

# PEOPLE MATTER 2017

## NSW Public Sector Employee Survey

Nurse  
Teacher  
Librarian  
Accountant  
Police Officer  
Doctor Policy Analyst Surveyor Scientist Barrister Solicitor Social Worker Welfare  
Worker Laboratory Technician Turner Plumber Electrician Zookeeper Cleaner  
Ambulance Officer Fitter Youth Worker Hospital Orderly Cleaner Fire Fighter Clerk  
Engineer Receptionist Supervisor Ship's Engineer  
Nurse Police Officer Museum Guide Conservator Fitter Welder Curator Fitter  
Solicitor Cable Joints Electrician Nurse Librarian Advisor  
Warden Prison Officer Technician Administrator  
Train Driver Bus Driver Policy Analyst Fitter  
Surveyor Scientist Nurse Welfare Worker  
Laboratory Turner Plumber Ambulance Officer Youth  
Worker Hospital Orderly Fitter Receptionist Labourer Jointer  
Solicitor Caretaker Cross-section Engineer Ship's Officer Ship's  
Master Marine Transport Professional Showright Curator Museum Guide  
Conservator Plant Operator Cable Engineer  
Plant Operator Nurse Doctor Teacher Train Driver Accountant Librarian  
Policy Analyst Surveyor Social Worker  
Welfare Worker Laboratory Technician Turner Plumber  
Electrician Social Worker Cleaner Fitter Fire Fighter  
Curator Fitter Museum Guide Conservator Plant  
Operator Engineer Electrical Linesworker  
Cable Joints Plant  
Operator Ranger  
Teacher Nurse  
Librarian  
Advisor

AGENCY REPORT

Insurance & Care NSW (icare)

## RESPONSE RATE

# 73%

585 OF 799 RESPONDENTS

## EMPLOYEE ENGAGEMENT

# 78%

DIFFERENCE FROM 2016 **+5**

DIFFERENCE FROM PUBLIC SECTOR **+13**

## SENIOR MANAGERS

# 74%

DIFFERENCE FROM 2016 **+6**

DIFFERENCE FROM PUBLIC SECTOR **+26**

## COMMUNICATION

# 79%

DIFFERENCE FROM 2016 **+6**

DIFFERENCE FROM PUBLIC SECTOR **+20**



## QUESTIONS ARE GROUPED INTO THEMES IN THIS REPORT.

This page compares the aggregate scores for key themes. The individual questions in each group are listed in the All Questions section. Comparisons with 2016 are not included where the number of questions were reduced for 2017.

The Employee Engagement score 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 or closing a partially completed survey then needing to start a new one if their password is forgotten or lost.

## ENGAGEMENT WITH WORK

# 83%

DIFFERENCE FROM PUBLIC SECTOR **+11**

## HIGH PERFORMANCE

# 79%

DIFFERENCE FROM PUBLIC SECTOR **+16**

## PUBLIC SECTOR VALUES

# 82%

DIFFERENCE FROM PUBLIC SECTOR **+21**

## DIVERSITY & INCLUSION

# 83%

DIFFERENCE FROM PUBLIC SECTOR **+15**

# KEY QUESTIONS TO FOCUS ON



## WHAT TO FOCUS ON?

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 reporting level.

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

\*The key drivers are taken from the questions for your cluster.

		POSITIVE	% AGREEMENT 2016	% AGREEMENT PUBLIC SECTOR
1	<b>Q7b.</b> My organisation is making the necessary improvements to meet our future challenges	84%	83%	57%
2	<b>Q7f.</b> My organisation is committed to developing its employees	75%	64%	50%
3	<b>Q6h.</b> I feel that senior managers listen to employees	68%	62%	41%
4	<b>Q7a.</b> My organisation focuses on improving the work we do	90%	91%	69%
5	<b>Q8c.</b> I am able to speak up and share a different view to my colleagues and manager	84%	81%	66%
6	<b>Q6b.</b> I feel that senior managers effectively lead and manage change	67%	63%	44%

