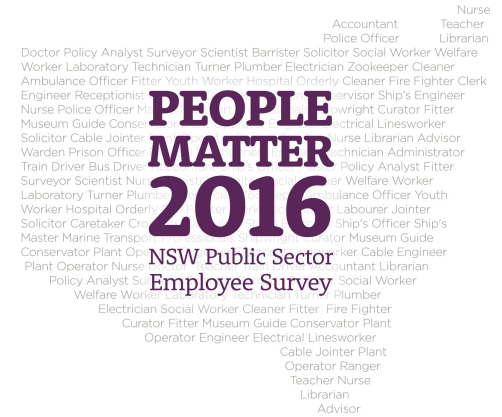


PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Finance

Insurance & Care NSW (icare)

CONTENTS OF REPORT

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RESPONSE RATE

68%

413 RESPONSES
OUT OF 611 EMPLOYEES

ENGAGEMENT INDEX

73%

PMES 2016
SECTOR SCORE **65%**

PMES 2014
SECTOR SCORE **65%**

PMES 2016 CLUSTER
SCORE **66%**



ENGAGEMENT

Engaged employees have a sense of personal attachment to their work and organisation; they are motivated and able to give their best to help the organisation succeed.

The complete list of questions which are used to calculate the Engagement Index are listed in the All Questions pages.

RESPONSE RATE

Due to the size of the NSW public sector, even comparatively low levels of response to People Matter can be statistically representative and an accurate reflection of perceptions. Any parts of the sector where the response rate is too low for data to be fully reliable have been flagged in reports.

Some entities exceeded 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.

QUESTION HEADLINES

+ HIGHEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

1h.	I look for ways to perform my job more effectively	96%
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	93%
2i.	People in my workgroup treat customers/clients with respect	92%
7b.	My organisation strives to match services to customer/client needs	91%
7d.	My organisation focuses on improving the work we do	91%
2a.	My workgroup strives to achieve customer/client satisfaction	89%
7c.	My organisation strives to earn and sustain a high level of public trust	89%
5k.	My manager treats employees with dignity and respect	87%
8a.	My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	86%
2e.	I receive help and support from other members of my workgroup	86%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

7l.	My organisation's processes for recruiting employees are efficient	36%
3a.	I have a current performance plan that sets out my individual objectives	40%
3e.	My performance is assessed against clear criteria	40%
3k.	I would like to work in another agency within the NSW Public Sector during my career	41%
5n.	My manager appropriately deals with employees who perform poorly	42%
7m.	Recruitment and promotion decisions in this organisation are generally fair	42%
9b.	I have confidence in the ways my organisation resolves grievances	45%
3j.	I am satisfied with the opportunities available for career development in my organisation	49%
7f.	I feel that change is handled well in my organisation	53%
7g.	There is good co-operation between teams across our organisation	54%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

BUSINESS UNIT COMPARISON



COMPARISON OF BUSINESS UNITS

This page provides the scores for each of the business units below Insurance & Care NSW (icare), using the same key question groups.

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

	Insurance & Care NSW (icare)	Lifetime Care	Dust Diseases Care	Self Insurance	Workers Insurance	Finance and Services	People Engagement	Business Technology	Strategy and Transformation	Risk and Governance
NUMBER OF RESPONDENTS	413	102	17	41	108	24	29	35	23	19
ENGAGEMENT	73%	75%	63%	63%	71%	73%	93%	66%	76%	86%
SENIOR MANAGERS	68%	59%	48%	59%	72%	72%	95%	60%	70%	80%
COMMUNICATION	74%	70%	63%	69%	74%	75%	97%	64%	71%	91%
HIGH PERFORMANCE	75%	76%	67%	69%	73%	77%	86%	65%	74%	89%
PUBLIC SECTOR VALUES	77%	78%	72%	71%	77%	77%	92%	67%	78%	88%
DIVERSITY & INCLUSION	77%	76%	74%	74%	76%	74%	96%	68%	76%	92%

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 SURVEY RESULTS

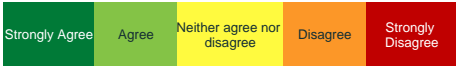
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

