

PEOPLE MATTER 2017

NSW Public Sector Employee Survey

Nurse
Teacher
Librarian
Accountant
Police Officer
Doctor Policy Analyst Surveyor Scientist Barrister Solicitor Social Worker Welfare
Worker Laboratory Technician Turner Plumber Electrician Zookeeper Cleaner
Ambulance Officer Fitter Youth Worker Hospital Orderly Cleaner Fire Fighter Clerk
Engineer Receptionist Supervisor Ship's Engineer
Nurse Police Officer Museum Guide Conservator Fitter
Solicitor Cable Jointer Nurse Librarian Advisor
Warden Prison Officer Technician Administrator
Train Driver Bus Driver Policy Analyst Fitter
Surveyor Scientist Nurse Welfare Worker
Laboratory Turner Plumber Ambulance Officer Youth
Worker Hospital Orderly Receptionist Labourer Jointer
Solicitor Caretaker Cross Engineer Ship's Officer Ship's
Master Marine Transport Professional Showright Curator Museum Guide
Conservator Plant Operator Cable Engineer
Plant Operator Nurse Doctor Teacher Train Driver Accountant Librarian
Policy Analyst Supervisor Social Worker
Welfare Worker Laboratory Technician Turner Plumber
Electrician Social Worker Cleaner Fitter Fire Fighter
Curator Fitter Museum Guide Conservator Plant
Operator Engineer Electrical Linesworker
Cable Jointer Plant
Operator Ranger
Teacher Nurse
Librarian
Advisor

AGENCY REPORT

Health

Central Coast Local Health District

RESPONSE RATE

32%

2,001 OF 6,234 TOTAL RESPONDENTS

EMPLOYEE ENGAGEMENT

62%

DIFFERENCE FROM 2016 -2

DIFFERENCE FROM CLUSTER -1

DIFFERENCE FROM PUBLIC SECTOR -2

SENIOR MANAGERS

38%

DIFFERENCE FROM 2016 -4

DIFFERENCE FROM CLUSTER -6

DIFFERENCE FROM PUBLIC SECTOR -9

COMMUNICATION

53%

DIFFERENCE FROM 2016 -1

DIFFERENCE FROM CLUSTER -4

DIFFERENCE FROM PUBLIC SECTOR -7



QUESTIONS ARE GROUPED INTO THEMES IN THIS REPORT.

This page compares the aggregate scores for key themes. The individual questions in each group are listed in the All Questions section. Comparisons with 2016 are not included where the number of questions were reduced for 2017.

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

Response Rate: some entities exceed 100% where responses were greater than the employee headcount. This is thought to be primarily due to employees selecting the wrong work location in the survey or closing a partially completed survey then needing to start a new one if their password is forgotten or lost.

ENGAGEMENT WITH WORK

69%

DIFFERENCE FROM CLUSTER -3

DIFFERENCE FROM PUBLIC SECTOR -3

HIGH PERFORMANCE

59%

DIFFERENCE FROM CLUSTER -4

DIFFERENCE FROM PUBLIC SECTOR -4

PUBLIC SECTOR VALUES

54%

DIFFERENCE FROM CLUSTER -4

DIFFERENCE FROM PUBLIC SECTOR -7

DIVERSITY & INCLUSION

62%

DIFFERENCE FROM CLUSTER -3

DIFFERENCE FROM PUBLIC SECTOR -5

KEY DRIVERS OF ENGAGEMENT



WHAT TO FOCUS ON?

Employee Engagement scores at different levels are shown in earlier and following pages.

These results show the issues that are the most significant influencers of employee engagement in the workplace at this reporting level.

If engagement scores are high, other scores are often high as well.

		AGREEMENT	% AGREEMENT 2016	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	Q7f. My organisation is committed to developing its employees	44%	51%	49%	50%
2	Q7a. My organisation focuses on improving the work we do	64%	77%	67%	69%
3	Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	70%	72%	72%	74%
4	Q7c. I feel that change is managed well in my organisation	34%	41%	41%	39%
5	Q6h. I feel that senior managers listen to employees	31%	32%	38%	41%
6	Q1b. I am provided with the support I need to do my best at work	61%	60%	64%	63%

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST AGREEMENT SCORING QUESTIONS

AGREEMENT
2017

1a.	I understand what is expected of me to do well in my role	90%
2a.	My workgroup strives to achieve customer/client satisfaction	85%
2c.	I receive help and support from other members of my workgroup	77%
2b.	My workgroup works collaboratively to achieve its objectives	75%
1c.	My job gives me a feeling of personal accomplishment	74%
8b.	Personal background is not a barrier to success in my organisation	73%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	70%
5b.	My manager listens to what I have to say	70%
1d.	I feel motivated to contribute more than what is normally required at work	69%
3f.	I have received appropriate training and development to do my job well	67%

- LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT
2017

14.	I believe action will be taken on the results from this survey by my organisation	28%
6h.	I feel that senior managers listen to employees	31%
9a.	I have confidence in the ways my organisation resolves grievances	31%
7g.	I have confidence in the way recruitment decisions are made	33%
7c.	I feel that change is managed well in my organisation	34%
6b.	I feel that senior managers effectively lead and manage change	35%
6g.	I feel that senior managers keep employees informed about what's going on	36%
5h.	My manager appropriately deals with employees who perform poorly	37%
6d.	Senior managers encourage innovation by employees	38%
6a.	I believe senior managers provide clear direction for the future of the organisation	39%



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'.

