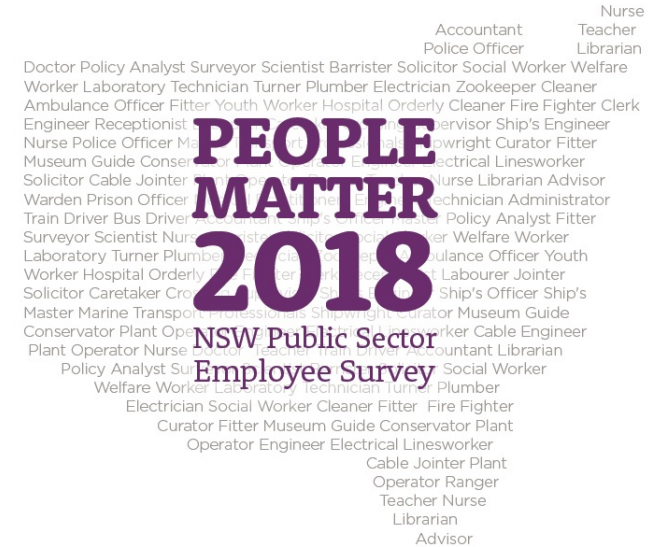

PEOPLE MATTER 2018

NSW Public Sector Employee Survey



CLUSTER REPORT

Finance and Services

RESPONSE RATE

91%

8,481 OF 9,320 RESPONDENTS

EMPLOYEE ENGAGEMENT

66%

DIFFERENCE FROM 2017 +1
DIFFERENCE FROM PUBLIC SECTOR +1

ENGAGEMENT WITH WORK

72%

DIFFERENCE FROM 2017 +1
DIFFERENCE FROM PUBLIC SECTOR -1

SENIOR MANAGERS

55%

DIFFERENCE FROM 2017 +1
DIFFERENCE FROM PUBLIC SECTOR +6

COMMUNICATION

67%

DIFFERENCE FROM 2017 +1
DIFFERENCE FROM PUBLIC SECTOR +5

HIGH PERFORMANCE

68%

DIFFERENCE FROM 2017 +1
DIFFERENCE FROM PUBLIC SECTOR +4

PUBLIC SECTOR VALUES

68%

DIFFERENCE FROM 2017 +1
DIFFERENCE FROM PUBLIC SECTOR +6

DIVERSITY & INCLUSION

74%

DIFFERENCE FROM PUBLIC SECTOR +6

FLEXIBLE WORKING SATISFACTION

68%

DIFFERENCE FROM 2017 +3
DIFFERENCE FROM PUBLIC SECTOR +9

ACTION ON RESULTS

48%

DIFFERENCE FROM 2017 +3
DIFFERENCE FROM PUBLIC SECTOR +11



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	88%	88%
1a. I understand what is expected of me to do well in my role	88%	88%
2c. I receive help and support from other members of my workgroup	85%	85%
1g. I know how to address a health and safety issue I have identified	84%	-
2b. My workgroup works collaboratively to achieve its objectives	82%	80%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	81%	80%
2e. People in my workgroup treat each other with respect	81%	81%
5b. My manager listens to what I have to say	80%	79%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	78%	78%
5a. My manager encourages people in my workgroup to keep improving the work they do	78%	77%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

	AGREEMENT 2018	AGREEMENT 2017
7g. I have confidence in the way recruitment decisions are made	43%	39%
7c. I feel that change is managed well in my organisation	44%	43%
9a. I have confidence in the ways my organisation resolves grievances	45%	41%
14. I believe action will be taken on the results from this survey by my organisation	48%	45%
3g. I am satisfied with the opportunities available for career development in my organisation	49%	48%
6h. I feel that senior managers listen to employees	51%	47%
5h. My manager appropriately deals with employees who perform poorly	51%	49%
6b. I feel that senior managers effectively lead and manage change	51%	50%
7d. There is good co-operation between teams across our organisation	53%	51%
7e. People in my organisation take responsibility for their own actions	55%	53%



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

9a.	I have confidence in the ways my organisation resolves grievances	45%	41%
7g.	I have confidence in the way recruitment decisions are made	43%	39%
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	68%	65%
6h.	I feel that senior managers listen to employees	51%	47%
3d.	In the last 12 months I received useful feedback on my work to enable me to deliver required results	71%	68%
1f.	I am able to keep my work stress at an acceptable level	68%	65%
7i.	I would recommend my organisation as a great place to work	64%	62%
14.	I believe action will be taken on the results from this survey by my organisation	48%	45%
7f.	My organisation is committed to developing its employees	56%	53%
7l.	My organisation motivates me to help it achieve its objectives	59%	57%



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



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE



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.

48%

of employees replied favourably to:

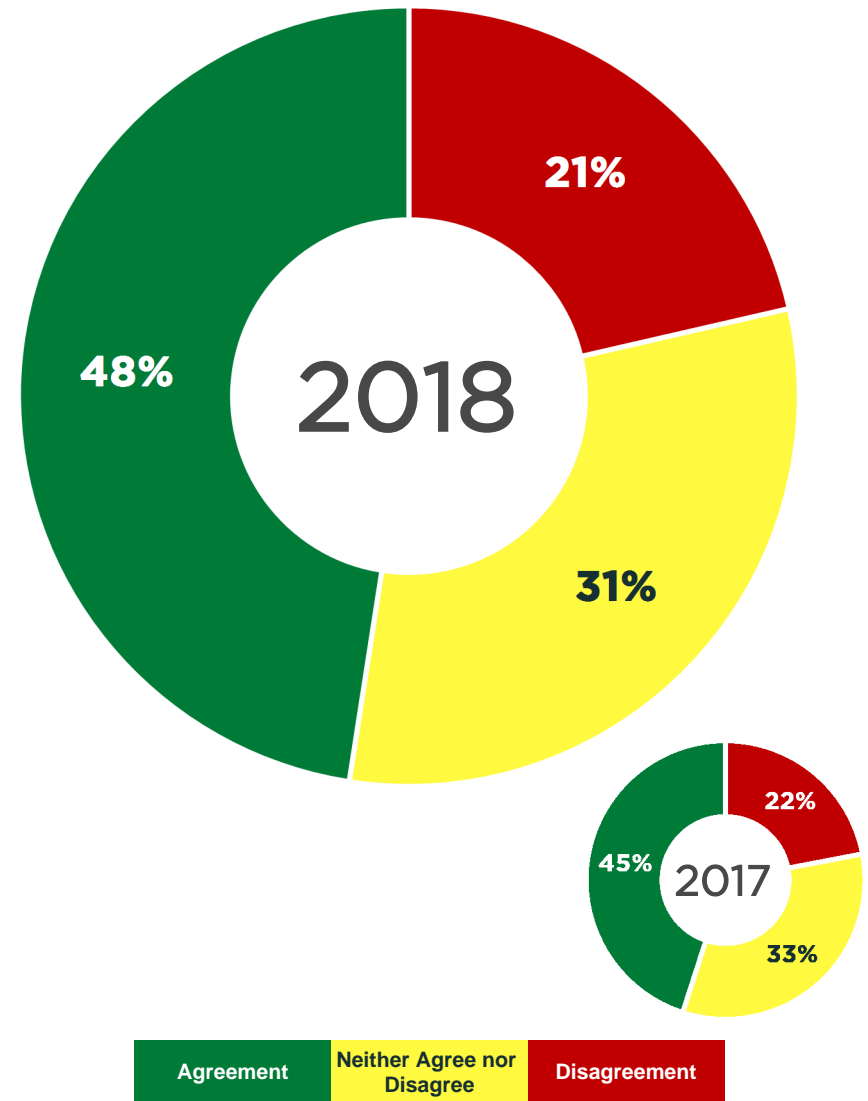
'I believe action will be taken on the results from this survey by my organisation.'

