



2019 | NSW Public Sector  
Employee Survey

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CLUSTER REPORT  
Health



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## RESPONSE RATE

# 49%

72,279 OF 147,337 RESPONDENTS

RESPONSE RATE 2018: 46%

## EMPLOYEE ENGAGEMENT

# 65% -

DIFFERENCE FROM 2018 0 (65%)

DIFFERENCE FROM PUBLIC SECTOR -1 (66%)

## ENGAGEMENT WITH WORK

# 73% -

DIFFERENCE FROM 2018 0 (73%)

DIFFERENCE FROM PUBLIC SECTOR 0 (73%)

## SENIOR MANAGERS

# 46% -

DIFFERENCE FROM 2018 0 (46%)

DIFFERENCE FROM PUBLIC SECTOR -4 (50%)

## COMMUNICATION

# 60% ↑

DIFFERENCE FROM 2018 +1 (59%)

DIFFERENCE FROM PUBLIC SECTOR -3 (62%)

## HIGH PERFORMANCE

# 64% -

DIFFERENCE FROM 2018 0 (64%)

DIFFERENCE FROM PUBLIC SECTOR -1 (65%)

## PUBLIC SECTOR VALUES

# 60% -

DIFFERENCE FROM 2018 0 (60%)

DIFFERENCE FROM PUBLIC SECTOR -3 (62%)

## DIVERSITY & INCLUSION

# 67% -

DIFFERENCE FROM 2018 0 (66%)

DIFFERENCE FROM PUBLIC SECTOR -2 (69%)

## FLEXIBLE WORKING SATISFACTION

# 58% -

DIFFERENCE FROM 2018 0 (58%)

DIFFERENCE FROM PUBLIC SECTOR -1 (59%)

## ACTION ON RESULTS

# 40% ↑

DIFFERENCE FROM 2018 +3 (36%)

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%	92%
1g. I know how to address a health and safety issue I have identified	88%	88%
1h. I am comfortable notifying my manager if I become aware of any risks at work	87%	-
2a. My workgroup strives to achieve customer/client satisfaction	87%	87%
2c. I receive help and support from other members of my workgroup	80%	80%
2b. My workgroup works collaboratively to achieve its objectives	79%	79%
1c. My job gives me a feeling of personal accomplishment	77%	77%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	75%	75%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	75%	74%
5b. My manager listens to what I have to say	74%	73%

## - LOWEST SCORING 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	40%	36%
6h. I feel that senior managers listen to employees	40%	40%
11a. I have confidence in the ways my organisation resolves grievances	41%	41%
7g. I have confidence in the way recruitment decisions are made	41%	39%
7c. I feel that change is managed well in my organisation	43%	42%
6b. I feel that senior managers effectively lead and manage change	44%	44%
6g. I feel that senior managers keep employees informed about what's going on	44%	44%
6a. I believe senior managers provide clear direction for the future of the organisation	47%	46%
5h. My manager deals appropriately with employees who perform poorly	47%	46%
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	40%	36%
7g. I have confidence in the way recruitment decisions are made	41%	39%
5h. My manager deals appropriately with employees who perform poorly	47%	46%
8c. I am able to speak up and share a different view to my colleagues and manager	68%	66%
7h. My organisation generally selects capable people to do the job	55%	54%
4a. I am paid fairly for the work I do	55%	54%
6c. I feel that senior managers model the values of my organisation	48%	47%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	75%	74%
5a. My manager encourages people in my workgroup to keep improving the work they do	72%	71%
2d. There is good team spirit in my workgroup	68%	68%

## - 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%	56%
6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	56%	57%
7a. My organisation focuses on improving the work we do	67%	68%



### 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



**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



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



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



## HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



**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



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



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



## DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



**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



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



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



## 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: 72279

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	24	Senior Executive (ongoing/permanent or term)	2	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	59
Female	74	Ongoing/Permanent (other than senior executive)	78	Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	9
Other	2	Temporary (including temporary teachers and graduates)	5	Administrative support (e.g. executive/personal assistant, receptionist)	10
		Casual	4	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	7
		Contract – Non Executive	7	Policy	1
		Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	1	Research	1
		Other	1	Program and project management support	4
		Don't know	2	Legal (including developing and/or reviewing legislation)	0
				Other	10
Age	Survey %	Manager of managers	Survey %	Organisation Tenure	Survey %
15 - 34 years	27	Yes	6	Less than 1 year	12
35 - 54 years	51	No	94	1 - 2 years	10
55+ years	22			2 - 5 years	20
		Supervisors	Survey %	5 - 10 years	20
		Yes	33	10 - 20 years	23
		No	67	More than 20 years	14
		Working arrangement	Survey %		
		Full-time	70	Salary	Survey %
		Part-time	30	\$83,402 and below	49
				\$83,403 - \$108,043	23
				\$108,044 - \$144,520	13
				\$144,521 and above	5
				Prefer not to say	10
LOTE spoken at home	Survey %				
Yes	23				
No	74				
Prefer not to say	4				
Aboriginal and/or Torres Strait Islanders	Survey %				
Yes	3				
No	93				
Prefer not to say	4				
Disability	Survey %				
Yes	2				
No	95				
Prefer not to say	3				
LGBTI	Survey %				
Yes	4				
No	92				
Prefer not to say	4				

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%

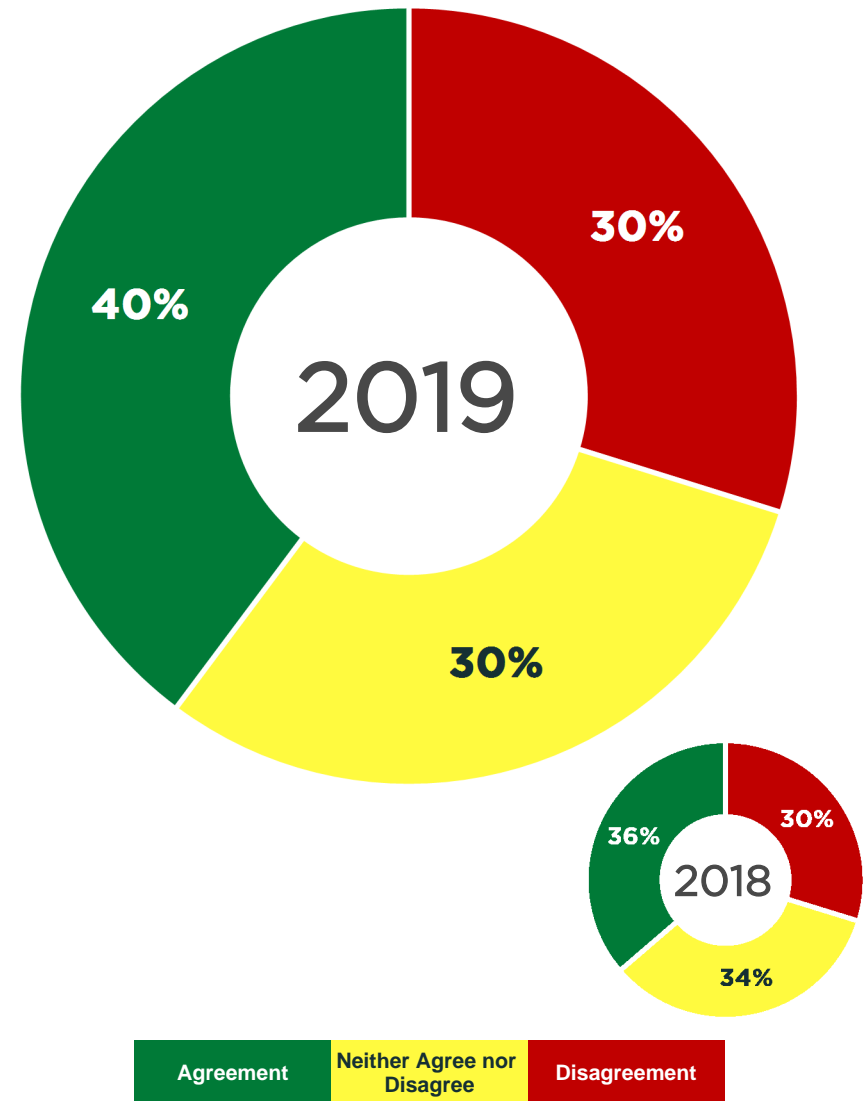
40%

of employees replied favourably to:

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

39%  
SECTOR

36%  
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 PUBLIC SECTOR
<b>1</b>	<b>Q7f.</b> My organisation is committed to developing its employees	<b>51%</b>	51%	53%
<b>2</b>	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>67%</b>	68%	69%
<b>3</b>	<b>Q7h.</b> My organisation generally selects capable people to do the job	<b>55%</b>	54%	54%
<b>4</b>	<b>Q7d.</b> There is good co-operation between teams across our organisation	<b>50%</b>	50%	50%
<b>5</b>	<b>Q8c.</b> I am able to speak up and share a different view to my colleagues and manager	<b>68%</b>	66%	69%
<b>6</b>	<b>Q8a.</b> My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	<b>75%</b>	74%	77%

# CLUSTER COMPARISON



## COMPARISON OF CLUSTERS

This page compares key question group scores for Health

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.