MOST AND LEAST IMPROVED QUESTIONS

+ MOST IMPROVED QUESTIONS

AGREEMENT
2017

AGREEMENT
2016

3g.	I am satisfied with the opportunities available for career development in my organisation	48%	44%
6i.	Senior managers in my organisation support the career advancement of women	47%	43%
1e.	I am satisfied with my job	65%	62%
2e.	People in my workgroup treat each other with respect	67%	63%
2b.	My workgroup works collaboratively to achieve its objectives	75%	71%
3d.	In the last 12 months I received useful feedback on my work to enable me to deliver required results	60%	58%
1b.	I am provided with the support I need to do my best at work	61%	60%
5c.	My manager communicates effectively with me	66%	65%
3e.	My performance is assessed against clear criteria	56%	55%
2d.	There is good team spirit in my workgroup	63%	62%

- LEAST IMPROVED QUESTIONS

AGREEMENT
2017

AGREEMENT
2016

7a.	My organisation focuses on improving the work we do	64%	77%
7b.	My organisation is making the necessary improvements to meet our future challenges	51%	64%
9a.	I have confidence in the ways my organisation resolves grievances	31%	41%
7f.	My organisation is committed to developing its employees	44%	51%
7c.	I feel that change is managed well in my organisation	34%	41%
6a.	I believe senior managers provide clear direction for the future of the organisation	39%	45%
7m.	My organisation inspires me to do the best in my job	47%	54%
6b.	I feel that senior managers effectively lead and manage change	35%	41%
14.	I believe action will be taken on the results from this survey by my organisation	28%	33%
7l.	My organisation motivates me to help it achieve its objectives	47%	51%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Central Coast Local Health District

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

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

	Central Coast Local Health District	Aged Sub Acute and Complex Care - Community	Aged Sub Acute and Complex Care - Inpatients	Division Medicine - Gosford Site	Division Medicine - Wyong Site	Division Surgery, Anaesthetics and ICU - Gosford	Division Surgery, Anaesthetics and ICU - Wyong	Finance, Corporate, Capital Works	Gosford - Other Clinical Departments	Kids and Families Division	Mental Health Division	Other District Services	Wyong - Other Clinical Departments
NUMBER OF RESPONDENTS	2001	182	138	188	88	131	57	118	216	164	237	212	114
EMPLOYEE ENGAGEMENT	62%	63%	65%	62%	70%	64%	61%	60%	62%	58%	56%	67%	70%
ENGAGEMENT WITH WORK	69%	68%	70%	70%	77%	73%	69%	64%	67%	64%	67%	75%	77%
SENIOR MANAGERS	38%	37%	40%	40%	48%	35%	34%	43%	43%	28%	31%	46%	41%
COMMUNICATION	53%	53%	54%	56%	58%	53%	49%	54%	53%	44%	49%	59%	56%
HIGH PERFORMANCE	59%	61%	61%	60%	66%	61%	59%	57%	60%	52%	54%	63%	65%
PUBLIC SECTOR VALUES	54%	55%	54%	56%	60%	53%	48%	55%	56%	48%	46%	59%	57%
DIVERSITY & INCLUSION	62%	62%	65%	63%	64%	63%	60%	61%	60%	52%	60%	69%	68%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



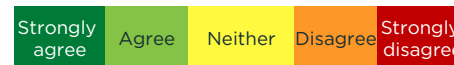
EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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

EMPLOYEE ENGAGEMENT	62% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work	15	44	27	8	60%	62%	59%	60%
Q7j. I am proud to tell others I work for my organisation	19	47	24		66%	70%	67%	68%
Q7k. I feel a strong personal attachment to my organisation	19	38	28	9	57%	60%	61%	63%
Q7l. My organisation motivates me to help it achieve its objectives	12	35	33	13	47%	51%	52%	53%
Q7m. My organisation inspires me to do the best in my job	14	34	33	12	47%	54%	53%	53%

KEY





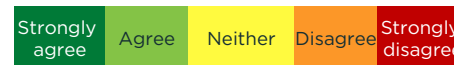
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ENGAGEMENT WITH WORK	69% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1c. My job gives me a feeling of personal accomplishment	26	48	15	7	74%	77%	76%	75%
Q1d. I feel motivated to contribute more than what is normally required at work	27	42	18	8	69%	72%	72%	72%
Q1e. I am satisfied with my job	18	47	19	12	65%	62%	68%	68%

