
PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Health

Illawarra Shoalhaven Local Health District

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RESPONSE RATE

20%

**1,674 RESPONSES
OUT OF 8,284 EMPLOYEES**

ENGAGEMENT INDEX

58%

PMES 2016
SECTOR SCORE **65%**

PMES 2014
SECTOR SCORE **65%**

PMES 2016 CLUSTER
SCORE **65%**



ENGAGEMENT

Engaged employees have a sense of personal attachment to their work and organisation; they are motivated and able to give their best to help the organisation succeed.

The complete list of questions which are used to calculate the Engagement Index are listed in the All Questions pages.

RESPONSE RATE

Due to the size of the NSW public sector, even comparatively low levels of response to People Matter can be statistically representative and an accurate reflection of perceptions. Any parts of the sector where the response rate is too low for data to be fully reliable have been flagged in reports.

Some entities exceeded 100% where responses were greater than the employee headcount. This is thought to be primarily due to employees selecting the wrong work location in the survey.

QUESTION HEADLINES

+ HIGHEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

1h.	I look for ways to perform my job more effectively	90%
1a.	I understand what is expected of me to do well in my role	88%
2i.	People in my workgroup treat customers/clients with respect	83%
2a.	My workgroup strives to achieve customer/client satisfaction	82%
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	80%
1d.	I feel I make a contribution to achieving the organisation's objectives	80%
7c.	My organisation strives to earn and sustain a high level of public trust	76%
2d.	People in my workgroup have the appropriate skills to do the job well	75%
2e.	I receive help and support from other members of my workgroup	74%
7b.	My organisation strives to match services to customer/client needs	73%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

7l.	My organisation's processes for recruiting employees are efficient	28%
15.	I believe action will be taken on the results from this survey by my organisation	29%
6h.	I feel that senior managers listen to employees	31%
6b.	I feel that senior leaders effectively lead and manage change	35%
7f.	I feel that change is handled well in my organisation	36%
9b.	I have confidence in the ways my organisation resolves grievances	36%
3k.	I would like to work in another agency within the NSW Public Sector during my career	38%
6c.	I feel that senior managers model the values of my organisation	38%
5n.	My manager appropriately deals with employees who perform poorly	38%
6g.	I feel that senior managers keep employees informed about what's going on	39%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

BUSINESS UNIT COMPARISON



COMPARISON OF BUSINESS UNITS

This page provides the scores for each of the business units below Illawarra Shoalhaven Local Health District, using the same key question groups.

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

	Illawarra Shoalhaven Local Health District	Bulli Hospital	Coledale Hospital	Community Health Care Facility & or Executive, Finance off site facility	David Berry Hospital	Milton Ulladulla Hospital	Port Kembla Hospital	Shellharbour & Kiama Hospitals	Shoalhaven Hospital	Wollongong Hospital
NUMBER OF RESPONDENTS	1674	31	55	266	41	51	145	178	214	613
ENGAGEMENT	58%	67%	48%	60%	75%	56%	61%	62%	61%	55%
SENIOR MANAGERS	39%	51%	28%	42%	68%	26%	40%	37%	39%	37%
COMMUNICATION	52%	62%	31%	54%	79%	48%	56%	56%	53%	49%
HIGH PERFORMANCE	63%	73%	50%	66%	85%	61%	69%	66%	63%	58%
PUBLIC SECTOR VALUES	59%	70%	45%	64%	83%	55%	66%	62%	60%	54%
DIVERSITY & INCLUSION	60%	68%	38%	64%	86%	58%	66%	63%	59%	55%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



EXPLORE THE FULL SURVEY RESULTS

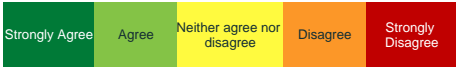
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Some key comparisons are provided.

ENGAGEMENT	58% RESPONSE SCALE					AGREEMENT %	PMES 2014	HEALTH	SECTOR
Q7o. I would recommend my organisation as a great place to work	12	41	26	11	10	52%	60%	60%	60%
Q7p. I am proud to tell others I work for my organisation	16	42	24	9	8	59%	66%	68%	68%
Q7q. I feel a strong personal attachment to my organisation	15	38	26	11	9	53%	61%	62%	64%
Q7r. My organisation motivates me to help it achieve its objectives	11	35	30	14	10	46%	47%	54%	55%
Q7s. My organisation inspires me to do the best in my job	13	34	29	14	11	46%	50%	55%	55%

KEY





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Some key comparisons are provided.

ENGAGEMENT WITH WORK	72% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q1g. My job gives me a feeling of personal accomplishment		72%	78%	76%
Q1h. I look for ways to perform my job more effectively		90%	94%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		69%	75%	76%
Q1j. I am satisfied with my job at the present time		57%	63%	63%

KEY





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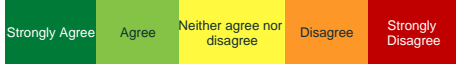
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Some key comparisons are provided.