ENGAGEMENT	73% RESPONSE SCALE				AGREEMENT %	FINANCE	SECTOR
Q7o. I would recommend my organisation as a great place to work	32	41	18		73%	63%	60%
Q7p. I am proud to tell others I work for my organisation	34	43	17		77%	67%	68%
Q7q. I feel a strong personal attachment to my organisation	30	38	24		68%	61%	64%
Q7r. My organisation motivates me to help it achieve its objectives	27	44	21		71%	59%	55%
Q7s. My organisation inspires me to do the best in my job	28	45	18		73%	59%	55%

KEY





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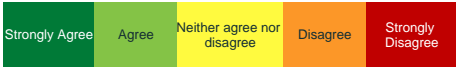
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Some key comparisons are provided.

ENGAGEMENT WITH WORK 81% RESPONSE SCALE	AGREEMENT %	FINANCE	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		77%	72%	76%
Q1h. I look for ways to perform my job more effectively		96%	93%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		82%	73%	76%
Q1j. I am satisfied with my job at the present time		68%	62%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

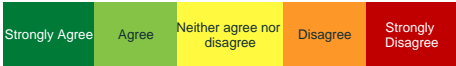
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Some key comparisons are provided.

SENIOR MANAGERS	68% RESPONSE SCALE				AGREEMENT %	FINANCE	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	25	45	18	7	70%	52%	47%
Q6b. I feel that senior leaders effectively lead and manage change	22	41	19	12	63%	49%	43%
Q6c. I feel that senior managers model the values of my organisation	26	43	19	8	69%	53%	48%
Q6d. Senior managers encourage innovation by employees	25	46	20		71%	57%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	21	51	20		72%	57%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	35	48	11		83%	69%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	22	44	19	11	66%	52%	44%
Q6h. I feel that senior managers listen to employees	20	43	25	8	62%	46%	39%
Q7f. I feel that change is handled well in my organisation	17	36	24	17	53%	47%	41%

KEY





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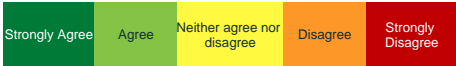
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Some key comparisons are provided.

COMMUNICATION	74% RESPONSE SCALE	AGREEMENT %	FINANCE	SECTOR
Q5e. My manager communicates effectively with me		78%	73%	69%
Q5f. My manager encourages and values employee input		80%	74%	69%
Q5g. My manager involves my workgroup in decisions about our work		75%	67%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		66%	52%	44%
Q6h. I feel that senior managers listen to employees		62%	46%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		81%	74%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

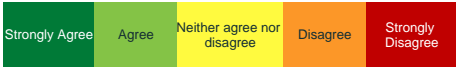
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Some key comparisons are provided.

	HIGH PERFORMANCE				75% RESPONSE SCALE	AGREEMENT %	FINANCE	SECTOR
Q1a. I understand what is expected of me to do well in my role	32	53	8		85%	87%	90%	
Q1b. I have the tools I need to do my job effectively	17	51	17	12	68%	71%	70%	
Q1c. I get the information I need to do my job well	16	50	18	13	66%	67%	67%	
Q1d. I feel I make a contribution to achieving the organisation's objectives	35	50	8		85%	85%	86%	
Q1e. I feel I am able to suggest ideas to improve our way of doing things	33	48	10		81%	73%	69%	
Q2b. People in my workgroup use time and resources efficiently	23	49	15	10	72%	73%	70%	
Q2c. My team works collaboratively to achieve its objectives	32	48	11	8	80%	79%	75%	
Q2d. People in my workgroup have the appropriate skills to do the job well	31	46	14		77%	77%	76%	
Q3h. I have received appropriate training and development to do my job well	16	40	28	11	56%	59%	63%	

KEY





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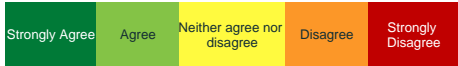
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Some key comparisons are provided.

HIGH PERFORMANCE	75% RESPONSE SCALE	AGREEMENT %	FINANCE	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		80%	75%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		71%	66%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise		73%	69%	65%
Q5j. I have confidence in the decisions my line manager makes		77%	72%	67%
Q6d. Senior managers encourage innovation by employees		71%	57%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		72%	57%	52%
Q7d. My organisation focuses on improving the work we do		91%	80%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges		83%	68%	62%
Q7g. There is good co-operation between teams across our organisation		54%	54%	48%

KEY





EXPLORE THE FULL SURVEY RESULTS

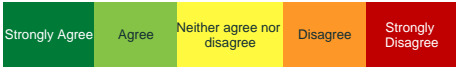
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Some key comparisons are provided.

