



2019 | NSW Public Sector
Employee Survey

AGENCY REPORT

Health

Central Coast Local Health District



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RESPONSE RATE

46%

3,343 OF 7,298 RESPONDENTS

RESPONSE RATE 2018: 41%

EMPLOYEE ENGAGEMENT

66% —

DIFFERENCE FROM 2018 0 (65%)

DIFFERENCE FROM CLUSTER +1 (65%)

DIFFERENCE FROM PUBLIC SECTOR 0 (66%)

ENGAGEMENT WITH WORK

73% ↑

DIFFERENCE FROM 2018 +1 (72%)

DIFFERENCE FROM CLUSTER 0 (73%)

DIFFERENCE FROM PUBLIC SECTOR 0 (73%)

SENIOR MANAGERS

44% —

DIFFERENCE FROM 2018 0 (44%)

DIFFERENCE FROM CLUSTER -2 (46%)

DIFFERENCE FROM PUBLIC SECTOR -6 (50%)

COMMUNICATION

59% ↑

DIFFERENCE FROM 2018 +1 (58%)

DIFFERENCE FROM CLUSTER -1 (60%)

DIFFERENCE FROM PUBLIC SECTOR -4 (62%)

HIGH PERFORMANCE

64% ↑

DIFFERENCE FROM 2018 +1 (63%)

DIFFERENCE FROM CLUSTER 0 (64%)

DIFFERENCE FROM PUBLIC SECTOR -1 (65%)

PUBLIC SECTOR VALUES

59% ↑

DIFFERENCE FROM 2018 +1 (58%)

DIFFERENCE FROM CLUSTER -1 (60%)

DIFFERENCE FROM PUBLIC SECTOR -3 (62%)

DIVERSITY & INCLUSION

67% ↑

DIFFERENCE FROM 2018 +2 (65%)

DIFFERENCE FROM CLUSTER 0 (67%)

DIFFERENCE FROM PUBLIC SECTOR -2 (69%)

FLEXIBLE WORKING SATISFACTION

58% ↑

DIFFERENCE FROM 2018 +3 (55%)

DIFFERENCE FROM CLUSTER +1 (58%)

DIFFERENCE FROM PUBLIC SECTOR -1 (59%)

ACTION ON RESULTS

37% ↑

DIFFERENCE FROM 2018 +3 (34%)

DIFFERENCE FROM CLUSTER -3 (40%)

DIFFERENCE FROM PUBLIC SECTOR -3 (39%)



QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.

This page compares the aggregate or individual scores for key topics. The individual questions in each group are listed in the All Questions section.

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

Response Rate: some entities exceed 100% where responses were greater than the employee headcount. This is thought to be primarily due to employees selecting the wrong work location in the survey

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019
AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
1a. I understand what is expected of me to do well in my role	93%	92%
1g. I know how to address a health and safety issue I have identified	90%	89%
2a. My workgroup strives to achieve customer/client satisfaction	88%	87%
1h. I am comfortable notifying my manager if I become aware of any risks at work	88%	-
2c. I receive help and support from other members of my workgroup	81%	80%
2b. My workgroup works collaboratively to achieve its objectives	79%	78%
1c. My job gives me a feeling of personal accomplishment	77%	76%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	76%	75%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	75%	73%
5b. My manager listens to what I have to say	74%	73%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019
AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
10a. I believe action will be taken on the results from this survey by my organisation	37%	34%
11a. I have confidence in the ways my organisation resolves grievances	37%	37%
7g. I have confidence in the way recruitment decisions are made	38%	35%
6h. I feel that senior managers listen to employees	38%	38%
6g. I feel that senior managers keep employees informed about what's going on	40%	41%
7c. I feel that change is managed well in my organisation	41%	40%
6d. Senior managers encourage innovation by employees	43%	44%
6b. I feel that senior managers effectively lead and manage change	43%	42%
5h. My manager deals appropriately with employees who perform poorly	44%	41%
6e. Senior managers promote collaboration between my organisation and other organisations we work with	44%	43%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

The highest and lowest scoring agreement questions based on respondents who have selected 'Strongly agree' and 'Agree'.

MOST AND LEAST IMPROVED QUESTIONS

+ MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
8e. My manager supports flexible working in my team	61%	56%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	58%	55%
10a. I believe action will be taken on the results from this survey by my organisation	37%	34%
3e. My performance is assessed against clear criteria	64%	61%
5h. My manager deals appropriately with employees who perform poorly	44%	41%
3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	68%	65%
7g. I have confidence in the way recruitment decisions are made	38%	35%
5f. I have confidence in the decisions my manager makes	66%	64%
7h. My organisation generally selects capable people to do the job	56%	54%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	75%	73%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
7b. My organisation is making the necessary improvements to meet our future challenges	54%	57%
6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	55%	56%
6g. I feel that senior managers keep employees informed about what's going on	40%	41%
6d. Senior managers encourage innovation by employees	43%	44%
7e. People in my organisation take responsibility for their own actions	46%	47%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are the questions that have shown the greatest percentage increase and decrease in agreement, based on respondents who have selected 'Strongly agree' and 'Agree'.

HIGHEST NEUTRAL SCORING QUESTIONS

AGREEMENT SCORES FOR HIGHEST NEUTRAL

% POSITIVE

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



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



Q6d. Senior managers encourage innovation by employees



Q11a. I have confidence in the ways my organisation resolves grievances



Q10a. I believe action will be taken on the results from this survey by my organisation



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



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



Q6d. Senior managers encourage innovation by employees



Q11a. I have confidence in the ways my organisation resolves grievances



Q10a. I believe action will be taken on the results from this survey by my organisation



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



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



Q6d. Senior managers encourage innovation by employees



Q11a. I have confidence in the ways my organisation resolves grievances



Q10a. I believe action will be taken on the results from this survey by my organisation



FIND YOUR HIGHEST NEUTRAL SCORES

Results are rounded and may not add up to 100%

THESE ARE YOUR HIGHEST NEUTRAL SCORING QUESTIONS

- WHAT ARE EMPLOYEES MOST POSITIVE ABOUT? **(STRENGTHS)**

- WHAT ARE EMPLOYEES MOST NEUTRAL ABOUT? WHERE A LOT OF EMPLOYEES ARE RESPONDING 'NEITHER AGREE NOR DISAGREE' (% NEUTRAL), THIS MAY INDICATE MIXED VIEWS OR INCONSISTENT EXPERIENCES. **(AREAS OF POTENTIAL)**

- WHAT ARE EMPLOYEES MOST NEGATIVE ABOUT? **(AREAS OF CONCERN)**

RESPONDENT PROFILE

This data shows the proportion of people who completed the survey.

Survey responses: 3343

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	18	Senior Executive (ongoing/permanent or term)	1	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	67
Female	80	Ongoing/Permanent (other than senior executive)	81	Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	6
Other	2	Temporary (including temporary teachers and graduates)	4	Administrative support (e.g. executive/personal assistant, receptionist)	15
Age	Survey %	Casual	5	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	3
15 - 34 years	22	Contract – Non Executive	6	Policy	0
35 - 54 years	53	Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	0	Research	1
55+ years	25	Other	1	Program and project management support	2
LOTE spoken at home	Survey %	Don't know	2	Legal (including developing and/or reviewing legislation)	0
Yes	10	Manager of managers	Survey %	Other	7
No	87	Yes	4	Organisation Tenure	Survey %
Prefer not to say	2	No	96	Less than 1 year	10
Aboriginal and/or Torres Strait Islanders	Survey %	Supervisors	Survey %	1 - 2 years	8
Yes	3	Yes	31	2 - 5 years	19
No	95	No	69	5 - 10 years	20
Prefer not to say	3	Working arrangement	Survey %	10 - 20 years	29
Disability	Survey %	Full-time	60	More than 20 years	13
Yes	3	Part-time	40	Salary	Survey %
No	95			\$83,402 and below	55
Prefer not to say	2			\$83,403 - \$108,043	24
LGBTI	Survey %			\$108,044 - \$144,520	10
Yes	3			\$144,521 and above	2
No	93			Prefer not to say	10
Prefer not to say	4				

Results are rounded and may not add up to 100%



WHAT'S NEXT?

