



2019 | NSW Public Sector
Employee Survey

AGENCY REPORT

Health

Murrumbidgee Local Health District



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RESPONSE RATE

60%

2,308 OF 3,847 RESPONDENTS

RESPONSE RATE 2018: 71%

EMPLOYEE ENGAGEMENT

65% —

DIFFERENCE FROM 2018 0 (65%)

DIFFERENCE FROM CLUSTER 0 (65%)

DIFFERENCE FROM PUBLIC SECTOR -1 (66%)

ENGAGEMENT WITH WORK

75% ↓

DIFFERENCE FROM 2018 -1 (76%)

DIFFERENCE FROM CLUSTER +2 (73%)

DIFFERENCE FROM PUBLIC SECTOR +2 (73%)

SENIOR MANAGERS

46% —

DIFFERENCE FROM 2018 0 (46%)

DIFFERENCE FROM CLUSTER -1 (46%)

DIFFERENCE FROM PUBLIC SECTOR -4 (50%)

COMMUNICATION

59% —

DIFFERENCE FROM 2018 0 (59%)

DIFFERENCE FROM CLUSTER -1 (60%)

DIFFERENCE FROM PUBLIC SECTOR -4 (62%)

HIGH PERFORMANCE

63% ↓

DIFFERENCE FROM 2018 -1 (64%)

DIFFERENCE FROM CLUSTER -1 (64%)

DIFFERENCE FROM PUBLIC SECTOR -2 (65%)

PUBLIC SECTOR VALUES

58% ↓

DIFFERENCE FROM 2018 -1 (59%)

DIFFERENCE FROM CLUSTER -1 (60%)

DIFFERENCE FROM PUBLIC SECTOR -4 (62%)

DIVERSITY & INCLUSION

67% ↓

DIFFERENCE FROM 2018 -1 (68%)

DIFFERENCE FROM CLUSTER +1 (67%)

DIFFERENCE FROM PUBLIC SECTOR -2 (69%)

FLEXIBLE WORKING SATISFACTION

63% ↓

DIFFERENCE FROM 2018 -1 (63%)

DIFFERENCE FROM CLUSTER +5 (58%)

DIFFERENCE FROM PUBLIC SECTOR +4 (59%)

ACTION ON RESULTS

39% ↑

DIFFERENCE FROM 2018 +3 (36%)

DIFFERENCE FROM CLUSTER -1 (40%)

DIFFERENCE FROM PUBLIC SECTOR 0 (39%)



QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.

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

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

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

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019
AGREEMENT
2018

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

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019
AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
7g. I have confidence in the way recruitment decisions are made	38%	39%
10a. I believe action will be taken on the results from this survey by my organisation	39%	36%
6h. I feel that senior managers listen to employees	39%	40%
11a. I have confidence in the ways my organisation resolves grievances	41%	41%
6g. I feel that senior managers keep employees informed about what's going on	41%	42%
7c. I feel that change is managed well in my organisation	41%	44%
6b. I feel that senior managers effectively lead and manage change	44%	43%
7e. People in my organisation take responsibility for their own actions	46%	47%
6c. I feel that senior managers model the values of my organisation	47%	45%
6d. Senior managers encourage innovation by employees	47%	47%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

MOST AND LEAST IMPROVED QUESTIONS

+ MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
10a. I believe action will be taken on the results from this survey by my organisation	39%	36%
4a. I am paid fairly for the work I do	60%	57%
7h. My organisation generally selects capable people to do the job	55%	52%
6a. I believe senior managers provide clear direction for the future of the organisation	47%	45%
6c. I feel that senior managers model the values of my organisation	47%	45%
6b. I feel that senior managers effectively lead and manage change	44%	43%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
7b. My organisation is making the necessary improvements to meet our future challenges	54%	58%
7a. My organisation focuses on improving the work we do	66%	69%
7c. I feel that change is managed well in my organisation	41%	44%
7k. I feel a strong personal attachment to my organisation	61%	63%
3g. I am satisfied with the opportunities available for career development in my organisation	54%	57%
3f. I have received appropriate training and development to do my job well	67%	69%
1b. I am provided with the support I need to do my best at work	66%	68%
7f. My organisation is committed to developing its employees	50%	52%
7j. I am proud to tell others I work for my organisation	68%	69%
5b. My manager listens to what I have to say	73%	74%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

HIGHEST NEUTRAL SCORING QUESTIONS

AGREEMENT SCORES FOR HIGHEST NEUTRAL

% POSITIVE

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



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



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



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



Q7g. I have confidence in the way recruitment decisions are made



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



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



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



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



Q7g. I have confidence in the way recruitment decisions are made



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



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



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



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



Q7g. I have confidence in the way recruitment decisions are made



FIND YOUR HIGHEST NEUTRAL SCORES

Results are rounded and may not add up to 100%

THESE ARE YOUR HIGHEST NEUTRAL SCORING QUESTIONS

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

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

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

RESPONDENT PROFILE

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

Survey responses: 2308

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	13	Senior Executive (ongoing/permanent or term)	1	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	72
Female	85	Ongoing/Permanent (other than senior executive)	74	Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	5
Other	1	Temporary (including temporary teachers and graduates)	5	Administrative support (e.g. executive/personal assistant, receptionist)	9
		Casual	6	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	3
		Contract – Non Executive	9	Policy	0
		Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	0	Research	0
		Other	1	Program and project management support	1
		Don't know	3	Legal (including developing and/or reviewing legislation)	0
				Other	8
Age	Survey %	Manager of managers	Survey %	Organisation Tenure	Survey %
15 - 34 years	27	Yes	5	Less than 1 year	13
35 - 54 years	49	No	95	1 - 2 years	12
55+ years	24			2 - 5 years	20
				5 - 10 years	20
				10 - 20 years	21
				More than 20 years	14
LOTE spoken at home	Survey %	Supervisors	Survey %	Salary	Survey %
Yes	11	Yes	34	\$83,402 and below	58
No	86	No	66	\$83,403 - \$108,043	20
Prefer not to say	3			\$108,044 - \$144,520	11
				\$144,521 and above	2
				Prefer not to say	9
Aboriginal and/or Torres Strait Islanders	Survey %	Working arrangement	Survey %		
Yes	3	Full-time	57		
No	92	Part-time	43		
Prefer not to say	5				
Disability	Survey %				
Yes	2				
No	95				
Prefer not to say	3				
LGBTI	Survey %				
Yes	3				
No	92				
Prefer not to say	5				

Results are rounded and may not add up to 100%



WHAT'S NEXT?

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

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

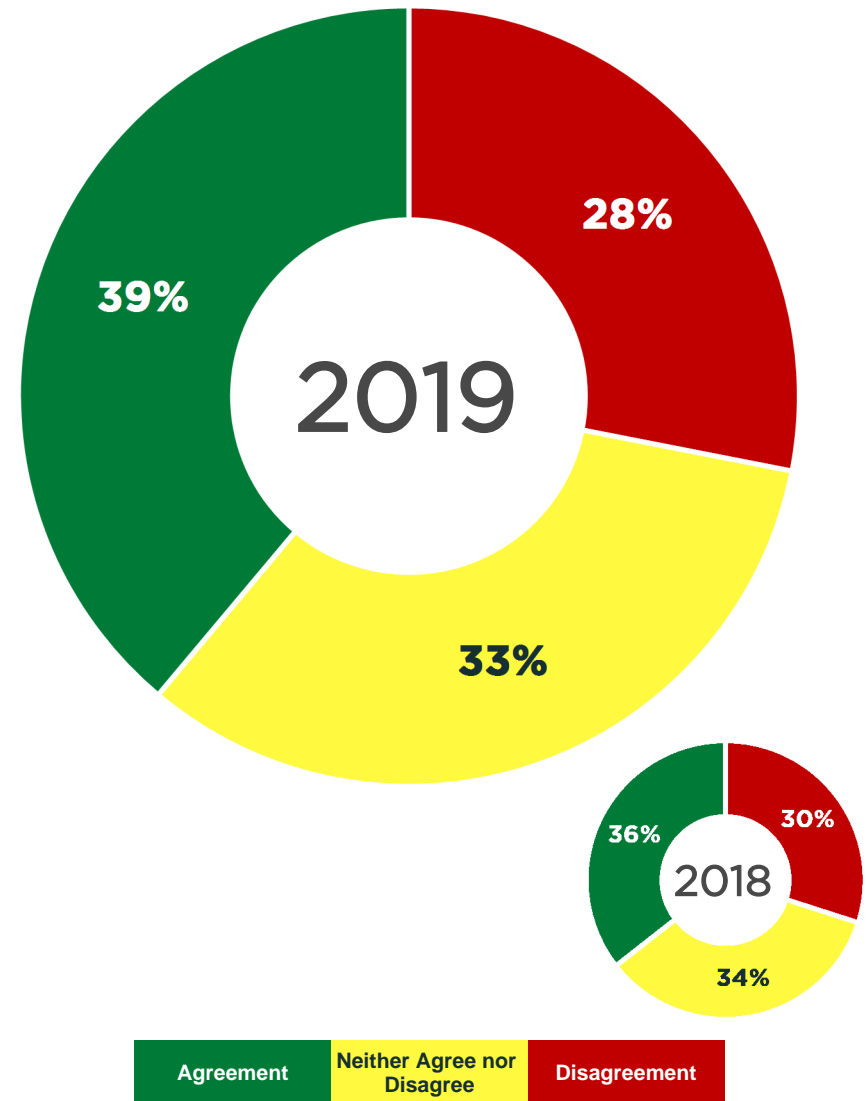
Results are rounded and may not add up to 100%

