

PEOPLE MATTER 2017

NSW Public Sector Employee Survey

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

AGENCY REPORT

Health

Illawarra Shoalhaven Local Health District

RESPONSE RATE

37%

2,491 OF 6,714 TOTAL RESPONDENTS

EMPLOYEE ENGAGEMENT

63%

DIFFERENCE FROM 2016 +5

DIFFERENCE FROM CLUSTER 0

DIFFERENCE FROM PUBLIC SECTOR -1

SENIOR MANAGERS

42%

DIFFERENCE FROM 2016 +3

DIFFERENCE FROM CLUSTER -3

DIFFERENCE FROM PUBLIC SECTOR -5

COMMUNICATION

58%

DIFFERENCE FROM 2016 +6

DIFFERENCE FROM CLUSTER +1

DIFFERENCE FROM PUBLIC SECTOR -1



QUESTIONS ARE GROUPED INTO THEMES IN THIS REPORT.

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

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

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

ENGAGEMENT WITH WORK

74%

DIFFERENCE FROM CLUSTER +2

DIFFERENCE FROM PUBLIC SECTOR +3

HIGH PERFORMANCE

62%

DIFFERENCE FROM CLUSTER 0

DIFFERENCE FROM PUBLIC SECTOR -1

PUBLIC SECTOR VALUES

57%

DIFFERENCE FROM CLUSTER -1

DIFFERENCE FROM PUBLIC SECTOR -3

DIVERSITY & INCLUSION

67%

DIFFERENCE FROM CLUSTER +2

DIFFERENCE FROM PUBLIC SECTOR -1

KEY DRIVERS OF ENGAGEMENT



WHAT TO FOCUS ON?

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

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

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

		AGREEMENT	% AGREEMENT 2016	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	Q7f. My organisation is committed to developing its employees	47%	45%	49%	50%
2	Q7a. My organisation focuses on improving the work we do	66%	68%	67%	69%
3	Q7c. I feel that change is managed well in my organisation	36%	36%	41%	39%
4	Q7b. My organisation is making the necessary improvements to meet our future challenges	50%	52%	55%	57%
5	Q9a. I have confidence in the ways my organisation resolves grievances	36%	36%	37%	36%
6	Q8c. I am able to speak up and share a different view to my colleagues and manager	67%	62%	65%	66%

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST AGREEMENT SCORING QUESTIONS

AGREEMENT
2017

1a.	I understand what is expected of me to do well in my role	93%
2a.	My workgroup strives to achieve customer/client satisfaction	87%
2c.	I receive help and support from other members of my workgroup	82%
2b.	My workgroup works collaboratively to achieve its objectives	79%
1c.	My job gives me a feeling of personal accomplishment	79%
8b.	Personal background is not a barrier to success in my organisation	76%
5b.	My manager listens to what I have to say	74%
1d.	I feel motivated to contribute more than what is normally required at work	74%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	74%
2e.	People in my workgroup treat each other with respect	71%

- LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT
2017

14.	I believe action will be taken on the results from this survey by my organisation	35%
9a.	I have confidence in the ways my organisation resolves grievances	36%
7c.	I feel that change is managed well in my organisation	36%
6h.	I feel that senior managers listen to employees	36%
6b.	I feel that senior managers effectively lead and manage change	39%
7g.	I have confidence in the way recruitment decisions are made	40%
6a.	I believe senior managers provide clear direction for the future of the organisation	41%
6c.	I feel that senior managers model the values of my organisation	41%
6g.	I feel that senior managers keep employees informed about what's going on	42%
5h.	My manager appropriately deals with employees who perform poorly	43%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

MOST AND LEAST IMPROVED QUESTIONS

+ MOST IMPROVED QUESTIONS

AGREEMENT
2017

AGREEMENT
2016

1e.	I am satisfied with my job	71%	57%
1b.	I am provided with the support I need to do my best at work	65%	53%
3d.	In the last 12 months I received useful feedback on my work to enable me to deliver required results	63%	52%
3e.	My performance is assessed against clear criteria	58%	48%
2d.	There is good team spirit in my workgroup	70%	60%
3g.	I am satisfied with the opportunities available for career development in my organisation	51%	42%
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	56%	48%
2b.	My workgroup works collaboratively to achieve its objectives	79%	70%
5d.	My manager encourages and values employee input	70%	62%
5b.	My manager listens to what I have to say	74%	66%

- LEAST IMPROVED QUESTIONS

AGREEMENT
2017

AGREEMENT
2016

7a.	My organisation focuses on improving the work we do	66%	68%
7b.	My organisation is making the necessary improvements to meet our future challenges	50%	52%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Illawarra Shoalhaven Local Health District

