# PEOPLE MATTER 2018

NSW Public Sector Employee Survey

Nurse Teacher Accountant Police Officer Librarian Doctor Policy Analyst Surveyor Scientist Barrister Solicitor Social Worker Welfare Worker Laboratory Technician Turner Plumber Electrician Zookeeper Cleaner Ambulance Officer Fitter Youth Worker Hospital Orderly Cleaner Fire Fighter Clerk PEOPErse Dervisor Ship's Engineer Engineer Receptionist Nurse Police Officer N Museum Guide Conse Solicitor Cable Jointer Solicitor Cable Jointer Thinper to The Bar Warden Prison Officer Wild Additioned El Bar Train Driver Bus Driver irse Librarian Adviso chnician Administrato Train Driver Bus Drive Surveyor Scientist Nur Laboratory Turner Plumb lance Officer Yout Worker Hospital Order abourer Jointer Solicitor Caretaker hip's Officer Ship's Master Marine Transp Conservator Plant Op rker Cable Engineer NSW Public Sector Plant Operator Nurse **Employee Survey** Policy Analyst Su Social Worke Welfare Wor Electrician Social Worker Cleaner Fitter Fire Fighter Curator Fitter Museum Guide Conservator Plant Operator Engineer Electrical Linesworker Cable Jointer Plant **Operator Ranger** Teacher Nurse Librarian Advisor

AGENCY REPORT Health Care Complaints Commission





### **HEADLINES**

RESPONSE RATE	EMPLOYEE ENGAGEMENT			•
<b>82%</b> 71 OF 87 RESPONDENTS	<b>49%</b> DIFFERENCE FROM +2 DIFFERENCE FROM PUBLIC SECTOR -16			QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.
ENGAGEMENT WITH WORK	SENIOR MANAGERS	COMMUNICATION	HIGH PERFORMANCE	This page compares the aggregate or individual scores for key topics. The individual questions in each group are listed in the All Questions
53%	33%	52%	<b>49%</b>	section.
DIFFERENCE FROM -3	DIFFERENCE FROM +12	DIFFERENCE FROM -2	DIFFERENCE FROM +2	The Employee Engagement index is weighted. It cannot be
DIFFERENCE FROM PUBLIC SECTOR -20	DIFFERENCE FROM PUBLIC SECTOR -16	DIFFERENCE FROM PUBLIC SECTOR -9	DIFFERENCE FROM PUBLIC SECTOR -15	compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).
PUBLIC SECTOR VALUES	DIVERSITY & INCLUSION	FLEXIBLE WORKING SATISFACTION	ACTION ON RESULTS	Response Rate: some entities exceed 100% where responses were greater than the employee headcount. This is thought to be primarily due to employees
51%	50%	45%	25%	selecting the wrong work location in the survey
DIFFERENCE FROM +3	DIFFERENCE FROM PUBLIC SECTOR -18	DIFFERENCE FROM -3	DIFFERENCE FROM +10	
DIFFERENCE FROM PUBLIC SECTOR -11		DIFFERENCE FROM PUBLIC SECTOR -14	DIFFERENCE FROM PUBLIC SECTOR -12	

## **HIGHEST AND LOWEST QUESTIONS**

AGREEMENT 2018

13%

14%

22%

23%

25%

25%

25%

26%

26%

28%

AGREEMENT 2017

8%

9%

12%

19%

24%

15%

14%

16%

17%

29%

•	HIGHEST SCORING AGREEMENT QUESTIONS	AGREEMENT 2018	AGREEMENT 2017	0	LOWEST SCORING AGREEMENT QUESTIONS	
2c.	l receive help and support from other members of my workgroup	86%	82%	7c.	I feel that change is managed well in my organisation	
1a.	I understand what is expected of me to do well in my role	83%	86%	9a.	I have confidence in the ways my organisation resolves grievances	
2a.	My workgroup strives to achieve customer/client satisfaction	82%	87%	6b.	I feel that senior managers effectively lead and manage change	
2e.	People in my workgroup treat each other with respect	79%	79%	6c.	I feel that senior managers model the values of my organisation	
2d.	There is good team spirit in my workgroup	75%	66%	7i.	I would recommend my organisation as a great place to work	
2b.	My workgroup works collaboratively to achieve its objectives	70%	75%	14.	I believe action will be taken on the results from this survey by my organisation	
5d.	My manager encourages and values employee input	69%	82%	3g.	I am satisfied with the opportunities available for career development in my organisation	:
5g.	My manager provides acknowledgement or other recognition for the work I do	67%	73%	7f.	My organisation is committed to developing its employees	
5b.	My manager listens to what I have to say	65%	84%	7g.	I have confidence in the way recruitment decisions are made	
5c.	My manager communicates effectively with me	64%	78%	7e.	People in my organisation take responsibility for their own actions	

