



2019 | NSW Public Sector  
Employee Survey

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AGENCY REPORT

Health

NSW Health Pathology



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## RESPONSE RATE

# 46%

2,165 OF 4,739 RESPONDENTS

RESPONSE RATE 2018: 36%

## EMPLOYEE ENGAGEMENT

# 61% —

DIFFERENCE FROM 2018 0 (61%)  
 DIFFERENCE FROM CLUSTER -4 (65%)  
 DIFFERENCE FROM PUBLIC SECTOR -5 (66%)

## ENGAGEMENT WITH WORK

# 67% ↓

DIFFERENCE FROM 2018 -2 (69%)  
 DIFFERENCE FROM CLUSTER -6 (73%)  
 DIFFERENCE FROM PUBLIC SECTOR -6 (73%)

## SENIOR MANAGERS

# 40% ↓

DIFFERENCE FROM 2018 -2 (42%)  
 DIFFERENCE FROM CLUSTER -7 (46%)  
 DIFFERENCE FROM PUBLIC SECTOR -10 (50%)

## COMMUNICATION

# 54% ↓

DIFFERENCE FROM 2018 -1 (55%)  
 DIFFERENCE FROM CLUSTER -6 (60%)  
 DIFFERENCE FROM PUBLIC SECTOR -8 (62%)

## HIGH PERFORMANCE

# 59% —

DIFFERENCE FROM 2018 0 (59%)  
 DIFFERENCE FROM CLUSTER -5 (64%)  
 DIFFERENCE FROM PUBLIC SECTOR -6 (65%)

## PUBLIC SECTOR VALUES

# 54% ↓

DIFFERENCE FROM 2018 -1 (55%)  
 DIFFERENCE FROM CLUSTER -5 (60%)  
 DIFFERENCE FROM PUBLIC SECTOR -8 (62%)

## DIVERSITY & INCLUSION

# 63% —

DIFFERENCE FROM 2018 0 (63%)  
 DIFFERENCE FROM CLUSTER -4 (67%)  
 DIFFERENCE FROM PUBLIC SECTOR -6 (69%)

## FLEXIBLE WORKING SATISFACTION

# 55% ↑

DIFFERENCE FROM 2018 +1 (54%)  
 DIFFERENCE FROM CLUSTER -3 (58%)  
 DIFFERENCE FROM PUBLIC SECTOR -4 (59%)

## ACTION ON RESULTS

# 36% ↑

DIFFERENCE FROM 2018 +4 (32%)  
 DIFFERENCE FROM CLUSTER -4 (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	90%	91%
1h. I am comfortable notifying my manager if I become aware of any risks at work	86%	-
1g. I know how to address a health and safety issue I have identified	86%	87%
2a. My workgroup strives to achieve customer/client satisfaction	85%	84%
2c. I receive help and support from other members of my workgroup	75%	77%
2b. My workgroup works collaboratively to achieve its objectives	74%	73%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	74%	72%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	73%	73%
1c. My job gives me a feeling of personal accomplishment	70%	73%
5b. My manager listens to what I have to say	69%	68%

## - LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT  
2019  
AGREEMENT  
2018

	AGREEMENT 2019	AGREEMENT 2018
6h. I feel that senior managers listen to employees	34%	36%
7c. I feel that change is managed well in my organisation	35%	34%
10a. I believe action will be taken on the results from this survey by my organisation	36%	32%
11a. I have confidence in the ways my organisation resolves grievances	37%	35%
6b. I feel that senior managers effectively lead and manage change	37%	39%
6g. I feel that senior managers keep employees informed about what's going on	38%	39%
7g. I have confidence in the way recruitment decisions are made	38%	36%
6d. Senior managers encourage innovation by employees	39%	41%
5h. My manager deals appropriately with employees who perform poorly	40%	37%
6a. I believe senior managers provide clear direction for the future of the organisation	41%	42%



### 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	36%	32%
7f. My organisation is committed to developing its employees	41%	38%
5h. My manager deals appropriately with employees who perform poorly	40%	37%
7g. I have confidence in the way recruitment decisions are made	38%	36%
11a. I have confidence in the ways my organisation resolves grievances	37%	35%
7e. People in my organisation take responsibility for their own actions	43%	41%
8e. My manager supports flexible working in my team	59%	57%
3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	63%	61%
3e. My performance is assessed against clear criteria	56%	54%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	74%	72%

## - 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	52%	56%
6i. Senior managers in my organisation support the career advancement of women	46%	49%
1c. My job gives me a feeling of personal accomplishment	70%	73%
6h. I feel that senior managers listen to employees	34%	36%
1d. I feel motivated to contribute more than what is normally required at work	67%	70%
6d. Senior managers encourage innovation by employees	39%	41%
6b. I feel that senior managers effectively lead and manage change	37%	39%
6c. I feel that senior managers model the values of my organisation	42%	44%
2c. I receive help and support from other members of my workgroup	75%	77%
1g. I know how to address a health and safety issue I have identified	86%	87%



## 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



**Q6b.** I feel that senior managers effectively lead and manage change



## 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



**Q6b.** I feel that senior managers effectively lead and manage change



## 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



**Q6b.** I feel that senior managers effectively lead and manage change



## 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: 2165

<b>Gender</b>	<b>Survey %</b>	<b>Employment Status</b>	<b>Survey %</b>	<b>Type of work</b>	<b>Survey %</b>
Male	27	Senior Executive (ongoing/permanent or term)	2	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	23
Female	72	Ongoing/Permanent (other than senior executive)	83	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)	33
Other	1	Temporary (including temporary teachers and graduates)	5	Administrative support (e.g. executive/personal assistant, receptionist)	7
<b>Age</b>	<b>Survey %</b>	Casual	4	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	7
15 - 34 years	26	Contract – Non Executive	4	Policy	0
35 - 54 years	53	Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	0	Research	1
55+ years	21	Other	0	Program and project management support	1
<b>LOTE spoken at home</b>	<b>Survey %</b>	Don't know	2	Legal (including developing and/or reviewing legislation)	0
Yes	32	<b>Manager of managers</b>	<b>Survey %</b>	Other	27
No	64	Yes	6	<b>Organisation Tenure</b>	<b>Survey %</b>
Prefer not to say	4	No	94	Less than 1 year	10
<b>Aboriginal and/or Torres Strait Islanders</b>	<b>Survey %</b>	<b>Supervisors</b>	<b>Survey %</b>	1 - 2 years	8
Yes	1	Yes	33	2 - 5 years	21
No	95	No	67	5 - 10 years	19
Prefer not to say	4	<b>Working arrangement</b>	<b>Survey %</b>	10 - 20 years	25
<b>Disability</b>	<b>Survey %</b>	Full-time	75	More than 20 years	17
Yes	2	Part-time	25	<b>Salary</b>	<b>Survey %</b>
No	96			\$83,402 and below	51
Prefer not to say	3			\$83,403 - \$108,043	25
<b>LGBTI</b>	<b>Survey %</b>			\$108,044 - \$144,520	10
Yes	4			\$144,521 and above	5
No	93			Prefer not to say	10
Prefer not to say	3				