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

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

	Illawarra Shoalhaven Local Health District	Aged & Palliative Care Services (non Hub based)	Ambulatory and Primary Health Care	Bulli Hospital	Coledale Hospital	David Berry Hospital	Drug and Alcohol Service	Mental Health Services	Milton Ulladulla Hospital	Oral Health Service	Port Kembla Hospital	Shellharbour & Kiama Hospitals (inc; Hub Support Staff)	Shoalhaven Hospital (inc; Hub Support Staff)	Wollongong Hospital (inc; Hub Support Staff)
NUMBER OF RESPONDENTS	2491	28	201	92	61	82	68	147	68	80	132	155	371	655
EMPLOYEE ENGAGEMENT	63%	64%	65%	72%	68%	76%	69%	54%	54%	66%	65%	58%	64%	63%
ENGAGEMENT WITH WORK	74%	85%	77%	84%	77%	83%	81%	70%	60%	74%	78%	63%	73%	75%
SENIOR MANAGERS	42%	47%	38%	65%	54%	72%	48%	26%	26%	47%	42%	27%	43%	42%
COMMUNICATION	58%	62%	60%	75%	68%	78%	66%	45%	41%	57%	61%	42%	58%	58%
HIGH PERFORMANCE	62%	73%	64%	75%	69%	81%	72%	51%	48%	64%	67%	50%	61%	62%
PUBLIC SECTOR VALUES	57%	66%	57%	72%	64%	78%	64%	45%	44%	61%	62%	43%	57%	56%
DIVERSITY & INCLUSION	67%	70%	69%	81%	73%	81%	76%	55%	52%	68%	72%	54%	65%	66%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Illawarra Shoalhaven Local Health District

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

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

	Illawarra Shoalhaven Local Health District	Child and Family Services (non Hub based)	Executive Services	Finance & Corporate Services	Medical Services & Clinical Governance Directorate	People, Change and Governance	PIP, Aboriginal Health Strategy & Public Health Unit	Redesign, Clinical Business Units & Divisional staff
NUMBER OF RESPONDENTS	2491	59	38	62	41	61	33	28
EMPLOYEE ENGAGEMENT	63%	62%	67%	58%	66%	62%	67%	64%
ENGAGEMENT WITH WORK	74%	77%	81%	68%	80%	67%	82%	75%
SENIOR MANAGERS	42%	47%	46%	28%	38%	47%	51%	50%
COMMUNICATION	58%	56%	70%	51%	61%	74%	68%	67%
HIGH PERFORMANCE	62%	64%	64%	53%	61%	63%	67%	66%
PUBLIC SECTOR VALUES	57%	64%	63%	48%	58%	64%	65%	61%
DIVERSITY & INCLUSION	67%	65%	73%	64%	71%	80%	77%	69%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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

EMPLOYEE ENGAGEMENT	63% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work	15	45	27	9	60%	52%	59%	60%
Q7j. I am proud to tell others I work for my organisation	19	47	23		67%	59%	67%	68%
Q7k. I feel a strong personal attachment to my organisation	18	41	28	9	59%	53%	61%	63%
Q7l. My organisation motivates me to help it achieve its objectives	12	38	32	12	50%	46%	52%	53%
Q7m. My organisation inspires me to do the best in my job	14	37	32	11	51%	46%	53%	53%

KEY





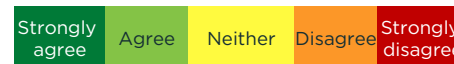
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ENGAGEMENT WITH WORK	74% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1c. My job gives me a feeling of personal accomplishment	28	50	13		79%	72%	76%	75%
Q1d. I feel motivated to contribute more than what is normally required at work	30	44	15	8	74%	69%	72%	72%
Q1e. I am satisfied with my job	22	49	16	9	71%	57%	68%	68%

KEY





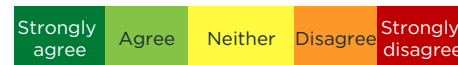
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SENIOR MANAGERS	42% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q6a. I believe senior managers provide clear direction for the future of the organisation	9	33	33	16	10	41%	39%	45%	48%
Q6b. I feel that senior managers effectively lead and manage change	9	31	33	17	11	39%	35%	43%	44%
Q6c. I feel that senior managers model the values of my organisation	10	32	33	15	11	41%	38%	45%	48%
Q6d. Senior managers encourage innovation by employees	8	37	34	14	8	45%	43%	46%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	9	35	37	12	7	44%	41%	47%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	11	44	30	10		54%	48%	56%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	8	34	27	19	11	42%	39%	42%	45%
Q6h. I feel that senior managers listen to employees	7	29	33	19	12	36%	31%	38%	41%
Q7c. I feel that change is managed well in my organisation		30	33	22	9	36%	36%	41%	39%

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.