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#### 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	LEAST IMPROVED AGREEMENT     QUESTIONS	2017
7b.	My organisation is making the necessary improvements to meet our future challenges	51%	20%	5f. I have confidence in the decisions my manager 51% 73	; <b>%</b>
6g.	I feel that senior managers keep employees informed about what's going on	42%	19%	My manager encourages people in my 5a. workgroup to keep improving the work they do	%
6a.	I believe senior managers provide clear direction for the future of the organisation	35%	19%	5b. My manager listens to what I have to say <b>65% 84</b>	%
6d.	Senior managers encourage innovation by employees	32%	17%	5e. My manager involves my workgroup in decisions about our work <b>60% 74</b>	.%
6e.	Senior managers promote collaboration between my organisation and other organisations we work with	41%	26%	5c. My manager communicates effectively with me <b>64% 78</b>	%
6h.	I feel that senior managers listen to employees	29%	17%	5d. My manager encourages and values employee <b>69% 82</b>	!%
6f.	Senior managers communicate the importance of customers/clients in achieving our business objectives	59%	48%	8c. I am able to speak up and share a different <b>49% 58</b> view to my colleagues and manager	%
3g.	I am satisfied with the opportunities available for career development in my organisation	25%	14%	1e. I am satisfied with my job 42% 51	%
4a.	I am paid fairly for the work I do	51%	40%	My organisation respects individual differences 8a. (e.g. cultures, working styles, backgrounds, ideas) 43% 52	:%
14.	I believe action will be taken on the results from this survey by my organisation	25%	15%	Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	%

#### YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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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
<b>Q9a.</b> I have confidence in the ways my organisation resolves grievances		<b>Q9a.</b> I have confidence in the ways my organisation resolves grievances		<b>Q9a.</b> I have confidence in the ways my organisation resolves grievances	
	14%		39%		<b>46</b> %
<b>Q5h.</b> My manager appropriately deals with employees who perform poorly		<b>Q5h.</b> My manager appropriately deals with employees who perform poorly		<b>Q5h.</b> My manager appropriately deals with employees who perform poorly	
	29%		36%		36%
<b>Q6i.</b> Senior managers in my organisation support the career advancement of women		<b>Q6i.</b> Senior managers in my organisation support the career advancement of women		<b>Q6i.</b> Senior managers in my organisation support the career advancement of women	
	<b>41</b> %		33%		26%
<b>Q8b.</b> Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation,		<b>Q8b.</b> Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation,		<b>Q8b.</b> Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, grander etc.)	
	50%		28%		<b>22</b> %
<b>Q14.</b> I believe action will be taken on the results from this survey by my organisation		<b>Q14.</b> I believe action will be taken on the results from this survey by my organisation		<b>Q14.</b> I believe action will be taken on the results from this survey by my organisation	
	25%		28%		<b>47</b> %

- 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)

**NEUTRAL SCORES** 

### **TAKING ACTION**

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#### WHAT'S NEXT?

Sector employees have given their feedback and these results show where actions and improvements are required.

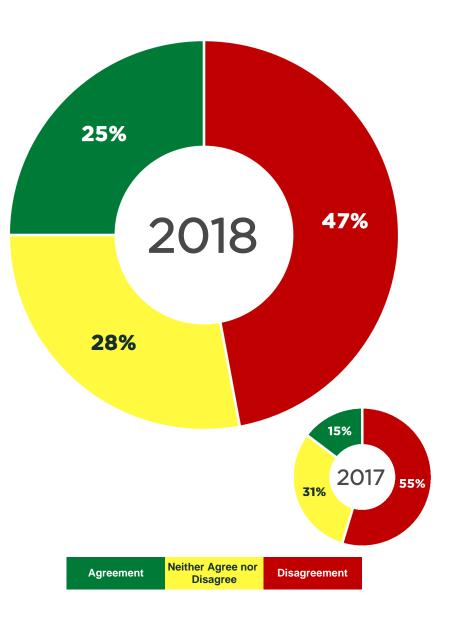
Research has shown that a key reason why employees can become disengaged is if they are asked their opinion and then no action takes place as a result.



of employees replied favourably to:

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

**37% 15%** 2017



### **KEY DRIVERS OF ENGAGEMENT**

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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.

RA	NK	% AGREEMENT 2018	% AGREEMENT 2017	% AGREEMENT PUBLIC SECTOR
1	<b>Q1b.</b> I am provided with the support I need to do my best at work	34%	40%	65%
2	<b>Q7f.</b> My organisation is committed to developing its employees	26%	16%	52%
3	<b>Q3d.</b> In the last 12 months I received useful feedback on my work to enable me to deliver required results	<b>48</b> %	43%	65%
4	<b>Q8b.</b> Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	<b>50</b> %	58%	75%
5	<b>Q5g.</b> My manager provides acknowledgement or other recognition for the work I do	<b>67</b> %	73%	69%
6	<b>Q6b.</b> I feel that senior managers effectively lead and manage change	22%	12%	46%

