

# 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 Fitter 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

## Mid North Coast Local Health District

## RESPONSE RATE

# 52%

2,103 OF 4,042 TOTAL RESPONDENTS

## EMPLOYEE ENGAGEMENT

# 61%

DIFFERENCE FROM 2016 -1

DIFFERENCE FROM CLUSTER -3

DIFFERENCE FROM PUBLIC SECTOR -4

## SENIOR MANAGERS

# 37%

DIFFERENCE FROM 2016 +1

DIFFERENCE FROM CLUSTER -7

DIFFERENCE FROM PUBLIC SECTOR -10

## COMMUNICATION

# 52%

DIFFERENCE FROM 2016 -1

DIFFERENCE FROM CLUSTER -5

DIFFERENCE FROM PUBLIC SECTOR -8



## 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

# 70%

DIFFERENCE FROM CLUSTER -3

DIFFERENCE FROM PUBLIC SECTOR -2

## HIGH PERFORMANCE

# 59%

DIFFERENCE FROM CLUSTER -4

DIFFERENCE FROM PUBLIC SECTOR -5

## PUBLIC SECTOR VALUES

# 53%

DIFFERENCE FROM CLUSTER -5

DIFFERENCE FROM PUBLIC SECTOR -8

## DIVERSITY & INCLUSION

# 62%

DIFFERENCE FROM CLUSTER -3

DIFFERENCE FROM PUBLIC SECTOR -6

# 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	<b>Q7f.</b> My organisation is committed to developing its employees	<b>42%</b>	45%	49%	50%
2	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>62%</b>	69%	67%	69%
3	<b>Q7c.</b> I feel that change is managed well in my organisation	<b>35%</b>	36%	41%	39%
4	<b>Q7b.</b> My organisation is making the necessary improvements to meet our future challenges	<b>49%</b>	54%	55%	57%
5	<b>Q6b.</b> I feel that senior managers effectively lead and manage change	<b>35%</b>	33%	43%	44%
6	<b>Q6c.</b> I feel that senior managers model the values of my organisation	<b>36%</b>	35%	45%	48%

# HIGHEST AND LOWEST QUESTIONS

## + HIGHEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

1a.	I understand what is expected of me to do well in my role	91%
2a.	My workgroup strives to achieve customer/client satisfaction	86%
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%
5b.	My manager listens to what I have to say	70%
8b.	Personal background is not a barrier to success in my organisation	69%
1d.	I feel motivated to contribute more than what is normally required at work	68%
2e.	People in my workgroup treat each other with respect	68%
5a.	My manager encourages people in my workgroup to keep improving the work they do	67%

## - LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

7g.	I have confidence in the way recruitment decisions are made	30%
6h.	I feel that senior managers listen to employees	30%
9a.	I have confidence in the ways my organisation resolves grievances	31%
14.	I believe action will be taken on the results from this survey by my organisation	32%
6g.	I feel that senior managers keep employees informed about what's going on	33%
6b.	I feel that senior managers effectively lead and manage change	35%
7c.	I feel that change is managed well in my organisation	35%
6c.	I feel that senior managers model the values of my organisation	36%
6a.	I believe senior managers provide clear direction for the future of the organisation	38%
5h.	My manager appropriately deals with employees who perform poorly	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	47%	42%
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	61%	56%
1b.	I am provided with the support I need to do my best at work	59%	55%
7h.	My organisation generally selects capable people to do the job	48%	44%
14.	I believe action will be taken on the results from this survey by my organisation	32%	28%
6i.	Senior managers in my organisation support the career advancement of women	47%	44%
1e.	I am satisfied with my job	66%	62%
2e.	People in my workgroup treat each other with respect	68%	66%
3e.	My performance is assessed against clear criteria	57%	54%

## - LEAST IMPROVED QUESTIONS

AGREEMENT  
2017

AGREEMENT  
2016

7a.	My organisation focuses on improving the work we do	62%	69%
1d.	I feel motivated to contribute more than what is normally required at work	68%	75%
8c.	I am able to speak up and share a different view to my colleagues and manager	61%	67%
7b.	My organisation is making the necessary improvements to meet our future challenges	49%	54%
7f.	My organisation is committed to developing its employees	42%	45%
7e.	People in my organisation take responsibility for their own actions	41%	44%
1c.	My job gives me a feeling of personal accomplishment	74%	77%
9a.	I have confidence in the ways my organisation resolves grievances	31%	33%
6e.	Senior managers promote collaboration between my organisation and other organisations we work with	41%	43%
7j.	I am proud to tell others I work for my organisation	62%	64%



### 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 Mid North 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.

