
PEOPLE MATTER 2018

NSW Public Sector Employee Survey



AGENCY REPORT

Law Enforcement Conduct Commission

RESPONSE RATE

53%

53 OF 100 RESPONDENTS

EMPLOYEE ENGAGEMENT

52%

DIFFERENCE FROM 2017 -9

DIFFERENCE FROM PUBLIC SECTOR -13

ENGAGEMENT WITH WORK

63%

DIFFERENCE FROM 2017 -7

DIFFERENCE FROM PUBLIC SECTOR -9

SENIOR MANAGERS

28%

DIFFERENCE FROM 2017 -15

DIFFERENCE FROM PUBLIC SECTOR -21

COMMUNICATION

51%

DIFFERENCE FROM 2017 -14

DIFFERENCE FROM PUBLIC SECTOR -10

HIGH PERFORMANCE

49%

DIFFERENCE FROM 2017 -6

DIFFERENCE FROM PUBLIC SECTOR -15

PUBLIC SECTOR VALUES

45%

DIFFERENCE FROM 2017 -13

DIFFERENCE FROM PUBLIC SECTOR -17

DIVERSITY & INCLUSION

70%

DIFFERENCE FROM PUBLIC SECTOR +2

FLEXIBLE WORKING SATISFACTION

77%

DIFFERENCE FROM 2017 +9

DIFFERENCE FROM PUBLIC SECTOR +18

ACTION ON RESULTS

27%

DIFFERENCE FROM 2017 -2

DIFFERENCE FROM PUBLIC SECTOR -10



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
8e. My manager supports flexible working in my team	90%	-
2c. I receive help and support from other members of my workgroup	81%	77%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	77%	68%
2e. People in my workgroup treat each other with respect	75%	82%
2a. My workgroup strives to achieve customer/client satisfaction	75%	79%
2b. My workgroup works collaboratively to achieve its objectives	75%	74%
1a. I understand what is expected of me to do well in my role	74%	82%
5b. My manager listens to what I have to say	74%	79%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	73%	84%
4a. I am paid fairly for the work I do	70%	69%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

	AGREEMENT 2018	AGREEMENT 2017
7c. I feel that change is managed well in my organisation	15%	26%
6b. I feel that senior managers effectively lead and manage change	17%	41%
9a. I have confidence in the ways my organisation resolves grievances	19%	16%
6a. I believe senior managers provide clear direction for the future of the organisation	23%	44%
6c. I feel that senior managers model the values of my organisation	25%	46%
5h. My manager appropriately deals with employees who perform poorly	26%	33%
6h. I feel that senior managers listen to employees	27%	49%
7d. There is good co-operation between teams across our organisation	27%	38%
14. I believe action will be taken on the results from this survey by my organisation	27%	29%
7e. People in my organisation take responsibility for their own actions	29%	41%



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

3e.	My performance is assessed against clear criteria	49%	26%
3f.	I have received appropriate training and development to do my job well	57%	44%
3d.	In the last 12 months I received useful feedback on my work to enable me to deliver required results	47%	38%
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	77%	68%
7h.	My organisation generally selects capable people to do the job	42%	36%
6e.	Senior managers promote collaboration between my organisation and other organisations we work with	52%	46%
2c.	I receive help and support from other members of my workgroup	81%	77%
9a.	I have confidence in the ways my organisation resolves grievances	19%	16%
7g.	I have confidence in the way recruitment decisions are made	31%	28%
6i.	Senior managers in my organisation support the career advancement of women	55%	54%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

5f.	I have confidence in the decisions my manager makes	53%	79%
7b.	My organisation is making the necessary improvements to meet our future challenges	29%	54%
6b.	I feel that senior managers effectively lead and manage change	17%	41%
6h.	I feel that senior managers listen to employees	27%	49%
1f.	I am able to keep my work stress at an acceptable level	60%	82%
6c.	I feel that senior managers model the values of my organisation	25%	46%
6a.	I believe senior managers provide clear direction for the future of the organisation	23%	44%
5e.	My manager involves my workgroup in decisions about our work	55%	74%
6f.	Senior managers communicate the importance of customers/clients in achieving our business objectives	33%	51%
6g.	I feel that senior managers keep employees informed about what's going on	31%	49%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are the questions that have shown the greatest percentage increase and decrease in agreement, based on respondents who have selected 'Strongly agree' and 'Agree'.