# HIGHEST AND LOWEST QUESTIONS

## + HIGHEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

2a.	My workgroup strives to achieve customer/client satisfaction	95%
6f.	Senior managers communicate the importance of customers/clients in achieving our business objectives	91%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	90%
1a.	I understand what is expected of me to do well in my role	90%
7a.	My organisation focuses on improving the work we do	90%
5b.	My manager listens to what I have to say	88%
5a.	My manager encourages people in my workgroup to keep improving the work they do	87%
2e.	People in my workgroup treat each other with respect	87%
8b.	Personal background is not a barrier to success in my organisation	87%
2c.	I receive help and support from other members of my workgroup	86%

## - LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

9a.	I have confidence in the ways my organisation resolves grievances	51%
5h.	My manager appropriately deals with employees who perform poorly	51%
3g.	I am satisfied with the opportunities available for career development in my organisation	56%
7g.	I have confidence in the way recruitment decisions are made	57%
3e.	My performance is assessed against clear criteria	58%
7c.	I feel that change is managed well in my organisation	60%
7d.	There is good co-operation between teams across our organisation	60%
14.	I believe action will be taken on the results from this survey by my organisation	63%
3f.	I have received appropriate training and development to do my job well	64%
7e.	People in my organisation take responsibility for their own actions	65%



### 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'.

# MOST AND LEAST IMPROVED QUESTIONS

## + MOST IMPROVED QUESTIONS

AGREEMENT  
2017

AGREEMENT  
2016

	AGREEMENT 2017	AGREEMENT 2016
3e. My performance is assessed against clear criteria	58%	40%
7h. My organisation generally selects capable people to do the job	76%	63%
7f. My organisation is committed to developing its employees	75%	64%
1e. I am satisfied with my job	79%	68%
1b. I am provided with the support I need to do my best at work	79%	68%
6g. I feel that senior managers keep employees informed about what's going on	77%	66%
7l. My organisation motivates me to help it achieve its objectives	82%	71%
3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	71%	61%
7i. I would recommend my organisation as a great place to work	83%	73%
6i. Senior managers in my organisation support the career advancement of women	70%	60%

## - LEAST IMPROVED QUESTIONS

AGREEMENT  
2017

AGREEMENT  
2016

	AGREEMENT 2017	AGREEMENT 2016
7a. My organisation focuses on improving the work we do	90%	91%



### YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

# BUSINESS UNIT COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Insurance & Care NSW (icare)

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

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

	Insurance & Care NSW (icare)	Actuarial Services	Care	COO Teams	Finance and Services	People Engagement	Risk and Governance	Self Insurance	Workers Insurance
NUMBER OF RESPONDENTS	585	15	126	96	53	38	37	34	159
EMPLOYEE ENGAGEMENT	78%	83%	74%	79%	72%	87%	79%	72%	81%
ENGAGEMENT WITH WORK	83%	93%	81%	85%	73%	96%	89%	70%	83%
SENIOR MANAGERS	74%	90%	64%	72%	65%	90%	77%	67%	82%
COMMUNICATION	79%	88%	72%	86%	76%	91%	87%	70%	80%
HIGH PERFORMANCE	79%	91%	76%	78%	75%	91%	85%	73%	81%
PUBLIC SECTOR VALUES	82%	92%	76%	83%	76%	93%	87%	72%	86%
DIVERSITY & INCLUSION	83%	88%	76%	87%	79%	91%	89%	79%	84%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 10 RESPONDENTS



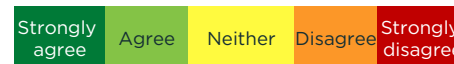
## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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

EMPLOYEE ENGAGEMENT	78% RESPONSE SCALE			AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work	40	43	13	83%	73%	60%
Q7j. I am proud to tell others I work for my organisation	42	42	14	84%	77%	68%
Q7k. I feel a strong personal attachment to my organisation	34	39	21	73%	68%	63%
Q7l. My organisation motivates me to help it achieve its objectives	34	48	13	82%	71%	53%
Q7m. My organisation inspires me to do the best in my job	34	45	16	79%	73%	53%

KEY





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ENGAGEMENT WITH WORK	83% RESPONSE SCALE			AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q1c. My job gives me a feeling of personal accomplishment	35	48	11	83%	77%	75%
Q1d. I feel motivated to contribute more than what is normally required at work	42	43	9	85%	82%	72%
Q1e. I am satisfied with my job	30	49	13	79%	68%	68%