37%

SECTOR

45%

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 PUBLIC SECTOR
1	Q7f. My organisation is committed to developing its employees	56%	53%	52%
2	Q7h. My organisation generally selects capable people to do the job	58%	57%	54%
3	Q7a. My organisation focuses on improving the work we do	75%	73%	69%
4	Q7b. My organisation is making the necessary improvements to meet our future challenges	65%	64%	57%
5	Q3g. I am satisfied with the opportunities available for career development in my organisation	49%	48%	50%
6	Q1b. I am provided with the support I need to do my best at work	69%	68%	65%

CLUSTER COMPARISON



COMPARISON OF CLUSTERS

This page compares key question group scores for Finance and Services

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

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

	NSW Public Sector	Finance and Services	Education	Family and Community Services	Health	Industry	Justice	Planning and Environment	Premier and Cabinet	Transport	Treasury
NUMBER OF RESPONDENTS	170832	8481	35880	6894	65677	5238	15510	6680	950	19869	734
EMPLOYEE ENGAGEMENT	65%	66%	68%	62%	65%	67%	62%	69%	71%	64%	70%
ENGAGEMENT WITH WORK	72%	72%	74%	70%	73%	73%	66%	74%	75%	70%	77%
SENIOR MANAGERS	49%	55%	56%	47%	46%	55%	40%	50%	63%	46%	61%
COMMUNICATION	61%	67%	64%	62%	59%	68%	54%	66%	73%	61%	73%
HIGH PERFORMANCE	64%	68%	68%	63%	64%	68%	56%	66%	74%	61%	73%
PUBLIC SECTOR VALUES	62%	68%	67%	62%	60%	68%	53%	65%	74%	60%	73%
DIVERSITY & INCLUSION	68%	74%	67%	71%	66%	77%	63%	75%	79%	69%	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

AGENCY COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Finance and Services

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.

	Finance and Services	Department of Finance, Services and Innovation
NUMBER OF RESPONDENTS	8481	8481
EMPLOYEE ENGAGEMENT	66%	66%
ENGAGEMENT WITH WORK	72%	72%
SENIOR MANAGERS	55%	55%
COMMUNICATION	67%	67%
HIGH PERFORMANCE	68%	68%
PUBLIC SECTOR VALUES	68%	68%
DIVERSITY & INCLUSION	74%	74%

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



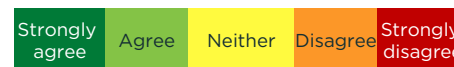
EXPLORE THE FULL RESULTS

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	66% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q7i. I would recommend my organisation as a great place to work	22	42	22	8	64%	62%	61%
Q7j. I am proud to tell others I work for my organisation	26	42	21		68%	66%	69%
Q7k. I feel a strong personal attachment to my organisation	22	36	27	10	58%	58%	63%
Q7l. My organisation motivates me to help it achieve its objectives	19	40	26	9	59%	57%	55%
Q7m. My organisation inspires me to do the best in my job	20	39	26	9	59%	57%	55%

KEY





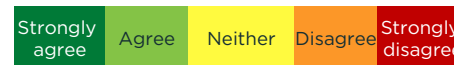
EXPLORE THE FULL RESULTS

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.

ENGAGEMENT WITH WORK	72% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q1c. My job gives me a feeling of personal accomplishment	27	46	16	8	73%	72%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	31	42	15	8	72%	71%	72%
Q1e. I am satisfied with my job	24	46	17	9	70%	68%	69%

KEY





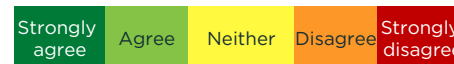
EXPLORE THE FULL RESULTS

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	55% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q6a. I believe senior managers provide clear direction for the future of the organisation	16	39	24	12	8	55%	54%	49%
Q6b. I feel that senior managers effectively lead and manage change	16	36	25	14	10	51%	50%	46%
Q6c. I feel that senior managers model the values of my organisation	18	38	26	9	8	56%	55%	50%
Q6d. Senior managers encourage innovation by employees	17	42	27	9		58%	58%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	17	41	29	8		58%	56%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	22	48	20			70%	70%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	16	39	22	14	9	55%	53%	47%
Q6h. I feel that senior managers listen to employees	15	35	27	13	10	51%	47%	43%
Q7c. I feel that change is managed well in my organisation	12	32	27	18	10	44%	43%	40%

KEY





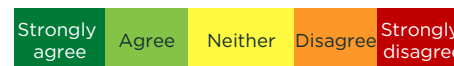
EXPLORE THE FULL RESULTS

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	67% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018	
Q5c. My manager communicates effectively with me	34	41	13	7	75%	74%	72%	
Q5d. My manager encourages and values employee input	36	41	13		77%	76%	72%	
Q5e. My manager involves my workgroup in decisions about our work	31	40	16	8	71%	70%	67%	
Q6g. I feel that senior managers keep employees informed about what's going on	16	39	22	14	9	55%	53%	47%
Q6h. I feel that senior managers listen to employees	15	35	27	13	10	51%	47%	43%
Q8c. I am able to speak up and share a different view to my colleagues and manager	27	46	15			73%	73%	67%

KEY





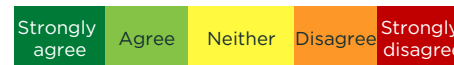
EXPLORE THE FULL RESULTS

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		68% AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018	
Q1a. I understand what is expected of me to do well in my role	38	50		88%	88%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	38	44	10	82%	80%	79%	
Q3f. I have received appropriate training and development to do my job well	18	42	23	12	60%	59%	65%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	32	46	14		78%	77%	74%
Q5f. I have confidence in the decisions my manager makes	33	39	16		72%	71%	68%
Q6d. Senior managers encourage innovation by employees	17	42	27	9	58%	58%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	17	41	29	8	58%	56%	52%
Q7a. My organisation focuses on improving the work we do	22	52	16		75%	73%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	19	46	22	9	65%	64%	57%