SENIOR MANAGERS	39% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	9	30	28	18	15	39%	45%	47%
Q6b. I feel that senior leaders effectively lead and manage change	9	27	28	21	16	35%	42%	43%
Q6c. I feel that senior managers model the values of my organisation	9	29	29	17	16	38%	45%	48%
Q6d. Senior managers encourage innovation by employees	8	35	29	15	13	43%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	8	32	32	15	12	41%	49%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	10	37	28	13	12	48%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	8	31	27	18	16	39%	42%	44%
Q6h. I feel that senior managers listen to employees	8	24	31	19	19	31%	37%	39%
Q7f. I feel that change is handled well in my organisation	8	29	28	24	12	36%	43%	41%

KEY





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Some key comparisons are provided.

COMMUNICATION	52% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q5e. My manager communicates effectively with me		63%	66%	69%
Q5f. My manager encourages and values employee input		62%	66%	69%
Q5g. My manager involves my workgroup in decisions about our work		58%	62%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		39%	42%	44%
Q6h. I feel that senior managers listen to employees		31%	37%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		62%	67%	69%

KEY





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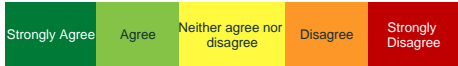
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Some key comparisons are provided.

	63% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q1a. I understand what is expected of me to do well in my role	37	51				88%	91%	90%
Q1b. I have the tools I need to do my job effectively	17	49	14	17		66%	72%	70%
Q1c. I get the information I need to do my job well	16	49	17	14		64%	69%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	27	53	10			80%	86%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	21	44	14	12	9	65%	70%	69%
Q2b. People in my workgroup use time and resources efficiently	20	45	18	12		65%	68%	70%
Q2c. My team works collaboratively to achieve its objectives	24	46	14	11		70%	74%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	24	50	12	9		75%	77%	76%
Q3h. I have received appropriate training and development to do my job well	17	46	18	12	7	62%	69%	63%

KEY





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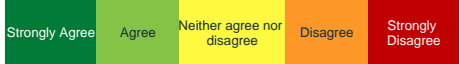
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	63% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	21	44	16	11	9	65%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	20	40	20	11	9	60%	65%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	18	42	18	11	11	60%	63%	65%
Q5j. I have confidence in the decisions my line manager makes	22	39	17	11	11	61%	64%	67%
Q6d. Senior managers encourage innovation by employees	8	35	29	15	13	43%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	8	32	32	15	12	41%	49%	52%
Q7d. My organisation focuses on improving the work we do	19	49	18	9		68%	76%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	14	39	27	13	7	52%	61%	62%
Q7g. There is good co-operation between teams across our organisation	9	33	25	21	12	42%	50%	48%

KEY





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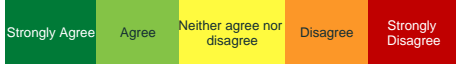
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	63% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q7n. My organisation generally selects capable people to do the job	7	42	25	14	11	50%	53%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	16	45	25	8		61%	67%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	29	51	12			80%	84%	85%

KEY





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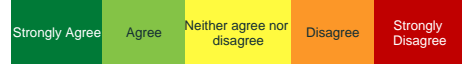
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	59% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction	33	49	10		82%	85%	85%
Q2b. People in my workgroup use time and resources efficiently	20	45	18	12	65%	68%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	22	41	17	12	63%	64%	67%
Q2h. People in my workgroup treat each other with respect	25	40	15	12	65%	68%	72%
Q2i. People in my workgroup treat customers/clients with respect	37	46	8		83%	86%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	21	44	16	11	65%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	20	40	20	11	60%	65%	64%
Q5d. My manager listens to what I have to say	26	40	13	10	66%	70%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	22	35	19	10	58%	61%	64%

KEY





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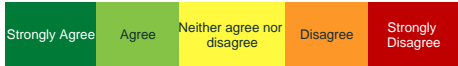
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		59% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q5k. My manager treats employees with dignity and respect		29	39	13	8	11	68%	72%	76%
Q5l. My manager talks to me about how the values apply to my work		18	33	23	15	11	52%	58%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation		9	30	28	18	15	39%	45%	47%
Q6c. I feel that senior managers model the values of my organisation		9	29	29	17	16	38%	45%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		10	37	28	13	12	48%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		8	31	27	18	16	39%	42%	44%
Q6h. I feel that senior managers listen to employees		24	31	19	19	19	31%	37%	39%
Q7a. My organisation provides high quality services		19	53	16	11	1	73%	81%	80%
Q7b. My organisation strives to match services to customer/client needs		20	53	15	8	4	73%	80%	80%

KEY





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

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

Some key comparisons are provided.