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%

# 36%

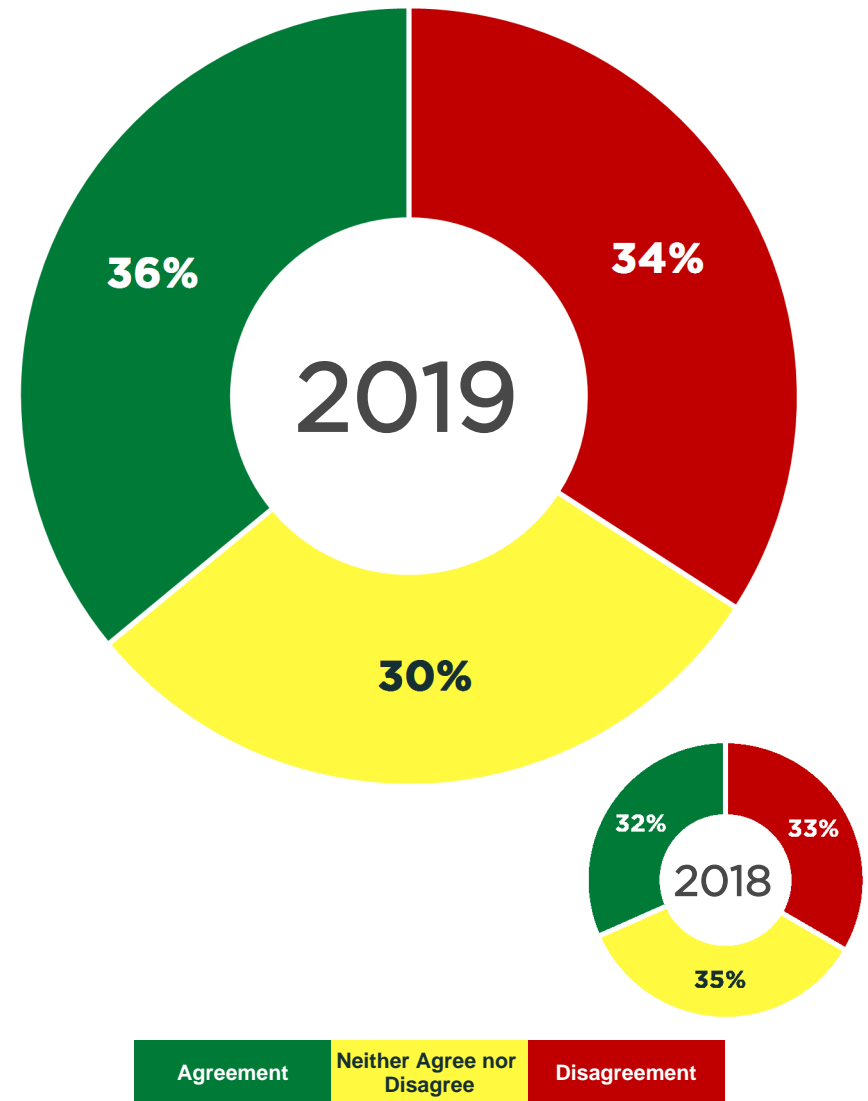
of employees replied favourably to:

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

**39%**  
SECTOR

**40%**  
CLUSTER

**32%**  
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
<b>1</b>	<b>Q7f.</b> My organisation is committed to developing its employees	<b>41%</b>	38%	51%	53%
<b>2</b>	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>63%</b>	64%	67%	69%
<b>3</b>	<b>Q7b.</b> My organisation is making the necessary improvements to meet our future challenges	<b>51%</b>	53%	54%	57%
<b>4</b>	<b>Q6c.</b> I feel that senior managers model the values of my organisation	<b>42%</b>	44%	48%	52%
<b>5</b>	<b>Q6h.</b> I feel that senior managers listen to employees	<b>34%</b>	36%	40%	44%
<b>6</b>	<b>Q7c.</b> I feel that change is managed well in my organisation	<b>35%</b>	34%	43%	42%

# BUSINESS UNIT COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for NSW Health Pathology

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 Health Pathology	Corporate Office	East	Forensic & Analytical Science Service	North	Rural & Regional	South	West
NUMBER OF RESPONDENTS	2165	113	435	231	585	175	226	352
EMPLOYEE ENGAGEMENT	61%	74%	59%	59%	62%	61%	59%	58%
ENGAGEMENT WITH WORK	67%	78%	67%	64%	67%	67%	67%	63%
SENIOR MANAGERS	40%	65%	35%	43%	36%	42%	38%	41%
COMMUNICATION	54%	74%	53%	55%	53%	54%	50%	53%
HIGH PERFORMANCE	59%	75%	57%	60%	59%	60%	57%	57%
PUBLIC SECTOR VALUES	54%	74%	52%	58%	52%	55%	52%	53%
DIVERSITY & INCLUSION	63%	81%	62%	64%	64%	60%	57%	59%

### 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	61% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	12	40	29	10	8	52%	51%	61%	62%
Q7j. I am proud to tell others I work for my organisation	18	47	24			64%	64%	69%	70%
Q7k. I feel a strong personal attachment to my organisation	16	41	25	11		57%	56%	61%	64%
Q7l. My organisation motivates me to help it achieve its objectives	12	35	32	14	8	47%	46%	54%	56%
Q7m. My organisation inspires me to do the best in my job	13	35	31	13	8	48%	48%	55%	56%

KEY





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Results are rounded and may not add up to 100%

	67% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1c. My job gives me a feeling of personal accomplishment	23	47	16	9	70%	73%	77%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	27	41	15	12	67%	70%	72%	72%
Q1e. I am satisfied with my job	18	44	19	13	62%	64%	70%	69%

### KEY





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SENIOR MANAGERS	40% 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	8	33	32	17	10	41%	42%	47%	51%
Q6b. I feel that senior managers effectively lead and manage change		30	33	19	12	37%	39%	44%	47%
Q6c. I feel that senior managers model the values of my organisation	9	33	32	14	12	42%	44%	48%	52%
Q6d. Senior managers encourage innovation by employees	8	31	34	17	10	39%	41%	47%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	8	32	35	15	9	41%	42%	48%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	11	41	29	12	8	52%	56%	56%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	8	30	28	20	14	38%	39%	44%	48%
Q6h. I feel that senior managers listen to employees	7	26	33	19	15	34%	36%	40%	44%
Q7c. I feel that change is managed well in my organisation		28	31	22	12	35%	34%	43%	42%

KEY





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Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

COMMUNICATION	54% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q5c. My manager communicates effectively with me	22	43	17	11		65%	64%	70%	72%
Q5d. My manager encourages and values employee input	23	41	18	11	7	64%	64%	70%	73%
Q5e. My manager involves my workgroup in decisions about our work	20	39	20	13	8	59%	59%	66%	68%
Q6g. I feel that senior managers keep employees informed about what's going on	8	30	28	20	14	38%	39%	44%	48%
Q6h. I feel that senior managers listen to employees	7	26	33	19	15	34%	36%	40%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	15	50	18	10		66%	66%	68%	69%

KEY





## EXPLORE THE FULL RESULTS

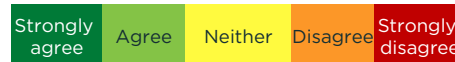
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Results are rounded and may not add up to 100%

	HIGH PERFORMANCE				59% 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	39	51			90%	91%	92%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	25	49	14	9	74%	73%	79%	79%	
Q3f. I have received appropriate training and development to do my job well	19	48	18	10	66%	65%	70%	66%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	21	45	20	9	66%	65%	72%	75%	
Q5f. I have confidence in the decisions my manager makes	21	39	21	12	8	60%	58%	66%	69%
Q6d. Senior managers encourage innovation by employees	8	31	34	17	10	39%	41%	47%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	8	32	35	15	9	41%	42%	48%	53%
Q7a. My organisation focuses on improving the work we do	14	49	21	10		63%	64%	67%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	11	41	26	14	8	51%	53%	54%	57%

