



2019 | NSW Public Sector
Employee Survey

AGENCY REPORT

Health

Illawarra Shoalhaven Local Health District



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RESPONSE RATE

42%

2,995 OF 7,063 RESPONDENTS

RESPONSE RATE 2018: 50%

EMPLOYEE ENGAGEMENT

63% —

DIFFERENCE FROM 2018 0 (63%)

DIFFERENCE FROM CLUSTER -1 (65%)

DIFFERENCE FROM PUBLIC SECTOR -2 (66%)

ENGAGEMENT WITH WORK

72% —

DIFFERENCE FROM 2018 0 (72%)

DIFFERENCE FROM CLUSTER -1 (73%)

DIFFERENCE FROM PUBLIC SECTOR 0 (73%)

SENIOR MANAGERS

43% ↓

DIFFERENCE FROM 2018 -2 (44%)

DIFFERENCE FROM CLUSTER -4 (46%)

DIFFERENCE FROM PUBLIC SECTOR -7 (50%)

COMMUNICATION

59% —

DIFFERENCE FROM 2018 0 (59%)

DIFFERENCE FROM CLUSTER -1 (60%)

DIFFERENCE FROM PUBLIC SECTOR -4 (62%)

HIGH PERFORMANCE

63% ↓

DIFFERENCE FROM 2018 -1 (63%)

DIFFERENCE FROM CLUSTER -1 (64%)

DIFFERENCE FROM PUBLIC SECTOR -2 (65%)

PUBLIC SECTOR VALUES

57% ↓

DIFFERENCE FROM 2018 -1 (58%)

DIFFERENCE FROM CLUSTER -2 (60%)

DIFFERENCE FROM PUBLIC SECTOR -5 (62%)

DIVERSITY & INCLUSION

67% ↑

DIFFERENCE FROM 2018 +1 (66%)

DIFFERENCE FROM CLUSTER 0 (67%)

DIFFERENCE FROM PUBLIC SECTOR -2 (69%)

FLEXIBLE WORKING SATISFACTION

59% ↑

DIFFERENCE FROM 2018 +2 (56%)

DIFFERENCE FROM CLUSTER +1 (58%)

DIFFERENCE FROM PUBLIC SECTOR 0 (59%)

ACTION ON RESULTS

37% ↑

DIFFERENCE FROM 2018 +2 (35%)

DIFFERENCE FROM CLUSTER -3 (40%)

DIFFERENCE FROM PUBLIC SECTOR -3 (39%)



QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.

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

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

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

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019
AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
1a. I understand what is expected of me to do well in my role	92%	93%
1g. I know how to address a health and safety issue I have identified	88%	89%
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	86%	87%
2c. I receive help and support from other members of my workgroup	81%	79%
2b. My workgroup works collaboratively to achieve its objectives	80%	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%
1c. My job gives me a feeling of personal accomplishment	76%	76%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	76%	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
6h. I feel that senior managers listen to employees	36%	38%
10a. I believe action will be taken on the results from this survey by my organisation	37%	35%
11a. I have confidence in the ways my organisation resolves grievances	39%	40%
7c. I feel that change is managed well in my organisation	40%	41%
6b. I feel that senior managers effectively lead and manage change	40%	41%
7g. I have confidence in the way recruitment decisions are made	41%	37%
6g. I feel that senior managers keep employees informed about what's going on	41%	42%
6a. I believe senior managers provide clear direction for the future of the organisation	42%	44%
6c. I feel that senior managers model the values of my organisation	44%	45%
6e. Senior managers promote collaboration between my organisation and other organisations we work with	44%	46%



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
7g. I have confidence in the way recruitment decisions are made	41%	37%
2d. There is good team spirit in my workgroup	70%	67%
8e. My manager supports flexible working in my team	63%	61%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	76%	74%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	59%	56%
7h. My organisation generally selects capable people to do the job	56%	54%
4a. I am paid fairly for the work I do	55%	53%
2c. I receive help and support from other members of my workgroup	81%	79%
5h. My manager deals appropriately with employees who perform poorly	45%	44%
10a. I believe action will be taken on the results from this survey by my organisation	37%	35%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	51%	55%
6i. Senior managers in my organisation support the career advancement of women	49%	53%
7a. My organisation focuses on improving the work we do	64%	67%
6e. Senior managers promote collaboration between my organisation and other organisations we work with	44%	46%
6h. I feel that senior managers listen to employees	36%	38%
11a. I have confidence in the ways my organisation resolves grievances	39%	40%
6d. Senior managers encourage innovation by employees	45%	47%
6a. I believe senior managers provide clear direction for the future of the organisation	42%	44%
7b. My organisation is making the necessary improvements to meet our future challenges	50%	52%
6c. I feel that senior managers model the values of my organisation	44%	45%



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



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



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



Q6d. Senior managers encourage innovation by employees



Q6a. I believe senior managers provide clear direction for the future of the organisation



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



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



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



Q6d. Senior managers encourage innovation by employees



Q6a. I believe senior managers provide clear direction for the future of the organisation



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



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



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



Q6d. Senior managers encourage innovation by employees



Q6a. I believe senior managers provide clear direction for the future of the organisation



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: 2995

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	19	Senior Executive (ongoing/permanent or term)	1	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	66
Female	80	Ongoing/Permanent (other than senior executive)	79	Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	5
Other	2	Temporary (including temporary teachers and graduates)	5	Administrative support (e.g. executive/personal assistant, receptionist)	11
Age	Survey %	Casual	6	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	6
15 - 34 years	26	Contract – Non Executive	6	Policy	0
35 - 54 years	51	Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	0	Research	1
55+ years	23	Other	1	Program and project management support	2
LOTE spoken at home	Survey %	Don't know	2	Legal (including developing and/or reviewing legislation)	0
Yes	14	Manager of managers	Survey %	Other	8
No	83	Yes	6	Organisation Tenure	Survey %
Prefer not to say	3	No	94	Less than 1 year	11
Aboriginal and/or Torres Strait Islanders	Survey %	Supervisors	Survey %	1 - 2 years	9
Yes	3	Yes	33	2 - 5 years	21
No	94	No	67	5 - 10 years	21
Prefer not to say	4	Working arrangement	Survey %	10 - 20 years	24
Disability	Survey %	Full-time	60	More than 20 years	14
Yes	3	Part-time	40	Salary	Survey %
No	95			\$83,402 and below	52
Prefer not to say	3			\$83,403 - \$108,043	25
LGBTI	Survey %			\$108,044 - \$144,520	11
Yes	3			\$144,521 and above	3
No	93			Prefer not to say	9
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.

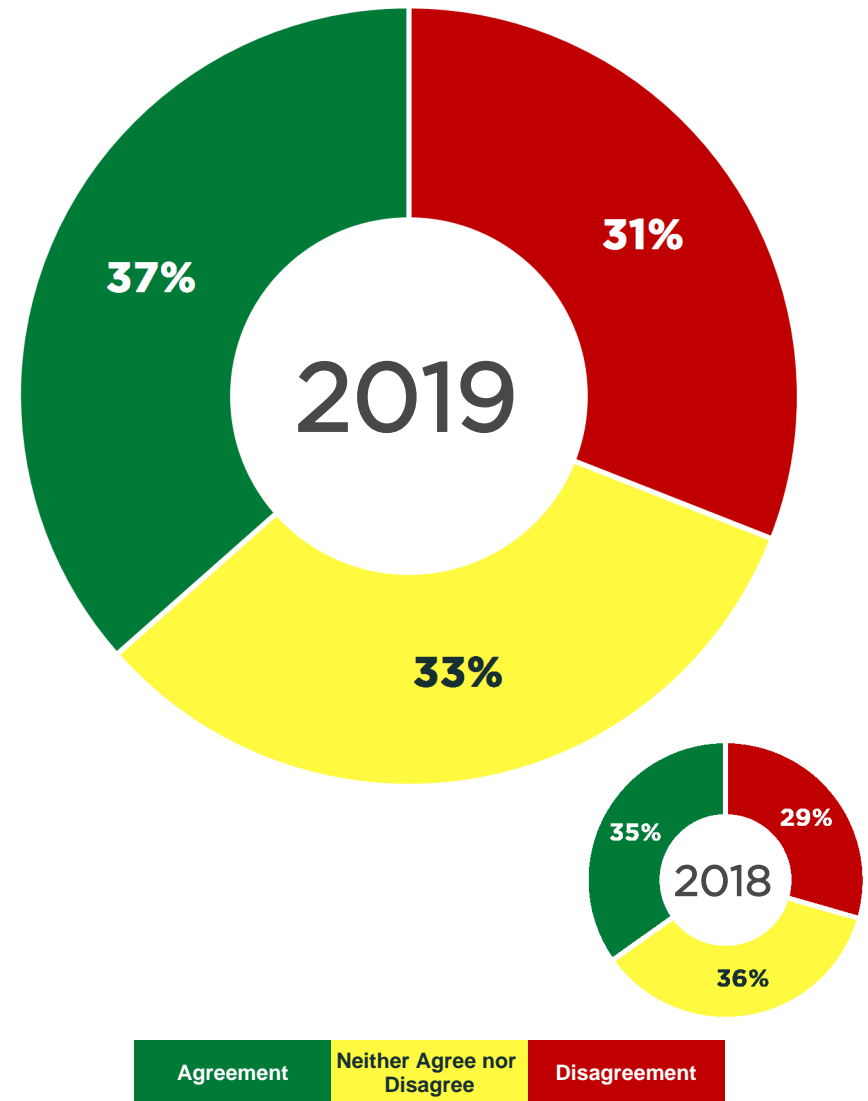
Results are rounded and may not add up to 100%