KEY





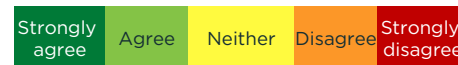
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SENIOR MANAGERS	38% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q6a. I believe senior managers provide clear direction for the future of the organisation	8	30	32	17	13	39%	45%	45%	48%
Q6b. I feel that senior managers effectively lead and manage change	8	27	34	18	13	35%	41%	43%	44%
Q6c. I feel that senior managers model the values of my organisation	9	31	32	15	13	41%	43%	45%	48%
Q6d. Senior managers encourage innovation by employees	8	31	37	15	10	38%	41%	46%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	8	32	39	13	8	40%	43%	47%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	11	41	30	11	7	52%	52%	56%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		30	28	21	15	36%	39%	42%	45%
Q6h. I feel that senior managers listen to employees		25	35	19	16	31%	32%	38%	41%
Q7c. I feel that change is managed well in my organisation		29	32	22	11	34%	41%	41%	39%

KEY





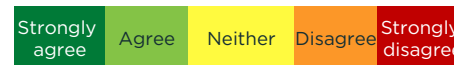
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COMMUNICATION	53% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q5c. My manager communicates effectively with me	24	42	16	10	8	66%	65%	68%	70%
Q5d. My manager encourages and values employee input	25	40	19	9	8	64%	66%	68%	71%
Q5e. My manager involves my workgroup in decisions about our work	21	39	20	12	9	60%	60%	63%	65%
Q6g. I feel that senior managers keep employees informed about what's going on	30	28	21	15		36%	39%	42%	45%
Q6h. I feel that senior managers listen to employees	25	35	19	16		31%	32%	38%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager	14	47	20	11	8	61%	64%	65%	66%

KEY





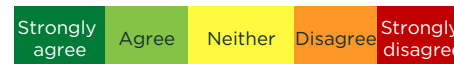
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

	HIGH PERFORMANCE				59% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1a. I understand what is expected of me to do well in my role	42	48			90%	91%	91%	90%				
Q2b. My workgroup works collaboratively to achieve its objectives	28	47	13	9	75%	71%	77%	78%				
Q3f. I have received appropriate training and development to do my job well	19	49	19	10	67%	67%	68%	62%				
Q5a. My manager encourages people in my workgroup to keep improving the work they do	22	45	19	10	67%	69%	70%	72%				
Q5f. I have confidence in the decisions my manager makes	23	39	20	9	61%	63%	64%	67%				
Q6d. Senior managers encourage innovation by employees	8	31	37	15	38%	41%	46%	48%				
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	8	32	39	13	40%	43%	47%	51%				
Q7a. My organisation focuses on improving the work we do	13	51	23	8	64%	77%	67%	69%				
Q7b. My organisation is making the necessary improvements to meet our future challenges	10	41	29	14	51%	64%	55%	57%				

KEY





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Questions are grouped by themes in this report.

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

HIGH PERFORMANCE		59% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation		38	29	17	9	45%	47%	48%	47%
Q7h. My organisation generally selects capable people to do the job		45	26	15	9	51%	52%	53%	52%

KEY





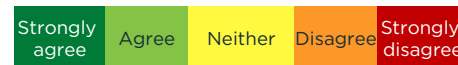
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PUBLIC SECTOR VALUES		54% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q2a. My workgroup strives to achieve customer/client satisfaction				85%	86%	86%	85%
Q2e. People in my workgroup treat each other with respect				67%	63%	70%	74%
Q5a. My manager encourages people in my workgroup to keep improving the work they do				67%	69%	70%	72%
Q5b. My manager listens to what I have to say				70%	69%	71%	75%
Q6a. I believe senior managers provide clear direction for the future of the organisation				39%	45%	45%	48%
Q6c. I feel that senior managers model the values of my organisation				41%	43%	45%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives				52%	52%	56%	60%
Q6g. I feel that senior managers keep employees informed about what's going on				36%	39%	42%	45%
Q6h. I feel that senior managers listen to employees				31%	32%	38%	41%

KEY





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

PUBLIC SECTOR VALUES		54% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7a. My organisation focuses on improving the work we do		13	51	23	8	64%	77%	67%	69%
Q7e. People in my organisation take responsibility for their own actions		35	32	19	8	41%	45%	47%	47%

KEY





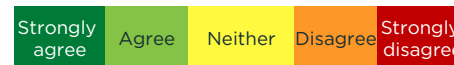
EXPLORE THE FULL RESULTS

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

DIVERSITY & INCLUSION		62% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work		61%	60%	64%	63%				
Q5b. My manager listens to what I have to say		70%	69%	71%	75%				
Q5d. My manager encourages and values employee input		64%	66%	68%	71%				
Q6i. Senior managers in my organisation support the career advancement of women		47%	43%	52%	58%				
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)		70%	72%	72%	74%				
Q8b. Personal background is not a barrier to success in my organisation		73%	-	73%	74%				
Q8c. I am able to speak up and share a different view to my colleagues and manager		61%	64%	65%	66%				
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>		51%	51%	55%	57%				