39%

of employees replied favourably to:

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

39%	40%	36%
SECTOR	CLUSTER	2018



KEY DRIVERS OF ENGAGEMENT



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

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

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

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

RANK

		% AGREEMENT 2019	% AGREEMENT 2018	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	Q7f. My organisation is committed to developing its employees	50%	52%	51%	53%
2	Q7a. My organisation focuses on improving the work we do	66%	69%	67%	69%
3	Q7b. My organisation is making the necessary improvements to meet our future challenges	54%	58%	54%	57%
4	Q6d. Senior managers encourage innovation by employees	47%	47%	47%	51%
5	Q6c. I feel that senior managers model the values of my organisation	47%	45%	48%	52%
6	Q7c. I feel that change is managed well in my organisation	41%	44%	43%	42%

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Murrumbidgee Local Health District

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

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

	Murrumbidgee Local Health District	Batlow	Berrigan	Boorowa	Coolamon	Cootamundra	Corowa	Culcairn	Deniliquin	District Services Asset Services	District Services Corporate	District Services Finance and Performance	District Services Workforce Services	Finley
NUMBER OF RESPONDENTS	2308	24	12	20	16	51	52	28	120	32	49	39	31	14
EMPLOYEE ENGAGEMENT	65%	67%	66%	67%	73%	65%	69%	76%	59%	62%	61%	72%	70%	65%
ENGAGEMENT WITH WORK	75%	74%	72%	70%	63%	76%	74%	88%	76%	71%	70%	88%	82%	81%
SENIOR MANAGERS	46%	51%	48%	45%	55%	49%	60%	43%	31%	52%	50%	68%	56%	33%
COMMUNICATION	59%	62%	65%	56%	67%	58%	65%	63%	54%	61%	63%	76%	70%	54%
HIGH PERFORMANCE	63%	68%	60%	61%	69%	66%	70%	69%	55%	59%	66%	81%	64%	51%
PUBLIC SECTOR VALUES	58%	63%	58%	56%	67%	60%	67%	61%	50%	58%	64%	78%	67%	49%
DIVERSITY & INCLUSION	67%	69%	61%	63%	75%	72%	73%	76%	64%	67%	74%	83%	78%	61%

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

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	Murrumbidgee Local Health District	Griffith	Gundagai	Hay	Henty	Hillston	Holbrook	Integrated Care and Partnerships	Jerilderie	Junee	Lake Cargelligo	Leeton	Lockhart	MLHD Brain Injury Services
NUMBER OF RESPONDENTS	2308	269	42	23	24	26	34	133	18	44	19	84	25	11
EMPLOYEE ENGAGEMENT	65%	58%	79%	72%	62%	87%	75%	60%	77%	48%	61%	56%	79%	57%
ENGAGEMENT WITH WORK	75%	70%	77%	72%	61%	97%	76%	72%	81%	44%	68%	66%	97%	67%
SENIOR MANAGERS	46%	30%	74%	69%	50%	83%	52%	45%	56%	21%	55%	37%	75%	20%
COMMUNICATION	59%	46%	77%	66%	61%	91%	70%	58%	72%	25%	68%	47%	85%	32%
HIGH PERFORMANCE	63%	52%	80%	75%	63%	94%	78%	62%	73%	36%	67%	53%	87%	45%
PUBLIC SECTOR VALUES	58%	47%	77%	72%	59%	90%	67%	58%	70%	30%	65%	46%	81%	45%
DIVERSITY & INCLUSION	67%	56%	86%	72%	67%	95%	78%	68%	78%	33%	80%	54%	88%	43%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

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BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Murrumbidgee Local Health District

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

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

	Murrumbidgee Local Health District	Mental Health Drug and Alcohol Community	Mental Health Drug and Alcohol District	Mental Health Drug and Alcohol Inpatient	Murrumburrah-Harden	Narrandera	Temora	Tocumwal	Tumbarumba	Tumut	Urana	Wagga Wagga Community and Dental	Wagga Wagga Rural Referral Hospital	West Wyalong
NUMBER OF RESPONDENTS	2308	42	14	26	25	52	29	10	28	58	23	79	536	28
EMPLOYEE ENGAGEMENT	65%	73%	75%	71%	74%	72%	64%	63%	59%	65%	81%	67%	66%	76%
ENGAGEMENT WITH WORK	75%	82%	83%	81%	91%	80%	79%	70%	77%	76%	94%	77%	76%	89%
SENIOR MANAGERS	46%	48%	56%	51%	54%	58%	35%	27%	36%	57%	80%	47%	45%	63%
COMMUNICATION	59%	63%	73%	58%	67%	65%	50%	43%	54%	70%	88%	62%	58%	73%
HIGH PERFORMANCE	63%	67%	76%	63%	75%	72%	63%	58%	54%	70%	86%	70%	63%	79%
PUBLIC SECTOR VALUES	58%	63%	73%	60%	66%	69%	51%	49%	47%	67%	86%	62%	58%	73%
DIVERSITY & INCLUSION	67%	73%	83%	63%	77%	74%	66%	67%	53%	70%	90%	73%	66%	85%

KEY

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BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Murrumbidgee Local Health District

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

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

	Murrumbidgee Local Health District	Young
NUMBER OF RESPONDENTS	2308	67
EMPLOYEE ENGAGEMENT	65%	60%
ENGAGEMENT WITH WORK	75%	68%
SENIOR MANAGERS	46%	44%
COMMUNICATION	59%	59%
HIGH PERFORMANCE	63%	60%
PUBLIC SECTOR VALUES	58%	55%
DIVERSITY & INCLUSION	67%	65%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

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EXPLORE THE FULL RESULTS

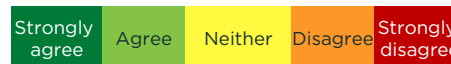
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

EMPLOYEE ENGAGEMENT	65% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	17	44	25	9	61%	62%	61%	62%
Q7j. I am proud to tell others I work for my organisation	21	46	22		68%	69%	69%	70%
Q7k. I feel a strong personal attachment to my organisation	20	40	26	9	61%	63%	61%	64%
Q7l. My organisation motivates me to help it achieve its objectives	16	40	29	10	55%	56%	54%	56%
Q7m. My organisation inspires me to do the best in my job	17	39	29	10	56%	57%	55%	56%

KEY





EXPLORE THE FULL RESULTS

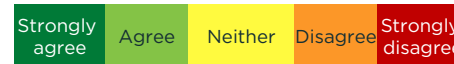
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Results are rounded and may not add up to 100%

ENGAGEMENT WITH WORK	75% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019		
Q1c. My job gives me a feeling of personal accomplishment	30	48	12	79%	80%	77%	76%	
Q1d. I feel motivated to contribute more than what is normally required at work	31	43	14	8	75%	75%	72%	72%
Q1e. I am satisfied with my job	24	47	17	8	71%	73%	70%	69%

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

SENIOR MANAGERS	46% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	12	35	29	15	8	47%	45%	47%	51%
Q6b. I feel that senior managers effectively lead and manage change	12	32	29	17	10	44%	43%	44%	47%
Q6c. I feel that senior managers model the values of my organisation	12	34	29	14	10	47%	45%	48%	52%
Q6d. Senior managers encourage innovation by employees	13	34	31	14	8	47%	47%	47%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	13	35	33	12	7	48%	48%	48%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	16	39	29	10		55%	55%	56%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	12	30	30	17	12	41%	42%	44%	48%
Q6h. I feel that senior managers listen to employees	11	28	30	18	13	39%	40%	40%	44%
Q7c. I feel that change is managed well in my organisation	10	32	30	20	9	41%	44%	43%	42%