KEY

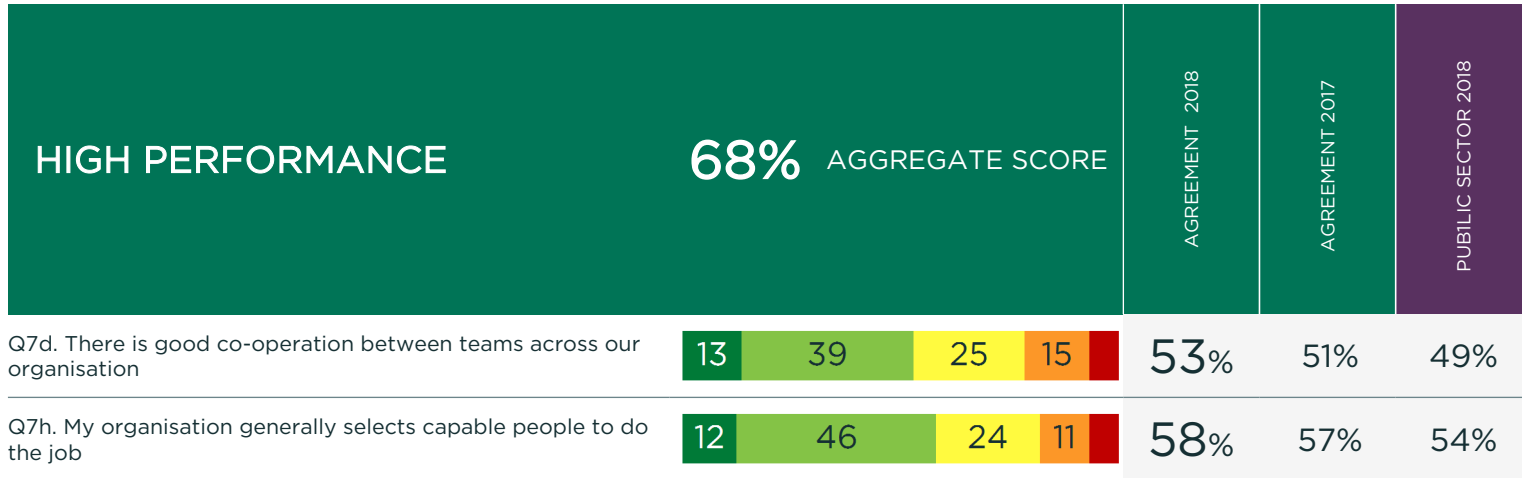




EXPLORE THE FULL RESULTS

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





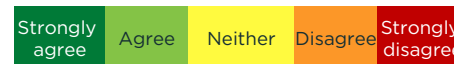
EXPLORE THE FULL RESULTS

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	68% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	PUBLIC SECTOR 2018
Q2a. My workgroup strives to achieve customer/client satisfaction	44	45	7			88%	88%	86%
Q2e. People in my workgroup treat each other with respect	40	41	11			81%	81%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	32	46	14			78%	77%	74%
Q5b. My manager listens to what I have to say	37	43	11			80%	79%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	16	39	24	12	8	55%	54%	49%
Q6c. I feel that senior managers model the values of my organisation	18	38	26	9	8	56%	55%	50%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	22	48	20			70%	70%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	16	39	22	14	9	55%	53%	47%
Q6h. I feel that senior managers listen to employees	15	35	27	13	10	51%	47%	43%

KEY

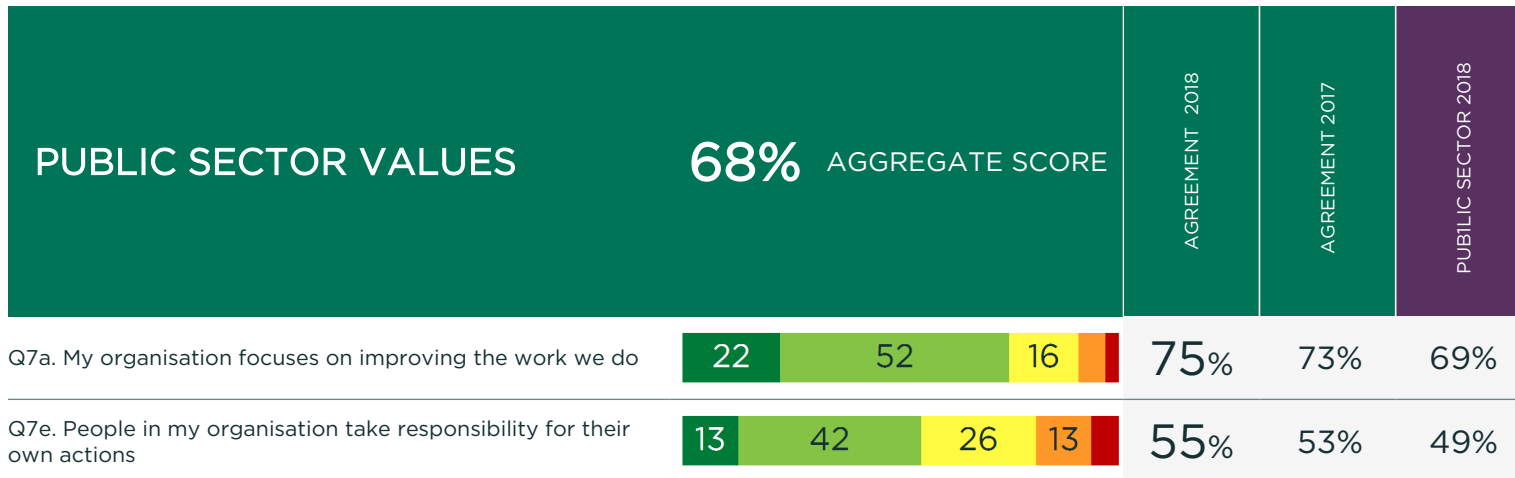




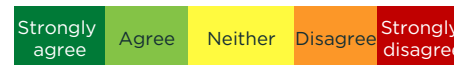
EXPLORE THE FULL RESULTS

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.



KEY





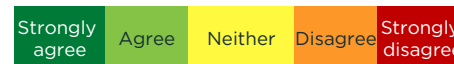
EXPLORE THE FULL RESULTS

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	74% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	24	46	15	11	69%	68%	65%
Q5b. My manager listens to what I have to say	37	43	11	9	80%	79%	76%
Q5d. My manager encourages and values employee input	36	41	13	10	77%	76%	72%
Q6i. Senior managers in my organisation support the career advancement of women	26	40	26	8	66%	66%	60%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	31	50	13	6	81%	80%	76%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	32	47	14	7	78%	78%	75%
Q8c. I am able to speak up and share a different view to my colleagues and manager	27	46	15	12	73%	73%	67%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	29	39	17	9	68%	65%	59%
Q8e. My manager supports flexible working in my team	35	38	16	11	73%	-	63%

