



2019 | NSW Public Sector  
Employee Survey

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AGENCY REPORT

Health

Mid North Coast Local Health District



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## RESPONSE RATE

# 52%

2,223 OF 4,243 RESPONDENTS

RESPONSE RATE 2018: 50%

## EMPLOYEE ENGAGEMENT

# 59%

DIFFERENCE FROM 2018 -2 (60%)

DIFFERENCE FROM CLUSTER -6 (65%)

DIFFERENCE FROM PUBLIC SECTOR -7 (66%)

## ENGAGEMENT WITH WORK

# 68% -

DIFFERENCE FROM 2018 0 (68%)

DIFFERENCE FROM CLUSTER -5 (73%)

DIFFERENCE FROM PUBLIC SECTOR -4 (73%)

## SENIOR MANAGERS

# 34%

DIFFERENCE FROM 2018 -2 (36%)

DIFFERENCE FROM CLUSTER -12 (46%)

DIFFERENCE FROM PUBLIC SECTOR -16 (50%)

## COMMUNICATION

# 51% -

DIFFERENCE FROM 2018 0 (51%)

DIFFERENCE FROM CLUSTER -9 (60%)

DIFFERENCE FROM PUBLIC SECTOR -11 (62%)

## HIGH PERFORMANCE

# 56% -

DIFFERENCE FROM 2018 0 (56%)

DIFFERENCE FROM CLUSTER -8 (64%)

DIFFERENCE FROM PUBLIC SECTOR -9 (65%)

## PUBLIC SECTOR VALUES

# 50%

DIFFERENCE FROM 2018 -1 (51%)

DIFFERENCE FROM CLUSTER -10 (60%)

DIFFERENCE FROM PUBLIC SECTOR -12 (62%)

## DIVERSITY & INCLUSION

# 60% -

DIFFERENCE FROM 2018 0 (60%)

DIFFERENCE FROM CLUSTER -6 (67%)

DIFFERENCE FROM PUBLIC SECTOR -9 (69%)

## FLEXIBLE WORKING SATISFACTION

# 53%

DIFFERENCE FROM 2018 -1 (54%)

DIFFERENCE FROM CLUSTER -5 (58%)

DIFFERENCE FROM PUBLIC SECTOR -6 (59%)

## ACTION ON RESULTS

# 29%

DIFFERENCE FROM 2018 +2 (26%)

DIFFERENCE FROM CLUSTER -11 (40%)

DIFFERENCE FROM PUBLIC SECTOR -10 (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	89%	90%
1g. I know how to address a health and safety issue I have identified	88%	88%
1h. I am comfortable notifying my manager if I become aware of any risks at work	85%	-
2a. My workgroup strives to achieve customer/client satisfaction	84%	85%
2c. I receive help and support from other members of my workgroup	76%	75%
2b. My workgroup works collaboratively to achieve its objectives	75%	74%
1c. My job gives me a feeling of personal accomplishment	74%	74%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	70%	70%
5b. My manager listens to what I have to say	69%	68%
5a. My manager encourages people in my workgroup to keep improving the work they do	67%	65%

## - LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT  
2019  
AGREEMENT  
2018

	AGREEMENT 2019	AGREEMENT 2018
6h. I feel that senior managers listen to employees	27%	29%
7g. I have confidence in the way recruitment decisions are made	28%	27%
11a. I have confidence in the ways my organisation resolves grievances	28%	29%
10a. I believe action will be taken on the results from this survey by my organisation	29%	26%
6b. I feel that senior managers effectively lead and manage change	31%	34%
6g. I feel that senior managers keep employees informed about what's going on	31%	32%
7c. I feel that change is managed well in my organisation	32%	32%
6a. I believe senior managers provide clear direction for the future of the organisation	33%	35%
6c. I feel that senior managers model the values of my organisation	34%	36%
5h. My manager deals appropriately with employees who perform poorly	38%	37%



### 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
10a. I believe action will be taken on the results from this survey by my organisation	29%	26%
3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	59%	57%
5c. My manager communicates effectively with me	64%	62%
5a. My manager encourages people in my workgroup to keep improving the work they do	67%	65%
4a. I am paid fairly for the work I do	56%	54%
5g. My manager provides acknowledgement or other recognition for the work I do	61%	59%
5e. My manager involves my workgroup in decisions about our work	60%	58%
5f. I have confidence in the decisions my manager makes	59%	57%
7d. There is good co-operation between teams across our organisation	41%	40%
2e. People in my workgroup treat each other with respect	65%	64%

## - 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	41%	45%
6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	44%	47%
6b. I feel that senior managers effectively lead and manage change	31%	34%
6e. Senior managers promote collaboration between my organisation and other organisations we work with	38%	40%
7a. My organisation focuses on improving the work we do	55%	58%
6a. I believe senior managers provide clear direction for the future of the organisation	33%	35%
6h. I feel that senior managers listen to employees	27%	29%
7f. My organisation is committed to developing its employees	39%	40%
7k. I feel a strong personal attachment to my organisation	52%	53%
6c. I feel that senior managers model the values of my organisation	34%	36%



### 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

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



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



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



**Q6a.** I believe senior managers provide clear direction for the future of the organisation



**Q7i.** My organisation motivates me to help it achieve its objectives



## HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



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



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



**Q6a.** I believe senior managers provide clear direction for the future of the organisation



**Q7i.** My organisation motivates me to help it achieve its objectives



## DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



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



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



**Q6a.** I believe senior managers provide clear direction for the future of the organisation



**Q7i.** My organisation motivates me to help it achieve its objectives



## 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: 2223

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	20	Senior Executive (ongoing/permanent or term)	1	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	71
Female	78	Ongoing/Permanent (other than senior executive)	78	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)	5
Other	2	Temporary (including temporary teachers and graduates)	4	Administrative support (e.g. executive/personal assistant, receptionist)	10
		Casual	8	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	3
		Contract – Non Executive	7	Policy	0
		Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	0	Research	0
		Other	1	Program and project management support	3
		Don't know	1	Legal (including developing and/or reviewing legislation)	0
				Other	7
Age	Survey %	Manager of managers	Survey %	Organisation Tenure	Survey %
15 - 34 years	16	Yes	6	Less than 1 year	9
35 - 54 years	54	No	94	1 - 2 years	8
55+ years	29			2 - 5 years	21
		Supervisors	Survey %	5 - 10 years	23
		Yes	35	10 - 20 years	27
		No	65	More than 20 years	13
LOTE spoken at home	Survey %	Working arrangement	Survey %	Salary	Survey %
Yes	7	Full-time	59	\$83,402 and below	50
No	91	Part-time	41	\$83,403 - \$108,043	28
Prefer not to say	3			\$108,044 - \$144,520	11
				\$144,521 and above	2
				Prefer not to say	9
Aboriginal and/or Torres Strait Islanders	Survey %				
Yes	5				
No	90				
Prefer not to say	4				
Disability	Survey %				
Yes	3				
No	94				
Prefer not to say	3				
LGBTI	Survey %				
Yes	4				
No	91				
Prefer not to say	5				

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.

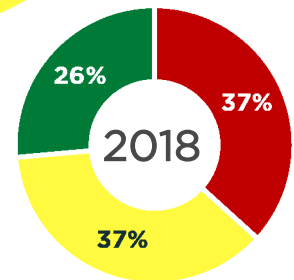
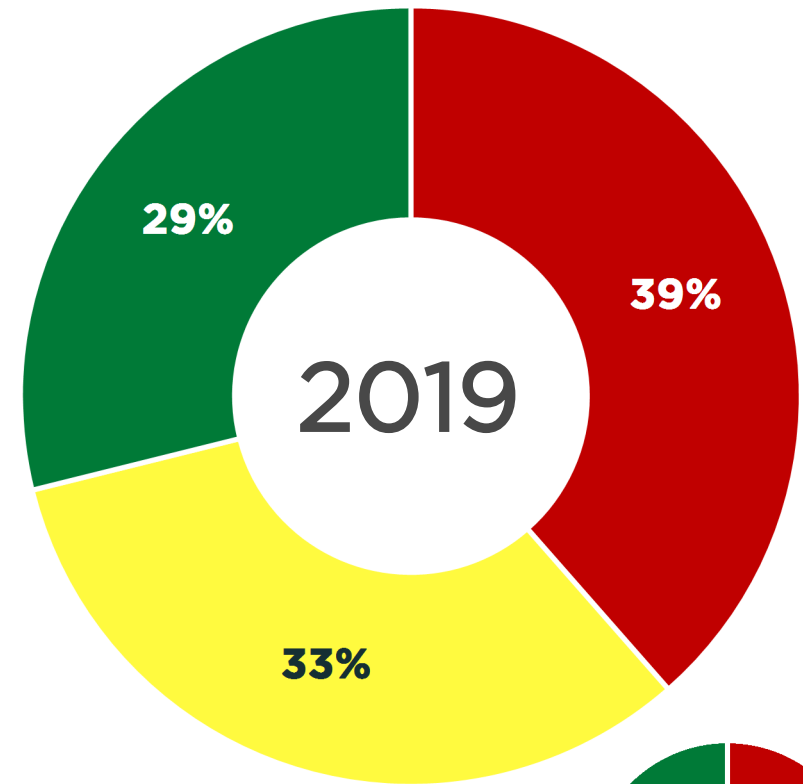
Results are rounded and may not add up to 100%