EXPLORE THE FULL RESULTS	EMPLOYEE ENGAGEMENT	<b>49%</b> AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	PUBILIC SECTOR 2018
Questions are grouped by topics in this report.	Q7i. I would recommend my organisation as a great place to work	7 17 25 22 29	25%	24%	61%
	Q7j. I am proud to tell others I work for my organisation	<b>16</b> 30 19 17 17	46%	42%	69%
	Q7k. I feel a strong personal attachment to my organisation	<b>22</b> 32 26 13 7	54%	52%	63%
Results show the proportion of respondents	Q7I. My organisation motivates me to help it achieve its objectives	14         23         26         17         19	38%	29%	55%
answering positively (Strongly Agree and Agree), negatively	Q7m. My organisation inspires me to do the best in my job	<b>16</b> 19 22 19 25	35%	27%	55%
(Strongly Disagree and					

Neither Disagree Strongly disagree Strongly KEY Agree agree

are neutral.

Disagree) and those who

#### SECTOR 2018 AGREEMENT 2017 AGREEMENT 53% AGGREGATE SCORE ENGAGEMENT WITH WORK PUB1LIC **EXPLORE THE FULL** RESULTS 24 37 17 13 10 61% 66% 76% Questions are grouped by Q1c. My job gives me a feeling of personal accomplishment topics in this report. Q1d. I feel motivated to contribute more than what is normally 21 34 55% 20 15 49% 72% 10 required at work 18 24 21 20 42% 17 51% 69% Q1e. I am satisfied with my job

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

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EXPLORE THE FULL RESULTS	SENIOR MANAGERS	<b>33%</b> AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	PUBILIC SECTOR 2018
Questions are grouped by topics in this report.	Q6a. I believe senior managers provide clear direction for the future of the organisation	<mark>9</mark> 26 <mark>13 21 31</mark>	35%	19%	49%
	Q6b. I feel that senior managers effectively lead and manage change	17 20 20 38	22%	12%	46%
	Q6c. I feel that senior managers model the values of my organisation	7 16 22 16 39	23%	19%	50%
Results show the proportion of respondents	Q6d. Senior managers encourage innovation by employees	<b>10</b> 22 22 20 26	32%	17%	50%
answering positively (Strongly Agree and Agree), negatively	Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	<b>12</b> 29 28 12 20	41%	26%	52%
(Strongly Disagree and Disagree) and those who are neutral.	Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	<b>14</b> 45 <b>19 7 14</b>	59%	48%	62%
	Q6g. I feel that senior managers keep employees informed about what's going on	10 32 <u>13</u> 17 28	42%	19%	47%
	Q6h. I feel that senior managers listen to employees	<b>10</b> 19 17 17 36	29%	17%	43%
	Q7c. I feel that change is managed well in my organisation	<b>7</b> 21 34 32	13%	8%	40%

KEY

Strongly agree Agree Neither Disagree Strongly disagree

<b>i</b> EXPLORE THE FULL RESULTS	COMMUNICATION	<b>52%</b> AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	PUBILIC SECTOR 2018
Questions are grouped by topics in this report.	Q5c. My manager communicates effectively with me	<b>24</b> 40 <b>13 19</b>	64%	78%	72%
	Q5d. My manager encourages and values employee input	<b>31</b> 37 9 7 16	69%	82%	72%
	Q5e. My manager involves my workgroup in decisions about our work	<b>23</b> 37 16 20	60%	74%	67%
Results show the proportion of respondents	Q6g. I feel that senior managers keep employees informed about what's going on	10         32         13         17         28	42%	19%	47%
answering positively (Strongly Agree and Agree), negatively	Q6h. I feel that senior managers listen to employees	<b>10</b> 19 17 17 36	29%	17%	43%
(Strongly Disagree and Disagree) and those who are neutral.	Q8c. I am able to speak up and share a different view to my colleagues and manager	<b>13</b> 36 <b>14</b> 12 <b>25</b>	49%	58%	67%

Neither Disagree Strongly disagree Strongly agree Agree KEY

EXPLORE THE FULL RESULTS	HIGH PERFORMANCE	49%	AGGREO	GATE SCORE	AGREEMENT 2018	AGREEMENT 2017	PUBILIC SECTOR 2018
Questions are grouped by topics in this report.	Q1a. I understand what is expected of me to do well in my role	24	59	13	83%	86%	90%
	Q2b. My workgroup works collaboratively to achieve its objectives	25	45	14 10	70%	75%	79%
	Q3f. I have received appropriate training and development to do my job well	8 24	24	30 14	32%	27%	65%
Results show the proportion of respondents	Q5a. My manager encourages people in my workgroup to keep improving the work they do	19	41	17 19	60%	81%	74%
answering positively (Strongly Agree and Agree), negatively	Q5f. I have confidence in the decisions my manager makes	24	27	23 21	51%	73%	68%
(Strongly Disagree and Disagree) and those who are neutral.	Q6d. Senior managers encourage innovation by employees	10 22	22	20 26	32%	17%	50%
	Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	12 29	28	12 20	41%	26%	52%
	Q7a. My organisation focuses on improving the work we do	16	36	<mark>19</mark> 19 10	52%	45%	69%
	Q7b. My organisation is making the necessary improvements to meet our future challenges	15	37	22 22	51%	20%	57%

KEY

Neither Disagree Strongly disagree Strongly agree Agree

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EXPLORE	THE	FULL
RESULTS		

Questions are grouped by topics in this report.