KEY







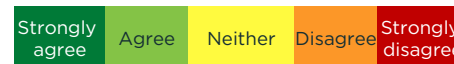
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SENIOR MANAGERS	74% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
Q6a. I believe senior managers provide clear direction for the future of the organisation	28	46	18		74%	70%	48%
Q6b. I feel that senior managers effectively lead and manage change	26	42	20	10	67%	63%	44%
Q6c. I feel that senior managers model the values of my organisation	30	47	14		76%	69%	48%
Q6d. Senior managers encourage innovation by employees	28	50	17		77%	71%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	24	48	22		72%	72%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	40	51			91%	83%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	27	50	14	7	77%	66%	45%
Q6h. I feel that senior managers listen to employees	23	45	22	7	68%	62%	41%
Q7c. I feel that change is managed well in my organisation	19	41	23	14	60%	53%	39%

KEY





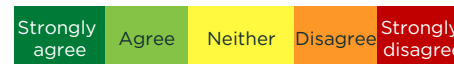
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COMMUNICATION	79% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q5c. My manager communicates effectively with me	36	45	11		81%	78%	70%
Q5d. My manager encourages and values employee input	44	43	8		86%	80%	71%
Q5e. My manager involves my workgroup in decisions about our work	37	44	11		81%	75%	65%
Q6g. I feel that senior managers keep employees informed about what's going on	27	50	14	7	77%	66%	45%
Q6h. I feel that senior managers listen to employees	23	45	22	7	68%	62%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager	39	45	9		84%	81%	66%

KEY





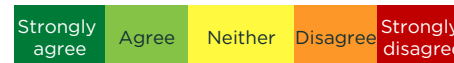
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HIGH PERFORMANCE	79% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017		
Q1a. I understand what is expected of me to do well in my role	38	52	90%	85%	90%		
Q2b. My workgroup works collaboratively to achieve its objectives	43	43	86%	80%	78%		
Q3f. I have received appropriate training and development to do my job well	20	44	26	8	64%	56%	62%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	39	48	8	87%	80%	72%	
Q5f. I have confidence in the decisions my manager makes	39	43	11	82%	77%	67%	
Q6d. Senior managers encourage innovation by employees	28	50	17	77%	71%	48%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	24	48	22	72%	72%	51%	
Q7a. My organisation focuses on improving the work we do	41	49	8	90%	91%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	38	46	12	84%	83%	57%	

KEY





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	79% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation	17	44	22	14	60%	54%	47%
Q7h. My organisation generally selects capable people to do the job	20	55	17		76%	63%	52%

### KEY





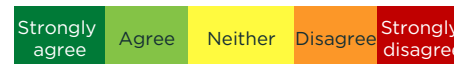
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PUBLIC SECTOR VALUES	82% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017		
	Q2a. My workgroup strives to achieve customer/client satisfaction	54	40	95%	89%	85%	
Q2e. People in my workgroup treat each other with respect	50	37	7	87%	83%	74%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	39	48	8	87%	80%	72%	
Q5b. My manager listens to what I have to say	44	44		88%	84%	75%	
Q6a. I believe senior managers provide clear direction for the future of the organisation	28	46	18	74%	70%	48%	
Q6c. I feel that senior managers model the values of my organisation	30	47	14	76%	69%	48%	
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	40	51		91%	83%	60%	
Q6g. I feel that senior managers keep employees informed about what's going on	27	50	14	7	77%	66%	45%
Q6h. I feel that senior managers listen to employees	23	45	22	7	68%	62%	41%

KEY





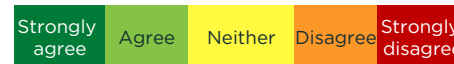
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PUBLIC SECTOR VALUES		82% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017		
Q7a. My organisation focuses on improving the work we do		41	49	8	90%	91%	69%	
Q7e. People in my organisation take responsibility for their own actions		18	47	25	8	65%	56%	47%

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.

