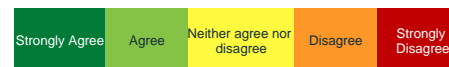
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Some key comparisons are provided.

DIVERSITY & INCLUSION	63% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		60%	60%	59%
Q5d. My manager listens to what I have to say		69%	70%	73%
Q5f. My manager encourages and values employee input		66%	66%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions		61%	63%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		60%	61%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women		43%	49%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)		72%	73%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions		63%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager		64%	67%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

DIVERSITY & INCLUSION		63% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR			
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	28	55	14	83%	84%	85%		
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	15	36	23	14	11	51%	55%	58%

KEY





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Some key comparisons are provided.

RECRUITMENT	42% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient		32%	32%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair		42%	43%	41%
Q7n. My organisation generally selects capable people to do the job		52%	53%	51%

KEY





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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	50%	RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR		
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	20	36	29	9	56%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	16	32	36	8	48%	51%	53%
Q7g. There is good co-operation between teams across our organisation	9	38	29	17	47%	50%	48%

KEY





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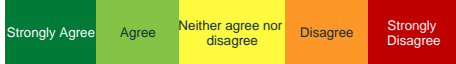
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	56%	RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR			
Q3a. I have a current performance plan that sets out my individual objectives	16	43	17	16	7	59%	62%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	23	44	12	14	8	67%	68%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	20	38	15	18	10	58%	58%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	18	40	17	16	9	58%	59%	59%
Q3e. My performance is assessed against clear criteria	15	40	22	15	8	55%	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	25	43	13	11	8	68%	69%	71%
Q3g. I am able to access the right learning and development opportunities as required	18	46	18	12		64%	66%	60%
Q3h. I have received appropriate training and development to do my job well	18	49	19	10		67%	69%	63%
Q3i. I have a strong desire to advance my career	29	34	26	7		63%	69%	69%

KEY





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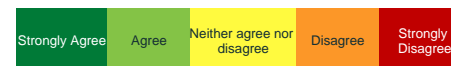
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	56% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation		44%	48%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career		36%	40%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do		62%	64%	67%
Q5n. My manager appropriately deals with employees who perform poorly		41%	44%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup		58%	61%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role		56%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		48%	51%	53%
Q7j. My organisation is committed to developing its employees		51%	53%	53%

KEY





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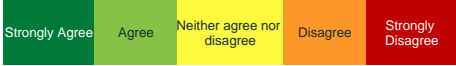
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MOBILITY	47% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	14	22	37	17	10	36%	40%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	20	36	29	9		56%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	16	32	36	8	7	48%	51%	53%

KEY







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Some key comparisons are provided.

PAY & BENEFITS 56% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q4a. I am paid fairly for the work I do	 54%	55%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	 59%	60%	60%

KEY





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Some key comparisons are provided.

DIVERSITY GROUPS	72% RESPONSE SCALE			AGREEMENT %	HEALTH	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	20	57	19	77%	77%	77%
Q8c. Age is not a barrier to success in my organisation	18	54	19	73%	73%	71%
Q8d. Disability is not a barrier to success in my organisation	16	48	29	64%	66%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	21	55	21	75%	76%	76%
Q8f. Gender is not a barrier to success in my organisation	19	54	21	73%	75%	74%

KEY





EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

WORKPLACE SUPPORT	61% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	17 43 20 14	60%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level	12 49 17 16	61%	60%	58%
Q1l. My workload is acceptable	11 46 19 17 8	56%	54%	55%
Q2e. I receive help and support from other members of my workgroup	26 51 15	77%	78%	80%
Q2f. There is good team spirit in my workgroup	26 36 19 13	62%	64%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	9 41 26 15 9	50%	52%	56%

KEY





EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

ACTION ABOUT SURVEY RESULTS

33% RESPONSE SCALE

Q15. I believe action will be taken on the results from this survey by my organisation



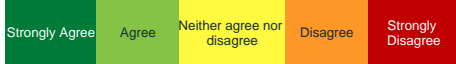
AGREEMENT %

HEALTH

SECTOR

33% 34% 32%

KEY





EXPLORE THE FULL SURVEY RESULTS

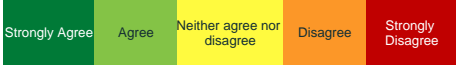
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