HIGHEST NEUTRAL SCORING QUESTIONS

AGREEMENT SCORES FOR HIGHEST NEUTRAL

% POSITIVE

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



Q5h. My manager appropriately deals with employees who perform poorly



Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives



Q7e. People in my organisation take responsibility for their own actions



Q5a. My manager encourages people in my workgroup to keep improving the work they do



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



Q5h. My manager appropriately deals with employees who perform poorly



Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives



Q7e. People in my organisation take responsibility for their own actions



Q5a. My manager encourages people in my workgroup to keep improving the work they do



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



Q5h. My manager appropriately deals with employees who perform poorly



Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives



Q7e. People in my organisation take responsibility for their own actions



Q5a. My manager encourages people in my workgroup to keep improving the work they do



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.

27%

of employees replied favourably to:

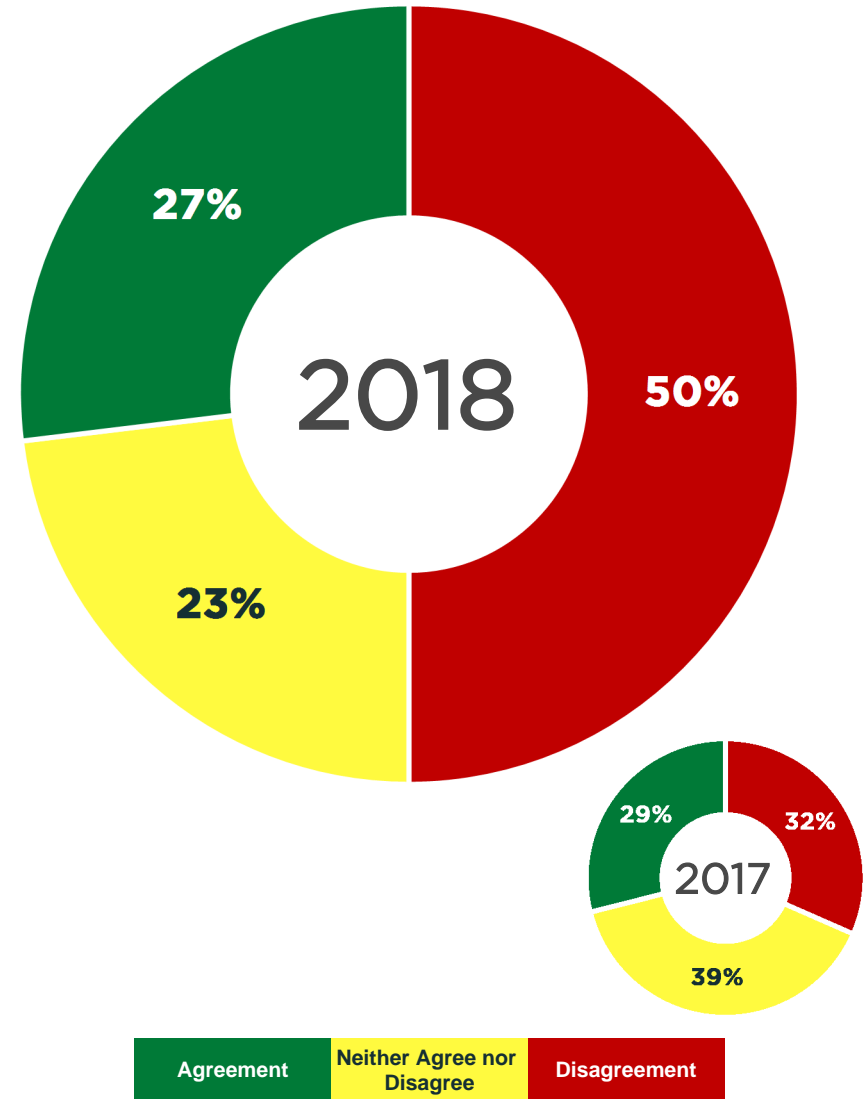
'I believe action will be taken on the results from this survey by my organisation.'