KEY



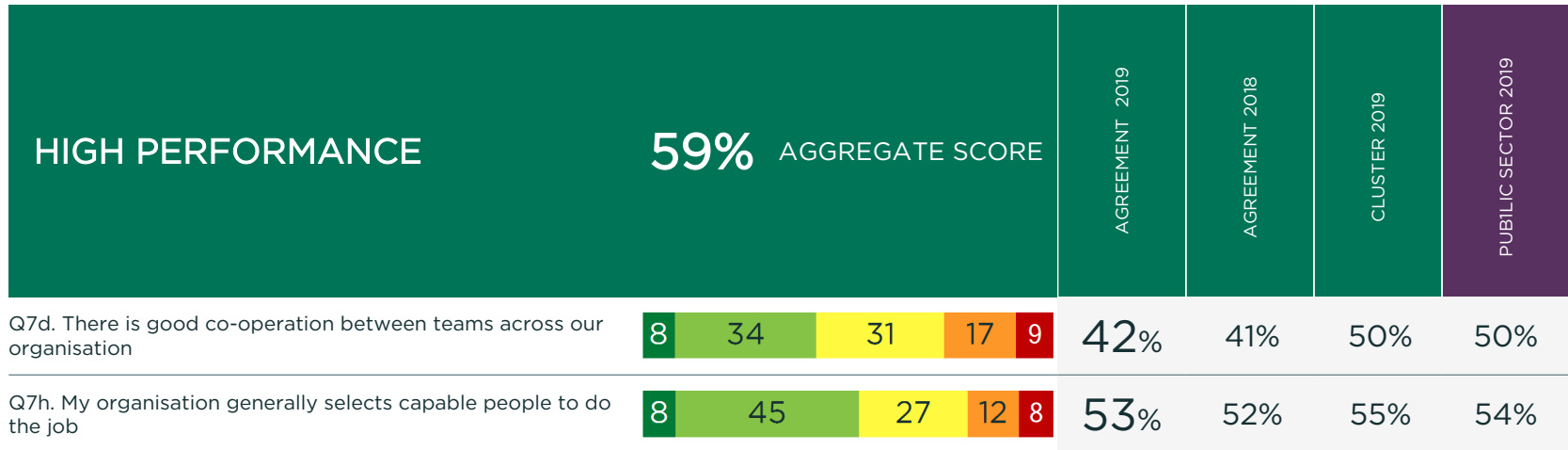


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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%



KEY







## EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

PUBLIC SECTOR VALUES	54% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
	Q2a. My workgroup strives to achieve customer/client satisfaction	33	52	8		85%	84%	87%	86%
Q2e. People in my workgroup treat each other with respect	23	41	19	11	7	64%	64%	72%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	21	45	20	9		66%	65%	72%	75%
Q5b. My manager listens to what I have to say	25	45	15	9		69%	68%	74%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	8	33	32	17	10	41%	42%	47%	51%
Q6c. I feel that senior managers model the values of my organisation	9	33	32	14	12	42%	44%	48%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	11	41	29	12	8	52%	56%	56%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	8	30	28	20	14	38%	39%	44%	48%
Q6h. I feel that senior managers listen to employees	7	26	33	19	15	34%	36%	40%	44%

KEY



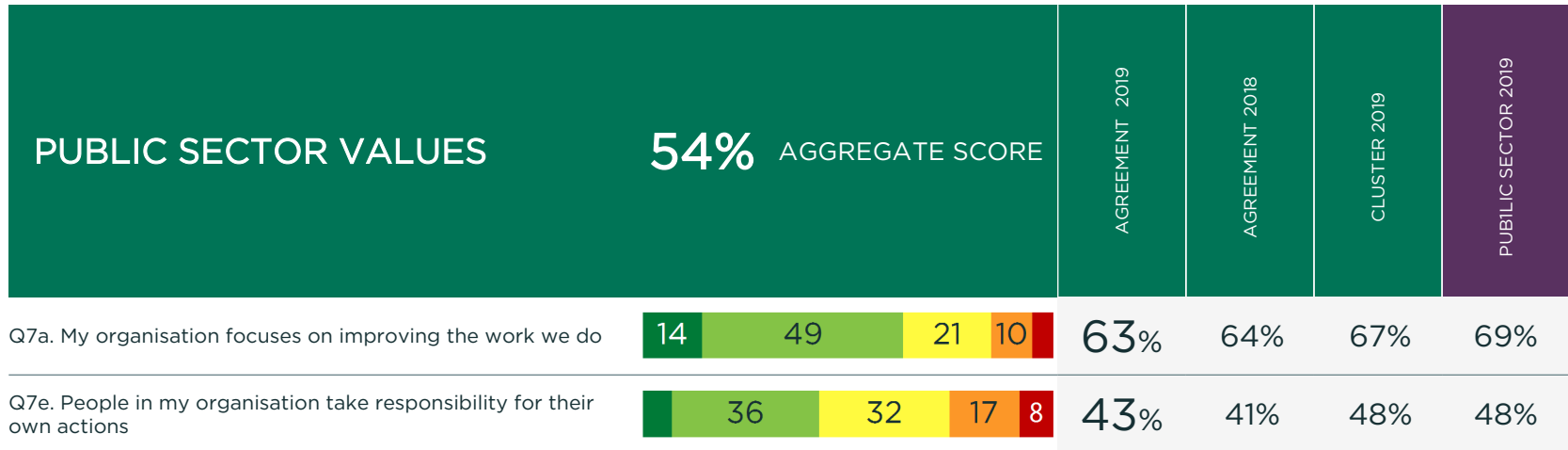


## EXPLORE THE FULL RESULTS

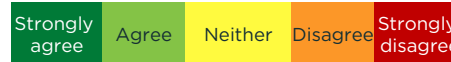
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Results are rounded and may not add up to 100%



KEY





## EXPLORE THE FULL RESULTS

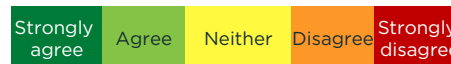
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DIVERSITY & INCLUSION	63% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	18	43	17	15		61%	61%	66%	67%
Q5b. My manager listens to what I have to say	25	45	15	9		69%	68%	74%	76%
Q5d. My manager encourages and values employee input	23	41	18	11	7	64%	64%	70%	73%
Q6i. Senior managers in my organisation support the career advancement of women	14	32	39	8	7	46%	49%	54%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	19	55	17			74%	72%	75%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	21	52	17			73%	73%	75%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	15	50	18	10		66%	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>	17	38	23	13	9	55%	54%	58%	59%
Q8e. My manager supports flexible working in my team	20	39	21	11	9	59%	57%	61%	63%

