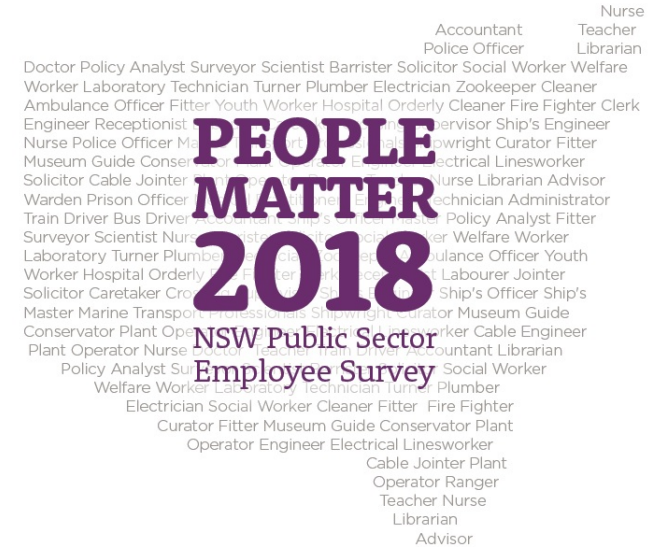


# PEOPLE MATTER 2018

NSW Public Sector Employee Survey



## DEPARTMENT REPORT

Industry

## Department of Industry

## RESPONSE RATE

**88%**

3,560 OF 4,064 RESPONDENTS

## EMPLOYEE ENGAGEMENT

**67%**

DIFFERENCE FROM 2017 +2  
DIFFERENCE FROM CLUSTER +1  
DIFFERENCE FROM PUBLIC SECTOR +2

## ENGAGEMENT WITH WORK

**74%**

DIFFERENCE FROM 2017 +2  
DIFFERENCE FROM CLUSTER +1  
DIFFERENCE FROM PUBLIC SECTOR +2

## SENIOR MANAGERS

**56%**

DIFFERENCE FROM 2017 +5  
DIFFERENCE FROM CLUSTER +1  
DIFFERENCE FROM PUBLIC SECTOR +7

## COMMUNICATION

**70%**

DIFFERENCE FROM 2017 +4  
DIFFERENCE FROM CLUSTER +1  
DIFFERENCE FROM PUBLIC SECTOR +8

## HIGH PERFORMANCE

**69%**

DIFFERENCE FROM 2017 +3  
DIFFERENCE FROM CLUSTER +1  
DIFFERENCE FROM PUBLIC SECTOR +5

## PUBLIC SECTOR VALUES

**69%**

DIFFERENCE FROM 2017 +4  
DIFFERENCE FROM CLUSTER +1  
DIFFERENCE FROM PUBLIC SECTOR +7

## DIVERSITY & INCLUSION

**78%**

DIFFERENCE FROM CLUSTER +1  
DIFFERENCE FROM PUBLIC SECTOR +10

## FLEXIBLE WORKING SATISFACTION

**80%**

DIFFERENCE FROM 2017 +4  
DIFFERENCE FROM CLUSTER +3  
DIFFERENCE FROM PUBLIC SECTOR +22

## ACTION ON RESULTS

**53%**

DIFFERENCE FROM 2017 +5  
DIFFERENCE FROM CLUSTER +1  
DIFFERENCE FROM PUBLIC SECTOR +17



## 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  
2018  
AGREEMENT  
2017

	AGREEMENT 2018	AGREEMENT 2017
2a. My workgroup strives to achieve customer/client satisfaction	91%	90%
2c. I receive help and support from other members of my workgroup	88%	86%
1g. I know how to address a health and safety issue I have identified	88%	-
1a. I understand what is expected of me to do well in my role	87%	85%
2b. My workgroup works collaboratively to achieve its objectives	85%	82%
2e. People in my workgroup treat each other with respect	84%	82%
8e. My manager supports flexible working in my team	83%	-
5b. My manager listens to what I have to say	83%	81%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	81%	77%
5d. My manager encourages and values employee input	81%	78%

## - LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT  
2018  
AGREEMENT  
2017

	AGREEMENT 2018	AGREEMENT 2017
7c. I feel that change is managed well in my organisation	38%	34%
9a. I have confidence in the ways my organisation resolves grievances	40%	36%
5h. My manager appropriately deals with employees who perform poorly	44%	43%
7g. I have confidence in the way recruitment decisions are made	45%	39%
7d. There is good co-operation between teams across our organisation	50%	46%
6b. I feel that senior managers effectively lead and manage change	50%	46%
6h. I feel that senior managers listen to employees	52%	46%
3g. I am satisfied with the opportunities available for career development in my organisation	52%	47%
14. I believe action will be taken on the results from this survey by my organisation	53%	48%
3e. My performance is assessed against clear criteria	54%	50%



### YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

# MOST AND LEAST IMPROVED QUESTIONS



## MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2018

AGREEMENT  
2017

6g.	I feel that senior managers keep employees informed about what's going on	56%	49%
7f.	My organisation is committed to developing its employees	58%	50%
6i.	Senior managers in my organisation support the career advancement of women	69%	62%
6h.	I feel that senior managers listen to employees	52%	46%
7b.	My organisation is making the necessary improvements to meet our future challenges	63%	57%
7g.	I have confidence in the way recruitment decisions are made	45%	39%
7i.	I would recommend my organisation as a great place to work	68%	62%
14.	I believe action will be taken on the results from this survey by my organisation	53%	48%
6f.	Senior managers communicate the importance of customers/clients in achieving our business objectives	73%	68%
3g.	I am satisfied with the opportunities available for career development in my organisation	52%	47%



## LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2018

AGREEMENT  
2017



### 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

**Q9a.** I have confidence in the ways my organisation resolves grievances



**Q5h.** My manager appropriately deals with employees who perform poorly



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



**Q7c.** I feel that change is managed well in my organisation



**Q4.** The rationale for change initiatives is communicated well



## HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

**Q9a.** I have confidence in the ways my organisation resolves grievances



**Q5h.** My manager appropriately deals with employees who perform poorly



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



**Q7c.** I feel that change is managed well in my organisation



**Q4.** The rationale for change initiatives is communicated well



## DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

**Q9a.** I have confidence in the ways my organisation resolves grievances



**Q5h.** My manager appropriately deals with employees who perform poorly



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



**Q7c.** I feel that change is managed well in my organisation



**Q4.** The rationale for change initiatives is communicated well



## FIND YOUR HIGHEST NEUTRAL SCORES

### 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)**



## 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.

# 53%

of employees replied favourably to:

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

## 37%

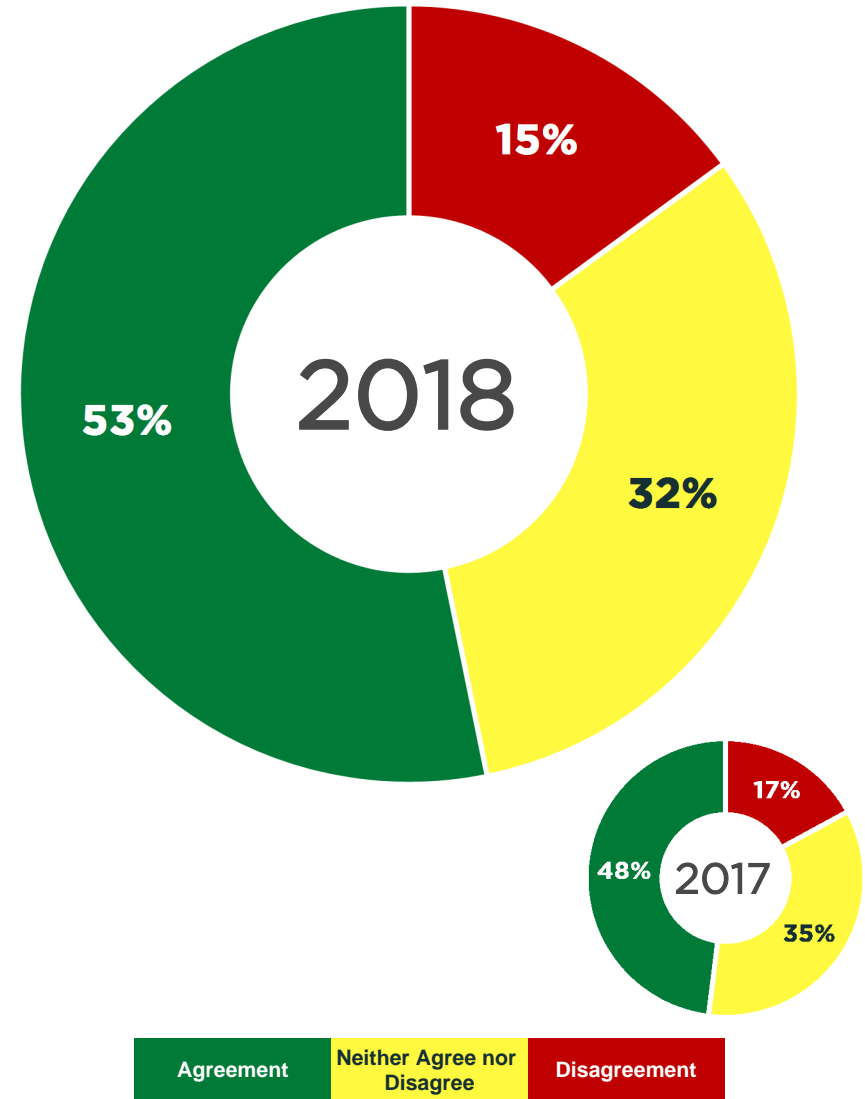
SECTOR

## 52%

CLUSTER

## 48%

2017



# 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 2018	% AGREEMENT 2017	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
<b>1</b>	<b>Q7f.</b> My organisation is committed to developing its employees	<b>58%</b>	50%	57%	52%
<b>2</b>	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>75%</b>	70%	73%	69%
<b>3</b>	<b>Q6c.</b> I feel that senior managers model the values of my organisation	<b>57%</b>	53%	56%	50%
<b>4</b>	<b>Q6b.</b> I feel that senior managers effectively lead and manage change	<b>50%</b>	46%	49%	46%
<b>5</b>	<b>Q6a.</b> I believe senior managers provide clear direction for the future of the organisation	<b>56%</b>	52%	54%	49%
<b>6</b>	<b>Q7c.</b> I feel that change is managed well in my organisation	<b>38%</b>	34%	39%	40%

# BUSINESS UNIT COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Department of Industry

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.

	Department of Industry	Communication and Engagement	Corporate Service Partners	Lands and Water Division	Liquor Gaming and Racing	Office of the NSW Chief Scientist and Engineer	Primary Industries	Secretary	Skills and Economic Development	Small Business Commissioner
NUMBER OF RESPONDENTS	3560	96	531	725	230	16	1394	29	465	45
EMPLOYEE ENGAGEMENT	67%	61%	68%	63%	64%	86%	70%	67%	65%	72%
ENGAGEMENT WITH WORK	74%	67%	73%	71%	70%	85%	79%	68%	71%	76%
SENIOR MANAGERS	56%	51%	55%	53%	52%	87%	58%	56%	55%	67%
COMMUNICATION	70%	63%	67%	70%	68%	92%	71%	81%	67%	77%
HIGH PERFORMANCE	69%	65%	69%	67%	67%	88%	72%	75%	65%	75%
PUBLIC SECTOR VALUES	69%	67%	68%	68%	68%	95%	71%	75%	66%	78%
DIVERSITY & INCLUSION	78%	75%	78%	79%	72%	93%	80%	89%	75%	80%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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





## 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.

EMPLOYEE ENGAGEMENT	67% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q7i. I would recommend my organisation as a great place to work	21	47	22		68%	62%	67%	61%
Q7j. I am proud to tell others I work for my organisation	25	47	21		72%	69%	71%	69%
Q7k. I feel a strong personal attachment to my organisation	22	39	27	9	60%	59%	61%	63%
Q7l. My organisation motivates me to help it achieve its objectives	16	42	29	9	59%	54%	58%	55%
Q7m. My organisation inspires me to do the best in my job	17	40	29	10	58%	54%	57%	55%

KEY





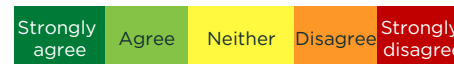
## EXPLORE THE FULL RESULTS

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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.

ENGAGEMENT WITH WORK	74% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1c. My job gives me a feeling of personal accomplishment	28	48	14	8	76%	74%	75%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	31	45	14	7	76%	75%	75%	72%
Q1e. I am satisfied with my job	23	48	17	9	71%	69%	70%	69%

KEY





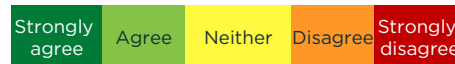
## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

SENIOR MANAGERS	56% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q6a. I believe senior managers provide clear direction for the future of the organisation	14	41	26	13	56%	52%	54%	49%
Q6b. I feel that senior managers effectively lead and manage change	13	37	29	15	50%	46%	49%	46%
Q6c. I feel that senior managers model the values of my organisation	16	41	28	9	57%	53%	56%	50%
Q6d. Senior managers encourage innovation by employees	15	44	28	10	59%	56%	58%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	16	45	27	8	62%	58%	61%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	20	52	19		73%	68%	71%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	14	43	25	13	56%	49%	55%	47%
Q6h. I feel that senior managers listen to employees	13	39	30	12	52%	46%	51%	43%
Q7c. I feel that change is managed well in my organisation	8	30	32	22	38%	34%	39%	40%

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.