KEY





EXPLORE THE FULL RESULTS

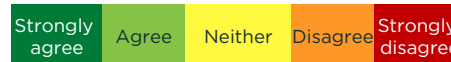
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Results are rounded and may not add up to 100%

COMMUNICATION	59% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q5c. My manager communicates effectively with me	30	40	15	9		69%	70%	70%	72%
Q5d. My manager encourages and values employee input	31	39	15	9		70%	71%	70%	73%
Q5e. My manager involves my workgroup in decisions about our work	28	39	17	10	7	67%	67%	66%	68%
Q6g. I feel that senior managers keep employees informed about what's going on	12	30	30	17	12	41%	42%	44%	48%
Q6h. I feel that senior managers listen to employees	11	28	30	18	13	39%	40%	40%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	20	45	18	10		65%	65%	68%	69%

KEY





EXPLORE THE FULL RESULTS

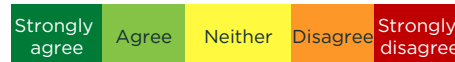
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

	HIGH PERFORMANCE				63% AGGREGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1a. I understand what is expected of me to do well in my role	44	48			92%	93%	92%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	32	46	12	7	78%	80%	79%	79%	
Q3f. I have received appropriate training and development to do my job well	20	47	18	11	67%	69%	70%	66%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	28	45	16	7	73%	73%	72%	75%	
Q5f. I have confidence in the decisions my manager makes	27	39	18	9	66%	66%	66%	69%	
Q6d. Senior managers encourage innovation by employees	13	34	31	14	8	47%	47%	47%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	13	35	33	12	7	48%	48%	48%	53%
Q7a. My organisation focuses on improving the work we do	18	48	22	9	66%	69%	67%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	14	40	28	13	54%	58%	54%	57%	

KEY



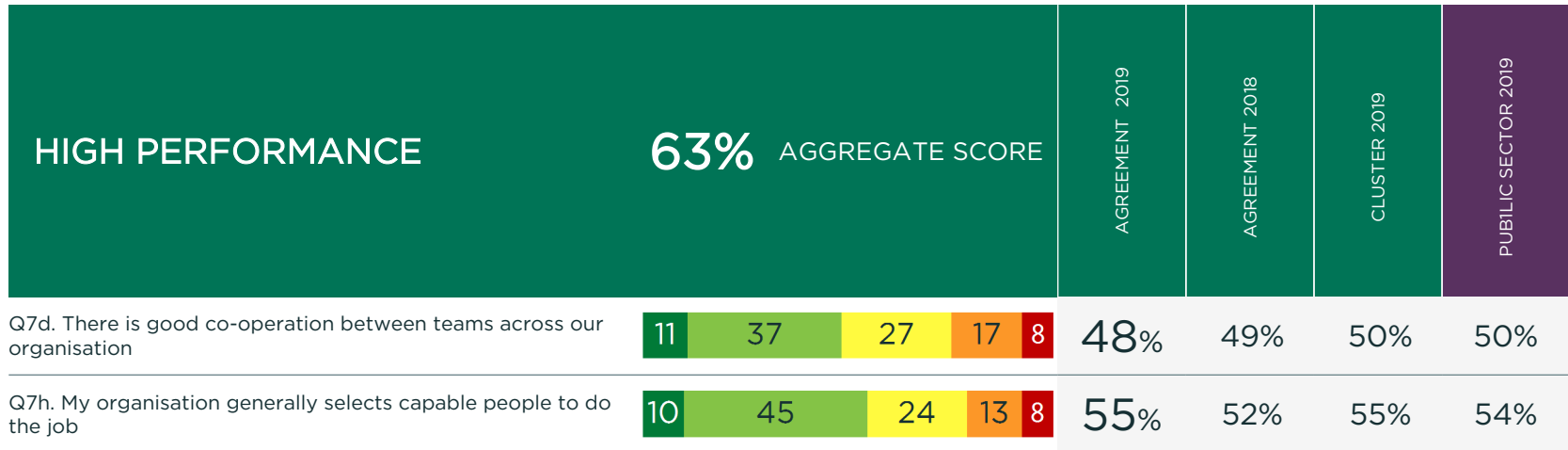


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KEY





EXPLORE THE FULL RESULTS

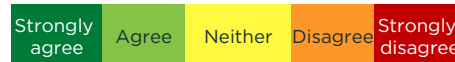
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PUBLIC SECTOR VALUES	58% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
Q2a. My workgroup strives to achieve customer/client satisfaction	38	49	8		87%	88%	87%	86%	
Q2e. People in my workgroup treat each other with respect	28	40	17	11	67%	68%	72%	75%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	28	45	16	7	73%	73%	72%	75%	
Q5b. My manager listens to what I have to say	31	42	14	8	73%	74%	74%	76%	
Q6a. I believe senior managers provide clear direction for the future of the organisation	12	35	29	15	8	47%	45%	47%	51%
Q6c. I feel that senior managers model the values of my organisation	12	34	29	14	10	47%	45%	48%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	16	39	29	10		55%	55%	56%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	12	30	30	17	12	41%	42%	44%	48%
Q6h. I feel that senior managers listen to employees	11	28	30	18	13	39%	40%	40%	44%

KEY



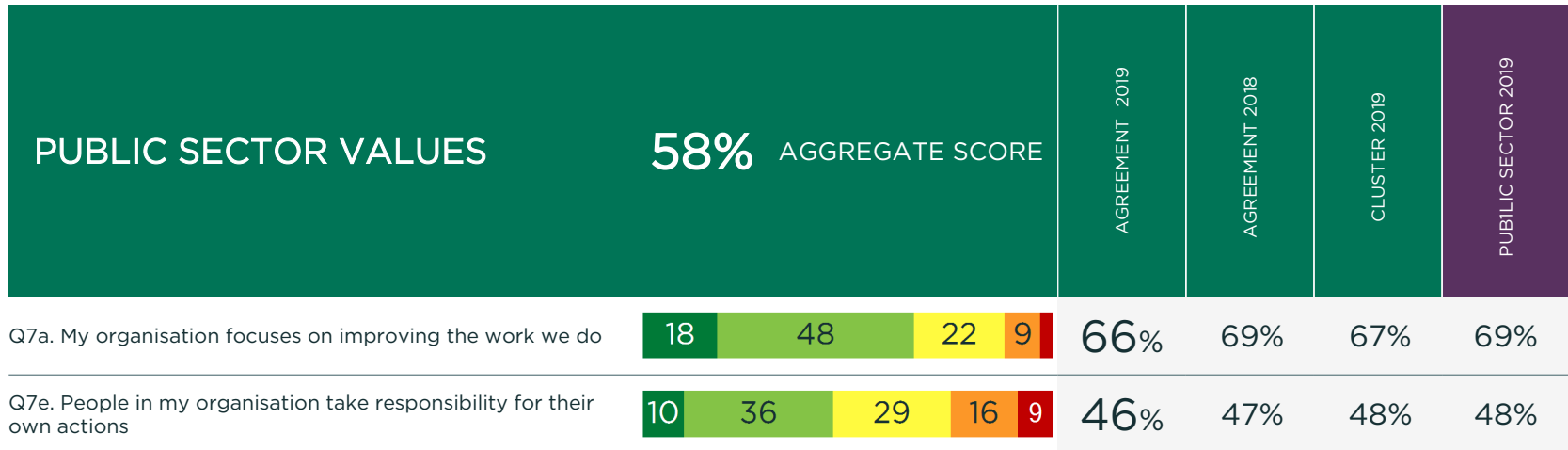


EXPLORE THE FULL RESULTS

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KEY





EXPLORE THE FULL RESULTS

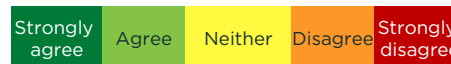
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DIVERSITY & INCLUSION	67% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	22	44	17	12	66%	68%	66%	67%
Q5b. My manager listens to what I have to say	31	42	14	8	73%	74%	74%	76%
Q5d. My manager encourages and values employee input	31	39	15	9	70%	71%	70%	73%
Q6i. Senior managers in my organisation support the career advancement of women	19	36	34		55%	56%	54%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	22	51	18		73%	74%	75%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	24	51	17		76%	76%	75%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	20	45	18	10	65%	65%	68%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	25	38	22	9	63%	63%	58%	59%
Q8e. My manager supports flexible working in my team	27	38	19	9	65%	67%	61%	63%