WORKPLACE CONDUCT	50% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		62%	58%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		41%	43%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		45%	48%	49%

KEY





EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		42%	42%	46%
Better skills in my workgroup		28%	28%	27%
Improved career opportunities		48%	47%	52%
Improved learning and development opportunities		51%	49%	50%
Greater involvement in decision making		31%	32%	33%
Better pay and benefits		62%	58%	58%
Greater recognition for the work I do		43%	44%	45%
Better leadership from senior managers		36%	37%	39%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		29%	29%	27%
Better accountability for performance		25%	24%	25%
A better location		19%	19%	20%
More flexible working conditions		42%	38%	38%
Better work/life balance		44%	43%	46%
Improved facilities		32%	32%	30%
Improved technology and systems		32%	33%	38%
Better job security		32%	33%	43%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

WORKPLACE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q9a. In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		85%	77%	72%
No		12%	19%	24%
Don't Know		3%	3%	4%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		34%	31%	25%
No		56%	59%	64%
Don't Know		10%	10%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		65%	65%	63%
No		34%	33%	35%
Don't Know		1%	1%	2%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		47%	43%	35%
No		47%	50%	58%
Don't Know		6%	6%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		26%	24%	20%
No		69%	71%	75%
Don't Know		4%	5%	5%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q10e. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months.				
A senior manager		16%	20%	23%
Your Immediate Manager/Supervisor		27%	26%	26%
A fellow worker at your level		31%	29%	25%
A subordinate		8%	7%	8%
A client or customer		1%	2%	2%
A member of the public other than a client or customer		1%	1%	0%
Other		7%	5%	4%
Prefer not to say		10%	11%	13%



EXPLORE THE FULL SURVEY RESULTS

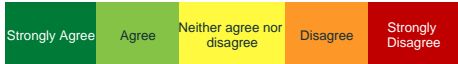
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

HEALTH QUESTIONS	RESPONSE SCALE					AGREEMENT %	HEALTH
Q1. Morale is good in my team	15	43	19	18		57%	59%
Q2. I believe I am valued for what I can offer at my workplace	17	51	17	10		68%	69%
Q3. In my workplace, we recognise our successes and innovations	16	47	22	11		63%	64%
Q4. Staff are treated respectfully regardless of their job	19	50	16	11		69%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	13	34	25	16	11	48%	49%
Q6. Overall, I have confidence in the decisions made by my senior managers	11	37	26	15	11	48%	50%

KEY





EXPLORE THE FULL SURVEY RESULTS

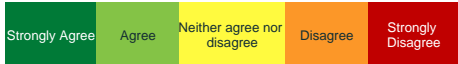
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

HEALTH QUESTIONS	RESPONSE SCALE					AGREEMENT %	HEALTH
Q7. I have a say in decisions which affect my work	10	36	26	18	10	46%	50%
Q8. Where I work, we share the lessons learnt when mistakes are made	14	49	21	11		63%	64%
Q9. My team's objectives/work plans are clearly outlined	12	53	20	11		65%	64%
Q10. Our objectives/work plans help us to deliver a quality service	13	54	22			68%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	11	26	34	17	12	37%	41%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

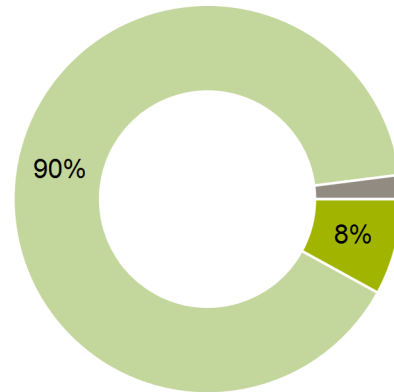
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		19%
Female		80%
Other		0%
Age		
<35		18%
35 - 54		56%
> 54		26%