KEY

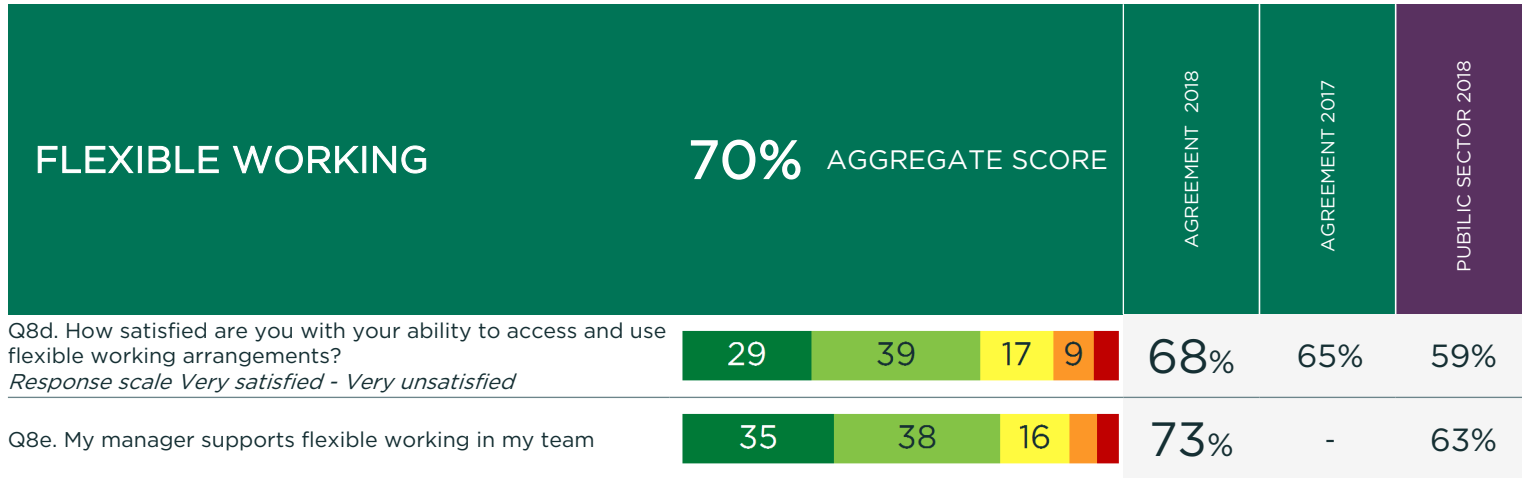




EXPLORE THE FULL RESULTS

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

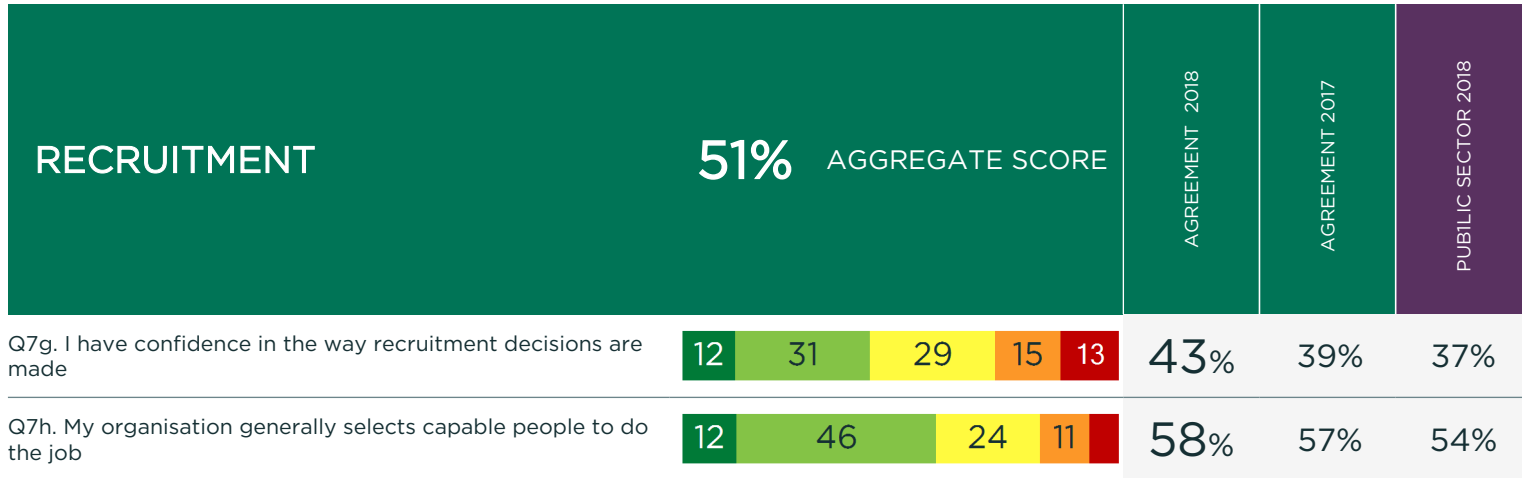




EXPLORE THE FULL RESULTS

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





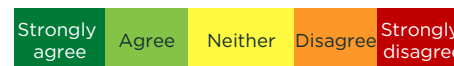
EXPLORE THE FULL RESULTS

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.

PERFORMANCE FRAMEWORK & DEVELOPMENT	60% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018	
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	25	46	16	9	71%	68%	65%	
Q3e. My performance is assessed against clear criteria	19	42	22	12	61%	60%	56%	
Q3g. I am satisfied with the opportunities available for career development in my organisation	16	33	24	16	11	49%	48%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do	33	40	15	7	74%	73%	69%	
Q5h. My manager appropriately deals with employees who perform poorly	21	30	31	10	8	51%	49%	46%
Q7f. My organisation is committed to developing its employees	15	41	27	11	56%	53%	52%	

KEY





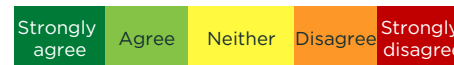
EXPLORE THE FULL RESULTS

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	PUBLIC LIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	24	46	15	11	69%	68%	65%
Q1f. I am able to keep my work stress at an acceptable level	19	49	17	11	68%	65%	60%
Q2c. I receive help and support from other members of my workgroup	40	45	9		85%	85%	81%
Q2d. There is good team spirit in my workgroup	37	38	14	7	75%	74%	70%