	NSW Public Sector	Health	Education	Family and Community Services	Finance and Services	Industry	Justice	Planning and Environment	Premier and Cabinet	Transport	Treasury
NUMBER OF RESPONDENTS	185289	72279	38188	7206	7984	5563	18048	6778	953	21728	1847
EMPLOYEE ENGAGEMENT	66%	65%	68%	66%	67%	68%	62%	69%	69%	65%	70%
ENGAGEMENT WITH WORK	73%	73%	74%	74%	71%	75%	68%	74%	74%	71%	75%
SENIOR MANAGERS	50%	46%	58%	53%	57%	58%	41%	51%	61%	47%	58%
COMMUNICATION	62%	60%	65%	67%	68%	71%	55%	67%	71%	63%	72%
HIGH PERFORMANCE	65%	64%	69%	67%	69%	70%	56%	66%	73%	62%	70%
PUBLIC SECTOR VALUES	62%	60%	68%	66%	69%	70%	54%	66%	73%	61%	71%
DIVERSITY & INCLUSION	69%	67%	68%	74%	75%	79%	64%	76%	81%	70%	80%

### 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

# AGENCY COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Health

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.

	Health	Agency for Clinical Innovation	Bureau of Health Information	Cancer Institute NSW	Central Coast Local Health District	Clinical Excellence Commission	eHealth NSW	Far West Local Health District	Health Education & Training Institute	Health Infrastructure	Health Professional Councils Authority	HealthShare NSW	Hunter New England Local Health District	NSW Ambulance
NUMBER OF RESPONDENTS	72279	169	39	260	3343	105	1360	546	183	189	149	5199	9223	2937
EMPLOYEE ENGAGEMENT	65%	65%	76%	72%	66%	69%	71%	66%	66%	73%	67%	66%	63%	61%
ENGAGEMENT WITH WORK	73%	67%	79%	74%	73%	80%	74%	75%	74%	82%	72%	75%	72%	68%
SENIOR MANAGERS	46%	51%	73%	60%	44%	58%	60%	48%	57%	71%	53%	56%	43%	29%
COMMUNICATION	60%	62%	77%	70%	59%	72%	70%	62%	71%	77%	66%	64%	57%	47%
HIGH PERFORMANCE	64%	65%	79%	74%	64%	74%	71%	65%	72%	76%	69%	68%	62%	49%
PUBLIC SECTOR VALUES	60%	63%	77%	72%	59%	70%	71%	60%	71%	79%	67%	64%	58%	47%
DIVERSITY & INCLUSION	67%	76%	82%	75%	67%	77%	79%	70%	79%	84%	75%	71%	66%	56%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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# AGENCY COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Health

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.

	Health	Illawarra Shoalhaven Local Health District	Justice Health & Forensic Mental Health Network	Mental Health Commission	Mid North Coast Local Health District	Ministry of Health	Murrumbidgee Local Health District	Nepean Blue Mountains Local Health District	Northern NSW Local Health District	Northern Sydney Local Health District	NSW Health Pathology	South Eastern Sydney Local Health District	South Western Sydney Local Health District	Southern NSW Local Health District
NUMBER OF RESPONDENTS	72279	2995	603	24	2223	1219	2308	2358	2604	4111	2165	3807	6431	1764
EMPLOYEE ENGAGEMENT	65%	63%	60%	67%	59%	70%	65%	64%	59%	69%	61%	66%	65%	64%
ENGAGEMENT WITH WORK	73%	72%	70%	73%	68%	74%	75%	71%	69%	77%	67%	74%	73%	75%
SENIOR MANAGERS	46%	43%	41%	58%	34%	63%	46%	44%	33%	53%	40%	50%	50%	39%
COMMUNICATION	60%	59%	56%	66%	51%	72%	59%	59%	52%	65%	54%	62%	62%	59%
HIGH PERFORMANCE	64%	63%	59%	66%	56%	73%	63%	63%	56%	70%	59%	67%	66%	62%
PUBLIC SECTOR VALUES	60%	57%	55%	66%	50%	73%	58%	59%	51%	66%	54%	63%	62%	57%
DIVERSITY & INCLUSION	67%	67%	62%	74%	60%	77%	67%	66%	60%	70%	63%	67%	66%	68%

### KEY

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# AGENCY COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Health

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.

	Health	Sydney Children's Hospitals Network	Sydney Local Health District	Western NSW Local Health District	Western Sydney Local Health District
NUMBER OF RESPONDENTS	72279	1241	5516	4220	4988
EMPLOYEE ENGAGEMENT	65%	69%	71%	64%	61%
ENGAGEMENT WITH WORK	73%	76%	77%	74%	70%
SENIOR MANAGERS	46%	42%	56%	48%	40%
COMMUNICATION	60%	61%	66%	59%	55%
HIGH PERFORMANCE	64%	64%	71%	64%	60%
PUBLIC SECTOR VALUES	60%	59%	67%	59%	55%
DIVERSITY & INCLUSION	67%	67%	71%	66%	61%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

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## EXPLORE THE FULL RESULTS

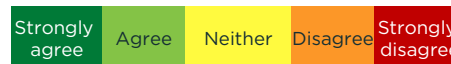
Questions are grouped by topics in this report.

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	PUBLIC LIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	18	43	24	9	61%	61%	62%
Q7j. I am proud to tell others I work for my organisation	24	45	21		69%	69%	70%
Q7k. I feel a strong personal attachment to my organisation	21	40	25	9	61%	62%	64%
Q7l. My organisation motivates me to help it achieve its objectives	16	38	28	11	54%	54%	56%
Q7m. My organisation inspires me to do the best in my job	18	38	28	11	55%	55%	56%

KEY





## EXPLORE THE FULL RESULTS

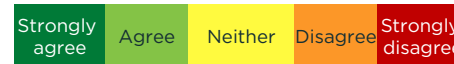
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Results are rounded and may not add up to 100%

	73% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q1c. My job gives me a feeling of personal accomplishment	30	47	13		77%	77%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	30	42	15	9	72%	72%	72%
Q1e. I am satisfied with my job	24	46	17	9	70%	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	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	13	34	28	15	9	47%	46%	51%
Q6b. I feel that senior managers effectively lead and manage change	12	32	29	16	11	44%	44%	47%
Q6c. I feel that senior managers model the values of my organisation	14	34	28	13	11	48%	47%	52%
Q6d. Senior managers encourage innovation by employees	13	34	30	14	9	47%	47%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	13	35	32	12	8	48%	48%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	15	41	27	10	7	56%	57%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	12	32	26	17	12	44%	44%	48%
Q6h. I feel that senior managers listen to employees	12	29	29	17	14	40%	40%	44%
Q7c. I feel that change is managed well in my organisation	11	32	28	19	10	43%	42%	42%

KEY







## EXPLORE THE FULL RESULTS

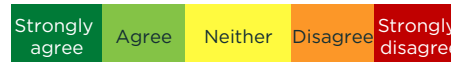
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Results are rounded and may not add up to 100%

COMMUNICATION	60% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q5c. My manager communicates effectively with me	29	41	15	9		70%	70%	72%
Q5d. My manager encourages and values employee input	31	40	15	8		70%	70%	73%
Q5e. My manager involves my workgroup in decisions about our work	27	39	17	10		66%	65%	68%
Q6g. I feel that senior managers keep employees informed about what's going on	12	32	26	17	12	44%	44%	48%
Q6h. I feel that senior managers listen to employees	12	29	29	17	14	40%	40%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	21	47	17	9		68%	66%	69%

KEY





## EXPLORE THE FULL RESULTS

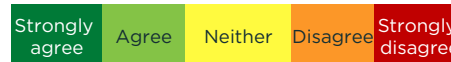
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Results are rounded and may not add up to 100%

	HIGH PERFORMANCE				64% AGGREGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019	
Q1a. I understand what is expected of me to do well in my role					43	49	92%	92%	90%
Q2b. My workgroup works collaboratively to achieve its objectives					33	46	79%	79%	79%
Q3f. I have received appropriate training and development to do my job well					22	48	70%	70%	66%
Q5a. My manager encourages people in my workgroup to keep improving the work they do					27	45	72%	71%	75%
Q5f. I have confidence in the decisions my manager makes					28	38	66%	65%	69%
Q6d. Senior managers encourage innovation by employees					13	34	47%	47%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with					13	35	48%	48%	53%
Q7a. My organisation focuses on improving the work we do					18	49	67%	68%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges					14	40	54%	56%	57%