HIGH PERFORMANCE	49%	AGGR	EGATE S	CORE	AGREEMENT 2018	AGREEMENT 2017	PUBILIC SECTOR 2018
Q7d. There is good co-operation between teams across our organisation	26	19	33	19	29%	27%	49%
Q7h. My organisation generally selects capable people to do the job	30	19	28	16	36%	42%	54%

KEY Strongly Agree	Neither Disagree Strongly disagree
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EXPLORE THE FULL RESULTS	PUBLIC SECTOR VALUES	51%	AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	PUBILIC SECTOR 2018
Questions are grouped by topics in this report.	Q2a. My workgroup strives to achieve customer/client satisfaction	37	45 <mark>13</mark>	82%	87%	86%
	Q2e. People in my workgroup treat each other with respect	42	37 <mark>11</mark> 7	79%	79%	75%
	Q5a. My manager encourages people in my workgroup to keep improving the work they do	19	41 17 19	60%	81%	74%
Results show the proportion of respondents	Q5b. My manager listens to what I have to say	30	35 <mark>12</mark> 9 14	65%	84%	76%
answering positively (Strongly Agree and Agree), negatively	Q6a. I believe senior managers provide clear direction for the future of the organisation	9 26	13 21 31	35%	19%	49%
(Strongly Disagree and Disagree) and those who are neutral.	Q6c. I feel that senior managers model the values of my organisation	7 16	22 16 39	23%	19%	50%
	Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	14	45 19 7 14	59%	48%	62%
	Q6g. I feel that senior managers keep employees informed about what's going on	10 32	2 <mark>13</mark> 17 28	42%	19%	47%
	Q6h. I feel that senior managers listen to employees	10 19	17 17 36	29%	17%	43%

KEY

Neither Disagree Strongly disagree Strongly agree Agree

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LORE THE FULL ULTS	PUBLIC SECTOR VALUES	51%	AGGR	EGATE SCORE	AGREEMENT 201	AGREEMENT 2017	PUBILIC SECTOR 20	
tions are grouped by s in this report.	Q7a. My organisation focuses on improving the work we do	16	36	19 19 10	52%	45%	69%	
	Q7e. People in my organisation take responsibility for their own actions	22	26	35 12	28%	29%	49%	

PUB1LIC SECTOR 2018

65%

76%

72%

60%

76%

75%

67%

59%

63%

EXPLORE THE FULL RESULTS	DIVERSITY & INCLUSION	50% AGGREGATE SCORE	E SCORE	
Questions are grouped by topics in this report.	Q1b. I am provided with the support I need to do my best at work	<b>7</b> 27 15 34 17	34%	40%
	Q5b. My manager listens to what I have to say	<b>30 35 12 9 14</b>	65%	84%
	Q5d. My manager encourages and values employee input	<b>31</b> 37 <mark>9 7 16</mark>	69%	82%
Results show the proportion of respondents	Q6i. Senior managers in my organisation support the career advancement of women	19     22     33     22	41%	47%
answering positively (Strongly Agree and Agree), negatively	Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	17     26     28     17     12	43%	52%
(Strongly Disagree and Disagree) and those who are neutral.	Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	<b>22</b> 28 28 9 13	50%	58%
	Q8c. I am able to speak up and share a different view to my colleagues and manager	<b>13</b> 36 <b>14</b> 12 <b>25</b>	49%	58%
	Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	<b>16</b> 29 20 19 16	45%	48%
	Q8e. My manager supports flexible working in my team	<b>25</b> 32 22 12 10	57%	-

KEY

Neither Disagree Strongly disagree Strongly agree Agree

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<b>i</b>	FLEXIBLE WORKING	51%	AGGR	REGATE SCORE	GREEMENT 2018	AGREEMENT 2017	SECTOR 2018
EXPLORE THE FULL RESULTS					AGRE	AGRE	PUBILIC
Questions are grouped by topics in this report.	Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	16	29	<mark>20</mark> 19 16	45%	48%	59%
	Q8e. My manager supports flexible working in my team	25	32	22 12 10	57%	-	63%

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#### EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

L	RECRUITMENT	31%	AGGF	REGAT	E SCORE	AGREEMENT 2018	AGREEMENT 2017	PUBILIC SECTOR 2018
by	Q7g. I have confidence in the way recruitment decisions are made	25	19	14	41	26%	17%	37%
	Q7h. My organisation generally selects capable people to do the job	30	19	2	28 16	36%	42%	54%