	75% RESPONSE SCALE				AGREEMENT %	FINANCE	SECTOR
Q7n. My organisation generally selects capable people to do the job	15	48	21	11	63%	56%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	26	49	17	8	74%	71%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	50	43			93%	88%	85%

KEY





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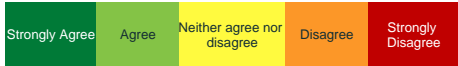
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		77% RESPONSE SCALE	AGREEMENT %	FINANCE	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction		48	89%	88%	85%
Q2b. People in my workgroup use time and resources efficiently		23	72%	73%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings		34	77%	74%	67%
Q2h. People in my workgroup treat each other with respect		37	83%	79%	72%
Q2i. People in my workgroup treat customers/clients with respect		44	92%	89%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		29	80%	75%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		23	71%	66%	64%
Q5d. My manager listens to what I have to say		41	84%	77%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		35	76%	69%	64%

KEY





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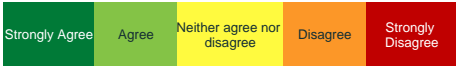
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	77% RESPONSE SCALE			AGREEMENT %	FINANCE	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree			
Q5k. My manager treats employees with dignity and respect	44	42	9	87%	80%	76%
Q5l. My manager talks to me about how the values apply to my work	28	37	21	65%	63%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	25	45	18	70%	52%	47%
Q6c. I feel that senior managers model the values of my organisation	26	43	19	69%	53%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	35	48	11	83%	69%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	22	44	19	66%	52%	44%
Q6h. I feel that senior managers listen to employees	20	43	25	62%	46%	39%
Q7a. My organisation provides high quality services	34	52	11	86%	85%	80%
Q7b. My organisation strives to match services to customer/client needs	45	46		91%	85%	80%

KEY





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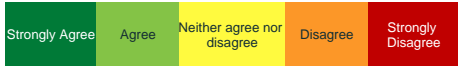
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	77% RESPONSE SCALE				AGREEMENT %	FINANCE	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	46	43	9		89%	86%	83%
Q7d. My organisation focuses on improving the work we do	43	47			91%	80%	76%
Q7h. People in my organisation take responsibility for their own actions	14	42	27	12	56%	55%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	17	46	25	8	63%	71%	63%

KEY





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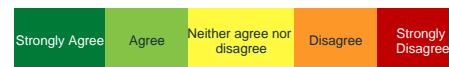
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Some key comparisons are provided.

DIVERSITY & INCLUSION	77% RESPONSE SCALE	AGREEMENT %	FINANCE	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		68%	64%	59%
Q5d. My manager listens to what I have to say		84%	77%	73%
Q5f. My manager encourages and values employee input		80%	74%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions		75%	69%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		76%	69%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women		60%	58%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)		86%	80%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions		74%	71%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager		81%	74%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

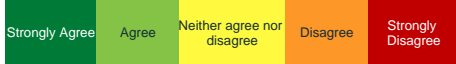
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Some key comparisons are provided.

DIVERSITY & INCLUSION		77% RESPONSE SCALE	AGREEMENT %	FINANCE	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	50	43	93%	88%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	34	42	75%	68%	58%

KEY





EXPLORE THE FULL SURVEY RESULTS

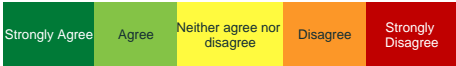
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Some key comparisons are provided.