# 29%

of employees replied favourably to:

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

<b>39%</b>	<b>40%</b>	<b>26%</b>
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
<b>1</b>	<b>Q7f.</b> My organisation is committed to developing its employees	<b>39%</b>	40%	51%	53%
<b>2</b>	<b>Q7c.</b> I feel that change is managed well in my organisation	<b>32%</b>	32%	43%	42%
<b>3</b>	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>55%</b>	58%	67%	69%
<b>4</b>	<b>Q6c.</b> I feel that senior managers model the values of my organisation	<b>34%</b>	36%	48%	52%
<b>5</b>	<b>Q6b.</b> I feel that senior managers effectively lead and manage change	<b>31%</b>	34%	44%	47%
<b>6</b>	<b>Q6h.</b> I feel that senior managers listen to employees	<b>27%</b>	29%	40%	44%

# BUSINESS UNIT COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Mid North 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.

	Mid North Coast Local Health District	Aboriginal Health & Primary Partnerships	Bellinger River District Hospital	CCN Primary & Community Health	CE's Unit, Audit, Comms & Research	Coffs Harbour Base Hospital	Dorrigo Multi Purpose Service	Drug and Alcohol Services	HMCN Primary & Community Health	Integrated Care incl Patient Transport	Kempsey District Hospital	Macksville District Hospital	Mental Health Services	MNC Cancer Institute
NUMBER OF RESPONDENTS	2223	60	60	91	21	557	32	39	116	37	116	90	146	120
EMPLOYEE ENGAGEMENT	59%	66%	71%	63%	76%	53%	79%	69%	60%	65%	63%	57%	58%	55%
ENGAGEMENT WITH WORK	68%	69%	83%	79%	81%	60%	91%	79%	76%	85%	70%	65%	71%	62%
SENIOR MANAGERS	34%	53%	34%	34%	73%	25%	74%	42%	28%	46%	32%	29%	35%	34%
COMMUNICATION	51%	61%	56%	58%	79%	41%	75%	56%	54%	66%	44%	47%	53%	51%
HIGH PERFORMANCE	56%	65%	60%	61%	77%	47%	80%	69%	60%	65%	53%	52%	54%	59%
PUBLIC SECTOR VALUES	50%	62%	53%	53%	78%	41%	78%	59%	50%	60%	47%	46%	50%	53%
DIVERSITY & INCLUSION	60%	72%	65%	70%	82%	53%	81%	73%	67%	76%	54%	59%	59%	58%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 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

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.

	Mid North Coast Local Health District	Clinical Governance and Information Technology Services	District Finance, Capital Works & Asset Management	District Nursing Midwifery & Workforce	Port Macquarie Base Hospital	Public Health (includes HARP)	Wauchope District Memorial Hospital
NUMBER OF RESPONDENTS	2223	38	36	39	433	57	75
EMPLOYEE ENGAGEMENT	59%	64%	61%	58%	56%	59%	73%
ENGAGEMENT WITH WORK	68%	69%	70%	54%	67%	70%	79%
SENIOR MANAGERS	34%	46%	30%	45%	29%	56%	65%
COMMUNICATION	51%	61%	53%	62%	48%	59%	73%
HIGH PERFORMANCE	56%	63%	50%	60%	54%	64%	78%
PUBLIC SECTOR VALUES	50%	60%	46%	57%	47%	63%	74%
DIVERSITY & INCLUSION	60%	74%	60%	69%	56%	68%	81%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

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## EXPLORE THE FULL RESULTS

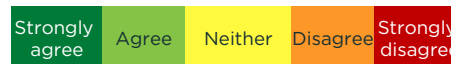
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Results are rounded and may not add up to 100%

EMPLOYEE ENGAGEMENT	59% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	12	38	29	12	9	51%	52%	61%	62%
Q7j. I am proud to tell others I work for my organisation	18	42	27	7		60%	61%	69%	70%
Q7k. I feel a strong personal attachment to my organisation	16	36	29	12	7	52%	53%	61%	64%
Q7l. My organisation motivates me to help it achieve its objectives	11	32	33	15	9	43%	44%	54%	56%
Q7m. My organisation inspires me to do the best in my job	12	32	31	16	9	44%	45%	55%	56%

### KEY



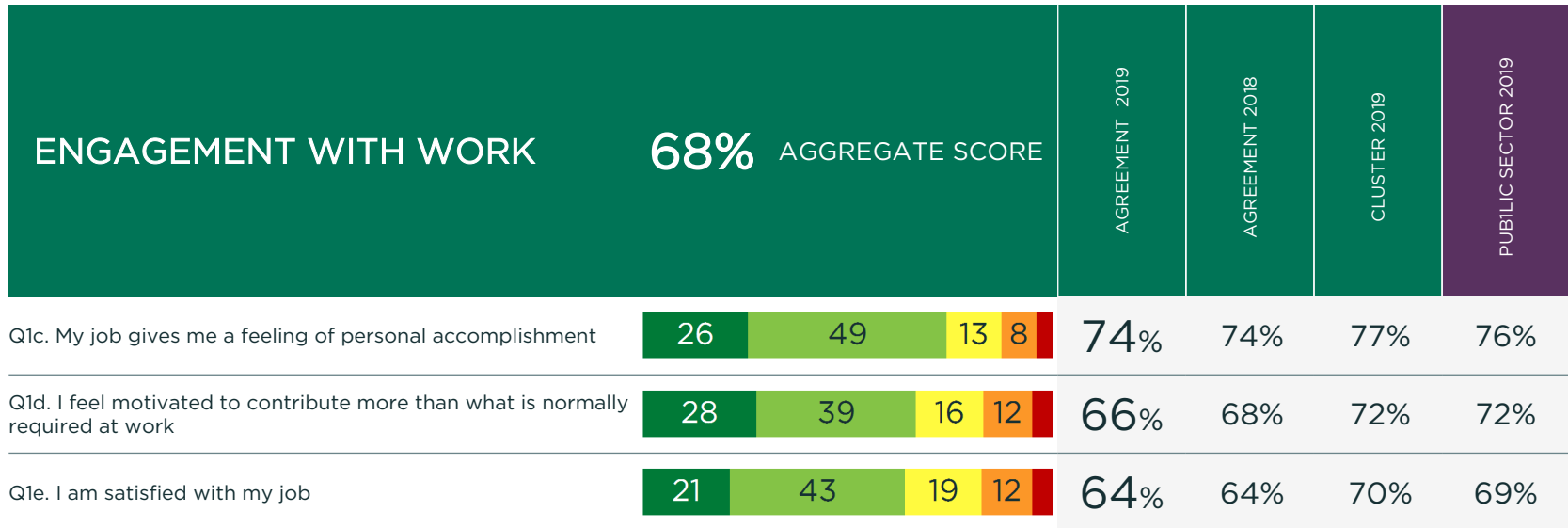


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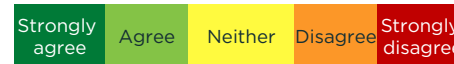
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KEY





