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# PEOPLE MATTER 2018

NSW Public Sector Employee Survey



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## AGENCY REPORT

Health

# Illawarra Shoalhaven Local Health District

## RESPONSE RATE

# 50%

3,468 OF 6,965 RESPONDENTS

## EMPLOYEE ENGAGEMENT

# 63%

DIFFERENCE FROM 2017 0  
 DIFFERENCE FROM CLUSTER -2  
 DIFFERENCE FROM PUBLIC SECTOR -2

## ENGAGEMENT WITH WORK

# 72%

DIFFERENCE FROM 2017 -3  
 DIFFERENCE FROM CLUSTER -1  
 DIFFERENCE FROM PUBLIC SECTOR -1

## SENIOR MANAGERS

# 44%

DIFFERENCE FROM 2017 +2  
 DIFFERENCE FROM CLUSTER -2  
 DIFFERENCE FROM PUBLIC SECTOR -5

## COMMUNICATION

# 59%

DIFFERENCE FROM 2017 0  
 DIFFERENCE FROM CLUSTER -1  
 DIFFERENCE FROM PUBLIC SECTOR -3

## HIGH PERFORMANCE

# 63%

DIFFERENCE FROM 2017 +1  
 DIFFERENCE FROM CLUSTER -1  
 DIFFERENCE FROM PUBLIC SECTOR -1

## PUBLIC SECTOR VALUES

# 58%

DIFFERENCE FROM 2017 +1  
 DIFFERENCE FROM CLUSTER -1  
 DIFFERENCE FROM PUBLIC SECTOR -4

## DIVERSITY & INCLUSION

# 66%

DIFFERENCE FROM CLUSTER 0  
 DIFFERENCE FROM PUBLIC SECTOR -2

## FLEXIBLE WORKING SATISFACTION

# 56%

DIFFERENCE FROM 2017 0  
 DIFFERENCE FROM CLUSTER -1  
 DIFFERENCE FROM PUBLIC SECTOR -2

## ACTION ON RESULTS

# 35%

DIFFERENCE FROM 2017 0  
 DIFFERENCE FROM CLUSTER -1  
 DIFFERENCE FROM PUBLIC SECTOR -2



## 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  
2018

AGREEMENT  
2017

1a.	I understand what is expected of me to do well in my role	93%	93%
1g.	I know how to address a health and safety issue I have identified	89%	-
2a.	My workgroup strives to achieve customer/client satisfaction	87%	87%
2c.	I receive help and support from other members of my workgroup	79%	82%
2b.	My workgroup works collaboratively to achieve its objectives	79%	79%
1c.	My job gives me a feeling of personal accomplishment	76%	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%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	74%	74%
5b.	My manager listens to what I have to say	73%	74%
2e.	People in my workgroup treat each other with respect	72%	71%

## - LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT  
2018

AGREEMENT  
2017

14.	I believe action will be taken on the results from this survey by my organisation	35%	35%
7g.	I have confidence in the way recruitment decisions are made	37%	40%
6h.	I feel that senior managers listen to employees	38%	36%
9a.	I have confidence in the ways my organisation resolves grievances	40%	36%
7c.	I feel that change is managed well in my organisation	41%	36%
6b.	I feel that senior managers effectively lead and manage change	41%	39%
6g.	I feel that senior managers keep employees informed about what's going on	42%	42%
5h.	My manager appropriately deals with employees who perform poorly	44%	43%
6a.	I believe senior managers provide clear direction for the future of the organisation	44%	41%
6c.	I feel that senior managers model the values of my organisation	45%	41%



### YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

# MOST AND LEAST IMPROVED QUESTIONS

## + MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2018  
AGREEMENT  
2017

	AGREEMENT 2018	AGREEMENT 2017
7c. I feel that change is managed well in my organisation	41%	36%
9a. I have confidence in the ways my organisation resolves grievances	40%	36%
6c. I feel that senior managers model the values of my organisation	45%	41%
6a. I believe senior managers provide clear direction for the future of the organisation	44%	41%
6b. I feel that senior managers effectively lead and manage change	41%	39%
7f. My organisation is committed to developing its employees	49%	47%
6e. Senior managers promote collaboration between my organisation and other organisations we work with	46%	44%
6d. Senior managers encourage innovation by employees	47%	45%
6h. I feel that senior managers listen to employees	38%	36%
7b. My organisation is making the necessary improvements to meet our future challenges	52%	50%

## - LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2018  
AGREEMENT  
2017

	AGREEMENT 2018	AGREEMENT 2017
1d. I feel motivated to contribute more than what is normally required at work	70%	74%
4a. I am paid fairly for the work I do	53%	56%
2c. I receive help and support from other members of my workgroup	79%	82%
1e. I am satisfied with my job	68%	71%
7k. I feel a strong personal attachment to my organisation	56%	59%
1c. My job gives me a feeling of personal accomplishment	76%	79%
7g. I have confidence in the way recruitment decisions are made	37%	40%
2d. There is good team spirit in my workgroup	67%	70%
5b. My manager listens to what I have to say	73%	74%
8c. I am able to speak up and share a different view to my colleagues and manager	66%	67%



### YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

# HIGHEST NEUTRAL SCORING QUESTIONS

## AGREEMENT SCORES FOR HIGHEST NEUTRAL

% POSITIVE

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



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



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



**Q6d.** Senior managers encourage innovation by employees



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



## HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



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



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



**Q6d.** Senior managers encourage innovation by employees



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



## DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



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



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



**Q6d.** Senior managers encourage innovation by employees



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



## FIND YOUR HIGHEST NEUTRAL SCORES

### 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)



## 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.

# 35%

of employees replied favourably to:

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

## 37%

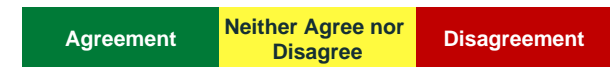
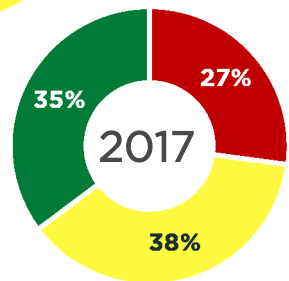
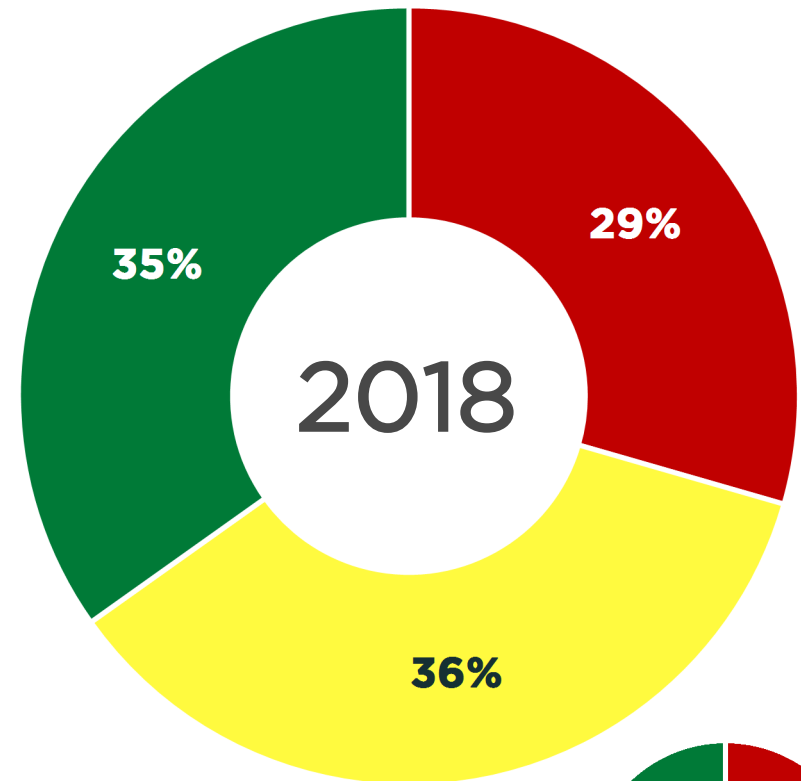
SECTOR