COMMUNICATION	58% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q5c. My manager communicates effectively with me	28	42	14	9	70%	63%	68%	70%
Q5d. My manager encourages and values employee input	29	42	14	9	70%	62%	68%	71%
Q5e. My manager involves my workgroup in decisions about our work	24	40	18	11	65%	58%	63%	65%
Q6g. I feel that senior managers keep employees informed about what's going on	8	34	27	19	42%	39%	42%	45%
Q6h. I feel that senior managers listen to employees	7	29	33	19	36%	31%	38%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager	18	49	17	9	67%	62%	65%	66%

KEY





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Questions are grouped by themes in this report.

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

	HIGH PERFORMANCE				62% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1a. I understand what is expected of me to do well in my role					93%	88%	91%	90%				
Q2b. My workgroup works collaboratively to achieve its objectives					79%	70%	77%	78%				
Q3f. I have received appropriate training and development to do my job well					70%	62%	68%	62%				
Q5a. My manager encourages people in my workgroup to keep improving the work they do					70%	65%	70%	72%				
Q5f. I have confidence in the decisions my manager makes					65%	61%	64%	67%				
Q6d. Senior managers encourage innovation by employees					45%	43%	46%	48%				
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with					44%	41%	47%	51%				
Q7a. My organisation focuses on improving the work we do					66%	68%	67%	69%				
Q7b. My organisation is making the necessary improvements to meet our future challenges					50%	52%	55%	57%				

KEY





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

	HIGH PERFORMANCE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
	62% RESPONSE SCALE								
Q7d. There is good co-operation between teams across our organisation	8	39	27	18	7	47%	42%	48%	47%
Q7h. My organisation generally selects capable people to do the job	8	47	25	14		54%	50%	53%	52%

KEY





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

PUBLIC SECTOR VALUES		57% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017			
Q2a. My workgroup strives to achieve customer/client satisfaction		40	48	8	2	2	87%	82%	86%	85%
Q2e. People in my workgroup treat each other with respect		30	42	16	9	3	71%	65%	70%	74%
Q5a. My manager encourages people in my workgroup to keep improving the work they do		24	46	17	9	4	70%	65%	70%	72%
Q5b. My manager listens to what I have to say		29	45	13	7	5	74%	66%	71%	75%
Q6a. I believe senior managers provide clear direction for the future of the organisation		9	33	33	16	10	41%	39%	45%	48%
Q6c. I feel that senior managers model the values of my organisation		10	32	33	15	11	41%	38%	45%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives		11	44	30	10	5	54%	48%	56%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		8	34	27	19	11	42%	39%	42%	45%
Q6h. I feel that senior managers listen to employees		7	29	33	19	12	36%	31%	38%	41%

KEY





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Questions are grouped by themes in this report.

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

PUBLIC SECTOR VALUES		57% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7a. My organisation focuses on improving the work we do		66%	68%	67%	69%				
Q7e. People in my organisation take responsibility for their own actions		45%	41%	47%	47%				

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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

DIVERSITY & INCLUSION	67% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work	21	44	17	14	65%	53%	64%	63%
Q5b. My manager listens to what I have to say	29	45	13	7	74%	66%	71%	75%
Q5d. My manager encourages and values employee input	29	42	14	9	70%	62%	68%	71%
Q6i. Senior managers in my organisation support the career advancement of women	14	38	37		51%	44%	52%	58%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	20	54	19		74%	66%	72%	74%
Q8b. Personal background is not a barrier to success in my organisation	22	54	17		76%	-	73%	74%
Q8c. I am able to speak up and share a different view to my colleagues and manager	18	49	17	9	67%	62%	65%	66%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	19	37	24	13	56%	48%	55%	57%

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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

RECRUITMENT	47% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	8	32	31	17	12	40%	-	38%	35%
Q7h. My organisation generally selects capable people to do the job	8	47	25	14		54%	50%	53%	52%

KEY





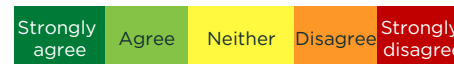
EXPLORE THE FULL RESULTS

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

PERFORMANCE FRAMEWORK & DEVELOPMENT		55% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	18 45 17 14	63%	52%	63%	63%				
Q3e. My performance is assessed against clear criteria	15 43 23 13	58%	48%	57%	54%				
Q3g. I am satisfied with the opportunities available for career development in my organisation	14 37 24 16 9	51%	42%	51%	48%				
Q5g. My manager provides acknowledgement or other recognition for the work I do	25 40 17 11 7	65%	60%	64%	67%				
Q5h. My manager appropriately deals with employees who perform poorly	13 29 31 14 12	43%	38%	44%	44%				
Q7f. My organisation is committed to developing its employees	9 38 32 15	47%	45%	49%	50%				