KEY

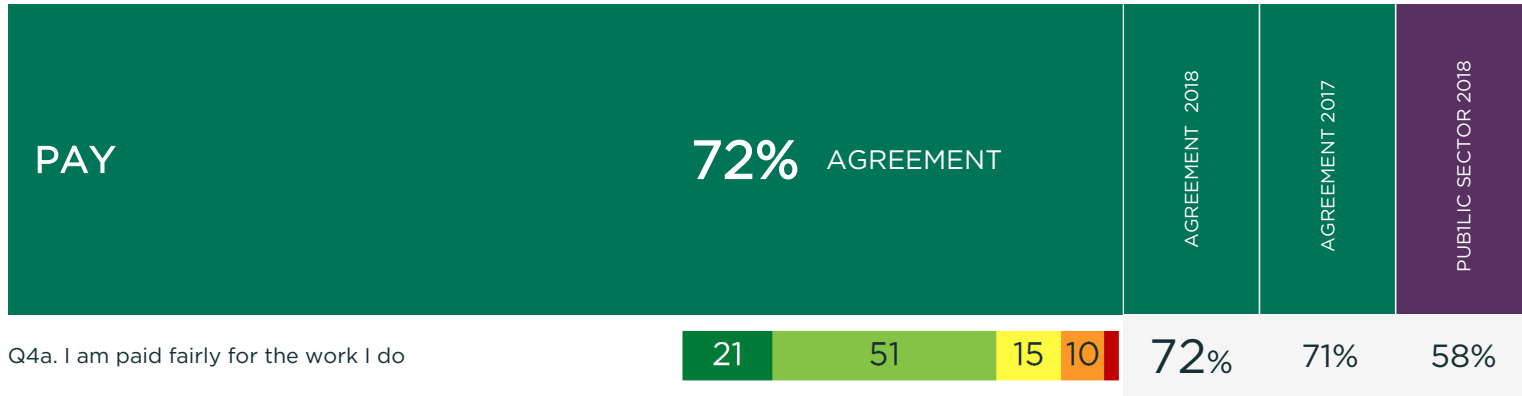




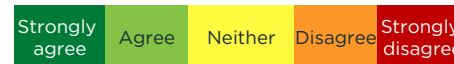
EXPLORE THE FULL RESULTS

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

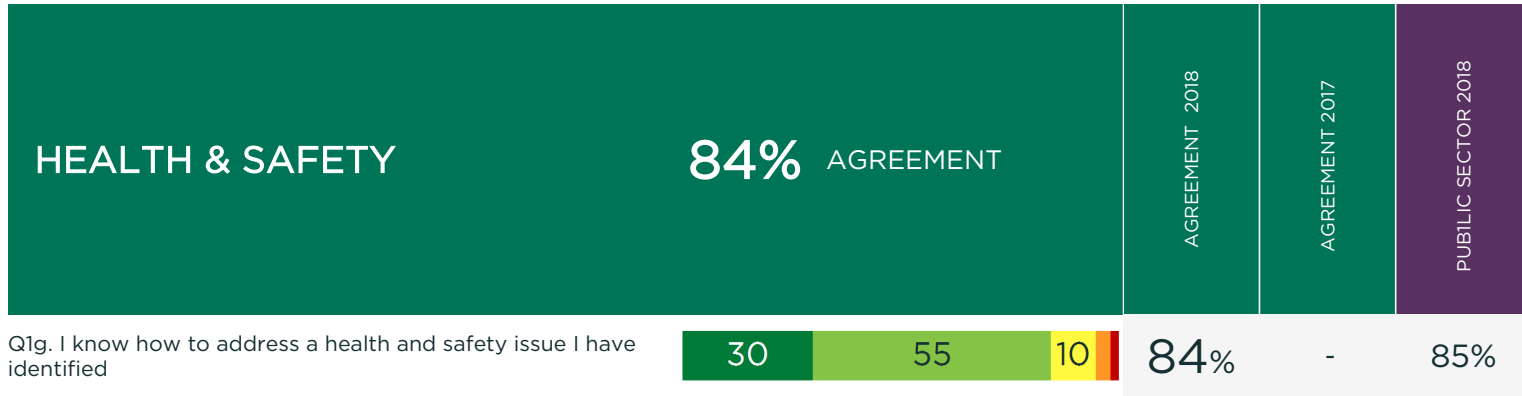




EXPLORE THE FULL RESULTS

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

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.

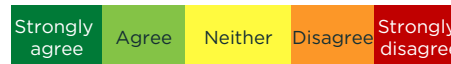
ACTION ON RESULTS

48% AGREEMENT

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



KEY

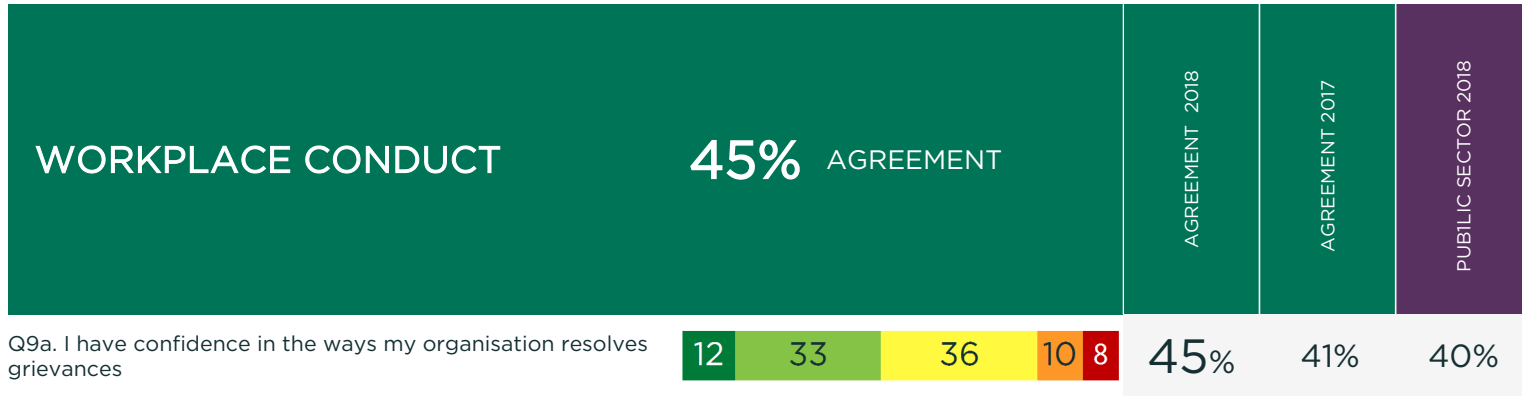




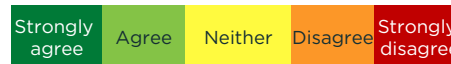
EXPLORE THE FULL RESULTS

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

PUBLIC SECTOR 2018

Q3a. I have a current performance and development plan that sets out my individual objectives

Yes



79%

79%

71%

No



21%

21%

29%

Q3b. I have informal feedback conversations with my manager

Yes



80%

78%

76%

No



20%

22%

24%

Q3c. I have scheduled feedback conversations with my manager

Yes



68%

66%

58%

No



32%

34%

42%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

		2018	2017	PUBLIC SECTOR 2018
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?				
Yes		46%	45%	41%
No		54%	55%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

		2018	2017	PUBLIC SECTOR 2018
Q3i. Are there barriers preventing you from moving to another role?				
There are no major barriers to my career progression		32%	31%	32%
Lack of visible opportunities		31%	33%	30%
Lack of promotion opportunities		30%	31%	29%
Geographic location considerations		28%	30%	26%
Personal/family considerations		25%	28%	30%
The application/recruitment process is too cumbersome or time consuming		22%	24%	23%
Insufficient training and development		16%	17%	16%
Lack of support for temporary assignments/secondments		15%	16%	15%
Lack of required capabilities or experience		13%	12%	11%
Lack of support from my manager/supervisor		12%	12%	14%
Other		11%	10%	9%

% are calculated with the number of unique respondents (N = 8,090 to this question)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

PUBLIC SECTOR 2018

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

Yes		18%	16%	24%
No		63%	70%	58%
Don't know		19%	14%	18%

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

Yes		62%	56%	66%
No		36%	41%	32%
Don't know		2%	3%	2%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.