## 36%

CLUSTER

## 35%

2017



# 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 2018	% AGREEMENT 2017	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
<b>1</b>	<b>Q7f.</b> My organisation is committed to developing its employees	<b>49%</b>	47%	51%	52%
<b>2</b>	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>67%</b>	66%	68%	69%
<b>3</b>	<b>Q7b.</b> My organisation is making the necessary improvements to meet our future challenges	<b>52%</b>	50%	56%	57%
<b>4</b>	<b>Q7c.</b> I feel that change is managed well in my organisation	<b>41%</b>	36%	42%	40%
<b>5</b>	<b>Q8c.</b> I am able to speak up and share a different view to my colleagues and manager	<b>66%</b>	67%	66%	67%
<b>6</b>	<b>Q6h.</b> I feel that senior managers listen to employees	<b>38%</b>	36%	40%	43%

# BUSINESS UNIT COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Illawarra Shoalhaven 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.

	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 & Executive Support Staff)	Shoalhaven Hospital (inc; Hub Executive & Support Staff)	Wollongong Hospital (inc; Hub Executive & Support Staff)
NUMBER OF RESPONDENTS	3468	40	187	128	103	84	83	211	70	62	172	198	374	1150
EMPLOYEE ENGAGEMENT	63%	70%	62%	72%	76%	71%	69%	54%	65%	63%	68%	61%	61%	62%
ENGAGEMENT WITH WORK	72%	82%	73%	87%	83%	76%	76%	58%	69%	65%	79%	65%	69%	70%
SENIOR MANAGERS	44%	54%	34%	61%	77%	62%	54%	28%	50%	45%	47%	37%	37%	43%
COMMUNICATION	59%	65%	54%	74%	80%	69%	73%	45%	65%	55%	63%	49%	51%	58%
HIGH PERFORMANCE	63%	75%	60%	78%	80%	72%	75%	51%	67%	61%	68%	57%	56%	62%
PUBLIC SECTOR VALUES	58%	70%	52%	70%	81%	70%	69%	45%	62%	58%	63%	51%	53%	57%
DIVERSITY & INCLUSION	66%	71%	66%	80%	77%	73%	77%	57%	70%	61%	72%	59%	60%	64%

### 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



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

	Illawarra Shoalhaven Local Health District	Cancer Services	Child and Family Services (non Hub based)	Clinical Operations (other)	Corporate Services	District Finance Services	District Nursing & Midwifery, CGU, IMACS	Executive Services	Medical Imaging	Medical Workforce Unit & Hospital Training	Pathology & Pharmacy	Planning, Information Management & Performance; Public Health Unit	Strategic Improvement Programs
NUMBER OF RESPONDENTS	3468	104	70	12	42	25	43	34	57	24	42	34	67
EMPLOYEE ENGAGEMENT	63%	62%	67%	59%	62%	64%	64%	69%	56%	60%	60%	68%	66%
ENGAGEMENT WITH WORK	72%	70%	83%	75%	66%	69%	85%	81%	74%	68%	70%	84%	77%
SENIOR MANAGERS	44%	48%	59%	54%	44%	41%	46%	57%	26%	37%	49%	56%	60%
COMMUNICATION	59%	59%	64%	61%	58%	63%	68%	71%	38%	56%	54%	69%	81%
HIGH PERFORMANCE	63%	61%	75%	69%	61%	63%	70%	71%	49%	58%	57%	72%	75%
PUBLIC SECTOR VALUES	58%	59%	72%	63%	57%	57%	64%	68%	43%	52%	54%	70%	73%
DIVERSITY & INCLUSION	66%	66%	69%	62%	68%	73%	76%	75%	53%	63%	66%	78%	86%

### 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



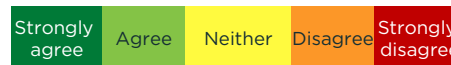
## EXPLORE THE FULL RESULTS

Questions are grouped by 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.

EMPLOYEE ENGAGEMENT	63% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q7i. I would recommend my organisation as a great place to work	14	46	26	9	60%	60%	61%	61%
Q7j. I am proud to tell others I work for my organisation	19	48	23		67%	67%	69%	69%
Q7k. I feel a strong personal attachment to my organisation	17	40	28	10	56%	59%	62%	63%
Q7l. My organisation motivates me to help it achieve its objectives	13	38	32	11	51%	50%	54%	55%
Q7m. My organisation inspires me to do the best in my job	14	38	31	11	52%	51%	55%	55%

KEY





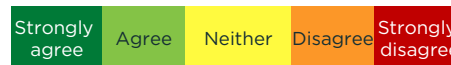
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ENGAGEMENT WITH WORK	72% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018	
Q1c. My job gives me a feeling of personal accomplishment	27	49	14	76%	79%	77%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	29	42	17	70%	74%	72%	72%
Q1e. I am satisfied with my job	21	48	19	68%	71%	70%	69%

### KEY





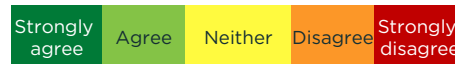
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SENIOR MANAGERS	44% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q6a. I believe senior managers provide clear direction for the future of the organisation	9	35	32	15	9	44%	41%	46%	49%
Q6b. I feel that senior managers effectively lead and manage change	9	32	33	16	10	41%	39%	44%	46%
Q6c. I feel that senior managers model the values of my organisation	11	35	32	13	10	45%	41%	47%	50%
Q6d. Senior managers encourage innovation by employees	9	38	34	13	7	47%	45%	47%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	9	36	37	11		46%	44%	48%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	11	44	30	9		55%	54%	57%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	9	33	30	17	11	42%	42%	44%	47%
Q6h. I feel that senior managers listen to employees	8	30	32	17	13	38%	36%	40%	43%
Q7c. I feel that change is managed well in my organisation		34	32	20	8	41%	36%	42%	40%

KEY





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Questions are grouped by topics in this report.