PROFILE OF RESPONDENTS

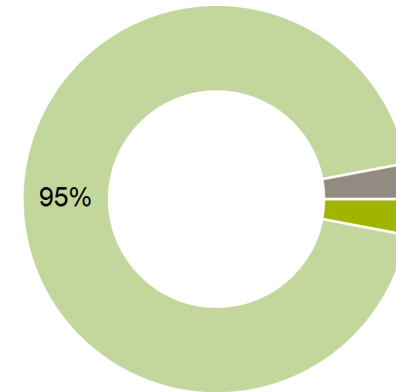


PERSONAL PROFILES

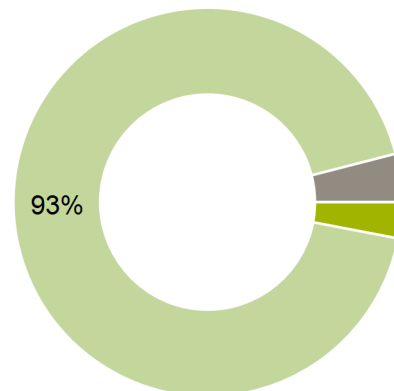
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



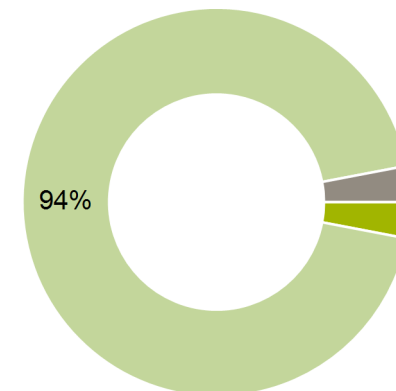
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



DO YOU HAVE A DISABILITY?



DO YOU IDENTIFY AS LGBTI?



KEY



PROFILE OF RESPONDENTS



WORK PROFILES

TENURE IN ORGANISATION	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		7%
1 - 2 years		8%
2 - 5 years		17%
5 - 10 years		20%
10 - 20 years		32%
More than 20 years		17%

PROFILE OF RESPONDENTS



WORK PROFILES

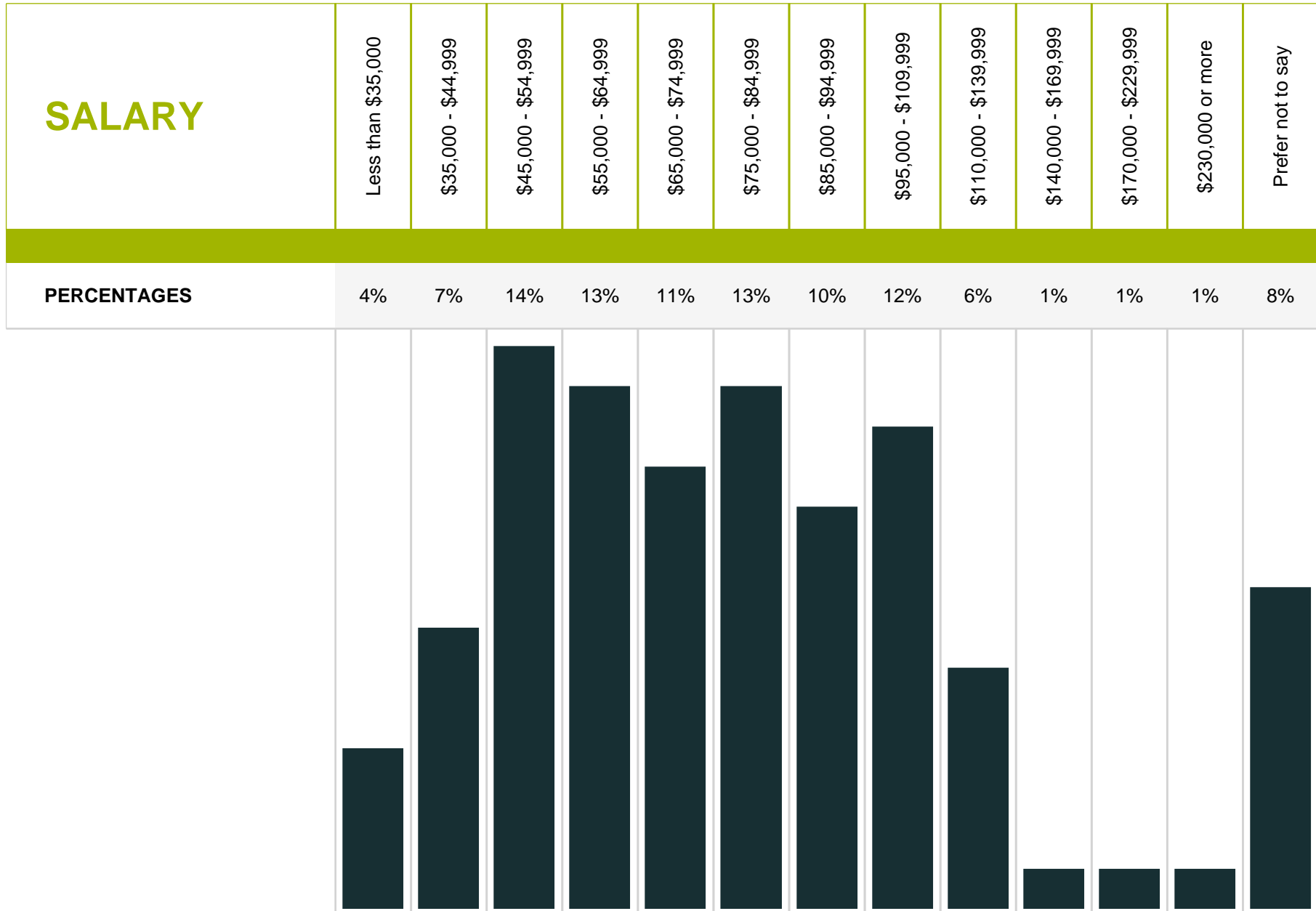
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		65%
Other service delivery work		5%
Administrative support		14%
Corporate services		6%
Policy		0%
Research		0%
Program and project management support		3%
Other		6%