KEY



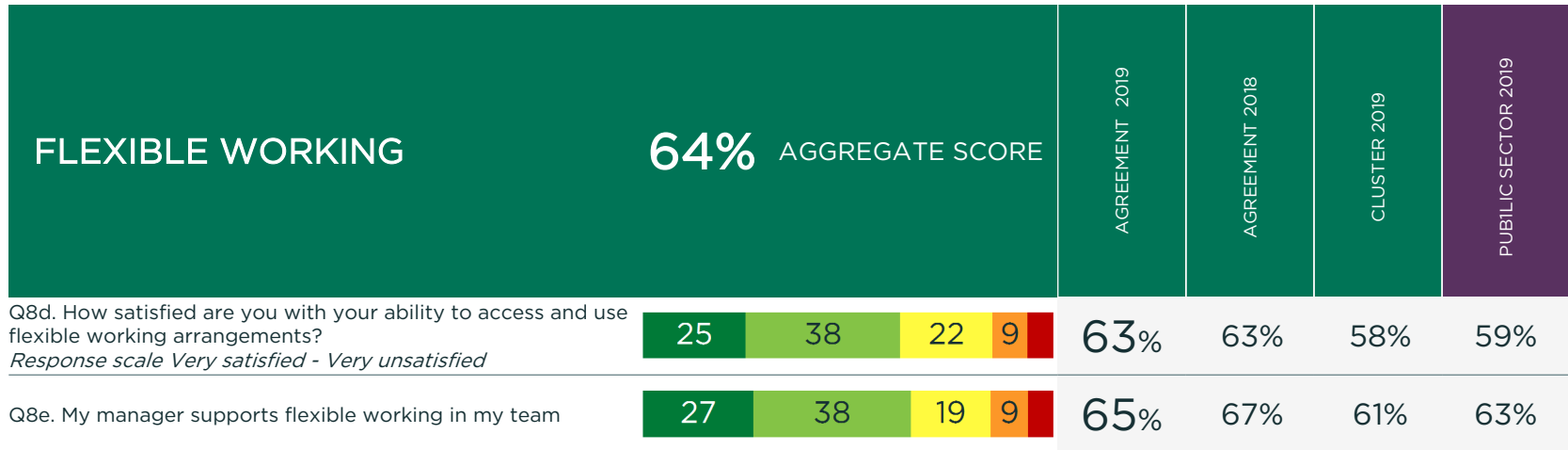


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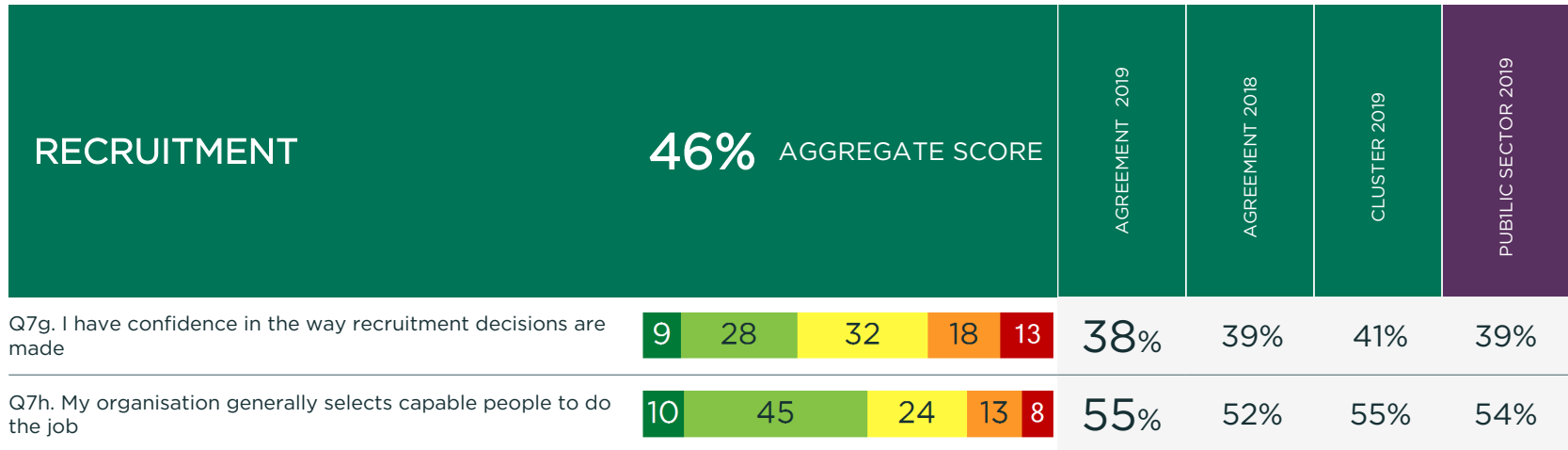


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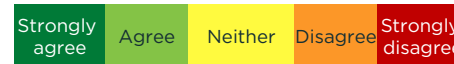
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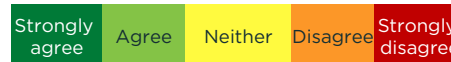
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PERFORMANCE FRAMEWORK & DEVELOPMENT

55% AGGREGATE SCORE

					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	21	40	20	13	61%	62%	65%	66%	
Q3e. My performance is assessed against clear criteria	17	39	26	14	55%	57%	60%	57%	
Q3g. I am satisfied with the opportunities available for career development in my organisation	16	38	23	15	8	54%	57%	53%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do	29	36	18	10	7	65%	66%	66%	69%
Q5h. My manager deals appropriately with employees who perform poorly	19	29	28	13	12	47%	47%	47%	48%
Q7f. My organisation is committed to developing its employees	12	38	29	14		50%	52%	51%	53%

KEY





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WORKPLACE SUPPORT	68% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019		
Q1b. I am provided with the support I need to do my best at work	22	44	17	12	66%	68%	66%	67%
Q1f. I am able to keep my work stress at an acceptable level	15	47	21	13	61%	63%	62%	61%
Q2c. I receive help and support from other members of my workgroup	31	47	13		78%	79%	80%	81%
Q2d. There is good team spirit in my workgroup	28	38	17	11	66%	67%	68%	70%