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

COMMUNICATION	59% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q5c. My manager communicates effectively with me	27	43	14	9	70%	70%	70%	72%
Q5d. My manager encourages and values employee input	29	41	16	7	70%	70%	70%	72%
Q5e. My manager involves my workgroup in decisions about our work	25	41	17	9	66%	65%	65%	67%
Q6g. I feel that senior managers keep employees informed about what's going on	9	33	30	17	42%	42%	44%	47%
Q6h. I feel that senior managers listen to employees	8	30	32	17	38%	36%	40%	43%
Q8c. I am able to speak up and share a different view to my colleagues and manager	18	48	18	9	66%	67%	66%	67%

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		63% AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018		
Q1a. I understand what is expected of me to do well in my role	43	50		93%	93%	92%	90%		
Q2b. My workgroup works collaboratively to achieve its objectives	30	50	11	79%	79%	79%	79%		
Q3f. I have received appropriate training and development to do my job well	21	50	17	9	71%	70%	70%	65%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	25	45	17	7	71%	70%	71%	74%	
Q5f. I have confidence in the decisions my manager makes	26	40	19	8	7	65%	65%	65%	68%
Q6d. Senior managers encourage innovation by employees	9	38	34	13	7	47%	45%	47%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	9	36	37	11		46%	44%	48%	52%
Q7a. My organisation focuses on improving the work we do	15	52	21	8		67%	66%	68%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	10	42	29	13		52%	50%	56%	57%

KEY

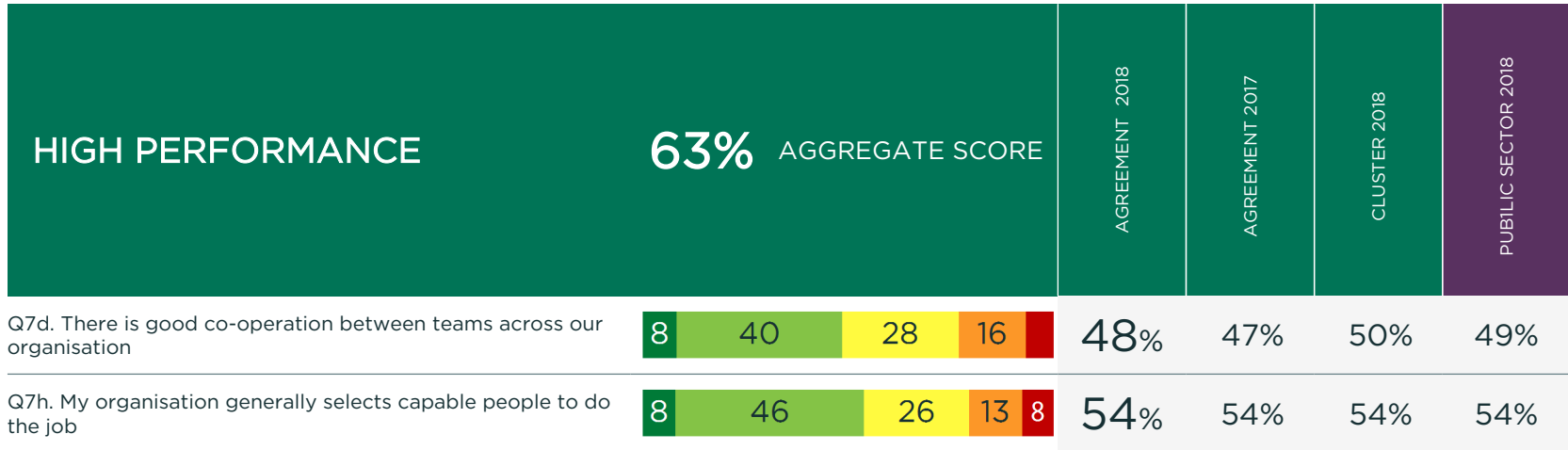




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KEY





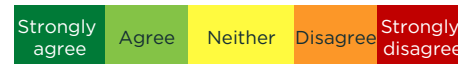
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PUBLIC SECTOR VALUES		58% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q2a. My workgroup strives to achieve customer/client satisfaction				87%	87%	87%	86%
Q2e. People in my workgroup treat each other with respect				72%	71%	71%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do				71%	70%	71%	74%
Q5b. My manager listens to what I have to say				73%	74%	73%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation				44%	41%	46%	49%
Q6c. I feel that senior managers model the values of my organisation				45%	41%	47%	50%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives				55%	54%	57%	62%
Q6g. I feel that senior managers keep employees informed about what's going on				42%	42%	44%	47%
Q6h. I feel that senior managers listen to employees				38%	36%	40%	43%

KEY







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Questions are grouped by topics in this report.

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

PUBLIC SECTOR VALUES		58% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q7a. My organisation focuses on improving the work we do		67%	66%	68%	69%		
Q7e. People in my organisation take responsibility for their own actions		46%	45%	49%	49%		

KEY





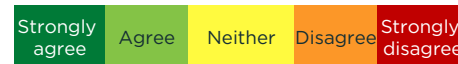
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DIVERSITY & INCLUSION		66% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work		65%	65%	66%	65%				
Q5b. My manager listens to what I have to say		73%	74%	73%	76%				
Q5d. My manager encourages and values employee input		70%	70%	70%	72%				
Q6i. Senior managers in my organisation support the career advancement of women		53%	51%	54%	60%				
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)		74%	74%	74%	76%				
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)		76%	76%	75%	75%				
Q8c. I am able to speak up and share a different view to my colleagues and manager		66%	67%	66%	67%				
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>		56%	56%	58%	59%				
Q8e. My manager supports flexible working in my team		61%	-	61%	63%				