PUBLIC SECTOR VALUES	59% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q7c. My organisation strives to earn and sustain a high level of public trust	21	54	14	9	0	76%	82%	83%
Q7d. My organisation focuses on improving the work we do	19	49	18	9	0	68%	76%	76%
Q7h. People in my organisation take responsibility for their own actions	8	34	30	18	10	41%	48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	9	40	30	11	10	50%	58%	63%

KEY





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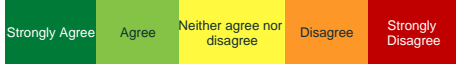
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Some key comparisons are provided.

DIVERSITY & INCLUSION	60% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	15	38	19	18	10	53%	60%	59%
Q5d. My manager listens to what I have to say	26	40	13	10	11	66%	70%	73%
Q5f. My manager encourages and values employee input	26	36	14	12	12	62%	66%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	21	38	17	12	12	58%	63%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	22	35	19	10	13	58%	61%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	13	32	36	7	12	44%	49%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	16	51	19	8	7	66%	73%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	16	45	25	8		61%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	16	46	15	12	11	62%	67%	69%

KEY





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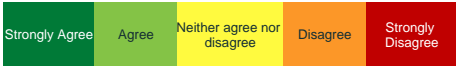
Some key comparisons are provided.

DIVERSITY & INCLUSION

60% RESPONSE SCALE

	60% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	29	51	12			80%	84%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	15	33	24	16	12	48%	55%	58%

KEY





EXPLORE THE FULL SURVEY RESULTS

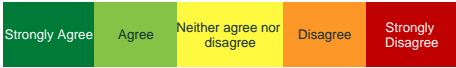
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Some key comparisons are provided.

RECRUITMENT	39% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient		28%	32%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair		41%	43%	41%
Q7n. My organisation generally selects capable people to do the job		50%	53%	51%

KEY





EXPLORE THE FULL SURVEY RESULTS

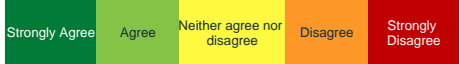
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION 48% RESPONSE SCALE						AGREEMENT %	HEALTH	SECTOR
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	20	34	26	10	10	54%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	17	29	34	10	10	46%	51%	53%
Q7g. There is good co-operation between teams across our organisation	9	33	25	21	12	42%	50%	48%

KEY





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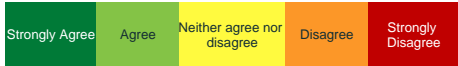
Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT

53% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		54%	62%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		63%	68%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		52%	58%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		52%	59%	59%
Q3e. My performance is assessed against clear criteria		48%	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		64%	69%	71%
Q3g. I am able to access the right learning and development opportunities as required		58%	66%	60%
Q3h. I have received appropriate training and development to do my job well		62%	69%	63%
Q3i. I have a strong desire to advance my career		62%	69%	69%

KEY





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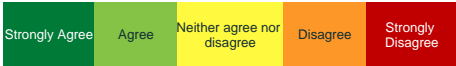
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PERFORMANCE FRAMEWORK & DEVELOPMENT

53% RESPONSE SCALE

	53% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	12	30	26	19	14	42%	48%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	15	22	34	17	11	38%	40%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	23	37	16	12	12	60%	64%	67%
Q5n. My manager appropriately deals with employees who perform poorly	12	26	30	16	15	38%	44%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	18	39	23	10	10	57%	61%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	20	34	26	10	10	54%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	17	29	34	10	10	46%	51%	53%
Q7j. My organisation is committed to developing its employees	10	35	29	15	11	45%	53%	53%

KEY





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Some key comparisons are provided.

MOBILITY	46% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	15	22	34	17	11	38%	40%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	20	34	26	10	10	54%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	17	29	34	10	10	46%	51%	53%

KEY





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Some key comparisons are provided.

PAY & BENEFITS 57% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q4a. I am paid fairly for the work I do	54%	55%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	60%	60%	60%

KEY





EXPLORE THE FULL SURVEY RESULTS

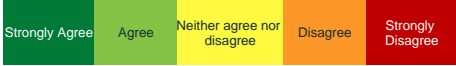
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

DIVERSITY GROUPS	68% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	20	52	18	7	3	72%	77%	77%
Q8c. Age is not a barrier to success in my organisation	19	50	19	7	5	68%	73%	71%
Q8d. Disability is not a barrier to success in my organisation	16	44	28	10	2	61%	66%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	20	50	22	7	1	70%	76%	76%
Q8f. Gender is not a barrier to success in my organisation	20	51	18	7	3	70%	75%	74%

KEY





EXPLORE THE FULL SURVEY RESULTS

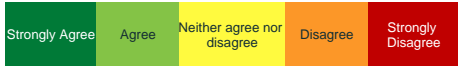
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