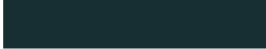

UNACCEPTABLE CONDUCT

2018

2017

PUBLIC SECTOR 2018

Q11a. In the last 12 months I have witnessed bullying at work

Yes		23%	23%	33%
No		66%	67%	57%
Don't know		11%	10%	10%

Q11b. In the last 12 months I have been subjected to bullying at work

Yes		12%	12%	18%
No		81%	82%	76%
Don't know		8%	7%	6%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

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	PUBLIC SECTOR 2018
Your Immediate Manager/Supervisor		29%	30%	23%
A senior manager		23%	19%	21%
A fellow worker at your level		21%	23%	27%
Prefer not to say		18%	16%	14%
A subordinate		5%	6%	7%
Other		3%	5%	4%
A client or customer		1%	1%	2%
A member of the public other than a client or customer		0%	0%	1%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

PUBLIC SECTOR 2018

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

Yes		1%	-	3%
No		97%	-	94%
Don't know		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

A person at work		58%	-	39%
A member of the public		23%	-	37%
Other		4%	-	19%
Prefer not to say		15%	-	6%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

FINANCE AND SERVICES CUSTOMISED QUESTIONS

2018

Q1. What level is your current role?

SEB 1		11%
SEB 2		3%
SEB 3		3%
Non-executive who manages employees		19%
Non-executive who does not manage employees		64%

Q2. This survey asks questions about senior managers. Which managers are closest to those you were thinking about when you answered these questions?

Secretary and executive team		4%
Deputy Secretary and executive team		6%
Executive Directors		15%
Directors		27%
The managers of my manager/team leader		48%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

FINANCE AND SERVICES

CUSTOMISED QUESTIONS

2018

Q3. Have you noticed senior managers taking action as a result of the last PMES?

Yes		30%
No		22%
Not sure		48%

Q4. Are you currently working in an activity based environment?

Yes		46%
No		36%
Not applicable (for Service NSW staff)		18%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

FINANCE AND SERVICES CUSTOMISED QUESTIONS

2018

Q5. If you answered YES, how satisfied are you with your activity based working environment?

Very satisfied		19%
Satisfied		39%
Neutral		23%
Unsatisfied		10%
Very unsatisfied		8%
Not applicable		0%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

FINANCE AND SERVICES

CUSTOMISED QUESTIONS

2018

Q6. If more flexible work options were available, would you consider discussing them with your manager?

Yes		89%
-----	--	-----

No		11%
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Q7. Have you applied for an ongoing or acting opportunity in the Finance and Services cluster or elsewhere in the past twelve months?

Yes		29%
-----	--	-----

No		71%
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EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

FINANCE AND SERVICES CUSTOMISED QUESTIONS

2018

Q8. If YES, which best describes your most recent career development experience?

Applied for and won an acting or ongoing role in the Finance and Services cluster		42%
Applied for and did not win an acting or ongoing role in the Finance and Services cluster		28%
Applied for and did not win an acting or ongoing role elsewhere in the NSW public sector		9%
Applied for a position outside the NSW public sector		4%
Other		14%
Not applicable		3%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

FINANCE AND SERVICES

CUSTOMISED QUESTIONS

2018

Q9. In the past 12 months, what has made the greatest difference to your career development?

Attending Leadership Excellence (DFSI only)		1%
Attending Leadership Essentials (DFSI only)		2%
Attending a leadership program		2%
Accessing the online portal of self-directed courses on myCareer (Lynda.com)		3%
Attending the 7 Habits program		5%
Conversations with your manager		26%
Coaching		6%
Mentoring		7%
Stretch opportunity or project work within current role		15%
Networking opportunity		7%
Other		27%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
GENDER		
Male		39%
Female		58%
Other		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
AGE		
15 - 19		1%
20 - 24	█	5%
25 -29	█	10%
30 - 34	█	13%
35 - 39	█	15%
40 - 44	█	14%
45 - 49	█	15%
50 - 54	█	12%
55 - 59	█	9%
60 - 64		4%
65+		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

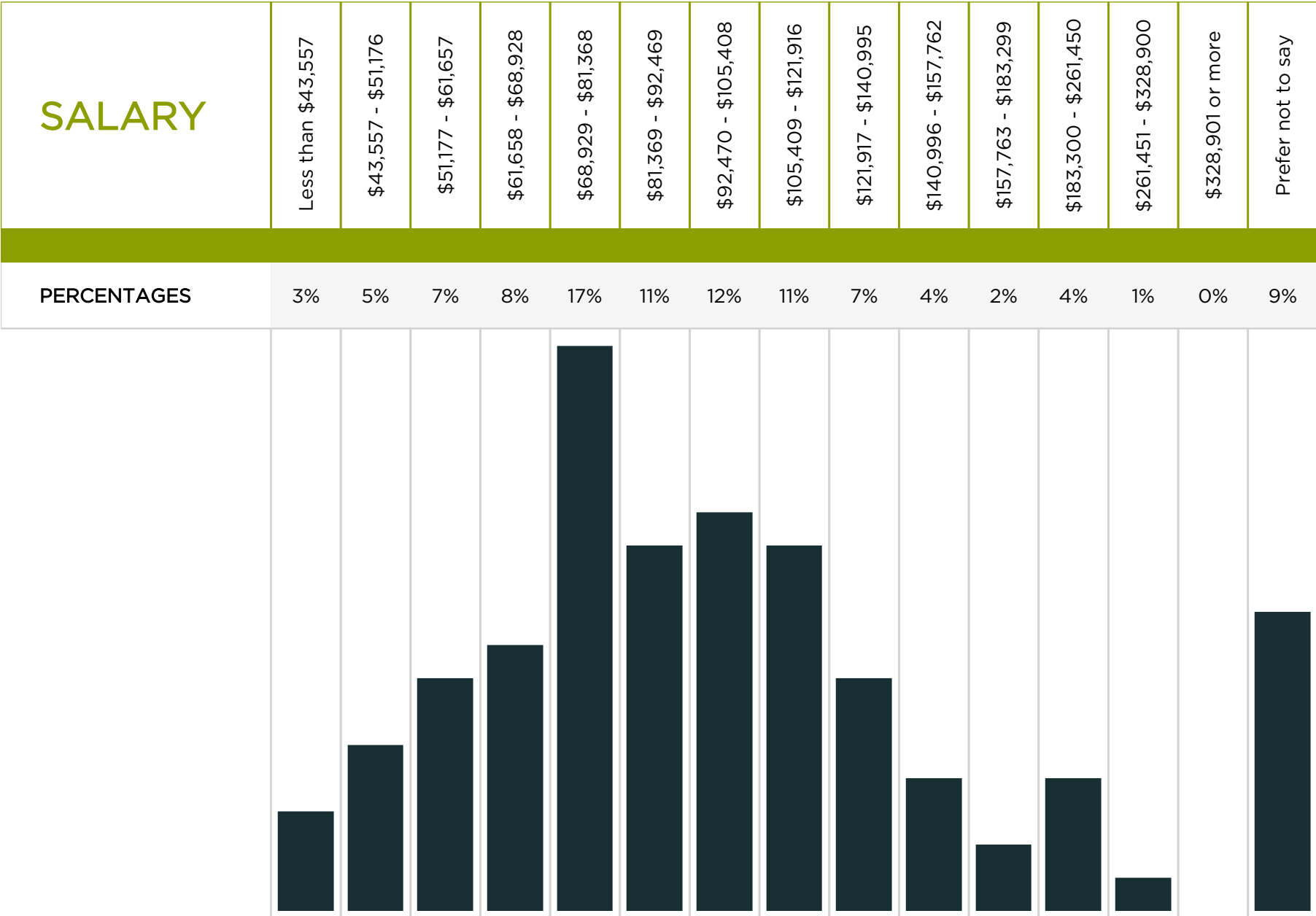
		PERCENTAGE
TYPE OF WORK		
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)		33%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)		15%
Administrative support (e.g. executive/personal assistant, receptionist)		6%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)		14%
Policy		3%
Research		1%
Program and project management support		11%
Legal (including developing and/or reviewing legislation)		2%
Other		16%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