	Mid North Coast Local Health District	Aboriginal Health & Primary Partnerships	Bellinger River District Hospital	CCN Community and Allied Health Services	Coffs Harbour Base Hospital	Coffs Harbour Mental Health Services	Dorrigo Multi Purpose Service	Drug and Alcohol Services	Hastings Macleay Mental Health Services	HMCN Community and Allied Health Services	Kempsey District Hospital	Macksville District Hospital	MNC Cancer Institute	MNC Integrated Care
NUMBER OF RESPONDENTS	2103	29	59	73	585	55	26	30	38	131	160	69	64	23
EMPLOYEE ENGAGEMENT	61%	69%	72%	61%	52%	42%	77%	76%	63%	62%	66%	71%	74%	74%
ENGAGEMENT WITH WORK	70%	72%	81%	63%	62%	53%	92%	82%	71%	72%	75%	80%	80%	80%
SENIOR MANAGERS	37%	54%	50%	35%	24%	10%	74%	65%	37%	42%	38%	53%	63%	68%
COMMUNICATION	52%	68%	67%	50%	40%	30%	79%	68%	54%	52%	53%	66%	70%	70%
HIGH PERFORMANCE	59%	72%	70%	60%	48%	30%	86%	78%	61%	63%	60%	72%	78%	73%
PUBLIC SECTOR VALUES	53%	65%	64%	52%	41%	27%	80%	76%	54%	56%	53%	67%	73%	73%
DIVERSITY & INCLUSION	62%	79%	71%	61%	49%	40%	86%	80%	63%	67%	65%	77%	73%	73%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# BUSINESS UNIT COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

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

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

	Mid North Coast Local Health District	Clinical Governance and Information Technology Services	District Chief Executive Unit & Communications	District Finance & Asset Management	District Nursing Midwifery & Workforce	Port Macquarie Base Hospital	Public Health (includes HARP and Research operations)	Wauchope District Memorial Hospital
NUMBER OF RESPONDENTS	2103	33	20	19	44	490	57	59
EMPLOYEE ENGAGEMENT	61%	58%	85%	61%	70%	61%	56%	71%
ENGAGEMENT WITH WORK	70%	65%	90%	67%	83%	70%	63%	82%
SENIOR MANAGERS	37%	49%	78%	54%	62%	34%	48%	47%
COMMUNICATION	52%	52%	80%	75%	69%	54%	56%	62%
HIGH PERFORMANCE	59%	58%	86%	69%	72%	59%	63%	66%
PUBLIC SECTOR VALUES	53%	58%	84%	66%	71%	52%	54%	63%
DIVERSITY & INCLUSION	62%	68%	85%	78%	78%	63%	66%	73%

### 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	61% RESPONSE SCALE	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work		55%	54%	59%	60%
Q7j. I am proud to tell others I work for my organisation		62%	64%	67%	68%
Q7k. I feel a strong personal attachment to my organisation		55%	57%	61%	63%
Q7l. My organisation motivates me to help it achieve its objectives		45%	47%	52%	53%
Q7m. My organisation inspires me to do the best in my job		47%	48%	53%	53%

KEY







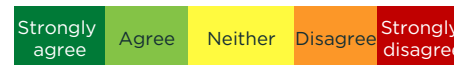
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ENGAGEMENT WITH WORK	70% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1c. My job gives me a feeling of personal accomplishment	28	46	13	9	74%	77%	76%	75%
Q1d. I feel motivated to contribute more than what is normally required at work	30	39	15	11	68%	75%	72%	72%
Q1e. I am satisfied with my job	23	43	18	11	66%	62%	68%	68%

KEY





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SENIOR MANAGERS	37% 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	10	28	30	19	13	38%	36%	45%	48%
Q6b. I feel that senior managers effectively lead and manage change	9	26	30	20	16	35%	33%	43%	44%
Q6c. I feel that senior managers model the values of my organisation	10	26	31	17	16	36%	35%	45%	48%
Q6d. Senior managers encourage innovation by employees	11	32	31	15	11	42%	42%	46%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	11	30	36	14	9	41%	43%	47%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	12	35	32	12	9	47%	46%	56%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	8	25	30	21	16	33%	33%	42%	45%
Q6h. I feel that senior managers listen to employees	8	22	29	22	20	30%	28%	38%	41%
Q7c. I feel that change is managed well in my organisation	8	27	31	23	11	35%	36%	41%	39%