PROFILE OF RESPONDENTS



WORK PROFILES

SALARY



RESULTS BY TYPE OF WORK



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Central Coast Local Health District	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	1887	1025	80	225	87	2	6	45	0	100
ENGAGEMENT	65%	63%	63%	67%	73%	(r)	(r)	68%	(r)	65%
SENIOR MANAGERS	42%	40%	42%	44%	60%	(r)	(r)	50%	(r)	45%
COMMUNICATION	54%	53%	56%	52%	71%	(r)	(r)	72%	(r)	52%
HIGH PERFORMANCE	67%	66%	61%	67%	75%	(r)	(r)	74%	(r)	65%
PUBLIC SECTOR VALUES	64%	63%	60%	63%	74%	(r)	(r)	74%	(r)	62%
DIVERSITY & INCLUSION	63%	62%	63%	63%	75%	(r)	(r)	75%	(r)	61%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Central Coast Local Health District	Less than \$35,000	\$35,000 - \$44,999	\$45,000 - \$54,999	\$55,000 - \$64,999	\$65,000 - \$74,999	\$75,000 - \$84,999	\$85,000 - \$94,999	\$95,000 - \$109,999	\$110,000 - \$139,999	\$140,000 - \$169,999	\$170,000 - \$229,999	\$230,000 or more	Prefer not to say
NUMBER OF RESPONDENTS	1887	65	106	221	202	165	203	160	195	92	17	8	13	123
ENGAGEMENT	65%	68%	63%	64%	66%	65%	64%	64%	64%	70%	(r)	(r)	(r)	61%
SENIOR MANAGERS	42%	50%	37%	40%	42%	38%	46%	41%	45%	57%	(r)	(r)	(r)	31%
COMMUNICATION	54%	60%	48%	51%	55%	51%	58%	56%	58%	68%	(r)	(r)	(r)	45%
HIGH PERFORMANCE	67%	69%	64%	64%	67%	66%	70%	68%	67%	76%	(r)	(r)	(r)	62%
PUBLIC SECTOR VALUES	64%	67%	59%	60%	64%	64%	68%	65%	65%	72%	(r)	(r)	(r)	57%
DIVERSITY & INCLUSION	63%	68%	57%	60%	66%	60%	66%	64%	65%	74%	(r)	(r)	(r)	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 30 RESPONDENTS