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

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

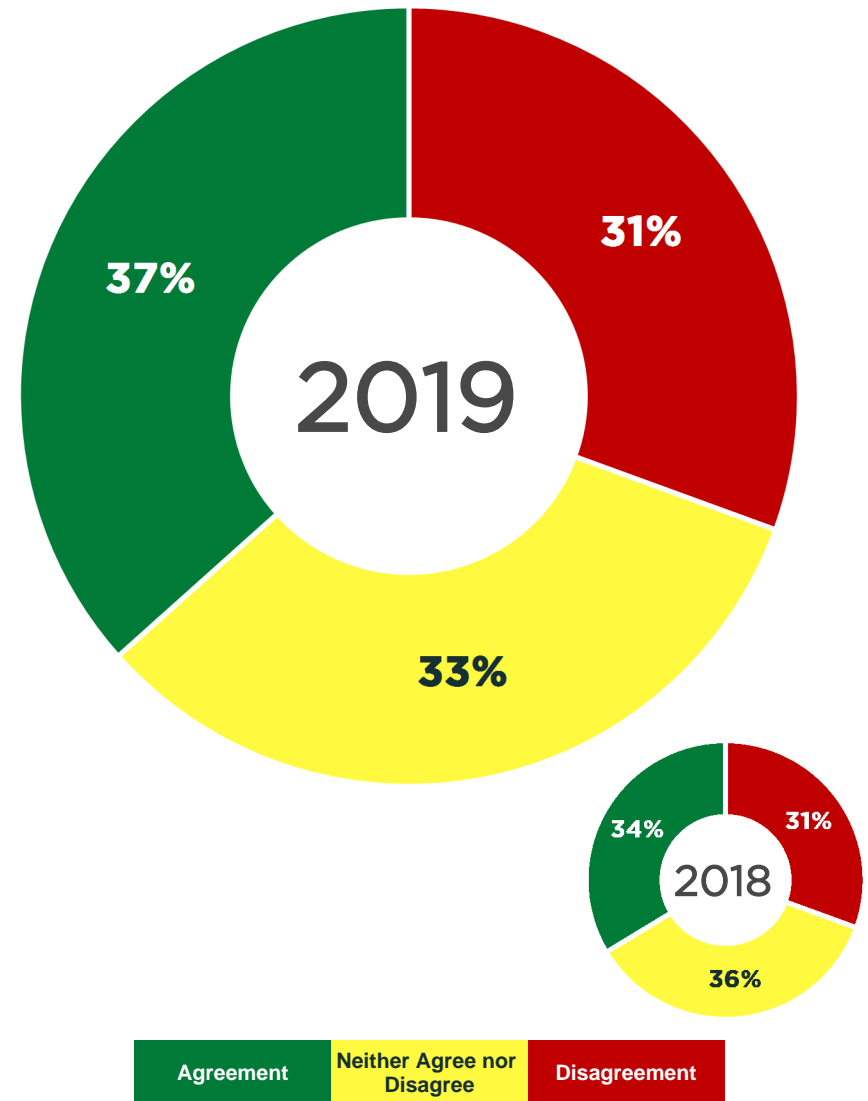
Results are rounded and may not add up to 100%

37%

of employees replied favourably to:

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

39%	40%	34%
SECTOR	CLUSTER	2018



KEY DRIVERS OF ENGAGEMENT



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

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

The questions are ranked in order of influence. In prioritising areas for action, it is common to focus on items with a low agreement score but higher in the ranked list of drivers, as they have higher impact. Variation of drivers within the organisation and business priorities should be considered.

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

RANK

		% AGREEMENT 2019	% AGREEMENT 2018	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	Q7f. My organisation is committed to developing its employees	50%	49%	51%	53%
2	Q7a. My organisation focuses on improving the work we do	69%	68%	67%	69%
3	Q7c. I feel that change is managed well in my organisation	41%	40%	43%	42%
4	Q7h. My organisation generally selects capable people to do the job	56%	54%	55%	54%
5	Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	75%	73%	75%	77%
6	Q7g. I have confidence in the way recruitment decisions are made	38%	35%	41%	39%

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

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

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

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

	Central Coast Local Health District	Allied & Oral Health Division	Central Coast Kids and Families	Chief Executive Corporate Units	Clinical Operations - Executive support and others	Division of Aged Subacute & Complex Care	Division of Anaesthetics, Surgery and Intensive Care	Division of Medicine	Finance & Corporate Services Directorate	Medical Workforce Directorate	Mental Health Division	Nursing & Midwifery Directorate	Workforce & Culture Directorate	Wyong Nursing & Midwifery Administration
NUMBER OF RESPONDENTS	3343	312	213	49	22	461	445	307	174	25	262	162	64	124
EMPLOYEE ENGAGEMENT	66%	70%	60%	68%	66%	70%	65%	68%	64%	75%	64%	66%	59%	72%
ENGAGEMENT WITH WORK	73%	79%	66%	73%	67%	77%	74%	73%	68%	88%	72%	71%	64%	76%
SENIOR MANAGERS	44%	54%	39%	59%	47%	48%	37%	46%	48%	54%	45%	40%	25%	45%
COMMUNICATION	59%	66%	49%	72%	60%	66%	54%	62%	57%	71%	58%	58%	56%	55%
HIGH PERFORMANCE	64%	72%	57%	70%	63%	70%	61%	68%	60%	77%	63%	62%	54%	63%
PUBLIC SECTOR VALUES	59%	69%	55%	69%	57%	65%	54%	63%	58%	71%	57%	57%	50%	58%
DIVERSITY & INCLUSION	67%	72%	58%	72%	66%	73%	65%	69%	63%	73%	67%	66%	67%	66%

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 Central Coast Local Health District

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	Central Coast Local Health District	Gosford Nursing & Midwifery Administration	Medical Imaging	Pharmacy	Quality, Strategy and Improvement	Subacute & Community Nursing Administration
NUMBER OF RESPONDENTS	3343	176	91	97	147	24
EMPLOYEE ENGAGEMENT	66%	71%	57%	53%	66%	70%
ENGAGEMENT WITH WORK	73%	80%	57%	53%	72%	79%
SENIOR MANAGERS	44%	48%	32%	37%	51%	44%
COMMUNICATION	59%	65%	47%	52%	63%	55%
HIGH PERFORMANCE	64%	65%	50%	51%	67%	65%
PUBLIC SECTOR VALUES	59%	62%	45%	47%	63%	57%
DIVERSITY & INCLUSION	67%	73%	59%	51%	74%	67%

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

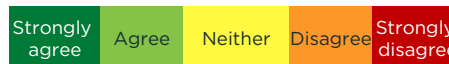
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Results are rounded and may not add up to 100%

EMPLOYEE ENGAGEMENT	66% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	18	47	23	7	65%	63%	61%	62%
Q7j. I am proud to tell others I work for my organisation	23	48	21		71%	69%	69%	70%
Q7k. I feel a strong personal attachment to my organisation	20	41	27	8	61%	62%	61%	64%
Q7l. My organisation motivates me to help it achieve its objectives	15	39	30	11	54%	54%	54%	56%
Q7m. My organisation inspires me to do the best in my job	16	38	30	10	54%	54%	55%	56%

KEY





EXPLORE THE FULL RESULTS

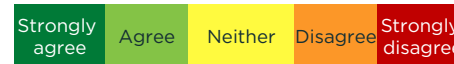
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	73% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1c. My job gives me a feeling of personal accomplishment	29	48	13		77%	76%	77%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	29	43	16	9	71%	71%	72%	72%
Q1e. I am satisfied with my job	22	47	17	9	70%	69%	70%	69%

KEY





EXPLORE THE FULL RESULTS

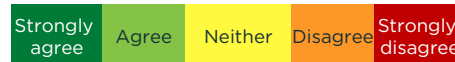
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Results are rounded and may not add up to 100%

SENIOR MANAGERS	44% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	11	35	32	15	7	45%	45%	47%	51%
Q6b. I feel that senior managers effectively lead and manage change	11	33	32	16	9	43%	42%	44%	47%
Q6c. I feel that senior managers model the values of my organisation	13	35	32	12	9	48%	46%	48%	52%
Q6d. Senior managers encourage innovation by employees	10	33	36	14	7	43%	44%	47%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	10	34	39	11		44%	43%	48%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	13	42	31	9		55%	56%	56%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	10	31	30	17	12	40%	41%	44%	48%
Q6h. I feel that senior managers listen to employees	10	28	32	17	13	38%	38%	40%	44%
Q7c. I feel that change is managed well in my organisation	8	33	29	21	9	41%	40%	43%	42%

KEY





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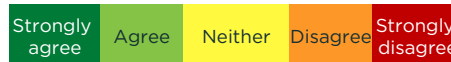
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COMMUNICATION	59% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q5c. My manager communicates effectively with me	31	39	14	9		71%	70%	70%	72%
Q5d. My manager encourages and values employee input	33	38	15	7		71%	69%	70%	73%
Q5e. My manager involves my workgroup in decisions about our work	28	38	17	10	7	66%	64%	66%	68%
Q6g. I feel that senior managers keep employees informed about what's going on	10	31	30	17	12	40%	41%	44%	48%
Q6h. I feel that senior managers listen to employees	10	28	32	17	13	38%	38%	40%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	20	47	18	9		67%	66%	68%	69%

KEY





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Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