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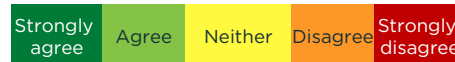
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SENIOR MANAGERS	34% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
Q6a. I believe senior managers provide clear direction for the future of the organisation	27	33	21	13	33%	35%	47%	51%	
Q6b. I feel that senior managers effectively lead and manage change	24	31	23	15	31%	34%	44%	47%	
Q6c. I feel that senior managers model the values of my organisation	7	27	31	20	15	34%	36%	48%	52%
Q6d. Senior managers encourage innovation by employees	8	29	33	18	12	38%	39%	47%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	8	30	36	15	11	38%	40%	48%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	10	34	32	14	10	44%	47%	56%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	25	28	23	18		31%	32%	44%	48%
Q6h. I feel that senior managers listen to employees	20	30	22	20		27%	29%	40%	44%
Q7c. I feel that change is managed well in my organisation	25	31	24	14		32%	32%	43%	42%

KEY





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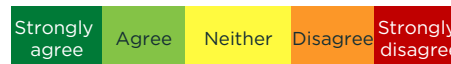
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COMMUNICATION	51% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q5c. My manager communicates effectively with me	26	39	17	11	8	64%	62%	70%	72%
Q5d. My manager encourages and values employee input	28	37	18	10	8	64%	64%	70%	73%
Q5e. My manager involves my workgroup in decisions about our work	24	36	20	12	9	60%	58%	66%	68%
Q6g. I feel that senior managers keep employees informed about what's going on		25	28	23	18	31%	32%	44%	48%
Q6h. I feel that senior managers listen to employees		20	30	22	20	27%	29%	40%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	15	44	22	12	8	59%	59%	68%	69%

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.

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	HIGH PERFORMANCE				56% 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	38	51				89%	90%	92%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	30	45	13	8		75%	74%	79%	79%
Q3f. I have received appropriate training and development to do my job well	17	45	20	12		62%	61%	70%	66%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	23	44	18	10		67%	65%	72%	75%
Q5f. I have confidence in the decisions my manager makes	24	35	20	11	9	59%	57%	66%	69%
Q6d. Senior managers encourage innovation by employees	8	29	33	18	12	38%	39%	47%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	8	30	36	15	11	38%	40%	48%	53%
Q7a. My organisation focuses on improving the work we do	12	44	28	11		55%	58%	67%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	8	33	31	19	9	41%	45%	54%	57%

KEY





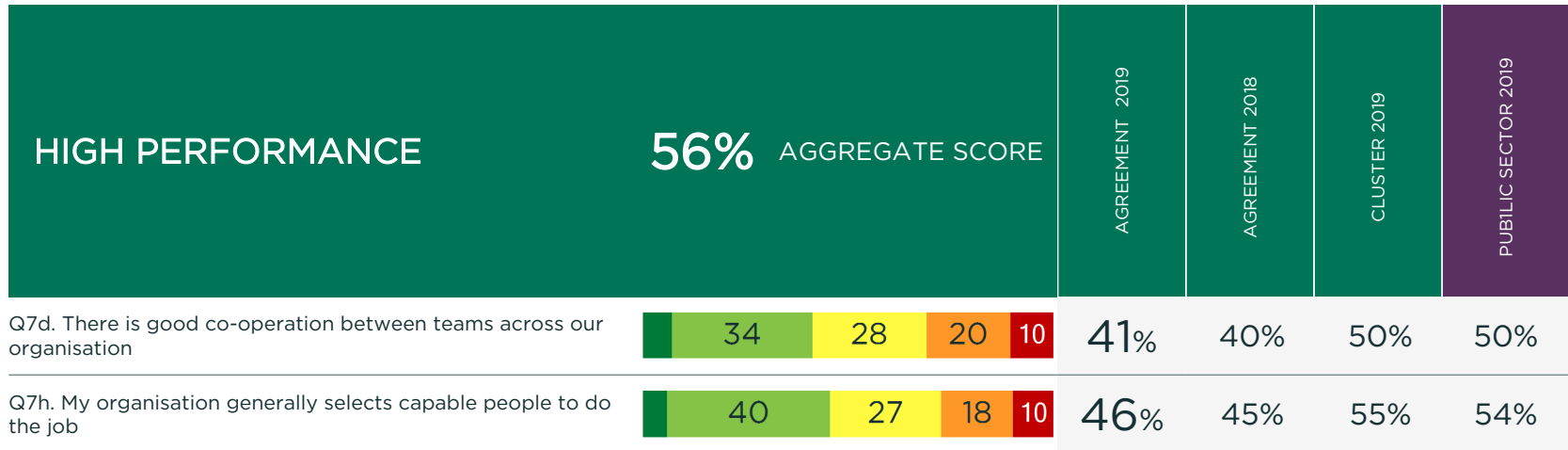


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KEY





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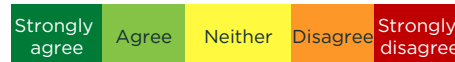
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PUBLIC SECTOR VALUES	50% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
	Q2a. My workgroup strives to achieve customer/client satisfaction	38	46	9		84%	85%	87%	86%
Q2e. People in my workgroup treat each other with respect	25	40	18	11	65%	64%	72%	75%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	23	44	18	10	67%	65%	72%	75%	
Q5b. My manager listens to what I have to say	28	41	15	9	7	69%	68%	74%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation		27	33	21	13	33%	35%	47%	51%
Q6c. I feel that senior managers model the values of my organisation	7	27	31	20	15	34%	36%	48%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	10	34	32	14	10	44%	47%	56%	61%
Q6g. I feel that senior managers keep employees informed about what's going on		25	28	23	18	31%	32%	44%	48%
Q6h. I feel that senior managers listen to employees		20	30	22	20	27%	29%	40%	44%

KEY



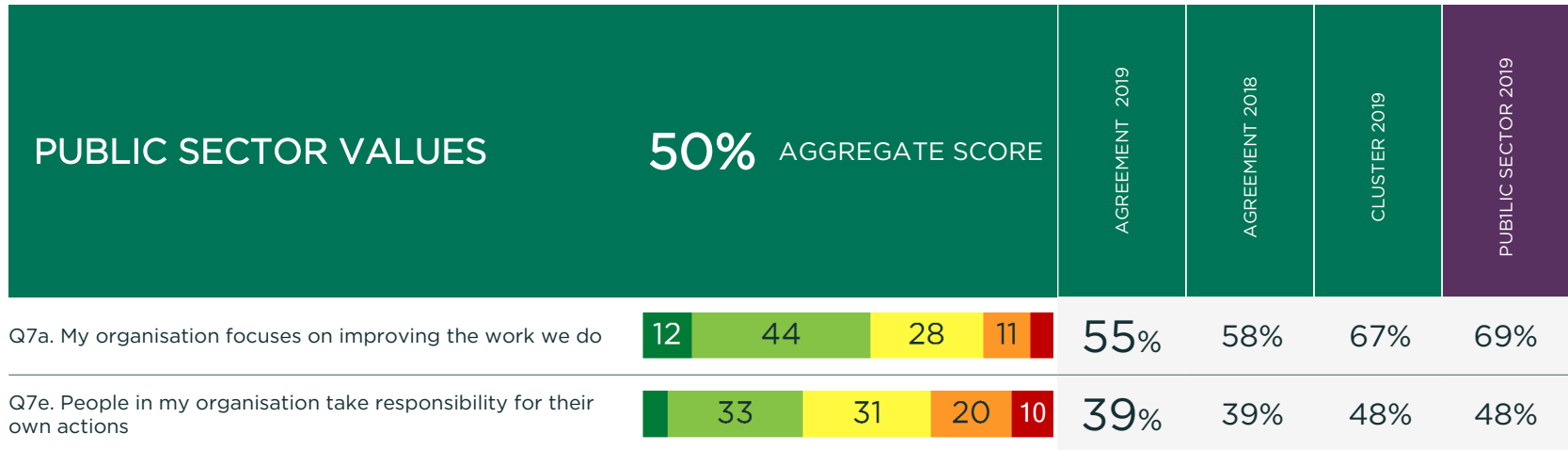


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Results are rounded and may not add up to 100%



KEY





## EXPLORE THE FULL RESULTS

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DIVERSITY & INCLUSION	60% 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	16	42	18	17		58%	57%	66%	67%
Q5b. My manager listens to what I have to say	28	41	15	9	7	69%	68%	74%	76%
Q5d. My manager encourages and values employee input	28	37	18	10	8	64%	64%	70%	73%
Q6i. Senior managers in my organisation support the career advancement of women	14	32	38	8	8	46%	47%	54%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	17	50	22			67%	68%	75%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	20	50	20			70%	70%	75%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	15	44	22	12	8	59%	59%	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>	18	35	27	13	7	53%	54%	58%	59%
Q8e. My manager supports flexible working in my team	21	36	25	10	8	57%	58%	61%	63%