37%

SECTOR

29%

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	Q6d. Senior managers encourage innovation by employees	31%	36%	50%
2	Q7f. My organisation is committed to developing its employees	46%	46%	52%
3	Q6h. I feel that senior managers listen to employees	27%	49%	43%
4	Q7g. I have confidence in the way recruitment decisions are made	31%	28%	37%
5	Q6c. I feel that senior managers model the values of my organisation	25%	46%	50%
6	Q1b. I am provided with the support I need to do my best at work	60%	62%	65%



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	52% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	PUBLIC SECTOR 2018
Q7i. I would recommend my organisation as a great place to work	10	29	27	21	13	38%	54%	61%
Q7j. I am proud to tell others I work for my organisation	12	37	31	12	10	48%	54%	69%
Q7k. I feel a strong personal attachment to my organisation	15	29	23	21	12	44%	54%	63%
Q7l. My organisation motivates me to help it achieve its objectives	13	21	29	19	17	35%	50%	55%
Q7m. My organisation inspires me to do the best in my job	13	23	29	23	12	37%	54%	55%

KEY

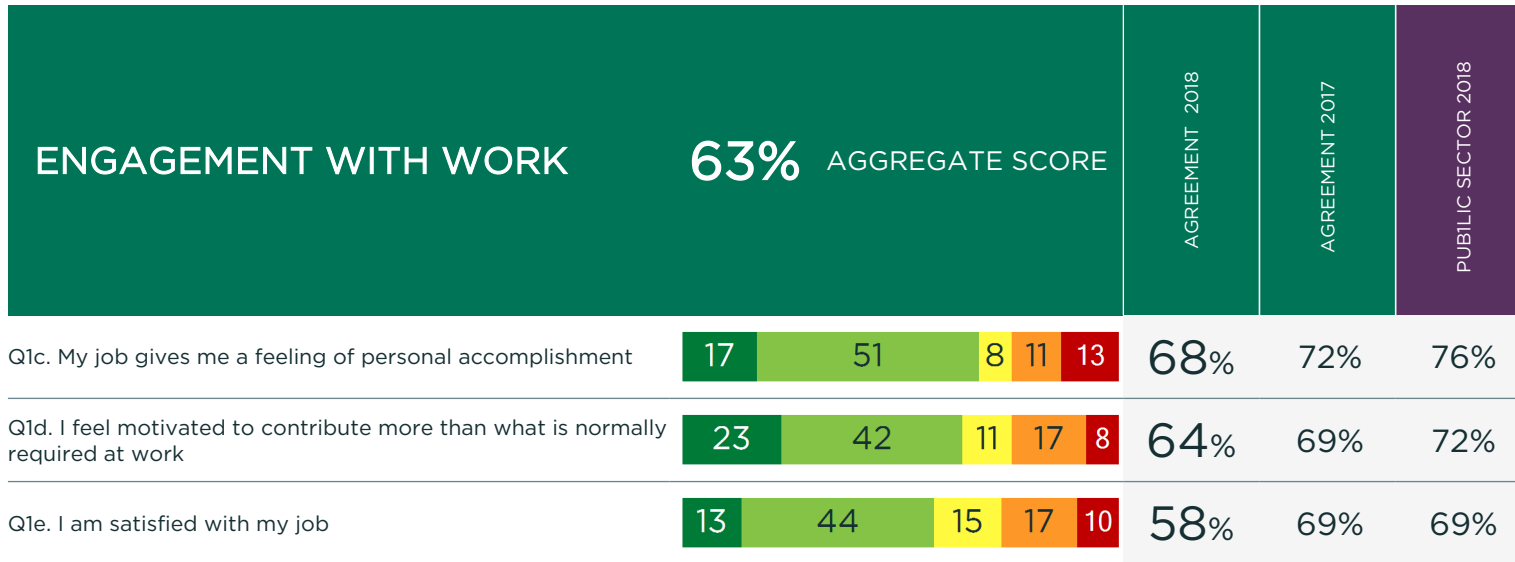




EXPLORE THE FULL RESULTS

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.