	HIGH PERFORMANCE				64% AGGREGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1a. I understand what is expected of me to do well in my role					93%	92%	92%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives					79%	78%	79%	79%	
Q3f. I have received appropriate training and development to do my job well					72%	71%	70%	66%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do					73%	71%	72%	75%	
Q5f. I have confidence in the decisions my manager makes					66%	64%	66%	69%	
Q6d. Senior managers encourage innovation by employees					43%	44%	47%	51%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with					44%	43%	48%	53%	
Q7a. My organisation focuses on improving the work we do					69%	68%	67%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges					54%	57%	54%	57%	

KEY



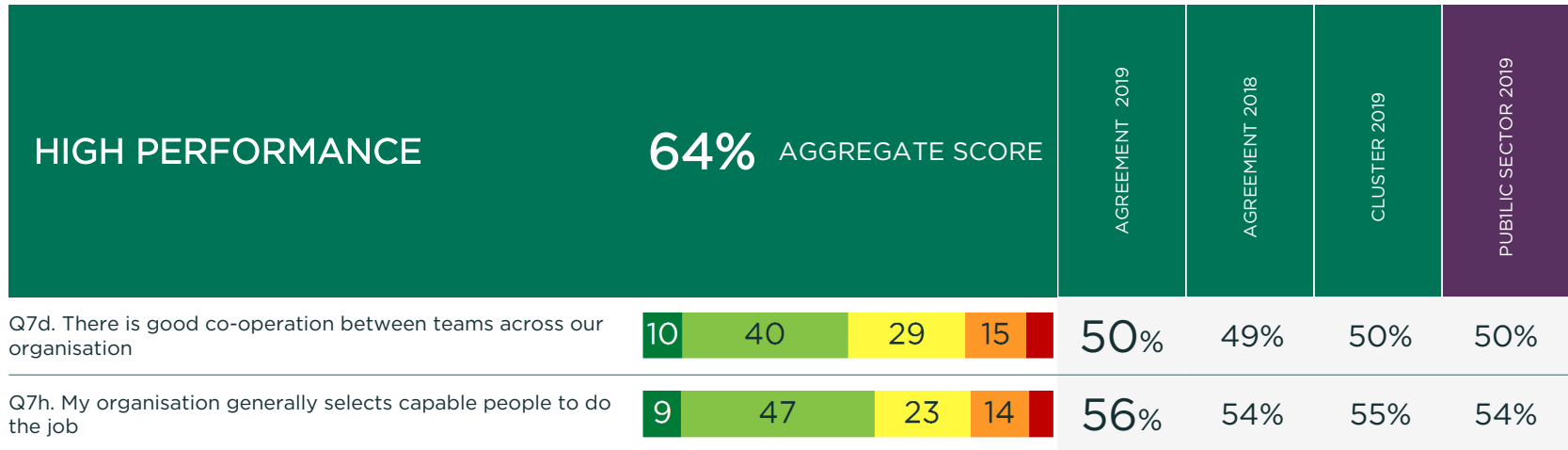


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KEY





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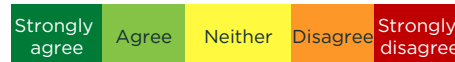
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Results are rounded and may not add up to 100%

PUBLIC SECTOR VALUES	59% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
Q2a. My workgroup strives to achieve customer/client satisfaction	40	48	8		88%	87%	87%	86%	
Q2e. People in my workgroup treat each other with respect	30	42	16	8	72%	71%	72%	75%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	28	44	16		73%	71%	72%	75%	
Q5b. My manager listens to what I have to say	33	41	13	7	74%	73%	74%	76%	
Q6a. I believe senior managers provide clear direction for the future of the organisation	11	35	32	15	7	45%	45%	47%	51%
Q6c. I feel that senior managers model the values of my organisation	13	35	32	12	9	48%	46%	48%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	13	42	31	9		55%	56%	56%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	10	31	30	17	12	40%	41%	44%	48%
Q6h. I feel that senior managers listen to employees	10	28	32	17	13	38%	38%	40%	44%

KEY



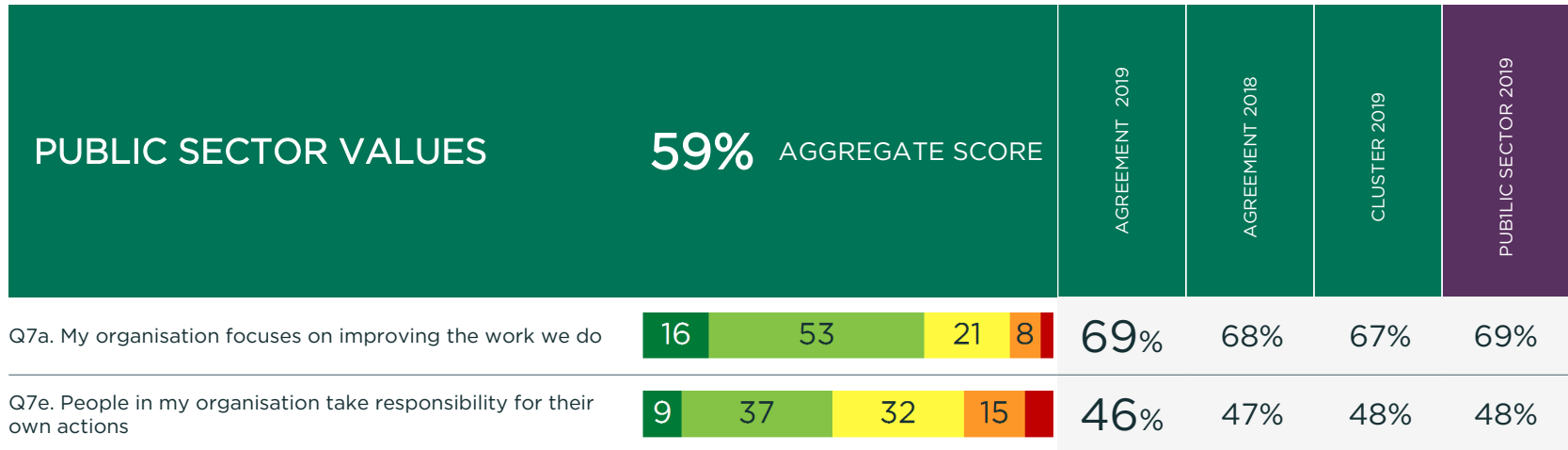


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Results are rounded and may not add up to 100%



KEY





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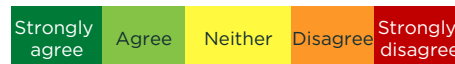
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Results are rounded and may not add up to 100%

DIVERSITY & INCLUSION	67% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
Q1b. I am provided with the support I need to do my best at work	24	43	16	13	67%	65%	66%	67%	
Q5b. My manager listens to what I have to say	33	41	13	7	74%	73%	74%	76%	
Q5d. My manager encourages and values employee input	33	38	15	7	71%	69%	70%	73%	
Q6i. Senior managers in my organisation support the career advancement of women	16	35	38		51%	51%	54%	61%	
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	23	52	19		75%	73%	75%	77%	
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	26	50	18		76%	75%	75%	76%	
Q8c. I am able to speak up and share a different view to my colleagues and manager	20	47	18	9	67%	66%	68%	69%	
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	21	37	23	12	8	58%	55%	58%	59%
Q8e. My manager supports flexible working in my team	25	36	22	10	8	61%	56%	61%	63%