DIVERSITY & INCLUSION	83% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work	28	51	11	8	79%	68%	63%
Q5b. My manager listens to what I have to say	44	44			88%	84%	75%
Q5d. My manager encourages and values employee input	44	43	8		86%	80%	71%
Q6i. Senior managers in my organisation support the career advancement of women	32	39	24		70%	60%	58%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	44	46	7		90%	86%	74%
Q8b. Personal background is not a barrier to success in my organisation	47	40	8		87%	-	74%
Q8c. I am able to speak up and share a different view to my colleagues and manager	39	45	9		84%	81%	66%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	39	40	13		79%	75%	57%

KEY





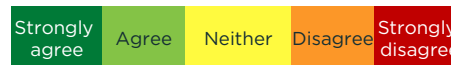
## EXPLORE THE FULL RESULTS

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

RECRUITMENT	66% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	16	40	27	10	57%	-	35%
Q7h. My organisation generally selects capable people to do the job	20	55	17		76%	63%	52%

KEY







## EXPLORE THE FULL RESULTS

Questions are grouped by themes 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.

PERFORMANCE FRAMEWORK & DEVELOPMENT	66% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	24	47	19	7	71%	61%	63%
Q3e. My performance is assessed against clear criteria	17	41	28	10	58%	40%	54%
Q3g. I am satisfied with the opportunities available for career development in my organisation	20	36	28	10	56%	49%	48%
Q5g. My manager provides acknowledgement or other recognition for the work I do	40	42	10	1	82%	76%	67%
Q5h. My manager appropriately deals with employees who perform poorly	18	33	35	9	51%	42%	44%
Q7f. My organisation is committed to developing its employees	28	48	18	1	75%	64%	50%

KEY

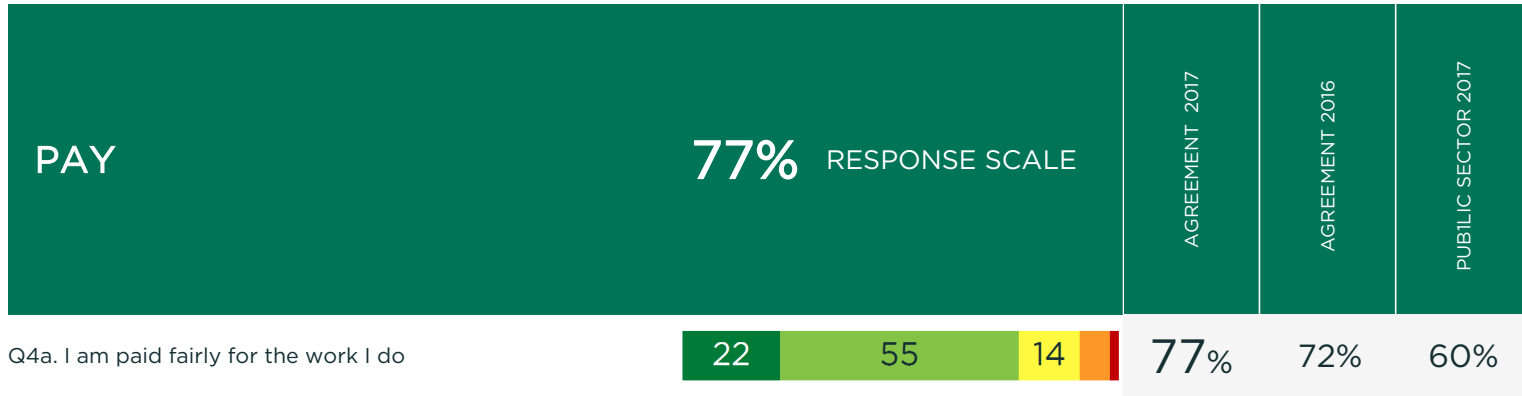




## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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



KEY





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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.

	WORKPLACE SUPPORT				80% RESPONSE SCALE			AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work	28	51	11	8	79%	68%	63%			
Q1f. I am able to keep my work stress at an acceptable level	21	53	15	9	74%	71%	59%			
Q2c. I receive help and support from other members of my workgroup	44	43	9		86%	86%	81%			
Q2d. There is good team spirit in my workgroup	44	37	11		80%	75%	69%			