### KEY

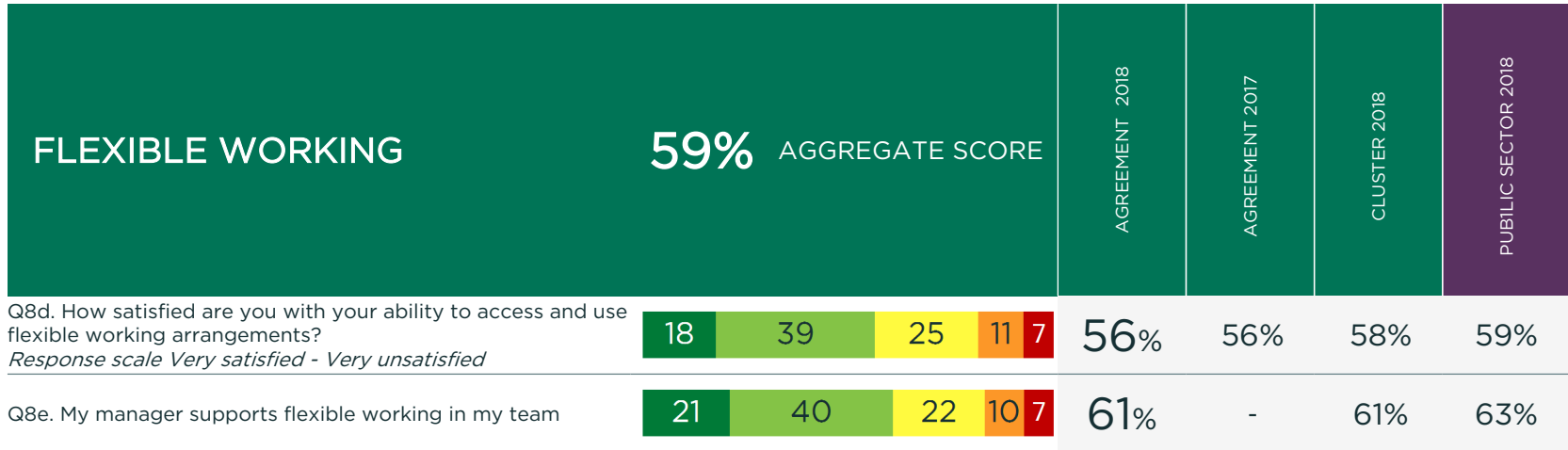




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KEY

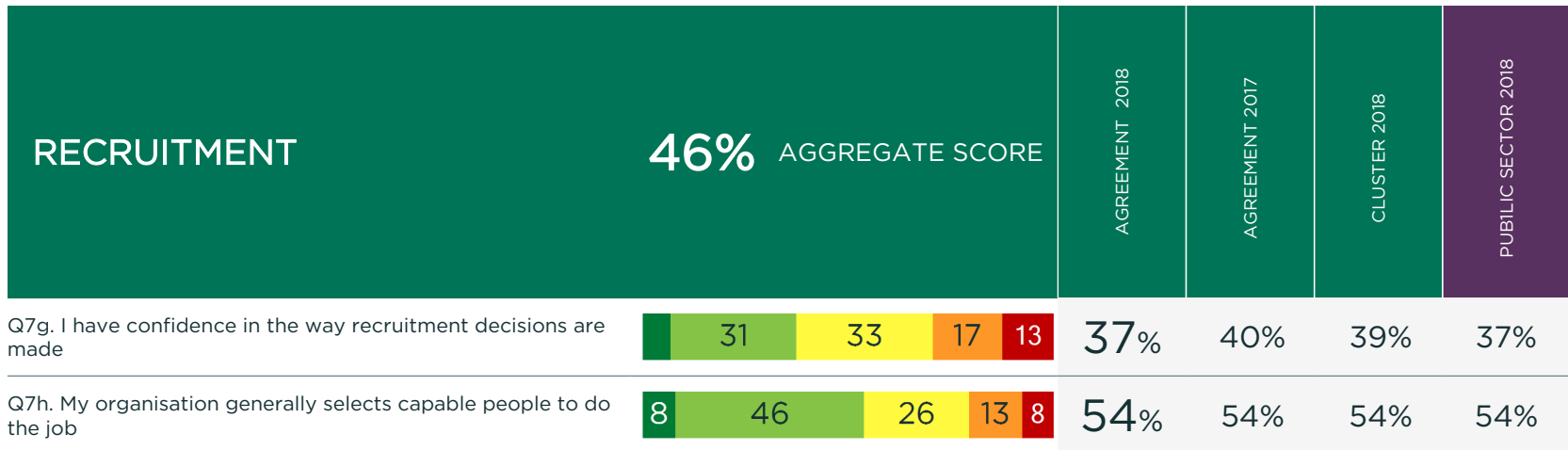




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KEY





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## PERFORMANCE FRAMEWORK & DEVELOPMENT

**55%** AGGREGATE SCORE

		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	20 44 18 13	63%	63%	65%	65%
Q3e. My performance is assessed against clear criteria	17 43 24 11	60%	58%	60%	56%
Q3g. I am satisfied with the opportunities available for career development in my organisation	15 37 24 15 10	52%	51%	53%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do	25 40 18 9 8	65%	65%	66%	69%
Q5h. My manager appropriately deals with employees who perform poorly	15 29 30 14 12	44%	43%	46%	46%
Q7f. My organisation is committed to developing its employees	8 41 31 13	49%	47%	51%	52%

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.

	68% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	20	45	18	13	65%	65%	66%	65%
Q1f. I am able to keep my work stress at an acceptable level	13	49	20	13	62%	61%	62%	60%
Q2c. I receive help and support from other members of my workgroup	30	49	13	10	79%	82%	80%	81%
Q2d. There is good team spirit in my workgroup	27	40	16	10	67%	70%	68%	70%

KEY

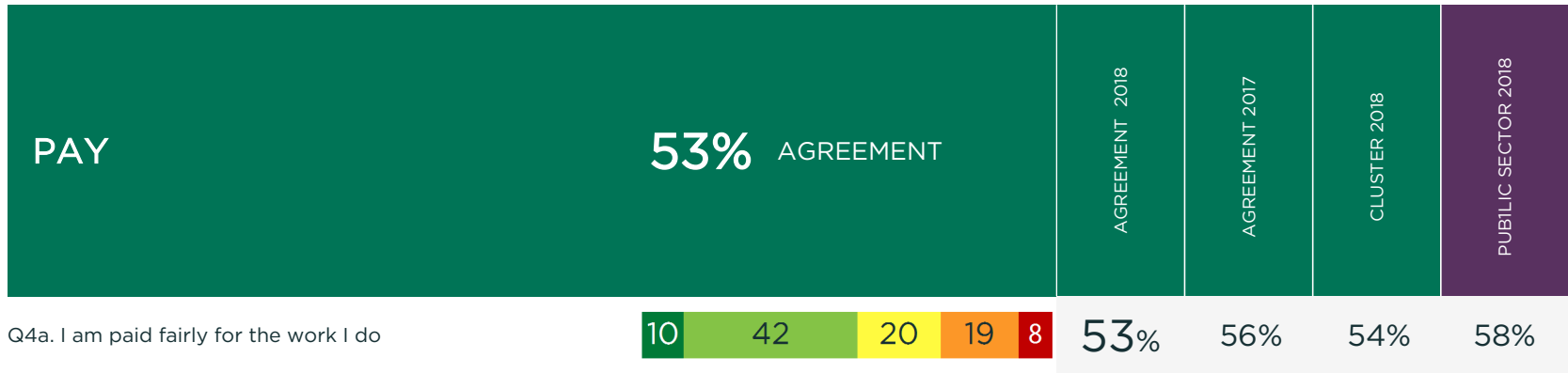




## EXPLORE THE FULL RESULTS

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.