RECRUITMENT	47% RESPONSE SCALE					AGREEMENT %	FINANCE	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	12	24	31	22	11	36%	42%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	13	29	35	16		42%	45%	41%
Q7n. My organisation generally selects capable people to do the job	15	48	21	11		63%	56%	51%

KEY





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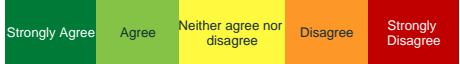
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	61%	RESPONSE SCALE	AGREEMENT %	FINANCE	SECTOR			
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	27	42	24	69%	66%	60%		
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	23	35	33	59%	60%	53%		
Q7g. There is good co-operation between teams across our organisation	15	39	22	16	8	54%	54%	48%

KEY





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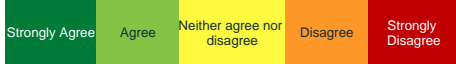
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	60% RESPONSE SCALE	AGREEMENT %	FINANCE	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		40%	64%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		75%	72%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		61%	61%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		61%	63%	59%
Q3e. My performance is assessed against clear criteria		40%	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		82%	76%	71%
Q3g. I am able to access the right learning and development opportunities as required		58%	57%	60%
Q3h. I have received appropriate training and development to do my job well		56%	59%	63%
Q3i. I have a strong desire to advance my career		81%	75%	69%

KEY





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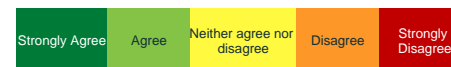
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	60% RESPONSE SCALE					AGREEMENT %	FINANCE	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	16	32	27	17	8	49%	45%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	15	26	39	12	7	41%	52%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	32	43	12	9		76%	72%	67%
Q5n. My manager appropriately deals with employees who perform poorly	14	28	39	11	8	42%	48%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	25	44	20	7		69%	62%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	27	42	24			69%	66%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	23	35	33			59%	60%	53%
Q7j. My organisation is committed to developing its employees	20	43	24	9		64%	55%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

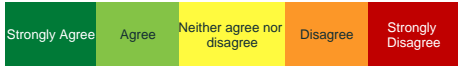
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Some key comparisons are provided.

MOBILITY	56% RESPONSE SCALE					AGREEMENT %	FINANCE	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	15	26	39	12	7	41%	52%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	27	42	24			69%	66%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	23	35	33			59%	60%	53%

KEY







EXPLORE THE FULL SURVEY RESULTS

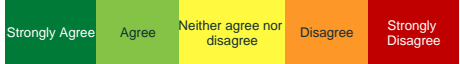
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

PAY & BENEFITS 70% RESPONSE SCALE	AGREEMENT %	FINANCE	SECTOR
Q4a. I am paid fairly for the work I do	 72%	71%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	 69%	68%	60%

KEY





EXPLORE THE FULL SURVEY RESULTS

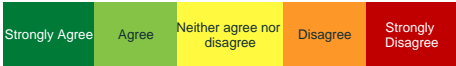
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

DIVERSITY GROUPS	80% RESPONSE SCALE	AGREEMENT %	FINANCE	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation		85%	80%	77%
Q8c. Age is not a barrier to success in my organisation		76%	73%	71%
Q8d. Disability is not a barrier to success in my organisation		77%	74%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation		83%	78%	76%
Q8f. Gender is not a barrier to success in my organisation		77%	75%	74%

KEY





EXPLORE THE FULL SURVEY RESULTS

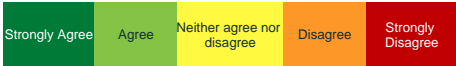
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

WORKPLACE SUPPORT	73% RESPONSE SCALE	AGREEMENT %	FINANCE	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		68%	64%	59%
Q1k. I am able to keep my work stress at an acceptable level		71%	65%	58%
Q1l. My workload is acceptable		64%	66%	55%
Q2e. I receive help and support from other members of my workgroup		86%	84%	80%
Q2f. There is good team spirit in my workgroup		75%	72%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		74%	67%	56%

KEY





EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

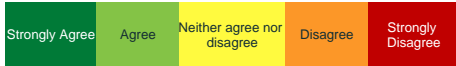
ACTION ABOUT SURVEY RESULTS

57% RESPONSE SCALE

Q15. I believe action will be taken on the results from this survey by my organisation



KEY





EXPLORE THE FULL SURVEY RESULTS

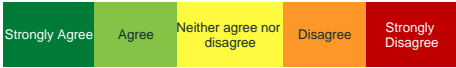
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

WORKPLACE CONDUCT	55% RESPONSE SCALE	AGREEMENT %	FINANCE	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		63%	71%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		45%	47%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		58%	55%	49%