KEY



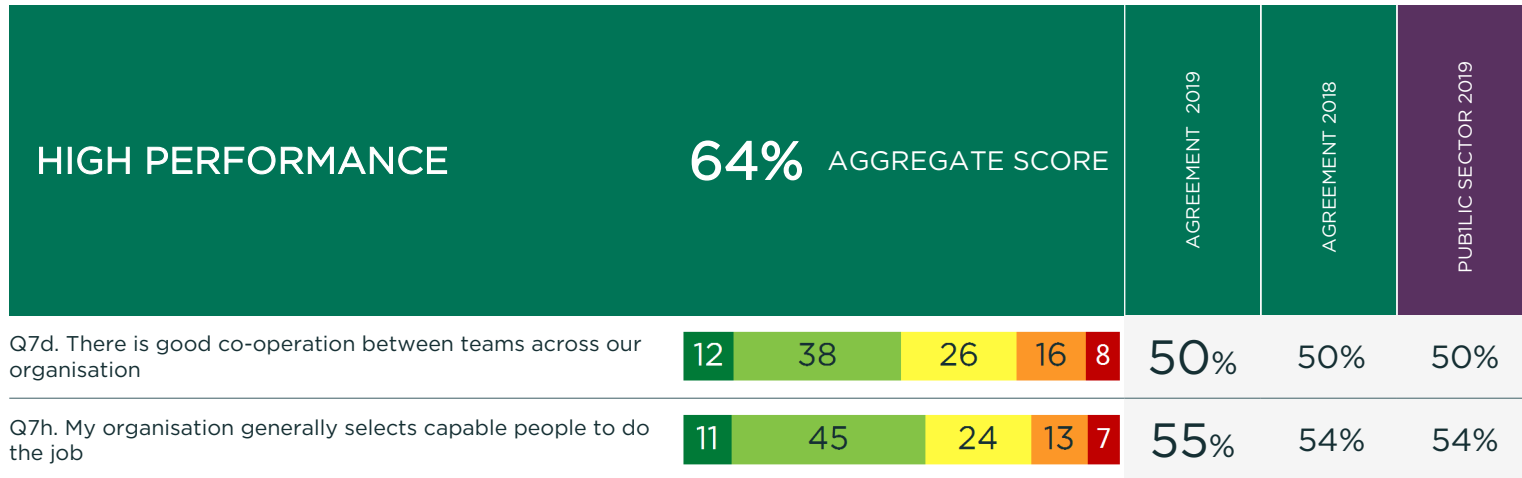


## EXPLORE THE FULL RESULTS

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

Results are rounded and may not add up to 100%



KEY





## EXPLORE THE FULL RESULTS

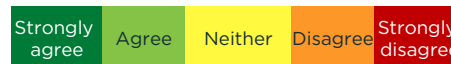
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PUBLIC SECTOR VALUES	60% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019	
Q2a. My workgroup strives to achieve customer/client satisfaction	38	48	8		87%	87%	86%	
Q2e. People in my workgroup treat each other with respect	30	42	15	8	72%	71%	75%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	27	45	16	8	72%	71%	75%	
Q5b. My manager listens to what I have to say	31	42	13	7	74%	73%	76%	
Q6a. I believe senior managers provide clear direction for the future of the organisation	13	34	28	15	9	47%	46%	51%
Q6c. I feel that senior managers model the values of my organisation	14	34	28	13	11	48%	47%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	15	41	27	10	7	56%	57%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	12	32	26	17	12	44%	44%	48%
Q6h. I feel that senior managers listen to employees	12	29	29	17	14	40%	40%	44%

KEY



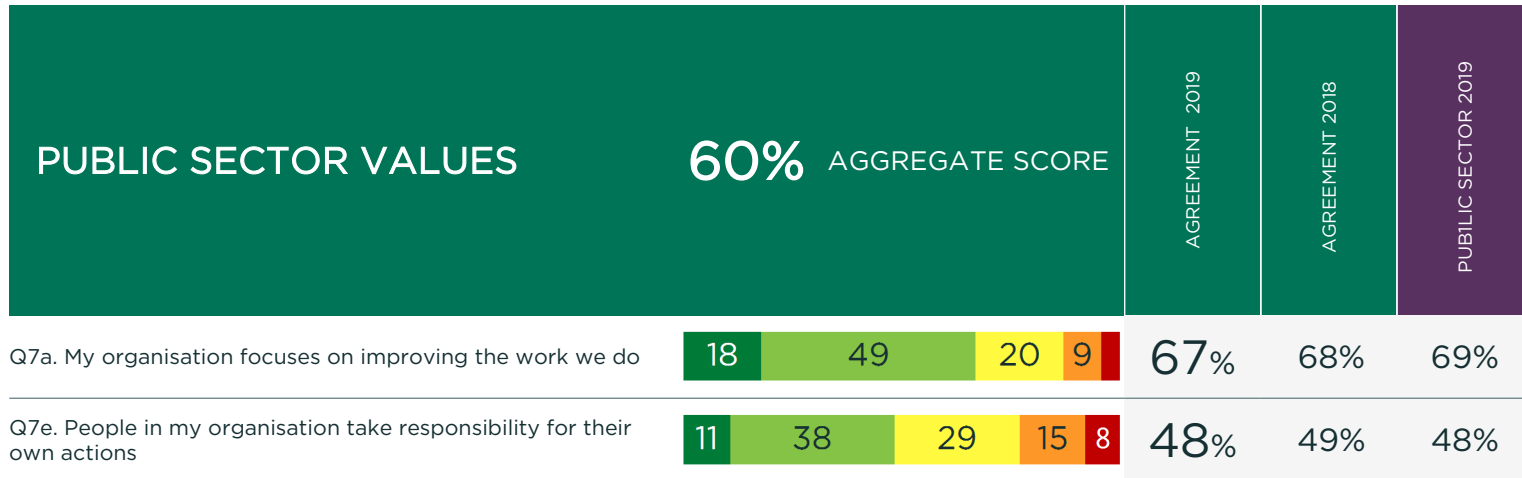


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KEY





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## DIVERSITY & INCLUSION

**67%** AGGREGATE SCORE

AGREEMENT 2019

AGREEMENT 2018

PUBLIC LIC SECTOR 2019

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	23	43	15	13	4	66%	66%	67%
Q5b. My manager listens to what I have to say	31	42	13	7	7	74%	73%	76%
Q5d. My manager encourages and values employee input	31	40	15	8	6	70%	70%	73%
Q6i. Senior managers in my organisation support the career advancement of women	19	35	34	12	2	54%	54%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	24	51	17	8	0	75%	74%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	26	49	16	9	0	75%	75%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	21	47	17	9	4	68%	66%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	21	37	23	11	8	58%	58%	59%
Q8e. My manager supports flexible working in my team	24	37	21	10	8	61%	61%	63%