KEY





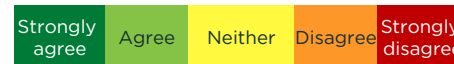
EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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

RECRUITMENT	42% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	27	32	19	16	33%	-	38%	35%
Q7h. My organisation generally selects capable people to do the job	45	26	15	9	51%	52%	53%	52%

KEY





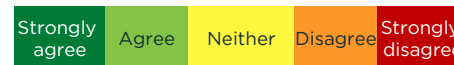
EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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

PERFORMANCE FRAMEWORK & DEVELOPMENT	51% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	19	41	17	16		60%	58%	63%	63%
Q3e. My performance is assessed against clear criteria	16	40	23	15		56%	55%	57%	54%
Q3g. I am satisfied with the opportunities available for career development in my organisation	14	34	23	17	12	48%	44%	51%	48%
Q5g. My manager provides acknowledgement or other recognition for the work I do	23	37	20	12	9	60%	62%	64%	67%
Q5h. My manager appropriately deals with employees who perform poorly	12	25	32	16	15	37%	41%	44%	44%
Q7f. My organisation is committed to developing its employees	7	37	33	14	9	44%	51%	49%	50%

KEY

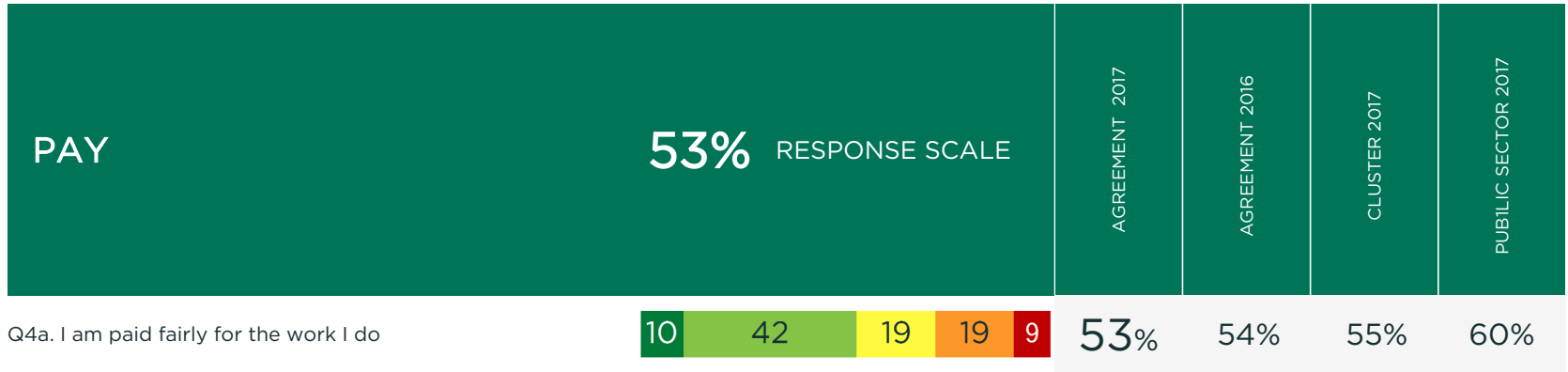




EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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



KEY





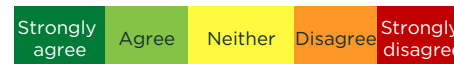
EXPLORE THE FULL RESULTS

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

WORKPLACE SUPPORT		65% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work		61%	60%	64%	63%				
Q1f. I am able to keep my work stress at an acceptable level		58%	61%	61%	59%				
Q2c. I receive help and support from other members of my workgroup		77%	77%	79%	81%				
Q2d. There is good team spirit in my workgroup		63%	62%	66%	69%				

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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