RESULTS BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Central Coast Local Health District	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	1887	111	121	263	310	497	260
ENGAGEMENT	65%	77%	70%	64%	62%	62%	66%
SENIOR MANAGERS	42%	64%	53%	42%	37%	38%	44%
COMMUNICATION	54%	73%	65%	55%	49%	52%	56%
HIGH PERFORMANCE	67%	81%	74%	66%	63%	65%	67%
PUBLIC SECTOR VALUES	64%	79%	71%	64%	59%	62%	65%
DIVERSITY & INCLUSION	63%	81%	71%	63%	58%	61%	63%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULTS BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Central Coast 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	1887	4	37	112	127	169	213	226	277	246	125	34
ENGAGEMENT	65%	(r)	77%	69%	66%	64%	67%	64%	64%	63%	64%	65%
SENIOR MANAGERS	42%	(r)	70%	53%	45%	41%	46%	42%	38%	39%	39%	37%
COMMUNICATION	54%	(r)	76%	64%	61%	53%	60%	52%	50%	52%	56%	50%
HIGH PERFORMANCE	67%	(r)	83%	73%	74%	64%	70%	66%	63%	64%	67%	63%
PUBLIC SECTOR VALUES	64%	(r)	81%	70%	68%	62%	68%	63%	60%	62%	64%	60%
DIVERSITY & INCLUSION	63%	(r)	83%	71%	71%	62%	68%	60%	59%	60%	63%	58%

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 GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Central Coast Local Health District	Male	Female	Other
NUMBER OF RESPONDENTS	1887	302	1260	7
ENGAGEMENT	65%	63%	65%	(r)
SENIOR MANAGERS	42%	43%	43%	(r)
COMMUNICATION	54%	58%	54%	(r)
HIGH PERFORMANCE	67%	65%	68%	(r)
PUBLIC SECTOR VALUES	64%	64%	64%	(r)
DIVERSITY & INCLUSION	63%	65%	63%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULTS BY CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Central Coast 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/Consultant, Practitioner	Nurse/Midwifery Educator and Clinical Nurse/Midwifery Educator	Nurse/Midwifery Manager	Support Officers	Information Management	Clinical Support Executive
NUMBER OF RESPONDENTS	1887	7	5	18	4	1	4	48	353	21	41	87	29	0
ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)	61%	61%	(r)	64%	64%	(r)	(r)
SENIOR MANAGERS	42%	(r)	(r)	(r)	(r)	(r)	(r)	31%	35%	(r)	45%	33%	(r)	(r)
COMMUNICATION	54%	(r)	(r)	(r)	(r)	(r)	(r)	43%	50%	(r)	54%	47%	(r)	(r)
HIGH PERFORMANCE	67%	(r)	(r)	(r)	(r)	(r)	(r)	61%	64%	(r)	67%	63%	(r)	(r)
PUBLIC SECTOR VALUES	64%	(r)	(r)	(r)	(r)	(r)	(r)	54%	60%	(r)	65%	60%	(r)	(r)
DIVERSITY & INCLUSION	63%	(r)	(r)	(r)	(r)	(r)	(r)	52%	58%	(r)	63%	59%	(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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RESULTS BY CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Central Coast 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	1887	56	34	8	172	17	12	2	0	0	7	6	1	1
ENGAGEMENT	65%	70%	76%	(r)	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	42%	49%	60%	(r)	50%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	54%	60%	70%	(r)	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	67%	72%	72%	(r)	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	64%	67%	74%	(r)	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	63%	70%	76%	(r)	71%	(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

RESULTS BY CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Central Coast Local Health District	Technical Officers/Technical Assistant	Dental Officer, Therapists and Hygienist	Dental Specialist	Dental Assistant	Trainee Dental Assistant	Operational Ambulance Officers	Operational Ambulance Managers	Project Director	Project Manager	Project Officer	Cleaning, Linen and Food	Motor Vehicle, Patient Transport	Security Services, Fire Safety
NUMBER OF RESPONDENTS	1887	4	5	0	9	0	0	0	2	16	9	12	4	14
ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	42%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	63%	(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

RESULTS BY CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Central Coast Local Health District	Residential Care Attendant, Patient Care Assistant, Patient Services, Wardsperson	Warehouse staff	Tradesperson	Apprentice Trade Worker and Trade Assistant	Trainee	Volunteer	Other job role	Prefer not to say
NUMBER OF RESPONDENTS	1887	8	1	3	0	2	0	20	44
ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	62%
SENIOR MANAGERS	42%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	28%
COMMUNICATION	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	46%
HIGH PERFORMANCE	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	54%
PUBLIC SECTOR VALUES	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	49%
DIVERSITY & INCLUSION	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	57%

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



WHAT'S NEXT?