KEY





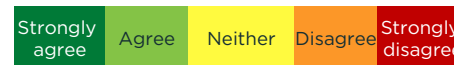
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COMMUNICATION	52% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q5c. My manager communicates effectively with me	26	39	16	12	7	65%	64%	68%	70%
Q5d. My manager encourages and values employee input	27	38	17	11	7	65%	64%	68%	71%
Q5e. My manager involves my workgroup in decisions about our work	24	36	20	12	8	60%	61%	63%	65%
Q6g. I feel that senior managers keep employees informed about what's going on	8	25	30	21	16	33%	33%	42%	45%
Q6h. I feel that senior managers listen to employees	8	22	29	22	20	30%	28%	38%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager	16	45	18	12	8	61%	67%	65%	66%

KEY





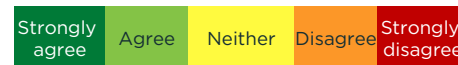
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

	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	43	49				91%	90%	91%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	30	44	14	8		75%	71%	77%	78%
Q3f. I have received appropriate training and development to do my job well	19	44	19	12		63%	63%	68%	62%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	24	43	18	10		67%	66%	70%	72%
Q5f. I have confidence in the decisions my manager makes	25	36	21	10	8	61%	61%	64%	67%
Q6d. Senior managers encourage innovation by employees	11	32	31	15	11	42%	42%	46%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	11	30	36	14	9	41%	43%	47%	51%
Q7a. My organisation focuses on improving the work we do	15	47	23	11		62%	69%	67%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	12	36	28	15	8	49%	54%	55%	57%

KEY





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	59% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation	8	35	25	21	11	43%	44%	48%	47%
Q7h. My organisation generally selects capable people to do the job		42	26	17	8	48%	44%	53%	52%

KEY





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PUBLIC SECTOR VALUES		53% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017			
Q2a. My workgroup strives to achieve customer/client satisfaction		38	48	8	86%	86%	86%	85%		
Q2e. People in my workgroup treat each other with respect		27	41	17	10	68%	66%	70%	74%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do		24	43	18	10	67%	66%	70%	72%	
Q5b. My manager listens to what I have to say		28	42	14	10	70%	68%	71%	75%	
Q6a. I believe senior managers provide clear direction for the future of the organisation		10	28	30	19	13	38%	36%	45%	48%
Q6c. I feel that senior managers model the values of my organisation		10	26	31	17	16	36%	35%	45%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives		12	35	32	12	9	47%	46%	56%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		8	25	30	21	16	33%	33%	42%	45%
Q6h. I feel that senior managers listen to employees		8	22	29	22	20	30%	28%	38%	41%

KEY





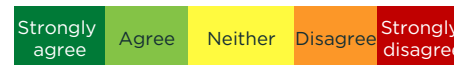
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PUBLIC SECTOR VALUES		53% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7a. My organisation focuses on improving the work we do		62%	69%	67%	69%				
Q7e. People in my organisation take responsibility for their own actions		41%	44%	47%	47%				

### KEY





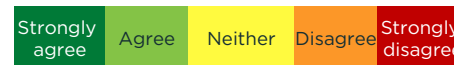
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

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		59%	55%	64%	63%					
Q5b. My manager listens to what I have to say		70%	68%	71%	75%					
Q5d. My manager encourages and values employee input		65%	64%	68%	71%					
Q6i. Senior managers in my organisation support the career advancement of women		47%	44%	52%	58%					
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)		67%	69%	72%	74%					
Q8b. Personal background is not a barrier to success in my organisation		69%	-	73%	74%					
Q8c. I am able to speak up and share a different view to my colleagues and manager		61%	67%	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>		55%	54%	55%	57%					

KEY







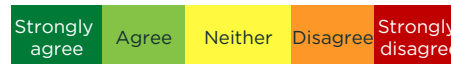
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RECRUITMENT	39% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	23	31	21	18	30%	-	38%	35%
Q7h. My organisation generally selects capable people to do the job	42	26	17	8	48%	44%	53%	52%

KEY





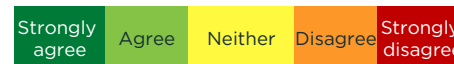
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

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	20 40 18 14	61%	56%	63%	63%
Q3e. My performance is assessed against clear criteria	17 39 22 15	57%	54%	57%	54%
Q3g. I am satisfied with the opportunities available for career development in my organisation	15 32 21 20 13	47%	42%	51%	48%
Q5g. My manager provides acknowledgement or other recognition for the work I do	25 36 18 12 8	62%	60%	64%	67%
Q5h. My manager appropriately deals with employees who perform poorly	15 24 31 16 14	39%	39%	44%	44%
Q7f. My organisation is committed to developing its employees	9 33 31 16 12	42%	45%	49%	50%