### KEY



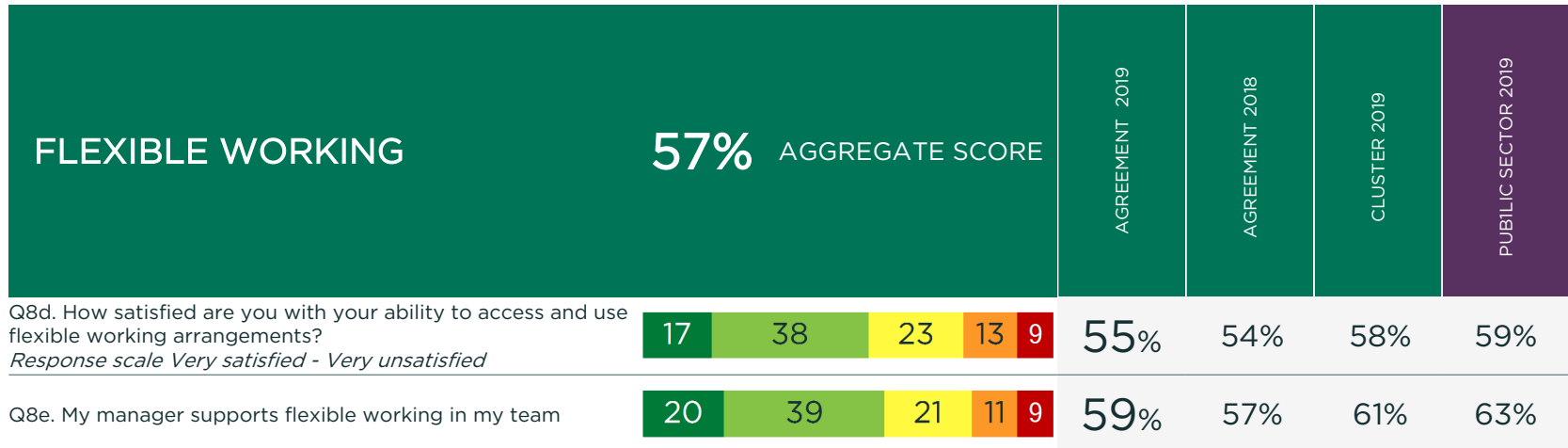


## EXPLORE THE FULL RESULTS

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%



KEY



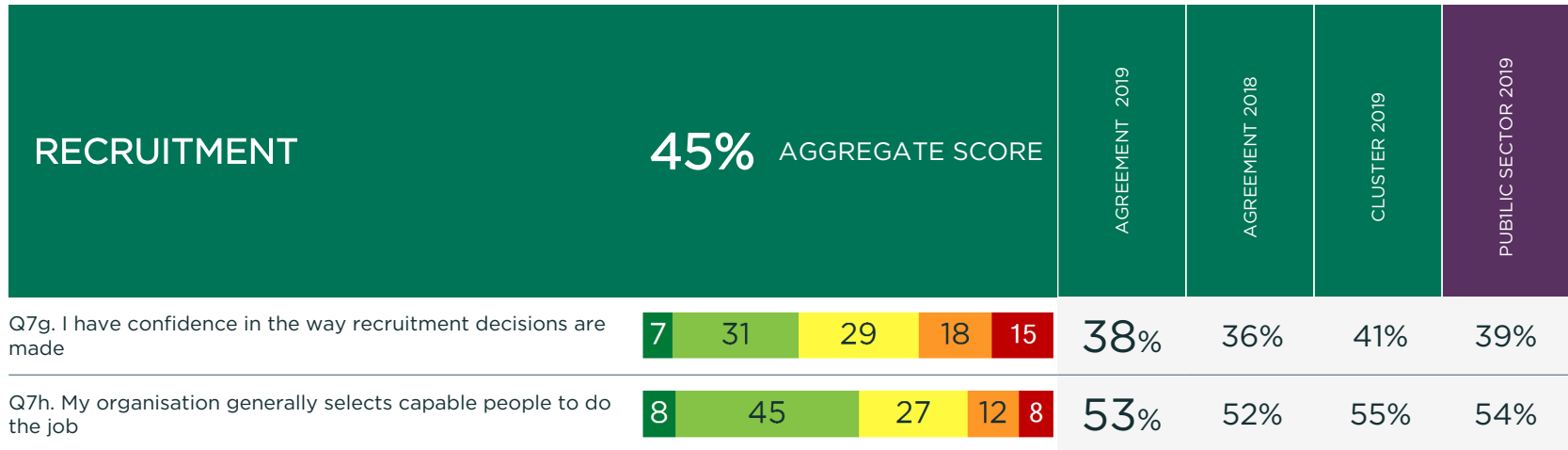


## EXPLORE THE FULL RESULTS

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%



KEY





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## PERFORMANCE FRAMEWORK & DEVELOPMENT

**50%** 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		63%	61%	65%	66%
Q3e. My performance is assessed against clear criteria		56%	54%	60%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation		42%	42%	53%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do		61%	61%	66%	69%
Q5h. My manager deals appropriately with employees who perform poorly		40%	37%	47%	48%
Q7f. My organisation is committed to developing its employees		41%	38%	51%	53%

KEY





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WORKPLACE SUPPORT	63% 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	18	43	17	15	61%	61%	66%	67%	
Q1f. I am able to keep my work stress at an acceptable level	12	42	19	18	9	54%	55%	62%	61%
Q2c. I receive help and support from other members of my workgroup	26	49	15			75%	77%	80%	81%
Q2d. There is good team spirit in my workgroup	22	38	19	12	9	60%	60%	68%	70%

