
PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Health

Mid North Coast Local Health District

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RESPONSE RATE

44%

**1,535 RESPONSES
OUT OF 3,525 EMPLOYEES**

ENGAGEMENT INDEX

62%

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	95%
1a. I understand what is expected of me to do well in my role	90%
1d. I feel I make a contribution to achieving the organisation's objectives	87%
2a. My workgroup strives to achieve customer/client satisfaction	86%
2i. People in my workgroup treat customers/clients with respect	86%
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	86%
7a. My organisation provides high quality services	79%
7c. My organisation strives to earn and sustain a high level of public trust	79%
2e. I receive help and support from other members of my workgroup	79%
7b. My organisation strives to match services to customer/client needs	77%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

7l. My organisation's processes for recruiting employees are efficient	20%
6h. I feel that senior managers listen to employees	28%
15. I believe action will be taken on the results from this survey by my organisation	28%
6g. I feel that senior managers keep employees informed about what's going on	33%
9b. I have confidence in the ways my organisation resolves grievances	33%
6b. I feel that senior leaders effectively lead and manage change	33%
3k. I would like to work in another agency within the NSW Public Sector during my career	35%
6c. I feel that senior managers model the values of my organisation	35%
6a. I believe senior managers provide clear direction for the future of the organisation	36%
7f. I feel that change is handled well in my organisation	36%



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 Mid North 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.

	Mid North Coast Local Health District	Aboriginal Health, Health Promotion, Women's and Oral Health	Bellinger River District Hospital	Coffs Clinical Network Community and Allied Health Services	Coffs Harbour Base Hospital	Coffs Harbour Mental Health Services	Dorrigo Multi Purpose Service	Hastings McLeay Mental Health Services	Hastings McLeay Network Community and Allied Health Services	Kempsey District Hospital	Macksville District Hospital	Allied Health (includes Patient Transport)	Cancer Institute (includes Cancer Registry)	Drug and Alcohol Services
NUMBER OF RESPONDENTS	1535	27	60	80	413	80	19	32	97	107	66	20	34	13
ENGAGEMENT	62%	69%	72%	64%	51%	53%	79%	58%	60%	69%	67%	71%	69%	76%
SENIOR MANAGERS	37%	50%	46%	42%	22%	16%	61%	31%	34%	45%	51%	57%	48%	73%
COMMUNICATION	53%	60%	63%	63%	41%	41%	63%	55%	54%	54%	62%	63%	59%	79%
HIGH PERFORMANCE	64%	78%	73%	71%	54%	49%	78%	63%	66%	70%	71%	71%	68%	87%
PUBLIC SECTOR VALUES	60%	71%	70%	67%	50%	45%	75%	58%	63%	64%	67%	70%	67%	81%
DIVERSITY & INCLUSION	63%	71%	73%	71%	52%	48%	77%	64%	66%	67%	71%	71%	67%	86%

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 BUSINESS UNITS

This page provides the scores for each of the business units below Mid North 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.

	Mid North Coast Local Health District	District Chief Executive Unit (includes Audit) & Communications	District Clinical Governance and Information Technology Services	District Finance (includes Physical Resources, Contract Management)	District Nursing Midwifery & Workforce	Port Macquarie Base Hospital	Public Health including programs for human immunodeficiency virus, <small>www.nsw.gov.au/health</small>	Wauchope District Memorial Hospital
NUMBER OF RESPONDENTS	1535	17	26	19	40	281	33	41
ENGAGEMENT	62%	84%	56%	70%	73%	65%	63%	69%
SENIOR MANAGERS	37%	72%	47%	71%	55%	38%	47%	50%
COMMUNICATION	53%	75%	51%	75%	66%	54%	56%	63%
HIGH PERFORMANCE	64%	84%	58%	80%	76%	66%	67%	77%
PUBLIC SECTOR VALUES	60%	83%	59%	81%	73%	62%	62%	71%
DIVERSITY & INCLUSION	63%	88%	65%	80%	74%	63%	67%	71%

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

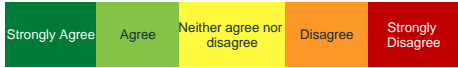
This section shows results for all the survey questions grouped by key themes.