KEY



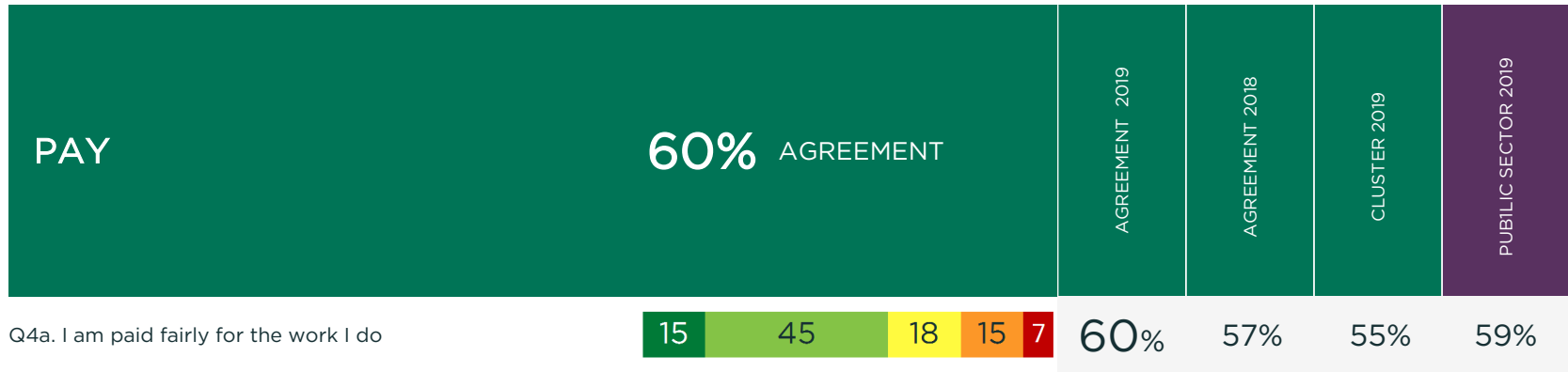


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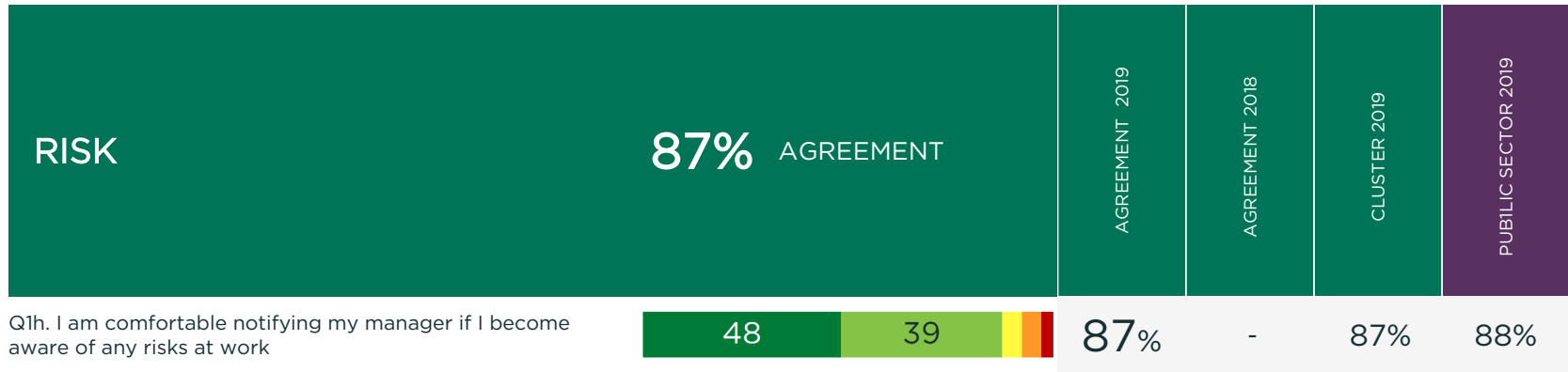


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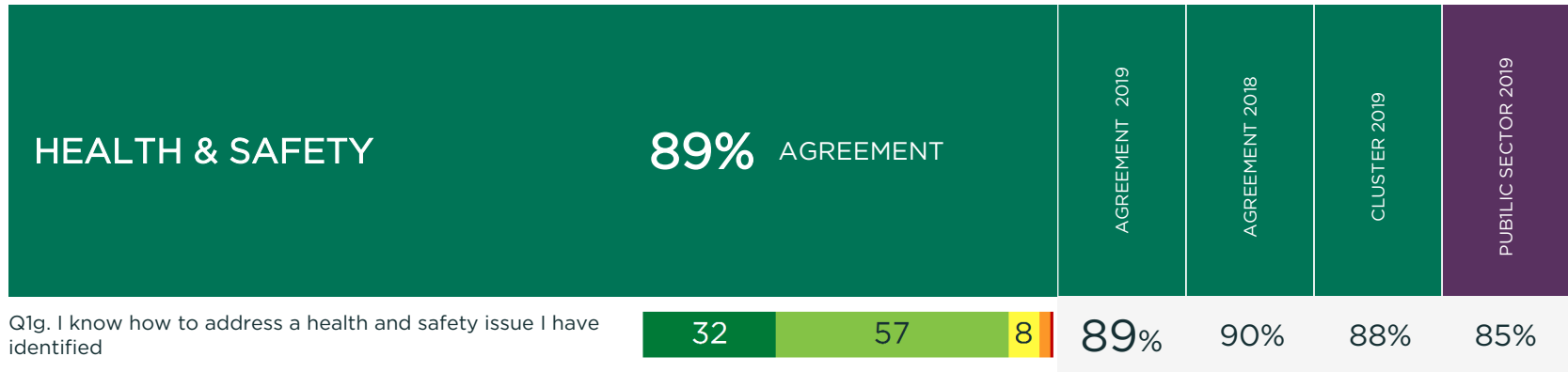


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KEY





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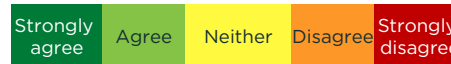
ACTION ON RESULTS

39% AGREEMENT

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



KEY



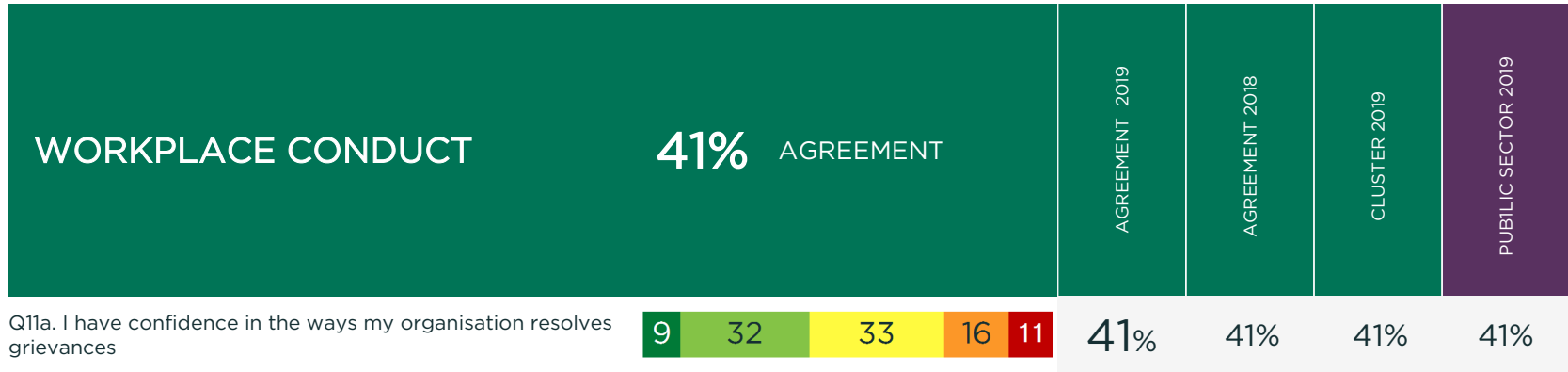


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KEY





WELLBEING AND ENGAGEMENT

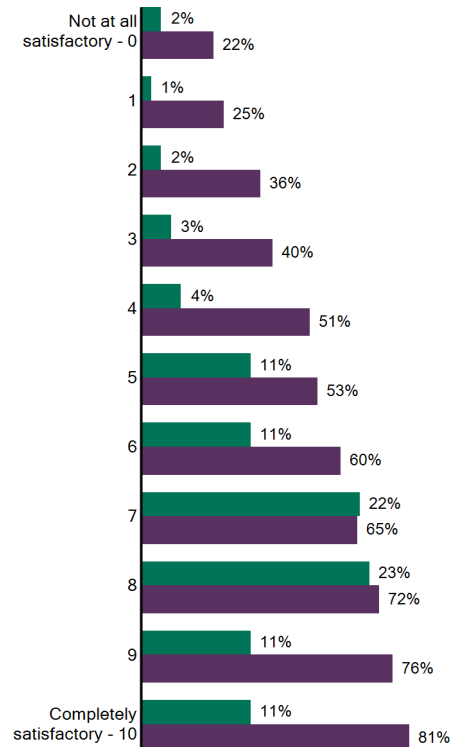
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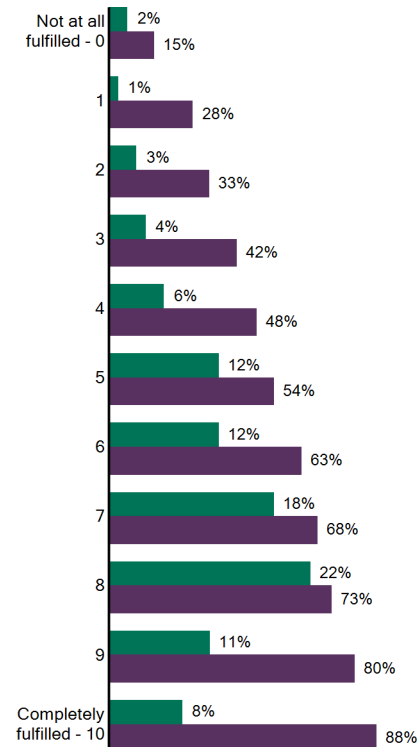
This compares Wellbeing to Engagement.