KEY





EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	FINANCE	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		63%	57%	46%
Better skills in my workgroup		26%	30%	27%
Improved career opportunities		66%	61%	52%
Improved learning and development opportunities		55%	55%	50%
Greater involvement in decision making		39%	35%	33%
Better pay and benefits		53%	56%	58%
Greater recognition for the work I do		37%	42%	45%
Better leadership from senior managers		33%	37%	39%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	FINANCE	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		24%	27%	27%
Better accountability for performance		27%	27%	25%
A better location		18%	24%	20%
More flexible working conditions		44%	47%	38%
Better work/life balance		45%	52%	46%
Improved facilities		21%	23%	30%
Improved technology and systems		41%	41%	38%
Better job security		43%	52%	43%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

WORKPLACE CONDUCT	RESPONSE SCALE	AGREEMENT%	FINANCE	SECTOR
Q9a. In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		61%	68%	72%
No		33%	27%	24%
Don't Know		6%	5%	4%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	FINANCE	SECTOR
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		14%	18%	25%
No		75%	70%	64%
Don't Know		11%	12%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		48%	55%	63%
No		52%	42%	35%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	FINANCE	SECTOR
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		19%	26%	35%
No		73%	66%	58%
Don't Know		7%	9%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		11%	13%	20%
No		82%	80%	75%
Don't Know		6%	7%	5%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	FINANCE	SECTOR
Q10e. 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.				
A senior manager		19%	22%	23%
Your Immediate Manager/Supervisor		24%	30%	26%
A fellow worker at your level		19%	22%	25%
A subordinate		7%	6%	8%
A client or customer		2%	1%	2%
Other		10%	4%	4%
Prefer not to say		19%	16%	13%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

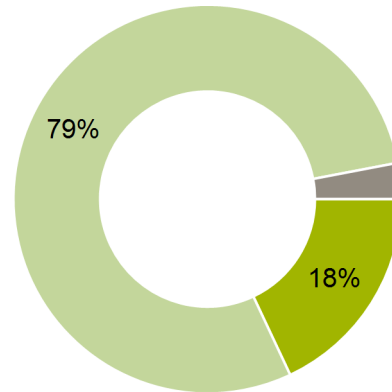
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		35%
Female		64%
Other		1%
Age		
<35		21%
35 - 54		64%
> 54		15%

PROFILE OF RESPONDENTS

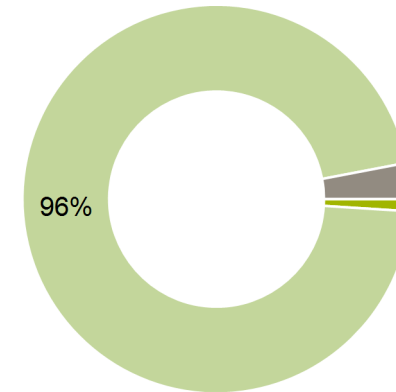


PERSONAL PROFILES

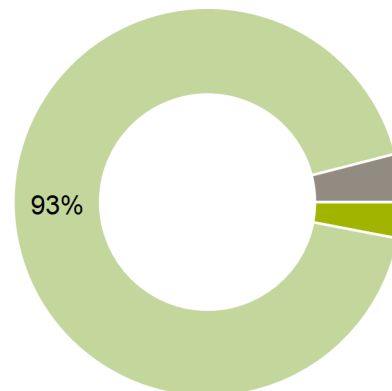
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



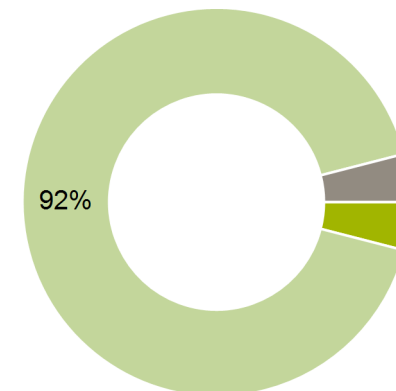
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



DO YOU HAVE A DISABILITY?



DO YOU IDENTIFY AS LGBTI?