KEY





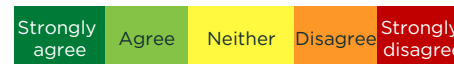
EXPLORE THE FULL RESULTS

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	28% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q6a. I believe senior managers provide clear direction for the future of the organisation	8	15	29	19	29	23%	44%	49%
Q6b. I feel that senior managers effectively lead and manage change	12	21	29	33		17%	41%	46%
Q6c. I feel that senior managers model the values of my organisation	19	27	17	31		25%	46%	50%
Q6d. Senior managers encourage innovation by employees	8	23	31	23	15	31%	36%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	12	40	21	12	15	52%	46%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	8	25	35	13	19	33%	51%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	8	23	19	25	25	31%	49%	47%
Q6h. I feel that senior managers listen to employees	8	19	23	25	25	27%	49%	43%
Q7c. I feel that change is managed well in my organisation	10	23	31	31		15%	26%	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	51% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q5c. My manager communicates effectively with me	21	42	11	19	8	62%	72%	72%
Q5d. My manager encourages and values employee input	23	47	13	8	9	70%	74%	72%
Q5e. My manager involves my workgroup in decisions about our work	19	36	17	21	8	55%	74%	67%
Q6g. I feel that senior managers keep employees informed about what's going on	8	23	19	25	25	31%	49%	47%
Q6h. I feel that senior managers listen to employees	8	19	23	25	25	27%	49%	43%
Q8c. I am able to speak up and share a different view to my colleagues and manager	21	42	17	10	10	63%	76%	67%

KEY





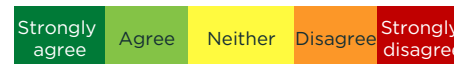
EXPLORE THE FULL RESULTS

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				49% AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q1a. I understand what is expected of me to do well in my role	26	47	8	17	74%	82%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	23	52	12	10	75%	74%	79%	
Q3f. I have received appropriate training and development to do my job well	11	45	21	11	57%	44%	65%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	17	42	34		58%	64%	74%	
Q5f. I have confidence in the decisions my manager makes	23	30	25	9	53%	79%	68%	
Q6d. Senior managers encourage innovation by employees	8	23	31	23	31%	36%	50%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	12	40	21	12	52%	46%	52%	
Q7a. My organisation focuses on improving the work we do	13	31	33	15	44%	54%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	12	17	33	25	29%	54%	57%	