WORKPLACE SUPPORT	57% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	15	38	19	18	10	53%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level	11	44	19	16	10	55%	60%	58%
Q1l. My workload is acceptable	10	40	19	20	11	50%	54%	55%
Q2e. I receive help and support from other members of my workgroup	26	48	13	8		74%	78%	80%
Q2f. There is good team spirit in my workgroup	24	36	16	13	11	60%	64%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	10	39	22	17	13	48%	52%	56%

KEY





EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

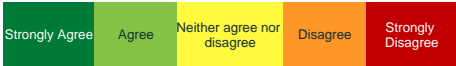
ACTION ABOUT SURVEY RESULTS

29% RESPONSE SCALE

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



KEY





EXPLORE THE FULL SURVEY RESULTS

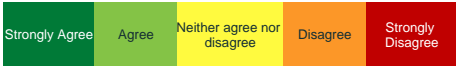
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

WORKPLACE CONDUCT	42% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		50%	58%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		36%	43%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		41%	48%	49%

KEY





EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		40%	42%	46%
Better skills in my workgroup		27%	28%	27%
Improved career opportunities		47%	47%	52%
Improved learning and development opportunities		51%	49%	50%
Greater involvement in decision making		32%	32%	33%
Better pay and benefits		60%	58%	58%
Greater recognition for the work I do		45%	44%	45%
Better leadership from senior managers		37%	37%	39%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		29%	29%	27%
Better accountability for performance		25%	24%	25%
A better location		17%	19%	20%
More flexible working conditions		40%	38%	38%
Better work/life balance		44%	43%	46%
Improved facilities		34%	32%	30%
Improved technology and systems		31%	33%	38%
Better job security		28%	33%	43%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

WORKPLACE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q9a. In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		75%	77%	72%
No		22%	19%	24%
Don't Know		3%	3%	4%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		36%	31%	25%
No		56%	59%	64%
Don't Know		8%	10%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		62%	65%	63%
No		38%	33%	35%
Don't Know		0%	1%	2%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		48%	43%	35%
No		47%	50%	58%
Don't Know		5%	6%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		29%	24%	20%
No		68%	71%	75%
Don't Know		3%	5%	5%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q10e. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months.				
A senior manager		15%	20%	23%
Your Immediate Manager/Supervisor		35%	26%	26%
A fellow worker at your level		28%	29%	25%
A subordinate		6%	7%	8%
A client or customer		1%	2%	2%
Other		5%	5%	4%
Prefer not to say		9%	11%	13%



EXPLORE THE FULL SURVEY RESULTS

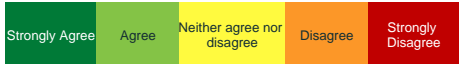
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

HEALTH QUESTIONS	RESPONSE SCALE					AGREEMENT %	HEALTH
Q1. Morale is good in my team	14	40	15	19	12	54%	59%
Q2. I believe I am valued for what I can offer at my workplace	17	47	14	13	8	64%	69%
Q3. In my workplace, we recognise our successes and innovations	16	44	20	14		60%	64%
Q4. Staff are treated respectfully regardless of their job	17	46	14	12	10	64%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	12	32	24	17	15	43%	49%
Q6. Overall, I have confidence in the decisions made by my senior managers	11	32	25	18	15	43%	50%

KEY





EXPLORE THE FULL SURVEY RESULTS

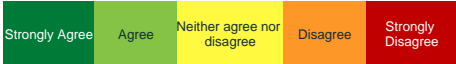
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

HEALTH QUESTIONS	RESPONSE SCALE					AGREEMENT %	HEALTH
Q7. I have a say in decisions which affect my work	10	35	24	19	13	45%	50%
Q8. Where I work, we share the lessons learnt when mistakes are made	13	46	20	11	9	59%	64%
Q9. My team's objectives/work plans are clearly outlined	12	46	21	14	8	58%	64%
Q10. Our objectives/work plans help us to deliver a quality service	13	48	22	9	8	60%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	11	26	30	15	18	37%	41%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

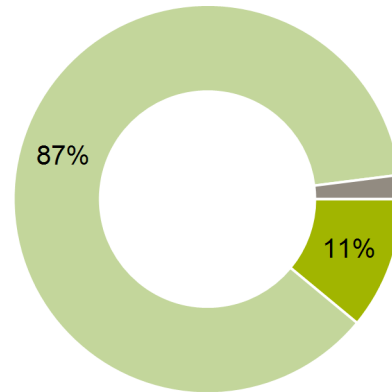
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		20%
Female		79%
Other		1%
Age		
<35		22%
35 - 54		54%
> 54		24%