KEY

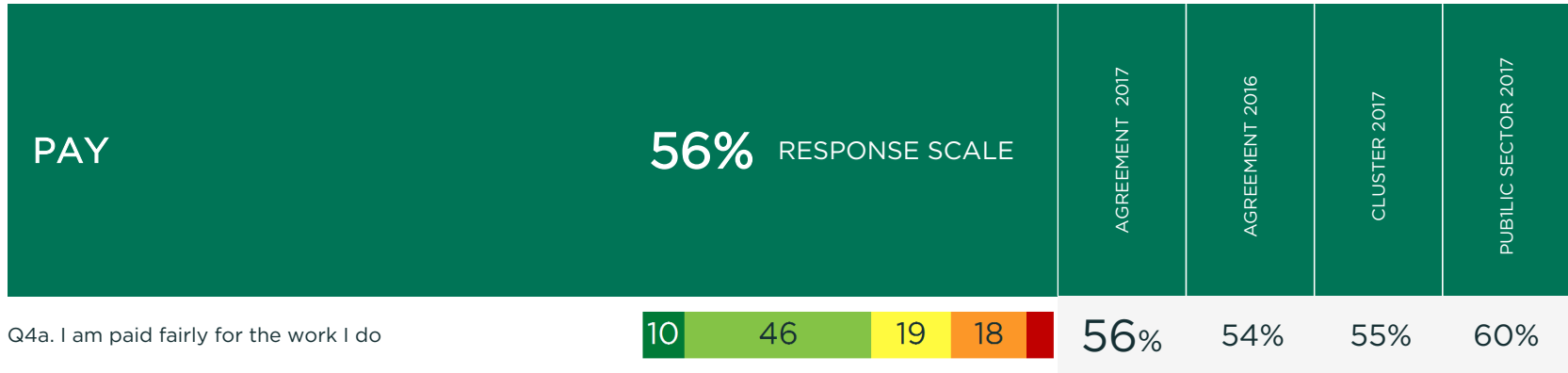




EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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



KEY





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Questions are grouped by themes in this report.

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

	70% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work	21	44	17	14	65%	53%	64%	63%
Q1f. I am able to keep my work stress at an acceptable level	13	49	21	13	61%	55%	61%	59%
Q2c. I receive help and support from other members of my workgroup	33	50	11		82%	74%	79%	81%
Q2d. There is good team spirit in my workgroup	29	40	15	10	70%	60%	66%	69%

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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

ACTION ABOUT SURVEY RESULTS

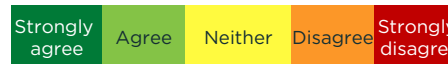
35% RESPONSE SCALE

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



	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q14. I believe action will be taken on the results from this survey by my organisation	35%	29%	35%	34%

KEY

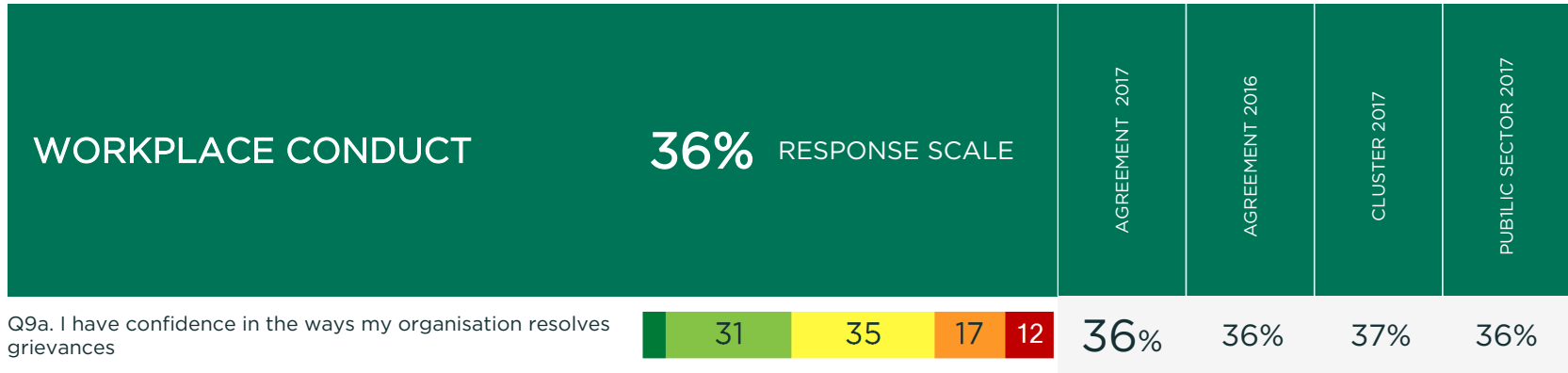




EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q3a. I have a current performance and development plan that sets out my individual objectives				
Yes		72%	67%	67%
No		28%	33%	33%
Q3b. I have informal feedback conversations with my manager				
Yes		73%	73%	75%
No		27%	27%	25%
Q3c. I have scheduled feedback conversations with my manager				
Yes		57%	56%	57%
No		43%	44%	43%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY

RESPONSE SCALE

2017

CLUSTER 2017

PUBLIC SECTOR 2017

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

		2017	CLUSTER 2017	PUBLIC SECTOR 2017
Yes		40%	40%	41%
No		60%	60%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q3i. Are there any barriers preventing you from moving to another role?				
There are no major barriers to my career progression		33%	32%	30%
Lack of visible opportunities		30%	30%	31%
Lack of promotion opportunities		27%	27%	30%
Lack of support from my manager / supervisor		12%	15%	14%
Geographic location considerations		24%	24%	28%
Personal / family considerations		34%	32%	33%
Insufficient training and development		14%	14%	16%
Lack of required capabilities or experience		9%	10%	11%
Lack of support for temporary assignments/secondments		13%	14%	15%
The application/recruitment process is too cumbersome or time consuming		14%	16%	23%
Other		7%	8%	9%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		30%	30%	25%
No		57%	57%	62%
Don't know		13%	13%	13%
Q10b. If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		65%	66%	63%
No		34%	33%	35%
Don't know		2%	2%	2%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		42%	40%	33%
No		49%	51%	58%
Don't know		8%	9%	9%
Q10d. In the last 12 months I have been subjected to bullying at work				
Yes		23%	22%	18%
No		72%	72%	76%
Don't know		5%	6%	6%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q10e. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months.				
A senior manager		19%	19%	22%
Your immediate manager/supervisor		24%	24%	24%
A fellow worker at your level		33%	31%	27%
A subordinate		7%	6%	8%
A client or customer		1%	2%	2%
A member of the public other than a client or customer		1%	1%	1%
Other		5%	5%	4%
Prefer not to say		10%	12%	13%



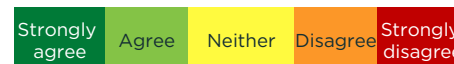
EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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

HEALTH QUESTIONS	RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017
Q1. Morale is good in my team	16	45	17	16		61%	54%	60%
Q2. I believe I am valued for what I can offer at my workplace	19	51	16	10		70%	64%	69%
Q3. In my workplace, we recognise our successes and innovations	17	48	22	9		65%	60%	64%
Q4. Staff are treated respectfully regardless of their job	19	50	17	10		69%	64%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	14	36	27	14	9	50%	43%	51%
Q6. Overall, I have confidence in the decisions made by my senior managers	13	37	27	13	9	50%	43%	51%

KEY





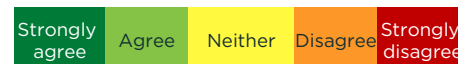
EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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

HEALTH QUESTIONS	RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017
Q7. I have a say in decisions which affect my work	10	44	23	17		54%	45%	54%
Q8. Where I work, we share the lessons learnt when mistakes are made	15	53	18	10		68%	59%	67%
Q9. My team's objectives/work plans are clearly outlined	13	51	21	11		64%	58%	64%
Q10. Our objectives/work plans help us to deliver a quality service	14	52	23	8		66%	60%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	11	29	35	14	10	40%	37%	41%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Gender		
Male		17%
Female		81%
Other		1%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Age		
15 - 19		0%
20 - 24		4%
25 -29		9%
30 - 34		10%
35 - 39		10%
40 - 44		12%
45 - 49		15%
50 - 54		15%
55 - 59		15%
60 - 64		7%
65+		2%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Do you speak a language other than English at home?		
Yes		12%
No		86%
Prefer not to say		3%
Are you of Aboriginal and/or Torres Strait Islander origin?		
Yes		2%
No		95%
Prefer not to say		3%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