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



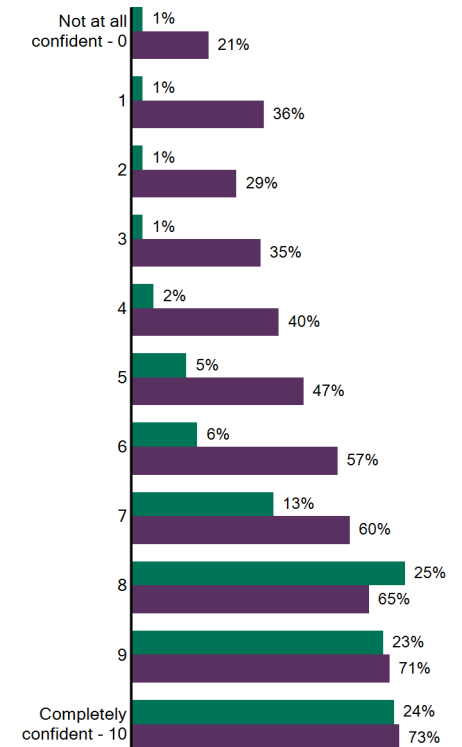
Proportion of respondents answering each response option

Q1j. I find my life at work fulfilling



Employee engagement score

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





EXPLORE THE FULL RESULTS

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PERFORMANCE FRAMEWORK & DEVELOPMENT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes		63%	62%	71%	71%
No		37%	38%	29%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		71%	73%	74%	76%
No		29%	27%	26%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		50%	51%	58%	60%
No		50%	49%	42%	40%



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MOBILITY

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

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes		38%	35%	40%	41%
No		62%	65%	60%	59%



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MOBILITY

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

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Personal/family considerations		33%	31%	28%	29%
There are no major barriers to my career progression		30%	37%	31%	29%
Geographic location considerations		29%	27%	22%	25%
Lack of visible opportunities		25%	26%	29%	29%
Lack of promotion opportunities		21%	21%	26%	28%
Insufficient training and development		16%	14%	15%	15%
The application/recruitment process is too cumbersome or time consuming		15%	14%	17%	22%
Lack of support from my manager/supervisor		13%	13%	14%	13%
Lack of support for temporary assignments/secondments		12%	11%	14%	15%
Lack of required capabilities or experience		9%	8%	10%	11%
Other		7%	8%	8%	9%

% are calculated with the number of unique respondents (N = 2,225 to this question)



EXPLORE THE FULL RESULTS

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UNACCEPTABLE CONDUCT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q12a. In the last 12 months I have witnessed misconduct/wrongdoing at work					
Yes		35%	34%	32%	27%
No		48%	50%	51%	56%
Don't know		18%	16%	17%	17%
Q12b. If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?					
Yes		71%	73%	67%	65%
No		26%	25%	30%	32%
Don't know		3%	2%	4%	4%



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UNACCEPTABLE CONDUCT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q13a. In the last 12 months I have witnessed bullying at work					
Yes		46%	48%	39%	33%
No		45%	43%	52%	57%
Don't know		9%	8%	10%	10%
Q13b. In the last 12 months I have been subjected to bullying at work					
Yes		26%	27%	21%	18%
No		67%	67%	72%	75%
Don't know		6%	7%	7%	7%



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UNACCEPTABLE CONDUCT

Q13c. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
A fellow worker at your level		34%	33%	31%	27%
A senior manager		18%	20%	18%	21%
Your immediate manager/supervisor		17%	19%	23%	23%
Prefer not to say		16%	14%	12%	13%
A subordinate		7%	6%	6%	7%
Other		5%	5%	6%	5%
A client or customer		2%	2%	2%	3%
A member of the public other than a client or customer		1%	0%	1%	1%



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UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

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

Response	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes	7%	4%	6%	4%
No	91%	94%	92%	94%
Don't know	2%	2%	2%	2%

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

Role	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
A person at work	30%	24%	29%	38%
A member of the public	45%	52%	51%	36%
Other	22%	18%	15%	19%
Prefer not to say	3%	5%	6%	7%



EXPLORE THE FULL RESULTS

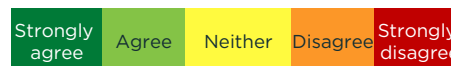
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HEALTH CUSTOMISED QUESTIONS					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	
Q1. I believe I am valued for what I can offer at my workplace	21	49	17	10	70%	70%	71%	
Q2. In my workplace, we recognise our successes and innovations	18	47	22	10	65%	67%	66%	
Q3. Overall, I have confidence in the decisions made by my senior managers	15	40	25	12	8	55%	54%	54%
Q4. I have a say in decisions which affect my work	14	41	24	15		55%	58%	53%
Q5. Where I work, we share the lessons learnt when mistakes are made	17	49	20	9		66%	67%	67%
Q6. My team's objectives/work plans are clearly outlined	17	48	22	9		65%	66%	66%
Q7. Our objectives/work plans help us to deliver a quality service	17	49	23	7		66%	68%	67%
Q8. Overall, I believe the culture at my workplace has improved in the last 12 months	15	29	32	14	11	43%	45%	45%

KEY





EXPLORE THE FULL SURVEY RESULTS

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HEALTH		2019	CLUSTER 2019
CUSTOMISED QUESTIONS			
Q9. How often do you feel culturally safe in the workplace?			
Always		67%	63%
Often		24%	25%
About half the time		6%	7%
Seldom		2%	3%
Never		1%	2%
Q10. In the past 12 months have you experienced racism in the workplace?			
Yes		11%	11%
No		89%	89%



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HEALTH CUSTOMISED QUESTIONS		2019	CLUSTER 2019
Q10a. Please indicate the role of the person who was the source of most of the racist behaviour in the workplace.			
A senior manager		7%	8%
Your immediate manager / supervisor		7%	10%
A fellow worker at your level		25%	25%
A subordinate / worker below your level		12%	6%
A client or patient		28%	25%
A member of the public other than a client or patient		4%	4%
Other		3%	5%
Prefer not to say		13%	16%



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HEALTH		2019	CLUSTER 2019
CUSTOMISED QUESTIONS			
Q10b1. Verbal abuse or harassment			
Never		34%	36%
Once		15%	15%
Twice		14%	13%
3-5 times		14%	16%
More than 5 times		22%	20%



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HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10b2. Other abuse or harassment

		2019	CLUSTER 2019
Never		56%	50%
Once		5%	13%
Twice		10%	10%
3-5 times		16%	12%
More than 5 times		13%	15%



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HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10b3. Racial jokes or slurs, imitating accent

Frequency	2019	CLUSTER 2019
Never	33%	30%
Once	13%	15%
Twice	14%	15%
3-5 times	22%	19%
More than 5 times	18%	21%



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HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10b4. Exclusion or avoidance in the workplace

		2019	CLUSTER 2019
Never		48%	50%
Once		10%	11%
Twice		9%	10%
3-5 times		15%	13%
More than 5 times		18%	16%



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HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10b5. Exclusion from employment opportunities

Response	2019	CLUSTER 2019
Never	71%	65%
Once	6%	10%
Twice	7%	8%
3-5 times	11%	8%
More than 5 times	5%	10%



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HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10b6. Racist material displayed in the workplace

Response	2019	CLUSTER 2019
Never	88%	86%
Once	4%	5%
Twice	2%	3%
3-5 times	2%	2%
More than 5 times	4%	4%



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HEALTH CUSTOMISED QUESTIONS		2019	CLUSTER 2019
Q11. Which of the following best describes your current role? Please select the most appropriate response from the list below.			
Junior Medical Officer		0%	2%
Career Medical Officer, Hospitalist		0%	0%
Staff Specialist		1%	2%
Visiting Medical Officer		1%	0%
Clinical Academic		0%	0%
Assistant in Nursing	█	5%	1%
Enrolled Nurse	█	10%	3%
Registered Nurse/Midwife, Clinical Nurse/Midwife Specialist, Clinical Nurse/Midwife Consultant, Practitioner	█	30%	23%
Nurse/Midwifery Educator and Clinical Nurse/Midwifery Educator		2%	2%
Nurse/Midwifery Manager	█	5%	3%



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HEALTH

CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

Role	2019	CLUSTER 2019
Support Officers	2%	2%
Information Management (eg. Librarian, Medical Records and Data Manager)	1%	1%
Clinical Support Executive (eg. Hospital Executive, Local Health Network Executive)	0%	0%
Administrative and Executive Assistant	8%	9%
Corporate Services	2%	3%
Senior Manager/Executive	1%	2%
Allied Health Professional	10%	11%
Allied Health Assistant	2%	1%
Health Education, Health Promotion and Health Protection	1%	1%
Counsellor, Welfare Support	1%	0%



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HEALTH

CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

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



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HEALTH

CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

	2019	CLUSTER 2019
Trainee Dental Assistant	0%	0%
Operational Ambulance Officers (including Educators, DOM, DOCO, Paramedic, AOOO, OCO, SOCO, SO, PTO)	0%	3%
Operational Ambulance Managers (incl Zone Managers, Deputy Director Operations, Control Centre Manager)	0%	0%
Project Director	0%	0%
Project Manager	1%	1%
Project Officer	0%	1%
Cleaning, Linen and Food	2%	5%
Motor Vehicle, Patient Transport	0%	0%
Security Services, Fire Safety	1%	1%
Residential Care Attendant, Patient Care Assistant, Patient Services, Wardsperson	0%	1%



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HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