KEY

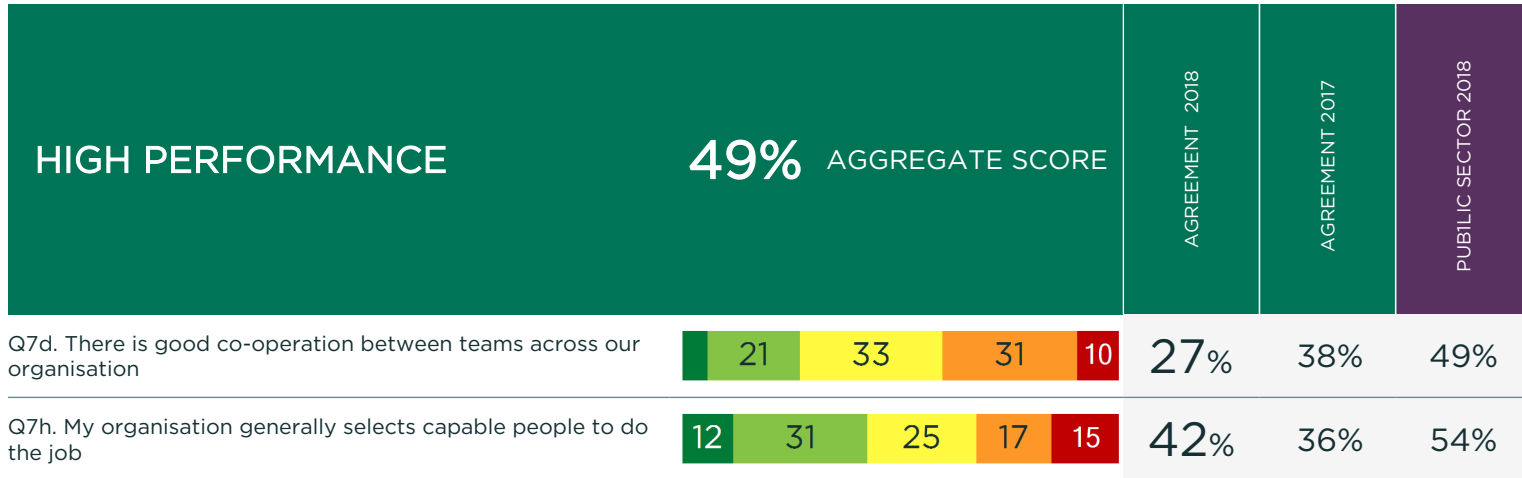




EXPLORE THE FULL RESULTS

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	45% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PUBLIC SECTOR 2018	
Q2a. My workgroup strives to achieve customer/client satisfaction	26	49	13	8	75%	79%	86%	
Q2e. People in my workgroup treat each other with respect	32	43	8	8	9	75%	82%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	17	42	34			58%	64%	74%
Q5b. My manager listens to what I have to say	28	45	13	9		74%	79%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	8	15	29	19	29	23%	44%	49%
Q6c. I feel that senior managers model the values of my organisation		19	27	17	31	25%	46%	50%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	8	25	35	13	19	33%	51%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	8	23	19	25	25	31%	49%	47%
Q6h. I feel that senior managers listen to employees	8	19	23	25	25	27%	49%	43%

KEY

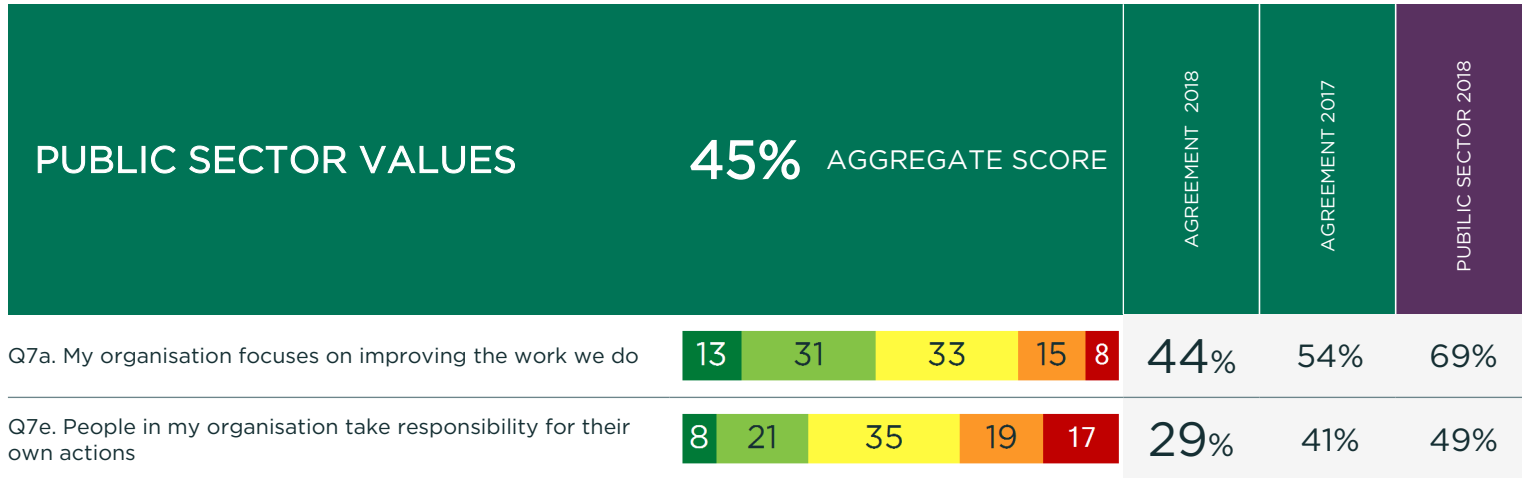




EXPLORE THE FULL RESULTS

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





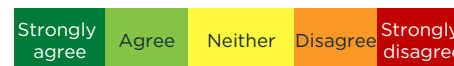
EXPLORE THE FULL RESULTS

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		70% 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		60%	62%	65%			
Q5b. My manager listens to what I have to say		74%	79%	76%			
Q5d. My manager encourages and values employee input		70%	74%	72%			
Q6i. Senior managers in my organisation support the career advancement of women		55%	54%	60%			
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)		67%	76%	76%			
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)		73%	84%	75%			
Q8c. I am able to speak up and share a different view to my colleagues and manager		63%	76%	67%			
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>		77%	68%	59%			
Q8e. My manager supports flexible working in my team		90%	-	63%			