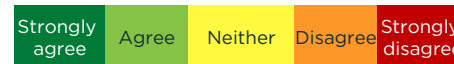
ACTION ABOUT SURVEY RESULTS

28% RESPONSE SCALE

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



KEY

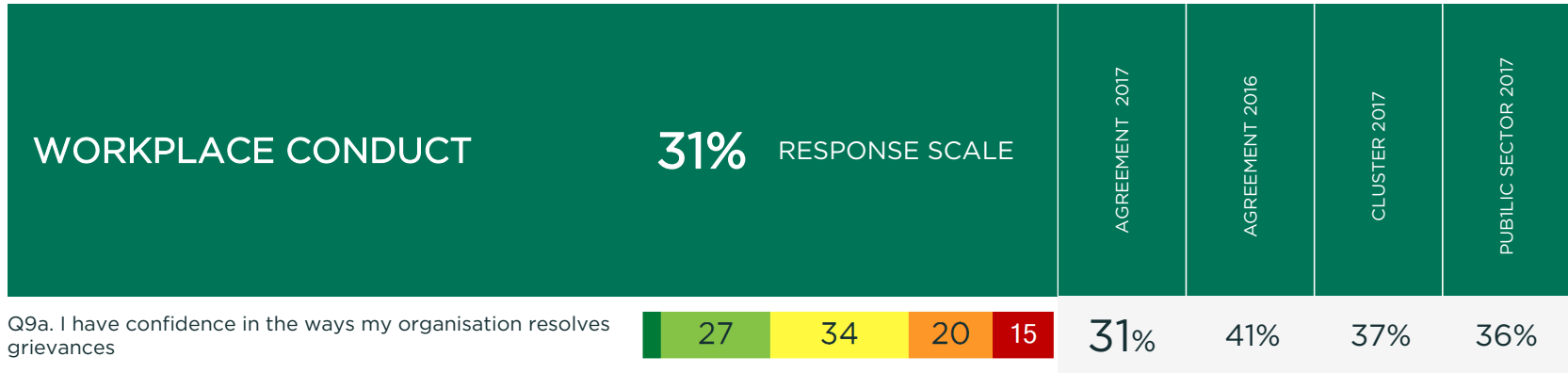




EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q3a. I have a current performance and development plan that sets out my individual objectives				
Yes		66%	67%	67%
No		34%	33%	33%
Q3b. I have informal feedback conversations with my manager				
Yes		70%	73%	75%
No		30%	27%	25%
Q3c. I have scheduled feedback conversations with my manager				
Yes		57%	56%	57%
No		43%	44%	43%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q3h. Are you currently looking, or thinking about looking, for a new role within the NSW Public Sector but outside of your current workplace in order to broaden your experience?				
Yes		46%	40%	41%
No		54%	60%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q3i. Are there any barriers preventing you from moving to another role?				
There are no major barriers to my career progression		29%	32%	30%
Lack of visible opportunities		30%	30%	31%
Lack of promotion opportunities		27%	27%	30%
Lack of support from my manager / supervisor		15%	15%	14%
Geographic location considerations		22%	24%	28%
Personal / family considerations		36%	32%	33%
Insufficient training and development		15%	14%	16%
Lack of required capabilities or experience		11%	10%	11%
Lack of support for temporary assignments/secondments		16%	14%	15%
The application/recruitment process is too cumbersome or time consuming		23%	16%	23%
Other		8%	8%	9%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		36%	30%	25%
No		52%	57%	62%
Don't know		12%	13%	13%
Q10b. If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		64%	66%	63%
No		35%	33%	35%
Don't know		2%	2%	2%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		45%	40%	33%
No		48%	51%	58%
Don't know		7%	9%	9%
Q10d. In the last 12 months I have been subjected to bullying at work				
Yes		24%	22%	18%
No		70%	72%	76%
Don't know		5%	6%	6%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
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		14%	19%	22%
Your immediate manager/supervisor		23%	24%	24%
A fellow worker at your level		37%	31%	27%
A subordinate		7%	6%	8%
A client or customer		2%	2%	2%
A member of the public other than a client or customer		0%	1%	1%
Other		5%	5%	4%
Prefer not to say		11%	12%	13%



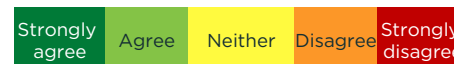
EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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

HEALTH QUESTIONS	RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017
Q1. Morale is good in my team	12	43	20	18	8	54%	57%	60%
Q2. I believe I am valued for what I can offer at my workplace	16	50	16	12		66%	68%	69%
Q3. In my workplace, we recognise our successes and innovations	13	47	24	11		61%	63%	64%
Q4. Staff are treated respectfully regardless of their job	16	50	17	11		66%	69%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	11	36	28	14	11	46%	48%	51%
Q6. Overall, I have confidence in the decisions made by my senior managers	10	36	28	15	12	46%	48%	51%

KEY





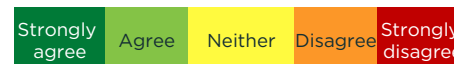
EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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

HEALTH QUESTIONS	RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017
Q7. I have a say in decisions which affect my work	8	39	25	20	8	47%	46%	54%
Q8. Where I work, we share the lessons learnt when mistakes are made	10	52	20	12		62%	63%	67%
Q9. My team's objectives/work plans are clearly outlined	11	50	22	12		61%	65%	64%
Q10. Our objectives/work plans help us to deliver a quality service	12	50	24	9		62%	68%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	9	27	34	16	14	36%	37%	41%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

RESPONSE SCALE		PERCENTAGE
Gender		
Male		19%
Female		81%
Other		1%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Age		
15 - 19		0%
20 - 24		2%
25 -29	■	7%
30 - 34	■	9%
35 - 39	■	11%
40 - 44	■	15%
45 - 49	■	15%
50 - 54	■	15%
55 - 59	■	16%
60 - 64	■	9%
65+		2%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Do you speak a language other than English at home?		
Yes		9%
No		88%
Prefer not to say		2%
Are you of Aboriginal and/or Torres Strait Islander origin?		
Yes		3%
No		95%
Prefer not to say		2%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