KEY



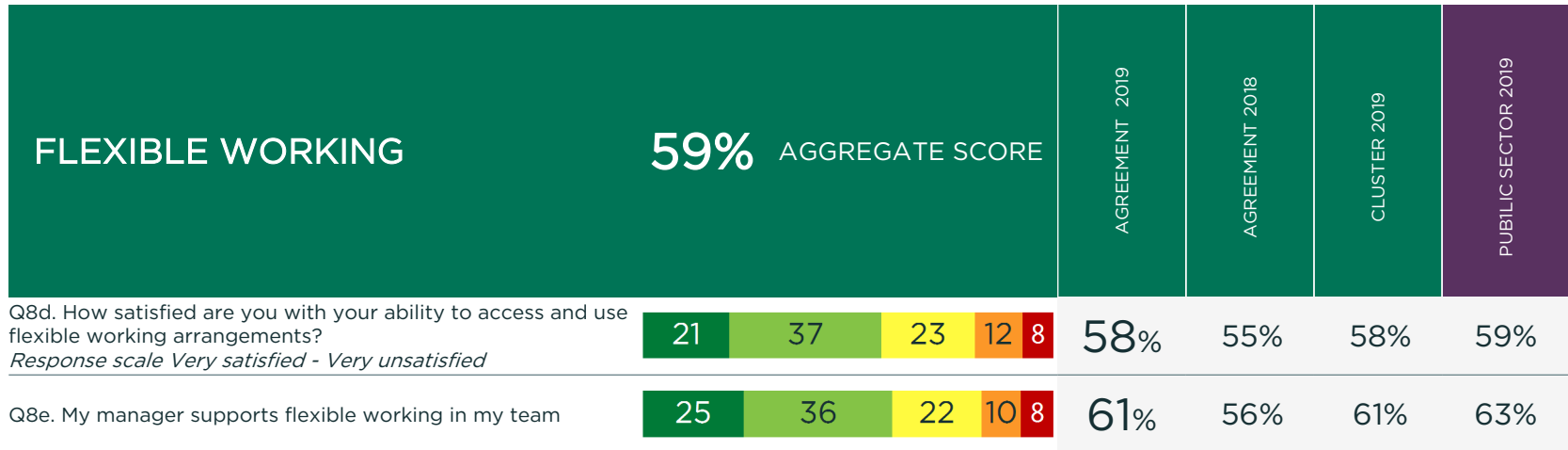


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY



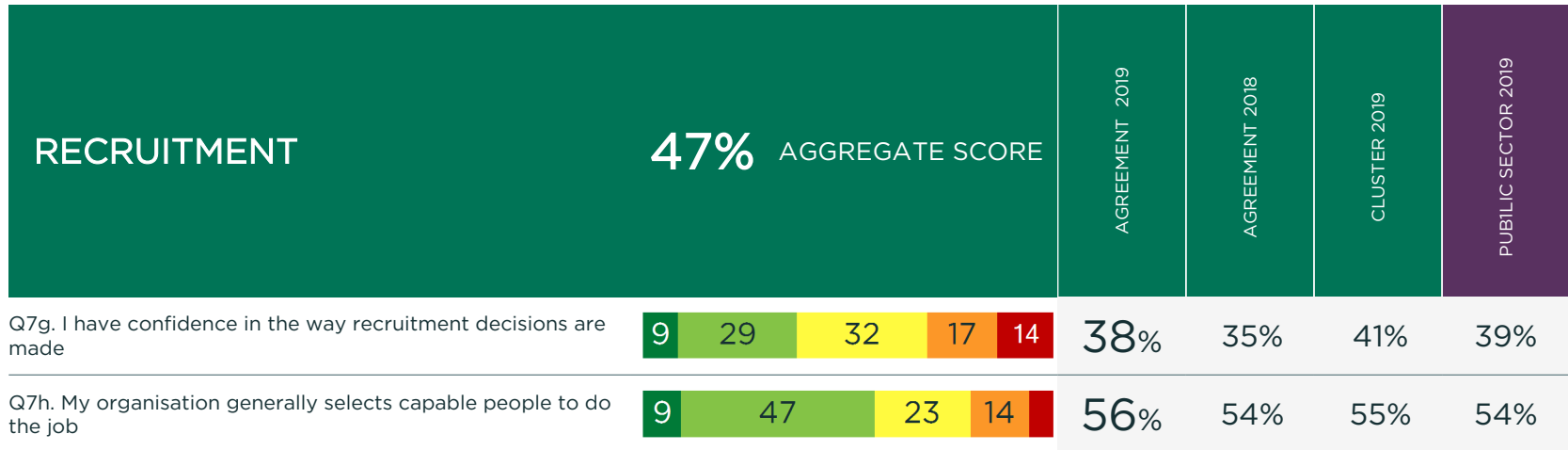


EXPLORE THE FULL RESULTS

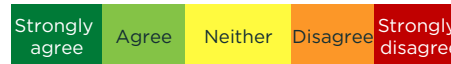
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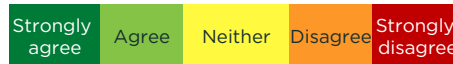
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PERFORMANCE FRAMEWORK & DEVELOPMENT

58% AGGREGATE SCORE

						AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	24	44	16	12		68%	65%	65%	66%
Q3e. My performance is assessed against clear criteria	20	44	21	10		64%	61%	60%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation	18	36	22	15	10	54%	52%	53%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do	30	36	18	9	7	66%	65%	66%	69%
Q5h. My manager deals appropriately with employees who perform poorly	18	26	31	14	11	44%	41%	47%	48%
Q7f. My organisation is committed to developing its employees	11	40	30	13		50%	49%	51%	53%

KEY





EXPLORE THE FULL RESULTS

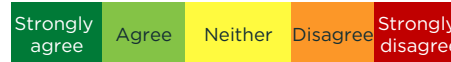
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	70% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	24	43	16	13	67%	65%	66%	67%
Q1f. I am able to keep my work stress at an acceptable level	16	48	19	13	63%	61%	62%	61%
Q2c. I receive help and support from other members of my workgroup	34	47	12		81%	80%	80%	81%
Q2d. There is good team spirit in my workgroup	30	37	16	10	68%	66%	68%	70%