KEY





## EXPLORE THE FULL RESULTS

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

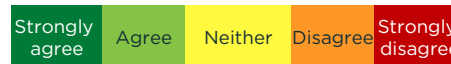
## ACTION ABOUT SURVEY RESULTS

**63%** RESPONSE SCALE

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



KEY

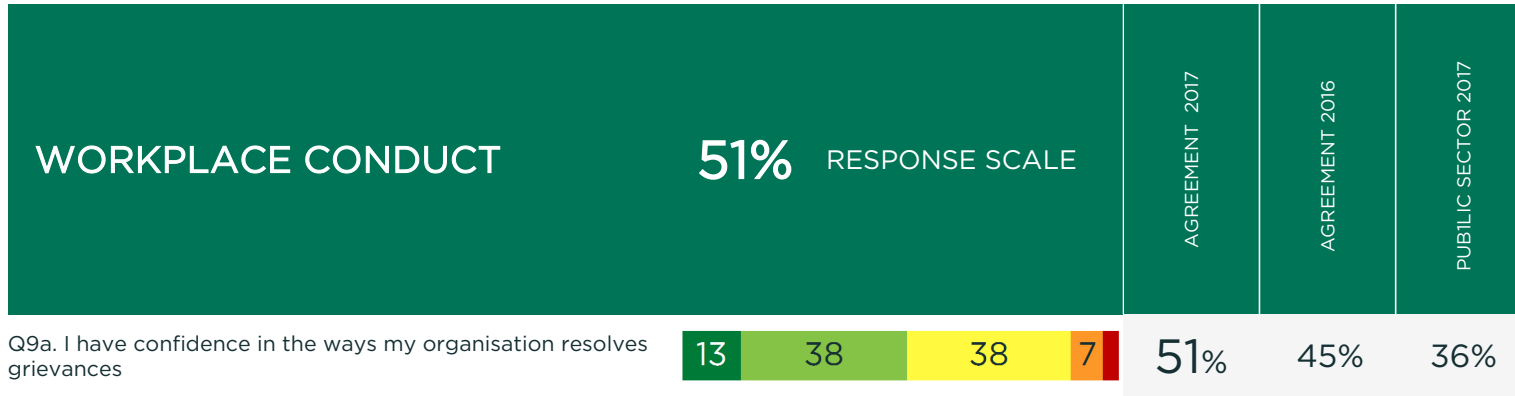




## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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



### KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT	RESPONSE SCALE	2017	PUBLIC SECTOR 2017
<b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives			
Yes		75%	67%
No		25%	33%
<b>Q3b.</b> I have informal feedback conversations with my manager			
Yes		87%	75%
No		13%	25%
<b>Q3c.</b> I have scheduled feedback conversations with my manager			
Yes		75%	57%
No		25%	43%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	PUBLIC SECTOR 2017
<b>Q3h.</b> Are you currently looking, or thinking about looking, for a new role within the NSW Public Sector but outside of your current workplace in order to broaden your experience?			
Yes		28%	41%
No		72%	59%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	PUBLIC SECTOR 2017
<b>Q3i. Are there any barriers preventing you from moving to another role?</b>			
There are no major barriers to my career progression		46%	30%
Lack of visible opportunities		28%	31%
Lack of promotion opportunities		25%	30%
Lack of support from my manager / supervisor		6%	14%
Geographic location considerations		20%	28%
Personal / family considerations		20%	33%
Insufficient training and development		8%	16%
Lack of required capabilities or experience		8%	11%
Lack of support for temporary assignments/secondments		8%	15%
The application/recruitment process is too cumbersome or time consuming		10%	23%
Other		8%	9%





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	PUBLIC SECTOR 2017
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work			
Yes		9%	25%
No		80%	62%
Don't know		11%	13%
<b>Q10b.</b> If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?			
Yes		68%	63%
No		30%	35%
Don't know		2%	2%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

### UNACCEPTABLE CONDUCT

### RESPONSE SCALE

2017

PUBLIC SECTOR 2017

**Q10c.** In the last 12 months I have witnessed bullying at work

Yes		15%	33%
No		76%	58%
Don't know		9%	9%

**Q10d.** In the last 12 months I have been subjected to bullying at work

Yes		8%	18%
No		87%	76%
Don't know		6%	6%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