37%

of employees replied favourably to:

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

39%	40%	35%
SECTOR	CLUSTER	2018



KEY DRIVERS OF ENGAGEMENT



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

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

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

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

RANK

		% AGREEMENT 2019	% AGREEMENT 2018	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	Q7f. My organisation is committed to developing its employees	48%	49%	51%	53%
2	Q7a. My organisation focuses on improving the work we do	64%	67%	67%	69%
3	Q7b. My organisation is making the necessary improvements to meet our future challenges	50%	52%	54%	57%
4	Q7c. I feel that change is managed well in my organisation	40%	41%	43%	42%
5	Q7g. I have confidence in the way recruitment decisions are made	41%	37%	41%	39%
6	Q11a. I have confidence in the ways my organisation resolves grievances	39%	40%	41%	41%

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	Shoalhaven Hospital	Wollongong Hospital
NUMBER OF RESPONDENTS	2995	32	170	127	83	73	71	213	66	44	168	243	412	820
EMPLOYEE ENGAGEMENT	63%	66%	63%	72%	78%	66%	67%	55%	67%	64%	65%	62%	59%	62%
ENGAGEMENT WITH WORK	72%	90%	73%	84%	85%	68%	72%	64%	79%	76%	79%	72%	69%	68%
SENIOR MANAGERS	43%	41%	38%	59%	77%	45%	43%	25%	60%	47%	41%	40%	34%	41%
COMMUNICATION	59%	66%	57%	74%	83%	57%	65%	46%	65%	59%	63%	55%	51%	56%
HIGH PERFORMANCE	63%	69%	64%	76%	83%	62%	70%	50%	69%	64%	66%	60%	56%	61%
PUBLIC SECTOR VALUES	57%	63%	56%	71%	81%	54%	63%	45%	69%	60%	60%	54%	50%	55%
DIVERSITY & INCLUSION	67%	70%	66%	81%	83%	63%	72%	56%	69%	66%	69%	63%	60%	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 10 RESPONDENTS

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

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

The 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	Chief Information Officer Directorate	Child and Family Services (non Hub based)	Clinical Operations (other)	Executive Services	Finance Directorate	Integrated Care, Planning & Performance	Medical Imaging	Medical Services & Clinical Governance, Nursing & Midwifery Directorates	Strategic Improvement Programs
NUMBER OF RESPONDENTS	2995	19	82	21	38	46	37	60	32	70
EMPLOYEE ENGAGEMENT	63%	64%	71%	70%	69%	60%	64%	63%	65%	66%
ENGAGEMENT WITH WORK	72%	70%	80%	78%	73%	65%	75%	73%	80%	75%
SENIOR MANAGERS	43%	33%	64%	60%	58%	33%	39%	43%	50%	58%
COMMUNICATION	59%	60%	69%	74%	78%	56%	61%	51%	65%	80%
HIGH PERFORMANCE	63%	54%	77%	70%	70%	51%	66%	61%	68%	71%
PUBLIC SECTOR VALUES	57%	51%	75%	69%	69%	48%	57%	56%	62%	71%
DIVERSITY & INCLUSION	67%	70%	73%	75%	81%	69%	76%	64%	77%	84%

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

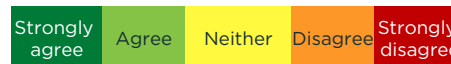
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

EMPLOYEE ENGAGEMENT	63% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
	Q7i. I would recommend my organisation as a great place to work	15	45	25	8	61%	60%	61%
Q7j. I am proud to tell others I work for my organisation	19	47	23		67%	67%	69%	70%
Q7k. I feel a strong personal attachment to my organisation	17	41	27	10	57%	56%	61%	64%
Q7l. My organisation motivates me to help it achieve its objectives	13	39	31	11	52%	51%	54%	56%
Q7m. My organisation inspires me to do the best in my job	14	39	30	11	52%	52%	55%	56%

KEY





EXPLORE THE FULL RESULTS

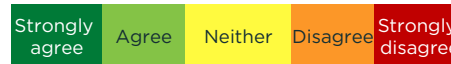
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ENGAGEMENT WITH WORK		72% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1c. My job gives me a feeling of personal accomplishment		28	48	13	7	76%	76%	77%	76%
Q1d. I feel motivated to contribute more than what is normally required at work		28	43	16	9	71%	70%	72%	72%
Q1e. I am satisfied with my job		22	47	18	9	69%	68%	70%	69%

KEY





EXPLORE THE FULL RESULTS

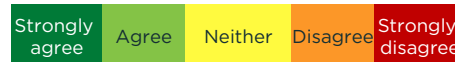
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SENIOR MANAGERS	43% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	9	33	33	16	9	42%	44%	47%	51%
Q6b. I feel that senior managers effectively lead and manage change	8	32	32	17	10	40%	41%	44%	47%
Q6c. I feel that senior managers model the values of my organisation	10	34	32	14	10	44%	45%	48%	52%
Q6d. Senior managers encourage innovation by employees	10	35	33	14	8	45%	47%	47%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	10	34	36	12	8	44%	46%	48%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	11	39	31	11	7	51%	55%	56%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	9	32	30	17	12	41%	42%	44%	48%
Q6h. I feel that senior managers listen to employees	8	28	33	18	13	36%	38%	40%	44%
Q7c. I feel that change is managed well in my organisation		33	32	18	10	40%	41%	43%	42%

KEY





EXPLORE THE FULL RESULTS

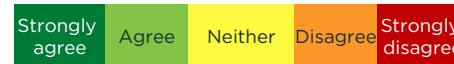
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COMMUNICATION	59% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q5c. My manager communicates effectively with me	29	41	14	9	7	70%	70%	70%	72%
Q5d. My manager encourages and values employee input	31	39	14	8	7	70%	70%	70%	73%
Q5e. My manager involves my workgroup in decisions about our work	27	40	15	10	8	67%	66%	66%	68%
Q6g. I feel that senior managers keep employees informed about what's going on	9	32	30	17	12	41%	42%	44%	48%
Q6h. I feel that senior managers listen to employees	8	28	33	18	13	36%	38%	40%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	18	49	17	8		67%	66%	68%	69%

KEY





EXPLORE THE FULL RESULTS

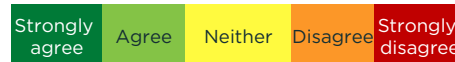
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Results are rounded and may not add up to 100%

	HIGH PERFORMANCE				63% AGGREGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1a. I understand what is expected of me to do well in my role					92%	93%	92%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives					80%	79%	79%	79%	
Q3f. I have received appropriate training and development to do my job well					70%	71%	70%	66%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do					70%	71%	72%	75%	
Q5f. I have confidence in the decisions my manager makes					66%	65%	66%	69%	
Q6d. Senior managers encourage innovation by employees					45%	47%	47%	51%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with					44%	46%	48%	53%	
Q7a. My organisation focuses on improving the work we do					64%	67%	67%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges					50%	52%	54%	57%	