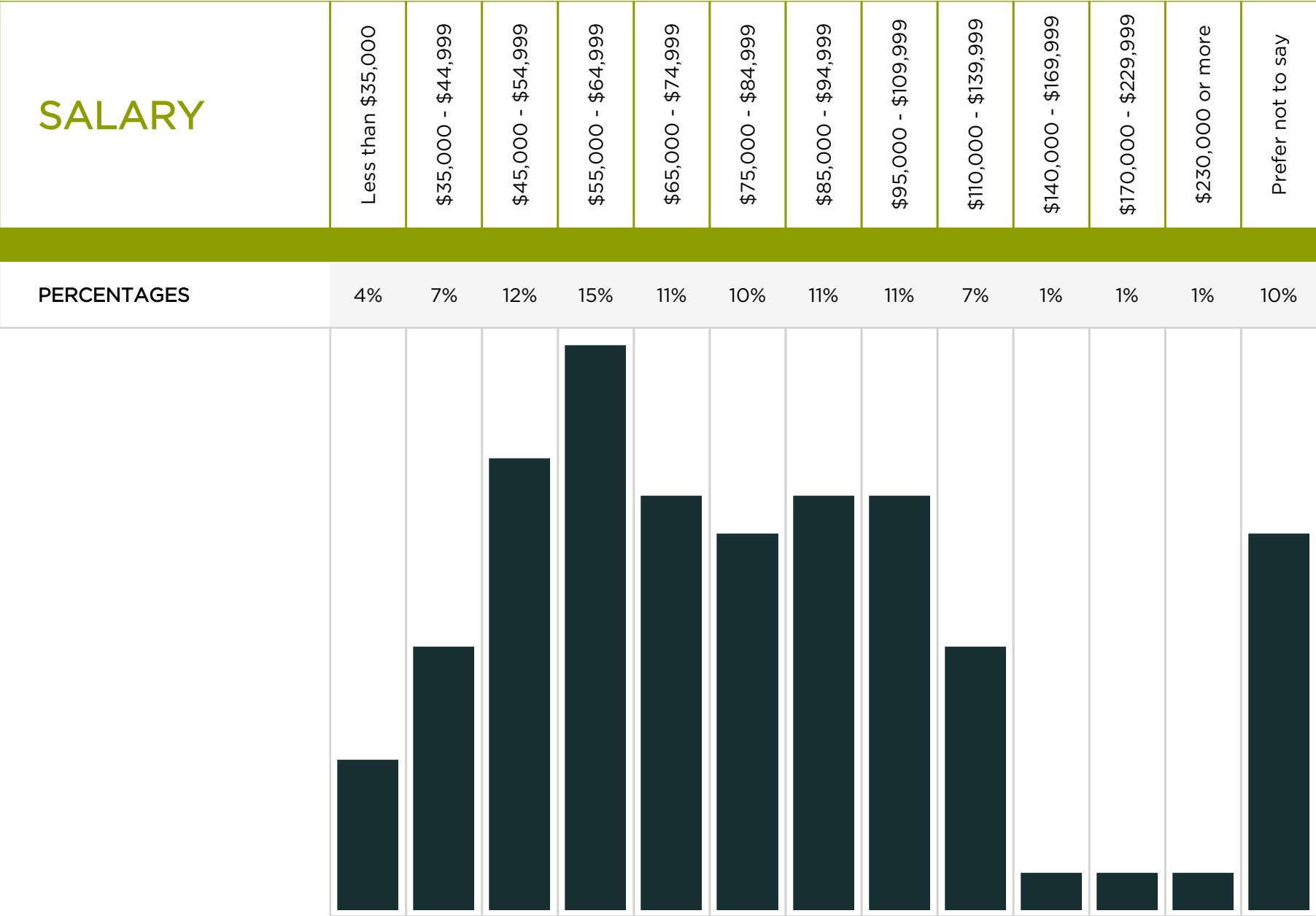
	RESPONSE SCALE	PERCENTAGE
Do you have a disability?		
Yes		3%
No		95%
Prefer not to say		3%
Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?		
Yes		3%
No		94%
Prefer not to say		4%