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.

ENGAGEMENT	62% RESPONSE SCALE	AGREEMENT %	PMES 2014	HEALTH	SECTOR
Q7o. I would recommend my organisation as a great place to work		54%	54%	60%	60%
Q7p. I am proud to tell others I work for my organisation		64%	67%	68%	68%
Q7q. I feel a strong personal attachment to my organisation		57%	60%	62%	64%
Q7r. My organisation motivates me to help it achieve its objectives		47%	46%	54%	55%
Q7s. My organisation inspires me to do the best in my job		48%	48%	55%	55%

KEY





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Some key comparisons are provided.

ENGAGEMENT WITH WORK 77% 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		95%	94%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		75%	75%	76%
Q1j. I am satisfied with my job at the present time		62%	63%	63%

KEY





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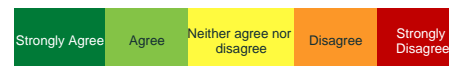
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Some key comparisons are provided.

SENIOR MANAGERS	37% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	8	28	30	19	15	36%	45%	47%
Q6b. I feel that senior leaders effectively lead and manage change	8	25	29	20	17	33%	42%	43%
Q6c. I feel that senior managers model the values of my organisation	8	27	31	16	17	35%	45%	48%
Q6d. Senior managers encourage innovation by employees	9	33	31	15	12	42%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	9	34	33	13	12	43%	49%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	10	36	32	12	10	46%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		26	28	22	17	33%	42%	44%
Q6h. I feel that senior managers listen to employees		21	31	21	21	28%	37%	39%
Q7f. I feel that change is handled well in my organisation	9	27	31	23	10	36%	43%	41%

KEY





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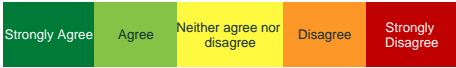
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Some key comparisons are provided.

COMMUNICATION	53% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q5e. My manager communicates effectively with me		64%	66%	69%
Q5f. My manager encourages and values employee input		64%	66%	69%
Q5g. My manager involves my workgroup in decisions about our work		61%	62%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		33%	42%	44%
Q6h. I feel that senior managers listen to employees		28%	37%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		67%	67%	69%

KEY





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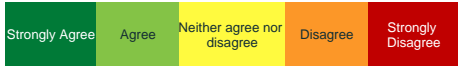
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Some key comparisons are provided.

	HIGH PERFORMANCE				64% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q1a. I understand what is expected of me to do well in my role	40	50				90%	91%	90%
Q1b. I have the tools I need to do my job effectively	19	49	14	15		68%	72%	70%
Q1c. I get the information I need to do my job well	16	49	19	13		66%	69%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	34	52	9			87%	86%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	23	47	14	11		69%	70%	69%
Q2b. People in my workgroup use time and resources efficiently	19	48	18	12		67%	68%	70%
Q2c. My team works collaboratively to achieve its objectives	24	47	18	9		71%	74%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	25	51	14	8		76%	77%	76%
Q3h. I have received appropriate training and development to do my job well	16	47	19	11		63%	69%	63%

KEY





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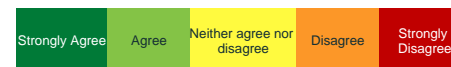
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Some key comparisons are provided.

	HIGH PERFORMANCE				64% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	21	45	18	10		66%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	18	42	22	12		60%	65%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	17	42	22	11	7	59%	63%	65%
Q5j. I have confidence in the decisions my line manager makes	21	41	21	10	8	61%	64%	67%
Q6d. Senior managers encourage innovation by employees	9	33	31	15	12	42%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	9	34	33	13	12	43%	49%	52%
Q7d. My organisation focuses on improving the work we do	21	47	21	7		69%	76%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	16	38	28	13		54%	61%	62%
Q7g. There is good co-operation between teams across our organisation	9	35	26	20	9	44%	50%	48%

KEY





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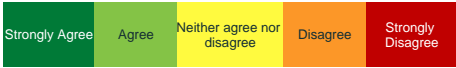
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	HIGH PERFORMANCE				64% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7n. My organisation generally selects capable people to do the job	39	29	17	10	44%	53%	51%	
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	13	50	25	8	64%	67%	67%	
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	29	57	11		86%	84%	85%	