	2019	CLUSTER 2019
Warehouse staff	0%	0%
Tradesperson	1%	1%
Apprentice Trade Worker and Trade Assistant	0%	0%
Trainee	0%	0%
Volunteer	0%	0%
Other job role	3%	5%
Prefer not to say	9%	7%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
GENDER		
Male		13%
Female		85%
Other		1%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
AGE		
15-19		0%
20-24		5%
25-29		10%
30-34		12%
35-39		12%
40-44		12%
45-49		13%
50-54		12%
55-59		13%
60-64		9%
65+		3%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

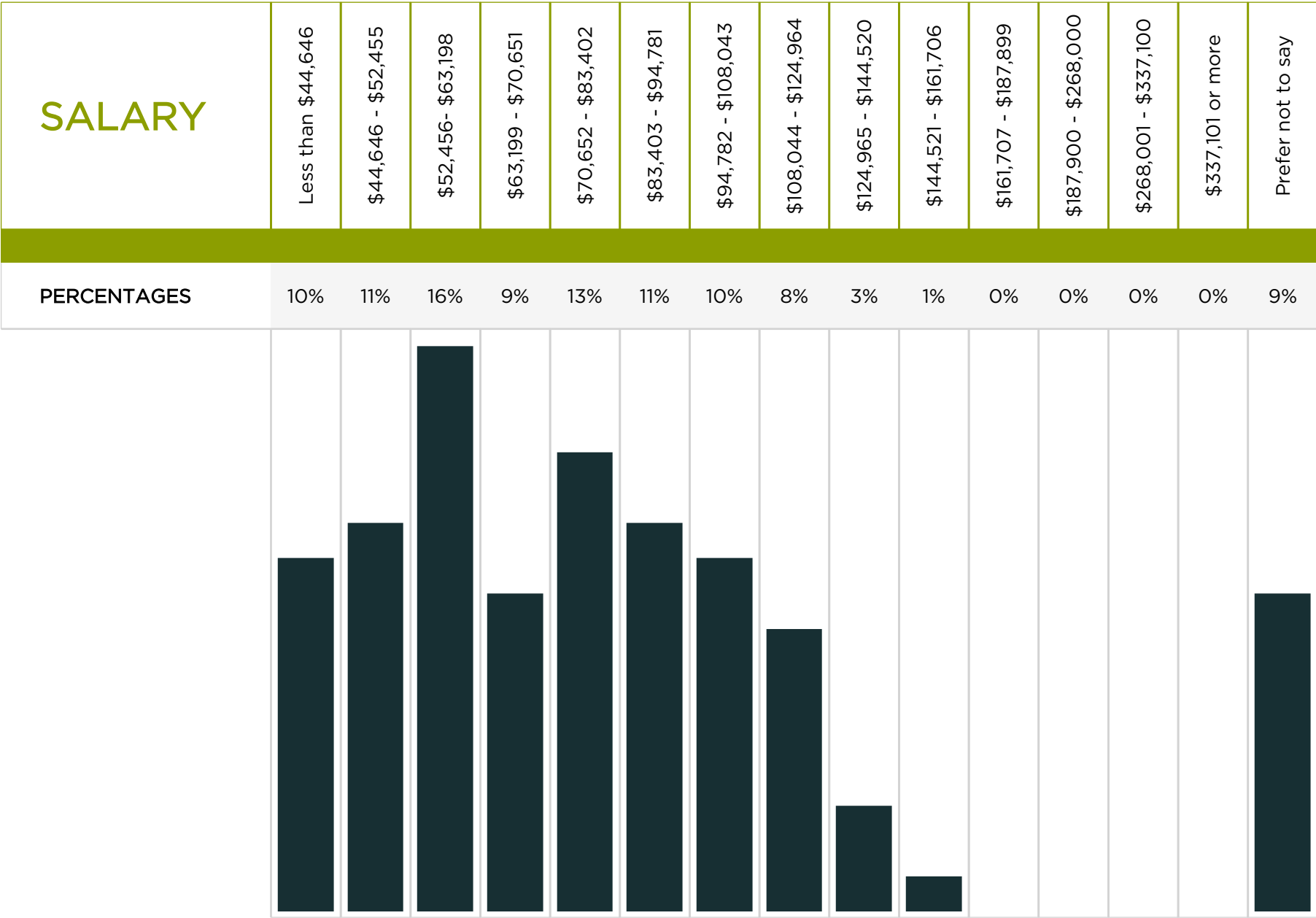
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	72%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	5%
Administrative support (e.g. executive/personal assistant, receptionist)	9%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	3%
Policy	0%
Research	0%
Program and project management support	1%
Legal (including developing and/or reviewing legislation)	0%
Other	8%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		13%
1 - 2 years		12%
2 - 5 years		20%
5 - 10 years		20%
10 - 20 years		21%
More than 20 years		14%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
None of the above		41%
Flexible start and finish times		26%
Part-time work		20%
Working additional hours to make up for time off		10%
Study leave		10%
Leave without pay		9%
Flexible scheduling for rostered workers		9%

% are calculated with the number of unique respondents (N = 2,128 to this question)



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
Working from different locations		9%
Working more hours over fewer days		7%
Working from home		6%
Job sharing		4%
Other		2%
Purchasing annual leave		2%

% are calculated with the number of unique respondents (N = 2,128 to this question)

RESULT BY TYPE OF WORK



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Murrumbidgee Local Health District	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing,	Other service delivery work (work that does not involve contact with the public, but it is critical to the	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	2308	1574	119	206	70	2	4	30	0	169
EMPLOYEE ENGAGEMENT	65%	65%	61%	68%	66%	(r)	(r)	75%	(r)	65%
ENGAGEMENT WITH WORK	75%	74%	77%	79%	79%	(r)	(r)	89%	(r)	71%
SENIOR MANAGERS	46%	45%	46%	48%	53%	(r)	(r)	51%	(r)	47%
COMMUNICATION	59%	59%	57%	60%	65%	(r)	(r)	67%	(r)	54%
HIGH PERFORMANCE	63%	63%	59%	67%	66%	(r)	(r)	71%	(r)	61%
PUBLIC SECTOR VALUES	58%	58%	56%	61%	66%	(r)	(r)	68%	(r)	55%
DIVERSITY & INCLUSION	67%	67%	63%	72%	73%	(r)	(r)	79%	(r)	63%

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

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	Murrumbidgee Local Health District	Less than \$44,646	\$44,646 - \$52,455	\$52,456 - \$63,198	\$63,199 - \$70,651	\$70,652 - \$83,402	\$83,403 - \$94,781	\$94,782 - \$108,043	\$108,044 - \$124,964	\$124,965 - \$144,520	\$144,521 - \$161,706	\$161,707 - \$187,899	\$187,900 - \$268,000	\$268,001 - \$337,100
NUMBER OF RESPONDENTS	2308	209	229	342	194	273	227	206	171	57	20	9	6	2
EMPLOYEE ENGAGEMENT	65%	71%	67%	67%	65%	67%	58%	64%	64%	65%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	75%	81%	78%	76%	76%	73%	68%	75%	77%	80%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	46%	55%	47%	49%	47%	48%	35%	44%	44%	50%	(r)	(r)	(r)	(r)
COMMUNICATION	59%	67%	59%	59%	58%	63%	51%	58%	58%	64%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	63%	70%	65%	66%	62%	65%	56%	62%	63%	65%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	58%	65%	59%	61%	57%	60%	51%	59%	59%	65%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	67%	75%	69%	69%	66%	70%	60%	66%	68%	73%	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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Results are rounded and may not add up to 100%

	Murrumbidgee Local Health District	\$337,101 or more	Prefer not to say
NUMBER OF RESPONDENTS	2308	5	200
EMPLOYEE ENGAGEMENT	65%	(r)	58%
ENGAGEMENT WITH WORK	75%	(r)	67%
SENIOR MANAGERS	46%	(r)	35%
COMMUNICATION	59%	(r)	50%
HIGH PERFORMANCE	63%	(r)	54%
PUBLIC SECTOR VALUES	58%	(r)	48%
DIVERSITY & INCLUSION	67%	(r)	59%

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

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	Murrumbidgee 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	2308	279	256	434	425	441	306
EMPLOYEE ENGAGEMENT	65%	72%	70%	64%	60%	62%	67%
ENGAGEMENT WITH WORK	75%	83%	80%	74%	70%	72%	78%
SENIOR MANAGERS	46%	59%	54%	43%	42%	38%	47%
COMMUNICATION	59%	70%	66%	58%	55%	53%	59%
HIGH PERFORMANCE	63%	72%	68%	62%	60%	58%	66%
PUBLIC SECTOR VALUES	58%	70%	64%	56%	55%	53%	61%
DIVERSITY & INCLUSION	67%	77%	73%	66%	64%	63%	68%