PROFILE OF RESPONDENTS



WORK PROFILES

SALARY



RESULT BY TYPE OF WORK



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Illawarra Shoalhaven Local Health District	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	2491	1515	99	283	147	2	9	63	2	202
EMPLOYEE ENGAGEMENT	63%	63%	58%	67%	63%	(r)	(r)	64%	(r)	66%
ENGAGEMENT WITH WORK	74%	74%	68%	75%	75%	(r)	(r)	77%	(r)	76%
SENIOR MANAGERS	42%	40%	40%	48%	42%	(r)	(r)	46%	(r)	47%
COMMUNICATION	58%	57%	52%	64%	67%	(r)	(r)	63%	(r)	60%
HIGH PERFORMANCE	62%	62%	53%	66%	61%	(r)	(r)	64%	(r)	63%
PUBLIC SECTOR VALUES	57%	56%	49%	62%	60%	(r)	(r)	60%	(r)	58%
DIVERSITY & INCLUSION	67%	65%	63%	74%	74%	(r)	(r)	69%	(r)	66%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	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	2491	97	158	270	346	246	220	265	261	155	30	17	20	220
EMPLOYEE ENGAGEMENT	63%	71%	66%	67%	65%	63%	60%	61%	62%	61%	69%	(r)	(r)	60%
ENGAGEMENT WITH WORK	74%	80%	76%	77%	74%	71%	70%	73%	82%	71%	82%	(r)	(r)	72%
SENIOR MANAGERS	42%	55%	47%	45%	43%	38%	39%	38%	46%	41%	63%	(r)	(r)	36%
COMMUNICATION	58%	69%	61%	58%	59%	57%	56%	57%	65%	56%	82%	(r)	(r)	53%
HIGH PERFORMANCE	62%	72%	65%	64%	63%	60%	60%	60%	64%	61%	76%	(r)	(r)	57%
PUBLIC SECTOR VALUES	57%	68%	59%	59%	57%	54%	55%	57%	61%	56%	76%	(r)	(r)	52%
DIVERSITY & INCLUSION	67%	75%	71%	68%	69%	64%	64%	65%	70%	64%	81%	(r)	(r)	61%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULT BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	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	2491	222	229	444	455	568	365
EMPLOYEE ENGAGEMENT	63%	73%	69%	63%	62%	61%	61%
ENGAGEMENT WITH WORK	74%	85%	84%	74%	71%	71%	73%
SENIOR MANAGERS	42%	62%	46%	44%	37%	39%	38%
COMMUNICATION	58%	77%	67%	59%	54%	55%	55%
HIGH PERFORMANCE	62%	77%	68%	63%	58%	59%	59%
PUBLIC SECTOR VALUES	57%	73%	64%	58%	53%	55%	54%
DIVERSITY & INCLUSION	67%	81%	75%	66%	63%	64%	64%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULT BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	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	2491	2	85	213	235	238	280	345	346	357	166	39
EMPLOYEE ENGAGEMENT	63%	(r)	75%	67%	66%	62%	62%	62%	61%	61%	65%	68%
ENGAGEMENT WITH WORK	74%	(r)	85%	75%	78%	72%	73%	73%	74%	72%	78%	84%
SENIOR MANAGERS	42%	(r)	58%	49%	47%	41%	41%	40%	39%	42%	39%	48%
COMMUNICATION	58%	(r)	72%	64%	67%	58%	59%	57%	54%	56%	56%	63%
HIGH PERFORMANCE	62%	(r)	76%	68%	68%	59%	62%	60%	60%	60%	62%	63%
PUBLIC SECTOR VALUES	57%	(r)	70%	62%	62%	55%	57%	55%	55%	56%	58%	59%
DIVERSITY & INCLUSION	67%	(r)	78%	72%	75%	67%	67%	66%	63%	63%	65%	70%

KEY

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AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULT BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Illawarra Shoalhaven Local Health District	Male	Female	Other
NUMBER OF RESPONDENTS	2491	406	1892	24
EMPLOYEE ENGAGEMENT	63%	61%	64%	(r)
ENGAGEMENT WITH WORK	74%	70%	76%	(r)
SENIOR MANAGERS	42%	39%	43%	(r)
COMMUNICATION	58%	56%	60%	(r)
HIGH PERFORMANCE	62%	59%	63%	(r)
PUBLIC SECTOR VALUES	57%	55%	58%	(r)
DIVERSITY & INCLUSION	67%	64%	68%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	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, 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	2491	19	3	27	3	0	33	119	652	27	94	108	22	8
EMPLOYEE ENGAGEMENT	63%	(r)	(r)	(r)	(r)	(r)	71%	65%	61%	(r)	67%	70%	(r)	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	(r)	(r)	84%	73%	71%	(r)	79%	77%	(r)	(r)
SENIOR MANAGERS	42%	(r)	(r)	(r)	(r)	(r)	59%	39%	37%	(r)	53%	45%	(r)	(r)
COMMUNICATION	58%	(r)	(r)	(r)	(r)	(r)	67%	54%	53%	(r)	65%	63%	(r)	(r)
HIGH PERFORMANCE	62%	(r)	(r)	(r)	(r)	(r)	72%	63%	59%	(r)	70%	66%	(r)	(r)
PUBLIC SECTOR VALUES	57%	(r)	(r)	(r)	(r)	(r)	70%	54%	53%	(r)	66%	61%	(r)	(r)
DIVERSITY & INCLUSION	67%	(r)	(r)	(r)	(r)	(r)	73%	65%	62%	(r)	72%	71%	(r)	(r)