KEY Strongly agree	Agree	Neither	Disagree	Strongly disagree
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EXPLORE THE FULL RESULTS	PERFORMANCE FRAMEWORK & DEVELOPMENT	<b>39%</b> AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	PUBILIC SECTOR 2018
Questions are grouped by topics in this report.	Q3d. In the last 12 months I received useful feedback on my more to enable me to deliver required results	<b>14</b> 34 15 23 14	48%	43%	65%
	Q3e. My performance is assessed against clear criteria	<b>35 25 18 15</b>	41%	31%	56%
	Q3g. I am satisfied with the opportunities available for career development in my organisation	<b>7</b> 18 15 24 35	25%	14%	50%
Results show the proportion of respondents	Q5g. My manager provides acknowledgement or other recognition for the work I do	<b>30</b> 37 9 20	67%	73%	69%
answering positively (Strongly Agree and Agree), negatively	Q5h. My manager appropriately deals with employees who perform poorly	9 20 36 13 23	29%	25%	46%
(Strongly Disagree and Disagree) and those who are neutral.	Q7f. My organisation is committed to developing its employees	<b>22</b> 19 20 35	26%	16%	52%

KEY Strongly Agree Neither Disagree Strongly disagree

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EXPLORE 1	THE FULL
RESULTS	

Questions are grouped by topics in this report.

	WORKPLACE SUPPORT	57%	AGG	REGATE	E SCORE	AGREEMENT 2018	AGREEMENT 2017	PUBILIC SECTOR 2018
У	Q1b. I am provided with the support I need to do my best at work	7 27	15	34	17	34%	40%	65%
	Q1f. I am able to keep my work stress at an acceptable level	11 20	14	30	24	31%	32%	60%
	Q2c. I receive help and support from other members of my workgroup	34		52	8	86%	82%	81%
ts	Q2d. There is good team spirit in my workgroup	37		38	7 11 7	75%	66%	70%

KEY Strongly Ag	gree	Neither	Disagree	Strongly disagree
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#### EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

ILL	ΡΑΥ	S1% AGREEMENT 2018 AGREEMENT 2019 AGREEMENT 2019	PUBILIC SECTOR 2018
d by	Q4a. I am paid fairly for the work I do	17 34 10 23 17 51% 40%	6 58%

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#### EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

ULL	HEALTH & SAFETY	64%	AGREEME	NT		AGREEMENT 2018	AGREEMENT 2017	PUBILIC SECTOR 2018
ed by	Q1g. I know how to address a health and safety issue I have identified	14	50	24	10	64%	-	85%

KEY Strongly agree	Agree	Neither	Disagree	Strongly disagree
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### EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.



KEY Strongly agree	Agree	Neither	Disagree	Strongly disagree
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#### EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

FULL	WORKPLACE CONDUCT	14%	AGF	REEMEN	r	AGREEMENT 2018	AGREEMENT 2017	PUBILIC SECTOR 2018
uped by	Q9a. I have confidence in the ways my organisation resolves grievances	10	39	12	35	14%	9%	40%

KEY Strongly agree	Agree	Neither	Disagree	Strongly disagree
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#### EXPLORE THE FULL RESULTS

PERFORMANCE FRAMEWORK & DEVELOPMENT	2018	2017	PUBLIC SECTOR 2018
Q3a. I have a current performance and development plan that sets out my individual objectives			
Yes	87%	27%	71%
No	13%	73%	29%
Q3b. I have informal feedback conversations with my manager			
Yes	61%	78%	76%
No	39%	22%	24%
Q3c. I have scheduled feedback conversations with my manager			
Yes	44%	45%	58%
No	56%	55%	42%

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#### EXPLORE THE FULL RESULTS

MOBILITY	2018	2017	PUBLIC SECTOR 2018
<b>Q3h.</b> Are you currently looking, or thinking about looking, for a new role within the NSW Public Sector but outside of your current workplace in order to broaden your experience?			
Yes	61%	70%	41%
No	39%	30%	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?			
Lack of promotion opportunities	49%	57%	29%
Lack of visible opportunities	44%	54%	30%
Lack of support for temporary assignments/secondments	41%	47%	15%
Insufficient training and development	26%	36%	16%
The application/recruitment process is too cumbersome or time consuming	24%	22%	23%
Personal/family considerations	22%	32%	30%
Lack of support from my manager/supervisor	21%	15%	14%
There are no major barriers to my career progression	16%	10%	32%
Other	13%	10%	9%
Geographic location considerations	12%	11%	26%
Lack of required capabilities or experience	6%	10%	11%

% are calculated with the number of unique respondents (N = 68 to this question)

#### EXPLORE THE FULL RESULTS

UNACCEPTABLE CONDUCT	2018	2017	PUBLIC SECTOR 2018
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work			
Yes	44%	44%	24%
No	35%	45%	58%
Don't know	21%	11%	18%
<b>Q10b.</b> If yes to 10a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?			
Yes	33%	27%	66%
No	63%	73%	32%
Don't know	3%	-	2%