COMMUNICATION	70% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018		
Q5c. My manager communicates effectively with me	33	43	14	76%	75%	75%	72%	
Q5d. My manager encourages and values employee input	38	43	12	81%	78%	80%	72%	
Q5e. My manager involves my workgroup in decisions about our work	32	42	17	73%	72%	73%	67%	
Q6g. I feel that senior managers keep employees informed about what's going on	14	43	25	13	56%	49%	55%	47%
Q6h. I feel that senior managers listen to employees	13	39	30	12	52%	46%	51%	43%
Q8c. I am able to speak up and share a different view to my colleagues and manager	25	53	13	78%	74%	77%	67%	

KEY





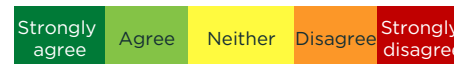
## EXPLORE THE FULL RESULTS

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.

	HIGH PERFORMANCE			69% AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1a. I understand what is expected of me to do well in my role	32	55	7	87%	85%	86%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	41	43	9	85%	82%	83%	79%	
Q3f. I have received appropriate training and development to do my job well	17	47	23	64%	60%	64%	65%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	31	48	14	79%	77%	79%	74%	
Q5f. I have confidence in the decisions my manager makes	34	41	15	76%	73%	74%	68%	
Q6d. Senior managers encourage innovation by employees	15	44	28	59%	56%	58%	50%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	16	45	27	62%	58%	61%	52%	
Q7a. My organisation focuses on improving the work we do	20	54	18	75%	70%	73%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	16	47	25	63%	57%	62%	57%	

KEY

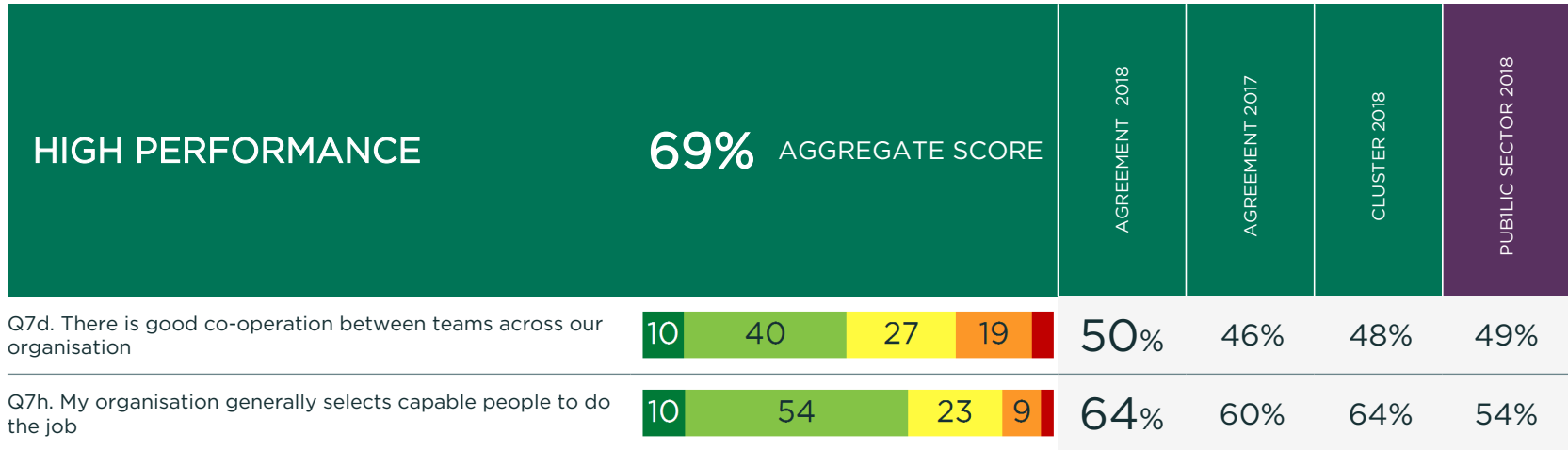




## EXPLORE THE FULL RESULTS

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.



KEY





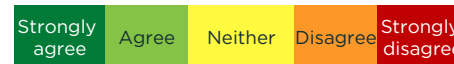
## EXPLORE THE FULL RESULTS

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.

PUBLIC SECTOR VALUES	69% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018		
	Q2a. My workgroup strives to achieve customer/client satisfaction	48	43	91%	90%	90%	86%	
Q2e. People in my workgroup treat each other with respect	42	42	10	84%	82%	83%	75%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	31	48	14	79%	77%	79%	74%	
Q5b. My manager listens to what I have to say	39	44	10	83%	81%	82%	76%	
Q6a. I believe senior managers provide clear direction for the future of the organisation	14	41	26	13	56%	52%	54%	49%
Q6c. I feel that senior managers model the values of my organisation	16	41	28	9	57%	53%	56%	50%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	20	52	19		73%	68%	71%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	14	43	25	13	56%	49%	55%	47%
Q6h. I feel that senior managers listen to employees	13	39	30	12	52%	46%	51%	43%

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.

PUBLIC SECTOR VALUES		69% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018	
Q7a. My organisation focuses on improving the work we do	20	54	18	75%	70%	73%	69%	
Q7e. People in my organisation take responsibility for their own actions	10	44	30	12	54%	52%	53%	49%

KEY







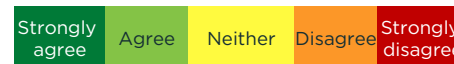
## EXPLORE THE FULL RESULTS

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.