### KEY



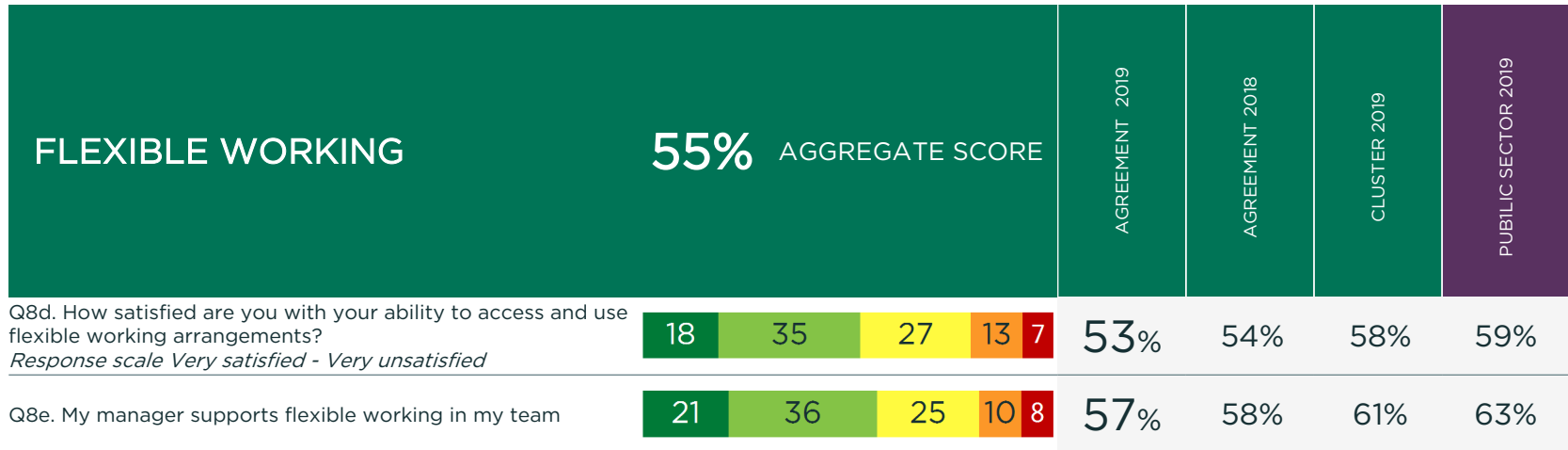


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KEY



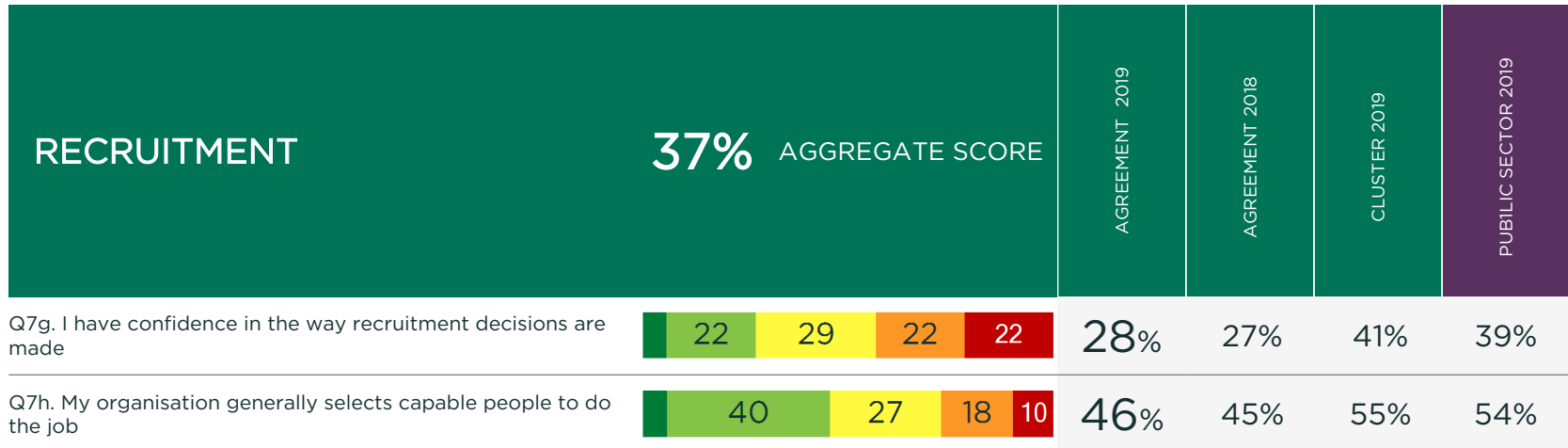


## EXPLORE THE FULL RESULTS

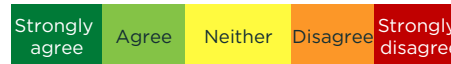
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### KEY





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## PERFORMANCE FRAMEWORK & DEVELOPMENT

**49%** 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		59%	57%	65%	66%
Q3e. My performance is assessed against clear criteria		54%	53%	60%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation		43%	43%	53%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do		61%	59%	66%	69%
Q5h. My manager deals appropriately with employees who perform poorly		38%	37%	47%	48%
Q7f. My organisation is committed to developing its employees		39%	40%	51%	53%

KEY





## EXPLORE THE FULL RESULTS

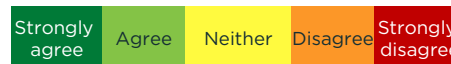
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WORKPLACE SUPPORT	62% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
Q1b. I am provided with the support I need to do my best at work	16	42	18	17	58%	57%	66%	67%	
Q1f. I am able to keep my work stress at an acceptable level	11	44	21	16	7	55%	57%	62%	61%
Q2c. I receive help and support from other members of my workgroup	30	46	14			76%	75%	80%	81%
Q2d. There is good team spirit in my workgroup	25	36	17	14	8	61%	60%	68%	70%