KEY

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CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	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	2491	205	105	40	341	28	42	7	2	4	17	17	4	4
EMPLOYEE ENGAGEMENT	63%	67%	63%	71%	63%	(r)	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	78%	77%	88%	78%	(r)	87%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	42%	47%	42%	68%	43%	(r)	50%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	58%	65%	70%	77%	63%	(r)	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	62%	66%	61%	76%	66%	(r)	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	57%	62%	60%	76%	61%	(r)	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	67%	75%	77%	77%	69%	(r)	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

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CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Illawarra Shoalhaven 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	2491	11	19	0	28	0	1	0	2	11	10	45	2	24
EMPLOYEE ENGAGEMENT	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	61%	(r)	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	73%	(r)	(r)
SENIOR MANAGERS	42%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	47%	(r)	(r)
COMMUNICATION	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	54%	(r)	(r)
HIGH PERFORMANCE	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	58%	(r)	(r)
PUBLIC SECTOR VALUES	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	53%	(r)	(r)
DIVERSITY & INCLUSION	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	67%	(r)	(r)

KEY

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CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	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	2491	12	2	11	1	1	2	76	156
EMPLOYEE ENGAGEMENT	63%	(r)	(r)	(r)	(r)	(r)	(r)	61%	56%
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	(r)	(r)	(r)	73%	63%
SENIOR MANAGERS	42%	(r)	(r)	(r)	(r)	(r)	(r)	45%	31%
COMMUNICATION	58%	(r)	(r)	(r)	(r)	(r)	(r)	58%	46%
HIGH PERFORMANCE	62%	(r)	(r)	(r)	(r)	(r)	(r)	62%	52%
PUBLIC SECTOR VALUES	57%	(r)	(r)	(r)	(r)	(r)	(r)	58%	46%
DIVERSITY & INCLUSION	67%	(r)	(r)	(r)	(r)	(r)	(r)	67%	55%

KEY

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WHAT'S NEXT?

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

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

35%

of employees replied favourably to:

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

34%

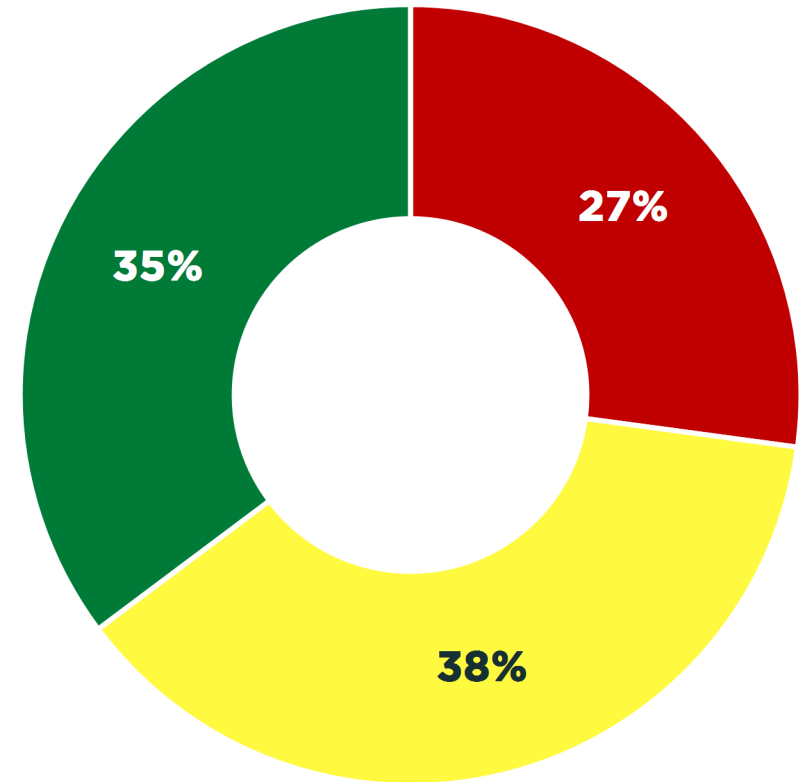
SECTOR

35%

CLUSTER

29%

2016



Agreement

Neither Agree nor Disagree

Disagreement

GUIDE TO THIS REPORT

i SURVEY TIME FRAME

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

i PRIVACY

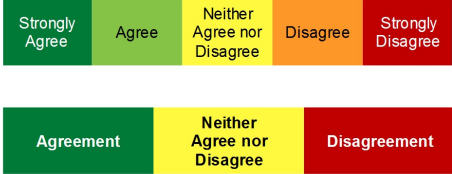
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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

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

i HOW TO READ THIS REPORT

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



i ROUNDING

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

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

i MORE DETAILS ABOUT THE SURVEY AND ITS METHODOLOGY

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