PROFILE OF RESPONDENTS

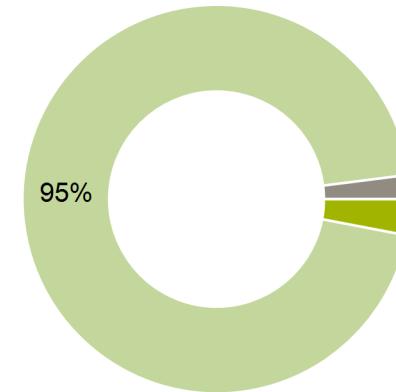


PERSONAL PROFILES

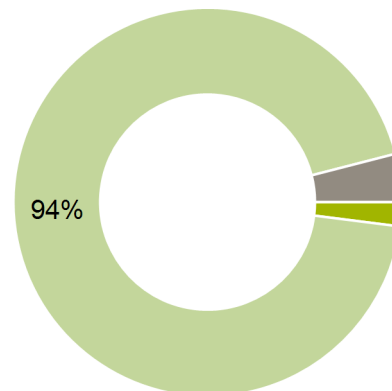
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



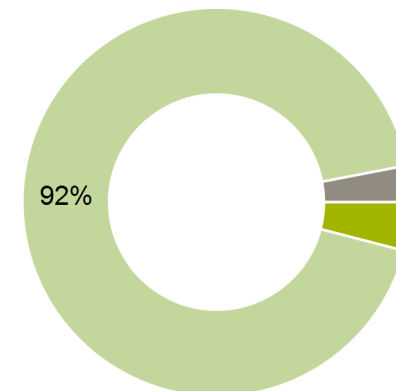
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



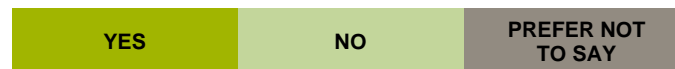
DO YOU HAVE A DISABILITY?



DO YOU IDENTIFY AS LGBTI?



KEY



PROFILE OF RESPONDENTS



WORK PROFILES

TENURE IN ORGANISATION	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		8%
1 - 2 years		9%
2 - 5 years		18%
5 - 10 years		22%
10 - 20 years		26%
More than 20 years		17%

PROFILE OF RESPONDENTS



WORK PROFILES

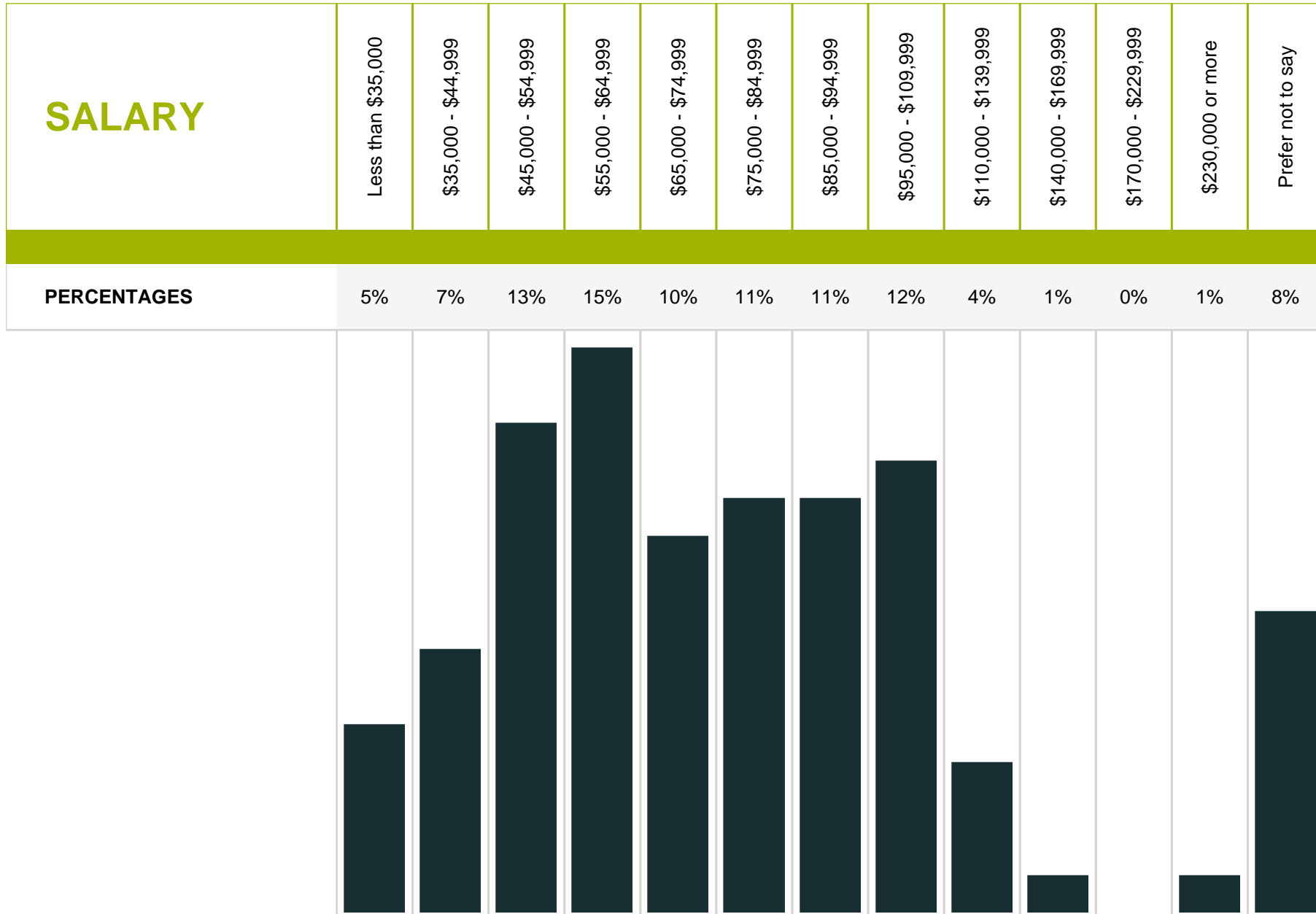
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		68%
Other service delivery work		4%
Administrative support		11%
Corporate services		5%
Policy		0%
Research		0%
Program and project management support		3%
Legal (including developing and/or reviewing legislation)		0%
Other		8%