KEY



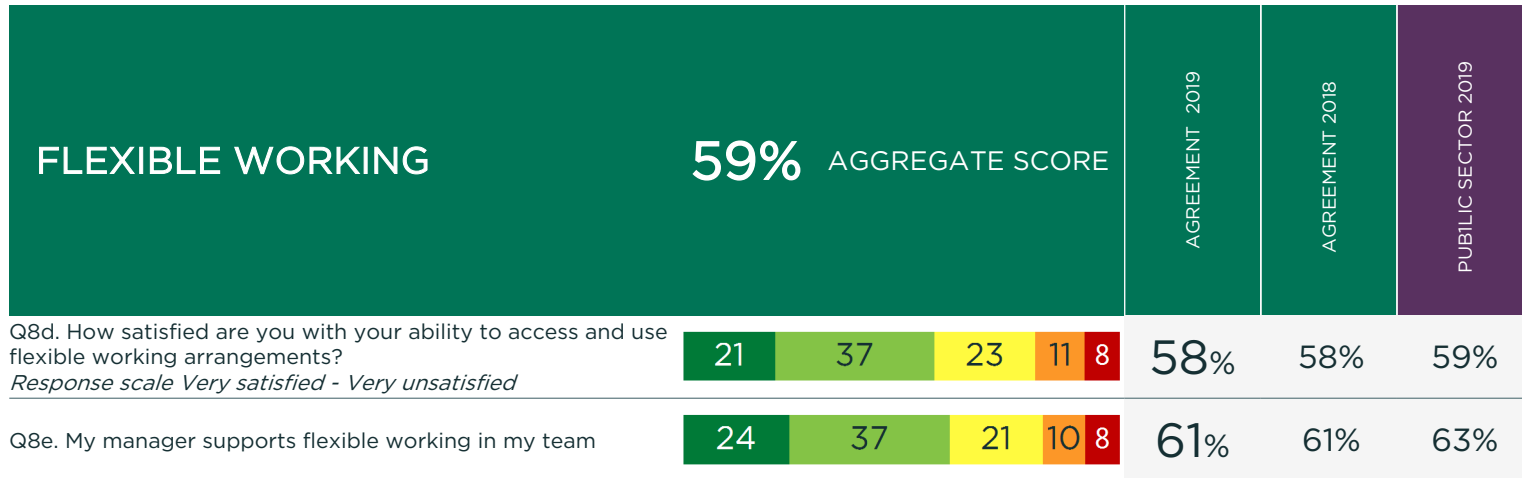


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KEY



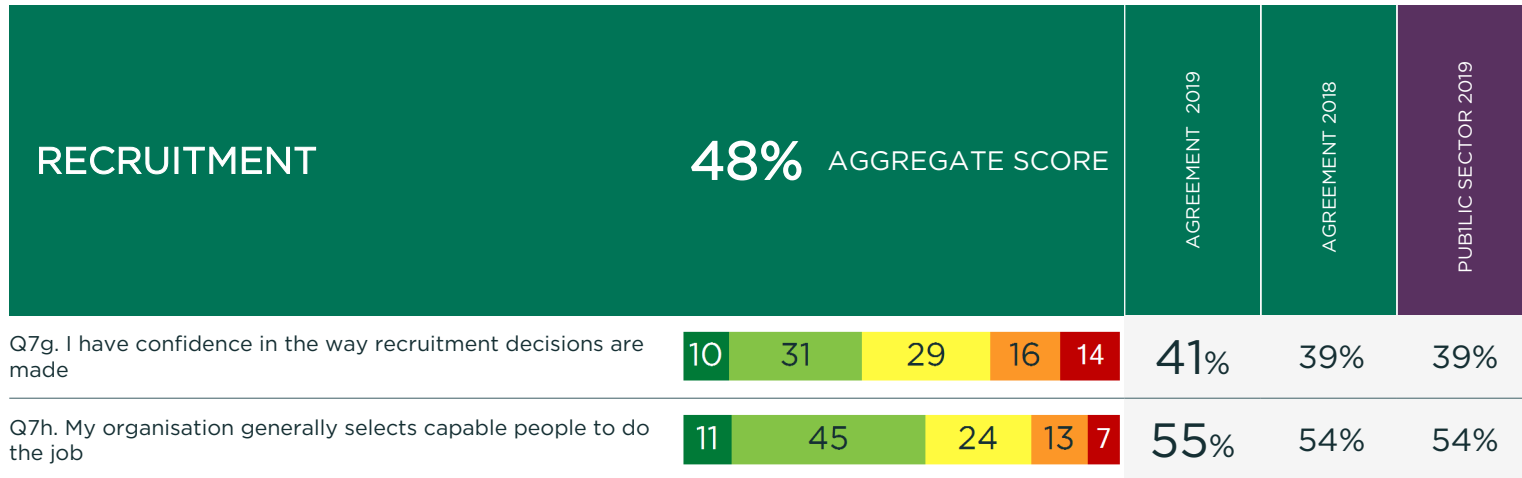


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KEY







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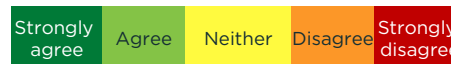
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## PERFORMANCE FRAMEWORK & DEVELOPMENT

**57%** AGGREGATE SCORE

		AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		65%	65%	66%
Q3e. My performance is assessed against clear criteria		60%	60%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation		53%	53%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do		66%	66%	69%
Q5h. My manager deals appropriately with employees who perform poorly		47%	46%	48%
Q7f. My organisation is committed to developing its employees		51%	51%	53%

KEY





## EXPLORE THE FULL RESULTS

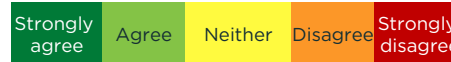
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WORKPLACE SUPPORT	69% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019		
Q1b. I am provided with the support I need to do my best at work	23	43	15	13	66%	66%	67%
Q1f. I am able to keep my work stress at an acceptable level	16	46	19	13	62%	62%	61%
Q2c. I receive help and support from other members of my workgroup	33	47	12		80%	80%	81%
Q2d. There is good team spirit in my workgroup	30	39	16	10	68%	68%	70%