DIVERSITY & INCLUSION	78% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	20	48	17	12	68%	65%	68%	65%
Q5b. My manager listens to what I have to say	39	44	10	7	83%	81%	82%	76%
Q5d. My manager encourages and values employee input	38	43	12	7	81%	78%	80%	72%
Q6i. Senior managers in my organisation support the career advancement of women	26	43	26	5	69%	62%	68%	60%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	26	55	14	5	81%	77%	81%	76%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	29	50	15	6	79%	76%	79%	75%
Q8c. I am able to speak up and share a different view to my colleagues and manager	25	53	13	9	78%	74%	77%	67%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	39	42	12	7	80%	76%	78%	59%
Q8e. My manager supports flexible working in my team	43	40	11	6	83%	-	81%	63%

KEY

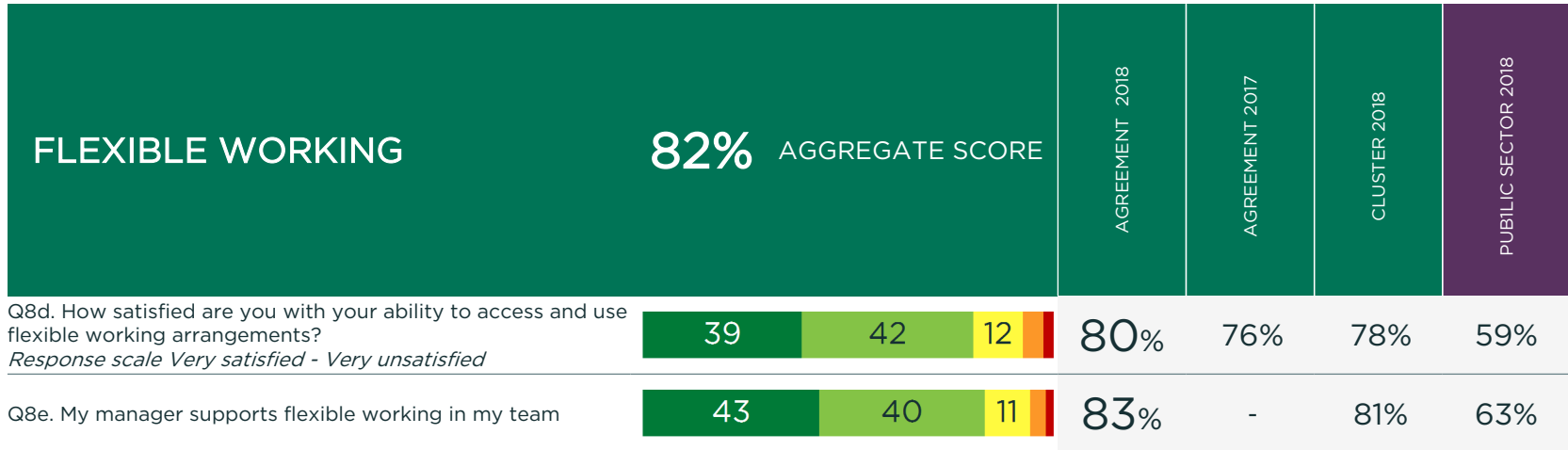




## EXPLORE THE FULL RESULTS

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.



KEY

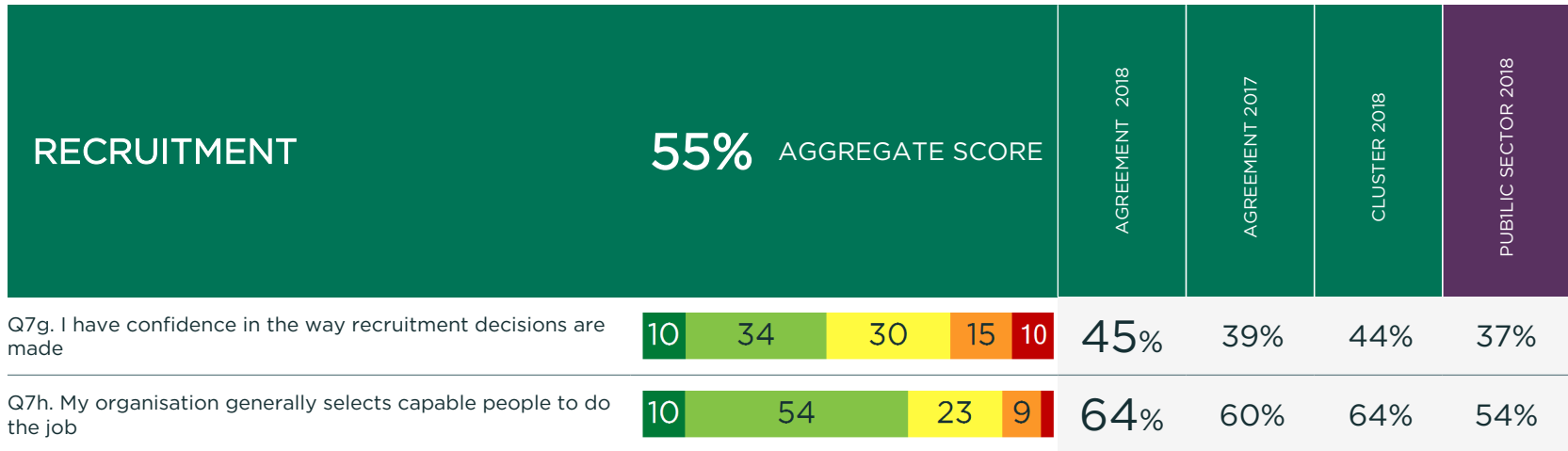




## EXPLORE THE FULL RESULTS

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.



KEY





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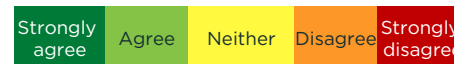
Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

## PERFORMANCE FRAMEWORK & DEVELOPMENT

**59%** AGGREGATE SCORE

		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		70%	67%	69%	65%
Q3e. My performance is assessed against clear criteria		54%	50%	54%	56%
Q3g. I am satisfied with the opportunities available for career development in my organisation		52%	47%	51%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do		77%	76%	76%	69%
Q5h. My manager appropriately deals with employees who perform poorly		44%	43%	45%	46%
Q7f. My organisation is committed to developing its employees		58%	50%	57%	52%

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.