KEY





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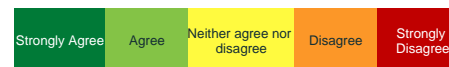
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	60% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR	
	Strongly Agree	Agree	Neither agree nor disagree	Disagree				Strongly Disagree
Q2a. My workgroup strives to achieve customer/client satisfaction	37	50	9		86%	85%	85%	
Q2b. People in my workgroup use time and resources efficiently	19	48	18	12	67%	68%	70%	
Q2g. People in my workgroup are honest, open and transparent in their dealings	23	40	19	13	63%	64%	67%	
Q2h. People in my workgroup treat each other with respect	24	41	19	11	66%	68%	72%	
Q2i. People in my workgroup treat customers/clients with respect	36	50	10		86%	86%	86%	
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	21	45	18	10	66%	70%	72%	
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	18	42	22	12	60%	65%	64%	
Q5d. My manager listens to what I have to say	26	42	15	9	8	68%	70%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	20	38	23	9	10	58%	61%	64%

KEY





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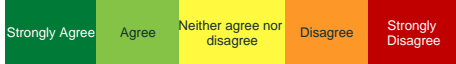
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	60% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q5k. My manager treats employees with dignity and respect	27	43	15	8	7	70%	72%	76%
Q5l. My manager talks to me about how the values apply to my work	18	37	25	13	8	54%	58%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	8	28	30	19	15	36%	45%	47%
Q6c. I feel that senior managers model the values of my organisation	8	27	31	16	17	35%	45%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	10	36	32	12	10	46%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		26	28	22	17	33%	42%	44%
Q6h. I feel that senior managers listen to employees		21	31	21	21	28%	37%	39%
Q7a. My organisation provides high quality services	22	57	15			79%	81%	80%
Q7b. My organisation strives to match services to customer/client needs	23	54	15			77%	80%	80%

KEY





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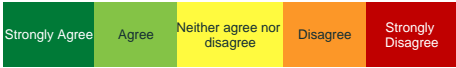
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

PUBLIC SECTOR VALUES	60% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	25	54	16			79%	82%	83%
Q7d. My organisation focuses on improving the work we do	21	47	21	7		69%	76%	76%
Q7h. People in my organisation take responsibility for their own actions	9	35	32	17	8	44%	48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	11	43	29	11		55%	58%	63%

KEY





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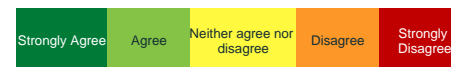
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Some key comparisons are provided.

DIVERSITY & INCLUSION	63% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	17	38	21	17	7	55%	60%	59%
Q5d. My manager listens to what I have to say	26	42	15	9	8	68%	70%	73%
Q5f. My manager encourages and values employee input	24	40	17	10	9	64%	66%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	20	41	20	11	8	60%	63%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	20	38	23	9	10	58%	61%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	12	31	40	7	9	44%	49%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	17	53	21			69%	73%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	13	50	25	8		64%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	15	52	14	11	7	67%	67%	69%

KEY





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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



86%

84%

85%

Q8j. How satisfied are you with your ability to access and use flexible working arrangements?

Response scale Very satisfied - Very unsatisfied

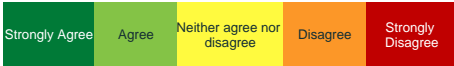


54%

55%

58%

KEY





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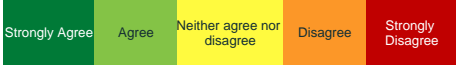
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Some key comparisons are provided.