### KEY

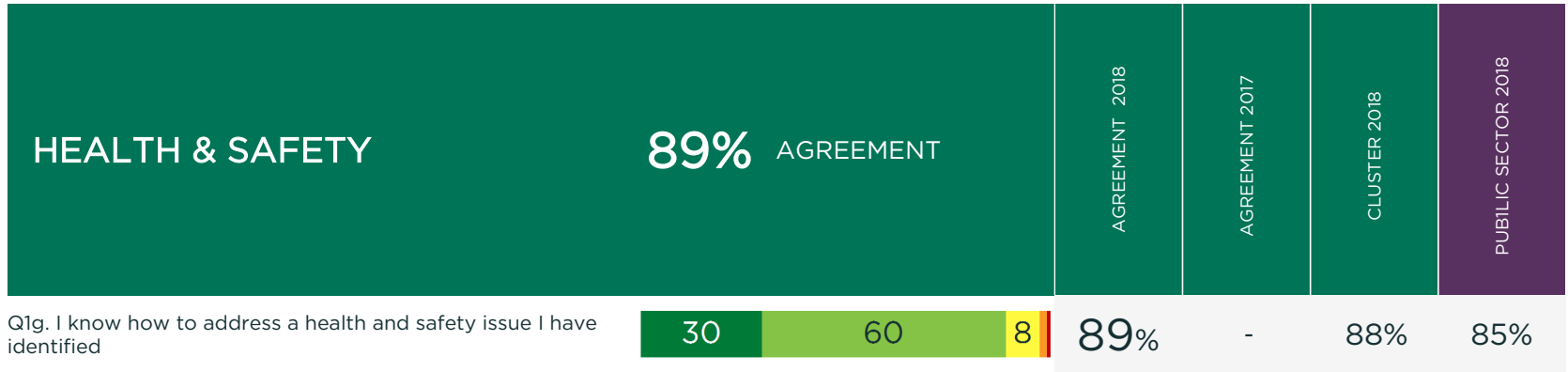




## EXPLORE THE FULL RESULTS

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.



### KEY



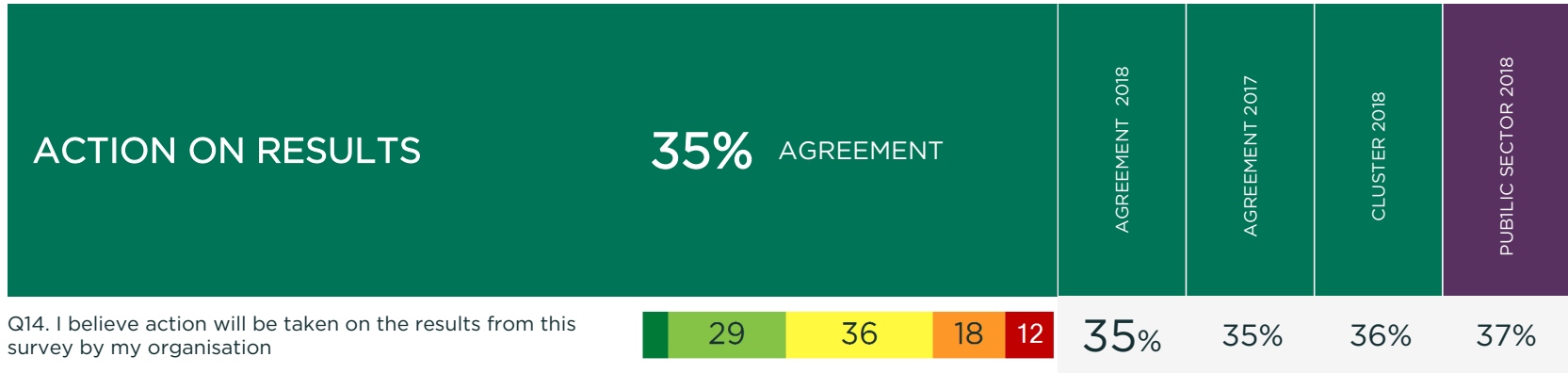




## EXPLORE THE FULL RESULTS

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.



### KEY

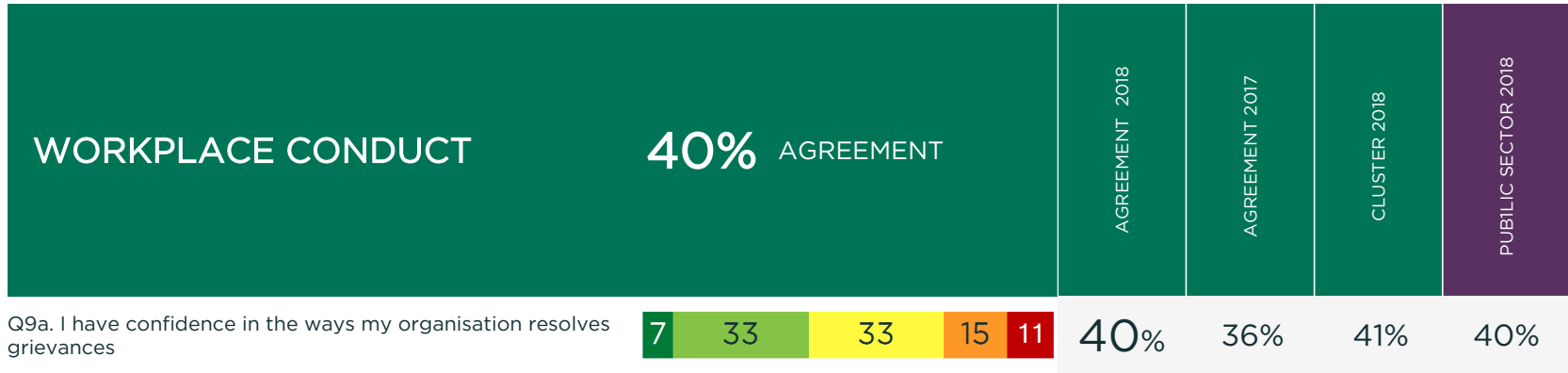




## EXPLORE THE FULL RESULTS

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.



KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

### PERFORMANCE FRAMEWORK & DEVELOPMENT

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
<b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives					
Yes		74%	72%	69%	71%
No		26%	28%	31%	29%
<b>Q3b.</b> I have informal feedback conversations with my manager					
Yes		72%	73%	74%	76%
No		28%	27%	26%	24%
<b>Q3c.</b> I have scheduled feedback conversations with my manager					
Yes		57%	57%	57%	58%
No		43%	43%	43%	42%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

### 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?

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Yes		39%	40%	40%	41%
No		61%	60%	60%	59%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

## MOBILITY

### Q3i. Are there barriers preventing you from moving to another role?

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
There are no major barriers to my career progression		34%	33%	34%	32%
Personal/family considerations		31%	34%	29%	30%
Lack of visible opportunities		28%	30%	29%	30%
Lack of promotion opportunities		26%	27%	27%	29%
Geographic location considerations		21%	24%	23%	26%
The application/recruitment process is too cumbersome or time consuming		18%	14%	18%	23%
Lack of support from my manager/supervisor		15%	12%	15%	14%
Lack of support for temporary assignments/secondments		14%	13%	14%	15%
Insufficient training and development		14%	14%	15%	16%
Lack of required capabilities or experience		10%	9%	10%	11%
Other		7%	7%	9%	9%

% are calculated with the number of unique respondents (N = 3,281 to this question)



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

### UNACCEPTABLE CONDUCT







		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work					
Yes		29%	30%	28%	24%
No		54%	57%	54%	58%
Don't know		17%	13%	17%	18%
<b>Q10b.</b> If yes to 10a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?					
Yes		71%	65%	69%	66%
No		27%	34%	29%	32%
Don't know		1%	2%	2%	2%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