KEY



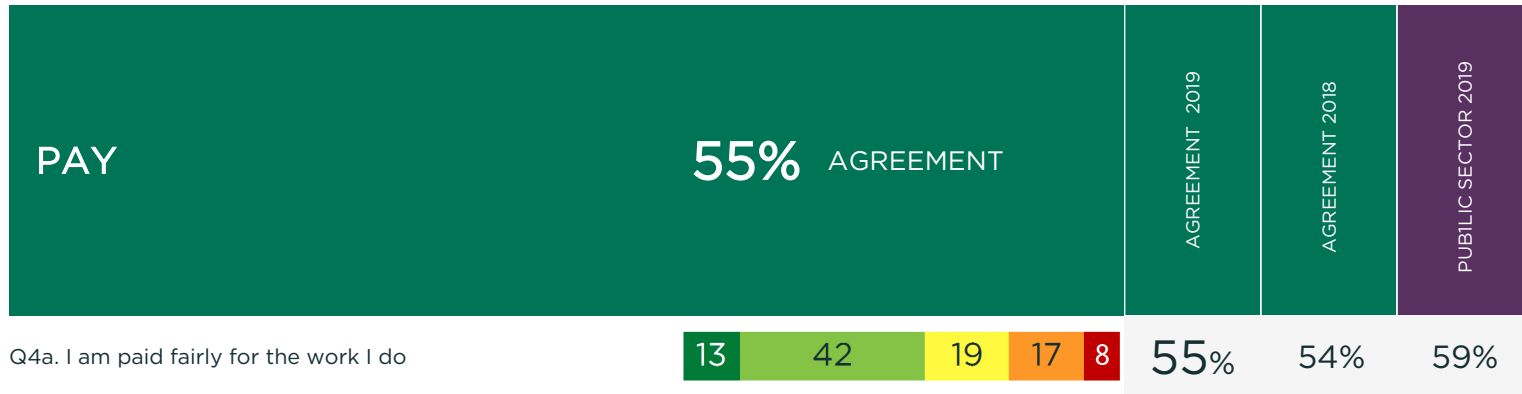


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KEY



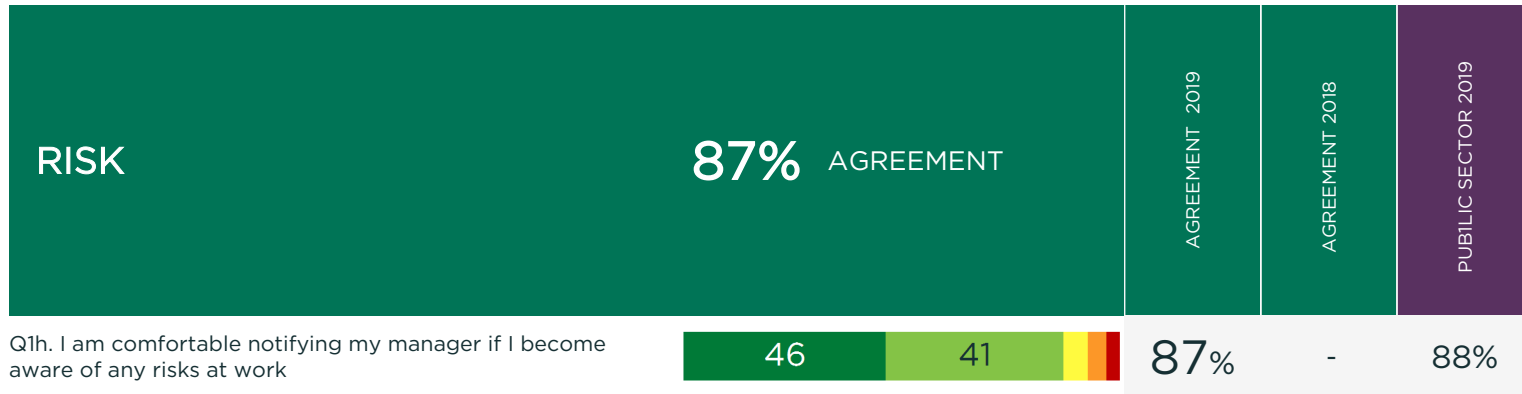


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### KEY



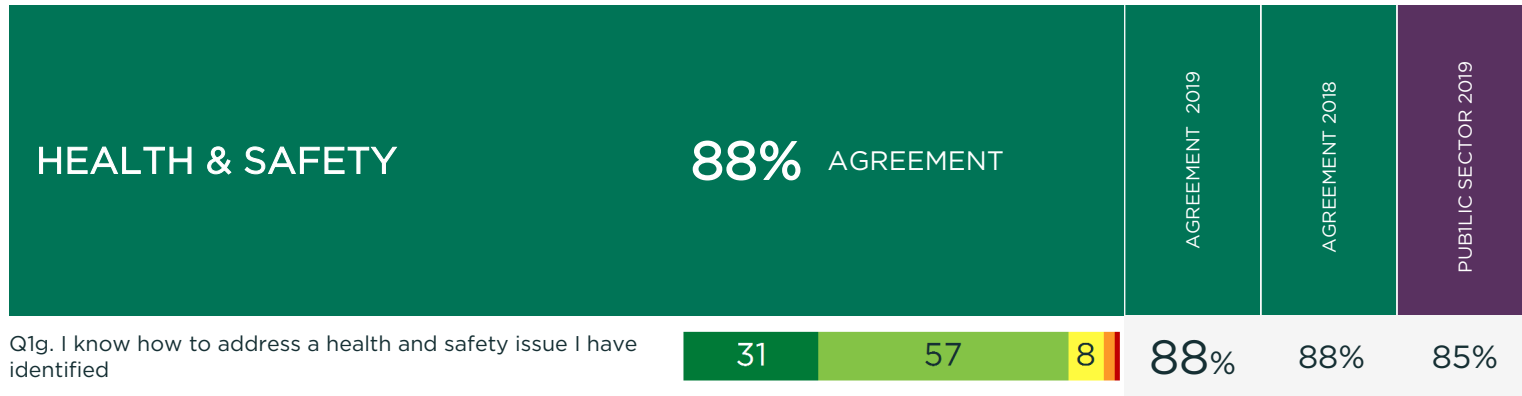


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KEY





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## ACTION ON RESULTS

40% AGREEMENT

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



40%

36%

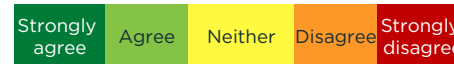
39%

AGREEMENT 2019

AGREEMENT 2018

PUBLIC LIC SECTOR 2019

KEY



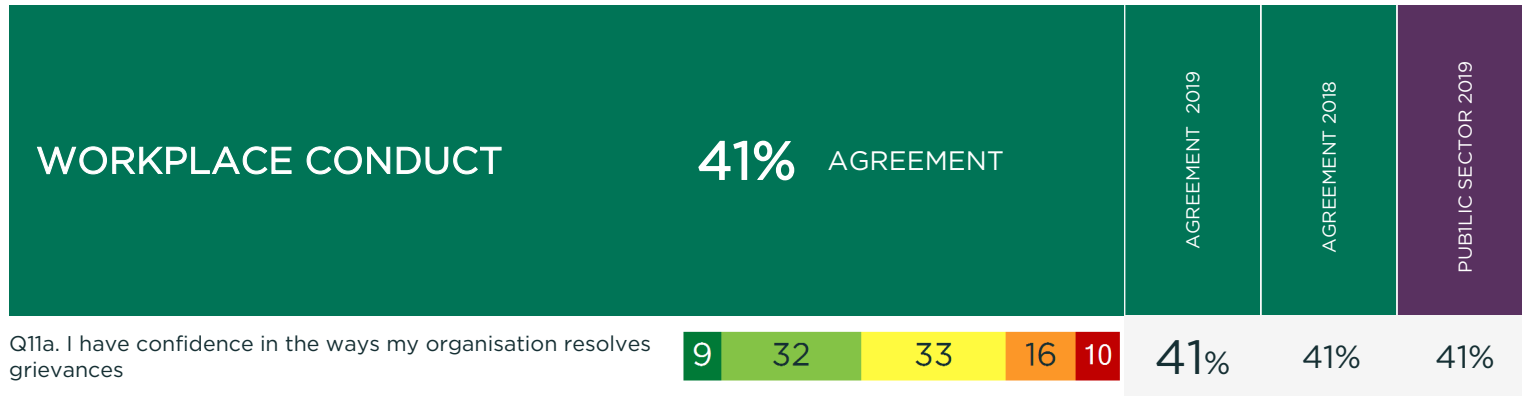


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KEY



## WELLBEING AND ENGAGEMENT



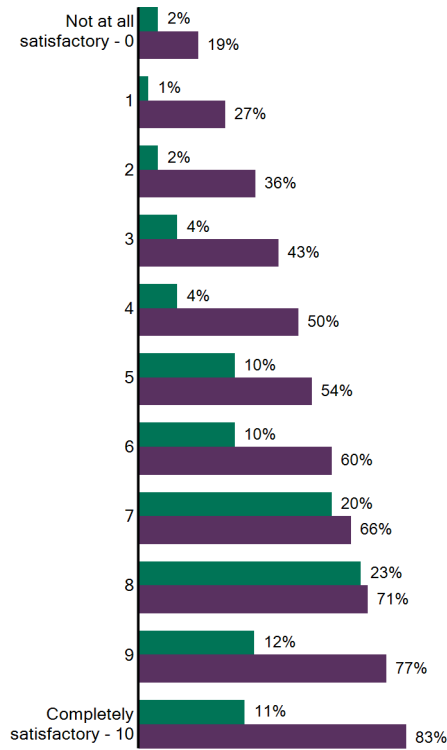
### EXPLORE THE FULL RESULTS

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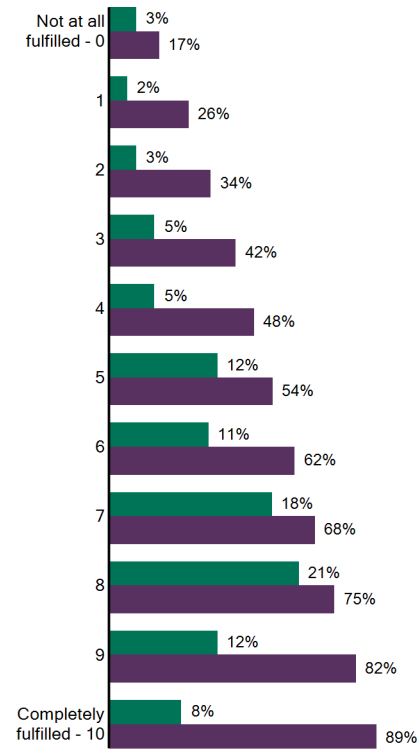
This compares Wellbeing to Engagement.

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



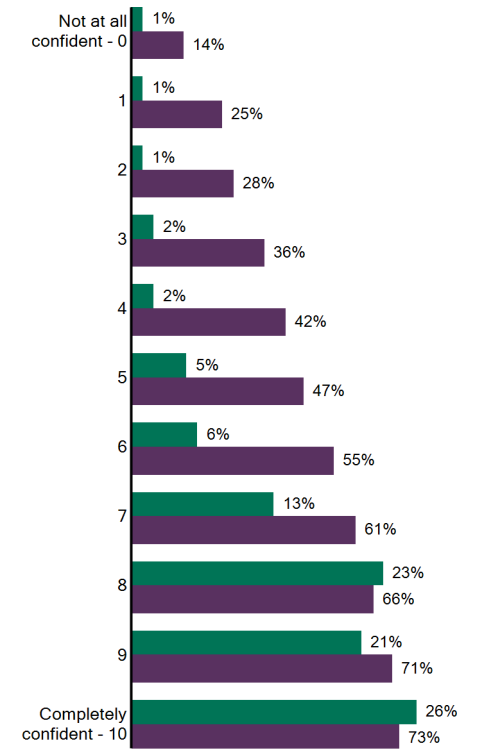
Proportion of respondents answering each response option

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



Employee engagement score

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







## EXPLORE THE FULL RESULTS

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## PERFORMANCE FRAMEWORK & DEVELOPMENT

2019

2018

PUBLIC SECTOR 2019

**Q3a.** I have a current performance and development plan that sets out my individual objectives

Yes



71%

69%

71%

No



29%

31%

29%

**Q3b.** I have informal feedback conversations with my manager

Yes



74%

74%

76%

No



26%

26%

24%

**Q3c.** I have scheduled feedback conversations with my manager

Yes



58%

57%

60%

No



42%

43%

40%



## EXPLORE THE FULL RESULTS

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## MOBILITY

2019

2018

PUBLIC SECTOR 2019

**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?

Yes		40%	40%	41%
No		60%	60%	59%



## EXPLORE THE FULL RESULTS

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## MOBILITY

2019

2018

PUBLIC SECTOR 2019

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

		2019	2018	PUBLIC SECTOR 2019
There are no major barriers to my career progression		31%	34%	29%
Lack of visible opportunities		29%	29%	29%
Personal/family considerations		28%	29%	29%
Lack of promotion opportunities		26%	27%	28%
Geographic location considerations		22%	23%	25%
The application/recruitment process is too cumbersome or time consuming		17%	18%	22%
Insufficient training and development		15%	15%	15%
Lack of support from my manager/supervisor		14%	15%	13%
Lack of support for temporary assignments/secondments		14%	14%	15%
Lack of required capabilities or experience		10%	10%	11%
Other		8%	9%	9%

% are calculated with the number of unique respondents (N = 69,318 to this question)



## EXPLORE THE FULL RESULTS

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## UNACCEPTABLE CONDUCT

2019

2018

PUBLIC SECTOR 2019

**Q12a.** In the last 12 months I have witnessed misconduct/wrongdoing at work

Yes		32%	28%	27%
No		51%	54%	56%
Don't know		17%	17%	17%

**Q12b.** If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?

Yes		67%	69%	65%
No		30%	29%	32%
Don't know		4%	2%	4%



## EXPLORE THE FULL RESULTS

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## UNACCEPTABLE CONDUCT

2019

2018

PUBLIC SECTOR 2019

### Q13a. In the last 12 months I have witnessed bullying at work

Yes		39%	39%	33%
No		52%	52%	57%
Don't know		10%	9%	10%

### Q13b. In the last 12 months I have been subjected to bullying at work

Yes		21%	21%	18%
No		72%	73%	75%
Don't know		7%	6%	7%



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## UNACCEPTABLE CONDUCT

2019

2018

PUBLIC SECTOR 2019

**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	PUBLIC SECTOR 2019
A fellow worker at your level		31%	32%	27%
Your immediate manager/supervisor		23%	23%	23%
A senior manager		18%	18%	21%
Prefer not to say		12%	13%	13%
A subordinate		6%	6%	7%
Other		6%	6%	5%
A client or customer		2%	2%	3%
A member of the public other than a client or customer		1%	1%	1%



## EXPLORE THE FULL RESULTS

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## UNACCEPTABLE CONDUCT

2019

2018

PUBLIC SECTOR 2019

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

Yes		6%	5%	4%
No		92%	93%	94%
Don't know		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

A person at work		29%	28%	38%
A member of the public		51%	52%	36%
Other		15%	15%	19%
Prefer not to say		6%	5%	7%