PROFILE OF RESPONDENTS



WORK PROFILES

SALARY



RESULTS BY TYPE OF WORK



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Illawarra Shoalhaven Local Health District	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	1674	976	64	160	75	1	7	47	1	112
ENGAGEMENT	58%	55%	56%	68%	68%	(r)	(r)	64%	(r)	60%
SENIOR MANAGERS	39%	37%	35%	50%	47%	(r)	(r)	57%	(r)	36%
COMMUNICATION	52%	50%	45%	61%	70%	(r)	(r)	66%	(r)	50%
HIGH PERFORMANCE	63%	61%	57%	71%	72%	(r)	(r)	75%	(r)	61%
PUBLIC SECTOR VALUES	59%	57%	52%	68%	71%	(r)	(r)	72%	(r)	55%
DIVERSITY & INCLUSION	60%	57%	56%	71%	79%	(r)	(r)	72%	(r)	59%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Illawarra Shoalhaven Local Health District	Less than \$35,000	\$35,000 - \$44,999	\$45,000 - \$54,999	\$55,000 - \$64,999	\$65,000 - \$74,999	\$75,000 - \$84,999	\$85,000 - \$94,999	\$95,000 - \$109,999	\$110,000 - \$139,999	\$140,000 - \$169,999	\$170,000 - \$229,999	\$230,000 or more	Prefer not to say
NUMBER OF RESPONDENTS	1674	74	94	189	219	148	165	157	172	64	15	7	14	118
ENGAGEMENT	58%	62%	52%	60%	58%	57%	56%	56%	64%	58%	(r)	(r)	(r)	58%
SENIOR MANAGERS	39%	46%	27%	42%	40%	37%	31%	37%	50%	43%	(r)	(r)	(r)	34%
COMMUNICATION	52%	54%	40%	51%	53%	51%	48%	52%	64%	63%	(r)	(r)	(r)	49%
HIGH PERFORMANCE	63%	65%	53%	61%	61%	62%	59%	64%	72%	70%	(r)	(r)	(r)	61%
PUBLIC SECTOR VALUES	59%	60%	48%	59%	58%	57%	55%	60%	70%	67%	(r)	(r)	(r)	56%
DIVERSITY & INCLUSION	60%	61%	50%	59%	59%	59%	56%	62%	70%	69%	(r)	(r)	(r)	57%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Illawarra Shoalhaven 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	1674	118	126	258	310	373	239
ENGAGEMENT	58%	68%	62%	60%	54%	57%	57%
SENIOR MANAGERS	39%	57%	41%	42%	34%	37%	39%
COMMUNICATION	52%	70%	58%	57%	45%	50%	52%
HIGH PERFORMANCE	63%	74%	66%	65%	57%	61%	64%
PUBLIC SECTOR VALUES	59%	73%	62%	61%	53%	58%	59%
DIVERSITY & INCLUSION	60%	76%	65%	64%	54%	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 30 RESPONDENTS

RESULTS BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Illawarra Shoalhaven 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	1674	6	41	121	143	159	182	210	224	212	105	21
ENGAGEMENT	58%	(r)	66%	59%	61%	59%	57%	57%	54%	61%	60%	(r)
SENIOR MANAGERS	39%	(r)	57%	41%	40%	37%	37%	37%	36%	44%	41%	(r)
COMMUNICATION	52%	(r)	71%	56%	56%	54%	51%	49%	47%	58%	53%	(r)
HIGH PERFORMANCE	63%	(r)	74%	66%	64%	62%	62%	59%	60%	68%	66%	(r)
PUBLIC SECTOR VALUES	59%	(r)	72%	62%	60%	58%	58%	56%	56%	65%	61%	(r)
DIVERSITY & INCLUSION	60%	(r)	73%	63%	64%	60%	61%	57%	55%	63%	63%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Illawarra Shoalhaven Local Health District	Male	Female	Other
NUMBER OF RESPONDENTS	1674	281	1140	19
ENGAGEMENT	58%	51%	60%	(r)
SENIOR MANAGERS	39%	33%	41%	(r)
COMMUNICATION	52%	46%	55%	(r)
HIGH PERFORMANCE	63%	54%	65%	(r)
PUBLIC SECTOR VALUES	59%	51%	62%	(r)
DIVERSITY & INCLUSION	60%	53%	62%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY SERVICE, BUSINESS FUNCTION, OR UNIT