### UNACCEPTABLE CONDUCT

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
<b>Q11a. In the last 12 months I have witnessed bullying at work</b>					
Yes		43%	42%	39%	33%
No		49%	49%	52%	57%
Don't know		8%	8%	9%	10%
<b>Q11b. In the last 12 months I have been subjected to bullying at work</b>					
Yes		22%	23%	21%	18%
No		73%	72%	73%	76%
Don't know		5%	5%	6%	6%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

## UNACCEPTABLE CONDUCT

2018

2017

CLUSTER 2018

PUBLIC SECTOR 2018

**Q11c.** 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

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
A fellow worker at your level		33%	33%	32%	27%
Your Immediate Manager/Supervisor		28%	24%	23%	23%
Prefer not to say		12%	10%	13%	14%
A senior manager		11%	19%	18%	21%
A subordinate		7%	7%	6%	7%
Other		7%	5%	6%	4%
A client or customer		2%	1%	2%	2%
A member of the public other than a client or customer		1%	1%	1%	1%





## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

### UNACCEPTABLE CONDUCT

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
<b>Q12a.</b> In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work					
Yes		5%	-	5%	3%
No		93%	-	93%	94%
Don't know		2%	-	2%	2%
<b>Q12b.</b> If yes to 12a, please indicate the role of the person who has been the source of the most serious physical harm and/or sexual harassment or abuse you have been subjected to in the last 12 months					
A person at work		29%	-	28%	39%
A member of the public		45%	-	52%	37%
Other		23%	-	15%	19%
Prefer not to say		3%	-	5%	6%



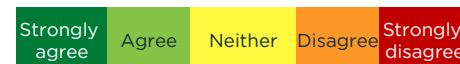
## EXPLORE THE FULL RESULTS

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.

HEALTH CUSTOMISED QUESTIONS		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018
Q1. Morale is good in my team		61%	61%	62%
Q2. I believe I am valued for what I can offer at my workplace		71%	70%	70%
Q3. In my workplace, we recognise our successes and innovations		67%	65%	66%
Q4. Staff are treated respectfully regardless of their job		70%	69%	69%
Q5. The senior managers at my workplace lead by example in creating a positive workplace		51%	50%	53%

KEY





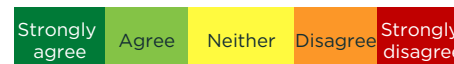
## EXPLORE THE FULL RESULTS

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.

HEALTH CUSTOMISED QUESTIONS						AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018
Q6. Overall, I have confidence in the decisions made by my senior managers	12	39	28	12	9	51%	50%	52%
Q7. I have a say in decisions which affect my work	10	44	23	15	7	54%	54%	55%
Q8. Where I work, we share the lessons learnt when mistakes are made	15	55	17	10		69%	68%	68%
Q9. My team's objectives/work plans are clearly outlined	13	52	22	9		65%	64%	66%
Q10. Our objectives/work plans help us to deliver a quality service	14	53	22	8		67%	66%	68%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	12	32	33	13	10	44%	40%	44%

KEY



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
GENDER		
Male		18%
Female		80%
Other		1%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
<b>AGE</b>		
15 - 19		0%
20 - 24		5%
25 -29		9%
30 - 34		11%
35 - 39		13%
40 - 44		12%
45 - 49		15%
50 - 54		14%
55 - 59		12%
60 - 64		7%
65+		2%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

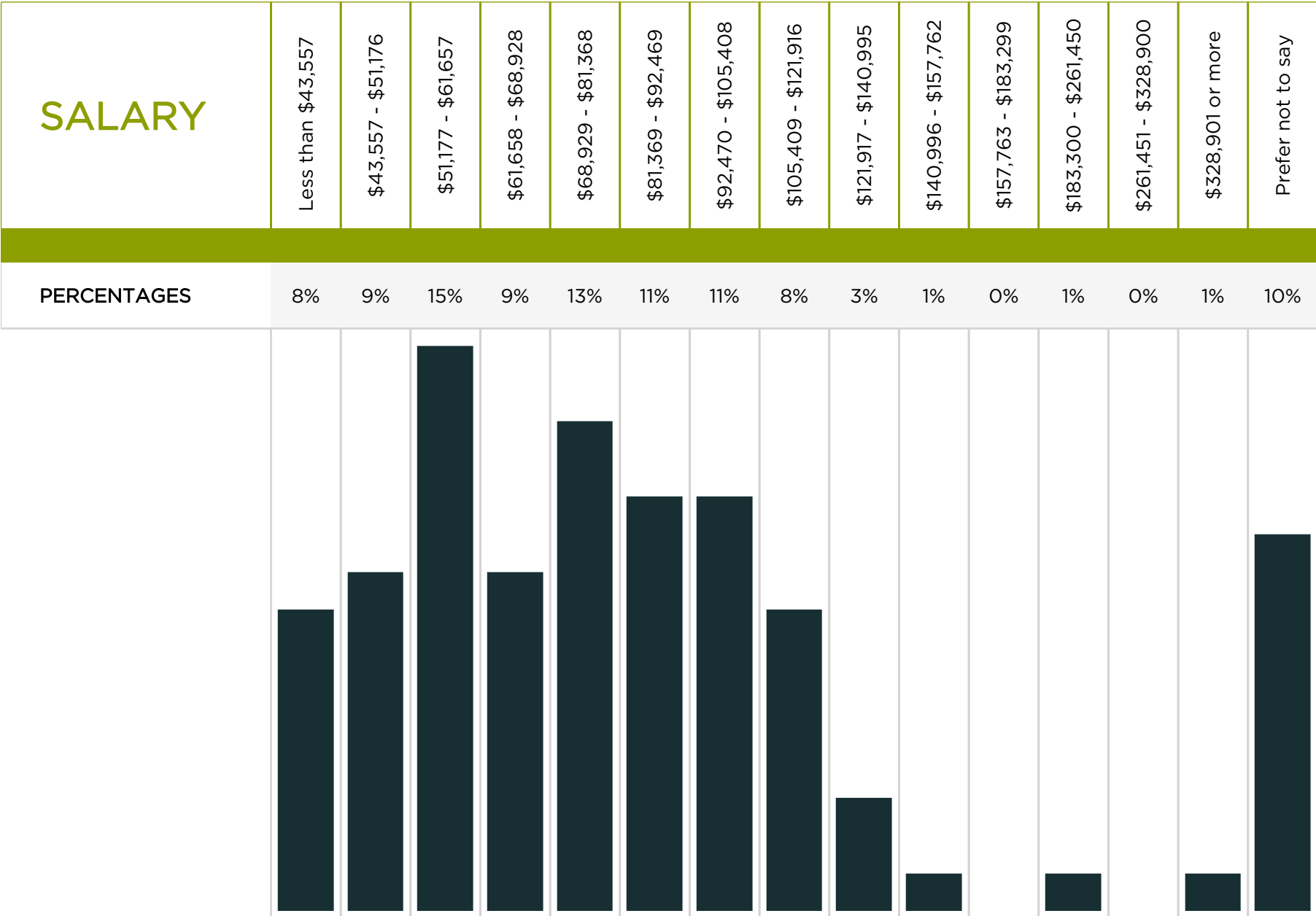
	PERCENTAGE
<b>TYPE OF WORK</b>	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	69%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	5%
Administrative support (e.g. executive/personal assistant, receptionist)	10%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	5%
Policy	0%
Research	0%
Program and project management support	2%
Legal (including developing and/or reviewing legislation)	0%
Other	7%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