KEY

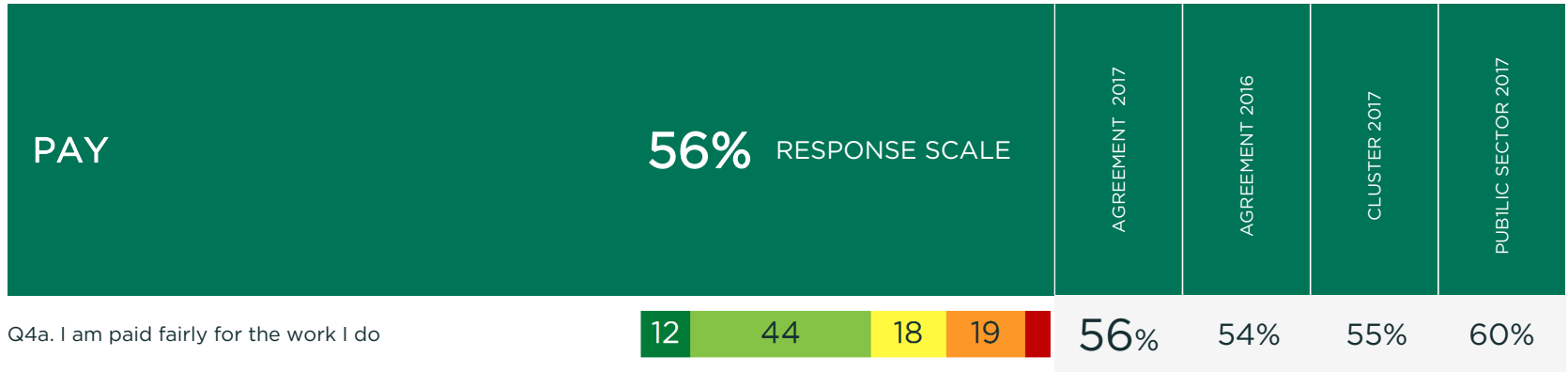




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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



KEY





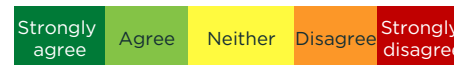
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WORKPLACE SUPPORT		64% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work		19	40	18	16	7	59%	55%	64%	63%
Q1f. I am able to keep my work stress at an acceptable level		12	44	21	15	8	57%	58%	61%	59%
Q2c. I receive help and support from other members of my workgroup		31	47	13	1	0	77%	79%	79%	81%
Q2d. There is good team spirit in my workgroup		27	36	16	13	8	63%	62%	66%	69%

KEY





## EXPLORE THE FULL RESULTS

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## ACTION ABOUT SURVEY RESULTS

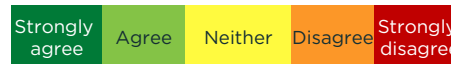
**32%** RESPONSE SCALE

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



	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q14. I believe action will be taken on the results from this survey by my organisation	32%	28%	35%	34%

### KEY

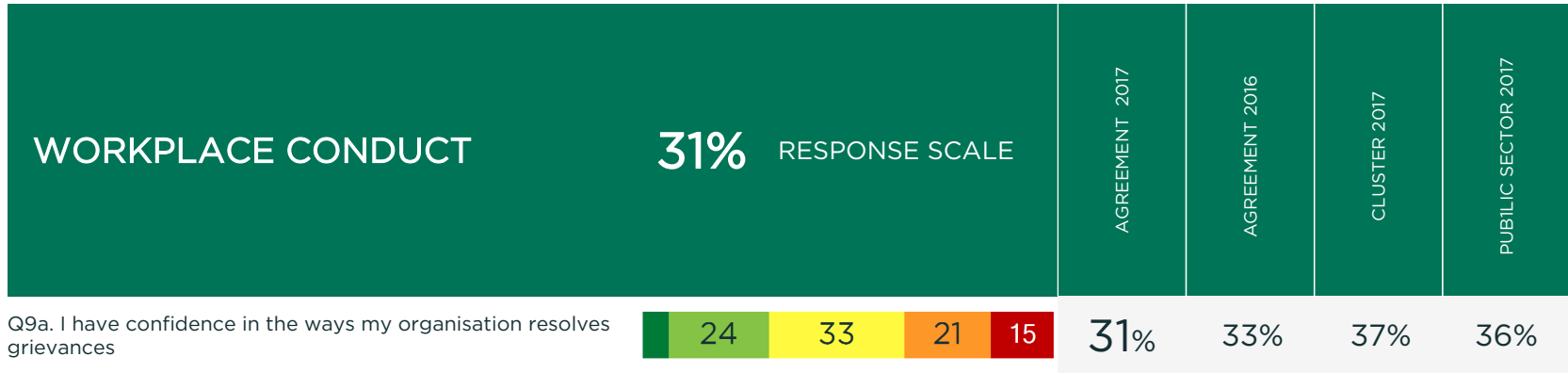




## EXPLORE THE FULL RESULTS

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
<b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives				
Yes		62%	67%	67%
No		38%	33%	33%
<b>Q3b.</b> I have informal feedback conversations with my manager				
Yes		70%	73%	75%
No		30%	27%	25%
<b>Q3c.</b> I have scheduled feedback conversations with my manager				
Yes		50%	56%	57%
No		50%	44%	43%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q3h.</b> 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		40%	40%	41%
No		60%	60%	59%