## EXPLORE THE FULL RESULTS

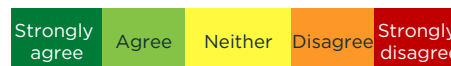
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HEALTH CUSTOMISED QUESTIONS						AGREEMENT 2019	AGREEMENT 2018
Q1. I believe I am valued for what I can offer at my workplace	20	50	15	9		71%	70%
Q2. In my workplace, we recognise our successes and innovations	18	49	20	9		66%	66%
Q3. Overall, I have confidence in the decisions made by my senior managers	15	39	25	13	9	54%	52%
Q4. I have a say in decisions which affect my work	13	40	24	15	8	53%	55%
Q5. Where I work, we share the lessons learnt when mistakes are made	17	49	19	10		67%	68%
Q6. My team's objectives/work plans are clearly outlined	16	50	21	9		66%	66%
Q7. Our objectives/work plans help us to deliver a quality service	17	50	21	7		67%	68%
Q8. Overall, I believe the culture at my workplace has improved in the last 12 months	14	31	30	13	11	45%	44%

KEY







## EXPLORE THE FULL SURVEY RESULTS

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## HEALTH

### CUSTOMISED QUESTIONS

2019

**Q9.** How often do you feel culturally safe in the workplace?

Always		63%
Often		25%
About half the time		7%
Seldom		3%
Never		2%

**Q10.** In the past 12 months have you experienced racism in the workplace?

Yes		11%
No		89%



## EXPLORE THE FULL SURVEY RESULTS

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## HEALTH

### CUSTOMISED QUESTIONS

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		8%
Your immediate manager / supervisor		10%
A fellow worker at your level		25%
A subordinate / worker below your level		6%
A client or patient		25%
A member of the public other than a client or patient		4%
Other		5%
Prefer not to say		16%



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## HEALTH

### CUSTOMISED QUESTIONS

2019

#### Q10b1. Verbal abuse or harassment

Never		36%
Once		15%
Twice		13%
3-5 times		16%
More than 5 times		20%



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## HEALTH

### CUSTOMISED QUESTIONS

2019

#### Q10b2. Other abuse or harassment

Never		50%
Once		13%
Twice		10%
3-5 times		12%
More than 5 times		15%



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## HEALTH

### CUSTOMISED QUESTIONS

2019

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

Never		30%
Once		15%
Twice		15%
3-5 times		19%
More than 5 times		21%



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## HEALTH

### CUSTOMISED QUESTIONS

2019

#### Q10b4. Exclusion or avoidance in the workplace

Never		50%
Once		11%
Twice		10%
3-5 times		13%
More than 5 times		16%



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## HEALTH

### CUSTOMISED QUESTIONS

2019

#### Q10b5. Exclusion from employment opportunities

Never		65%
Once		10%
Twice		8%
3-5 times		8%
More than 5 times		10%



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## HEALTH

### CUSTOMISED QUESTIONS

2019

#### Q10b6. Racist material displayed in the workplace

Never		86%
Once		5%
Twice		3%
3-5 times		2%
More than 5 times		4%





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## HEALTH

### CUSTOMISED QUESTIONS

2019

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

Junior Medical Officer		2%
Career Medical Officer, Hospitalist		0%
Staff Specialist		2%
Visiting Medical Officer		0%
Clinical Academic		0%
Assistant in Nursing		1%
Enrolled Nurse		3%
Registered Nurse/Midwife, Clinical Nurse/Midwife Specialist, Clinical Nurse/Midwife Consultant, Practitioner	█	23%
Nurse/Midwifery Educator and Clinical Nurse/Midwifery Educator		2%
Nurse/Midwifery Manager		3%



## EXPLORE THE FULL SURVEY RESULTS

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## HEALTH

### CUSTOMISED QUESTIONS

2019

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

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



## EXPLORE THE FULL SURVEY RESULTS

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## HEALTH

### CUSTOMISED QUESTIONS

2019

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

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



## EXPLORE THE FULL SURVEY RESULTS

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## HEALTH

### CUSTOMISED QUESTIONS

2019

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

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



## EXPLORE THE FULL SURVEY RESULTS

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Results are rounded and may not add up to 100%

## HEALTH

### CUSTOMISED QUESTIONS

2019

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

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

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>GENDER</b>		
Male		24%
Female		74%
Other		2%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>AGE</b>		
15-19		0%
20-24		4%
25-29		10%
30-34		12%
35-39		12%
40-44		13%
45-49		13%
50-54		13%
55-59		12%
60-64		8%
65+		3%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

	PERCENTAGE
<b>TYPE OF WORK</b>	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	59%
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)	9%
Administrative support (e.g. executive/personal assistant, receptionist)	10%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	7%
Policy	1%
Research	1%
Program and project management support	4%
Legal (including developing and/or reviewing legislation)	0%
Other	10%

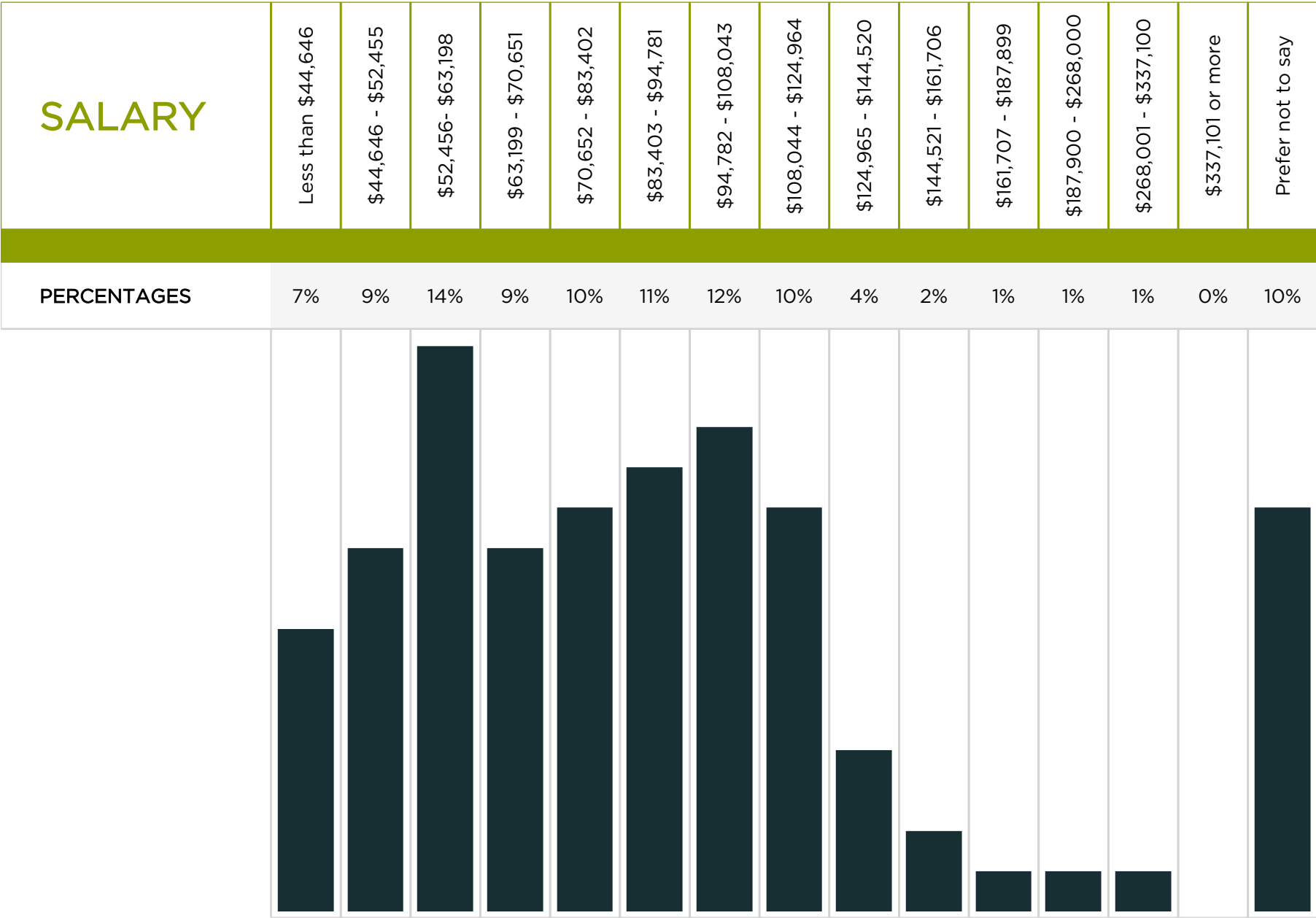


# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%





## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>TENURE IN ORGANISATION</b>		
Less than 1 year		12%
1 - 2 years		10%
2 - 5 years		20%
5 - 10 years		20%
10 - 20 years		23%
More than 20 years		14%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>FLEXIBLE WORKING</b>		
None of the above		40%
Flexible start and finish times		28%
Part-time work		17%
Working additional hours to make up for time off		12%
Study leave		10%
Working from different locations		9%
Working from home		8%

% are calculated with the number of unique respondents (N = 66,344 to this question)