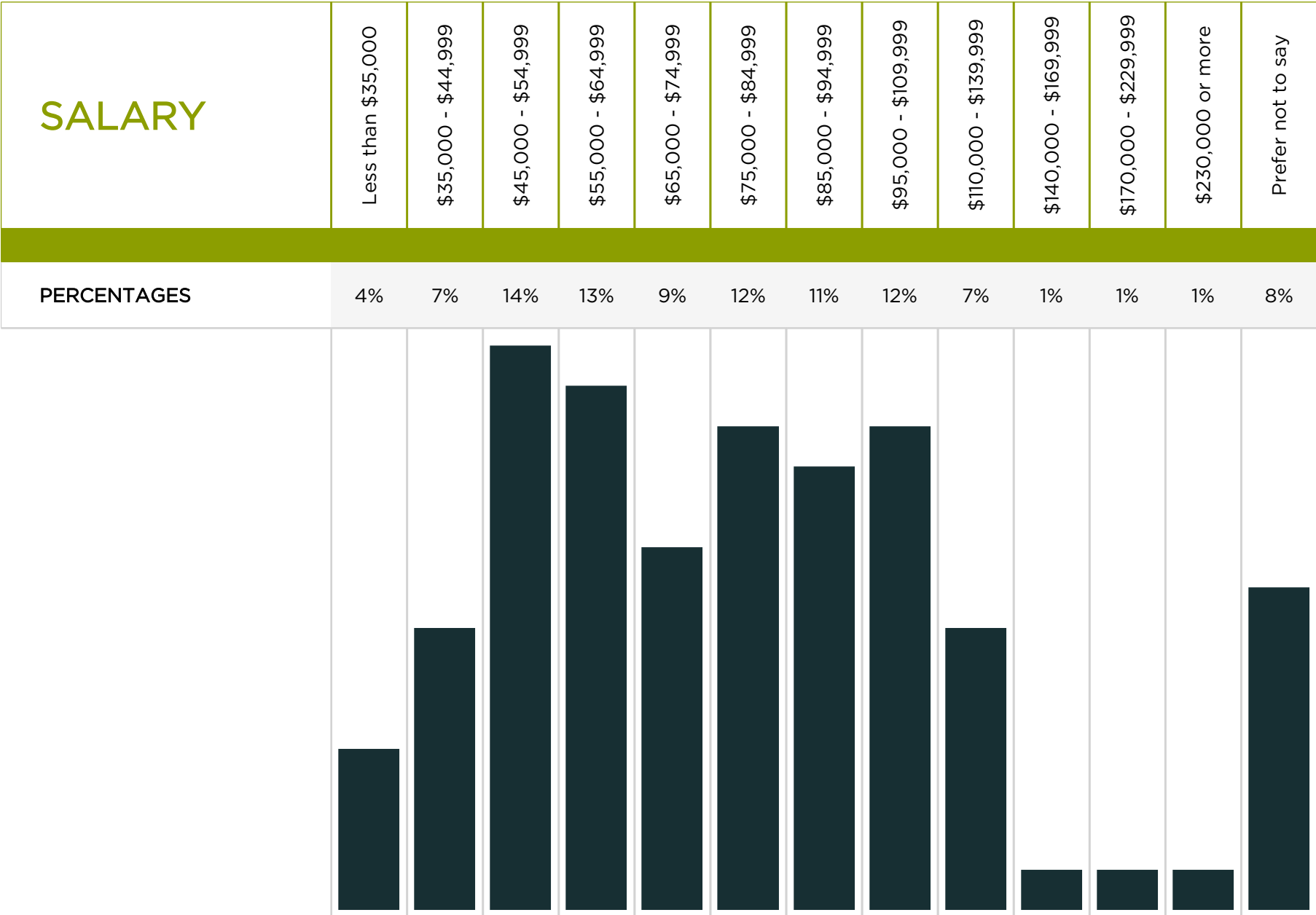
	RESPONSE SCALE	PERCENTAGE
Do you have a disability?		
Yes		2%
No		94%
Prefer not to say		3%
Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?		
Yes		3%
No		94%
Prefer not to say		3%