KEY



PROFILE OF RESPONDENTS



WORK PROFILES

TENURE IN ORGANISATION	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		42%
1 - 2 years		8%
2 - 5 years		16%
5 - 10 years		21%
10 - 20 years		13%
More than 20 years		1%

PROFILE OF RESPONDENTS



WORK PROFILES

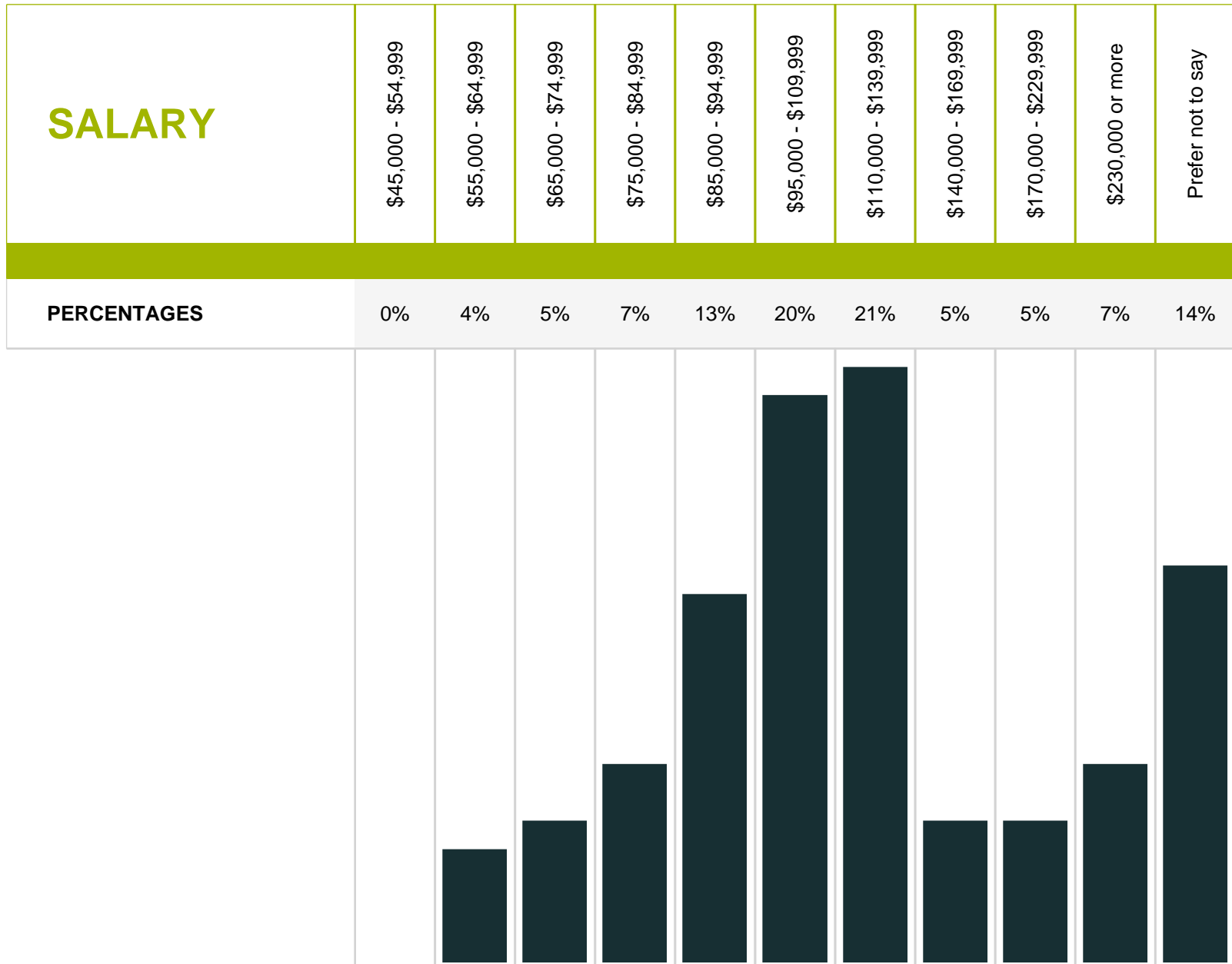
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		20%
Other service delivery work		12%
Administrative support		10%
Corporate services		25%
Policy		1%
Research		0%
Program and project management support		14%
Legal (including developing and/or reviewing legislation)		2%
Other		17%