KEY



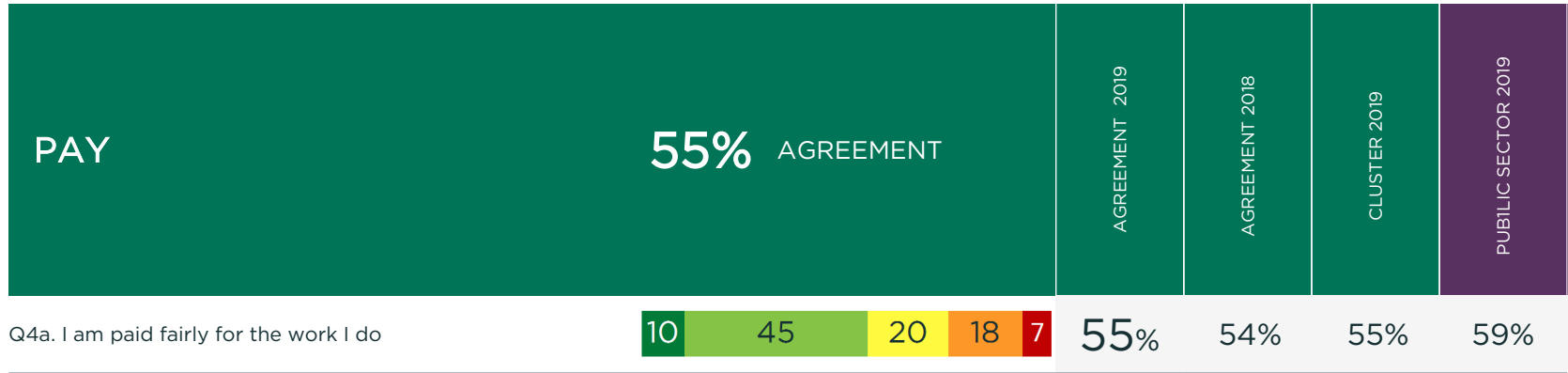


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KEY



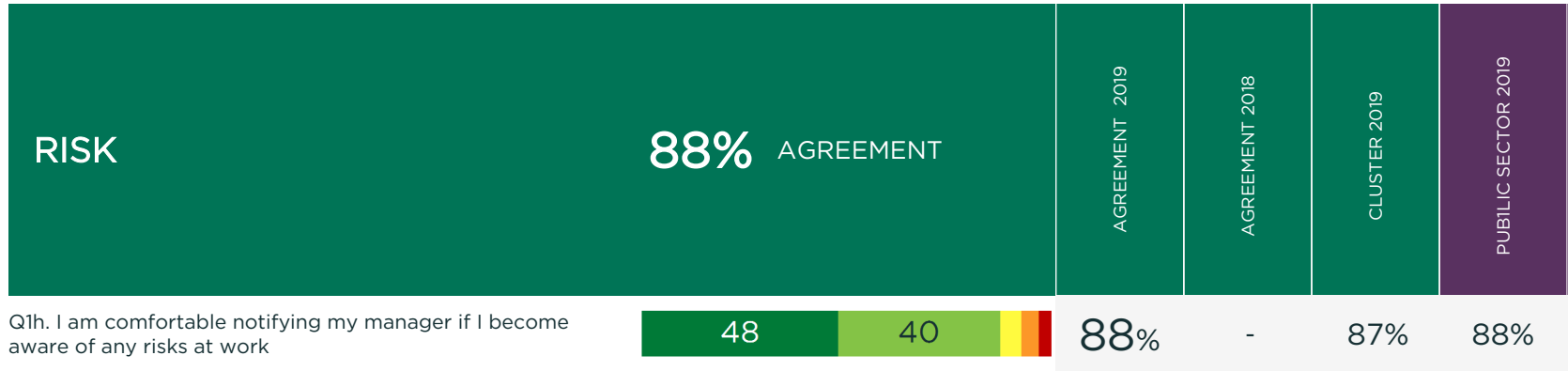


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KEY



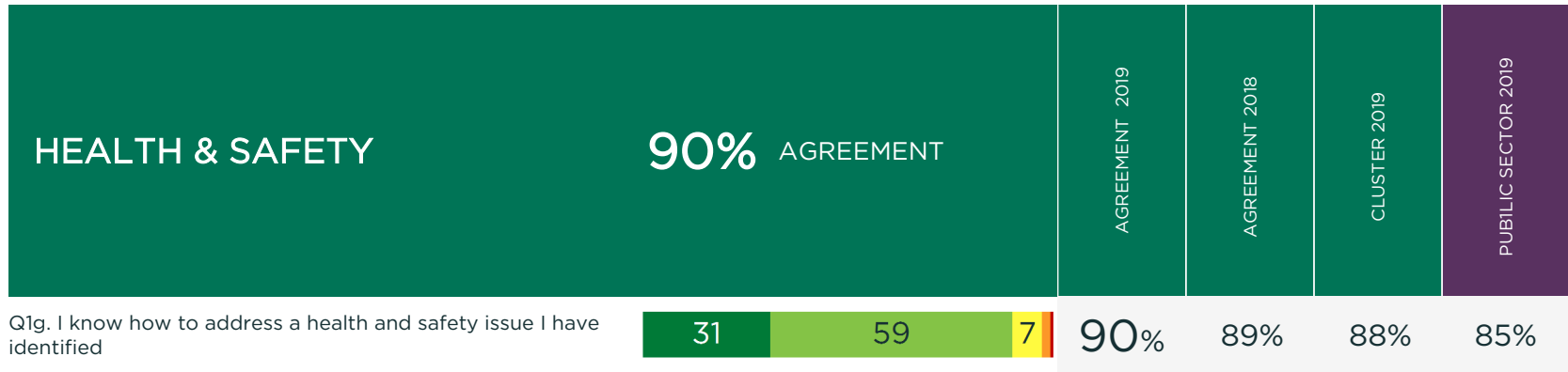


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KEY





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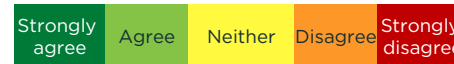
ACTION ON RESULTS

37% AGREEMENT

Q10a. I believe action will be taken on the results from this survey by my organisation



KEY



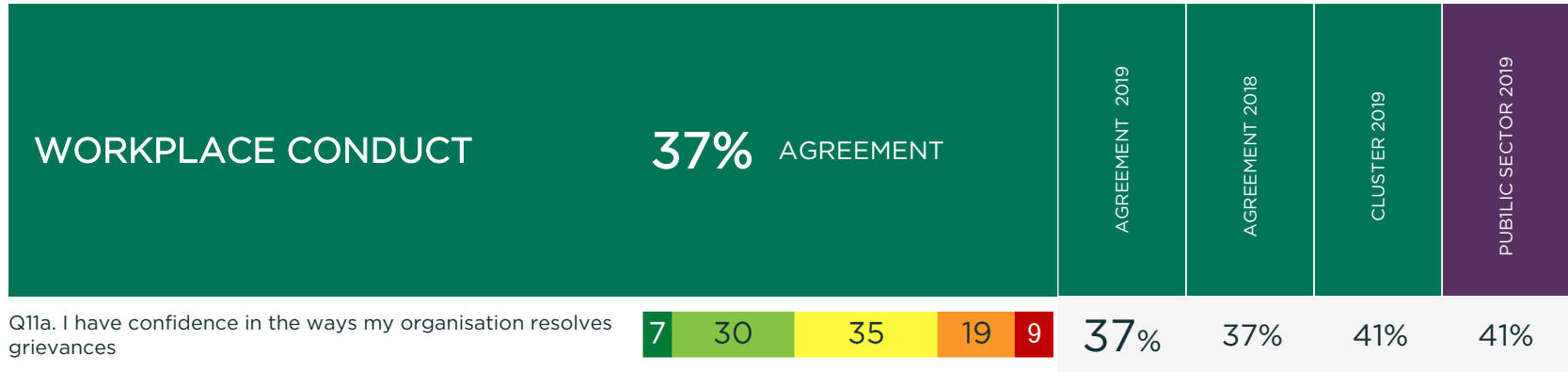


EXPLORE THE FULL RESULTS

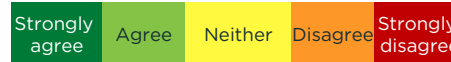
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KEY

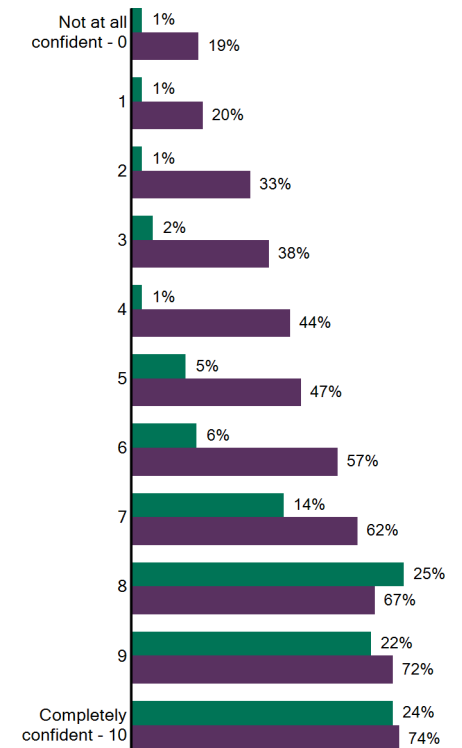
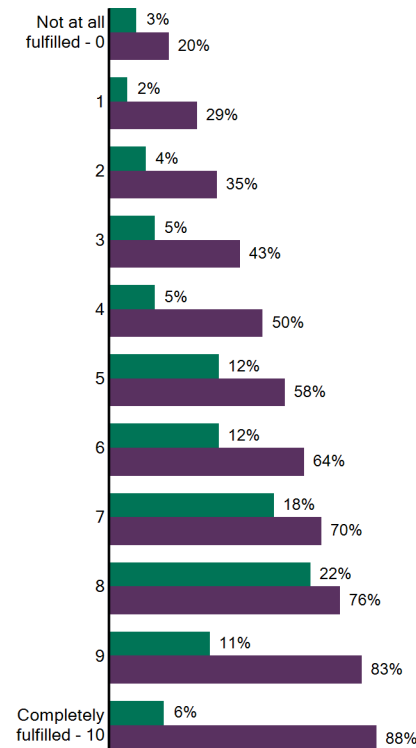
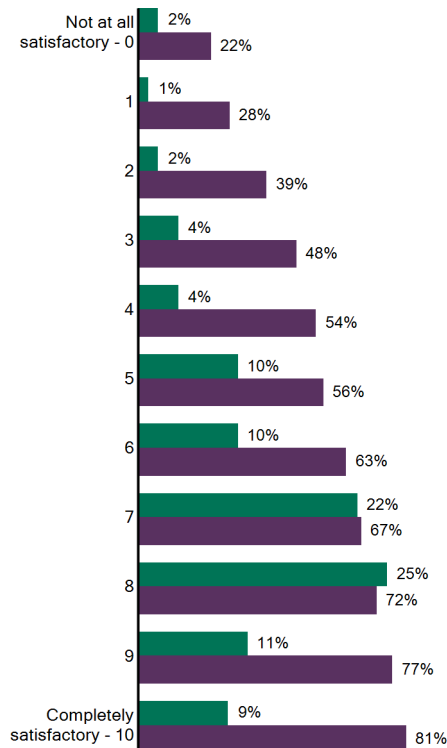


WELLBEING AND ENGAGEMENT

Q1i. In general, my sense of wellbeing is.....

Q1j. I find my life at work fulfilling

Q1k. I am confident that I am contributing my best at work



Proportion of respondents answering each response option

Employee engagement score

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

This compares Wellbeing to Engagement.



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes		74%	70%	71%	71%
No		26%	30%	29%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		74%	73%	74%	76%
No		26%	27%	26%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		63%	60%	58%	60%
No		37%	40%	42%	40%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

MOBILITY

Q3h. Are you currently looking, or thinking about looking, for a new role within the NSW Public Sector but outside of your current workplace in order to broaden your experience?