KEY





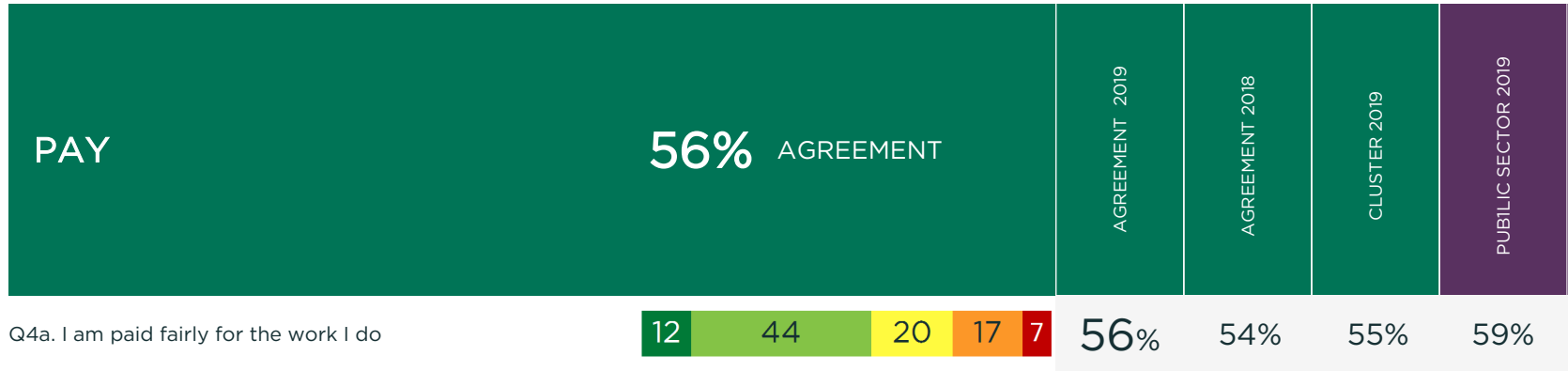


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KEY



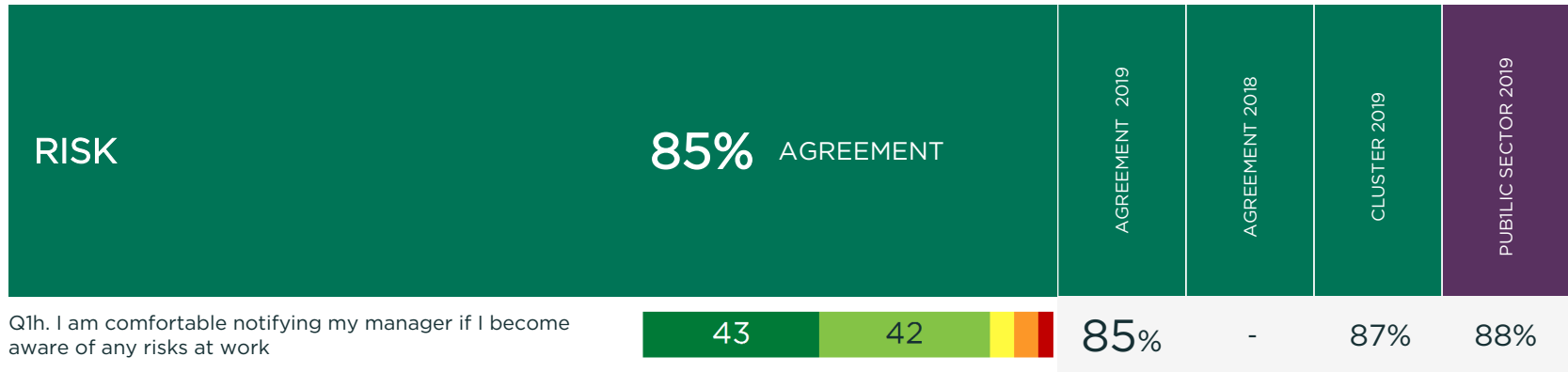


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### KEY



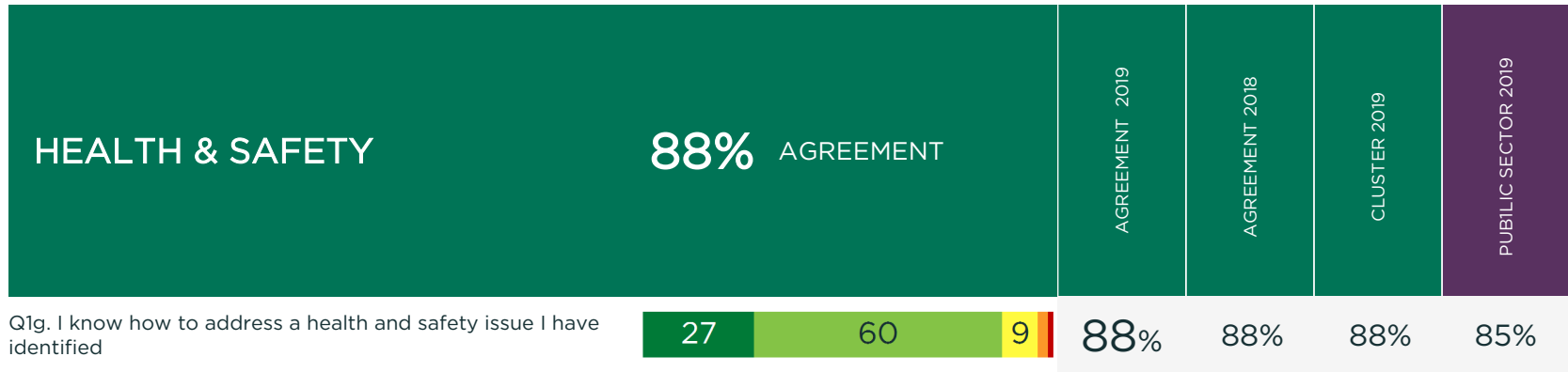


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### KEY





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## ACTION ON RESULTS

**29%** AGREEMENT

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



KEY



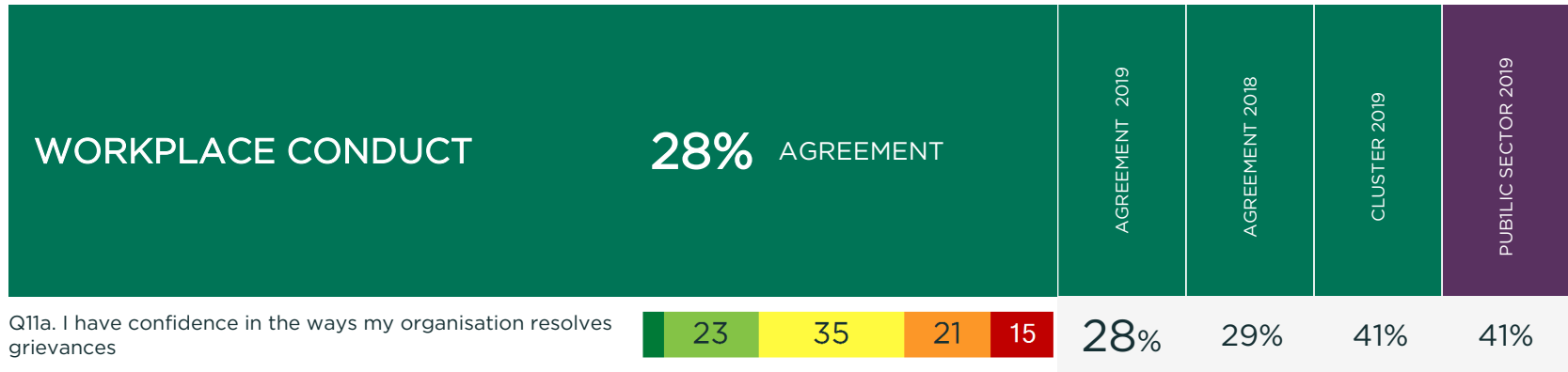


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### KEY





## WELLBEING AND ENGAGEMENT

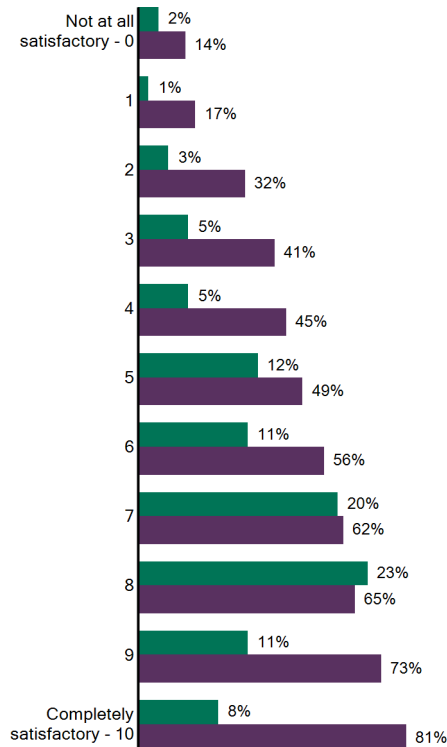
### EXPLORE THE FULL RESULTS

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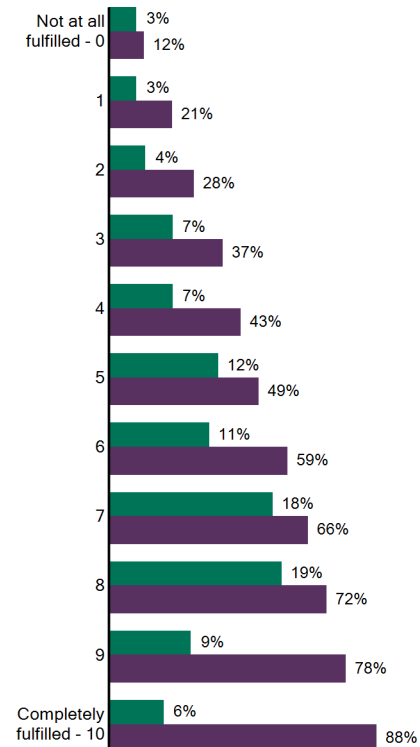
This compares Wellbeing to Engagement.