#### EXPLORE THE FULL RESULTS

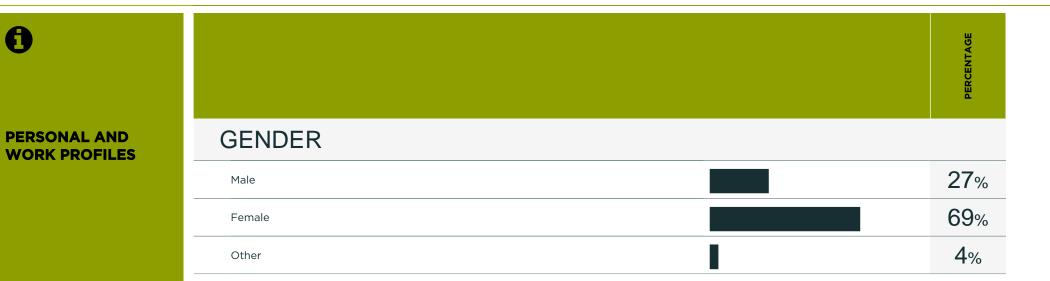
UNACCEPTABLE CONDUCT	2018	2017	PUBLIC SECTOR 2018						
<b>Q11a.</b> In the last 12 months I have witnessed bullying at work									
Yes	53%	53%	33%						
No	38%	36%	57%						
Don't know	9%	10%	10%						
Q11b. In the last 12 months I have been subjected to bullying at work									
Yes	29%	17%	18%						
No	68%	78%	76%						
Don't know	3%	5%	6%						

#### EXPLORE THE FULL RESULTS

UNACCEPTABLE CONDUCT		2018	2017	PUBLIC SECTOR 2018
<b>Q11c.</b> Please indicate the role of the person who has been the s have been subjected to in the last 12 months	ource of the most serious bullying you			
A senior manager		60%	77%	21%
Your Immediate Manager/Supervisor		20%	15%	23%
Prefer not to say		20%	8%	14%
A fellow worker at your level	(r)			
A subordinate	(r)			
A client or customer	(r)			
A member of the public other than a client or customer	(r)			
Other	(r)			

#### EXPLORE THE FULL RESULTS

UNACCEPTABLE CONDUCT		2018	2017	PUBLIC SECTOR 2018
<b>Q12a.</b> In the last 12 months I have been subjected to physical has at work	arm and/or sexual harassment or abuse			
Yes		0%	-	3%
No		100%	-	94%
Don't know		0%	-	2%
<b>Q12b.</b> If yes to 12a, please indicate the role of the person who h physical harm and/or sexual harassment or abuse you have be				
A person at work	(r)			
A member of the public	(r)			
Other	(r)			
Prefer not to say	(r)			

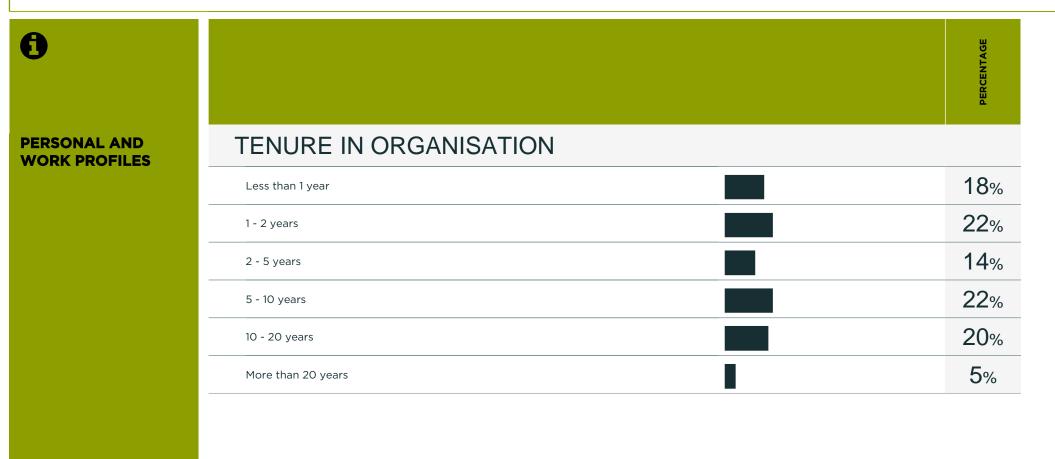


0			PERCENTAGE
PERSONAL AND WORK PROFILES	AGE		
	15 - 19		-
	20 - 24		2%
	25 -29		2%
	30 - 34		17%
	35 - 39		12%
	40 - 44		21%
	45 - 49		21%
	50 - 54		12%
	55 - 59		8%
	60 - 64		3%
	65+		3%
	65+		3%