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes		39%	41%	40%	41%
No		61%	59%	60%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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MOBILITY

Q3i. Are there barriers preventing you from moving to another role? If so, what are they? (select all that apply)

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
There are no major barriers to my career progression		32%	32%	31%	29%
Personal/family considerations		30%	30%	28%	29%
Lack of visible opportunities		27%	28%	29%	29%
Lack of promotion opportunities		24%	25%	26%	28%
The application/recruitment process is too cumbersome or time consuming		22%	25%	17%	22%
Geographic location considerations		17%	19%	22%	25%
Lack of support for temporary assignments/secondments		15%	16%	14%	15%
Insufficient training and development		14%	15%	15%	15%
Lack of support from my manager/supervisor		13%	15%	14%	13%
Lack of required capabilities or experience		11%	9%	10%	11%
Other		8%	9%	8%	9%

% are calculated with the number of unique respondents (N = 3,209 to this question)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q12a. In the last 12 months I have witnessed misconduct/wrongdoing at work					
Yes		31%	30%	32%	27%
No		53%	53%	51%	56%
Don't know		15%	16%	17%	17%
Q12b. If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?					
Yes		66%	66%	67%	65%
No		30%	32%	30%	32%
Don't know		4%	3%	4%	4%



EXPLORE THE FULL RESULTS

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UNACCEPTABLE CONDUCT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q13a. In the last 12 months I have witnessed bullying at work					
Yes		40%	43%	39%	33%
No		52%	50%	52%	57%
Don't know		8%	7%	10%	10%
Q13b. In the last 12 months I have been subjected to bullying at work					
Yes		21%	24%	21%	18%
No		73%	71%	72%	75%
Don't know		5%	5%	7%	7%



EXPLORE THE FULL RESULTS

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UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

Q13c. 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

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
A fellow worker at your level		35%	37%	31%	27%
Your immediate manager/supervisor		26%	24%	23%	23%
Prefer not to say		14%	12%	12%	13%
A senior manager		11%	13%	18%	21%
Other		6%	6%	6%	5%
A subordinate		6%	6%	6%	7%
A client or customer		1%	1%	2%	3%
A member of the public other than a client or customer		1%	0%	1%	1%



EXPLORE THE FULL RESULTS

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UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

Q14a. In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work

Response	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes	6%	5%	6%	4%
No	93%	93%	92%	94%
Don't know	2%	2%	2%	2%

Q14b. If yes to 14a, please indicate the role of the person who has been the source of the most serious physical harm and/or sexual harassment or abuse you have been subjected to in the last 12 months

Role	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
A person at work	27%	30%	29%	38%
A member of the public	46%	50%	51%	36%
Other	23%	17%	15%	19%
Prefer not to say	5%	3%	6%	7%



EXPLORE THE FULL RESULTS

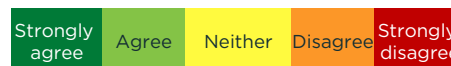
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HEALTH CUSTOMISED QUESTIONS						AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019
Q1. I believe I am valued for what I can offer at my workplace	20	52	15	9		72%	70%	71%
Q2. In my workplace, we recognise our successes and innovations	17	50	20	9		67%	64%	66%
Q3. Overall, I have confidence in the decisions made by my senior managers	13	39	26	13	8	52%	50%	54%
Q4. I have a say in decisions which affect my work	11	40	25	16	8	51%	52%	53%
Q5. Where I work, we share the lessons learnt when mistakes are made	15	50	20	10		65%	66%	67%
Q6. My team's objectives/work plans are clearly outlined	15	53	20	8		68%	65%	66%
Q7. Our objectives/work plans help us to deliver a quality service	17	52	22			68%	67%	67%
Q8. Overall, I believe the culture at my workplace has improved in the last 12 months	13	30	31	15	11	43%	40%	45%

KEY





EXPLORE THE FULL SURVEY RESULTS

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HEALTH		2019	CLUSTER 2019
CUSTOMISED QUESTIONS			
Q9. How often do you feel culturally safe in the workplace?			
Always		69%	63%
Often		23%	25%
About half the time		6%	7%
Seldom		2%	3%
Never		1%	2%
Q10. In the past 12 months have you experienced racism in the workplace?			
Yes		7%	11%
No		93%	89%



EXPLORE THE FULL SURVEY RESULTS

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HEALTH

CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10a. Please indicate the role of the person who was the source of most of the racist behaviour in the workplace.

		2019	CLUSTER 2019
A senior manager		3%	8%
Your immediate manager / supervisor		5%	10%
A fellow worker at your level		29%	25%
A subordinate / worker below your level		8%	6%
A client or patient		29%	25%
A member of the public other than a client or patient		2%	4%
Other		6%	5%
Prefer not to say		18%	16%



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HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10b1. Verbal abuse or harassment

		2019	CLUSTER 2019
Never		44%	36%
Once		15%	15%
Twice		13%	13%
3-5 times		12%	16%
More than 5 times		16%	20%



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HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10b2. Other abuse or harassment

		2019	CLUSTER 2019
Never		57%	50%
Once		14%	13%
Twice		6%	10%
3-5 times		13%	12%
More than 5 times		11%	15%



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HEALTH		2019	CLUSTER 2019
CUSTOMISED QUESTIONS			
Q10b3. Racial jokes or slurs, imitating accent			
Never		26%	30%
Once		16%	15%
Twice		13%	15%
3-5 times		21%	19%
More than 5 times		24%	21%



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HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10b4. Exclusion or avoidance in the workplace

		2019	CLUSTER 2019
Never		53%	50%
Once		6%	11%
Twice		9%	10%
3-5 times		15%	13%
More than 5 times		16%	16%



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HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10b5. Exclusion from employment opportunities

		2019	CLUSTER 2019
Never		81%	65%
Once		6%	10%
Twice		3%	8%
3-5 times		6%	8%
More than 5 times		5%	10%



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HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10b6. Racist material displayed in the workplace

Response	2019	CLUSTER 2019
Never	89%	86%
Once	2%	5%
Twice	3%	3%
3-5 times	1%	2%
More than 5 times	3%	4%



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HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q11. Which of the following best describes your current role?
Please select the most appropriate response from the list below.

		2019	CLUSTER 2019
Junior Medical Officer		2%	2%
Career Medical Officer, Hospitalist		0%	0%
Staff Specialist		1%	2%
Visiting Medical Officer		0%	0%
Clinical Academic		0%	0%
Assistant in Nursing		1%	1%
Enrolled Nurse	█	4%	3%
Registered Nurse/Midwife, Clinical Nurse/Midwife Specialist, Clinical Nurse/Midwife Consultant, Practitioner	██████████	30%	23%
Nurse/Midwifery Educator and Clinical Nurse/Midwifery Educator		2%	2%
Nurse/Midwifery Manager	█	3%	3%



EXPLORE THE FULL SURVEY RESULTS

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HEALTH CUSTOMISED QUESTIONS		2019	CLUSTER 2019
Q11. Which of the following best describes your current role? Please select the most appropriate response from the list below.			
Support Officers		2%	2%
Information Management (eg. Librarian, Medical Records and Data Manager)		2%	1%
Clinical Support Executive (eg. Hospital Executive, Local Health Network Executive)		0%	0%
Administrative and Executive Assistant		13%	9%
Corporate Services		1%	3%
Senior Manager/Executive		1%	2%
Allied Health Professional		14%	11%
Allied Health Assistant		2%	1%
Health Education, Health Promotion and Health Protection		1%	1%
Counsellor, Welfare Support		0%	0%



EXPLORE THE FULL SURVEY RESULTS

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HEALTH

CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q11. Which of the following best describes your current role?
Please select the most appropriate response from the list below.

	2019	CLUSTER 2019
Interpreters and Liaison Officer	0%	0%
Aboriginal Health Workers and Aboriginal Education Officers	0%	0%
Technician/Technologist	2%	1%
Hospital Scientist/Biomedical Engineers	0%	1%
Researchers	0%	0%
Data Analyst	0%	1%
Technical Officers/Technical Assistant	0%	2%
Dental Officer, Therapists and Hygienist	0%	0%
Dental Specialist	0%	0%
Dental Assistant	1%	1%



EXPLORE THE FULL SURVEY RESULTS

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HEALTH CUSTOMISED QUESTIONS	2019	CLUSTER 2019
Q11. Which of the following best describes your current role? Please select the most appropriate response from the list below.		
Trainee Dental Assistant	0%	0%
Operational Ambulance Officers (including Educators, DOM, DOCO, Paramedic, AOOO, OCO, SOCO, SO, PTO)	0%	3%
Operational Ambulance Managers (incl Zone Managers, Deputy Director Operations, Control Centre Manager)	0%	0%
Project Director	0%	0%
Project Manager	1%	1%
Project Officer	1%	1%
Cleaning, Linen and Food	1%	5%
Motor Vehicle, Patient Transport	0%	0%
Security Services, Fire Safety	1%	1%
Residential Care Attendant, Patient Care Assistant, Patient Services, Wardsperson	1%	1%



EXPLORE THE FULL SURVEY RESULTS

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Results are rounded and may not add up to 100%

HEALTH

CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q11. Which of the following best describes your current role?
Please select the most appropriate response from the list below.