KEY



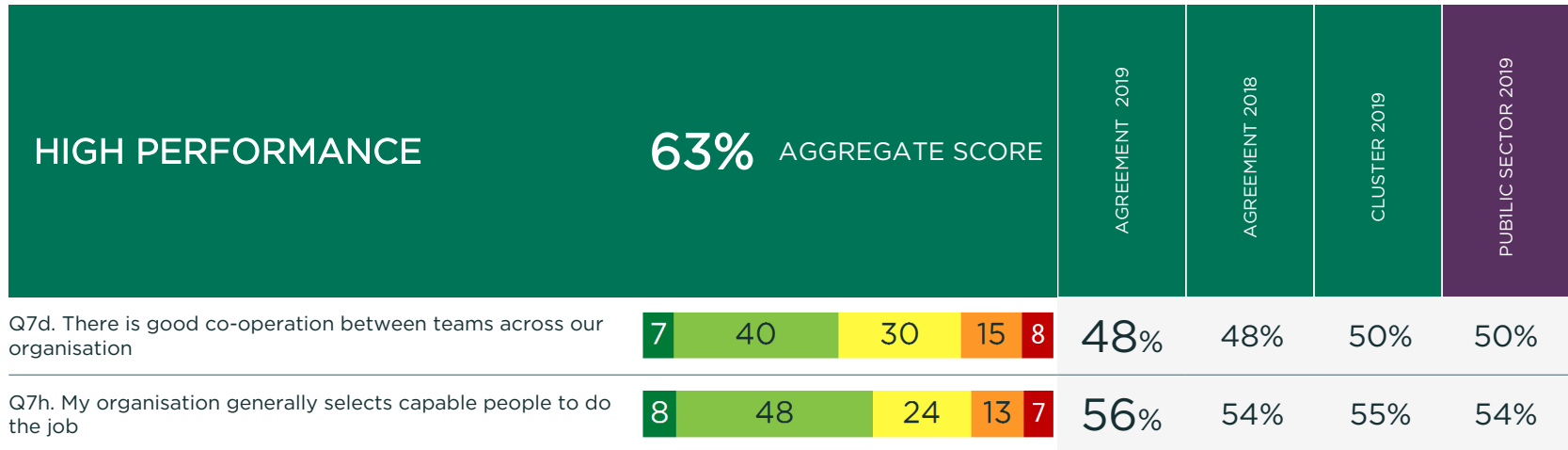


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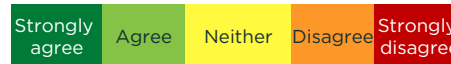
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KEY





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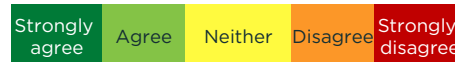
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PUBLIC SECTOR VALUES	57% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019			
	Q2a. My workgroup strives to achieve customer/client satisfaction	38	48	8	86%	87%	87%	86%	
Q2e. People in my workgroup treat each other with respect	30	43	14	8	73%	72%	72%	75%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	26	44	16	9	70%	71%	72%	75%	
Q5b. My manager listens to what I have to say	31	43	12	8	74%	73%	74%	76%	
Q6a. I believe senior managers provide clear direction for the future of the organisation	9	33	33	16	9	42%	44%	47%	51%
Q6c. I feel that senior managers model the values of my organisation	10	34	32	14	10	44%	45%	48%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	11	39	31	11	7	51%	55%	56%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	9	32	30	17	12	41%	42%	44%	48%
Q6h. I feel that senior managers listen to employees	8	28	33	18	13	36%	38%	40%	44%

KEY



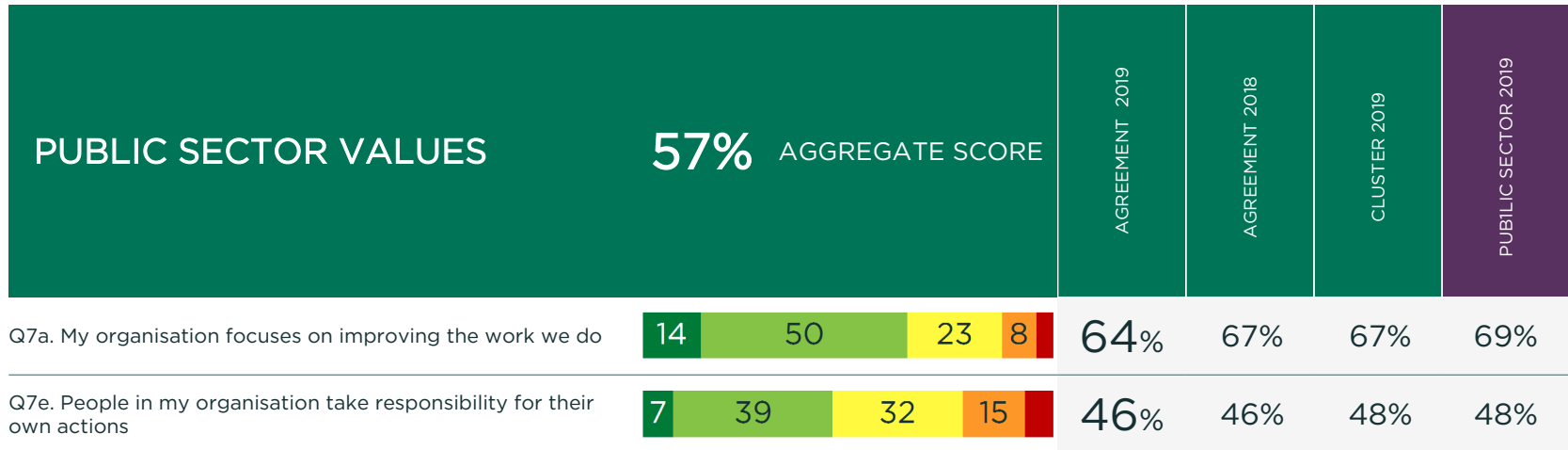


EXPLORE THE FULL RESULTS

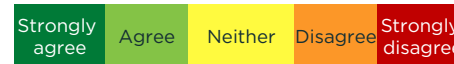
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Results are rounded and may not add up to 100%



KEY





EXPLORE THE FULL RESULTS

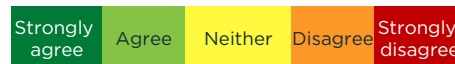
Questions are grouped by topics in this report.

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Results are rounded and may not add up to 100%

DIVERSITY & INCLUSION	67% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	21	45	16	13	66%	65%	66%	67%
Q5b. My manager listens to what I have to say	31	43	12	8	74%	73%	74%	76%
Q5d. My manager encourages and values employee input	31	39	14	8	70%	70%	70%	73%
Q6i. Senior managers in my organisation support the career advancement of women	16	33	38		49%	53%	54%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	22	54	16		76%	74%	75%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	24	53	16		76%	76%	75%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	18	49	17	8	67%	66%	68%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	21	38	25	9	59%	56%	58%	59%
Q8e. My manager supports flexible working in my team	24	39	20	9	63%	61%	61%	63%