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•		PERCENTAGE
ERSONAL AND ORK PROFILES	TYPE OF WORK	
	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	42%
	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)	1%
	Administrative support (e.g. executive/personal assistant, receptionist)	3%
	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	6%
	Policy	-
	Research	1%
	Program and project management support	1%
	Legal (including developing and/or reviewing legislation)	10%
	Other	34%

<b>PERSONAL AND</b> WORK PROFILES	SALARY	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	\$328,901 or more	Prefer not to say
	PERCENTAGES	-	3%	-	3%	5%	12%	30%	14%	6%	5%	-	5%	-	-	18%



### **PROFILE OF RESPONDENTS**

		PERCENTAGE
RSONAL AND ORK PROFILES	FLEXIBLE WORKING	
	Flexible start and finish times	75%
	Working additional hours to make up for time off	18%
	None of the above	18%
	Working from home	16%
	Leave without pay	13%
	Working more hours over fewer days	4%
	Working from different locations	4%

% are calculated with the number of unique respondents (N = 68 to this question)

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## **RESULT BY TYPE OF WORK**

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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.

	Health Care Complaints Commission	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	71	28	1	2	4	0	1	1	7	23
EMPLOYEE ENGAGEMENT	49%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	33%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	49%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	50%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

### **RESULT BY SALARY**

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES		Health Care Complaints Commission	Less than \$43,557	\$43,557 - \$51,176	\$51,177 - \$61,657	\$61,658 - \$68,928	\$68,929 - \$81,368	\$81,369 - \$92,469	2,470 - \$105,408	\$105,409 - \$121,916	\$121,917 - \$140,995	\$140,996 - \$157,762	57,763 - \$183,299	\$183,300 - \$261,450	\$261,451 - \$328,900
The Employee Engagement Index is a weighted score. The	NUMBER OF RESPONDENTS	L Health Care	Le	<del>نن</del> 2	↔ 0	2	3	8	<sup>°</sup> C6\$	\$10	11\$ 4	<b>3</b>	\$157	<b>3</b>	\$26
remaining scores are the average of % agreement results for all	EMPLOYEE ENGAGEMENT	49%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
questions in a topic group.	ENGAGEMENT WITH WORK	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
	SENIOR MANAGERS	33%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
Differences have been highlighted where they are 5 or more % points	COMMUNICATION	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
above or below the scores in the first column.	HIGH PERFORMANCE	49%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
	PUBLIC SECTOR VALUES	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
	DIVERSITY & INCLUSION	50%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

LESS THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

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#### **RESULT BY SALARY**

CPLORE THE SULTS FOR FFERENT ROUPS OF PLOYEES e Employee gagement Index is a ighted score. The		Health Care Complaints Commission	\$328,901 or more	Prefer not to say
naining scores are	NUMBER OF RESPONDENTS	71	0	12
e average of % reement results for all estions in a topic	EMPLOYEE ENGAGEMENT	49%	(r)	(r)
pup.	ENGAGEMENT WITH WORK	53%	(r)	(r)
	SENIOR MANAGERS	33%	(r)	(r)
ferences have been hlighted where they 5 or more % points	COMMUNICATION	52%	(r)	(r)
ove or below the pres in the first lumn.	HIGH PERFORMANCE	49%	(r)	(r)
	PUBLIC SECTOR VALUES	51%	(r)	(r)
	DIVERSITY & INCLUSION	50%	(r)	(r)

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KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

### **RESULT BY TENURE IN ORGANISATION**

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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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.

	Health Care Complaints Commission	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	71	12	14	9	14	13	3
EMPLOYEE ENGAGEMENT	49%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	53%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	33%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	52%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	49%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	51%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	50%	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

## **RESULTS BY TYPES OF FLEXIBLE WORKING**

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES		Care Complaints Commission	Flexible start and finish times	king more hours over fewer days	ng additional hours to make up for time off	ble 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	
The Employee Engagement Index is a weighted score. The		Health		Working	Working	Flexible			-						10	
remaining scores are the average of % agreement results for all	NUMBER OF RESPONDENTS	<b>71</b> 49%	<b>51</b> 52%	3 (r)	12 (r)	0 (r)	0 (r)	0 (r)	3 (r)	11 (r)	0 (r)	9 (r)	0 (r)	0 (r)	12 (r)	
questions in a topic		4970	JZ70													
group.	ENGAGEMENT WITH WORK	53%	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	
	SENIOR MANAGERS	33%	34%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	
Differences have been highlighted where they are 5 or more % points	COMMUNICATION	52%	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	
above or below the scores in the first column.	HIGH PERFORMANCE	49%	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	
	PUBLIC SECTOR VALUES	51%	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	
	DIVERSITY & INCLUSION	50%	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	

\*multiple types may be choosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