PROFILE OF RESPONDENTS



WORK PROFILES

SALARY



RESULTS BY TYPE OF WORK



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Insurance & Care NSW (icare)	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	413	72	42	38	91	3	1	50	7	61
ENGAGEMENT	73%	73%	63%	72%	79%	(r)	(r)	72%	(r)	71%
SENIOR MANAGERS	68%	54%	57%	69%	80%	(r)	(r)	70%	(r)	66%
COMMUNICATION	74%	61%	73%	73%	83%	(r)	(r)	79%	(r)	71%
HIGH PERFORMANCE	75%	70%	73%	75%	81%	(r)	(r)	75%	(r)	73%
PUBLIC SECTOR VALUES	77%	73%	76%	77%	83%	(r)	(r)	77%	(r)	75%
DIVERSITY & INCLUSION	77%	70%	78%	78%	82%	(r)	(r)	79%	(r)	76%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Insurance & Care NSW (icare)	Less than \$35,000	\$35,000 - \$44,999	\$45,000 - \$54,999	\$55,000 - \$64,999	\$65,000 - \$74,999	\$75,000 - \$84,999	\$85,000 - \$94,999	\$95,000 - \$109,999	\$110,000 - \$139,999	\$140,000 - \$169,999	\$170,000 - \$229,999	\$230,000 or more	Prefer not to say
NUMBER OF RESPONDENTS	413	0	0	1	13	18	24	47	75	76	19	17	25	51
ENGAGEMENT	73%	(r)	(r)	(r)	(r)	(r)	(r)	74%	74%	70%	(r)	(r)	(r)	69%
SENIOR MANAGERS	68%	(r)	(r)	(r)	(r)	(r)	(r)	65%	62%	66%	(r)	(r)	(r)	63%
COMMUNICATION	74%	(r)	(r)	(r)	(r)	(r)	(r)	72%	72%	72%	(r)	(r)	(r)	70%
HIGH PERFORMANCE	75%	(r)	(r)	(r)	(r)	(r)	(r)	73%	75%	75%	(r)	(r)	(r)	74%
PUBLIC SECTOR VALUES	77%	(r)	(r)	(r)	(r)	(r)	(r)	74%	77%	76%	(r)	(r)	(r)	76%
DIVERSITY & INCLUSION	77%	(r)	(r)	(r)	(r)	(r)	(r)	77%	76%	78%	(r)	(r)	(r)	75%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULTS BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Insurance & Care NSW (icare)	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	413	152	31	57	76	48	2
ENGAGEMENT	73%	81%	74%	66%	66%	69%	(r)
SENIOR MANAGERS	68%	77%	68%	60%	57%	65%	(r)
COMMUNICATION	74%	83%	77%	68%	62%	68%	(r)
HIGH PERFORMANCE	75%	81%	72%	72%	68%	74%	(r)
PUBLIC SECTOR VALUES	77%	84%	74%	74%	70%	77%	(r)
DIVERSITY & INCLUSION	77%	85%	78%	72%	68%	76%	(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

RESULTS BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Insurance & Care NSW (icare)	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	413	1	5	22	49	59	74	51	45	37	13	4
ENGAGEMENT	73%	(r)	(r)	(r)	79%	73%	67%	78%	74%	67%	(r)	(r)
SENIOR MANAGERS	68%	(r)	(r)	(r)	75%	67%	63%	72%	72%	57%	(r)	(r)
COMMUNICATION	74%	(r)	(r)	(r)	84%	73%	69%	75%	74%	68%	(r)	(r)
HIGH PERFORMANCE	75%	(r)	(r)	(r)	80%	74%	71%	79%	75%	72%	(r)	(r)
PUBLIC SECTOR VALUES	77%	(r)	(r)	(r)	82%	76%	73%	82%	76%	74%	(r)	(r)
DIVERSITY & INCLUSION	77%	(r)	(r)	(r)	85%	77%	70%	80%	78%	76%	(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

RESULTS BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Insurance & Care NSW (icare)	Male	Female	Other
NUMBER OF RESPONDENTS	413	127	235	3
ENGAGEMENT	73%	74%	73%	(r)
SENIOR MANAGERS	68%	70%	67%	(r)
COMMUNICATION	74%	77%	73%	(r)
HIGH PERFORMANCE	75%	77%	74%	(r)
PUBLIC SECTOR VALUES	77%	80%	76%	(r)
DIVERSITY & INCLUSION	77%	80%	77%	(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



WHAT'S NEXT?