KEY



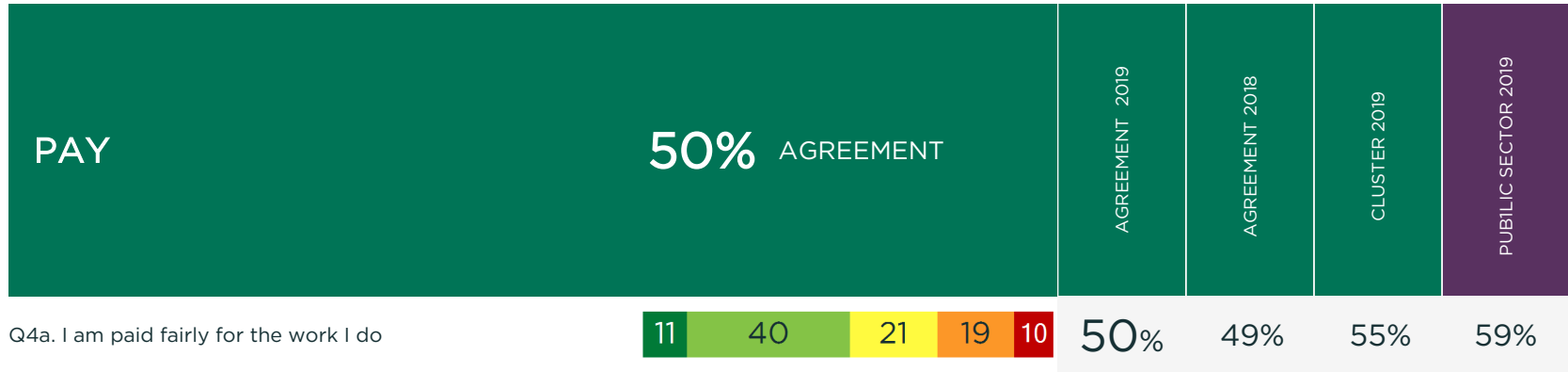


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KEY





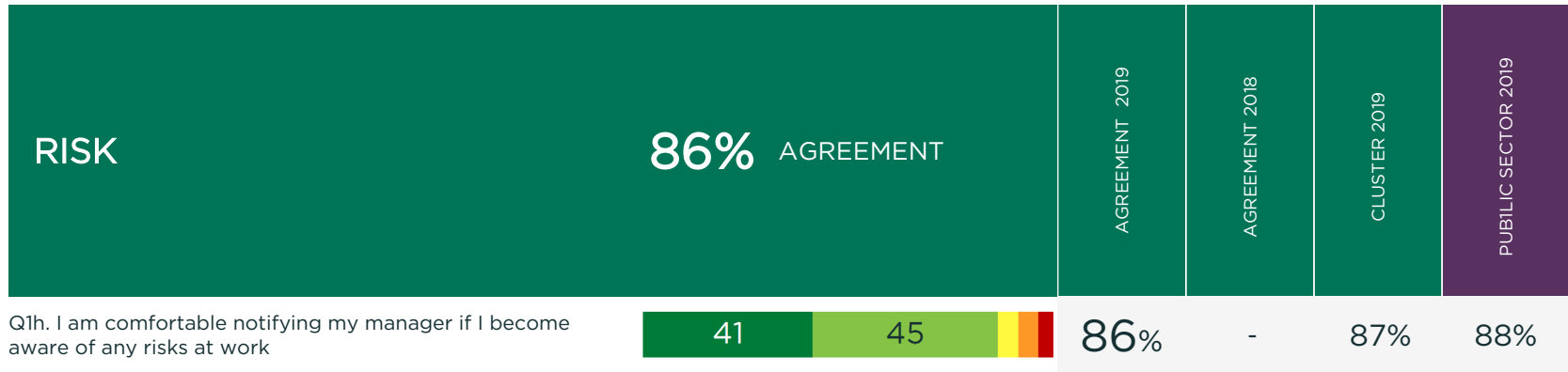


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### KEY



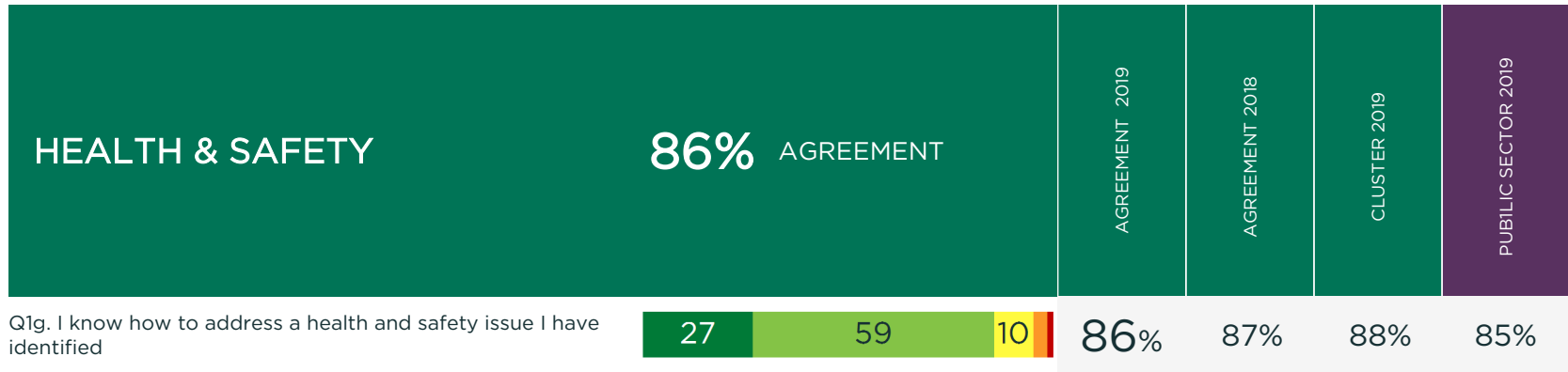


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KEY





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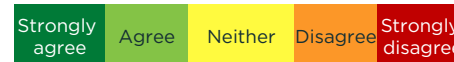
## ACTION ON RESULTS

**36%** AGREEMENT

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



KEY





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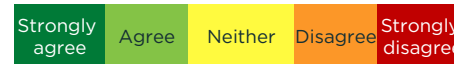
## WORKPLACE CONDUCT

**37%** AGREEMENT

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



KEY

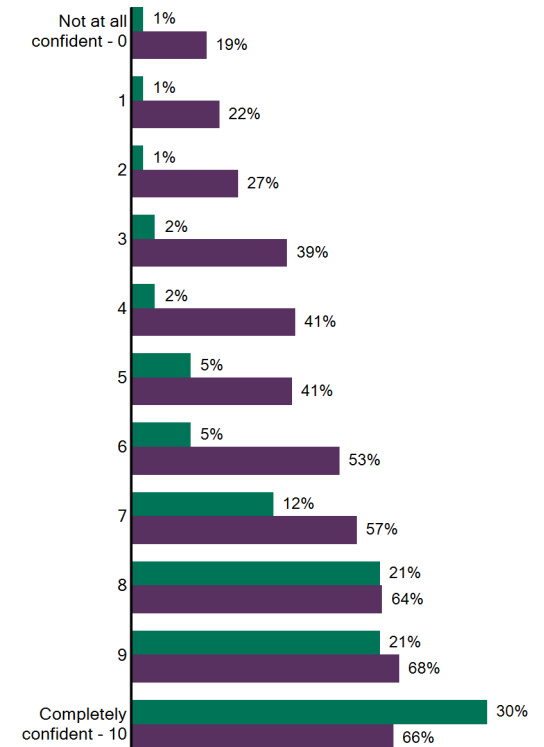
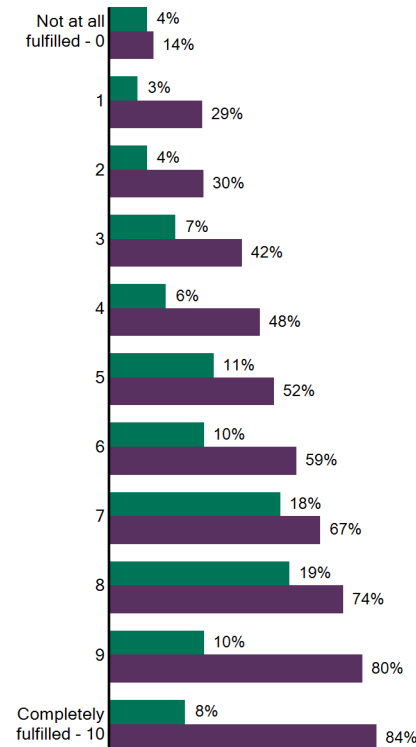
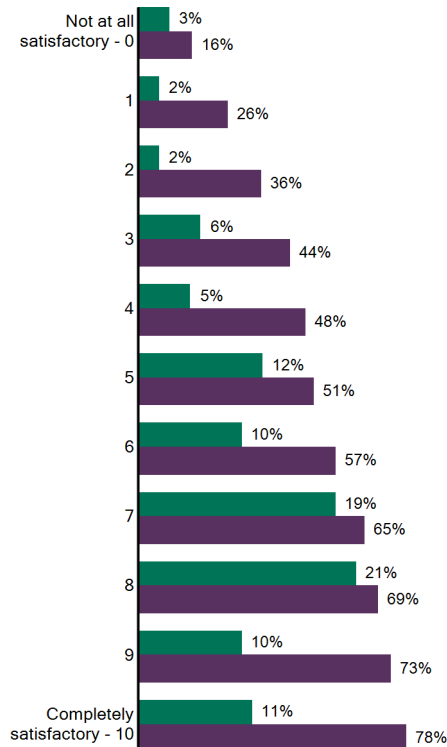


## WELLBEING AND ENGAGEMENT

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

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

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



Proportion of respondents answering each response option

Employee engagement score

### EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

This compares Wellbeing to Engagement.



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## PERFORMANCE FRAMEWORK & DEVELOPMENT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
<b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives					
Yes		67%	63%	71%	71%
No		33%	37%	29%	29%
<b>Q3b.</b> I have informal feedback conversations with my manager					
Yes		71%	71%	74%	76%
No		29%	29%	26%	24%
<b>Q3c.</b> I have scheduled feedback conversations with my manager					
Yes		53%	48%	58%	60%
No		47%	52%	42%	40%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## 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		42%	39%	40%	41%
No		58%	61%	60%	59%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## 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
Lack of promotion opportunities		38%	42%	26%	28%
Lack of visible opportunities		36%	39%	29%	29%
Personal/family considerations		27%	29%	28%	29%
Geographic location considerations		25%	28%	22%	25%
There are no major barriers to my career progression		25%	27%	31%	29%
Insufficient training and development		19%	19%	15%	15%
Lack of support from my manager/supervisor		18%	18%	14%	13%
The application/recruitment process is too cumbersome or time consuming		18%	19%	17%	22%
Lack of support for temporary assignments/secondments		16%	15%	14%	15%
Lack of required capabilities or experience		14%	13%	10%	11%
Other		9%	9%	8%	9%

% are calculated with the number of unique respondents (N = 2,097 to this question)





## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## UNACCEPTABLE CONDUCT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
<b>Q12a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work					
Yes		33%	33%	32%	27%
No		50%	48%	51%	56%
Don't know		18%	19%	17%	17%
<b>Q12b.</b> If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?					
Yes		61%	66%	67%	65%
No		35%	32%	30%	32%
Don't know		4%	2%	4%	4%



## EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

## UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

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

Yes		37%	39%	39%	33%
No		52%	50%	52%	57%
Don't know		11%	10%	10%	10%

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

Yes		19%	21%	21%	18%
No		73%	72%	72%	75%
Don't know		9%	8%	7%	7%



## EXPLORE THE FULL RESULTS

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## UNACCEPTABLE CONDUCT

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

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
A fellow worker at your level		34%	37%	31%	27%
Your immediate manager/supervisor		23%	27%	23%	23%
A senior manager		16%	15%	18%	21%
Prefer not to say		15%	7%	12%	13%
A subordinate		7%	9%	6%	7%
Other		3%	4%	6%	5%
A client or customer		2%	0%	2%	3%
A member of the public other than a client or customer		0%	-	1%	1%