### SALARY



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
<b>TENURE IN ORGANISATION</b>		
Less than 1 year		10%
1 - 2 years		9%
2 - 5 years		21%
5 - 10 years		19%
10 - 20 years		26%
More than 20 years		14%



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
<b>FLEXIBLE WORKING</b>		
None of the above		43%
Part-time work		27%
Flexible start and finish times		19%
Flexible scheduling for rostered workers		8%
Working additional hours to make up for time off		7%
Study leave		7%
Working from different locations		6%

% are calculated with the number of unique respondents (N = 3,188 to this question)

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

	PERCENTAGE
<b>FLEXIBLE WORKING</b>	
Working more hours over fewer days	5%
Leave without pay	5%
Job sharing	4%
Other	2%
Working from home	2%
Purchasing annual leave	1%

% are calculated with the number of unique respondents (N = 3,188 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.

	Illawarra Shoalhaven Local Health District	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing,	Other service delivery work (work that does not involve contact with the public, but it is critical to the	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
<b>NUMBER OF RESPONDENTS</b>	<b>3468</b>	<b>2237</b>	<b>169</b>	<b>335</b>	<b>150</b>	<b>10</b>	<b>6</b>	<b>70</b>	<b>6</b>	<b>240</b>
<b>EMPLOYEE ENGAGEMENT</b>	63%	63%	57%	67%	66%	(r)	(r)	67%	(r)	63%
ENGAGEMENT WITH WORK	72%	71%	69%	74%	75%	(r)	(r)	80%	(r)	71%
SENIOR MANAGERS	44%	44%	42%	47%	50%	(r)	(r)	56%	(r)	46%
COMMUNICATION	59%	58%	49%	61%	69%	(r)	(r)	70%	(r)	61%
HIGH PERFORMANCE	63%	64%	53%	65%	68%	(r)	(r)	71%	(r)	62%
PUBLIC SECTOR VALUES	58%	58%	49%	60%	65%	(r)	(r)	68%	(r)	59%
DIVERSITY & INCLUSION	66%	65%	58%	72%	77%	(r)	(r)	75%	(r)	68%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# RESULT BY SALARY



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Illawarra Shoalhaven Local Health District	Less than \$43,557	\$43,557 - \$51,176	\$51,177 - \$61,657	\$61,658 - \$68,928	\$68,929 - \$81,368	\$81,369 - \$92,469	\$92,470 - \$105,408	\$105,409 - \$121,916	\$121,917 - \$140,995	\$140,996 - \$157,762	\$157,763 - \$183,299	\$183,300 - \$261,450	\$261,451 - \$328,900
NUMBER OF RESPONDENTS	3468	259	303	472	299	422	356	365	242	86	35	15	19	12
EMPLOYEE ENGAGEMENT	63%	70%	62%	65%	67%	61%	63%	63%	63%	64%	70%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	72%	78%	71%	72%	73%	69%	69%	74%	79%	76%	77%	(r)	(r)	(r)
SENIOR MANAGERS	44%	51%	40%	45%	50%	39%	43%	45%	51%	55%	67%	(r)	(r)	(r)
COMMUNICATION	59%	63%	52%	59%	63%	56%	59%	60%	65%	67%	75%	(r)	(r)	(r)
HIGH PERFORMANCE	63%	67%	59%	63%	67%	61%	63%	64%	68%	70%	81%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	58%	62%	53%	58%	64%	55%	58%	59%	64%	68%	76%	(r)	(r)	(r)
DIVERSITY & INCLUSION	66%	72%	61%	67%	69%	63%	66%	67%	71%	70%	77%	(r)	(r)	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# RESULT BY SALARY



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Illawarra Shoalhaven Local Health District	\$328,901 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>3468</b>	<b>32</b>	<b>307</b>
<b>EMPLOYEE ENGAGEMENT</b>	63%	40%	61%
ENGAGEMENT WITH WORK	72%	38%	68%
SENIOR MANAGERS	44%	32%	39%
COMMUNICATION	59%	34%	55%
HIGH PERFORMANCE	63%	49%	60%
PUBLIC SECTOR VALUES	58%	47%	55%
DIVERSITY & INCLUSION	66%	47%	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 TENURE IN ORGANISATION



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	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
<b>NUMBER OF RESPONDENTS</b>	<b>3468</b>	<b>325</b>	<b>302</b>	<b>667</b>	<b>614</b>	<b>833</b>	<b>461</b>
<b>EMPLOYEE ENGAGEMENT</b>	63%	73%	67%	64%	62%	60%	62%
ENGAGEMENT WITH WORK	72%	81%	79%	73%	68%	68%	72%
SENIOR MANAGERS	44%	60%	53%	45%	43%	37%	43%
COMMUNICATION	59%	71%	65%	59%	57%	54%	57%
HIGH PERFORMANCE	63%	75%	70%	65%	61%	58%	62%
PUBLIC SECTOR VALUES	58%	71%	66%	59%	56%	53%	58%
DIVERSITY & INCLUSION	66%	76%	73%	67%	64%	62%	65%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# RESULTS BY TYPES OF FLEXIBLE WORKING



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Illawarra Shoalhaven 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	3468	591	160	239	264	862	123	192	50	18	157	232	66	1373
EMPLOYEE ENGAGEMENT	63%	69%	64%	67%	65%	65%	66%	68%	63%	(r)	62%	67%	67%	61%
ENGAGEMENT WITH WORK	72%	80%	75%	77%	71%	73%	74%	80%	86%	(r)	67%	78%	70%	68%
SENIOR MANAGERS	44%	53%	49%	52%	43%	44%	50%	56%	49%	(r)	38%	47%	40%	44%
COMMUNICATION	59%	68%	61%	66%	61%	60%	68%	69%	70%	(r)	57%	67%	56%	55%
HIGH PERFORMANCE	63%	70%	65%	70%	64%	65%	68%	70%	65%	(r)	61%	70%	63%	61%
PUBLIC SECTOR VALUES	58%	66%	61%	65%	59%	60%	64%	67%	62%	(r)	56%	64%	56%	56%
DIVERSITY & INCLUSION	66%	79%	69%	76%	71%	69%	77%	77%	77%	(r)	66%	76%	69%	60%

\*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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# RESULTS BY REGION



## 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.

	Illawarra Shoalhaven Local Health District	Illawarra	Southern Highlands and Shoalhaven	Sydney East	Sydney - Eastern Suburbs	Coffs Harbour - Grafton	Sydney - Inner South West	Capital Region	Hunter Valley exc Newcastle	Sydney - City and Inner South	Sydney - Inner West	Sydney - Sutherland	Sydney - Baukham Hills and Hawkesbury
NUMBER OF RESPONDENTS	3468	2365	646	8	3	2	2	1	1	1	1	1	0
EMPLOYEE ENGAGEMENT	63%	64%	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	72%	73%	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	44%	46%	41%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	59%	61%	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	63%	65%	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	58%	60%	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	66%	68%	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