KEY



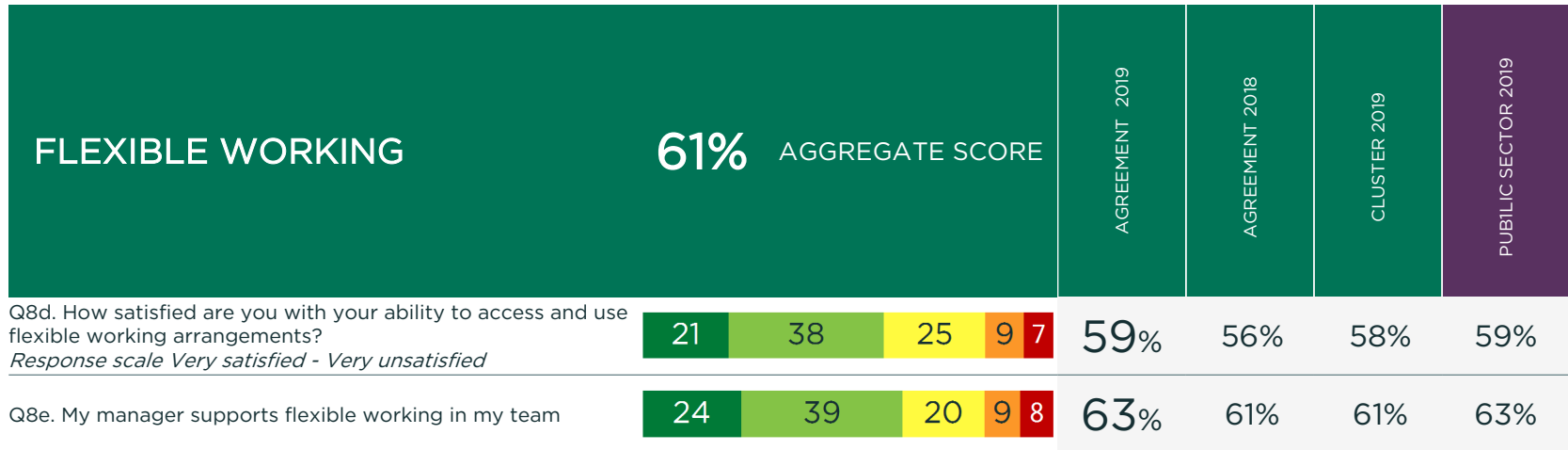


EXPLORE THE FULL RESULTS

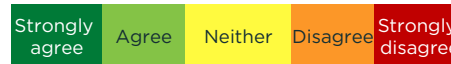
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KEY



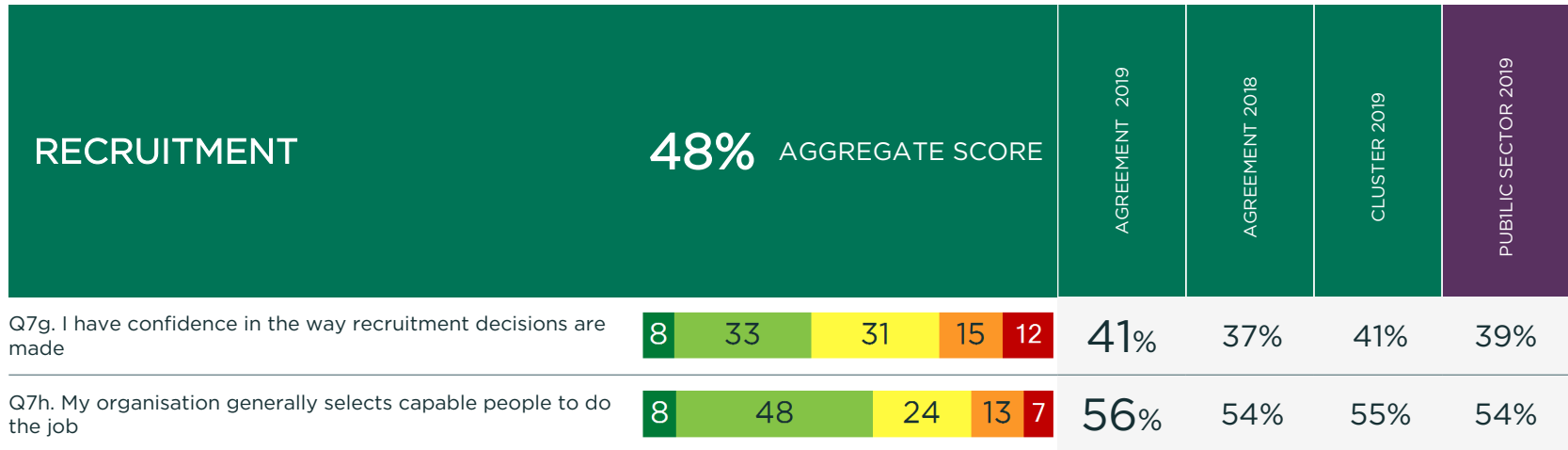


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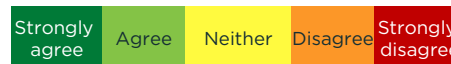
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PERFORMANCE FRAMEWORK & DEVELOPMENT

56% AGGREGATE SCORE

		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	19 44 19 12	64%	63%	65%	66%
Q3e. My performance is assessed against clear criteria	16 43 24 12	59%	60%	60%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation	14 36 23 16 11	51%	52%	53%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do	28 37 16 10 8	65%	65%	66%	69%
Q5h. My manager deals appropriately with employees who perform poorly	16 30 29 13 12	45%	44%	47%	48%
Q7f. My organisation is committed to developing its employees	8 40 31 14 8	48%	49%	51%	53%

KEY





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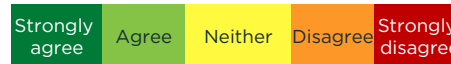
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WORKPLACE SUPPORT	69% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019		
Q1b. I am provided with the support I need to do my best at work	21	45	16	13	66%	65%	66%	67%
Q1f. I am able to keep my work stress at an acceptable level	15	47	20	13	61%	62%	62%	61%
Q2c. I receive help and support from other members of my workgroup	33	48	11		81%	79%	80%	81%
Q2d. There is good team spirit in my workgroup	29	40	14	10	70%	67%	68%	70%

KEY



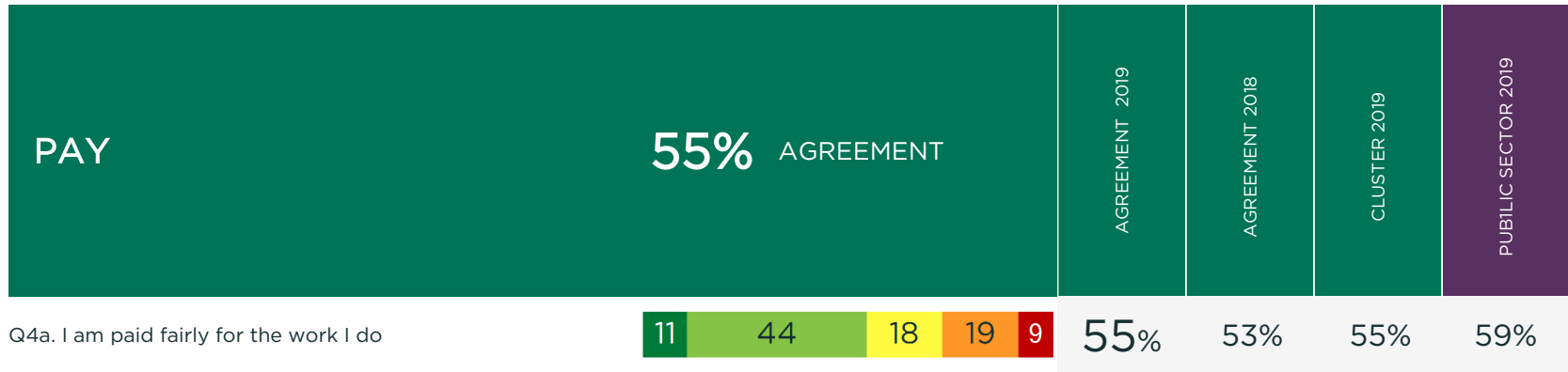


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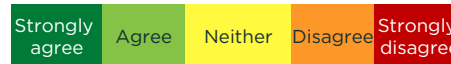
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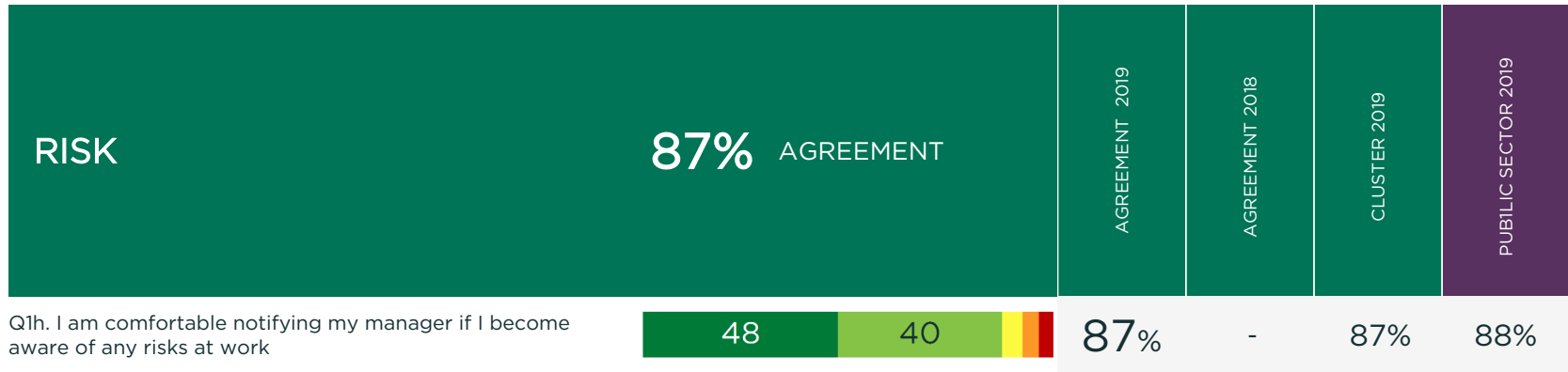