## EXPLORE THE FULL RESULTS

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## UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

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

Response	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes	2%	1%	6%	4%
No	96%	97%	92%	94%
Don't know	3%	2%	2%	2%

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

Role	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
A person at work	61%	48%	29%	38%
A member of the public	32%	24%	51%	36%
Other	0%	14%	15%	19%
Prefer not to say	6%	14%	6%	7%



## EXPLORE THE FULL RESULTS

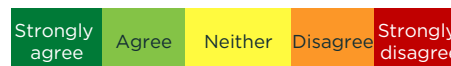
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HEALTH CUSTOMISED QUESTIONS						AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019
Q1. I believe I am valued for what I can offer at my workplace	17	50	17	10		67%	65%	71%
Q2. In my workplace, we recognise our successes and innovations	12	47	24	12		59%	58%	66%
Q3. Overall, I have confidence in the decisions made by my senior managers	10	40	26	15	9	49%	48%	54%
Q4. I have a say in decisions which affect my work	9	41	25	17	8	50%	51%	53%
Q5. Where I work, we share the lessons learnt when mistakes are made	14	53	17	10		66%	69%	67%
Q6. My team's objectives/work plans are clearly outlined	12	51	21	10		63%	62%	66%
Q7. Our objectives/work plans help us to deliver a quality service	13	52	21	8		66%	63%	67%
Q8. Overall, I believe the culture at my workplace has improved in the last 12 months	9	29	34	15	12	39%	38%	45%

KEY





## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

HEALTH		2019	CLUSTER 2019
CUSTOMISED QUESTIONS			
<b>Q9.</b> How often do you feel culturally safe in the workplace?			
Always		65%	63%
Often		24%	25%
About half the time		7%	7%
Seldom		3%	3%
Never		2%	2%
<b>Q10.</b> In the past 12 months have you experienced racism in the workplace?			
Yes		9%	11%
No		91%	89%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

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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		8%	8%
Your immediate manager / supervisor		19%	10%
A fellow worker at your level		29%	25%
A subordinate / worker below your level		11%	6%
A client or patient		8%	25%
A member of the public other than a client or patient		2%	4%
Other		3%	5%
Prefer not to say		19%	16%



## EXPLORE THE FULL SURVEY RESULTS

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## HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

### Q10b1. Verbal abuse or harassment

		2019	CLUSTER 2019
Never		38%	36%
Once		17%	15%
Twice		13%	13%
3-5 times		17%	16%
More than 5 times		13%	20%





## EXPLORE THE FULL SURVEY RESULTS

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## HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

### Q10b2. Other abuse or harassment

		2019	CLUSTER 2019
Never		51%	50%
Once		13%	13%
Twice		13%	10%
3-5 times		12%	12%
More than 5 times		10%	15%



## EXPLORE THE FULL SURVEY RESULTS

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HEALTH		2019	CLUSTER 2019
CUSTOMISED QUESTIONS			
<b>Q10b3.</b> Racial jokes or slurs, imitating accent			
Never		32%	30%
Once		13%	15%
Twice		17%	15%
3-5 times		17%	19%
More than 5 times		21%	21%



## EXPLORE THE FULL SURVEY RESULTS

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## HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

### Q10b4. Exclusion or avoidance in the workplace

		2019	CLUSTER 2019
Never		42%	50%
Once		11%	11%
Twice		9%	10%
3-5 times		14%	13%
More than 5 times		23%	16%



## EXPLORE THE FULL SURVEY RESULTS

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## HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

### Q10b5. Exclusion from employment opportunities

		2019	CLUSTER 2019
Never		55%	65%
Once		14%	10%
Twice		7%	8%
3-5 times		7%	8%
More than 5 times		16%	10%



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## HEALTH CUSTOMISED QUESTIONS

2019

CLUSTER 2019

### Q10b6. Racist material displayed in the workplace

Frequency	2019	CLUSTER 2019
Never	90%	86%
Once	3%	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	3%	2%
Visiting Medical Officer	0%	0%
Clinical Academic	0%	0%
Assistant in Nursing	0%	1%
Enrolled Nurse	0%	3%
Registered Nurse/Midwife, Clinical Nurse/Midwife Specialist, Clinical Nurse/Midwife Consultant, Practitioner	1%	23%
Nurse/Midwifery Educator and Clinical Nurse/Midwifery Educator	0%	2%
Nurse/Midwifery Manager	0%	3%



## EXPLORE THE FULL SURVEY RESULTS

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HEALTH CUSTOMISED QUESTIONS		2019	CLUSTER 2019
<b>Q11.</b> Which of the following best describes your current role? Please select the most appropriate response from the list below.			
Support Officers		1%	2%
Information Management (eg. Librarian, Medical Records and Data Manager)		0%	1%
Clinical Support Executive (eg. Hospital Executive, Local Health Network Executive)		0%	0%
Administrative and Executive Assistant		7%	9%
Corporate Services		2%	3%
Senior Manager/Executive		3%	2%
Allied Health Professional		2%	11%
Allied Health Assistant		1%	1%
Health Education, Health Promotion and Health Protection		0%	1%
Counsellor, Welfare Support		0%	0%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

HEALTH		2019	CLUSTER 2019
CUSTOMISED QUESTIONS			
<b>Q11.</b> Which of the following best describes your current role? Please select the most appropriate response from the list below.			
Interpreters and Liaison Officer		0%	0%
Aboriginal Health Workers and Aboriginal Education Officers		0%	0%
Technician/Technologist		9%	1%
Hospital Scientist/Biomedical Engineers		26%	1%
Researchers		0%	0%
Data Analyst		1%	1%
Technical Officers/Technical Assistant		28%	2%
Dental Officer, Therapists and Hygienist		0%	0%
Dental Specialist		0%	0%
Dental Assistant		0%	1%





## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

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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, AOOC, 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	0%	1%
Project Officer	0%	1%
Cleaning, Linen and Food	0%	5%
Motor Vehicle, Patient Transport	1%	0%
Security Services, Fire Safety	0%	1%
Residential Care Attendant, Patient Care Assistant, Patient Services, Wardsperson	0%	1%



## EXPLORE THE FULL SURVEY RESULTS

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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	1%	0%
Volunteer	0%	0%
Other job role	4%	5%
Prefer not to say	8%	7%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>GENDER</b>		
Male		27%
Female		72%
Other		1%

# 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		9%
30-34		12%
35-39		14%
40-44		14%
45-49		13%
50-54		11%
55-59		11%
60-64		7%
65+		2%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