WORKPLACE SUPPORT	74% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	20	48	17	12	68%	65%	68%	65%
Q1f. I am able to keep my work stress at an acceptable level	14	50	20	13	64%	63%	64%	60%
Q2c. I receive help and support from other members of my workgroup	43	45	8		88%	86%	87%	81%
Q2d. There is good team spirit in my workgroup	39	38	13	7	77%	74%	76%	70%

KEY

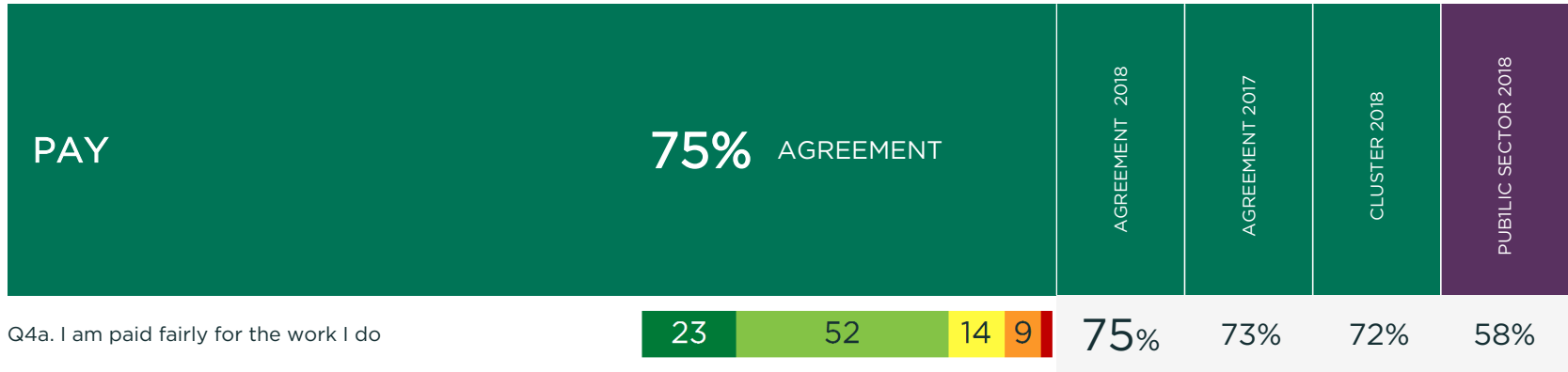




## EXPLORE THE FULL RESULTS

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.



### KEY

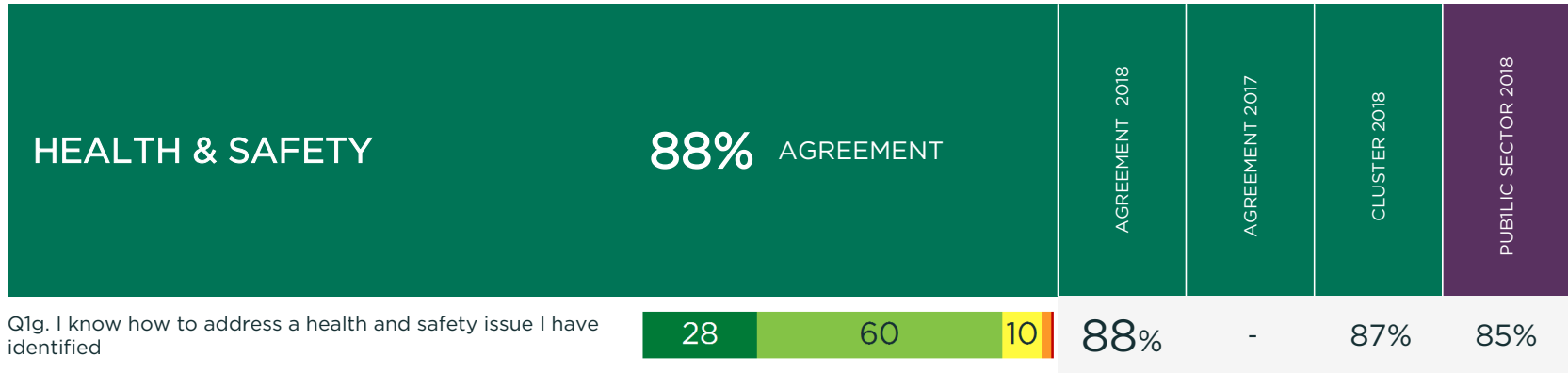




## EXPLORE THE FULL RESULTS

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.



### KEY





## EXPLORE THE FULL RESULTS

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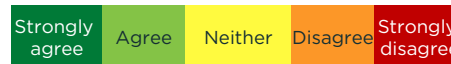
## ACTION ON RESULTS

**53%** AGREEMENT

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



KEY



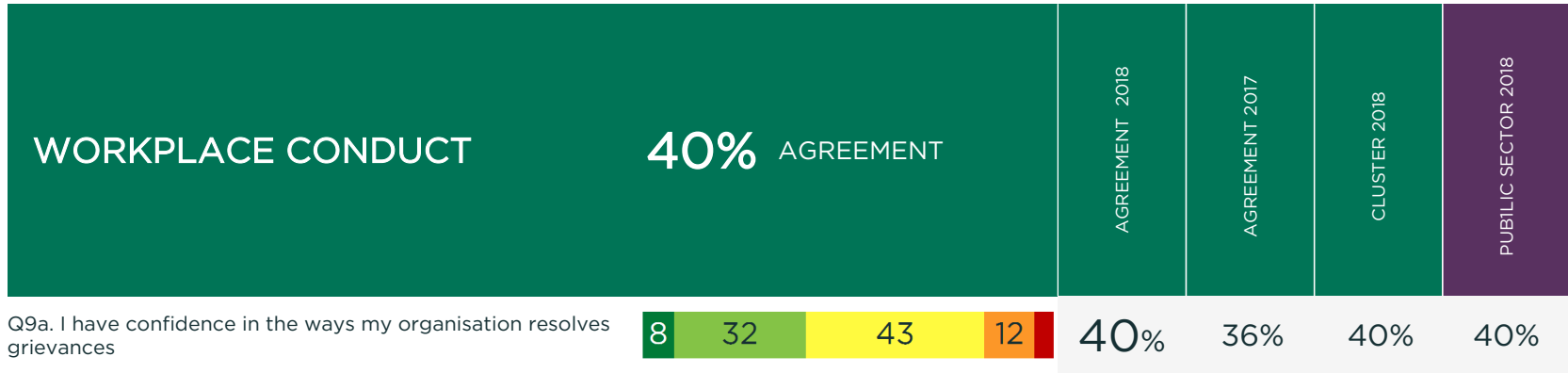




## EXPLORE THE FULL RESULTS

Questions are grouped by 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.



KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

### PERFORMANCE FRAMEWORK & DEVELOPMENT

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
<b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives					
Yes		77%	71%	78%	71%
No		23%	29%	22%	29%
<b>Q3b.</b> I have informal feedback conversations with my manager					
Yes		81%	80%	81%	76%
No		19%	20%	19%	24%
<b>Q3c.</b> I have scheduled feedback conversations with my manager					
Yes		59%	55%	61%	58%
No		41%	45%	39%	42%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

### 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?

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Yes		43%	42%	41%	41%
No		57%	58%	59%	59%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

## MOBILITY

**Q3i.** Are there barriers preventing you from moving to another role?

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Geographic location considerations		35%	38%	34%	26%
There are no major barriers to my career progression		33%	30%	31%	32%
Personal/family considerations		33%	36%	33%	30%
Lack of promotion opportunities		31%	31%	33%	29%
Lack of visible opportunities		30%	31%	32%	30%
The application/recruitment process is too cumbersome or time consuming		21%	24%	21%	23%
Lack of support for temporary assignments/secondments		14%	14%	14%	15%
Insufficient training and development		13%	15%	13%	16%
Lack of required capabilities or experience		11%	12%	11%	11%
Lack of support from my manager/supervisor		10%	10%	10%	14%
Other		8%	8%	8%	9%

% are calculated with the number of unique respondents (N = 3,435 to this question)



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

### UNACCEPTABLE CONDUCT

2018

2017

CLUSTER 2018

PUBLIC SECTOR 2018

**Q10a.** In the last 12 months I have witnessed misconduct/wrongdoing at work

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Yes		15%	15%	17%	24%
No		69%	71%	67%	58%
Don't know		16%	14%	16%	18%

**Q10b.** If yes to 10a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?







Yes		58%	57%	59%	66%
No		39%	40%	39%	32%
Don't know		3%	2%	2%	2%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

### UNACCEPTABLE CONDUCT

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
<b>Q11a. In the last 12 months I have witnessed bullying at work</b>					
Yes		22%	22%	22%	33%
No		69%	69%	69%	57%
Don't know		9%	10%	9%	10%
<b>Q11b. In the last 12 months I have been subjected to bullying at work</b>					
Yes		10%	10%	10%	18%
No		84%	84%	83%	76%
Don't know		6%	6%	6%	6%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

## UNACCEPTABLE CONDUCT

2018

2017

CLUSTER 2018

PUBLIC SECTOR 2018

**Q11c.** 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

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
A fellow worker at your level		27%	24%	25%	27%
Your Immediate Manager/Supervisor		27%	24%	25%	23%
Prefer not to say		20%	19%	18%	14%
A senior manager		14%	19%	17%	21%
A subordinate		7%	7%	7%	7%
Other		6%	3%	7%	4%
A client or customer		1%	3%	1%	2%
A member of the public other than a client or customer	(r)				



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

## UNACCEPTABLE CONDUCT

2018

2017

CLUSTER 2018

PUBLIC SECTOR 2018

**Q12a.** In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work

Response	2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Yes	1%	-	1%	3%
No	98%	-	98%	94%
Don't know	1%	-	2%	2%

**Q12b.** If yes to 12a, 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

Response	2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
A person at work	72%	-	76%	39%
A member of the public	24%	-	18%	37%
Other	4%	-	5%	19%
Prefer not to say	(r)			





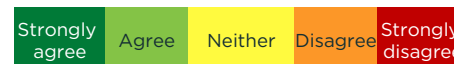
## EXPLORE THE FULL RESULTS

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.

INDUSTRY CUSTOMISED QUESTIONS					AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018
Q2. I am regularly consulted on matters affecting safety in my workforce	23	49	20	7	71%	67%	70%
Q3. My senior manager encourages my team to reflect and learn when things don't go as expected	21	47	23		68%	65%	67%
Q4. The rationale for change initiatives is communicated well	11	37	31	16	48%	44%	48%

KEY





## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

INDUSTRY		2018	CLUSTER 2018
<b>CUSTOMISED QUESTIONS</b>			
<b>Q1. I am aware of our safety and wellbeing strategy</b>			
Yes		91%	87%
No		9%	13%
<b>Q5. This survey asks questions about "Senior Managers". Which of the below categories of Manager is closest to those you were thinking about when you answered these questions?(select all</b>			
Secretary and direct reports, (Deputy Secretary, Director General, Agency CEO)		7%	6%
Executive Director, Deputy Director General and equivalent		18%	15%
Director, General Manager, Group Director and equivalent		32%	33%
The managers above my manager		43%	45%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
GENDER		
Male		45%
Female		53%
Other		1%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
AGE		
15 - 19		1%
20 - 24		2%
25 -29	■	7%
30 - 34	■	11%
35 - 39	■	15%
40 - 44	■	16%
45 - 49	■	16%
50 - 54	■	14%
55 - 59	■	11%
60 - 64	■	6%
65+		2%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

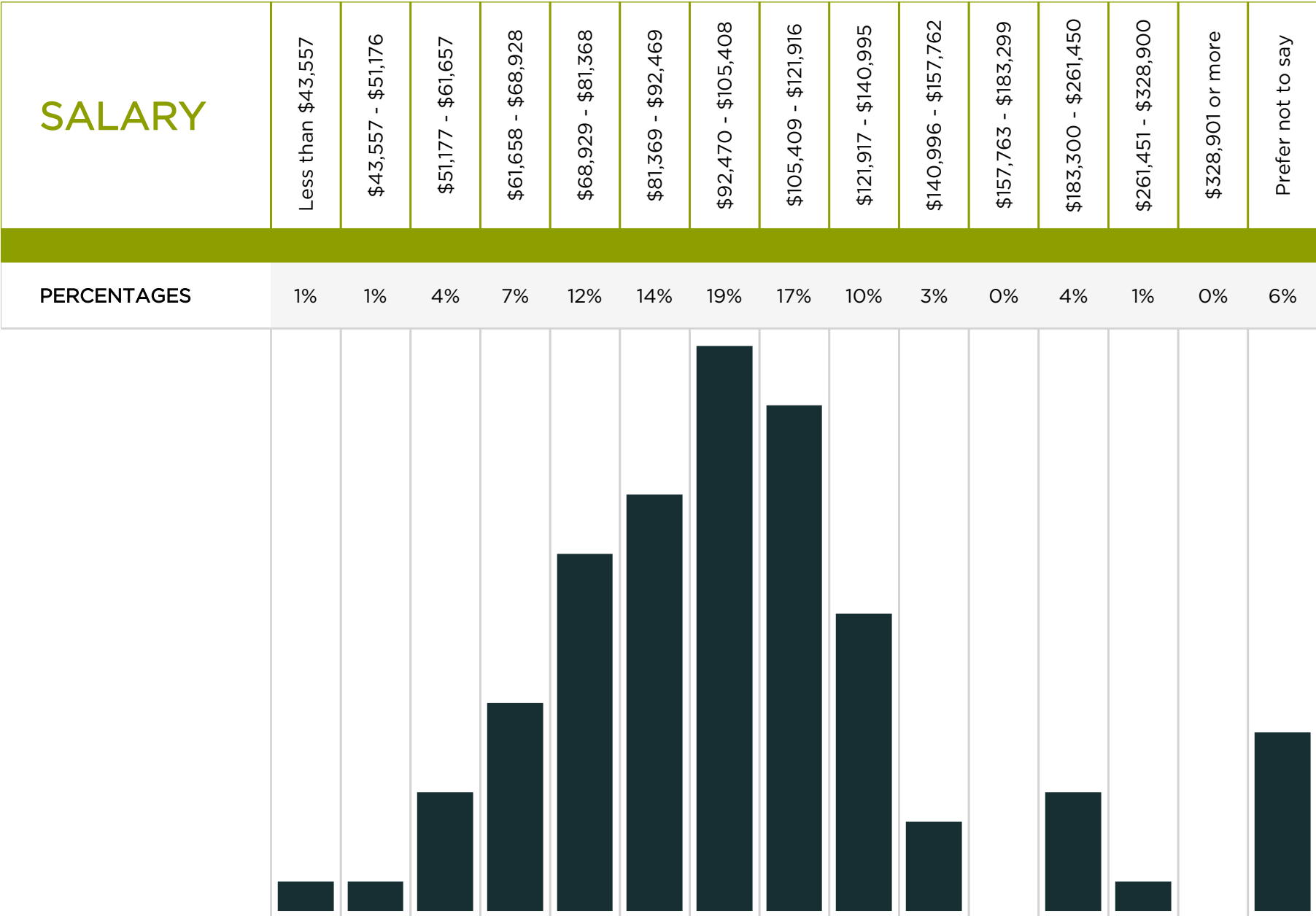
		PERCENTAGE
TYPE OF WORK		
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)		16%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)		9%
Administrative support (e.g. executive/personal assistant, receptionist)		8%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)		14%
Policy		9%
Research		13%
Program and project management support		17%
Legal (including developing and/or reviewing legislation)		2%
Other		13%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