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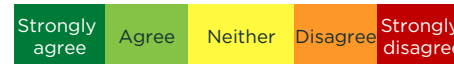
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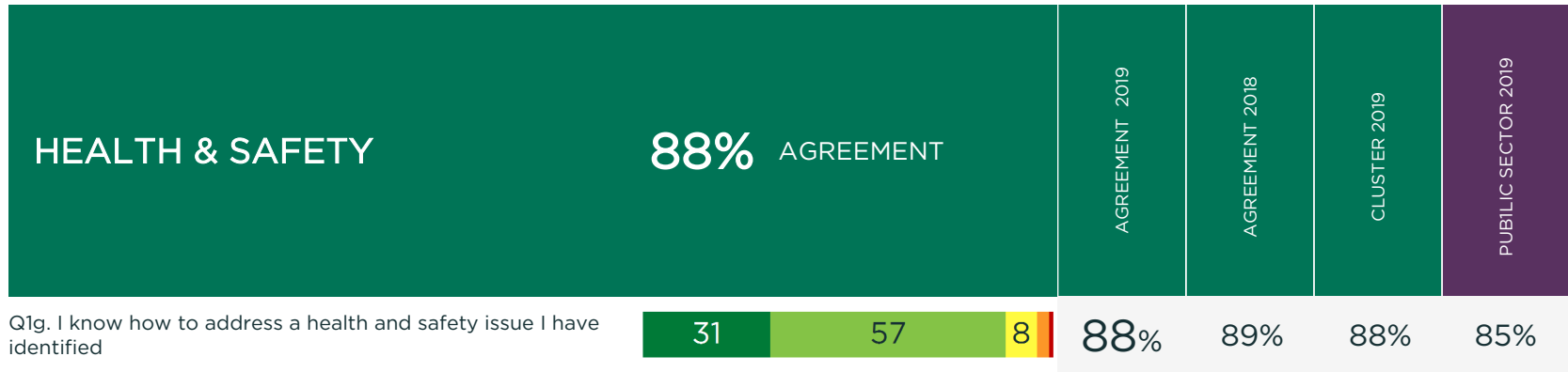


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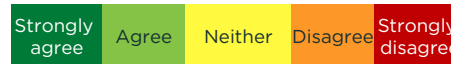
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KEY





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ACTION ON RESULTS

37% AGREEMENT

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



KEY



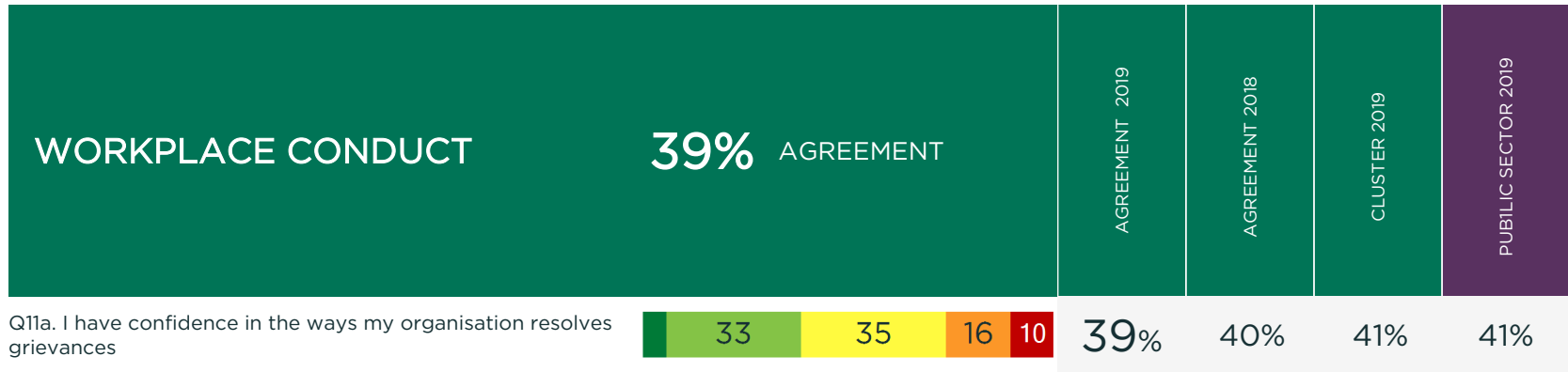


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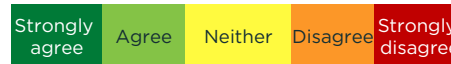
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KEY



WELLBEING AND ENGAGEMENT



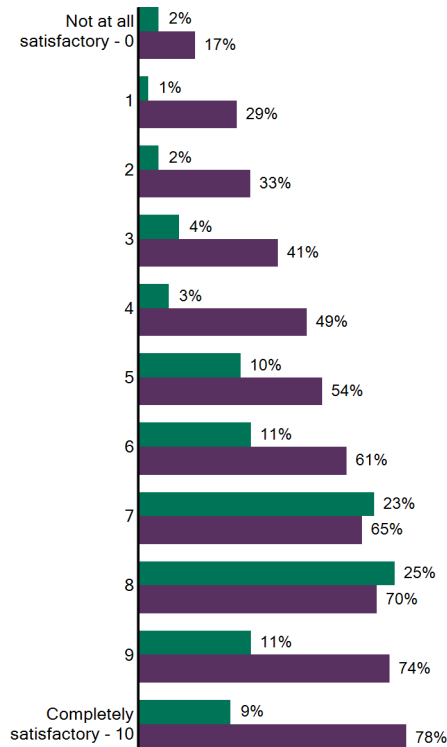
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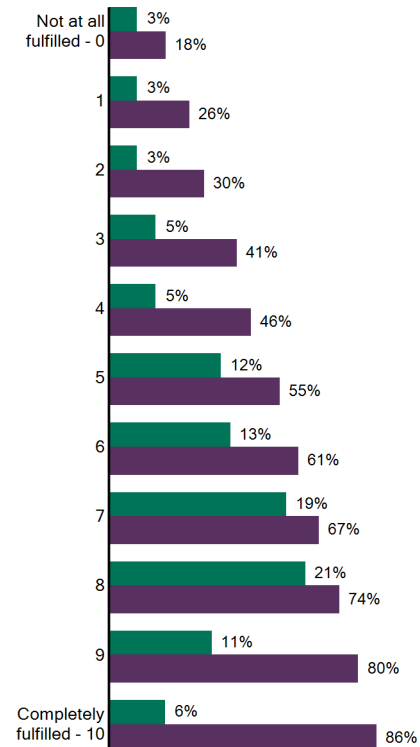
This compares Wellbeing to Engagement.