Sector employees have now 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.

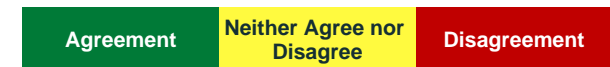
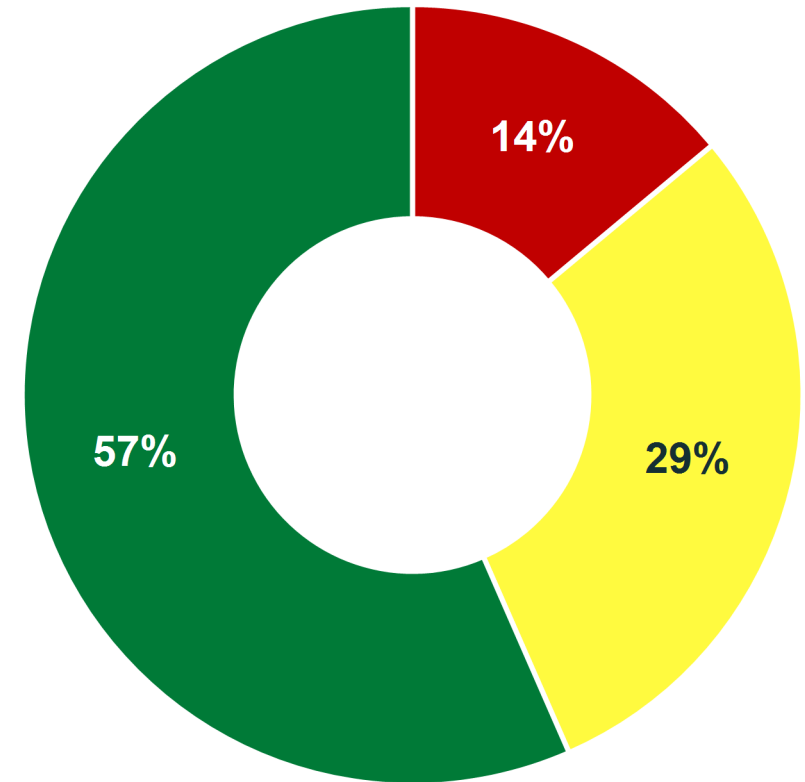
57%

of employees replied favourably to:

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

32%
SECTOR

41%
CLUSTER



GUIDE TO THIS REPORT

ANONYMITY RULES

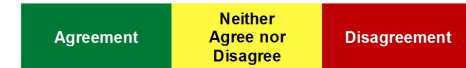
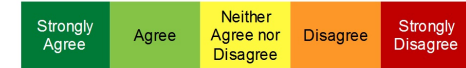
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees). Where people work in small teams, the results are merged with larger business units and results are not available. Where this happens an 'r' is shown in reports.

HOW TO READ THIS REPORT

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

Previous surveys had a 4-point answer scale, which means that comparisons are limited for this year only. Some scales, such as those used for the Engagement Index, are unchanged.



HOW THE DRIVERS AND INFLUENCERS ARE DERIVED

ORC International employs SPSS software to fully interrogate the results and perform appropriate calculations. Our statisticians need a minimum of **30 responses** from a team to perform the analysis to determine the top influences of engagement, leadership and other key question groups.

Statistical techniques applied for this analysis include **Factor Analysis** which identifies patterns in data and allows the statistician to assess whether the attitude questions are measuring the same underlying theme or characteristic.

Regression Analysis then involves building a statistical model based on research that employee engagement is affected by various elements of the workplace such as line manager, learning & development, reward and recognition, job role, etc. This analysis assigns importance weights to the attributes that have been measured. It relies on certain assumptions, one of which is that the variables used in the model should, by definition, not be strongly related to each other. The outcome of these techniques is a list of questions which we can say have the highest association with the engagement index, or more simply, are the most significant influencers of employee engagement

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%. Example below:

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Total
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%