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q3i. Are there any barriers preventing you from moving to another role?</b>				
There are no major barriers to my career progression		29%	32%	30%
Lack of visible opportunities		34%	30%	31%
Lack of promotion opportunities		28%	27%	30%
Lack of support from my manager / supervisor		16%	15%	14%
Geographic location considerations		25%	24%	28%
Personal / family considerations		31%	32%	33%
Insufficient training and development		17%	14%	16%
Lack of required capabilities or experience		11%	10%	11%
Lack of support for temporary assignments/secondments		17%	14%	15%
The application/recruitment process is too cumbersome or time consuming		21%	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
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		34%	30%	25%
No		54%	57%	62%
Don't know		12%	13%	13%
<b>Q10b.</b> If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		70%	66%	63%
No		29%	33%	35%
Don't know		1%	2%	2%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q10c.</b> In the last 12 months I have witnessed bullying at work				
Yes		47%	40%	33%
No		45%	51%	58%
Don't know		8%	9%	9%
<b>Q10d.</b> In the last 12 months I have been subjected to bullying at work				
Yes		24%	22%	18%
No		71%	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
<b>Q10e.</b> 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		18%	19%	22%
Your immediate manager/supervisor		21%	24%	24%
A fellow worker at your level		34%	31%	27%
A subordinate		5%	6%	8%
A client or customer		2%	2%	2%
A member of the public other than a client or customer		1%	1%	1%
Other		6%	5%	4%
Prefer not to say		12%	12%	13%



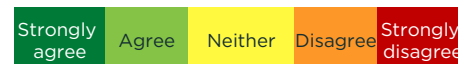
## EXPLORE THE FULL RESULTS

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	16	39	17	19	9	55%	54%	60%
Q2. I believe I am valued for what I can offer at my workplace	19	49	15	11		67%	67%	69%
Q3. In my workplace, we recognise our successes and innovations	17	44	23	11		61%	62%	64%
Q4. Staff are treated respectfully regardless of their job	18	46	17	13	7	63%	65%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	13	29	26	16	15	43%	40%	51%
Q6. Overall, I have confidence in the decisions made by my senior managers	12	31	27	16	14	43%	41%	51%

KEY





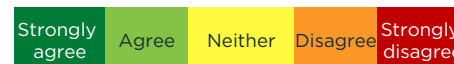
## EXPLORE THE FULL RESULTS

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	11	39	25	17	8	50%	46%	54%
Q8. Where I work, we share the lessons learnt when mistakes are made	14	50	19	11		64%	59%	67%
Q9. My team's objectives/work plans are clearly outlined	14	47	23	12		61%	57%	64%
Q10. Our objectives/work plans help us to deliver a quality service	15	47	24	10		62%	60%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	11	28	31	17	13	39%	38%	41%

KEY



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Gender		
Male		19%
Female		79%
Other		2%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Age		
15 - 19		0%
20 - 24		4%
25 -29		6%
30 - 34		8%
35 - 39		10%
40 - 44		13%
45 - 49		15%
50 - 54		17%
55 - 59		16%
60 - 64		8%
65+		3%



# PROFILE OF RESPONDENTS









## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
<b>Do you speak a language other than English at home?</b>		
Yes		6%
No		92%
Prefer not to say		2%
<b>Are you of Aboriginal and/or Torres Strait Islander origin?</b>		
Yes		4%
No		93%
Prefer not to say		3%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