RECRUITMENT	34% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	16	21	31	28	20%	32%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	32	32	17	15	36%	43%	41%
Q7n. My organisation generally selects capable people to do the job	39	29	17	10	44%	53%	51%

KEY





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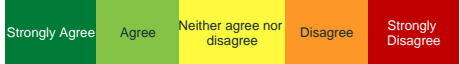
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EMPLOYEE VALUE PROPOSITION	48%	RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR			
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	19	37	28	9	7	55%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	15	30	38	10	7	45%	51%	53%
Q7g. There is good co-operation between teams across our organisation	9	35	26	20	9	44%	50%	48%

KEY





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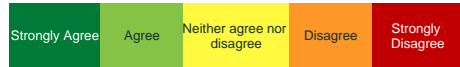
Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT

55% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		57%	62%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		68%	68%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		56%	58%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		56%	59%	59%
Q3e. My performance is assessed against clear criteria		54%	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		68%	69%	71%
Q3g. I am able to access the right learning and development opportunities as required		59%	66%	60%
Q3h. I have received appropriate training and development to do my job well		63%	69%	63%
Q3i. I have a strong desire to advance my career		65%	69%	69%

KEY





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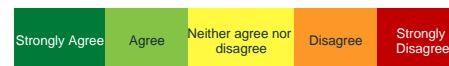
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	55% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	11	31	26	20	12	42%	48%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	12	22	36	21	9	35%	40%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	22	38	19	12	9	60%	64%	67%
Q5n. My manager appropriately deals with employees who perform poorly	12	27	31	17	13	39%	44%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	17	40	24	11	8	57%	61%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	19	37	28	9	7	55%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	15	30	38	10	7	45%	51%	53%
Q7j. My organisation is committed to developing its employees	10	36	30	15	10	45%	53%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

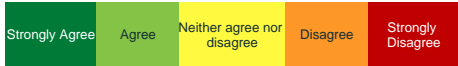
This section shows results for all the survey questions grouped by key themes.

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.

MOBILITY	45% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	12	22	36	21	9	35%	40%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	19	37	28	9	7	55%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	15	30	38	10	7	45%	51%	53%

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.

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)	 57%	60%	60%

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.

DIVERSITY GROUPS	70% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	19	56	20			75%	77%	77%
Q8c. Age is not a barrier to success in my organisation	19	50	21			69%	73%	71%
Q8d. Disability is not a barrier to success in my organisation	15	46	31			62%	66%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	20	52	24			72%	76%	76%
Q8f. Gender is not a barrier to success in my organisation	20	50	22			70%	75%	74%

KEY





EXPLORE THE FULL SURVEY RESULTS

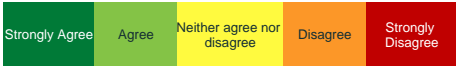
This section shows results for all the survey questions grouped by key themes.

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	59% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		55%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level		58%	60%	58%
Q1l. My workload is acceptable		51%	54%	55%
Q2e. I receive help and support from other members of my workgroup		79%	78%	80%
Q2f. There is good team spirit in my workgroup		62%	64%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		47%	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.

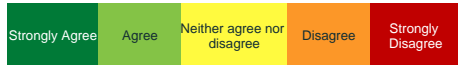
ACTION ABOUT SURVEY RESULTS

28% RESPONSE SCALE

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



KEY





EXPLORE THE FULL SURVEY RESULTS

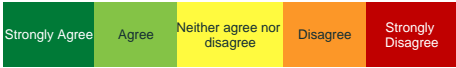
This section shows results for all the survey questions grouped by key themes.

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	43% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	11 43 29 11	55%	58%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	26 31 20 16	33%	43%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	10 30 31 16 14	40%	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		38%	42%	46%
Better skills in my workgroup		27%	28%	27%
Improved career opportunities		44%	47%	52%
Improved learning and development opportunities		50%	49%	50%
Greater involvement in decision making		34%	32%	33%
Better pay and benefits		55%	58%	58%
Greater recognition for the work I do		44%	44%	45%
Better leadership from senior managers		45%	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		31%	29%	27%
Better accountability for performance		25%	24%	25%
A better location		13%	19%	20%
More flexible working conditions		32%	38%	38%
Better work/life balance		40%	43%	46%
Improved facilities		30%	32%	30%
Improved technology and systems		32%	33%	38%
Better job security		26%	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		81%	77%	72%
No		17%	19%	24%
Don't Know		2%	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		36%	31%	25%
No		56%	59%	64%
Don't Know		8%	10%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		67%	65%	63%
No		32%	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		48%	43%	35%
No		46%	50%	58%
Don't Know		6%	6%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		27%	24%	20%
No		70%	71%	75%
Don't Know		3%	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		21%	20%	23%
Your Immediate Manager/Supervisor		24%	26%	26%
A fellow worker at your level		33%	29%	25%
A subordinate		6%	7%	8%
A client or customer		1%	2%	2%
A member of the public other than a client or customer		0%	1%	0%
Other		6%	5%	4%
Prefer not to say		8%	11%	13%