	2019	CLUSTER 2019
Warehouse staff	0%	0%
Tradesperson	1%	1%
Apprentice Trade Worker and Trade Assistant	0%	0%
Trainee	1%	0%
Volunteer	0%	0%
Other job role	3%	5%
Prefer not to say	6%	7%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
GENDER		
Male		18%
Female		80%
Other		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
AGE		
15-19		1%
20-24	█	3%
25-29	█	7%
30-34	█	11%
35-39	█	12%
40-44	█	13%
45-49	█	14%
50-54	█	14%
55-59	█	14%
60-64	█	8%
65+		3%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

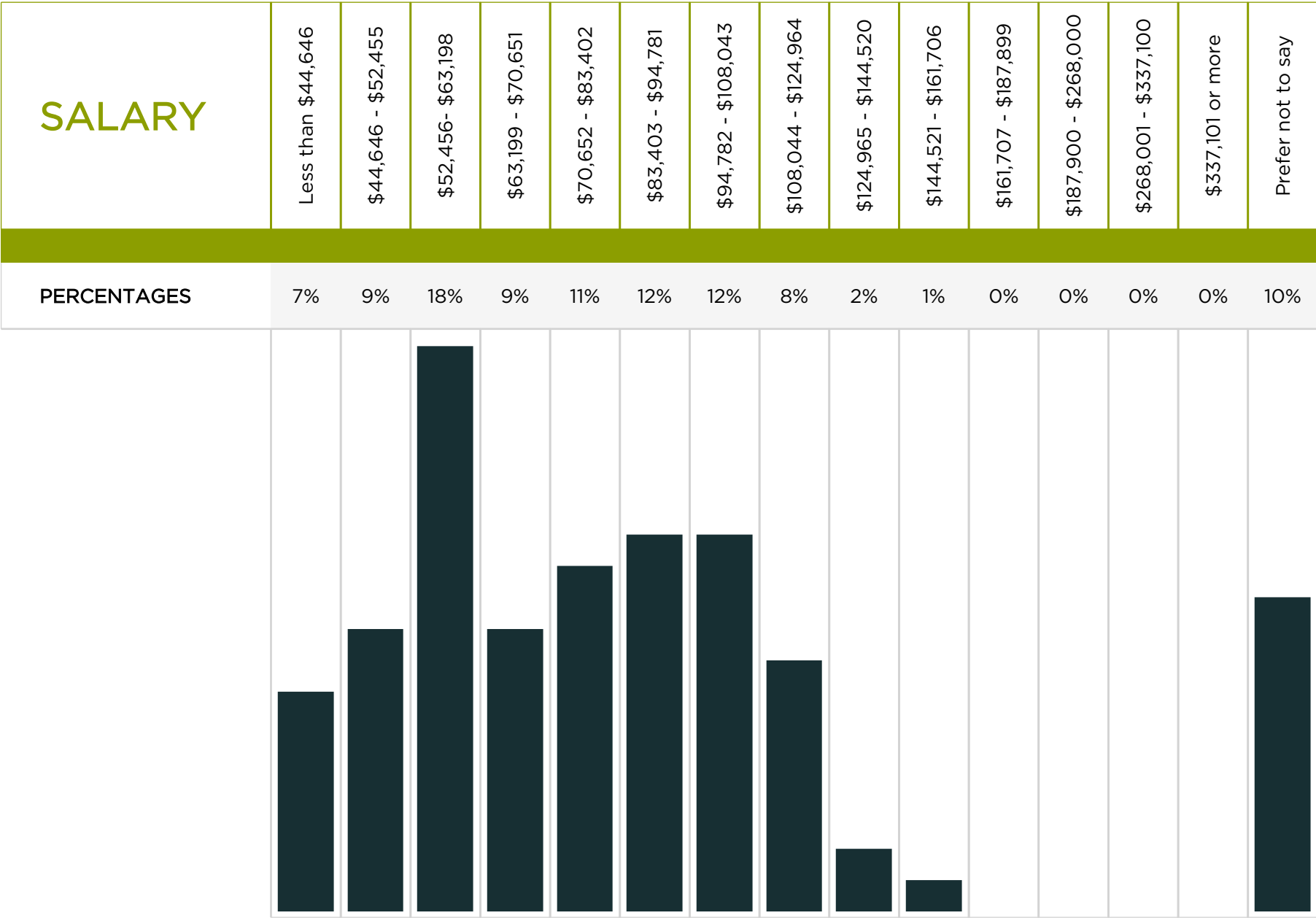
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	67%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	6%
Administrative support (e.g. executive/personal assistant, receptionist)	15%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	3%
Policy	0%
Research	1%
Program and project management support	2%
Legal (including developing and/or reviewing legislation)	0%
Other	7%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		10%
1 - 2 years		8%
2 - 5 years		19%
5 - 10 years		20%
10 - 20 years		29%
More than 20 years		13%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
None of the above		35%
Flexible start and finish times		26%
Part-time work		23%
Working additional hours to make up for time off		13%
Study leave		12%
Working from different locations		11%
Leave without pay		10%

% are calculated with the number of unique respondents (N = 3,051 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
Flexible scheduling for rostered workers		9%
Working more hours over fewer days		8%
Working from home		5%
Job sharing		4%
Other		3%
Purchasing annual leave		2%

% are calculated with the number of unique respondents (N = 3,051 to this question)

RESULT BY TYPE OF WORK



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Central Coast Local Health District	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing,	Other service delivery work (work that does not involve contact with the public, but it is critical to the	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	3343	2076	176	473	90	3	19	49	0	232
EMPLOYEE ENGAGEMENT	66%	65%	63%	69%	62%	(r)	(r)	69%	(r)	67%
ENGAGEMENT WITH WORK	73%	73%	73%	74%	63%	(r)	(r)	74%	(r)	75%
SENIOR MANAGERS	44%	44%	41%	48%	45%	(r)	(r)	50%	(r)	42%
COMMUNICATION	59%	58%	58%	61%	59%	(r)	(r)	71%	(r)	60%
HIGH PERFORMANCE	64%	64%	61%	65%	58%	(r)	(r)	71%	(r)	61%
PUBLIC SECTOR VALUES	59%	59%	56%	61%	58%	(r)	(r)	65%	(r)	56%
DIVERSITY & INCLUSION	67%	66%	64%	71%	65%	(r)	(r)	79%	(r)	66%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Central Coast Local Health District	Less than \$44,646	\$44,646 - \$52,455	\$52,456 - \$63,198	\$63,199 - \$70,651	\$70,652 - \$83,402	\$83,403 - \$94,781	\$94,782 - \$108,043	\$108,044 - \$124,964	\$124,965 - \$144,520	\$144,521 - \$161,706	\$161,707 - \$187,899	\$187,900 - \$268,000	\$268,001 - \$337,100
NUMBER OF RESPONDENTS	3343	224	292	549	283	340	362	371	234	69	22	10	14	11
EMPLOYEE ENGAGEMENT	66%	69%	67%	68%	67%	65%	65%	65%	65%	71%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	73%	74%	75%	73%	75%	72%	73%	72%	74%	77%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	44%	44%	44%	46%	48%	42%	46%	41%	45%	52%	(r)	(r)	(r)	(r)
COMMUNICATION	59%	58%	57%	61%	62%	57%	56%	58%	64%	67%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	64%	65%	64%	64%	67%	63%	64%	63%	64%	68%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	59%	58%	57%	60%	62%	59%	60%	57%	61%	66%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	67%	69%	67%	70%	68%	66%	65%	67%	68%	73%	(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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CUT OFF LIMIT OF 30 RESPONDENTS

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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Results are rounded and may not add up to 100%

	Central Coast Local Health District	\$337,101 or more	Prefer not to say
NUMBER OF RESPONDENTS	3343	7	297
EMPLOYEE ENGAGEMENT	66%	(r)	62%
ENGAGEMENT WITH WORK	73%	(r)	67%
SENIOR MANAGERS	44%	(r)	39%
COMMUNICATION	59%	(r)	55%
HIGH PERFORMANCE	64%	(r)	59%
PUBLIC SECTOR VALUES	59%	(r)	54%
DIVERSITY & INCLUSION	67%	(r)	61%

KEY

AT LEAST 5 PERCENTAGE POINTS
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RESULT BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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Results are rounded and may not add up to 100%

	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	3343	312	258	582	612	889	408
EMPLOYEE ENGAGEMENT	66%	75%	73%	67%	64%	63%	63%
ENGAGEMENT WITH WORK	73%	84%	77%	74%	69%	70%	73%
SENIOR MANAGERS	44%	62%	53%	47%	42%	39%	38%
COMMUNICATION	59%	73%	66%	62%	57%	54%	56%
HIGH PERFORMANCE	64%	77%	69%	66%	61%	60%	58%
PUBLIC SECTOR VALUES	59%	73%	66%	61%	57%	55%	55%
DIVERSITY & INCLUSION	67%	78%	74%	71%	65%	63%	63%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

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RESULTS BY TYPES OF FLEXIBLE WORKING



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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Results are rounded and may not add up to 100%