### UNACCEPTABLE CONDUCT

### RESPONSE SCALE

2017

PUBLIC SECTOR 2017

**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.

Role	Response Scale	2017	Public Sector 2017
A senior manager		10%	22%
Your immediate manager/supervisor		29%	24%
A fellow worker at your level		31%	27%
A subordinate		2%	8%
A client or customer		5%	2%
A member of the public other than a client or customer	(r)		
Other		2%	4%
Prefer not to say		21%	13%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Gender		
Male		40%
Female		59%
Other		1%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Age		
15 - 19		0%
20 - 24		3%
25 -29		7%
30 - 34		16%
35 - 39		18%
40 - 44		17%
45 - 49		17%
50 - 54		11%
55 - 59		8%
60 - 64		3%
65+		1%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
<b>Do you speak a language other than English at home?</b>		
Yes		23%
No		74%
Prefer not to say		3%
<b>Are you of Aboriginal and/or Torres Strait Islander origin?</b>		
Yes		1%
No		96%
Prefer not to say		4%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

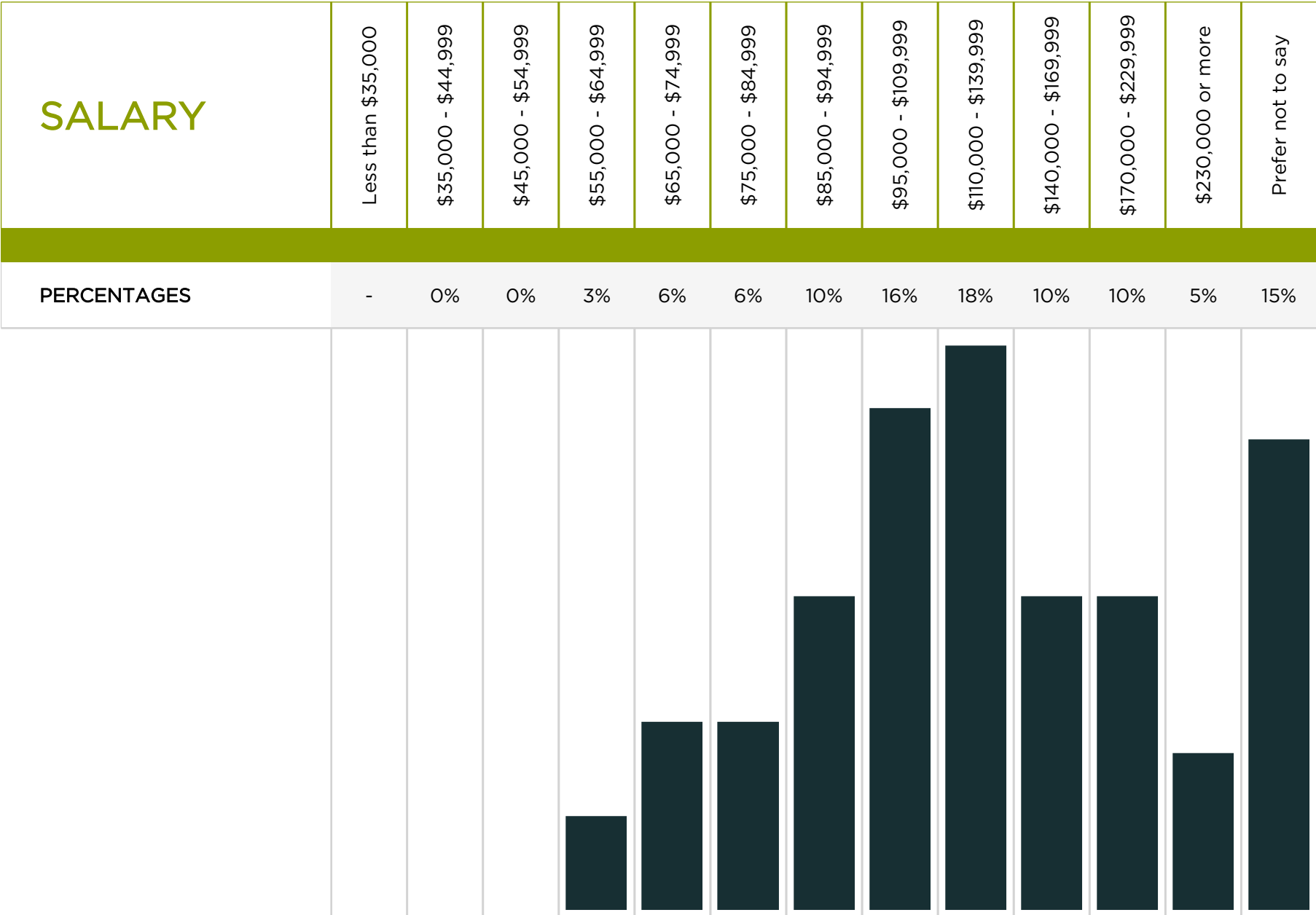
	RESPONSE SCALE	PERCENTAGE
Do you have a disability?		
Yes		4%
No		93%
Prefer not to say		3%
Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?		
Yes		4%
No		95%
Prefer not to say		1%