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

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

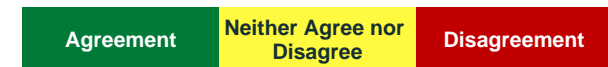
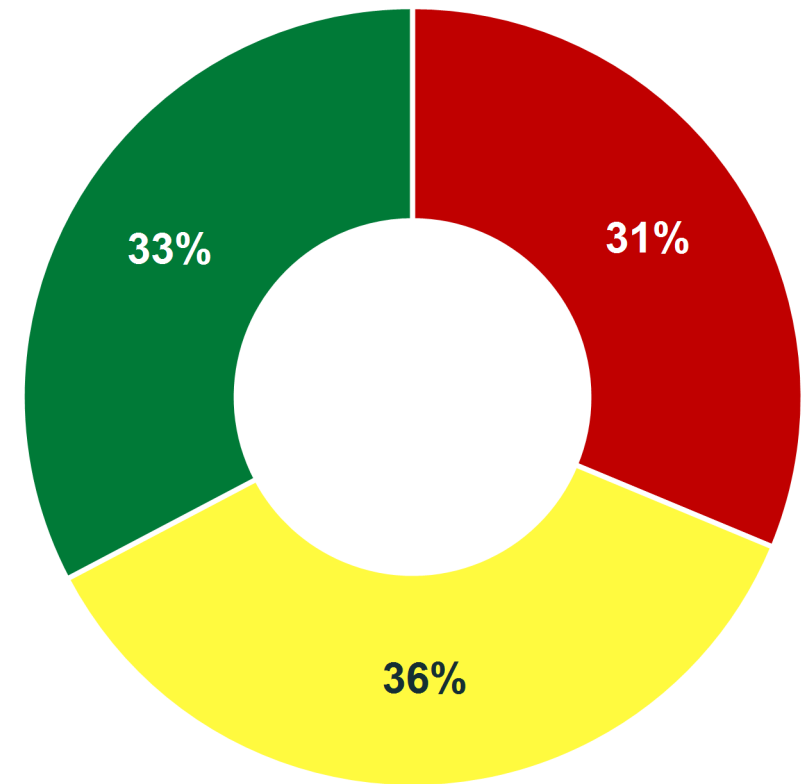
33%

of employees replied favourably to:

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

32%
SECTOR

34%
CLUSTER



GUIDE TO THIS REPORT

ANONYMITY RULES

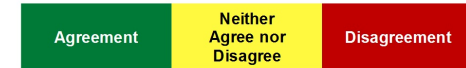
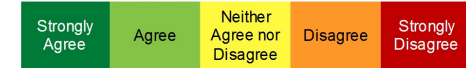
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees). Where people work in small teams, the results are merged with larger business units and results are not available. Where this happens an 'r' is shown in reports.

HOW TO READ THIS REPORT

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

Previous surveys had a 4-point answer scale, which means that comparisons are limited for this year only. Some scales, such as those used for the Engagement Index, are unchanged.



HOW THE DRIVERS AND INFLUENCERS ARE DERIVED

ORC International employs SPSS software to fully interrogate the results and perform appropriate calculations. Our statisticians need a minimum of **30 responses** from a team to perform the analysis to determine the top influences of engagement, leadership and other key question groups.

Statistical techniques applied for this analysis include **Factor Analysis** which identifies patterns in data and allows the statistician to assess whether the attitude questions are measuring the same underlying theme or characteristic.

Regression Analysis then involves building a statistical model based on research that employee engagement is affected by various elements of the workplace such as line manager, learning & development, reward and recognition, job role, etc. This analysis assigns importance weights to the attributes that have been measured. It relies on certain assumptions, one of which is that the variables used in the model should, by definition, not be strongly related to each other. The outcome of these techniques is a list of questions which we can say have the highest association with the engagement index, or more simply, are the most significant influencers of employee engagement

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%. Example below:

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Total
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%