	Central Coast Local Health District	Flexible start and finish times	Working more hours over fewer days	Working additional hours to make up for time off	Flexible scheduling for rostered workers	Part-time work	Job sharing	Working from different locations	Working from home	Purchasing annual leave	Leave without pay	Study leave	Other	None of the above
NUMBER OF RESPONDENTS	3343	779	234	385	260	713	116	332	148	49	302	370	81	1080
EMPLOYEE ENGAGEMENT	66%	70%	69%	72%	70%	66%	68%	73%	73%	69%	68%	67%	61%	64%
ENGAGEMENT WITH WORK	73%	78%	75%	80%	78%	73%	78%	82%	83%	77%	72%	75%	66%	70%
SENIOR MANAGERS	44%	50%	48%	53%	44%	43%	49%	54%	56%	51%	47%	48%	36%	40%
COMMUNICATION	59%	66%	64%	69%	63%	59%	65%	70%	74%	69%	64%	61%	48%	55%
HIGH PERFORMANCE	64%	69%	67%	71%	66%	64%	66%	71%	73%	70%	67%	67%	58%	59%
PUBLIC SECTOR VALUES	59%	65%	63%	67%	60%	59%	62%	68%	70%	64%	62%	63%	51%	55%
DIVERSITY & INCLUSION	67%	77%	75%	78%	77%	71%	74%	79%	83%	75%	72%	69%	58%	60%

*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Central Coast Local Health District	Sydney East	Sydney West	Central Coast	Coffs Harbour - Grafton	Richmond - Tweed	Sydney - City and Inner South	Sydney - North Sydney and Hornsby	Capital Region	Central West	Far West and Orana	Hunter Valley exc Newcastle	Illawarra	Mid North Coast
NUMBER OF RESPONDENTS	3343	2	0	2760	2	1	1	1	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	66%	(r)	(r)	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	73%	(r)	(r)	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	44%	(r)	(r)	45%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	59%	(r)	(r)	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	64%	(r)	(r)	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	59%	(r)	(r)	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	67%	(r)	(r)	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

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

KEY

AT LEAST 5 PERCENTAGE POINTS
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AT LEAST 5 PERCENTAGE POINTS
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CUT OFF LIMIT OF 30 RESPONDENTS



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Central Coast Local Health District	Murray	New England and North West	Newcastle and Lake Macquarie	Outside NSW	Riverina	Southern Highlands and Shoalhaven	Sydney - Baulkham Hills and Hawkesbury	Sydney - Blacktown	Sydney - Eastern Suburbs	Sydney - Inner South West	Sydney - Inner West	Sydney - Northern Beaches	Sydney - Outer South West
NUMBER OF RESPONDENTS	3343	0	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	44%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	59%	(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	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	67%	(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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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Central Coast Local Health District	Sydney - Outer West and Blue Mountains	Sydney - Parramatta	Sydney - Ryde	Sydney - South West	Sydney - Sutherland
NUMBER OF RESPONDENTS	3343	0	0	0	0	0
EMPLOYEE ENGAGEMENT	66%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	73%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	44%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	59%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	64%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	59%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	67%	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

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CUT OFF LIMIT OF 30 RESPONDENTS

RESULT BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

Results are rounded and may not add up to 100%

	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	3343	25	99	224	327	358	393	434	429	412	251	85
EMPLOYEE ENGAGEMENT	66%	(r)	76%	70%	69%	67%	66%	62%	65%	67%	64%	68%
ENGAGEMENT WITH WORK	73%	(r)	80%	76%	73%	72%	73%	70%	71%	76%	74%	81%
SENIOR MANAGERS	44%	(r)	56%	52%	53%	46%	43%	40%	42%	43%	40%	45%
COMMUNICATION	59%	(r)	67%	68%	66%	62%	59%	55%	55%	60%	56%	62%
HIGH PERFORMANCE	64%	(r)	76%	71%	70%	65%	63%	59%	61%	63%	59%	65%
PUBLIC SECTOR VALUES	59%	(r)	69%	65%	65%	61%	59%	55%	57%	59%	55%	61%
DIVERSITY & INCLUSION	67%	(r)	78%	73%	72%	69%	68%	65%	63%	67%	64%	71%

KEY

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LESS THAN REPORT SCORE

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RESULT BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

Results are rounded and may not add up to 100%

	Central Coast Local Health District	Male	Female	Other
NUMBER OF RESPONDENTS	3343	569	2487	50
EMPLOYEE ENGAGEMENT	66%	65%	67%	55%
ENGAGEMENT WITH WORK	73%	72%	74%	56%
SENIOR MANAGERS	44%	45%	45%	21%
COMMUNICATION	59%	62%	59%	35%
HIGH PERFORMANCE	64%	63%	64%	46%
PUBLIC SECTOR VALUES	59%	60%	60%	40%
DIVERSITY & INCLUSION	67%	67%	68%	46%

KEY

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CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	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	3343	50	10	35	10	2	34	140	954	55	109	64	61	1
EMPLOYEE ENGAGEMENT	66%	73%	(r)	64%	(r)	(r)	85%	71%	64%	70%	70%	65%	71%	(r)
ENGAGEMENT WITH WORK	73%	77%	(r)	78%	(r)	(r)	92%	78%	70%	79%	80%	73%	80%	(r)
SENIOR MANAGERS	44%	49%	(r)	52%	(r)	(r)	52%	41%	41%	44%	53%	43%	60%	(r)
COMMUNICATION	59%	66%	(r)	65%	(r)	(r)	70%	62%	55%	64%	72%	55%	69%	(r)
HIGH PERFORMANCE	64%	76%	(r)	63%	(r)	(r)	80%	68%	62%	68%	72%	59%	72%	(r)
PUBLIC SECTOR VALUES	59%	69%	(r)	64%	(r)	(r)	66%	60%	57%	62%	69%	55%	69%	(r)
DIVERSITY & INCLUSION	67%	69%	(r)	69%	(r)	(r)	83%	73%	64%	74%	79%	64%	81%	(r)

KEY

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CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	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	3343	414	46	35	425	55	19	4	0	9	56	9	0	9
EMPLOYEE ENGAGEMENT	66%	69%	63%	78%	67%	74%	(r)	(r)	(r)	(r)	67%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	73%	74%	69%	87%	75%	87%	(r)	(r)	(r)	(r)	70%	(r)	(r)	(r)
SENIOR MANAGERS	44%	45%	50%	77%	49%	53%	(r)	(r)	(r)	(r)	41%	(r)	(r)	(r)
COMMUNICATION	59%	60%	59%	82%	62%	71%	(r)	(r)	(r)	(r)	61%	(r)	(r)	(r)
HIGH PERFORMANCE	64%	63%	59%	82%	67%	73%	(r)	(r)	(r)	(r)	62%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	59%	59%	58%	82%	64%	70%	(r)	(r)	(r)	(r)	55%	(r)	(r)	(r)
DIVERSITY & INCLUSION	67%	69%	65%	84%	68%	79%	(r)	(r)	(r)	(r)	65%	(r)	(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 Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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	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	3343	13	14	0	20	0	0	0	0	18	20	25	5	25
EMPLOYEE ENGAGEMENT	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	44%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	59%	(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	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	67%	(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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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

Results are rounded and may not add up to 100%

	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	3343	32	2	29	4	16	0	103	203
EMPLOYEE ENGAGEMENT	66%	60%	(r)	(r)	(r)	(r)	(r)	67%	55%
ENGAGEMENT WITH WORK	73%	77%	(r)	(r)	(r)	(r)	(r)	77%	55%
SENIOR MANAGERS	44%	32%	(r)	(r)	(r)	(r)	(r)	41%	28%
COMMUNICATION	59%	38%	(r)	(r)	(r)	(r)	(r)	59%	43%
HIGH PERFORMANCE	64%	49%	(r)	(r)	(r)	(r)	(r)	62%	49%
PUBLIC SECTOR VALUES	59%	44%	(r)	(r)	(r)	(r)	(r)	56%	42%
DIVERSITY & INCLUSION	67%	53%	(r)	(r)	(r)	(r)	(r)	67%	51%

KEY

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AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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GUIDE TO THIS REPORT

i SURVEY TIME FRAME

This report contains results from the 2019 People Matter Employee Survey which was open from 30 May to 28 June 2019.

i PRIVACY

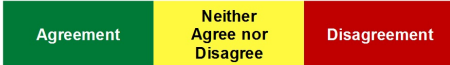
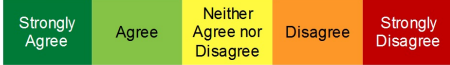
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of work teams that can be reported (10 or more employees) and responses from demographic groups (30 or more employees).

Where people work in small teams, the results are merged with larger business units and results are not available. Where this happens an 'r' is shown in reports.

i HOW TO READ THIS REPORT

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



i ROUNDING

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

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

i MORE DETAILS ABOUT METHODOLOGY

See the 2018 Main Findings report on the Public Service Commission web site.