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>FLEXIBLE WORKING</b>		
Leave without pay		8%
Flexible scheduling for rostered workers		7%
Working more hours over fewer days		7%
Other		3%
Job sharing		3%
Purchasing annual leave		1%

% are calculated with the number of unique respondents (N = 66,344 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%

	Health	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>	72279	39574	6291	6855	4501	485	597	2417	93	6476
<b>EMPLOYEE ENGAGEMENT</b>	65%	64%	65%	68%	69%	69%	67%	70%	71%	64%
<b>ENGAGEMENT WITH WORK</b>	73%	73%	72%	73%	74%	75%	77%	78%	82%	72%
<b>SENIOR MANAGERS</b>	46%	43%	51%	51%	57%	61%	54%	58%	61%	48%
<b>COMMUNICATION</b>	60%	58%	61%	63%	69%	70%	67%	71%	72%	59%
<b>HIGH PERFORMANCE</b>	64%	62%	65%	66%	69%	71%	69%	72%	69%	63%
<b>PUBLIC SECTOR VALUES</b>	60%	57%	61%	62%	68%	71%	66%	70%	68%	59%
<b>DIVERSITY &amp; INCLUSION</b>	67%	64%	68%	71%	76%	76%	73%	78%	74%	66%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# RESULT BY SALARY



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement 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%

	Health	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	72279	4525	5903	9335	6029	6925	7119	8256	6483	2536	1053	610	759	369
EMPLOYEE ENGAGEMENT	65%	69%	66%	66%	66%	64%	61%	64%	67%	69%	72%	72%	69%	69%
ENGAGEMENT WITH WORK	73%	77%	74%	73%	73%	72%	70%	73%	76%	79%	81%	82%	81%	82%
SENIOR MANAGERS	46%	52%	49%	47%	48%	44%	41%	45%	51%	55%	60%	62%	57%	54%
COMMUNICATION	60%	63%	60%	59%	61%	59%	56%	60%	65%	68%	71%	72%	71%	67%
HIGH PERFORMANCE	64%	68%	65%	64%	66%	63%	61%	63%	67%	70%	72%	73%	71%	69%
PUBLIC SECTOR VALUES	60%	63%	60%	59%	61%	58%	56%	60%	64%	67%	71%	72%	69%	68%
DIVERSITY & INCLUSION	67%	71%	68%	67%	68%	66%	63%	66%	70%	74%	77%	77%	74%	74%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# RESULT BY SALARY



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Health	\$337,101 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>72279</b>	<b>312</b>	<b>6734</b>
<b>EMPLOYEE ENGAGEMENT</b>	65%	67%	60%
ENGAGEMENT WITH WORK	73%	80%	66%
SENIOR MANAGERS	46%	49%	39%
COMMUNICATION	60%	65%	52%
HIGH PERFORMANCE	64%	67%	57%
PUBLIC SECTOR VALUES	60%	64%	53%
DIVERSITY & INCLUSION	67%	71%	60%

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# RESULT BY TENURE IN ORGANISATION



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Health	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>72279</b>	<b>7838</b>	<b>6904</b>	<b>13536</b>	<b>13502</b>	<b>15574</b>	<b>9128</b>
<b>EMPLOYEE ENGAGEMENT</b>	65%	73%	69%	65%	62%	62%	64%
ENGAGEMENT WITH WORK	73%	82%	77%	73%	70%	70%	73%
SENIOR MANAGERS	46%	62%	53%	47%	44%	41%	43%
COMMUNICATION	60%	74%	66%	61%	57%	55%	57%
HIGH PERFORMANCE	64%	76%	69%	64%	61%	60%	61%
PUBLIC SECTOR VALUES	60%	73%	65%	60%	57%	55%	57%
DIVERSITY & INCLUSION	67%	78%	73%	68%	64%	62%	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 30 RESPONDENTS



# RESULTS BY TYPES OF FLEXIBLE WORKING



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Health	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	72279	18573	4549	8005	4813	11137	1837	6146	5322	809	5225	6868	1896	26464
EMPLOYEE ENGAGEMENT	65%	70%	67%	69%	69%	66%	69%	71%	71%	67%	66%	69%	65%	62%
ENGAGEMENT WITH WORK	73%	79%	77%	78%	78%	74%	79%	82%	80%	73%	72%	79%	72%	69%
SENIOR MANAGERS	46%	55%	50%	52%	51%	45%	51%	57%	60%	51%	46%	51%	45%	42%
COMMUNICATION	60%	69%	64%	67%	66%	61%	66%	70%	72%	63%	62%	66%	59%	54%
HIGH PERFORMANCE	64%	71%	67%	69%	69%	65%	70%	72%	73%	67%	65%	70%	63%	59%
PUBLIC SECTOR VALUES	60%	67%	63%	65%	64%	60%	65%	69%	71%	62%	60%	65%	58%	55%
DIVERSITY & INCLUSION	67%	79%	73%	77%	76%	70%	76%	79%	82%	70%	70%	73%	67%	59%

\*multiple types may be chosen.

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%

	Health	Sydney East	Sydney West	Newcastle and Lake Macquarie	Sydney - North Sydney and Hornsby	Sydney - Parramatta	Sydney - City and Inner South	Central Coast	Sydney - South West	Sydney - Inner South West	Central West	Illawarra	Richmond - Tweed	New England and North West
NUMBER OF RESPONDENTS	72279	17085	12447	5563	4953	4902	3798	3004	2999	2509	2357	2210	2034	1998
EMPLOYEE ENGAGEMENT	65%	69%	64%	64%	70%	64%	70%	66%	66%	67%	65%	64%	61%	64%
ENGAGEMENT WITH WORK	73%	76%	72%	71%	77%	72%	76%	73%	74%	77%	74%	73%	71%	74%
SENIOR MANAGERS	46%	54%	46%	44%	58%	45%	55%	44%	51%	54%	47%	43%	35%	45%
COMMUNICATION	60%	66%	60%	58%	68%	59%	66%	59%	62%	65%	61%	60%	54%	58%
HIGH PERFORMANCE	64%	69%	64%	62%	71%	63%	69%	63%	67%	68%	65%	64%	58%	63%
PUBLIC SECTOR VALUES	60%	66%	59%	58%	69%	58%	66%	59%	63%	65%	60%	58%	52%	58%
DIVERSITY & INCLUSION	67%	71%	66%	67%	74%	66%	71%	67%	67%	68%	68%	69%	61%	66%

\*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



## 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%

	Health	Far West and Orana	Sydney - Inner West	Sydney - Outer West and Blue Mountains	Sydney - Eastern Suburbs	Capital Region	Mid North Coast	Riverina	Sydney - Outer South West	Coffs Harbour - Grafton	Sydney - Blacktown	Hunter Valley exc Newcastle	Sydney - Ryde	Southern Highlands and Shoalhaven
NUMBER OF RESPONDENTS	72279	1956	1920	1824	1815	1807	1801	1621	1366	1297	1285	1175	1006	981
EMPLOYEE ENGAGEMENT	65%	64%	70%	62%	66%	65%	61%	65%	64%	57%	64%	64%	68%	62%
ENGAGEMENT WITH WORK	73%	77%	76%	69%	74%	76%	71%	75%	71%	67%	72%	73%	77%	71%
SENIOR MANAGERS	46%	51%	54%	41%	45%	42%	36%	45%	46%	31%	45%	45%	55%	40%
COMMUNICATION	60%	61%	66%	57%	61%	60%	55%	57%	61%	49%	59%	58%	70%	55%
HIGH PERFORMANCE	64%	65%	69%	61%	64%	63%	58%	63%	64%	53%	64%	63%	71%	59%
PUBLIC SECTOR VALUES	60%	61%	66%	56%	60%	58%	53%	57%	60%	48%	59%	58%	68%	54%
DIVERSITY & INCLUSION	67%	68%	71%	65%	67%	69%	64%	66%	65%	59%	64%	67%	75%	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



## 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%

	Health	Sydney - Sutherland	Murray	Sydney - Northern Beaches	Sydney - Baulkham Hills and Hawkesbury	Outside NSW
<b>NUMBER OF RESPONDENTS</b>	72279	743	578	341	71	7
<b>EMPLOYEE ENGAGEMENT</b>	65%	67%	66%	72%	69%	(r)
ENGAGEMENT WITH WORK	73%	74%	77%	82%	81%	(r)
SENIOR MANAGERS	46%	54%	46%	52%	51%	(r)
COMMUNICATION	60%	64%	62%	68%	70%	(r)
HIGH PERFORMANCE	64%	69%	66%	72%	69%	(r)
PUBLIC SECTOR VALUES	60%	65%	60%	68%	68%	(r)
DIVERSITY & INCLUSION	67%	69%	72%	74%	73%	(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 AGE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Health	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
<b>NUMBER OF RESPONDENTS</b>	72279	236	2949	6496	8070	8173	8316	8917	8395	8049	5095	1816
<b>EMPLOYEE ENGAGEMENT</b>	65%	73%	73%	67%	65%	64%	64%	64%	64%	65%	65%	69%
ENGAGEMENT WITH WORK	73%	82%	79%	74%	72%	71%	72%	73%	73%	75%	77%	82%
SENIOR MANAGERS	46%	67%	57%	49%	48%	47%	46%	46%	44%	45%	45%	50%
COMMUNICATION	60%	72%	69%	63%	62%	61%	60%	59%	57%	58%	58%	63%
HIGH PERFORMANCE	64%	78%	75%	67%	65%	64%	63%	63%	62%	63%	63%	67%
PUBLIC SECTOR VALUES	60%	74%	69%	63%	61%	60%	59%	59%	57%	59%	59%	63%
DIVERSITY & INCLUSION	67%	77%	76%	70%	69%	67%	67%	66%	64%	65%	66%	71%

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 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.