EXPLORE THE FULL SURVEY RESULTS

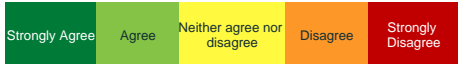
This section shows results for all the survey questions grouped by key themes.

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	14	40	20	19	8	54%	59%
Q2. I believe I am valued for what I can offer at my workplace	18	48	16	12		67%	69%
Q3. In my workplace, we recognise our successes and innovations	15	48	21	12		62%	64%
Q4. Staff are treated respectfully regardless of their job	17	47	17	12		65%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	12	28	28	17	15	40%	49%
Q6. Overall, I have confidence in the decisions made by my senior managers	11	30	27	17	15	41%	50%

KEY





EXPLORE THE FULL SURVEY RESULTS

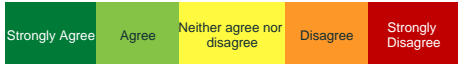
This section shows results for all the survey questions grouped by key themes.

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	11	34	26	18	10	46%	50%
Q8. Where I work, we share the lessons learnt when mistakes are made	14	45	21	13		59%	64%
Q9. My team's objectives/work plans are clearly outlined	13	44	24	13		57%	64%
Q10. Our objectives/work plans help us to deliver a quality service	14	46	26	9		60%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	12	26	30	17	16	38%	41%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

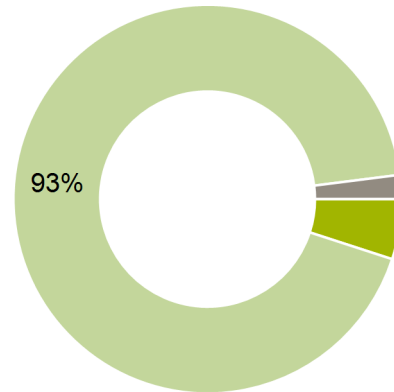
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		21%
Female		78%
Other		1%
Age		
<35		12%
35 - 54		57%
> 54		31%

PROFILE OF RESPONDENTS

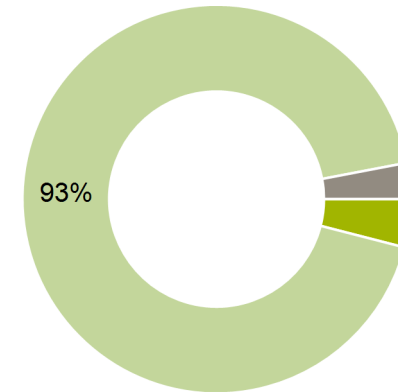


PERSONAL PROFILES

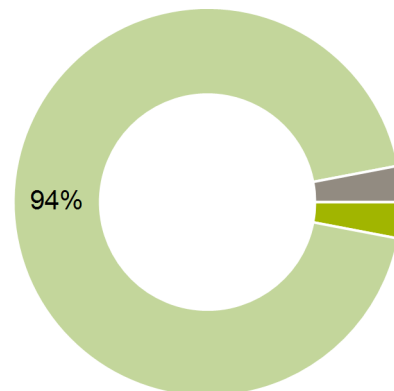
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



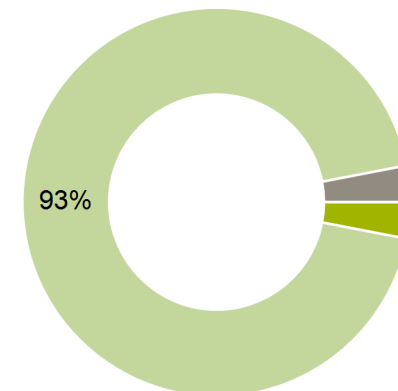
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		18%
5 - 10 years		24%
10 - 20 years		29%
More than 20 years		14%