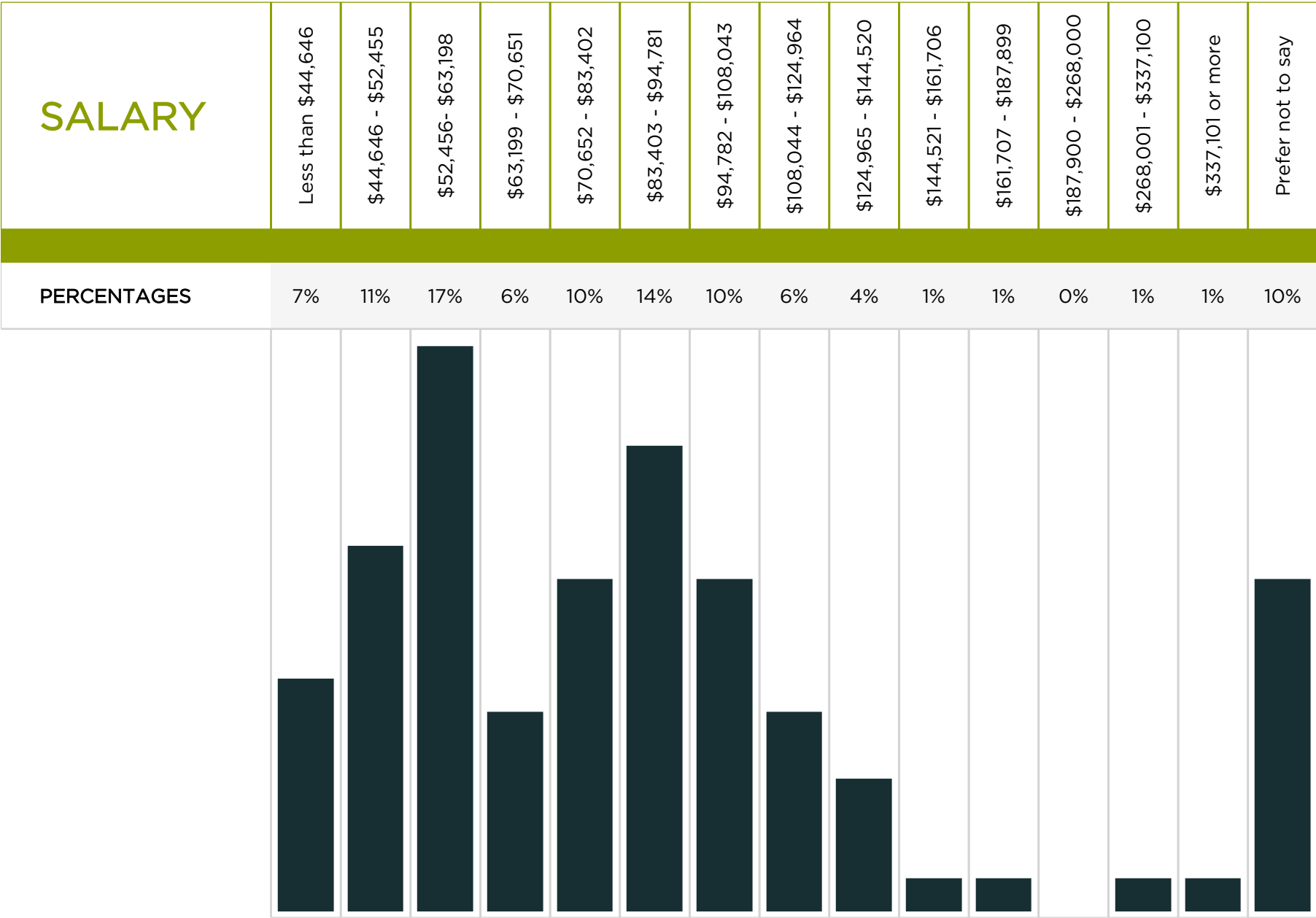
	PERCENTAGE
<b>TYPE OF WORK</b>	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	23%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	33%
Administrative support (e.g. executive/personal assistant, receptionist)	7%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	7%
Policy	0%
Research	1%
Program and project management support	1%
Legal (including developing and/or reviewing legislation)	0%
Other	27%

# 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		10%
1 - 2 years		8%
2 - 5 years		21%
5 - 10 years		19%
10 - 20 years		25%
More than 20 years		17%

# 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		41%
Flexible start and finish times		33%
Working additional hours to make up for time off		16%
Part-time work		13%
Working from different locations		10%
Working from home		8%
Flexible scheduling for rostered workers		8%

% are calculated with the number of unique respondents (N = 2,011 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>	
Working more hours over fewer days	6%
Leave without pay	5%
Study leave	5%
Other	3%
Job sharing	1%
Purchasing annual leave	1%

% are calculated with the number of unique respondents (N = 2,011 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%

	NSW Health Pathology	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>	2165	477	681	145	141	1	25	19	1	545
<b>EMPLOYEE ENGAGEMENT</b>	61%	63%	58%	64%	71%	(r)	(r)	(r)	(r)	60%
<b>ENGAGEMENT WITH WORK</b>	67%	72%	62%	64%	76%	(r)	(r)	(r)	(r)	67%
<b>SENIOR MANAGERS</b>	40%	39%	36%	47%	59%	(r)	(r)	(r)	(r)	39%
<b>COMMUNICATION</b>	54%	54%	51%	59%	71%	(r)	(r)	(r)	(r)	53%
<b>HIGH PERFORMANCE</b>	59%	61%	56%	63%	70%	(r)	(r)	(r)	(r)	58%
<b>PUBLIC SECTOR VALUES</b>	54%	53%	52%	58%	69%	(r)	(r)	(r)	(r)	53%
<b>DIVERSITY &amp; INCLUSION</b>	63%	64%	60%	64%	80%	(r)	(r)	(r)	(r)	62%

### 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.

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	NSW Health Pathology	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	2165	138	225	345	120	202	292	210	131	74	27	18	7	19
EMPLOYEE ENGAGEMENT	61%	65%	63%	64%	59%	57%	57%	58%	66%	70%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	67%	66%	64%	72%	63%	61%	63%	67%	77%	78%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	40%	42%	37%	42%	39%	36%	33%	41%	52%	62%	(r)	(r)	(r)	(r)
COMMUNICATION	54%	53%	53%	56%	53%	50%	48%	59%	66%	69%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	59%	62%	59%	63%	57%	55%	54%	58%	67%	75%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	54%	55%	52%	56%	53%	51%	50%	55%	65%	73%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	63%	65%	64%	65%	60%	57%	58%	65%	74%	78%	(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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	NSW Health Pathology	\$337,101 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>2165</b>	<b>21</b>	<b>197</b>
<b>EMPLOYEE ENGAGEMENT</b>	61%	(r)	59%
ENGAGEMENT WITH WORK	67%	(r)	64%
SENIOR MANAGERS	40%	(r)	31%
COMMUNICATION	54%	(r)	49%
HIGH PERFORMANCE	59%	(r)	52%
PUBLIC SECTOR VALUES	54%	(r)	48%
DIVERSITY & INCLUSION	63%	(r)	56%

KEY

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GREATER THAN REPORT SCORE

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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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	NSW Health Pathology	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>	2165	195	168	421	390	499	347
<b>EMPLOYEE ENGAGEMENT</b>	61%	73%	68%	65%	56%	57%	58%
ENGAGEMENT WITH WORK	67%	79%	75%	69%	62%	63%	68%
SENIOR MANAGERS	40%	55%	48%	44%	36%	36%	35%
COMMUNICATION	54%	70%	62%	58%	51%	50%	48%
HIGH PERFORMANCE	59%	73%	67%	63%	55%	55%	54%
PUBLIC SECTOR VALUES	54%	69%	62%	58%	50%	50%	50%
DIVERSITY & INCLUSION	63%	78%	71%	68%	60%	59%	56%

KEY

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LESS THAN REPORT SCORE

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CUT OFF LIMIT OF 30 RESPONDENTS

# RESULTS BY TYPES OF FLEXIBLE WORKING



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	NSW Health Pathology	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	2165	666	112	330	158	263	24	205	169	11	109	102	61	823
EMPLOYEE ENGAGEMENT	61%	66%	68%	66%	66%	62%	(r)	75%	71%	(r)	61%	64%	58%	55%
ENGAGEMENT WITH WORK	67%	74%	75%	71%	74%	70%	(r)	87%	81%	(r)	67%	78%	63%	60%
SENIOR MANAGERS	40%	47%	52%	46%	40%	39%	(r)	56%	63%	(r)	44%	43%	28%	34%
COMMUNICATION	54%	64%	67%	62%	62%	55%	(r)	74%	74%	(r)	55%	67%	48%	46%
HIGH PERFORMANCE	59%	66%	69%	65%	65%	62%	(r)	75%	75%	(r)	60%	64%	53%	52%
PUBLIC SECTOR VALUES	54%	62%	64%	60%	57%	55%	(r)	71%	74%	(r)	57%	61%	44%	48%
DIVERSITY & INCLUSION	63%	75%	76%	73%	76%	67%	(r)	83%	84%	(r)	68%	73%	56%	53%

\*multiple types may be chosen.