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



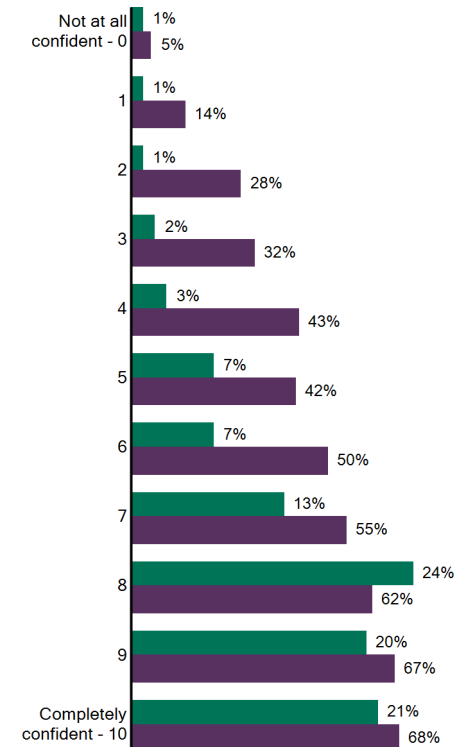
Proportion of respondents answering each response option

**Q1j.** I find my life at work fulfilling



Employee engagement score

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





## EXPLORE THE FULL RESULTS

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## PERFORMANCE FRAMEWORK & DEVELOPMENT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
<b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives					
Yes		62%	61%	71%	71%
No		38%	39%	29%	29%
<b>Q3b.</b> I have informal feedback conversations with my manager					
Yes		71%	69%	74%	76%
No		29%	31%	26%	24%
<b>Q3c.</b> I have scheduled feedback conversations with my manager					
Yes		51%	51%	58%	60%
No		49%	49%	42%	40%



## EXPLORE THE FULL RESULTS

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## 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

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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
Lack of visible opportunities		36%	35%	29%	29%
Lack of promotion opportunities		30%	28%	26%	28%
Personal/family considerations		29%	31%	28%	29%
The application/recruitment process is too cumbersome or time consuming		25%	27%	17%	22%
There are no major barriers to my career progression		25%	29%	31%	29%
Geographic location considerations		25%	26%	22%	25%
Lack of support for temporary assignments/secondments		18%	19%	14%	15%
Lack of support from my manager/supervisor		17%	17%	14%	13%
Insufficient training and development		17%	17%	15%	15%
Lack of required capabilities or experience		9%	10%	10%	11%
Other		8%	7%	8%	9%

% are calculated with the number of unique respondents (N = 2,140 to this question)



## EXPLORE THE FULL RESULTS

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## UNACCEPTABLE CONDUCT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
<b>Q12a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work					
Yes		40%	34%	32%	27%
No		46%	49%	51%	56%
Don't know		14%	17%	17%	17%
<b>Q12b.</b> If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?					
Yes		69%	72%	67%	65%
No		27%	27%	30%	32%
Don't know		4%	1%	4%	4%



## EXPLORE THE FULL RESULTS

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## UNACCEPTABLE CONDUCT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
<b>Q13a.</b> In the last 12 months I have witnessed bullying at work					
Yes		45%	46%	39%	33%
No		48%	46%	52%	57%
Don't know		7%	8%	10%	10%
<b>Q13b.</b> In the last 12 months I have been subjected to bullying at work					
Yes		25%	26%	21%	18%
No		68%	68%	72%	75%
Don't know		6%	6%	7%	7%



## EXPLORE THE FULL RESULTS

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## UNACCEPTABLE CONDUCT

**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%	34%	31%	27%
A senior manager		21%	19%	18%	21%
Your immediate manager/supervisor		18%	19%	23%	23%
Prefer not to say		10%	13%	12%	13%
A subordinate		7%	7%	6%	7%
Other		7%	5%	6%	5%
A client or customer		3%	2%	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

Yes		8%	5%	6%	4%
No		91%	93%	92%	94%
Don't know		2%	1%	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

A person at work		31%	29%	29%	38%
A member of the public		50%	45%	51%	36%
Other		14%	17%	15%	19%
Prefer not to say		5%	9%	6%	7%



## EXPLORE THE FULL RESULTS

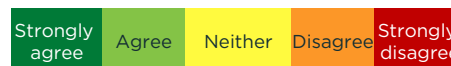
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HEALTH CUSTOMISED QUESTIONS						AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019
Q1. I believe I am valued for what I can offer at my workplace	17	49	17	13		65%	66%	71%
Q2. In my workplace, we recognise our successes and innovations	15	46	23	12		60%	60%	66%
Q3. Overall, I have confidence in the decisions made by my senior managers	10	31	29	18	12	41%	41%	54%
Q4. I have a say in decisions which affect my work	9	35	26	18	11	44%	48%	53%
Q5. Where I work, we share the lessons learnt when mistakes are made	13	47	21	12		60%	62%	67%
Q6. My team's objectives/work plans are clearly outlined	12	46	23	13		58%	60%	66%
Q7. Our objectives/work plans help us to deliver a quality service	13	46	25	11		59%	62%	67%
Q8. Overall, I believe the culture at my workplace has improved in the last 12 months	11	26	30	16	16	37%	37%	45%

KEY





## EXPLORE THE FULL SURVEY RESULTS

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HEALTH		2019	CLUSTER 2019
CUSTOMISED QUESTIONS			
<b>Q9.</b> How often do you feel culturally safe in the workplace?			
Always		62%	63%
Often		26%	25%
About half the time		7%	7%
Seldom		3%	3%
Never		2%	2%
<b>Q10.</b> In the past 12 months have you experienced racism in the workplace?			
Yes		11%	11%
No		89%	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		9%	8%
Your immediate manager / supervisor		6%	10%
A fellow worker at your level		24%	25%
A subordinate / worker below your level		5%	6%
A client or patient		30%	25%
A member of the public other than a client or patient		7%	4%
Other		3%	5%
Prefer not to say		16%	16%





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## HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

### Q10b1. Verbal abuse or harassment

		2019	CLUSTER 2019
Never		40%	36%
Once		10%	15%
Twice		11%	13%
3-5 times		17%	16%
More than 5 times		23%	20%



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## HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

### Q10b2. Other abuse or harassment

		2019	CLUSTER 2019
Never		53%	50%
Once		9%	13%
Twice		9%	10%
3-5 times		11%	12%
More than 5 times		18%	15%



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## HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

### Q10b3. Racial jokes or slurs, imitating accent

Frequency	2019	CLUSTER 2019
Never	30%	30%
Once	13%	15%
Twice	12%	15%
3-5 times	19%	19%
More than 5 times	26%	21%



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## HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

### Q10b4. Exclusion or avoidance in the workplace

		2019	CLUSTER 2019
Never		58%	50%
Once		5%	11%
Twice		10%	10%
3-5 times		12%	13%
More than 5 times		14%	16%



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## HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

### Q10b5. Exclusion from employment opportunities

Response	2019	CLUSTER 2019
Never	73%	65%
Once	5%	10%
Twice	6%	8%
3-5 times	6%	8%
More than 5 times	8%	10%



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## HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

### Q10b6. Racist material displayed in the workplace

Frequency	2019	CLUSTER 2019
Never	90%	86%
Once	3%	5%
Twice	3%	3%
3-5 times	2%	2%
More than 5 times	2%	4%



## 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.

Role	2019	CLUSTER 2019
Junior Medical Officer	1%	2%
Career Medical Officer, Hospitalist	0%	0%
Staff Specialist	0%	2%
Visiting Medical Officer	1%	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	37%	23%
Nurse/Midwifery Educator and Clinical Nurse/Midwifery Educator	2%	2%
Nurse/Midwifery Manager	4%	3%



## EXPLORE THE FULL SURVEY RESULTS

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HEALTH CUSTOMISED QUESTIONS		2019	CLUSTER 2019
<b>Q11.</b> 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)		1%	1%
Clinical Support Executive (eg. Hospital Executive, Local Health Network Executive)		0%	0%
Administrative and Executive Assistant		8%	9%
Corporate Services		1%	3%
Senior Manager/Executive		1%	2%
Allied Health Professional		11%	11%
Allied Health Assistant		1%	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	1%	0%
Technician/Technologist	1%	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	1%	0%
Dental Specialist	0%	0%
Dental Assistant	1%	1%



## EXPLORE THE FULL SURVEY RESULTS

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HEALTH		2019	CLUSTER 2019
CUSTOMISED QUESTIONS			
<b>Q11.</b> 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		2%	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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## 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	0%	0%
Volunteer	0%	0%
Other job role	3%	5%
Prefer not to say	7%	7%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>GENDER</b>		
Male		20%
Female		78%
Other		2%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>AGE</b>		
15-19		0%
20-24		3%
25-29		5%
30-34		7%
35-39		10%
40-44		12%
45-49		17%
50-54		16%
55-59		15%
60-64		10%
65+		4%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