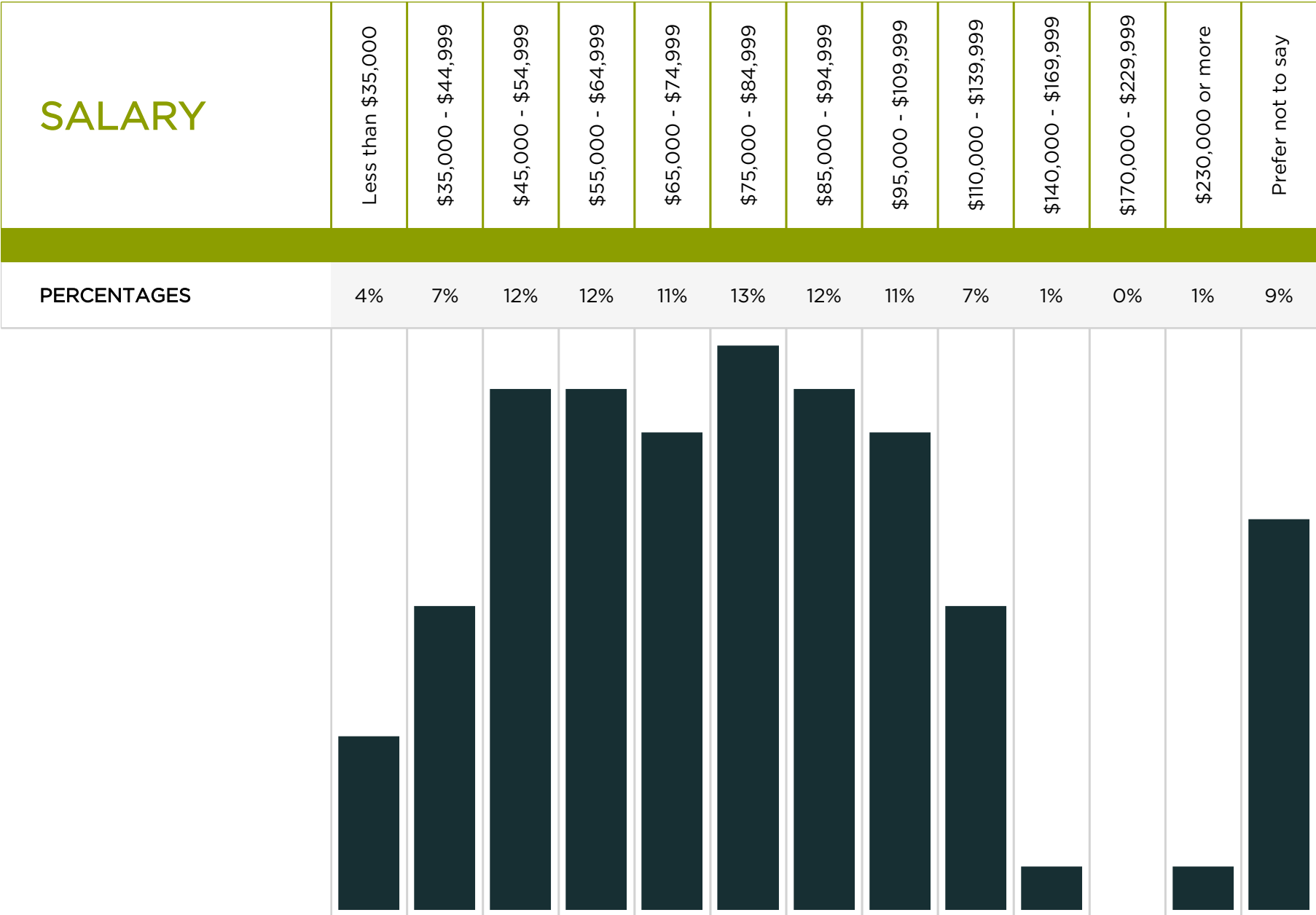
	RESPONSE SCALE	PERCENTAGE
<b>Do you have a disability?</b>		
Yes		3%
No		94%
Prefer not to say		3%
<b>Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?</b>		
Yes		3%
No		93%
Prefer not to say		4%

# 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.

	Mid North 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	2103	1382	93	204	64	4	3	57	2	149
EMPLOYEE ENGAGEMENT	61%	60%	52%	65%	63%	(r)	(r)	75%	(r)	62%
ENGAGEMENT WITH WORK	70%	69%	61%	73%	75%	(r)	(r)	79%	(r)	68%
SENIOR MANAGERS	37%	35%	34%	42%	48%	(r)	(r)	67%	(r)	42%
COMMUNICATION	52%	51%	44%	54%	60%	(r)	(r)	79%	(r)	52%
HIGH PERFORMANCE	59%	58%	49%	61%	62%	(r)	(r)	79%	(r)	57%
PUBLIC SECTOR VALUES	53%	52%	44%	55%	60%	(r)	(r)	74%	(r)	53%
DIVERSITY & INCLUSION	62%	60%	56%	67%	73%	(r)	(r)	84%	(r)	65%