PROFILE OF RESPONDENTS



WORK PROFILES

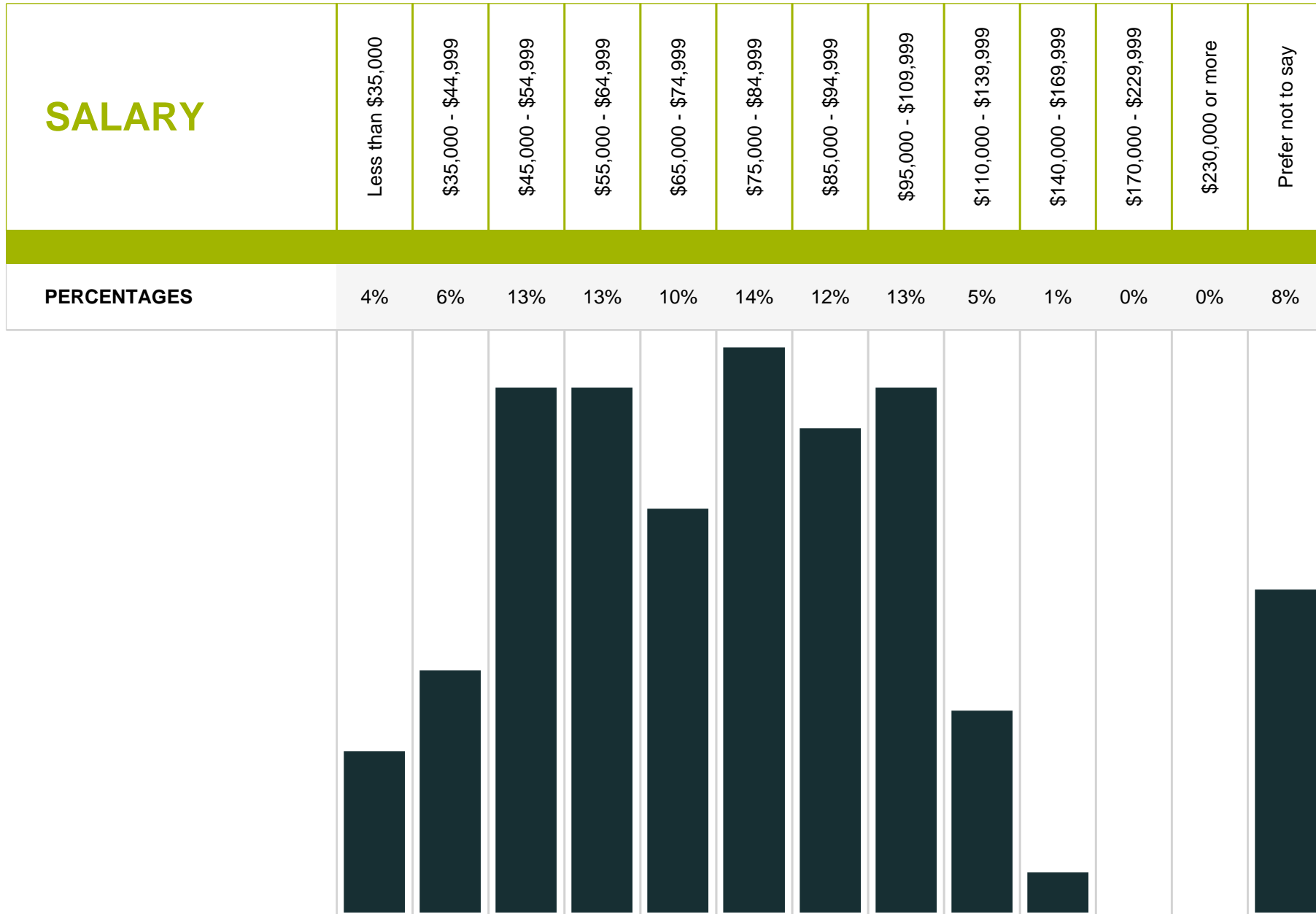
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		70%
Other service delivery work		6%
Administrative support		11%
Corporate services		4%
Policy		0%
Research		0%
Program and project management support		4%
Other		6%

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.