KEY

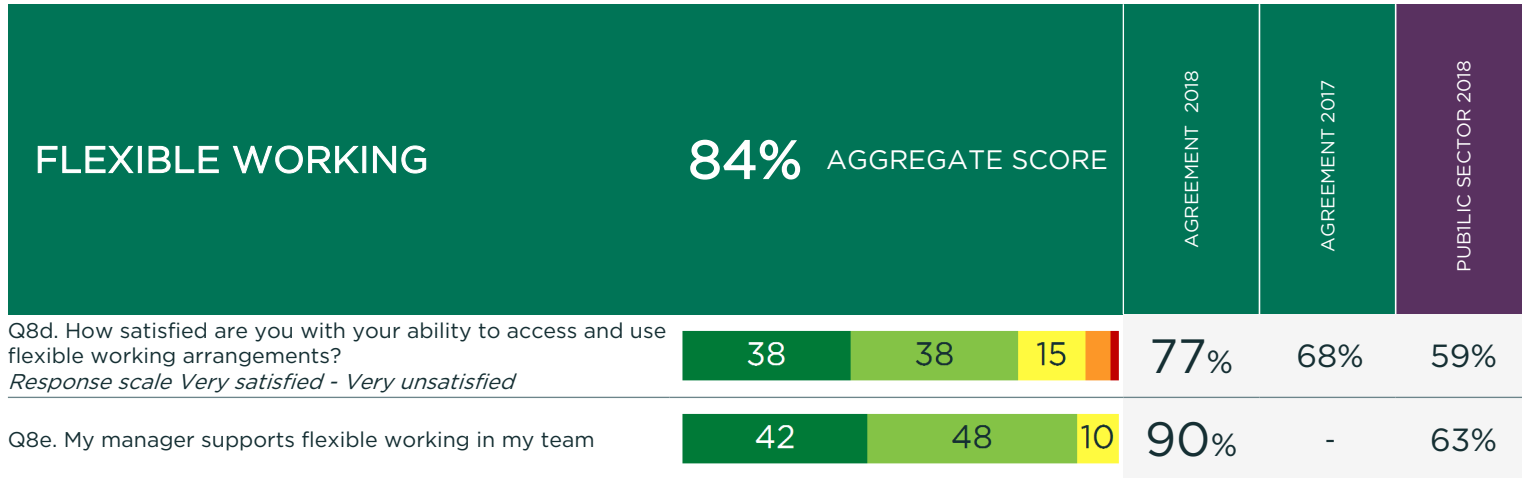




EXPLORE THE FULL RESULTS

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

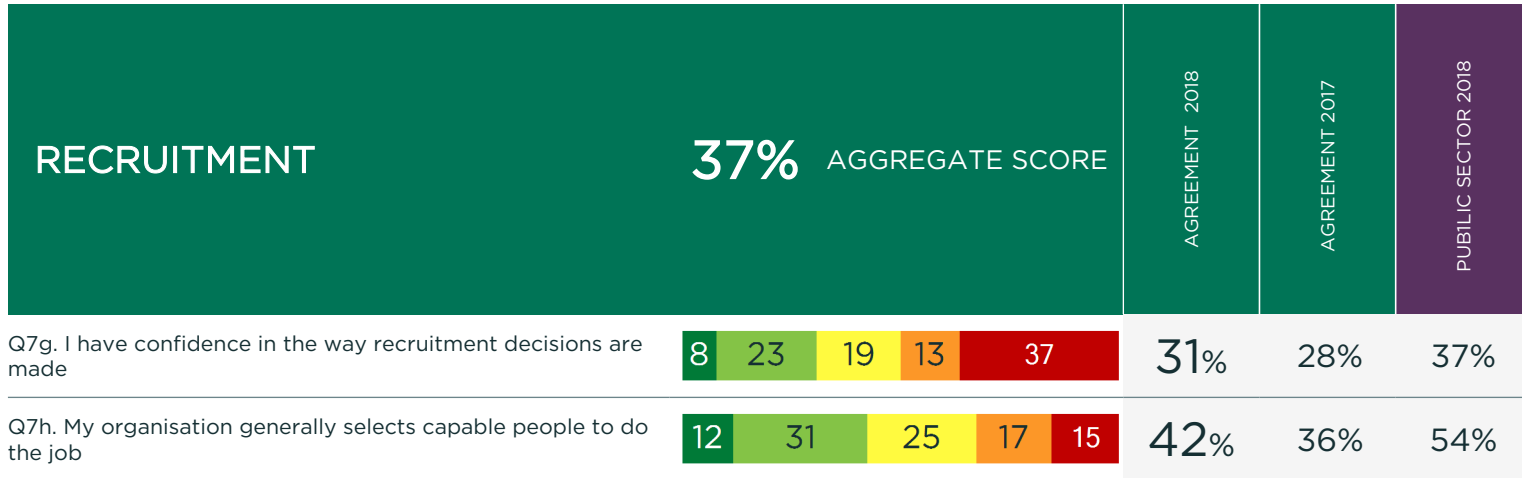




EXPLORE THE FULL RESULTS

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	43% 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	11	36	25	19	9	47%	38%	65%
Q3e. My performance is assessed against clear criteria	9	40	21	17	13	49%	26%	56%