LESS THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

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#### **RESULTS BY REGION**

CPLORE THE ESULTS FOR FFERENT ROUPS OF PLOYEES e Employee gagement Index is a isoted on the		Health Care Complaints Commission	Sydney East	Sydney - City and Inner South	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Sydney - Baulkham Hills and Hawkesbury	Sydney - Blacktown	Sydney - Eastern Suburbs	Sydney - Inner South West	Sydney - Inner West	Sydney - North Sydney and Hornsby	Sydney - Northern Beaches
eighted score. The maining scores are	NUMBER OF RESPONDENTS	71	63	63	1	0	0	0	0	0	0	0	0	0
e average of % reement results for all estions in a topic	EMPLOYEE ENGAGEMENT	49%	51%	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
oup.	ENGAGEMENT WITH WORK	53%	54%	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
	SENIOR MANAGERS	33%	35%	35%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ferences have been hlighted where they 5 or more % points	COMMUNICATION	52%	52%	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ove or below the ores in the first lumn.	HIGH PERFORMANCE	49%	51%	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
	PUBLIC SECTOR VALUES	51%	51%	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
	DIVERSITY & INCLUSION	50%	51%	51%	(r)	(r)	(r)	(r)	(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

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### **RESULTS BY REGION**

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES The Employee Engagement Index is a		Health Care Complaints Commission	Sydney West	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley exc Newcastle	Sydney - Outer South West	Sydney - Outer West and Blue Mountains	Sydney - Parramatta	Sydney - Ryde	Sydney - South West	Sydney - Sutherland
weighted score. The remaining scores are	NUMBER OF RESPONDENTS	71	0	0	0	0	0	0	0	0	0	0	0	0	0
the average of % agreement results for all questions in a topic	EMPLOYEE ENGAGEMENT	49%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
group.	ENGAGEMENT WITH WORK	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
	SENIOR MANAGERS	33%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
Differences have been highlighted where they are 5 or more % points	COMMUNICATION	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
above or below the scores in the first column.	HIGH PERFORMANCE	49%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
	PUBLIC SECTOR VALUES	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
	DIVERSITY & INCLUSION	50%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
				1. C											

\*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

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#### **RESULTS BY REGION**

PLORE THE SULTS FOR FERENT OUPS OF PLOYEES Employee agement Index is a ghted score. The		Health Care Complaints Commission	Illawarra	Mid North Coast	Murray	New England and North West	Newcastle and Lake Macquarie	OUTSIDE NSW	
aining scores are	NUMBER OF RESPONDENTS	71	0	0	0	0	0	0	
average of % eement results for all stions in a topic	EMPLOYEE ENGAGEMENT	49%	(r)	(r)	(r)	(r)	(r)	(r)	
.p.	ENGAGEMENT WITH WORK	53%	(r)	(r)	(r)	(r)	(r)	(r)	
	SENIOR MANAGERS	33%	(r)	(r)	(r)	(r)	(r)	(r)	
erences have been lighted where they 5 or more % points	COMMUNICATION	52%	(r)	(r)	(r)	(r)	(r)	(r)	
ve or below the res in the first Imn.	HIGH PERFORMANCE	49%	(r)	(r)	(r)	(r)	(r)	(r)	
	PUBLIC SECTOR VALUES	51%	(r)	(r)	(r)	(r)	(r)	(r)	
	DIVERSITY & INCLUSION	50%	(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

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#### **RESULT BY AGE**

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES The Employee Engagement Index is a weighted score. The		Health Care Complaints Commissior	15 - 19	20 - 24	25 -29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
remaining scores are	NUMBER OF RESPONDENTS	71	0	1	1	11	8	14	14	8	5	2	2
the average of % agreement results for all questions in a topic	EMPLOYEE ENGAGEMENT	49%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
group.	ENGAGEMENT WITH WORK	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
	SENIOR MANAGERS	33%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
Differences have been highlighted where they are 5 or more % points	COMMUNICATION	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
above or below the scores in the first column.	HIGH PERFORMANCE	49%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
	PUBLIC SECTOR VALUES	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
	DIVERSITY & INCLUSION	50%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

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AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

#### **RESULT BY GENDER**

# **O** 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.

		Health Care Complaints Commission	Male	Female	Other
	NUMBER OF RESPONDENTS	71	18	46	3
II	EMPLOYEE ENGAGEMENT	49%	(r)	50%	(r)
	ENGAGEMENT WITH WORK	53%	(r)	53%	(r)
	SENIOR MANAGERS	33%	(r)	30%	(r)
,	COMMUNICATION	52%	(r)	46%	(r)
	HIGH PERFORMANCE	49%	(r)	47%	(r)
	PUBLIC SECTOR VALUES	51%	(r)	48%	(r)
	DIVERSITY & INCLUSION	50%	(r)	45%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

### **GUIDE TO THIS REPORT**

#### SURVEY TIME FRAME

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

#### HOW TO READ THIS REPORT

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

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	
Agreement		Neither Agree nor Disagree	Disa	Disagreement	

#### 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.

#### 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%.

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

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