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Illawarra Shoalhaven Local Health District	Clinical Operations Professional Leads & Support Functions	Allied Health (Service)	Cancer Division	Women, Kids & Families Division	Surgical Division	Critical Care Division (Anaesthetics, ICU etc)	Aged Care & Rehabilitation, and Palliative Care Division	Medicine Division (incl. Renal Services)	Clinical Business Units (Imaging, Pathology, Nuclear Medicine, Pharmacy)	Medical Workforce Services	Ambulatory & Primary Health Care	Drug & Alcohol Service	Mental Health
NUMBER OF RESPONDENTS	1674	101	195	68	71	78	150	143	76	22	31	100	42	129
ENGAGEMENT	58%	57%	64%	64%	58%	57%	36%	64%	65%	(r)	56%	61%	72%	53%
SENIOR MANAGERS	39%	39%	48%	47%	38%	30%	21%	45%	45%	(r)	44%	46%	56%	35%
COMMUNICATION	52%	54%	63%	60%	53%	45%	26%	59%	63%	(r)	58%	52%	72%	50%
HIGH PERFORMANCE	63%	63%	73%	69%	65%	56%	33%	70%	71%	(r)	66%	66%	81%	62%
PUBLIC SECTOR VALUES	59%	59%	69%	66%	60%	51%	32%	66%	66%	(r)	62%	63%	77%	59%
DIVERSITY & INCLUSION	60%	61%	69%	67%	60%	51%	29%	68%	68%	(r)	67%	61%	81%	60%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY SERVICE, BUSINESS FUNCTION, OR UNIT



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Illawarra Shoalhaven Local Health District	Oral Health	Planning & Strat. Commissioning Unit, Performance Unit, Info Mgmt Unit & Aboriginal Health Unit	Public Health	Finance & Corporate Services	Chief Executive Associated Support Services	People, Change & Governance
NUMBER OF RESPONDENTS	1674	20	14	59	65	9	49
ENGAGEMENT	58%	(r)	(r)	61%	60%	(r)	66%
SENIOR MANAGERS	39%	(r)	(r)	31%	33%	(r)	47%
COMMUNICATION	52%	(r)	(r)	41%	52%	(r)	68%
HIGH PERFORMANCE	63%	(r)	(r)	58%	57%	(r)	70%
PUBLIC SECTOR VALUES	59%	(r)	(r)	50%	55%	(r)	70%
DIVERSITY & INCLUSION	60%	(r)	(r)	52%	61%	(r)	75%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Illawarra Shoalhaven Local Health District	Junior Medical Officer	Career Medical Officer, Hospitalist	Staff Specialist	Visiting Medical Officer	Clinical Academic	Assistant in Nursing	Enrolled Nurse	Registered Nurse/Midwife, Clinical Nurse/Midwife Specialist/Consultant, Practitioner	Nurse/Midwifery Educator and Clinical Nurse/Midwifery Educator	Nurse/Midwifery Manager	Support Officers	Information Management	Clinical Support Executive
NUMBER OF RESPONDENTS	1674	2	0	18	2	3	12	60	335	21	56	83	7	3
ENGAGEMENT	58%	(r)	(r)	(r)	(r)	(r)	(r)	55%	54%	(r)	57%	57%	(r)	(r)
SENIOR MANAGERS	39%	(r)	(r)	(r)	(r)	(r)	(r)	36%	34%	(r)	51%	40%	(r)	(r)
COMMUNICATION	52%	(r)	(r)	(r)	(r)	(r)	(r)	45%	47%	(r)	59%	50%	(r)	(r)
HIGH PERFORMANCE	63%	(r)	(r)	(r)	(r)	(r)	(r)	57%	59%	(r)	68%	56%	(r)	(r)
PUBLIC SECTOR VALUES	59%	(r)	(r)	(r)	(r)	(r)	(r)	51%	54%	(r)	66%	53%	(r)	(r)
DIVERSITY & INCLUSION	60%	(r)	(r)	(r)	(r)	(r)	(r)	51%	54%	(r)	65%	54%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Illawarra Shoalhaven 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	1674	74	38	10	205	12	15	3	1	5	3	5	3	1
ENGAGEMENT	58%	67%	67%	(r)	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	39%	39%	45%	(r)	42%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	52%	53%	68%	(r)	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	63%	68%	73%	(r)	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	59%	64%	70%	(r)	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	60%	67%	78%	(r)	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Illawarra Shoalhaven Local Health District	Technical Officers/Technical Assistant	Dental Officer, Therapists and Hygienist	Dental Specialist	Dental Assistant	Trainee Dental Assistant	Operational Ambulance Officers	Operational Ambulance Managers	Project Director	Project Manager	Project Officer	Cleaning, Linen and Food	Motor Vehicle, Patient Transport	Security Services, Fire Safety
NUMBER OF RESPONDENTS	1674	7	6	0	3	0	0	0	2	15	6	14	1	5
ENGAGEMENT	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	39%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	63%	(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	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