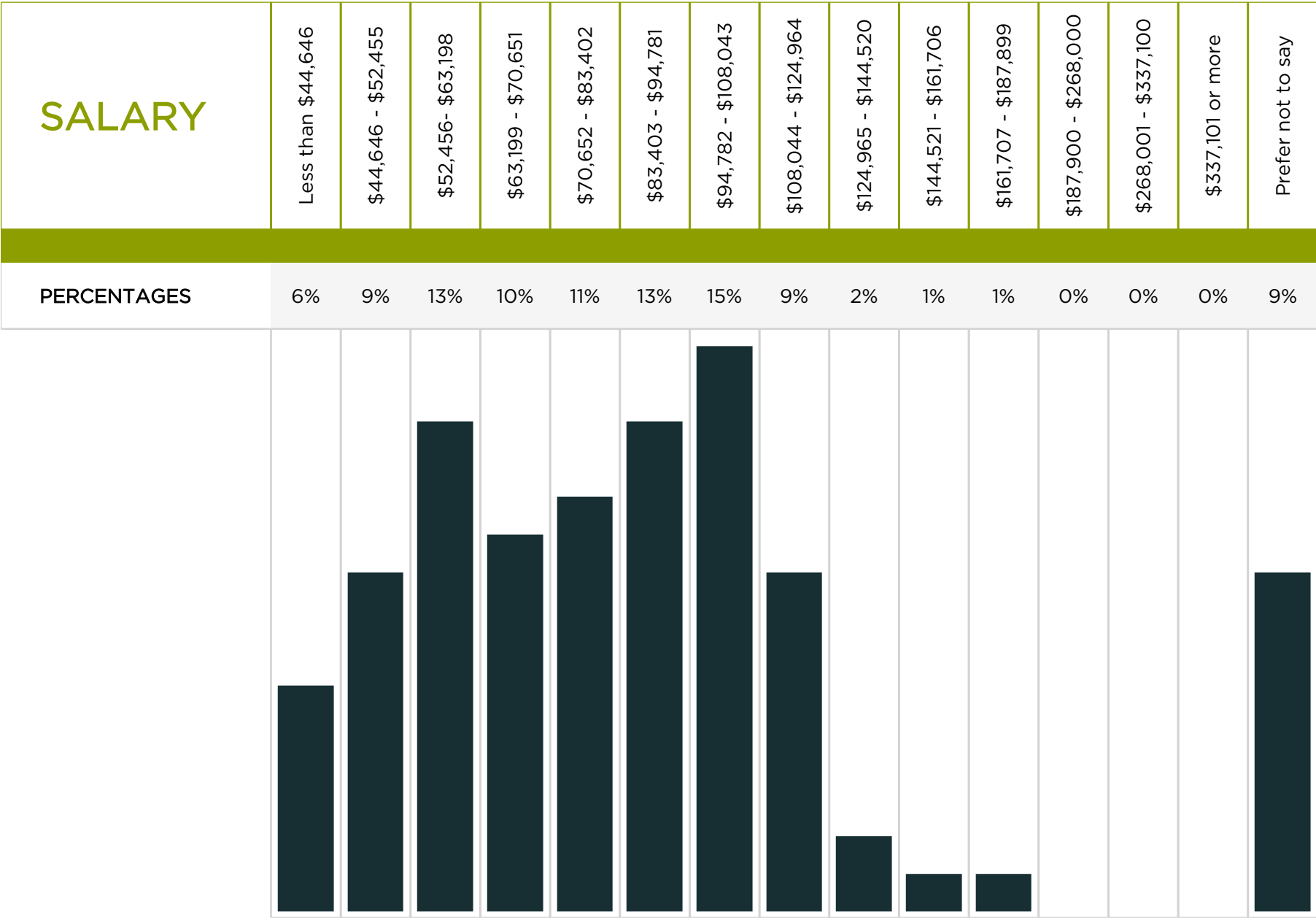
	PERCENTAGE
<b>TYPE OF WORK</b>	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	71%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	5%
Administrative support (e.g. executive/personal assistant, receptionist)	10%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	3%
Policy	0%
Research	0%
Program and project management support	3%
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
<b>TENURE IN ORGANISATION</b>		
Less than 1 year		9%
1 - 2 years		8%
2 - 5 years		21%
5 - 10 years		23%
10 - 20 years		27%
More than 20 years		13%



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>FLEXIBLE WORKING</b>		
None of the above		43%
Flexible start and finish times		25%
Part-time work		20%
Leave without pay		11%
Working additional hours to make up for time off		10%
Study leave		9%
Working from different locations		9%

% are calculated with the number of unique respondents (N = 2,025 to this question)

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>FLEXIBLE WORKING</b>		
Flexible scheduling for rostered workers		8%
Working more hours over fewer days		6%
Working from home		4%
Job sharing		3%
Other		2%
Purchasing annual leave		1%

% are calculated with the number of unique respondents (N = 2,025 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%

	Mid North 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
<b>NUMBER OF RESPONDENTS</b>	<b>2223</b>	<b>1458</b>	<b>106</b>	<b>205</b>	<b>69</b>	<b>3</b>	<b>8</b>	<b>69</b>	<b>1</b>	<b>135</b>
<b>EMPLOYEE ENGAGEMENT</b>	59%	58%	53%	62%	65%	(r)	(r)	68%	(r)	60%
ENGAGEMENT WITH WORK	68%	69%	62%	68%	69%	(r)	(r)	83%	(r)	68%
SENIOR MANAGERS	34%	33%	30%	40%	47%	(r)	(r)	50%	(r)	33%
COMMUNICATION	51%	50%	42%	56%	62%	(r)	(r)	65%	(r)	50%
HIGH PERFORMANCE	56%	56%	46%	58%	61%	(r)	(r)	67%	(r)	53%
PUBLIC SECTOR VALUES	50%	50%	42%	53%	59%	(r)	(r)	64%	(r)	48%
DIVERSITY & INCLUSION	60%	60%	53%	68%	70%	(r)	(r)	75%	(r)	62%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# 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%

	Mid North 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	2223	131	176	263	211	230	273	301	184	48	14	13	10	3
EMPLOYEE ENGAGEMENT	59%	67%	61%	60%	59%	60%	56%	56%	62%	64%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	68%	74%	68%	71%	65%	70%	69%	71%	72%	72%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	34%	41%	33%	33%	31%	33%	30%	31%	45%	52%	(r)	(r)	(r)	(r)
COMMUNICATION	51%	57%	52%	50%	49%	52%	48%	49%	59%	63%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	56%	62%	56%	55%	53%	58%	53%	54%	62%	66%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	50%	56%	49%	48%	46%	50%	48%	48%	59%	63%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	60%	68%	63%	59%	59%	63%	57%	59%	67%	69%	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# 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%

	Mid North Coast Local Health District	\$337,101 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>2223</b>	<b>10</b>	<b>174</b>
<b>EMPLOYEE ENGAGEMENT</b>	59%	(r)	52%
ENGAGEMENT WITH WORK	68%	(r)	58%
SENIOR MANAGERS	34%	(r)	30%
COMMUNICATION	51%	(r)	47%
HIGH PERFORMANCE	56%	(r)	51%
PUBLIC SECTOR VALUES	50%	(r)	47%
DIVERSITY & INCLUSION	60%	(r)	54%

KEY

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AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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CUT OFF LIMIT OF 30 RESPONDENTS

# RESULT BY TENURE IN ORGANISATION



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement 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%

	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
<b>NUMBER OF RESPONDENTS</b>	2223	174	160	429	458	549	262
<b>EMPLOYEE ENGAGEMENT</b>	59%	69%	66%	60%	56%	57%	57%
ENGAGEMENT WITH WORK	68%	81%	83%	68%	64%	66%	69%
SENIOR MANAGERS	34%	55%	38%	36%	29%	31%	32%
COMMUNICATION	51%	67%	59%	53%	46%	49%	48%
HIGH PERFORMANCE	56%	71%	62%	56%	52%	54%	54%
PUBLIC SECTOR VALUES	50%	68%	56%	51%	46%	48%	48%
DIVERSITY & INCLUSION	60%	72%	69%	63%	57%	59%	59%

KEY

AT LEAST 5 PERCENTAGE POINTS  
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AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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CUT OFF LIMIT OF 30 RESPONDENTS