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



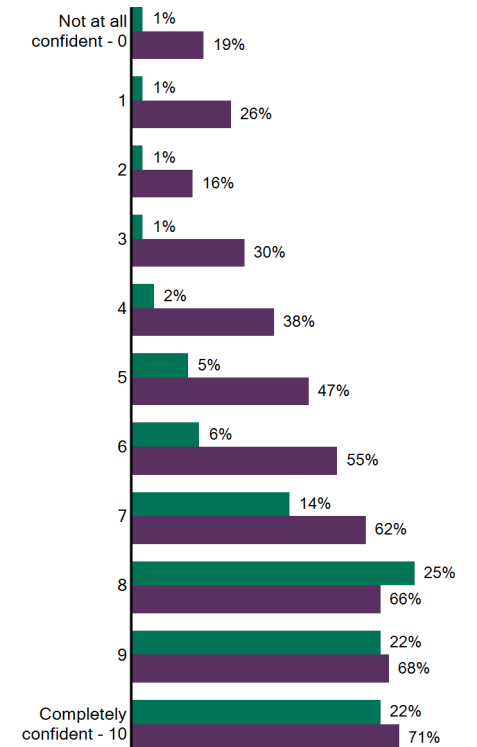
Proportion of respondents answering each response option

Q1j. I find my life at work fulfilling



Employee engagement score

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





EXPLORE THE FULL RESULTS

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PERFORMANCE FRAMEWORK & DEVELOPMENT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes		75%	74%	71%	71%
No		25%	26%	29%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		73%	72%	74%	76%
No		27%	28%	26%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		58%	57%	58%	60%
No		42%	43%	42%	40%



EXPLORE THE FULL RESULTS

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MOBILITY

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

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes		40%	39%	40%	41%
No		60%	61%	60%	59%



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MOBILITY

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

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Personal/family considerations		31%	31%	28%	29%
Lack of visible opportunities		30%	28%	29%	29%
There are no major barriers to my career progression		30%	34%	31%	29%
Lack of promotion opportunities		27%	26%	26%	28%
Geographic location considerations		23%	21%	22%	25%
The application/recruitment process is too cumbersome or time consuming		16%	18%	17%	22%
Insufficient training and development		14%	14%	15%	15%
Lack of support from my manager/supervisor		14%	15%	14%	13%
Lack of support for temporary assignments/secondments		13%	14%	14%	15%
Lack of required capabilities or experience		10%	10%	10%	11%
Other		7%	7%	8%	9%

% are calculated with the number of unique respondents (N = 2,851 to this question)



EXPLORE THE FULL RESULTS

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UNACCEPTABLE CONDUCT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q12a. In the last 12 months I have witnessed misconduct/wrongdoing at work					
Yes		33%	29%	32%	27%
No		52%	54%	51%	56%
Don't know		15%	17%	17%	17%
Q12b. If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?					
Yes		68%	71%	67%	65%
No		29%	27%	30%	32%
Don't know		3%	1%	4%	4%



EXPLORE THE FULL RESULTS

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UNACCEPTABLE CONDUCT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q13a. In the last 12 months I have witnessed bullying at work					
Yes		40%	43%	39%	33%
No		52%	49%	52%	57%
Don't know		9%	8%	10%	10%
Q13b. In the last 12 months I have been subjected to bullying at work					
Yes		21%	22%	21%	18%
No		74%	73%	72%	75%
Don't know		5%	5%	7%	7%



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UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

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	CLUSTER 2019	PUBLIC SECTOR 2019
A fellow worker at your level		32%	33%	31%	27%
Your immediate manager/supervisor		26%	28%	23%	23%
A senior manager		13%	11%	18%	21%
Prefer not to say		11%	12%	12%	13%
Other		8%	7%	6%	5%
A subordinate		7%	7%	6%	7%
A client or customer		2%	2%	2%	3%
A member of the public other than a client or customer		1%	1%	1%	1%



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UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

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

Yes		7%	5%	6%	4%
No		91%	93%	92%	94%
Don't know		2%	2%	2%	2%

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

A person at work		33%	29%	29%	38%
A member of the public		42%	45%	51%	36%
Other		20%	23%	15%	19%
Prefer not to say		5%	3%	6%	7%



EXPLORE THE FULL RESULTS

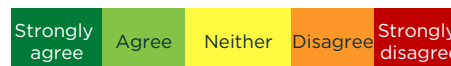
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HEALTH CUSTOMISED QUESTIONS					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	
Q1. I believe I am valued for what I can offer at my workplace	18	54	15	9	72%	71%	71%	
Q2. In my workplace, we recognise our successes and innovations	17	51	19	9	68%	67%	66%	
Q3. Overall, I have confidence in the decisions made by my senior managers	12	41	26	14	8	52%	51%	54%
Q4. I have a say in decisions which affect my work	11	43	24	14	8	54%	54%	53%
Q5. Where I work, we share the lessons learnt when mistakes are made	15	52	18	10	67%	69%	67%	
Q6. My team's objectives/work plans are clearly outlined	14	51	21	10	65%	65%	66%	
Q7. Our objectives/work plans help us to deliver a quality service	14	52	22	7	66%	67%	67%	
Q8. Overall, I believe the culture at my workplace has improved in the last 12 months	12	32	32	13	10	44%	44%	45%

KEY





EXPLORE THE FULL SURVEY RESULTS

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HEALTH		2019	CLUSTER 2019
CUSTOMISED QUESTIONS			
Q9. How often do you feel culturally safe in the workplace?			
Always		67%	63%
Often		23%	25%
About half the time		6%	7%
Seldom		3%	3%
Never		1%	2%
Q10. In the past 12 months have you experienced racism in the workplace?			
Yes		9%	11%
No		91%	89%



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HEALTH

CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10a. Please indicate the role of the person who was the source of most of the racist behaviour in the workplace.

		2019	CLUSTER 2019
A senior manager		3%	8%
Your immediate manager / supervisor		6%	10%
A fellow worker at your level		25%	25%
A subordinate / worker below your level		8%	6%
A client or patient		33%	25%
A member of the public other than a client or patient		3%	4%
Other		7%	5%
Prefer not to say		16%	16%



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HEALTH		2019	CLUSTER 2019
CUSTOMISED QUESTIONS			
Q10b1. Verbal abuse or harassment			
Never		35%	36%
Once		14%	15%
Twice		14%	13%
3-5 times		16%	16%
More than 5 times		21%	20%



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HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10b2. Other abuse or harassment

		2019	CLUSTER 2019
Never		50%	50%
Once		8%	13%
Twice		12%	10%
3-5 times		10%	12%
More than 5 times		20%	15%



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HEALTH		2019	CLUSTER 2019
CUSTOMISED QUESTIONS			
Q10b3. Racial jokes or slurs, imitating accent			
Never		25%	30%
Once		16%	15%
Twice		16%	15%
3-5 times		19%	19%
More than 5 times		24%	21%



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HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10b4. Exclusion or avoidance in the workplace

		2019	CLUSTER 2019
Never		49%	50%
Once		11%	11%
Twice		11%	10%
3-5 times		14%	13%
More than 5 times		16%	16%



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HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10b5. Exclusion from employment opportunities

		2019	CLUSTER 2019
Never		65%	65%
Once		11%	10%
Twice		7%	8%
3-5 times		8%	8%
More than 5 times		9%	10%



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HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10b6. Racist material displayed in the workplace

Frequency	2019	CLUSTER 2019
Never	86%	86%
Once	6%	5%
Twice	4%	3%
3-5 times	2%	2%
More than 5 times	2%	4%



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HEALTH

CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

		2019	CLUSTER 2019
Junior Medical Officer		1%	2%
Career Medical Officer, Hospitalist		0%	0%
Staff Specialist		2%	2%
Visiting Medical Officer		0%	0%
Clinical Academic		0%	0%
Assistant in Nursing		2%	1%
Enrolled Nurse	█	5%	3%
Registered Nurse/Midwife, Clinical Nurse/Midwife Specialist, Clinical Nurse/Midwife Consultant, Practitioner	█	27%	23%
Nurse/Midwifery Educator and Clinical Nurse/Midwifery Educator		1%	2%
Nurse/Midwifery Manager	█	4%	3%



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HEALTH CUSTOMISED QUESTIONS		2019	CLUSTER 2019
Q11. Which of the following best describes your current role? Please select the most appropriate response from the list below.			
Support Officers		2%	2%
Information Management (eg. Librarian, Medical Records and Data Manager)		1%	1%
Clinical Support Executive (eg. Hospital Executive, Local Health Network Executive)		0%	0%
Administrative and Executive Assistant		11%	9%
Corporate Services		3%	3%
Senior Manager/Executive		2%	2%
Allied Health Professional		14%	11%
Allied Health Assistant		1%	1%
Health Education, Health Promotion and Health Protection		1%	1%
Counsellor, Welfare Support		0%	0%