SALARY



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		23%
1 - 2 years		16%
2 - 5 years		27%
5 - 10 years		13%
10 - 20 years		15%
More than 20 years		6%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
FLEXIBLE WORKING		
Flexible start and finish times		60%
Working from home		24%
None of the above		23%
Working additional hours to make up for time off		20%
Working from different locations		14%
Part-time work		10%
Working more hours over fewer days		9%

% are calculated with the number of unique respondents (N = 7,897 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

	PERCENTAGE
FLEXIBLE WORKING	
Leave without pay	6%
Flexible scheduling for rostered workers	4%
Purchasing annual leave	2%
Other	2%
Study leave	2%
Job sharing	1%

% are calculated with the number of unique respondents (N = 7,897 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.

	Finance and Services	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	8481	2645	1168	474	1083	246	68	859	162	1270
EMPLOYEE ENGAGEMENT	66%	67%	66%	69%	65%	61%	68%	67%	69%	64%
ENGAGEMENT WITH WORK	72%	72%	71%	75%	72%	68%	70%	76%	80%	69%
SENIOR MANAGERS	55%	55%	54%	65%	56%	53%	59%	61%	62%	51%
COMMUNICATION	67%	66%	67%	72%	70%	67%	70%	72%	73%	63%
HIGH PERFORMANCE	68%	69%	67%	73%	69%	67%	71%	70%	73%	64%
PUBLIC SECTOR VALUES	68%	68%	67%	73%	69%	67%	69%	72%	74%	64%
DIVERSITY & INCLUSION	74%	72%	75%	78%	78%	74%	78%	79%	79%	71%

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.

	Finance and Services	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	8481	207	403	568	654	1357	890	924	879	536	313	124	289	49
EMPLOYEE ENGAGEMENT	66%	75%	74%	74%	66%	65%	64%	63%	64%	65%	68%	68%	77%	86%
ENGAGEMENT WITH WORK	72%	79%	76%	77%	69%	70%	69%	70%	71%	76%	80%	80%	87%	96%
SENIOR MANAGERS	55%	73%	67%	64%	53%	53%	53%	50%	51%	57%	60%	62%	77%	82%
COMMUNICATION	67%	77%	74%	73%	63%	64%	64%	65%	67%	71%	73%	72%	83%	91%
HIGH PERFORMANCE	68%	81%	78%	76%	67%	67%	65%	65%	65%	68%	72%	70%	82%	88%
PUBLIC SECTOR VALUES	68%	80%	77%	75%	65%	66%	65%	65%	65%	69%	73%	73%	83%	87%
DIVERSITY & INCLUSION	74%	81%	79%	76%	70%	71%	73%	74%	76%	78%	80%	80%	87%	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 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.

	Finance and Services	\$328,901 or more	Prefer not to say
NUMBER OF RESPONDENTS	8481	16	745
EMPLOYEE ENGAGEMENT	66%	(r)	59%
ENGAGEMENT WITH WORK	72%	(r)	64%
SENIOR MANAGERS	55%	(r)	46%
COMMUNICATION	67%	(r)	60%
HIGH PERFORMANCE	68%	(r)	59%
PUBLIC SECTOR VALUES	68%	(r)	59%
DIVERSITY & INCLUSION	74%	(r)	66%

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.

	Finance and Services	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	8481	1788	1229	2170	1001	1205	511
EMPLOYEE ENGAGEMENT	66%	74%	69%	66%	61%	59%	63%
ENGAGEMENT WITH WORK	72%	80%	74%	73%	64%	64%	71%
SENIOR MANAGERS	55%	69%	61%	54%	47%	43%	51%
COMMUNICATION	67%	78%	72%	66%	61%	58%	63%
HIGH PERFORMANCE	68%	77%	71%	68%	62%	60%	65%
PUBLIC SECTOR VALUES	68%	78%	72%	67%	60%	59%	64%
DIVERSITY & INCLUSION	74%	81%	77%	73%	71%	68%	72%

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.

	Finance and Services	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	8481	4713	734	1614	346	814	63	1098	1883	188	450	145	161	1779
EMPLOYEE ENGAGEMENT	66%	65%	67%	65%	72%	67%	69%	70%	68%	60%	68%	68%	62%	66%
ENGAGEMENT WITH WORK	72%	72%	73%	72%	76%	71%	69%	80%	77%	63%	73%	73%	65%	70%
SENIOR MANAGERS	55%	55%	57%	55%	65%	58%	65%	62%	60%	48%	60%	58%	49%	53%
COMMUNICATION	67%	68%	69%	69%	75%	69%	72%	75%	74%	64%	73%	72%	61%	63%
HIGH PERFORMANCE	68%	68%	70%	69%	75%	70%	72%	73%	71%	64%	73%	71%	63%	66%
PUBLIC SECTOR VALUES	68%	68%	69%	68%	75%	70%	74%	73%	72%	63%	73%	70%	62%	66%
DIVERSITY & INCLUSION	74%	77%	76%	78%	80%	77%	81%	84%	83%	72%	80%	78%	67%	66%

*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.

	Finance and Services	Sydney East	Sydney - City and Inner South	Sydney West	Sydney - Parramatta	Central Coast	Central West	Newcastle and Lake Macquarie	Hunter Valley exc Newcastle	Sydney - Outer West and Blue Mountains	Sydney - South West	Sydney - Baulkham Hills and Hawkesbury	Illawarra
NUMBER OF RESPONDENTS	8481	2731	2446	1863	1310	695	556	473	308	241	108	106	104
EMPLOYEE ENGAGEMENT	66%	66%	66%	66%	65%	65%	67%	70%	60%	71%	64%	66%	69%
ENGAGEMENT WITH WORK	72%	75%	75%	71%	68%	72%	73%	72%	64%	79%	75%	72%	76%
SENIOR MANAGERS	55%	59%	59%	54%	56%	50%	56%	58%	49%	51%	47%	49%	57%
COMMUNICATION	67%	71%	71%	66%	67%	66%	66%	70%	59%	64%	64%	62%	72%
HIGH PERFORMANCE	68%	69%	69%	67%	67%	68%	71%	73%	64%	68%	66%	61%	71%
PUBLIC SECTOR VALUES	68%	70%	70%	67%	68%	65%	67%	72%	62%	65%	62%	61%	71%
DIVERSITY & INCLUSION	74%	77%	77%	73%	74%	75%	76%	75%	68%	73%	70%	68%	78%

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

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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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.