### 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.

	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	2103	72	132	225	239	219	246	228	221	132	14	7	22	181
EMPLOYEE ENGAGEMENT	61%	69%	64%	59%	61%	60%	60%	60%	59%	64%	(r)	(r)	(r)	55%
ENGAGEMENT WITH WORK	70%	77%	74%	70%	68%	70%	69%	69%	71%	75%	(r)	(r)	(r)	60%
SENIOR MANAGERS	37%	48%	40%	37%	35%	31%	35%	37%	38%	50%	(r)	(r)	(r)	34%
COMMUNICATION	52%	63%	52%	52%	48%	50%	51%	51%	55%	61%	(r)	(r)	(r)	45%
HIGH PERFORMANCE	59%	68%	59%	58%	56%	57%	58%	58%	61%	64%	(r)	(r)	(r)	51%
PUBLIC SECTOR VALUES	53%	61%	51%	52%	50%	49%	51%	53%	55%	61%	(r)	(r)	(r)	47%
DIVERSITY & INCLUSION	62%	73%	64%	63%	58%	59%	60%	62%	64%	68%	(r)	(r)	(r)	53%

### 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 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.

	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	2103	182	186	385	428	519	225
EMPLOYEE ENGAGEMENT	61%	71%	64%	63%	58%	55%	61%
ENGAGEMENT WITH WORK	70%	81%	75%	72%	66%	64%	69%
SENIOR MANAGERS	37%	52%	38%	38%	32%	34%	40%
COMMUNICATION	52%	65%	59%	55%	48%	45%	54%
HIGH PERFORMANCE	59%	69%	61%	61%	55%	53%	59%
PUBLIC SECTOR VALUES	53%	65%	56%	54%	49%	48%	54%
DIVERSITY & INCLUSION	62%	74%	68%	64%	58%	56%	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.

	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	2103	8	72	124	147	197	245	284	331	301	161	56
EMPLOYEE ENGAGEMENT	61%	(r)	74%	63%	65%	60%	60%	59%	59%	59%	62%	60%
ENGAGEMENT WITH WORK	70%	(r)	82%	72%	69%	66%	69%	71%	67%	70%	73%	73%
SENIOR MANAGERS	37%	(r)	60%	40%	38%	36%	37%	37%	34%	35%	40%	37%
COMMUNICATION	52%	(r)	75%	59%	60%	51%	51%	51%	48%	50%	52%	51%
HIGH PERFORMANCE	59%	(r)	78%	65%	62%	58%	57%	57%	55%	57%	60%	58%
PUBLIC SECTOR VALUES	53%	(r)	72%	57%	56%	51%	51%	52%	50%	51%	54%	50%
DIVERSITY & INCLUSION	62%	(r)	80%	65%	68%	62%	61%	60%	58%	60%	63%	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 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.

	Mid North Coast Local Health District	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	<b>2103</b>	<b>376</b>	<b>1536</b>	<b>33</b>
<b>EMPLOYEE ENGAGEMENT</b>	61%	57%	62%	37%
ENGAGEMENT WITH WORK	70%	64%	72%	34%
SENIOR MANAGERS	37%	34%	39%	16%
COMMUNICATION	52%	51%	53%	19%
HIGH PERFORMANCE	59%	54%	60%	28%
PUBLIC SECTOR VALUES	53%	49%	54%	24%
DIVERSITY & INCLUSION	62%	60%	63%	31%

### 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.

	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, 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	2103	16	2	16	17	1	12	79	771	34	91	110	18	6
EMPLOYEE ENGAGEMENT	61%	(r)	(r)	(r)	(r)	(r)	(r)	68%	58%	61%	66%	64%	(r)	(r)
ENGAGEMENT WITH WORK	70%	(r)	(r)	(r)	(r)	(r)	(r)	78%	68%	70%	74%	73%	(r)	(r)
SENIOR MANAGERS	37%	(r)	(r)	(r)	(r)	(r)	(r)	43%	31%	46%	51%	37%	(r)	(r)
COMMUNICATION	52%	(r)	(r)	(r)	(r)	(r)	(r)	56%	49%	57%	65%	53%	(r)	(r)
HIGH PERFORMANCE	59%	(r)	(r)	(r)	(r)	(r)	(r)	62%	56%	65%	68%	57%	(r)	(r)
PUBLIC SECTOR VALUES	53%	(r)	(r)	(r)	(r)	(r)	(r)	56%	49%	58%	64%	52%	(r)	(r)
DIVERSITY & INCLUSION	62%	(r)	(r)	(r)	(r)	(r)	(r)	64%	58%	66%	71%	64%	(r)	(r)

### KEY

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AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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# CURRENT ROLE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement 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.