# PROFILE OF RESPONDENTS



## WORK PROFILES

### SALARY





# RESULT BY TYPE OF WORK



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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 (e.g. executive/personal assistant, receptionist)	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
<b>NUMBER OF RESPONDENTS</b>	<b>585</b>	<b>88</b>	<b>68</b>	<b>60</b>	<b>148</b>	<b>13</b>	<b>5</b>	<b>90</b>	<b>17</b>	<b>68</b>
<b>EMPLOYEE ENGAGEMENT</b>	78%	76%	78%	80%	79%	(r)	(r)	79%	(r)	77%
<b>ENGAGEMENT WITH WORK</b>	83%	84%	80%	83%	86%	(r)	(r)	87%	(r)	76%
<b>SENIOR MANAGERS</b>	74%	67%	73%	79%	74%	(r)	(r)	80%	(r)	75%
<b>COMMUNICATION</b>	79%	72%	82%	83%	82%	(r)	(r)	85%	(r)	77%
<b>HIGH PERFORMANCE</b>	79%	78%	78%	84%	80%	(r)	(r)	82%	(r)	76%
<b>PUBLIC SECTOR VALUES</b>	82%	77%	81%	86%	82%	(r)	(r)	87%	(r)	80%
<b>DIVERSITY &amp; INCLUSION</b>	83%	76%	84%	88%	85%	(r)	(r)	88%	(r)	80%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# RESULT BY SALARY



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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	585	0	1	2	15	34	35	57	91	98	56	56	27	83
EMPLOYEE ENGAGEMENT	78%	(r)	(r)	(r)	(r)	75%	74%	76%	76%	78%	80%	82%	(r)	76%
ENGAGEMENT WITH WORK	83%	(r)	(r)	(r)	(r)	74%	76%	86%	88%	80%	86%	93%	(r)	79%
SENIOR MANAGERS	74%	(r)	(r)	(r)	(r)	77%	73%	74%	69%	71%	76%	80%	(r)	75%
COMMUNICATION	79%	(r)	(r)	(r)	(r)	82%	78%	80%	76%	79%	82%	83%	(r)	80%
HIGH PERFORMANCE	79%	(r)	(r)	(r)	(r)	80%	78%	81%	77%	77%	81%	83%	(r)	79%
PUBLIC SECTOR VALUES	82%	(r)	(r)	(r)	(r)	84%	79%	81%	79%	80%	82%	87%	(r)	84%
DIVERSITY & INCLUSION	83%	(r)	(r)	(r)	(r)	86%	79%	84%	80%	84%	82%	87%	(r)	83%

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# RESULT BY TENURE IN ORGANISATION



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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
<b>NUMBER OF RESPONDENTS</b>	585	207	170	82	53	37	2
<b>EMPLOYEE ENGAGEMENT</b>	78%	81%	79%	74%	70%	74%	(r)
ENGAGEMENT WITH WORK	83%	86%	85%	80%	78%	80%	(r)
SENIOR MANAGERS	74%	80%	76%	68%	59%	71%	(r)
COMMUNICATION	79%	87%	79%	72%	70%	79%	(r)
HIGH PERFORMANCE	79%	83%	81%	77%	69%	76%	(r)
PUBLIC SECTOR VALUES	82%	87%	82%	77%	72%	79%	(r)
DIVERSITY & INCLUSION	83%	87%	84%	81%	75%	81%	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# RESULT BY AGE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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+
<b>NUMBER OF RESPONDENTS</b>	585	1	15	38	86	98	96	92	61	47	15	5
<b>EMPLOYEE ENGAGEMENT</b>	78%	(r)	(r)	81%	78%	78%	74%	81%	80%	77%	(r)	(r)
<b>ENGAGEMENT WITH WORK</b>	83%	(r)	(r)	94%	84%	81%	77%	86%	88%	85%	(r)	(r)
<b>SENIOR MANAGERS</b>	74%	(r)	(r)	78%	76%	76%	67%	77%	74%	75%	(r)	(r)
<b>COMMUNICATION</b>	79%	(r)	(r)	82%	82%	80%	77%	79%	81%	80%	(r)	(r)
<b>HIGH PERFORMANCE</b>	79%	(r)	(r)	85%	81%	80%	75%	82%	78%	78%	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	82%	(r)	(r)	85%	84%	83%	78%	84%	82%	83%	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	83%	(r)	(r)	87%	85%	82%	83%	83%	83%	82%	(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 GENDER