	Finance and Services	Capital Region	Sydney - Northern Beaches	New England and North West	Sydney - Blacktown	Coffs Harbour - Grafton	Mid North Coast	Richmond - Tweed	Riverina	Sydney - Inner South West	Far West and Orana	Sydney - North Sydney and Hornsby	Murray	Southern Highlands and Shoalhaven
NUMBER OF RESPONDENTS	8481	89	85	83	76	75	65	65	56	54	52	50	39	37
EMPLOYEE ENGAGEMENT	66%	81%	73%	73%	73%	70%	74%	69%	70%	64%	74%	64%	72%	79%
ENGAGEMENT WITH WORK	72%	90%	80%	80%	79%	76%	76%	75%	76%	63%	82%	72%	81%	88%
SENIOR MANAGERS	55%	77%	67%	55%	63%	59%	68%	61%	55%	55%	67%	49%	67%	70%
COMMUNICATION	67%	88%	76%	63%	78%	63%	75%	65%	68%	61%	77%	56%	68%	74%
HIGH PERFORMANCE	68%	87%	76%	69%	76%	69%	77%	68%	68%	63%	78%	63%	77%	78%
PUBLIC SECTOR VALUES	68%	87%	79%	71%	75%	68%	76%	70%	67%	63%	77%	59%	73%	79%
DIVERSITY & INCLUSION	74%	89%	82%	77%	78%	71%	78%	73%	73%	61%	83%	65%	73%	75%

*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
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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.

	Finance and Services	Sydney - Sutherland	Sydney - Inner West	Sydney - Outer South West	Sydney - Ryde	Sydney - Eastern Suburbs	OUTSIDE NSW
NUMBER OF RESPONDENTS	8481	31	26	22	21	18	0
EMPLOYEE ENGAGEMENT	66%	70%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	72%	83%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	55%	61%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	67%	70%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	68%	77%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	68%	74%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	74%	76%	(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.

	Finance and Services	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	8481	52	362	773	1047	1183	1137	1175	916	745	347	129
EMPLOYEE ENGAGEMENT	66%	77%	74%	71%	67%	65%	67%	64%	65%	65%	65%	64%
ENGAGEMENT WITH WORK	72%	74%	75%	73%	71%	71%	74%	70%	73%	71%	76%	77%
SENIOR MANAGERS	55%	79%	67%	61%	59%	55%	55%	53%	54%	51%	52%	54%
COMMUNICATION	67%	82%	74%	73%	71%	68%	68%	64%	66%	63%	65%	66%
HIGH PERFORMANCE	68%	87%	77%	74%	71%	68%	68%	65%	66%	65%	67%	65%
PUBLIC SECTOR VALUES	68%	85%	76%	73%	70%	67%	67%	66%	67%	65%	67%	66%
DIVERSITY & INCLUSION	74%	86%	80%	78%	77%	74%	75%	72%	73%	71%	72%	71%

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.

	Finance and Services	Male	Female	Other
NUMBER OF RESPONDENTS	8481	3147	4652	169
EMPLOYEE ENGAGEMENT	66%	66%	67%	41%
ENGAGEMENT WITH WORK	72%	72%	73%	47%
SENIOR MANAGERS	55%	56%	57%	31%
COMMUNICATION	67%	69%	67%	41%
HIGH PERFORMANCE	68%	68%	69%	44%
PUBLIC SECTOR VALUES	68%	68%	69%	43%
DIVERSITY & INCLUSION	74%	76%	74%	47%

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

ABORIGINAL AND/OR TORRES STRAIT ISLANDER



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.

	Finance and Services	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	8481	181	7401	433
EMPLOYEE ENGAGEMENT	66%	65%	67%	49%
ENGAGEMENT WITH WORK	72%	69%	73%	54%
SENIOR MANAGERS	55%	55%	57%	35%
COMMUNICATION	67%	66%	69%	46%
HIGH PERFORMANCE	68%	66%	69%	48%
PUBLIC SECTOR VALUES	68%	66%	69%	48%
DIVERSITY & INCLUSION	74%	72%	76%	51%

2% of respondents identified as Aboriginal and/or Torres Strait Islander.

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW
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LANGUAGE OTHER THAN ENGLISH



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.

	Finance and Services	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	8481	1836	5755	458
EMPLOYEE ENGAGEMENT	66%	69%	66%	49%
ENGAGEMENT WITH WORK	72%	76%	72%	52%
SENIOR MANAGERS	55%	61%	56%	33%
COMMUNICATION	67%	71%	68%	45%
HIGH PERFORMANCE	68%	71%	69%	47%
PUBLIC SECTOR VALUES	68%	72%	68%	46%
DIVERSITY & INCLUSION	74%	76%	76%	52%

23% of respondents speak a language other than English at home.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Finance and Services	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	8481	373	7264	403
EMPLOYEE ENGAGEMENT	66%	61%	67%	49%
ENGAGEMENT WITH WORK	72%	67%	73%	51%
SENIOR MANAGERS	55%	51%	57%	35%
COMMUNICATION	67%	62%	69%	47%
HIGH PERFORMANCE	68%	64%	69%	48%
PUBLIC SECTOR VALUES	68%	64%	69%	48%
DIVERSITY & INCLUSION	74%	68%	76%	54%

5% of respondents identified as having a disability.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Finance and Services	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	8481	587	6907	530
EMPLOYEE ENGAGEMENT	66%	61%	67%	53%
ENGAGEMENT WITH WORK	72%	60%	74%	53%
SENIOR MANAGERS	55%	49%	58%	37%
COMMUNICATION	67%	61%	69%	49%
HIGH PERFORMANCE	68%	64%	70%	51%
PUBLIC SECTOR VALUES	68%	62%	70%	50%
DIVERSITY & INCLUSION	74%	69%	76%	56%

7% of respondents identified as having a mental health condition.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Finance and Services	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	8481	326	7122	527
EMPLOYEE ENGAGEMENT	66%	64%	67%	53%
ENGAGEMENT WITH WORK	72%	70%	73%	53%
SENIOR MANAGERS	55%	57%	57%	35%
COMMUNICATION	67%	69%	69%	47%
HIGH PERFORMANCE	68%	69%	69%	49%
PUBLIC SECTOR VALUES	68%	69%	69%	48%
DIVERSITY & INCLUSION	74%	75%	76%	54%

4% of respondents identified as lesbian, gay, bisexual, transgender, intersex or gender diverse.

KEY

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Finance and Services	SEB 1	SEB 2	SEB 3	Non-executive who manages employees	Non-executive who does not manage employees
NUMBER OF RESPONDENTS	8481	830	226	232	1482	5001
EMPLOYEE ENGAGEMENT	66%	74%	71%	66%	67%	64%
ENGAGEMENT WITH WORK	72%	78%	75%	68%	76%	70%
SENIOR MANAGERS	55%	67%	65%	53%	57%	53%
COMMUNICATION	67%	75%	72%	64%	68%	66%
HIGH PERFORMANCE	68%	77%	74%	67%	70%	66%
PUBLIC SECTOR VALUES	68%	77%	74%	65%	69%	66%
DIVERSITY & INCLUSION	74%	79%	76%	69%	76%	73%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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GUIDE TO THIS REPORT

i SURVEY TIME FRAME

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

i PRIVACY

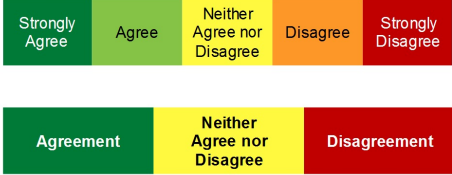
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.