Results are rounded and may not add up to 100%

	Health	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	<b>72279</b>	<b>16156</b>	<b>49910</b>	<b>1060</b>
<b>EMPLOYEE ENGAGEMENT</b>	65%	65%	65%	48%
ENGAGEMENT WITH WORK	73%	73%	74%	48%
SENIOR MANAGERS	46%	48%	47%	24%
COMMUNICATION	60%	62%	60%	34%
HIGH PERFORMANCE	64%	64%	65%	41%
PUBLIC SECTOR VALUES	60%	61%	60%	37%
DIVERSITY & INCLUSION	67%	68%	67%	42%

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

# ABORIGINAL AND/OR TORRES STRAIT ISLANDER



## 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%

	Health	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>72279</b>	<b>2182</b>	<b>62822</b>	<b>2515</b>
<b>EMPLOYEE ENGAGEMENT</b>	65%	65%	66%	48%
ENGAGEMENT WITH WORK	73%	73%	74%	50%
SENIOR MANAGERS	46%	49%	47%	25%
COMMUNICATION	60%	58%	61%	35%
HIGH PERFORMANCE	64%	63%	65%	41%
PUBLIC SECTOR VALUES	60%	58%	61%	37%
DIVERSITY & INCLUSION	67%	64%	68%	41%

3% of respondents identified as Aboriginal and/or Torres Strait Islander.

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

# LANGUAGE OTHER THAN ENGLISH



## 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%

	Health	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>72279</b>	<b>15348</b>	<b>49906</b>	<b>2602</b>
<b>EMPLOYEE ENGAGEMENT</b>	65%	68%	65%	50%
ENGAGEMENT WITH WORK	73%	77%	73%	51%
SENIOR MANAGERS	46%	56%	45%	28%
COMMUNICATION	60%	67%	59%	38%
HIGH PERFORMANCE	64%	70%	63%	44%
PUBLIC SECTOR VALUES	60%	66%	59%	40%
DIVERSITY & INCLUSION	67%	71%	67%	43%

23% of respondents speak a language other than English at home.

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%

	Health	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	72279	1691	64189	1821
<b>EMPLOYEE ENGAGEMENT</b>	65%	61%	65%	48%
ENGAGEMENT WITH WORK	73%	67%	74%	48%
SENIOR MANAGERS	46%	42%	47%	24%
COMMUNICATION	60%	55%	61%	35%
HIGH PERFORMANCE	64%	59%	65%	41%
PUBLIC SECTOR VALUES	60%	54%	61%	37%
DIVERSITY & INCLUSION	67%	61%	68%	41%

2% of respondents identified as having a disability.

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%

	Health	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>72279</b>	<b>4531</b>	<b>60470</b>	<b>2384</b>
<b>EMPLOYEE ENGAGEMENT</b>	65%	58%	66%	52%
ENGAGEMENT WITH WORK	73%	62%	75%	53%
SENIOR MANAGERS	46%	37%	48%	29%
COMMUNICATION	60%	51%	61%	41%
HIGH PERFORMANCE	64%	56%	65%	47%
PUBLIC SECTOR VALUES	60%	52%	61%	42%
DIVERSITY & INCLUSION	67%	59%	68%	47%

7% of respondents identified as having a mental health condition.

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%

	Health	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>72279</b>	<b>2734</b>	<b>61908</b>	<b>2713</b>
<b>EMPLOYEE ENGAGEMENT</b>	65%	64%	66%	50%
ENGAGEMENT WITH WORK	73%	72%	74%	52%
SENIOR MANAGERS	46%	45%	48%	26%
COMMUNICATION	60%	60%	61%	39%
HIGH PERFORMANCE	64%	63%	65%	44%
PUBLIC SECTOR VALUES	60%	59%	61%	40%
DIVERSITY & INCLUSION	67%	67%	68%	45%

4% of respondents identified as lesbian, gay, bisexual, transgender, intersex or gender diverse.

**KEY**

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# CURRENT ROLE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Health	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	72279	1249	159	1335	316	58	812	2023	15913	1057	2294	1609	838	182
EMPLOYEE ENGAGEMENT	65%	65%	66%	64%	63%	66%	75%	67%	62%	64%	69%	66%	68%	77%
ENGAGEMENT WITH WORK	73%	76%	81%	78%	79%	84%	85%	74%	71%	73%	77%	73%	76%	84%
SENIOR MANAGERS	46%	47%	48%	46%	39%	47%	62%	44%	40%	45%	55%	52%	54%	73%
COMMUNICATION	60%	65%	62%	63%	57%	60%	69%	59%	55%	61%	66%	63%	66%	81%
HIGH PERFORMANCE	64%	69%	68%	65%	60%	60%	75%	64%	61%	64%	70%	66%	69%	80%
PUBLIC SECTOR VALUES	60%	64%	64%	61%	55%	59%	70%	57%	55%	59%	67%	63%	65%	79%
DIVERSITY & INCLUSION	67%	66%	66%	68%	64%	65%	76%	67%	62%	68%	71%	71%	74%	82%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# CURRENT ROLE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Health	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	72279	6170	1961	1308	7124	807	512	198	105	215	863	797	209	460
EMPLOYEE ENGAGEMENT	65%	67%	69%	78%	66%	67%	70%	69%	67%	77%	66%	62%	69%	70%
ENGAGEMENT WITH WORK	73%	73%	76%	87%	78%	75%	81%	81%	77%	80%	72%	69%	78%	77%
SENIOR MANAGERS	46%	50%	60%	74%	46%	51%	58%	47%	59%	61%	49%	41%	56%	60%
COMMUNICATION	60%	62%	70%	82%	63%	64%	72%	67%	64%	70%	62%	56%	70%	73%
HIGH PERFORMANCE	64%	65%	70%	82%	68%	69%	74%	70%	67%	73%	65%	61%	71%	73%
PUBLIC SECTOR VALUES	60%	61%	69%	81%	63%	63%	71%	64%	66%	69%	61%	56%	69%	71%
DIVERSITY & INCLUSION	67%	70%	76%	84%	69%	71%	78%	73%	68%	73%	70%	65%	76%	78%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# CURRENT ROLE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Health	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	72279	1033	271	29	474	3	2116	72	116	824	829	3156	328	348
EMPLOYEE ENGAGEMENT	65%	63%	71%	(r)	67%	(r)	59%	75%	75%	71%	70%	66%	66%	60%
ENGAGEMENT WITH WORK	73%	69%	81%	(r)	72%	(r)	67%	81%	86%	82%	75%	77%	79%	67%
SENIOR MANAGERS	46%	45%	60%	(r)	52%	(r)	25%	54%	68%	59%	59%	55%	47%	39%
COMMUNICATION	60%	57%	69%	(r)	55%	(r)	45%	65%	74%	73%	71%	62%	60%	51%
HIGH PERFORMANCE	64%	62%	73%	(r)	65%	(r)	47%	67%	74%	73%	73%	68%	62%	52%
PUBLIC SECTOR VALUES	60%	57%	71%	(r)	60%	(r)	44%	66%	76%	71%	71%	62%	57%	48%
DIVERSITY & INCLUSION	67%	65%	72%	(r)	63%	(r)	54%	75%	82%	80%	79%	69%	69%	58%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



## 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%

	Health	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>	72279	364	96	403	34	302	164	3464	4834
<b>EMPLOYEE ENGAGEMENT</b>	65%	66%	63%	64%	73%	72%	84%	67%	54%
<b>ENGAGEMENT WITH WORK</b>	73%	73%	70%	70%	82%	84%	93%	75%	56%
<b>SENIOR MANAGERS</b>	46%	49%	49%	43%	58%	62%	64%	52%	31%
<b>COMMUNICATION</b>	60%	57%	58%	56%	69%	73%	80%	64%	43%
<b>HIGH PERFORMANCE</b>	64%	62%	62%	59%	73%	77%	80%	67%	49%
<b>PUBLIC SECTOR VALUES</b>	60%	56%	58%	55%	67%	73%	78%	63%	45%
<b>DIVERSITY &amp; INCLUSION</b>	67%	64%	67%	64%	74%	75%	84%	71%	52%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# GUIDE TO THIS REPORT

## **i** SURVEY TIME FRAME

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

## **i** PRIVACY

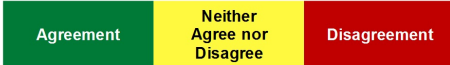
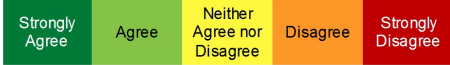
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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

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

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

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



## **i** ROUNDING

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

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

## **i** MORE DETAILS ABOUT METHODOLOGY

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