Q3g. I am satisfied with the opportunities available for career development in my organisation	25	26	23	21		30%	36%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do	21	40	17	13	9	60%	64%	69%
Q5h. My manager appropriately deals with employees who perform poorly	11	15	36	13	25	26%	33%	46%
Q7f. My organisation is committed to developing its employees	10	37	27	15	12	46%	46%	52%

KEY

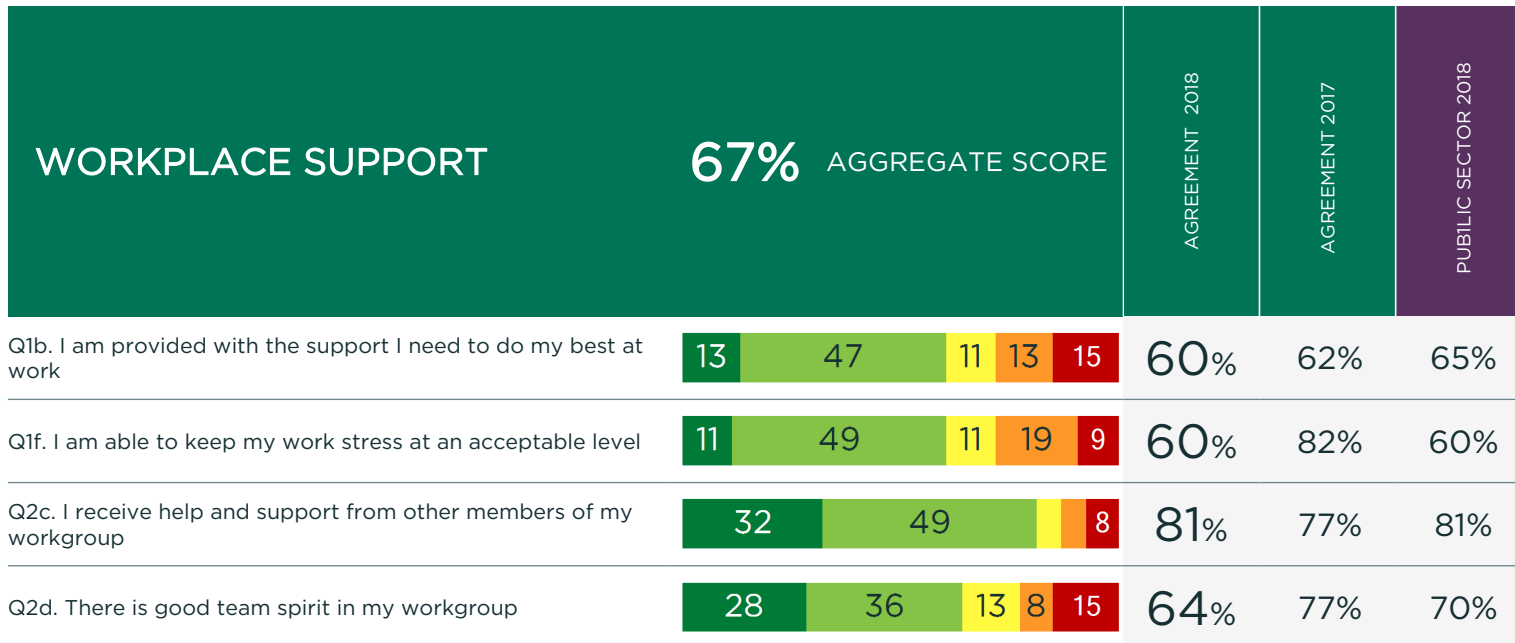




EXPLORE THE FULL RESULTS

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.