	Mid North 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	1535	938	75	146	58	1	2	49	0	78
ENGAGEMENT	62%	61%	52%	67%	69%	(r)	(r)	70%	(r)	58%
SENIOR MANAGERS	37%	34%	33%	42%	58%	(r)	(r)	60%	(r)	38%
COMMUNICATION	53%	52%	41%	55%	66%	(r)	(r)	69%	(r)	49%
HIGH PERFORMANCE	64%	64%	53%	66%	74%	(r)	(r)	77%	(r)	62%
PUBLIC SECTOR VALUES	60%	60%	52%	62%	74%	(r)	(r)	76%	(r)	58%
DIVERSITY & INCLUSION	63%	62%	53%	67%	77%	(r)	(r)	76%	(r)	62%

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.

	Mid North 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	1535	51	87	173	176	138	188	157	175	73	13	5	6	103
ENGAGEMENT	62%	66%	64%	58%	64%	60%	61%	59%	65%	69%	(r)	(r)	(r)	57%
SENIOR MANAGERS	37%	40%	37%	31%	37%	33%	39%	29%	43%	62%	(r)	(r)	(r)	28%
COMMUNICATION	53%	58%	57%	45%	52%	48%	52%	49%	57%	70%	(r)	(r)	(r)	49%
HIGH PERFORMANCE	64%	65%	67%	58%	65%	61%	65%	62%	69%	77%	(r)	(r)	(r)	61%
PUBLIC SECTOR VALUES	60%	61%	63%	55%	61%	56%	60%	57%	66%	75%	(r)	(r)	(r)	56%
DIVERSITY & INCLUSION	63%	65%	68%	58%	64%	58%	61%	59%	67%	74%	(r)	(r)	(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 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.

	Mid North 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	1535	95	103	241	316	381	192
ENGAGEMENT	62%	72%	67%	60%	58%	60%	64%
SENIOR MANAGERS	37%	54%	43%	39%	31%	34%	39%
COMMUNICATION	53%	69%	62%	55%	48%	49%	52%
HIGH PERFORMANCE	64%	75%	72%	66%	61%	62%	64%
PUBLIC SECTOR VALUES	60%	73%	68%	61%	56%	59%	60%
DIVERSITY & INCLUSION	63%	78%	71%	65%	59%	60%	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 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.

	Mid North 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	1535	2	25	64	68	118	190	215	240	246	132	38
ENGAGEMENT	62%	(r)	(r)	70%	61%	62%	60%	60%	62%	60%	63%	56%
SENIOR MANAGERS	37%	(r)	(r)	52%	31%	36%	37%	35%	38%	35%	34%	28%
COMMUNICATION	53%	(r)	(r)	65%	50%	52%	55%	49%	54%	50%	56%	46%
HIGH PERFORMANCE	64%	(r)	(r)	73%	65%	66%	63%	62%	65%	62%	66%	59%
PUBLIC SECTOR VALUES	60%	(r)	(r)	69%	59%	62%	58%	58%	62%	59%	62%	52%
DIVERSITY & INCLUSION	63%	(r)	(r)	71%	62%	64%	63%	58%	64%	61%	67%	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

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.

	Mid North Coast Local Health District	Male	Female	Other
NUMBER OF RESPONDENTS	1535	288	1047	10
ENGAGEMENT	62%	58%	63%	(r)
SENIOR MANAGERS	37%	36%	37%	(r)
COMMUNICATION	53%	53%	53%	(r)
HIGH PERFORMANCE	64%	61%	65%	(r)
PUBLIC SECTOR VALUES	60%	59%	61%	(r)
DIVERSITY & INCLUSION	63%	61%	63%	(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.