### SALARY



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
<b>TENURE IN ORGANISATION</b>		
Less than 1 year		18%
1 - 2 years		14%
2 - 5 years		23%
5 - 10 years		14%
10 - 20 years		17%
More than 20 years		14%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
<b>FLEXIBLE WORKING</b>		
Flexible start and finish times		77%
Working additional hours to make up for time off		25%
Working from home		23%
Working from different locations		16%
None of the above		13%
Working more hours over fewer days		10%
Part-time work		8%

% are calculated with the number of unique respondents (N = 3,402 to this question)



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

	PERCENTAGE
<b>FLEXIBLE WORKING</b>	
Leave without pay	5%
Flexible scheduling for rostered workers	3%
Study leave	2%
Other	2%
Purchasing annual leave	2%
Job sharing	2%

% are calculated with the number of unique respondents (N = 3,402 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.

	Department of Industry	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing,	Other service delivery work (work that does not involve contact with the public, but it is critical to the	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	3560	559	301	280	471	307	456	567	57	435
EMPLOYEE ENGAGEMENT	67%	68%	64%	73%	68%	68%	68%	67%	70%	65%
ENGAGEMENT WITH WORK	74%	74%	70%	77%	73%	76%	80%	74%	78%	72%
SENIOR MANAGERS	56%	58%	48%	67%	54%	63%	55%	55%	61%	51%
COMMUNICATION	70%	67%	65%	76%	67%	75%	71%	72%	76%	67%
HIGH PERFORMANCE	69%	68%	65%	76%	69%	73%	71%	70%	74%	66%
PUBLIC SECTOR VALUES	69%	69%	64%	75%	68%	75%	69%	70%	75%	66%
DIVERSITY & INCLUSION	78%	76%	75%	82%	78%	82%	80%	80%	79%	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

# RESULT BY SALARY



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Department of Industry	Less than \$43,557	\$43,557 - \$51,176	\$51,177 - \$61,657	\$61,658 - \$68,928	\$68,929 - \$81,368	\$81,369 - \$92,469	\$92,470 - \$105,408	\$105,409 - \$121,916	\$121,917 - \$140,995	\$140,996 - \$157,762	\$157,763 - \$183,299	\$183,300 - \$261,450	\$261,451 - \$328,900
NUMBER OF RESPONDENTS	3560	44	45	128	227	407	478	659	585	349	112	15	126	22
EMPLOYEE ENGAGEMENT	67%	69%	71%	71%	69%	69%	69%	66%	65%	67%	68%	(r)	73%	(r)
ENGAGEMENT WITH WORK	74%	76%	81%	78%	73%	73%	74%	74%	74%	78%	82%	(r)	87%	(r)
SENIOR MANAGERS	56%	55%	63%	61%	57%	58%	57%	54%	53%	56%	64%	(r)	69%	(r)
COMMUNICATION	70%	70%	68%	68%	68%	69%	69%	68%	70%	76%	72%	(r)	80%	(r)
HIGH PERFORMANCE	69%	71%	71%	74%	70%	71%	68%	68%	68%	72%	75%	(r)	80%	(r)
PUBLIC SECTOR VALUES	69%	68%	72%	71%	68%	70%	70%	68%	68%	71%	75%	(r)	80%	(r)
DIVERSITY & INCLUSION	78%	79%	80%	78%	77%	78%	78%	77%	79%	82%	82%	(r)	85%	(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

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.

	Department of Industry	\$328,901 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>3560</b>	<b>7</b>	<b>187</b>
<b>EMPLOYEE ENGAGEMENT</b>	67%	(r)	62%
ENGAGEMENT WITH WORK	74%	(r)	65%
SENIOR MANAGERS	56%	(r)	46%
COMMUNICATION	70%	(r)	62%
HIGH PERFORMANCE	69%	(r)	62%
PUBLIC SECTOR VALUES	69%	(r)	61%
DIVERSITY & INCLUSION	78%	(r)	70%

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# RESULT BY TENURE IN ORGANISATION



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Department of Industry	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
<b>NUMBER OF RESPONDENTS</b>	<b>3560</b>	<b>623</b>	<b>471</b>	<b>775</b>	<b>461</b>	<b>580</b>	<b>478</b>
<b>EMPLOYEE ENGAGEMENT</b>	67%	72%	67%	67%	66%	65%	67%
ENGAGEMENT WITH WORK	74%	79%	74%	74%	71%	73%	75%
SENIOR MANAGERS	56%	64%	57%	55%	53%	51%	56%
COMMUNICATION	70%	78%	71%	70%	66%	65%	68%
HIGH PERFORMANCE	69%	75%	70%	70%	68%	66%	69%
PUBLIC SECTOR VALUES	69%	76%	70%	69%	66%	66%	69%
DIVERSITY & INCLUSION	78%	84%	79%	79%	77%	75%	77%