KEY

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CUT OFF LIMIT OF 30 RESPONDENTS



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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	NSW Health Pathology	Sydney East	Sydney West	Sydney - Parramatta	Newcastle and Lake Macquarie	Sydney - North Sydney and Hornsby	Sydney - City and Inner South	Sydney - South West	Sydney - Eastern Suburbs	Sydney - Inner West	Sydney - Inner South West	Illawarra	Sydney - Outer West and Blue Mountains	Central Coast
NUMBER OF RESPONDENTS	2165	563	518	325	279	131	128	115	105	72	70	66	53	46
EMPLOYEE ENGAGEMENT	61%	63%	60%	59%	64%	69%	60%	61%	56%	66%	63%	54%	61%	55%
ENGAGEMENT WITH WORK	67%	71%	65%	62%	68%	84%	73%	68%	59%	74%	69%	69%	71%	52%
SENIOR MANAGERS	40%	38%	43%	42%	46%	41%	39%	43%	33%	43%	34%	25%	40%	33%
COMMUNICATION	54%	58%	56%	56%	57%	65%	59%	53%	54%	59%	48%	45%	54%	50%
HIGH PERFORMANCE	59%	61%	59%	58%	62%	71%	59%	59%	53%	64%	52%	53%	60%	47%
PUBLIC SECTOR VALUES	54%	56%	56%	56%	57%	61%	56%	55%	50%	60%	48%	44%	53%	48%
DIVERSITY & INCLUSION	63%	66%	63%	64%	66%	76%	67%	59%	61%	70%	58%	59%	65%	57%

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

KEY

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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.

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	NSW Health Pathology	Riverina	Richmond - Tweed	New England and North West	Sydney - Sutherland	Central West	Capital Region	Coffs Harbour - Grafton	Far West and Orana	Sydney - Ryde	Sydney - Blacktown	Mid North Coast	Southern Highlands and Shoalhaven	Hunter Valley exc Newcastle
<b>NUMBER OF RESPONDENTS</b>	2165	45	40	38	35	29	27	23	21	18	17	15	15	9
<b>EMPLOYEE ENGAGEMENT</b>	61%	61%	63%	79%	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>ENGAGEMENT WITH WORK</b>	67%	72%	71%	82%	44%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	40%	39%	39%	53%	23%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	54%	47%	57%	61%	34%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	59%	58%	66%	72%	50%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	54%	50%	54%	64%	48%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	63%	56%	72%	70%	43%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

### KEY

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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%

	NSW Health Pathology	Sydney - Outer South West	Sydney - Northern Beaches	Murray	Sydney - Baulkham Hills and Hawkesbury	Outside NSW
<b>NUMBER OF RESPONDENTS</b>	2165	7	4	1	1	0
<b>EMPLOYEE ENGAGEMENT</b>	61%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	67%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	40%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	54%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	59%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	54%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	63%	(r)	(r)	(r)	(r)	(r)

KEY

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# RESULT BY AGE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	NSW Health Pathology	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>	2165	2	83	188	243	288	288	262	231	230	150	46
<b>EMPLOYEE ENGAGEMENT</b>	61%	(r)	71%	63%	63%	59%	60%	61%	59%	60%	62%	63%
<b>ENGAGEMENT WITH WORK</b>	67%	(r)	74%	66%	66%	66%	67%	69%	64%	69%	71%	76%
<b>SENIOR MANAGERS</b>	40%	(r)	50%	41%	40%	38%	40%	39%	37%	41%	41%	48%
<b>COMMUNICATION</b>	54%	(r)	64%	58%	59%	53%	57%	52%	48%	52%	53%	62%
<b>HIGH PERFORMANCE</b>	59%	(r)	72%	60%	62%	57%	61%	57%	55%	58%	60%	59%
<b>PUBLIC SECTOR VALUES</b>	54%	(r)	66%	56%	57%	53%	56%	53%	50%	54%	55%	60%
<b>DIVERSITY &amp; INCLUSION</b>	63%	(r)	77%	66%	67%	64%	65%	61%	57%	60%	60%	65%

### KEY

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# RESULT BY GENDER



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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Results are rounded and may not add up to 100%

	NSW Health Pathology	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	<b>2165</b>	<b>535</b>	<b>1452</b>	<b>27</b>
<b>EMPLOYEE ENGAGEMENT</b>	61%	62%	61%	(r)
ENGAGEMENT WITH WORK	67%	68%	68%	(r)
SENIOR MANAGERS	40%	43%	40%	(r)
COMMUNICATION	54%	57%	54%	(r)
HIGH PERFORMANCE	59%	60%	59%	(r)
PUBLIC SECTOR VALUES	54%	57%	54%	(r)
DIVERSITY & INCLUSION	63%	66%	63%	(r)

KEY

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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%

	NSW Health Pathology	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	2165	14	0	63	0	1	3	2	20	1	6	16	6	3
EMPLOYEE ENGAGEMENT	61%	(r)	(r)	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	67%	(r)	(r)	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	40%	(r)	(r)	30%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	54%	(r)	(r)	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	59%	(r)	(r)	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	54%	(r)	(r)	50%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	63%	(r)	(r)	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

### KEY

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# CURRENT ROLE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	NSW Health Pathology	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	2165	135	45	58	44	25	1	1	0	0	181	533	5	13
EMPLOYEE ENGAGEMENT	61%	63%	77%	75%	63%	(r)	(r)	(r)	(r)	(r)	61%	59%	(r)	(r)
ENGAGEMENT WITH WORK	67%	69%	85%	82%	75%	(r)	(r)	(r)	(r)	(r)	66%	67%	(r)	(r)
SENIOR MANAGERS	40%	49%	70%	68%	43%	(r)	(r)	(r)	(r)	(r)	35%	36%	(r)	(r)
COMMUNICATION	54%	62%	82%	75%	59%	(r)	(r)	(r)	(r)	(r)	54%	53%	(r)	(r)
HIGH PERFORMANCE	59%	64%	78%	77%	62%	(r)	(r)	(r)	(r)	(r)	59%	57%	(r)	(r)
PUBLIC SECTOR VALUES	54%	60%	78%	78%	56%	(r)	(r)	(r)	(r)	(r)	52%	54%	(r)	(r)
DIVERSITY & INCLUSION	63%	69%	89%	79%	70%	(r)	(r)	(r)	(r)	(r)	64%	62%	(r)	(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

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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	NSW Health Pathology	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	2165	567	1	0	0	0	0	0	1	6	3	5	12	0
EMPLOYEE ENGAGEMENT	61%	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	67%	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	40%	35%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	54%	50%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	59%	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	54%	50%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	63%	59%	(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

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%

	NSW Health Pathology	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>	2165	0	2	0	0	12	0	84	173
<b>EMPLOYEE ENGAGEMENT</b>	61%	(r)	(r)	(r)	(r)	(r)	(r)	68%	52%
ENGAGEMENT WITH WORK	67%	(r)	(r)	(r)	(r)	(r)	(r)	75%	50%
SENIOR MANAGERS	40%	(r)	(r)	(r)	(r)	(r)	(r)	53%	30%
COMMUNICATION	54%	(r)	(r)	(r)	(r)	(r)	(r)	64%	39%
HIGH PERFORMANCE	59%	(r)	(r)	(r)	(r)	(r)	(r)	67%	46%
PUBLIC SECTOR VALUES	54%	(r)	(r)	(r)	(r)	(r)	(r)	65%	43%
DIVERSITY & INCLUSION	63%	(r)	(r)	(r)	(r)	(r)	(r)	73%	49%

KEY

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AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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# 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

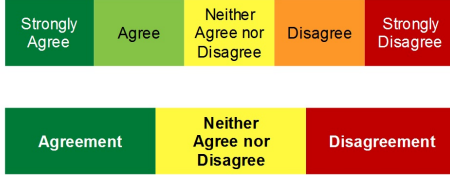
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.