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HEALTH

CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

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



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HEALTH

CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

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



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HEALTH

CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

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

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
GENDER		
Male		19%
Female		80%
Other		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

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

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

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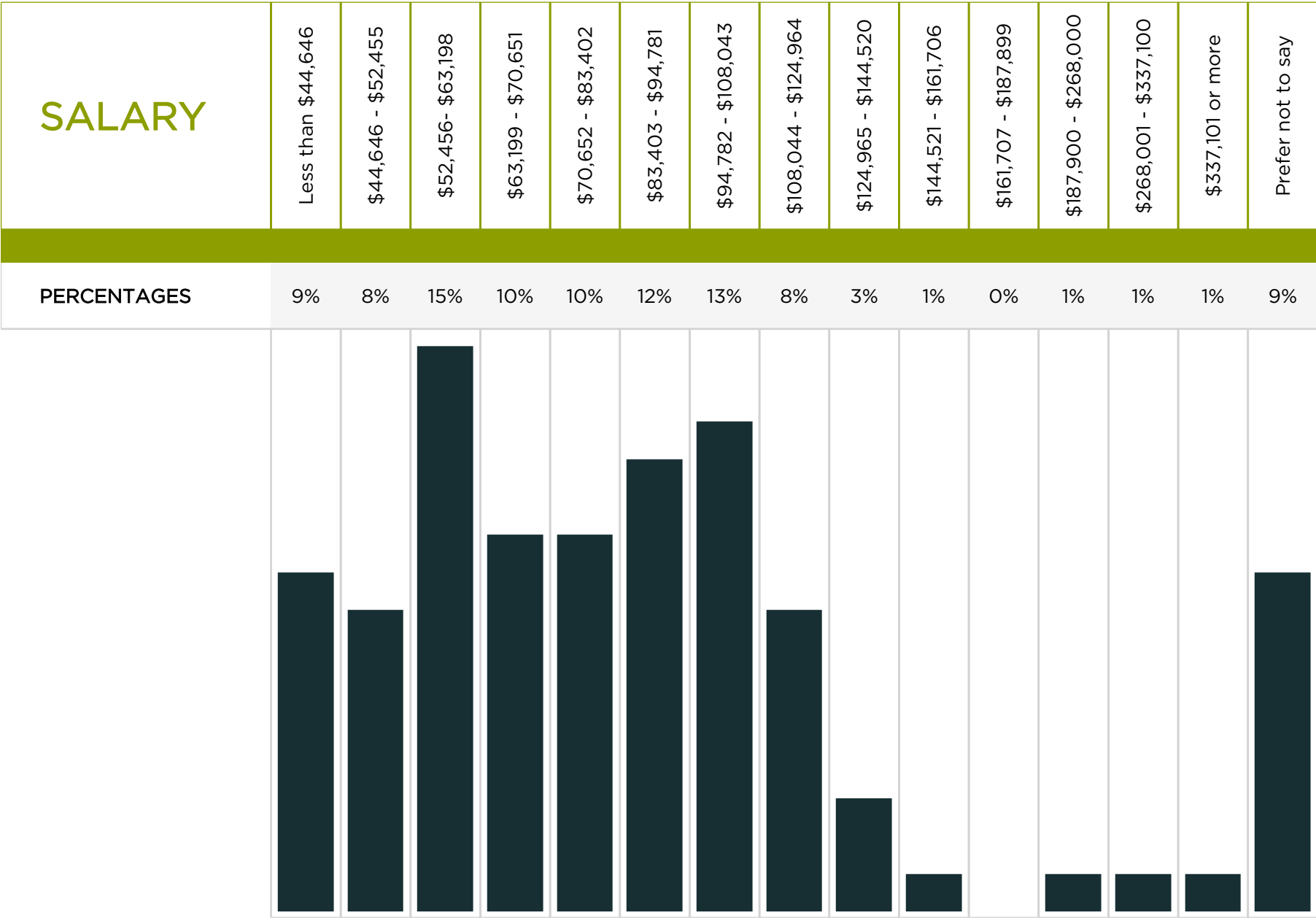
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	66%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	5%
Administrative support (e.g. executive/personal assistant, receptionist)	11%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	6%
Policy	0%
Research	1%
Program and project management support	2%
Legal (including developing and/or reviewing legislation)	0%
Other	8%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		11%
1 - 2 years		9%
2 - 5 years		21%
5 - 10 years		21%
10 - 20 years		24%
More than 20 years		14%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
None of the above		41%
Flexible start and finish times		25%
Part-time work		21%
Working additional hours to make up for time off		12%
Study leave		10%
Leave without pay		9%
Working from different locations		9%

% are calculated with the number of unique respondents (N = 2,757 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
Flexible scheduling for rostered workers		6%
Working more hours over fewer days		6%
Job sharing		4%
Working from home		4%
Other		3%
Purchasing annual leave		1%

% are calculated with the number of unique respondents (N = 2,757 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.

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Results are rounded and may not add up to 100%

	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
NUMBER OF RESPONDENTS	2995	1849	146	314	156	6	21	67	5	224
EMPLOYEE ENGAGEMENT	63%	63%	59%	66%	65%	(r)	(r)	71%	(r)	64%
ENGAGEMENT WITH WORK	72%	73%	65%	74%	77%	(r)	(r)	78%	(r)	69%
SENIOR MANAGERS	43%	42%	36%	43%	52%	(r)	(r)	58%	(r)	46%
COMMUNICATION	59%	58%	52%	59%	72%	(r)	(r)	73%	(r)	58%
HIGH PERFORMANCE	63%	63%	55%	64%	67%	(r)	(r)	71%	(r)	61%
PUBLIC SECTOR VALUES	57%	57%	49%	58%	65%	(r)	(r)	70%	(r)	56%
DIVERSITY & INCLUSION	67%	65%	63%	70%	80%	(r)	(r)	78%	(r)	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

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Illawarra Shoalhaven Local Health District	Less than \$44,646	\$44,646 - \$52,455	\$52,456 - \$63,198	\$63,199 - \$70,651	\$70,652 - \$83,402	\$83,403 - \$94,781	\$94,782 - \$108,043	\$108,044 - \$124,964	\$124,965 - \$144,520	\$144,521 - \$161,706	\$161,707 - \$187,899	\$187,900 - \$268,000	\$268,001 - \$337,100
NUMBER OF RESPONDENTS	2995	246	232	420	271	264	336	352	210	94	27	13	22	16
EMPLOYEE ENGAGEMENT	63%	68%	65%	64%	63%	63%	61%	63%	63%	62%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	72%	76%	72%	73%	70%	71%	70%	75%	73%	77%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	43%	45%	41%	39%	44%	39%	39%	45%	48%	52%	(r)	(r)	(r)	(r)
COMMUNICATION	59%	60%	55%	56%	61%	58%	57%	60%	64%	66%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	63%	66%	61%	62%	63%	63%	60%	64%	65%	67%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	57%	59%	55%	54%	59%	55%	55%	60%	61%	64%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	67%	71%	66%	66%	69%	65%	64%	67%	70%	71%	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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Results are rounded and may not add up to 100%

	Illawarra Shoalhaven Local Health District	\$337,101 or more	Prefer not to say
NUMBER OF RESPONDENTS	2995	17	258
EMPLOYEE ENGAGEMENT	63%	(r)	61%
ENGAGEMENT WITH WORK	72%	(r)	70%
SENIOR MANAGERS	43%	(r)	43%
COMMUNICATION	59%	(r)	56%
HIGH PERFORMANCE	63%	(r)	60%
PUBLIC SECTOR VALUES	57%	(r)	56%
DIVERSITY & INCLUSION	67%	(r)	62%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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CUT OFF LIMIT OF 30 RESPONDENTS

RESULT BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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Results are rounded and may not add up to 100%

	Illawarra Shoalhaven Local Health District	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	2995	316	247	575	581	680	383
EMPLOYEE ENGAGEMENT	63%	72%	67%	66%	60%	58%	65%
ENGAGEMENT WITH WORK	72%	82%	80%	73%	67%	68%	77%
SENIOR MANAGERS	43%	56%	45%	42%	38%	37%	48%
COMMUNICATION	59%	71%	63%	59%	54%	53%	62%
HIGH PERFORMANCE	63%	75%	68%	63%	57%	58%	65%
PUBLIC SECTOR VALUES	57%	70%	61%	57%	53%	52%	61%
DIVERSITY & INCLUSION	67%	79%	71%	68%	62%	62%	69%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
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RESULTS BY TYPES OF FLEXIBLE WORKING