	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	2103	120	37	27	190	25	20	5	1	9	12	9	0	2
EMPLOYEE ENGAGEMENT	61%	67%	67%	(r)	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	70%	74%	83%	(r)	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	37%	48%	56%	(r)	35%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	52%	56%	66%	(r)	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	59%	65%	68%	(r)	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	53%	57%	69%	(r)	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	62%	69%	79%	(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

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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.

	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 (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	2103	12	11	0	10	0	1	0	0	19	11	37	7	13
EMPLOYEE ENGAGEMENT	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	51%	(r)	(r)
ENGAGEMENT WITH WORK	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	59%	(r)	(r)
SENIOR MANAGERS	37%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	27%	(r)	(r)
COMMUNICATION	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	43%	(r)	(r)
HIGH PERFORMANCE	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	40%	(r)	(r)
PUBLIC SECTOR VALUES	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	35%	(r)	(r)
DIVERSITY & INCLUSION	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	57%	(r)	(r)

### KEY

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AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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# CURRENT ROLE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement 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.

	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
<b>NUMBER OF RESPONDENTS</b>	<b>2103</b>	<b>8</b>	<b>1</b>	<b>5</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>51</b>	<b>147</b>
<b>EMPLOYEE ENGAGEMENT</b>	61%	(r)	(r)	(r)	(r)	(r)	(r)	63%	51%
ENGAGEMENT WITH WORK	70%	(r)	(r)	(r)	(r)	(r)	(r)	71%	52%
SENIOR MANAGERS	37%	(r)	(r)	(r)	(r)	(r)	(r)	51%	29%
COMMUNICATION	52%	(r)	(r)	(r)	(r)	(r)	(r)	56%	36%
HIGH PERFORMANCE	59%	(r)	(r)	(r)	(r)	(r)	(r)	62%	45%
PUBLIC SECTOR VALUES	53%	(r)	(r)	(r)	(r)	(r)	(r)	59%	42%
DIVERSITY & INCLUSION	62%	(r)	(r)	(r)	(r)	(r)	(r)	70%	46%

### KEY

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AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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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.

# 32%

of employees replied favourably to:

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

## 34%

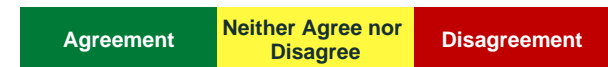
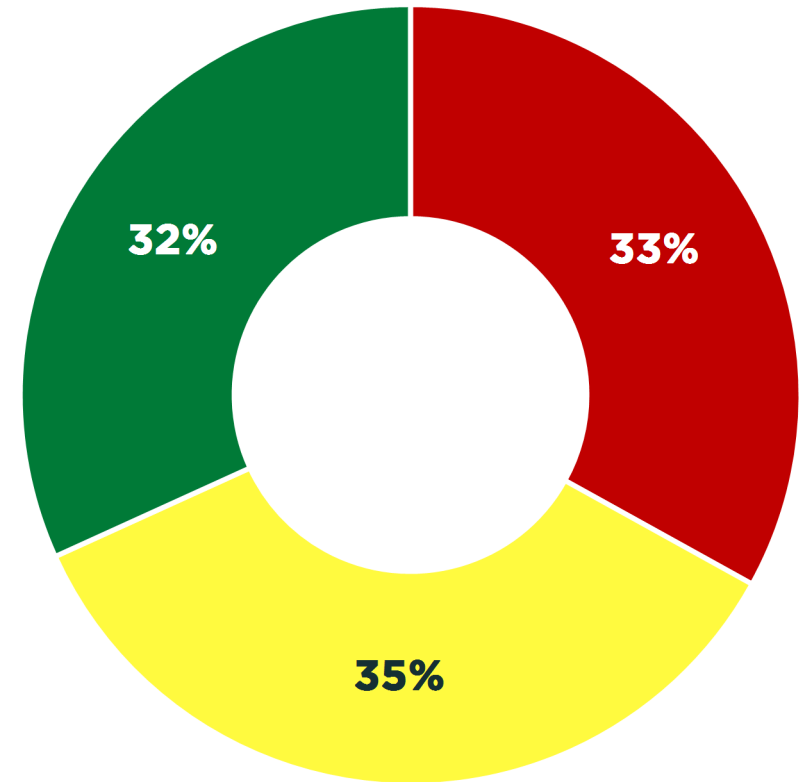
SECTOR

## 35%

CLUSTER

## 28%

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

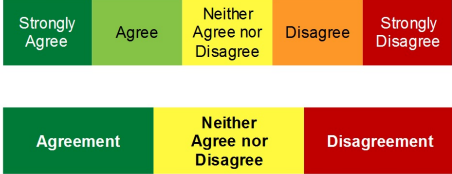
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.