PROFILE OF RESPONDENTS



WORK PROFILES

SALARY



RESULT BY TYPE OF WORK



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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 (e.g. executive/personal assistant, receptionist)	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	2001	1173	80	301	79	1	13	42	1	140
EMPLOYEE ENGAGEMENT	62%	62%	64%	65%	70%	(r)	(r)	61%	(r)	60%
ENGAGEMENT WITH WORK	69%	69%	68%	73%	70%	(r)	(r)	65%	(r)	68%
SENIOR MANAGERS	38%	38%	41%	38%	50%	(r)	(r)	38%	(r)	34%
COMMUNICATION	53%	53%	55%	52%	63%	(r)	(r)	53%	(r)	50%
HIGH PERFORMANCE	59%	60%	59%	57%	67%	(r)	(r)	56%	(r)	55%
PUBLIC SECTOR VALUES	54%	54%	54%	53%	64%	(r)	(r)	54%	(r)	49%
DIVERSITY & INCLUSION	62%	61%	62%	66%	71%	(r)	(r)	63%	(r)	59%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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	2001	76	126	248	232	164	218	196	221	131	25	12	20	150
EMPLOYEE ENGAGEMENT	62%	67%	66%	63%	63%	64%	61%	58%	61%	70%	(r)	(r)	(r)	57%
ENGAGEMENT WITH WORK	69%	74%	68%	71%	67%	69%	68%	68%	69%	80%	(r)	(r)	(r)	62%
SENIOR MANAGERS	38%	44%	37%	36%	37%	36%	40%	34%	38%	52%	(r)	(r)	(r)	32%
COMMUNICATION	53%	51%	51%	51%	54%	52%	53%	50%	55%	63%	(r)	(r)	(r)	48%
HIGH PERFORMANCE	59%	60%	58%	56%	58%	60%	62%	58%	58%	69%	(r)	(r)	(r)	53%
PUBLIC SECTOR VALUES	54%	56%	52%	51%	52%	53%	56%	52%	54%	64%	(r)	(r)	(r)	48%
DIVERSITY & INCLUSION	62%	62%	65%	62%	63%	63%	59%	60%	63%	70%	(r)	(r)	(r)	55%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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CUT OFF LIMIT OF 30 RESPONDENTS

RESULT BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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	2001	140	135	316	359	559	288
EMPLOYEE ENGAGEMENT	62%	74%	69%	64%	59%	59%	64%
ENGAGEMENT WITH WORK	69%	81%	77%	72%	67%	65%	70%
SENIOR MANAGERS	38%	56%	45%	41%	35%	33%	40%
COMMUNICATION	53%	70%	65%	53%	49%	47%	54%
HIGH PERFORMANCE	59%	72%	66%	61%	57%	54%	60%
PUBLIC SECTOR VALUES	54%	69%	61%	56%	50%	48%	56%
DIVERSITY & INCLUSION	62%	76%	75%	63%	59%	57%	62%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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RESULT BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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	2001	9	33	122	165	207	267	263	272	283	155	37
EMPLOYEE ENGAGEMENT	62%	(r)	76%	69%	63%	62%	62%	62%	60%	62%	64%	65%
ENGAGEMENT WITH WORK	69%	(r)	85%	74%	71%	70%	74%	66%	66%	66%	75%	76%
SENIOR MANAGERS	38%	(r)	56%	55%	41%	37%	37%	37%	34%	36%	40%	41%
COMMUNICATION	53%	(r)	72%	63%	55%	54%	52%	50%	47%	53%	57%	55%
HIGH PERFORMANCE	59%	(r)	78%	70%	62%	60%	59%	59%	54%	57%	60%	59%
PUBLIC SECTOR VALUES	54%	(r)	72%	65%	56%	54%	53%	51%	49%	52%	56%	57%
DIVERSITY & INCLUSION	62%	(r)	80%	70%	67%	64%	62%	58%	58%	61%	65%	66%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULT BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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	2001	338	1467	17
EMPLOYEE ENGAGEMENT	62%	61%	63%	(r)
ENGAGEMENT WITH WORK	69%	70%	70%	(r)
SENIOR MANAGERS	38%	39%	39%	(r)
COMMUNICATION	53%	55%	53%	(r)
HIGH PERFORMANCE	59%	58%	60%	(r)
PUBLIC SECTOR VALUES	54%	53%	54%	(r)
DIVERSITY & INCLUSION	62%	63%	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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CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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, Clinical Nurse/Midwife Consultant,	Nurse/Midwifery Educator and Clinical Nurse/Midwifery Educator	Nurse/Midwifery Manager	Support Officers	Information Management (eg. Librarian, Medical Records and Data Manager)	Clinical Support Executive (eg. Hospital Executive, Local Health Network Executive)
NUMBER OF RESPONDENTS	2001	16	5	30	13	0	17	77	529	34	73	99	50	5
EMPLOYEE ENGAGEMENT	62%	(r)	(r)	65%	(r)	(r)	(r)	65%	60%	68%	69%	59%	66%	(r)
ENGAGEMENT WITH WORK	69%	(r)	(r)	79%	(r)	(r)	(r)	71%	66%	74%	76%	71%	75%	(r)
SENIOR MANAGERS	38%	(r)	(r)	44%	(r)	(r)	(r)	36%	36%	46%	48%	27%	47%	(r)
COMMUNICATION	53%	(r)	(r)	62%	(r)	(r)	(r)	51%	52%	62%	63%	43%	64%	(r)
HIGH PERFORMANCE	59%	(r)	(r)	60%	(r)	(r)	(r)	58%	59%	63%	69%	47%	68%	(r)
PUBLIC SECTOR VALUES	54%	(r)	(r)	59%	(r)	(r)	(r)	50%	53%	61%	63%	43%	64%	(r)
DIVERSITY & INCLUSION	62%	(r)	(r)	60%	(r)	(r)	(r)	64%	60%	69%	72%	56%	77%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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	2001	205	58	28	224	42	23	5	0	5	15	8	3	4
EMPLOYEE ENGAGEMENT	62%	68%	71%	(r)	63%	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	69%	73%	71%	(r)	75%	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	38%	40%	51%	(r)	42%	39%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	53%	53%	65%	(r)	55%	49%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	59%	60%	68%	(r)	64%	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	54%	54%	65%	(r)	59%	50%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	62%	69%	73%	(r)	62%	59%	(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