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	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	2995	700	170	336	178	587	120	242	111	40	253	272	69	1135
EMPLOYEE ENGAGEMENT	63%	69%	67%	69%	69%	65%	68%	70%	66%	68%	62%	67%	65%	61%
ENGAGEMENT WITH WORK	72%	81%	74%	77%	78%	76%	79%	83%	78%	79%	68%	82%	70%	68%
SENIOR MANAGERS	43%	50%	43%	50%	48%	42%	43%	53%	53%	57%	38%	47%	48%	40%
COMMUNICATION	59%	68%	61%	67%	65%	61%	64%	70%	74%	62%	55%	67%	61%	54%
HIGH PERFORMANCE	63%	69%	66%	68%	69%	64%	64%	70%	71%	69%	61%	68%	65%	60%
PUBLIC SECTOR VALUES	57%	64%	59%	65%	63%	59%	59%	67%	68%	64%	53%	64%	61%	54%
DIVERSITY & INCLUSION	67%	78%	72%	76%	76%	70%	76%	78%	82%	69%	65%	74%	66%	61%

*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Illawarra Shoalhaven Local Health District	Sydney East	Sydney West	Illawarra	Southern Highlands and Shoalhaven	Capital Region	Sydney - City and Inner South	Sydney - Eastern Suburbs	Sydney - Outer South West	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley exc Newcastle
NUMBER OF RESPONDENTS	2995	2	1	1853	629	5	1	1	1	0	0	0	0	0
EMPLOYEE ENGAGEMENT	63%	(r)	(r)	64%	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	72%	(r)	(r)	74%	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	43%	(r)	(r)	44%	38%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	59%	(r)	(r)	61%	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	63%	(r)	(r)	65%	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	57%	(r)	(r)	59%	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	67%	(r)	(r)	70%	61%	(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

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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%

	Illawarra Shoalhaven Local Health District	Mid North Coast	Murray	New England and North West	Newcastle and Lake Macquarie	Outside NSW	Richmond - Tweed	Riverina	Sydney - Baulkham Hills and Hawkesbury	Sydney - Blacktown	Sydney - Inner South West	Sydney - Inner West	Sydney - North Sydney and Hornsby	Sydney - Northern Beaches
NUMBER OF RESPONDENTS	2995	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	43%	(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	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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Results are rounded and may not add up to 100%

	Illawarra Shoalhaven Local Health District	Sydney - Outer West and Blue Mountains	Sydney - Parramatta	Sydney - Ryde	Sydney - South West	Sydney - Sutherland
NUMBER OF RESPONDENTS	2995	0	0	0	0	0
EMPLOYEE ENGAGEMENT	63%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	72%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	43%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	59%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	63%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	57%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	67%	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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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%

	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	2995	8	136	258	302	330	308	406	368	377	194	61
EMPLOYEE ENGAGEMENT	63%	(r)	75%	65%	66%	63%	62%	62%	61%	61%	63%	68%
ENGAGEMENT WITH WORK	72%	(r)	80%	75%	73%	72%	75%	69%	69%	71%	78%	81%
SENIOR MANAGERS	43%	(r)	59%	42%	46%	42%	42%	42%	41%	40%	43%	46%
COMMUNICATION	59%	(r)	71%	62%	60%	59%	58%	57%	57%	55%	61%	60%
HIGH PERFORMANCE	63%	(r)	78%	66%	66%	61%	61%	61%	60%	59%	64%	64%
PUBLIC SECTOR VALUES	57%	(r)	71%	59%	60%	57%	56%	57%	54%	55%	59%	60%
DIVERSITY & INCLUSION	67%	(r)	79%	73%	69%	69%	67%	67%	63%	62%	67%	68%

KEY

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RESULT BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

Results are rounded and may not add up to 100%

	Illawarra Shoalhaven Local Health District	Male	Female	Other
NUMBER OF RESPONDENTS	2995	518	2215	45
EMPLOYEE ENGAGEMENT	63%	62%	64%	46%
ENGAGEMENT WITH WORK	72%	72%	73%	50%
SENIOR MANAGERS	43%	42%	43%	16%
COMMUNICATION	59%	59%	59%	30%
HIGH PERFORMANCE	63%	61%	64%	37%
PUBLIC SECTOR VALUES	57%	57%	58%	30%
DIVERSITY & INCLUSION	67%	67%	67%	39%

KEY

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CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

Results are rounded and may not add up to 100%

	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	2995	41	6	45	7	1	53	151	758	41	99	68	30	14
EMPLOYEE ENGAGEMENT	63%	63%	(r)	62%	(r)	(r)	78%	69%	61%	63%	69%	60%	66%	(r)
ENGAGEMENT WITH WORK	72%	84%	(r)	76%	(r)	(r)	97%	76%	69%	75%	80%	67%	72%	(r)
SENIOR MANAGERS	43%	55%	(r)	43%	(r)	(r)	56%	44%	37%	51%	58%	36%	35%	(r)
COMMUNICATION	59%	66%	(r)	57%	(r)	(r)	74%	63%	54%	63%	72%	49%	58%	(r)
HIGH PERFORMANCE	63%	69%	(r)	60%	(r)	(r)	79%	68%	59%	63%	74%	56%	61%	(r)
PUBLIC SECTOR VALUES	57%	68%	(r)	58%	(r)	(r)	72%	60%	54%	61%	70%	50%	55%	(r)
DIVERSITY & INCLUSION	67%	66%	(r)	66%	(r)	(r)	86%	73%	62%	68%	75%	63%	69%	(r)

KEY

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AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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Results are rounded and may not add up to 100%

	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	2995	305	75	61	388	32	37	9	3	11	24	13	6	7
EMPLOYEE ENGAGEMENT	63%	66%	66%	69%	66%	65%	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	72%	74%	84%	73%	78%	76%	83%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	43%	43%	60%	65%	46%	52%	50%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	59%	59%	77%	74%	64%	68%	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	63%	63%	71%	73%	67%	69%	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	57%	57%	70%	73%	63%	65%	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	67%	70%	83%	78%	70%	72%	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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%

	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	2995	8	8	0	17	0	5	0	0	21	9	128	4	19
EMPLOYEE ENGAGEMENT	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	58%	(r)	(r)
ENGAGEMENT WITH WORK	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	66%	(r)	(r)
SENIOR MANAGERS	43%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	37%	(r)	(r)
COMMUNICATION	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	49%	(r)	(r)
HIGH PERFORMANCE	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	54%	(r)	(r)
PUBLIC SECTOR VALUES	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	46%	(r)	(r)
DIVERSITY & INCLUSION	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	58%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Illawarra Shoalhaven Local Health District	Residential Care Attendant, Patient Care Assistant, Patient Services, Wardsperson	Warehouse staff	Tradesperson	Apprentice Trade Worker and Trade Assistant	Trainee	Volunteer	Other job role	Prefer not to say
NUMBER OF RESPONDENTS	2995	16	1	6	0	11	4	94	192
EMPLOYEE ENGAGEMENT	63%	(r)	(r)	(r)	(r)	(r)	(r)	62%	54%
ENGAGEMENT WITH WORK	72%	(r)	(r)	(r)	(r)	(r)	(r)	72%	59%
SENIOR MANAGERS	43%	(r)	(r)	(r)	(r)	(r)	(r)	43%	32%
COMMUNICATION	59%	(r)	(r)	(r)	(r)	(r)	(r)	61%	47%
HIGH PERFORMANCE	63%	(r)	(r)	(r)	(r)	(r)	(r)	64%	49%
PUBLIC SECTOR VALUES	57%	(r)	(r)	(r)	(r)	(r)	(r)	59%	45%
DIVERSITY & INCLUSION	67%	(r)	(r)	(r)	(r)	(r)	(r)	68%	54%

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

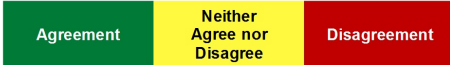
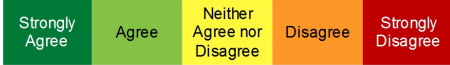
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.