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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
<b>NUMBER OF RESPONDENTS</b>	<b>585</b>	<b>220</b>	<b>330</b>	<b>6</b>
<b>EMPLOYEE ENGAGEMENT</b>	78%	79%	77%	(r)
ENGAGEMENT WITH WORK	83%	87%	81%	(r)
SENIOR MANAGERS	74%	76%	73%	(r)
COMMUNICATION	79%	83%	78%	(r)
HIGH PERFORMANCE	79%	81%	78%	(r)
PUBLIC SECTOR VALUES	82%	84%	81%	(r)
DIVERSITY & INCLUSION	83%	86%	82%	(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.

# 63%

of employees replied favourably to:

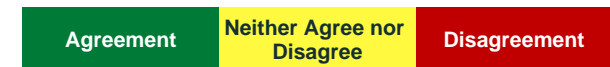
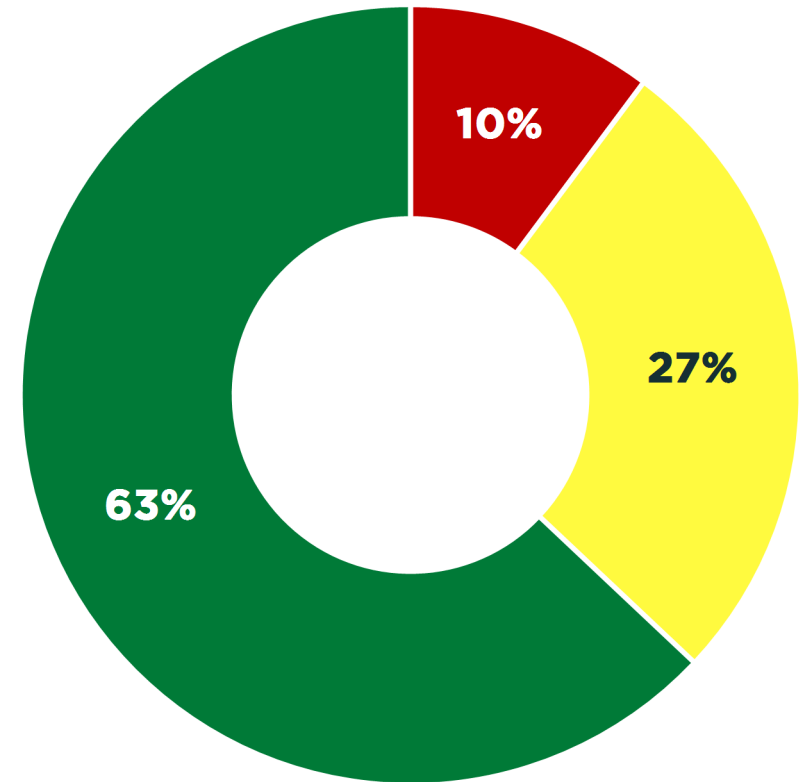
**'I believe action will be taken on the results from this survey by my organisation.'**

## 34%

SECTOR

## 57%

2016



# GUIDE TO THIS REPORT

## **i** SURVEY TIME FRAME

This report contains results from the 2017 People Matter Employee Survey which was open from 1 to 30 June 2017.

## **i** PRIVACY

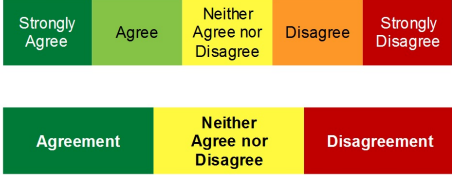
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of 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.

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

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



## **i** ROUNDING

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

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

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

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