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CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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 (including Educators, DOM, DOCO, Paramedic, AOOC, OCO, SOCO, SO,	Operational Ambulance Managers (incl Zone Managers, Deputy Director Operations, Control Centre	Project Director	Project Manager	Project Officer	Cleaning, Linen and Food	Motor Vehicle, Patient Transport	Security Services, Fire Safety
NUMBER OF RESPONDENTS	2001	11	8	0	8	0	0	0	1	11	6	10	2	11
EMPLOYEE ENGAGEMENT	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	38%	(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	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	62%	(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

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CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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	2001	19	1	17	1	3	0	56	110
EMPLOYEE ENGAGEMENT	62%	(r)	(r)	(r)	(r)	(r)	(r)	64%	50%
ENGAGEMENT WITH WORK	69%	(r)	(r)	(r)	(r)	(r)	(r)	68%	51%
SENIOR MANAGERS	38%	(r)	(r)	(r)	(r)	(r)	(r)	36%	18%
COMMUNICATION	53%	(r)	(r)	(r)	(r)	(r)	(r)	48%	35%
HIGH PERFORMANCE	59%	(r)	(r)	(r)	(r)	(r)	(r)	55%	39%
PUBLIC SECTOR VALUES	54%	(r)	(r)	(r)	(r)	(r)	(r)	50%	35%
DIVERSITY & INCLUSION	62%	(r)	(r)	(r)	(r)	(r)	(r)	57%	45%

KEY

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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.'

34%

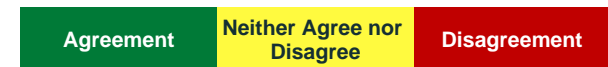
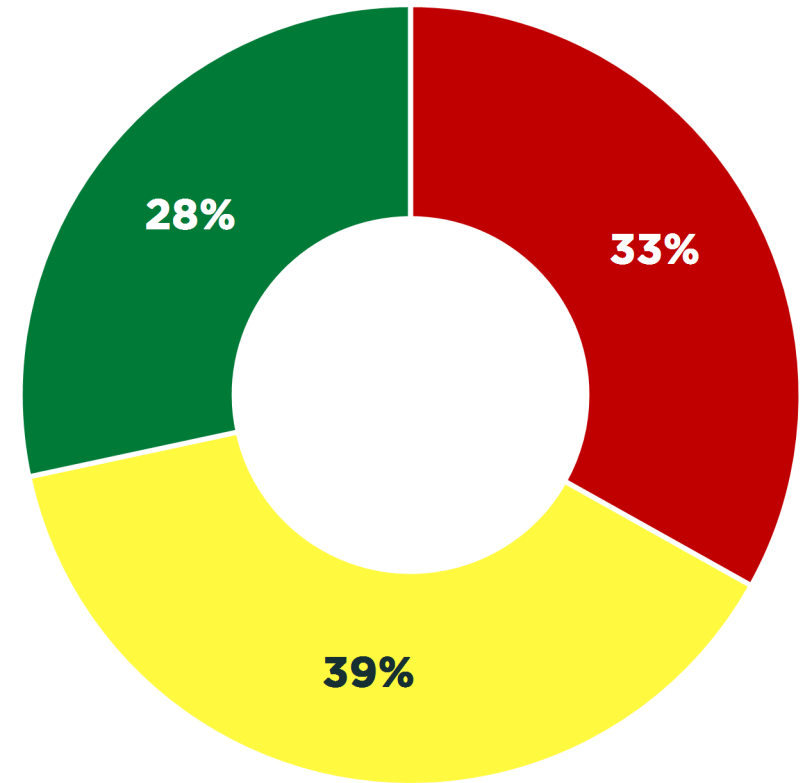
SECTOR

35%

CLUSTER

33%

2016



GUIDE TO THIS REPORT

i SURVEY TIME FRAME

This report contains results from the 2017 People Matter Employee Survey which was open from 1 to 30 June 2017.

i PRIVACY

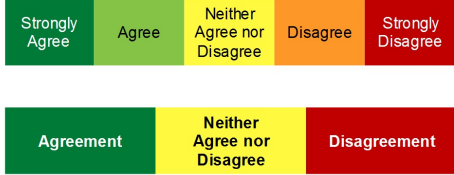
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of 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. The Strongly Agree and Agree scores are combined to create an agreement (or positive) score which is shown as a rounded percentage.



i ROUNDING

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of the calculation for maximum accuracy.

Values from .00 to .49 are rounded down, whereas values from .50 to .99 are rounded up. Therefore, in some instances the data will not add up to 100%.

i MORE DETAILS ABOUT THE SURVEY AND ITS METHODOLOGY

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