KEY

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RESULTS BY TYPES OF FLEXIBLE WORKING



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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Results are rounded and may not add up to 100%

	Murrumbidgee Local Health District	Flexible start and finish times	Working more hours over fewer days	Working additional hours to make up for time off	Flexible scheduling for rostered workers	Part-time work	Job sharing	Working from different locations	Working from home	Purchasing annual leave	Leave without pay	Study leave	Other	None of the above
NUMBER OF RESPONDENTS	2308	559	156	214	194	416	80	192	119	36	199	203	49	882
EMPLOYEE ENGAGEMENT	65%	71%	69%	70%	70%	68%	69%	71%	70%	69%	66%	69%	70%	60%
ENGAGEMENT WITH WORK	75%	83%	81%	83%	78%	77%	78%	82%	84%	78%	75%	81%	73%	70%
SENIOR MANAGERS	46%	55%	52%	53%	55%	48%	54%	56%	51%	55%	44%	53%	51%	39%
COMMUNICATION	59%	70%	66%	68%	68%	64%	70%	72%	71%	70%	61%	70%	64%	51%
HIGH PERFORMANCE	63%	72%	71%	72%	71%	67%	72%	74%	73%	70%	63%	71%	64%	57%
PUBLIC SECTOR VALUES	58%	68%	65%	66%	65%	62%	67%	68%	68%	65%	58%	66%	62%	52%
DIVERSITY & INCLUSION	67%	82%	76%	79%	76%	75%	81%	82%	83%	74%	72%	77%	73%	57%

*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Murrumbidgee Local Health District	Sydney East	Sydney West	Riverina	Murray	Capital Region	Central West	Central Coast	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley exc Newcastle	Illawarra	Mid North Coast	New England and North West
NUMBER OF RESPONDENTS	2308	0	0	1307	382	106	40	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	65%	(r)	(r)	65%	67%	68%	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	75%	(r)	(r)	75%	78%	74%	80%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	46%	(r)	(r)	46%	46%	53%	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	59%	(r)	(r)	59%	63%	64%	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	63%	(r)	(r)	63%	66%	67%	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	58%	(r)	(r)	58%	61%	63%	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	67%	(r)	(r)	67%	72%	70%	85%	(r)	(r)	(r)	(r)	(r)	(r)	(r)

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

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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CUT OFF LIMIT OF 30 RESPONDENTS



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Murrumbidgee Local Health District	Newcastle and Lake Macquarie	Outside NSW	Richmond - Tweed	Southern Highlands and Shoalhaven	Sydney - Baukham Hills and Hawkesbury	Sydney - Blacktown	Sydney - City and Inner South	Sydney - Eastern Suburbs	Sydney - Inner South West	Sydney - Inner West	Sydney - North Sydney and Hornsby	Sydney - Northern Beaches	Sydney - Outer South West
NUMBER OF RESPONDENTS	2308	0	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	46%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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Results are rounded and may not add up to 100%

	Murrumbidgee Local Health District	Sydney - Outer West and Blue Mountains	Sydney - Parramatta	Sydney - Ryde	Sydney - South West	Sydney - Sutherland
NUMBER OF RESPONDENTS	2308	0	0	0	0	0
EMPLOYEE ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	75%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	46%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	59%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	63%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	58%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	67%	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
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CUT OFF LIMIT OF 30 RESPONDENTS

RESULT BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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Results are rounded and may not add up to 100%

	Murrumbidgee 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	2308	9	108	215	244	250	249	265	264	267	185	61
EMPLOYEE ENGAGEMENT	65%	(r)	70%	66%	67%	63%	64%	62%	63%	67%	66%	71%
ENGAGEMENT WITH WORK	75%	(r)	80%	75%	74%	72%	73%	73%	75%	77%	80%	89%
SENIOR MANAGERS	46%	(r)	55%	45%	49%	44%	42%	41%	47%	50%	45%	53%
COMMUNICATION	59%	(r)	64%	61%	64%	59%	57%	53%	57%	64%	56%	67%
HIGH PERFORMANCE	63%	(r)	70%	64%	67%	62%	60%	58%	62%	66%	65%	75%
PUBLIC SECTOR VALUES	58%	(r)	65%	59%	62%	56%	56%	54%	58%	63%	59%	65%
DIVERSITY & INCLUSION	67%	(r)	71%	71%	72%	67%	66%	62%	65%	70%	65%	78%

KEY

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RESULT BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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Results are rounded and may not add up to 100%

	Murrumbidgee Local Health District	Male	Female	Other
NUMBER OF RESPONDENTS	2308	287	1847	30
EMPLOYEE ENGAGEMENT	65%	65%	65%	43%
ENGAGEMENT WITH WORK	75%	73%	76%	33%
SENIOR MANAGERS	46%	48%	46%	13%
COMMUNICATION	59%	61%	59%	19%
HIGH PERFORMANCE	63%	63%	64%	31%
PUBLIC SECTOR VALUES	58%	60%	59%	25%
DIVERSITY & INCLUSION	67%	68%	68%	27%

KEY

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CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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Results are rounded and may not add up to 100%

	Murrumbidgee 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	2308	9	2	11	13	3	102	213	660	42	102	36	13	5
EMPLOYEE ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	70%	68%	62%	63%	69%	64%	(r)	(r)
ENGAGEMENT WITH WORK	75%	(r)	(r)	(r)	(r)	(r)	84%	77%	73%	78%	79%	71%	(r)	(r)
SENIOR MANAGERS	46%	(r)	(r)	(r)	(r)	(r)	60%	50%	43%	40%	54%	40%	(r)	(r)
COMMUNICATION	59%	(r)	(r)	(r)	(r)	(r)	67%	61%	57%	61%	67%	49%	(r)	(r)
HIGH PERFORMANCE	63%	(r)	(r)	(r)	(r)	(r)	72%	65%	61%	63%	69%	57%	(r)	(r)
PUBLIC SECTOR VALUES	58%	(r)	(r)	(r)	(r)	(r)	67%	60%	56%	58%	67%	55%	(r)	(r)
DIVERSITY & INCLUSION	67%	(r)	(r)	(r)	(r)	(r)	72%	68%	63%	69%	71%	65%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Murrumbidgee 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	2308	181	41	29	219	41	20	15	0	10	10	2	1	3
EMPLOYEE ENGAGEMENT	65%	69%	66%	(r)	66%	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	75%	79%	80%	(r)	80%	83%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	46%	49%	57%	(r)	43%	50%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	59%	62%	64%	(r)	61%	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	63%	68%	67%	(r)	63%	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	58%	61%	66%	(r)	59%	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	67%	74%	75%	(r)	73%	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

Results are rounded and may not add up to 100%

	Murrumbidgee 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	2308	9	13	0	19	0	4	1	0	13	2	34	4	13
EMPLOYEE ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	67%	(r)	(r)
ENGAGEMENT WITH WORK	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	77%	(r)	(r)
SENIOR MANAGERS	46%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	48%	(r)	(r)
COMMUNICATION	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	60%	(r)	(r)
HIGH PERFORMANCE	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	66%	(r)	(r)
PUBLIC SECTOR VALUES	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	57%	(r)	(r)
DIVERSITY & INCLUSION	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	71%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Murrumbidgee 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	2308	10	2	26	1	3	0	60	187
EMPLOYEE ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)	68%	54%
ENGAGEMENT WITH WORK	75%	(r)	(r)	(r)	(r)	(r)	(r)	81%	55%
SENIOR MANAGERS	46%	(r)	(r)	(r)	(r)	(r)	(r)	53%	27%
COMMUNICATION	59%	(r)	(r)	(r)	(r)	(r)	(r)	63%	37%
HIGH PERFORMANCE	63%	(r)	(r)	(r)	(r)	(r)	(r)	67%	46%
PUBLIC SECTOR VALUES	58%	(r)	(r)	(r)	(r)	(r)	(r)	63%	40%
DIVERSITY & INCLUSION	67%	(r)	(r)	(r)	(r)	(r)	(r)	72%	49%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

GUIDE TO THIS REPORT

SURVEY TIME FRAME

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

PRIVACY

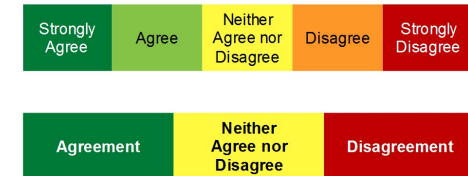
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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

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

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.



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%.

MORE DETAILS ABOUT METHODOLOGY

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