	Mid North 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	1535	5	0	5	5	0	5	49	424	32	62	91	12	0
ENGAGEMENT	62%	(r)	(r)	(r)	(r)	(r)	(r)	67%	60%	65%	74%	64%	(r)	(r)
SENIOR MANAGERS	37%	(r)	(r)	(r)	(r)	(r)	(r)	32%	29%	44%	61%	30%	(r)	(r)
COMMUNICATION	53%	(r)	(r)	(r)	(r)	(r)	(r)	52%	49%	53%	70%	48%	(r)	(r)
HIGH PERFORMANCE	64%	(r)	(r)	(r)	(r)	(r)	(r)	65%	62%	64%	79%	61%	(r)	(r)
PUBLIC SECTOR VALUES	60%	(r)	(r)	(r)	(r)	(r)	(r)	59%	57%	61%	79%	56%	(r)	(r)
DIVERSITY & INCLUSION	63%	(r)	(r)	(r)	(r)	(r)	(r)	66%	59%	61%	73%	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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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.

	Mid North 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	1535	52	35	12	142	18	15	6	0	10	5	8	0	0
ENGAGEMENT	62%	68%	68%	(r)	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	37%	53%	54%	(r)	38%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	53%	65%	62%	(r)	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	64%	72%	73%	(r)	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	60%	72%	72%	(r)	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	63%	77%	74%	(r)	64%	(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.

	Mid North 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	1535	8	7	0	5	0	0	0	1	19	7	15	7	8
ENGAGEMENT	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	37%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	60%	(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.

	Mid North 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	1535	10	1	6	2	4	0	20	40
ENGAGEMENT	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	51%
SENIOR MANAGERS	37%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	22%
COMMUNICATION	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	36%
HIGH PERFORMANCE	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	52%
PUBLIC SECTOR VALUES	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	49%
DIVERSITY & INCLUSION	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	51%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



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.

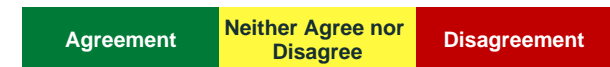
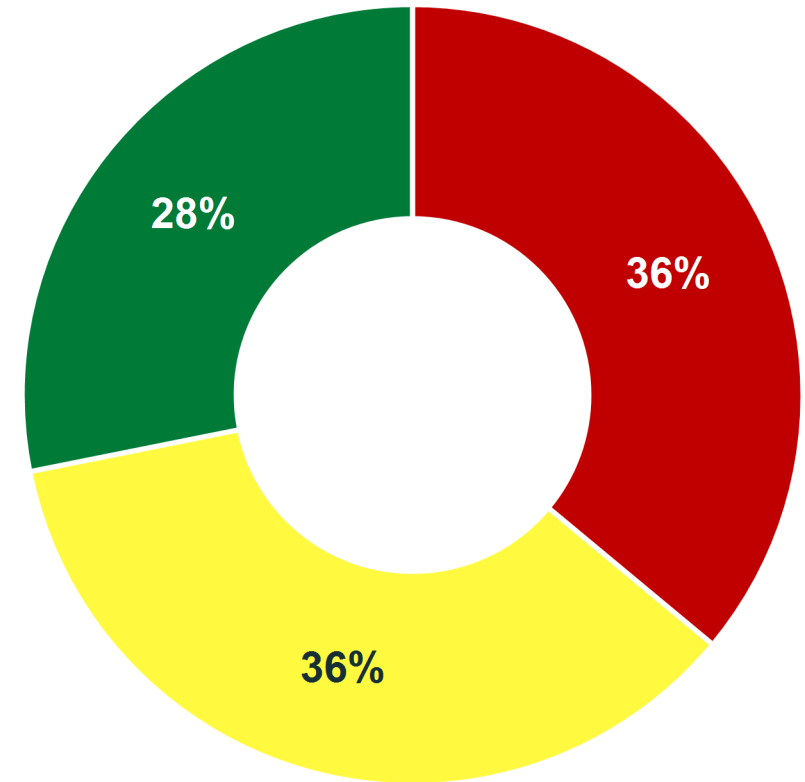
28%

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

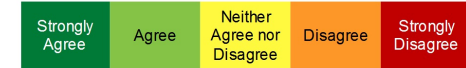
i ANONYMITY RULES

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

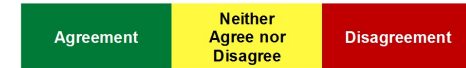
There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees). Where people work in small teams, the results are merged with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

i 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.



i 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

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%. 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%