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

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



# RESULTS BY REGION



## 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.

	Illawarra Shoalhaven Local Health District	Central Coast	Central West	Far West and Orana	Mid North Coast	Murray	Sydney - Blacktown	Sydney - North Sydney and Hornsby	Sydney - Northern Beaches	Sydney - Outer South West	Sydney - Outer West and Blue Mountains	Sydney - Parramatta	Sydney - Ryde	Sydney - South West
NUMBER OF RESPONDENTS	3468	0	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	44%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	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	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

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

**KEY**

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# RESULTS BY REGION



## 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.

	Illawarra Shoalhaven Local Health District	Sydney West	New England and North West	Newcastle and Lake Macquarie	OUTSIDE NSW	Richmond - Tweed	Riverina
<b>NUMBER OF RESPONDENTS</b>	<b>3468</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EMPLOYEE ENGAGEMENT</b>	63%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	72%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	44%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	59%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	63%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	58%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	66%	(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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# RESULT BY AGE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	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	3468	8	151	302	357	413	394	474	453	393	211	56
EMPLOYEE ENGAGEMENT	63%	(r)	76%	66%	65%	62%	63%	62%	62%	62%	64%	63%
ENGAGEMENT WITH WORK	72%	(r)	83%	73%	73%	68%	69%	71%	71%	70%	78%	81%
SENIOR MANAGERS	44%	(r)	65%	48%	49%	43%	45%	43%	40%	42%	44%	43%
COMMUNICATION	59%	(r)	75%	62%	64%	56%	59%	58%	56%	55%	59%	54%
HIGH PERFORMANCE	63%	(r)	80%	69%	68%	61%	62%	61%	61%	60%	64%	62%
PUBLIC SECTOR VALUES	58%	(r)	76%	62%	62%	56%	58%	57%	55%	56%	59%	58%
DIVERSITY & INCLUSION	66%	(r)	80%	71%	71%	64%	66%	64%	64%	63%	67%	63%

### KEY

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# RESULT BY GENDER



## 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.

	Illawarra Shoalhaven Local Health District	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	<b>3468</b>	<b>592</b>	<b>2600</b>	<b>43</b>
<b>EMPLOYEE ENGAGEMENT</b>	63%	61%	64%	47%
ENGAGEMENT WITH WORK	72%	70%	73%	50%
SENIOR MANAGERS	44%	45%	45%	19%
COMMUNICATION	59%	59%	59%	29%
HIGH PERFORMANCE	63%	62%	64%	40%
PUBLIC SECTOR VALUES	58%	58%	59%	34%
DIVERSITY & INCLUSION	66%	66%	67%	34%

**KEY**

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# CURRENT ROLE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	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	3468	61	8	34	8	3	63	206	986	56	119	89	29	13
EMPLOYEE ENGAGEMENT	63%	64%	(r)	63%	(r)	(r)	76%	70%	61%	65%	72%	64%	(r)	(r)
ENGAGEMENT WITH WORK	72%	79%	(r)	75%	(r)	(r)	82%	74%	69%	82%	80%	72%	(r)	(r)
SENIOR MANAGERS	44%	51%	(r)	43%	(r)	(r)	64%	42%	40%	40%	66%	49%	(r)	(r)
COMMUNICATION	59%	69%	(r)	61%	(r)	(r)	68%	58%	56%	60%	73%	59%	(r)	(r)
HIGH PERFORMANCE	63%	71%	(r)	65%	(r)	(r)	76%	65%	61%	65%	78%	63%	(r)	(r)
PUBLIC SECTOR VALUES	58%	67%	(r)	63%	(r)	(r)	70%	57%	56%	56%	74%	59%	(r)	(r)
DIVERSITY & INCLUSION	66%	70%	(r)	66%	(r)	(r)	74%	68%	62%	72%	75%	70%	(r)	(r)

### KEY

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# CURRENT ROLE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	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	3468	313	69	41	424	43	34	11	8	11	25	11	4	6
EMPLOYEE ENGAGEMENT	63%	66%	65%	73%	65%	66%	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	72%	73%	76%	83%	76%	71%	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	44%	45%	58%	70%	49%	45%	48%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	59%	59%	72%	83%	63%	57%	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	63%	64%	71%	80%	68%	61%	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	58%	59%	69%	78%	64%	56%	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	66%	70%	79%	85%	70%	70%	74%	(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 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.

	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	3468	15	12	0	26	0	2	0	3	20	14	120	7	35
EMPLOYEE ENGAGEMENT	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	60%	(r)	53%
ENGAGEMENT WITH WORK	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	74%	(r)	56%
SENIOR MANAGERS	44%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	47%	(r)	40%
COMMUNICATION	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	54%	(r)	50%
HIGH PERFORMANCE	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	58%	(r)	49%
PUBLIC SECTOR VALUES	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	54%	(r)	45%
DIVERSITY & INCLUSION	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	62%	(r)	52%

### KEY

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# CURRENT ROLE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	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
<b>NUMBER OF RESPONDENTS</b>	<b>3468</b>	<b>21</b>	<b>3</b>	<b>8</b>	<b>1</b>	<b>8</b>	<b>2</b>	<b>95</b>	<b>210</b>
<b>EMPLOYEE ENGAGEMENT</b>	63%	(r)	(r)	(r)	(r)	(r)	(r)	64%	54%
ENGAGEMENT WITH WORK	72%	(r)	(r)	(r)	(r)	(r)	(r)	76%	55%
SENIOR MANAGERS	44%	(r)	(r)	(r)	(r)	(r)	(r)	45%	27%
COMMUNICATION	59%	(r)	(r)	(r)	(r)	(r)	(r)	61%	43%
HIGH PERFORMANCE	63%	(r)	(r)	(r)	(r)	(r)	(r)	64%	49%
PUBLIC SECTOR VALUES	58%	(r)	(r)	(r)	(r)	(r)	(r)	60%	42%
DIVERSITY & INCLUSION	66%	(r)	(r)	(r)	(r)	(r)	(r)	71%	51%

### KEY

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# GUIDE TO THIS REPORT

## **i** SURVEY TIME FRAME

This report contains results from the 2018 People Matter Employee Survey which was open from 1 June to 2 July 2018.

## **i** PRIVACY

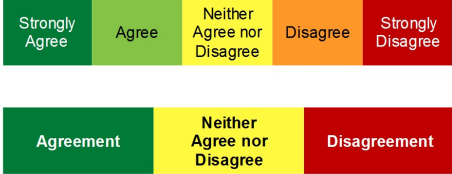
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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

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

## **i** HOW TO READ THIS REPORT

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



## **i** ROUNDING

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

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

## **i** MORE DETAILS ABOUT THE SURVEY AND ITS METHODOLOGY

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