RESULTS BY CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Illawarra Shoalhaven 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	1674	9	1	4	1	4	0	24	44
ENGAGEMENT	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	49%
SENIOR MANAGERS	39%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	24%
COMMUNICATION	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	37%
HIGH PERFORMANCE	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	50%
PUBLIC SECTOR VALUES	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	44%
DIVERSITY & INCLUSION	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	45%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



WHAT'S NEXT?

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

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

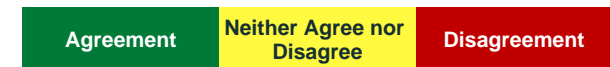
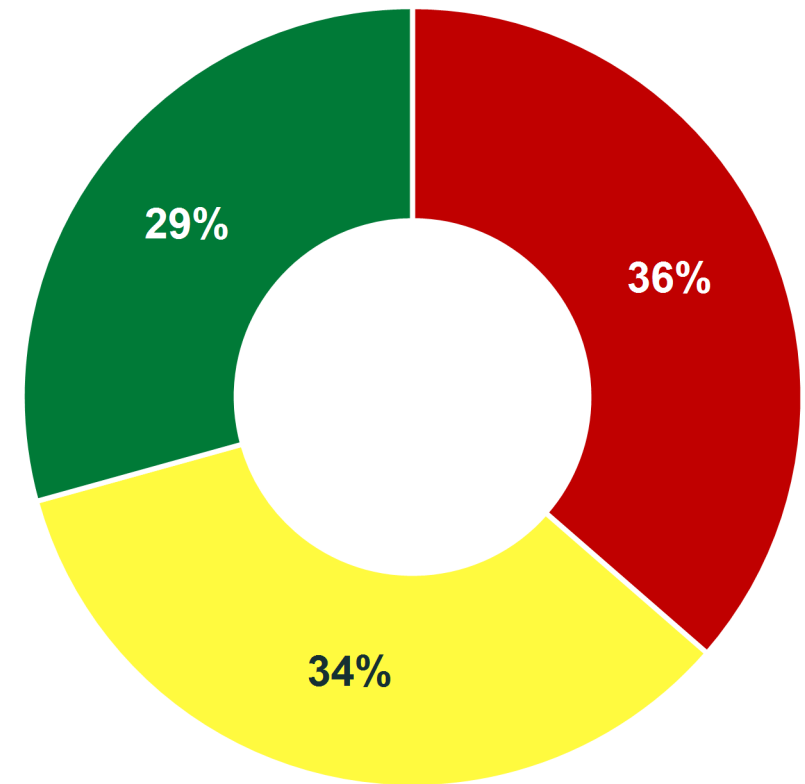
29%

of employees replied favourably to:

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

32%
SECTOR

34%
CLUSTER



GUIDE TO THIS REPORT

ANONYMITY RULES

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

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

HOW THE DRIVERS AND INFLUENCERS ARE DERIVED

ORC International employs SPSS software to fully interrogate the results and perform appropriate calculations. Our statisticians need a minimum of **30 responses** from a team to perform the analysis to determine the top influences of engagement, leadership and other key question groups.

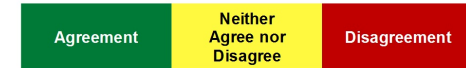
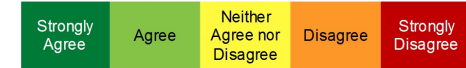
Statistical techniques applied for this analysis include **Factor Analysis** which identifies patterns in data and allows the statistician to assess whether the attitude questions are measuring the same underlying theme or characteristic.

Regression Analysis then involves building a statistical model based on research that employee engagement is affected by various elements of the workplace such as line manager, learning & development, reward and recognition, job role, etc. This analysis assigns importance weights to the attributes that have been measured. It relies on certain assumptions, one of which is that the variables used in the model should, by definition, not be strongly related to each other. The outcome of these techniques is a list of questions which we can say have the highest association with the engagement index, or more simply, are the most significant influencers of employee engagement

HOW TO READ THIS REPORT

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

Previous surveys had a 4-point answer scale, which means that comparisons are limited for this year only. Some scales, such as those used for the Engagement Index, are unchanged.



ROUNDING

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

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

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Total
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%