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# RESULTS BY TYPES OF FLEXIBLE WORKING



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Department of Industry	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	3560	2606	335	862	111	271	54	542	783	64	176	72	65	445
EMPLOYEE ENGAGEMENT	67%	68%	69%	68%	69%	69%	70%	71%	68%	64%	67%	71%	67%	66%
ENGAGEMENT WITH WORK	74%	75%	76%	75%	79%	79%	78%	82%	79%	69%	70%	73%	75%	74%
SENIOR MANAGERS	56%	57%	56%	57%	58%	58%	60%	61%	59%	56%	56%	60%	60%	53%
COMMUNICATION	70%	70%	72%	72%	69%	73%	72%	76%	76%	72%	72%	75%	68%	65%
HIGH PERFORMANCE	69%	70%	70%	71%	71%	73%	68%	74%	73%	66%	70%	72%	72%	67%
PUBLIC SECTOR VALUES	69%	70%	70%	71%	71%	73%	74%	74%	73%	70%	71%	72%	72%	65%
DIVERSITY & INCLUSION	78%	80%	81%	81%	77%	84%	79%	84%	85%	78%	80%	84%	77%	72%

\*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# RESULTS BY REGION



## 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.

	Department of Industry	Sydney East	Sydney - City and Inner South	Central West	Sydney West	Sydney - Parramatta	Newcastle and Lake Macquarie	Hunter Valley exc Newcastle	New England and North West	Riverina	Far West and Orana	Sydney - Outer South West	Coffs Harbour - Grafton
NUMBER OF RESPONDENTS	3560	824	760	634	433	326	195	185	171	167	112	103	92
EMPLOYEE ENGAGEMENT	67%	65%	66%	70%	66%	65%	66%	70%	68%	71%	72%	68%	68%
ENGAGEMENT WITH WORK	74%	72%	72%	77%	74%	74%	77%	76%	80%	82%	76%	72%	77%
SENIOR MANAGERS	56%	57%	58%	58%	56%	56%	46%	59%	55%	61%	62%	56%	55%
COMMUNICATION	70%	70%	71%	71%	67%	67%	68%	74%	70%	71%	78%	66%	71%
HIGH PERFORMANCE	69%	69%	70%	73%	67%	68%	65%	73%	70%	75%	74%	68%	68%
PUBLIC SECTOR VALUES	69%	70%	71%	72%	68%	68%	65%	72%	69%	73%	76%	67%	70%
DIVERSITY & INCLUSION	78%	76%	77%	81%	76%	76%	81%	82%	80%	82%	85%	74%	77%

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

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# RESULTS BY REGION



## 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.

	Department of Industry	Richmond - Tweed	Murray	Southern Highlands and Shoalhaven	Capital Region	Central Coast	Illawarra	Mid North Coast	Sydney - North Sydney and Hornsby	Sydney - Inner South West	Sydney - Inner West	OUTSIDE NSW	Sydney - Blacktown	Sydney - Ryde
NUMBER OF RESPONDENTS	3560	90	49	49	48	36	35	35	35	15	7	6	3	3
EMPLOYEE ENGAGEMENT	67%	73%	66%	66%	66%	73%	70%	70%	63%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	85%	76%	65%	81%	82%	81%	77%	66%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	56%	61%	59%	55%	58%	59%	59%	70%	46%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	70%	78%	71%	65%	74%	75%	72%	75%	60%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	69%	76%	73%	69%	70%	71%	71%	74%	56%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	69%	75%	72%	69%	72%	73%	73%	78%	58%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	78%	86%	83%	77%	80%	78%	84%	80%	73%	(r)	(r)	(r)	(r)	(r)

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

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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



# RESULTS BY REGION



## 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.

	Department of Industry	Sydney - Eastern Suburbs	Sydney - Northern Beaches	Sydney - South West	Sydney - Sutherland	Sydney - Baulkham Hills and Hawkesbury	Sydney - Outer West and Blue Mountains
<b>NUMBER OF RESPONDENTS</b>	<b>3560</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>EMPLOYEE ENGAGEMENT</b>	67%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	56%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	70%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	69%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	69%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	78%	(r)	(r)	(r)	(r)	(r)	(r)

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

**KEY**

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# RESULT BY AGE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Department of Industry	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	3560	17	78	237	377	494	532	545	475	362	188	51
EMPLOYEE ENGAGEMENT	67%	(r)	71%	72%	69%	69%	67%	67%	67%	67%	65%	73%
ENGAGEMENT WITH WORK	74%	(r)	74%	77%	74%	71%	77%	75%	77%	74%	75%	85%
SENIOR MANAGERS	56%	(r)	65%	63%	58%	57%	55%	57%	54%	55%	51%	52%
COMMUNICATION	70%	(r)	76%	76%	72%	71%	69%	71%	69%	67%	63%	69%
HIGH PERFORMANCE	69%	(r)	74%	75%	71%	70%	69%	71%	69%	69%	67%	66%
PUBLIC SECTOR VALUES	69%	(r)	78%	75%	71%	69%	69%	70%	69%	68%	65%	67%
DIVERSITY & INCLUSION	78%	(r)	82%	84%	79%	79%	78%	79%	77%	78%	73%	78%

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# RESULT BY GENDER



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Department of Industry	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	3560	1547	1804	50
<b>EMPLOYEE ENGAGEMENT</b>	67%	67%	68%	55%
ENGAGEMENT WITH WORK	74%	74%	76%	56%
SENIOR MANAGERS	56%	55%	57%	32%
COMMUNICATION	70%	70%	70%	49%
HIGH PERFORMANCE	69%	69%	70%	53%
PUBLIC SECTOR VALUES	69%	69%	70%	52%
DIVERSITY & INCLUSION	78%	78%	79%	61%

**KEY**

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# GUIDE TO THIS REPORT

## **i** SURVEY TIME FRAME

This report contains results from the 2018 People Matter Employee Survey which was open from 1 June to 2 July 2018.

## **i** PRIVACY

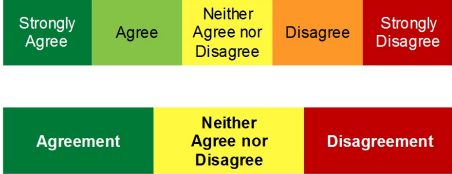
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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 THE SURVEY AND ITS METHODOLOGY

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