# RESULTS BY TYPES OF FLEXIBLE WORKING



## 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%

	Mid North 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	2223	510	120	202	163	403	67	174	79	17	214	175	47	865
EMPLOYEE ENGAGEMENT	59%	65%	60%	62%	64%	60%	58%	66%	63%	(r)	61%	64%	61%	56%
ENGAGEMENT WITH WORK	68%	76%	74%	76%	74%	70%	75%	81%	76%	(r)	71%	76%	67%	64%
SENIOR MANAGERS	34%	43%	36%	40%	41%	33%	31%	44%	50%	(r)	39%	40%	40%	29%
COMMUNICATION	51%	62%	57%	62%	59%	53%	52%	63%	67%	(r)	55%	60%	52%	45%
HIGH PERFORMANCE	56%	64%	60%	64%	62%	59%	60%	68%	67%	(r)	58%	65%	61%	51%
PUBLIC SECTOR VALUES	50%	59%	52%	57%	57%	51%	50%	60%	64%	(r)	52%	57%	56%	45%
DIVERSITY & INCLUSION	60%	74%	67%	74%	71%	65%	66%	76%	79%	(r)	65%	68%	65%	53%

\*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

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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	Mid North Coast Local Health District	Sydney East	Sydney West	Mid North Coast	Coffs Harbour - Grafton	Richmond - Tweed	Outside NSW	Riverina	Capital Region	Central Coast	Central West	Far West and Orana	Hunter Valley exc Newcastle	Illawarra
NUMBER OF RESPONDENTS	2223	0	0	998	843	19	1	1	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	59%	(r)	(r)	61%	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	68%	(r)	(r)	72%	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	34%	(r)	(r)	35%	33%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	51%	(r)	(r)	54%	49%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	56%	(r)	(r)	58%	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	50%	(r)	(r)	52%	48%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	60%	(r)	(r)	63%	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

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

KEY

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LESS THAN REPORT SCORE

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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%

	Mid North Coast Local Health District	Murray	New England and North West	Newcastle and Lake Macquarie	Southern Highlands and Shoalhaven	Sydney - Baukham Hills and Hawkesbury	Sydney - Blacktown	Sydney - City and Inner South	Sydney - Eastern Suburbs	Sydney - Inner South West	Sydney - Inner West	Sydney - North Sydney and Hornsby	Sydney - Northern Beaches	Sydney - Outer South West
NUMBER OF RESPONDENTS	2223	0	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	34%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	50%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Mid North Coast Local Health District	Sydney - Outer West and Blue Mountains	Sydney - Parramatta	Sydney - Ryde	Sydney - South West	Sydney - Sutherland
<b>NUMBER OF RESPONDENTS</b>	<b>2223</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EMPLOYEE ENGAGEMENT</b>	59%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	68%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	34%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	51%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	56%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	50%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	60%	(r)	(r)	(r)	(r)	(r)

KEY

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# RESULT BY AGE



## 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%

	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+
<b>NUMBER OF RESPONDENTS</b>	2223	9	66	109	148	197	234	346	315	310	206	74
<b>EMPLOYEE ENGAGEMENT</b>	59%	(r)	70%	62%	58%	56%	57%	59%	59%	61%	58%	60%
<b>ENGAGEMENT WITH WORK</b>	68%	(r)	77%	68%	69%	67%	62%	70%	68%	71%	72%	71%
<b>SENIOR MANAGERS</b>	34%	(r)	47%	37%	34%	30%	34%	35%	34%	35%	34%	33%
<b>COMMUNICATION</b>	51%	(r)	54%	53%	53%	49%	50%	52%	52%	52%	51%	51%
<b>HIGH PERFORMANCE</b>	56%	(r)	68%	57%	60%	53%	53%	55%	55%	57%	57%	55%
<b>PUBLIC SECTOR VALUES</b>	50%	(r)	59%	52%	52%	46%	48%	50%	51%	51%	50%	50%
<b>DIVERSITY &amp; INCLUSION</b>	60%	(r)	64%	63%	64%	58%	60%	61%	61%	62%	61%	61%

KEY

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GREATER THAN REPORT SCORE

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LESS THAN REPORT SCORE

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CUT OFF LIMIT OF 30 RESPONDENTS

# 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%

	Mid North Coast Local Health District	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	<b>2223</b>	<b>421</b>	<b>1603</b>	<b>32</b>
<b>EMPLOYEE ENGAGEMENT</b>	59%	56%	60%	46%
ENGAGEMENT WITH WORK	68%	66%	70%	42%
SENIOR MANAGERS	34%	32%	35%	15%
COMMUNICATION	51%	49%	53%	24%
HIGH PERFORMANCE	56%	52%	57%	31%
PUBLIC SECTOR VALUES	50%	47%	51%	25%
DIVERSITY & INCLUSION	60%	59%	62%	36%

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 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%

	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	2223	15	2	10	16	1	19	73	776	36	87	50	12	3
EMPLOYEE ENGAGEMENT	59%	(r)	(r)	(r)	(r)	(r)	(r)	66%	57%	54%	69%	60%	(r)	(r)
ENGAGEMENT WITH WORK	68%	(r)	(r)	(r)	(r)	(r)	(r)	75%	68%	75%	80%	73%	(r)	(r)
SENIOR MANAGERS	34%	(r)	(r)	(r)	(r)	(r)	(r)	35%	30%	34%	53%	33%	(r)	(r)
COMMUNICATION	51%	(r)	(r)	(r)	(r)	(r)	(r)	54%	48%	57%	65%	56%	(r)	(r)
HIGH PERFORMANCE	56%	(r)	(r)	(r)	(r)	(r)	(r)	60%	54%	62%	66%	53%	(r)	(r)
PUBLIC SECTOR VALUES	50%	(r)	(r)	(r)	(r)	(r)	(r)	50%	48%	54%	64%	49%	(r)	(r)
DIVERSITY & INCLUSION	60%	(r)	(r)	(r)	(r)	(r)	(r)	63%	58%	67%	68%	67%	(r)	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# 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.

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	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	2223	175	21	29	235	29	20	10	0	13	17	9	3	6
EMPLOYEE ENGAGEMENT	59%	62%	(r)	(r)	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	68%	71%	(r)	(r)	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	34%	40%	(r)	(r)	29%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	51%	58%	(r)	(r)	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	56%	61%	(r)	(r)	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	50%	55%	(r)	(r)	50%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	60%	68%	(r)	(r)	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# 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%

	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	2223	8	11	1	15	0	1	0	1	24	12	47	8	22
EMPLOYEE ENGAGEMENT	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	57%	(r)	(r)
ENGAGEMENT WITH WORK	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	70%	(r)	(r)
SENIOR MANAGERS	34%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	31%	(r)	(r)
COMMUNICATION	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	41%	(r)	(r)
HIGH PERFORMANCE	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	46%	(r)	(r)
PUBLIC SECTOR VALUES	50%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	39%	(r)	(r)
DIVERSITY & INCLUSION	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	47%	(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%

	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>2223</b>	<b>16</b>	<b>0</b>	<b>11</b>	<b>2</b>	<b>6</b>	<b>2</b>	<b>66</b>	<b>153</b>
<b>EMPLOYEE ENGAGEMENT</b>	59%	(r)	(r)	(r)	(r)	(r)	(r)	60%	50%
<b>ENGAGEMENT WITH WORK</b>	68%	(r)	(r)	(r)	(r)	(r)	(r)	61%	53%
<b>SENIOR MANAGERS</b>	34%	(r)	(r)	(r)	(r)	(r)	(r)	41%	23%
<b>COMMUNICATION</b>	51%	(r)	(r)	(r)	(r)	(r)	(r)	55%	38%
<b>HIGH PERFORMANCE</b>	56%	(r)	(r)	(r)	(r)	(r)	(r)	56%	42%
<b>PUBLIC SECTOR VALUES</b>	50%	(r)	(r)	(r)	(r)	(r)	(r)	53%	38%
<b>DIVERSITY &amp; INCLUSION</b>	60%	(r)	(r)	(r)	(r)	(r)	(r)	63%	49%

### 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



# 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

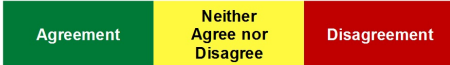
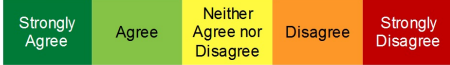
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.