KEY

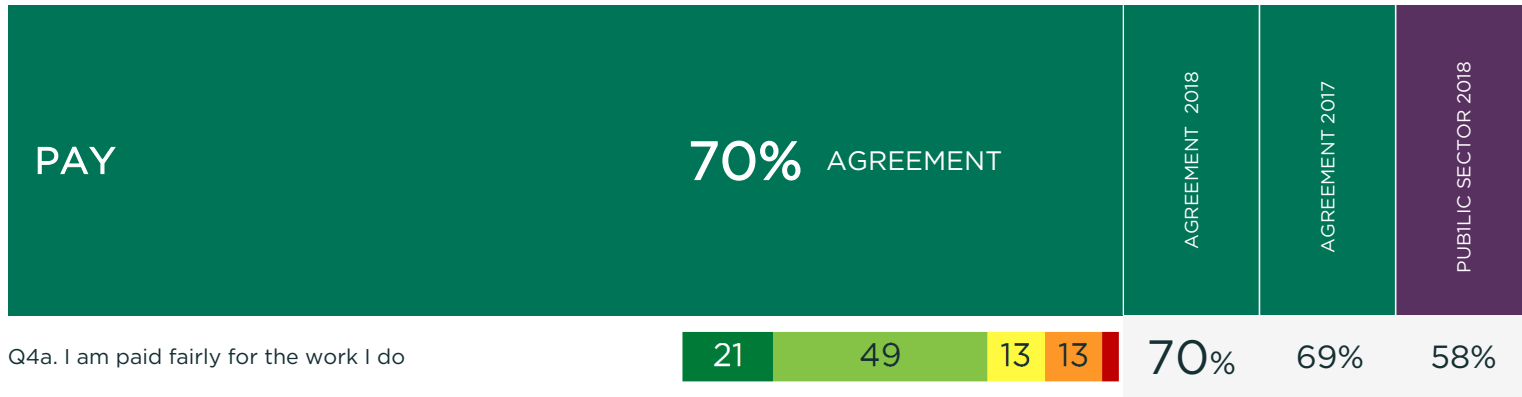




EXPLORE THE FULL RESULTS

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

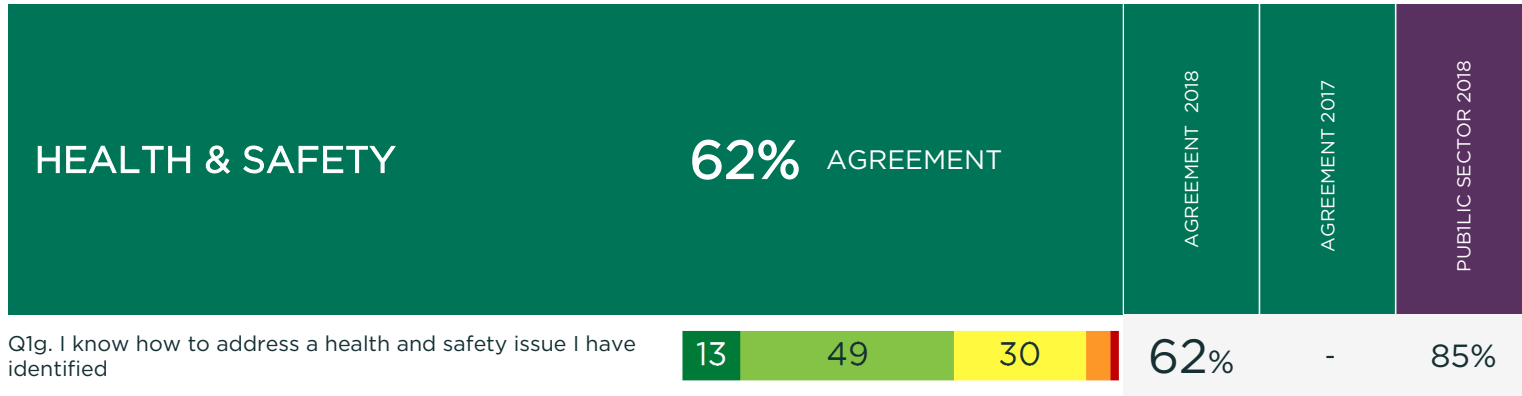




EXPLORE THE FULL RESULTS

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

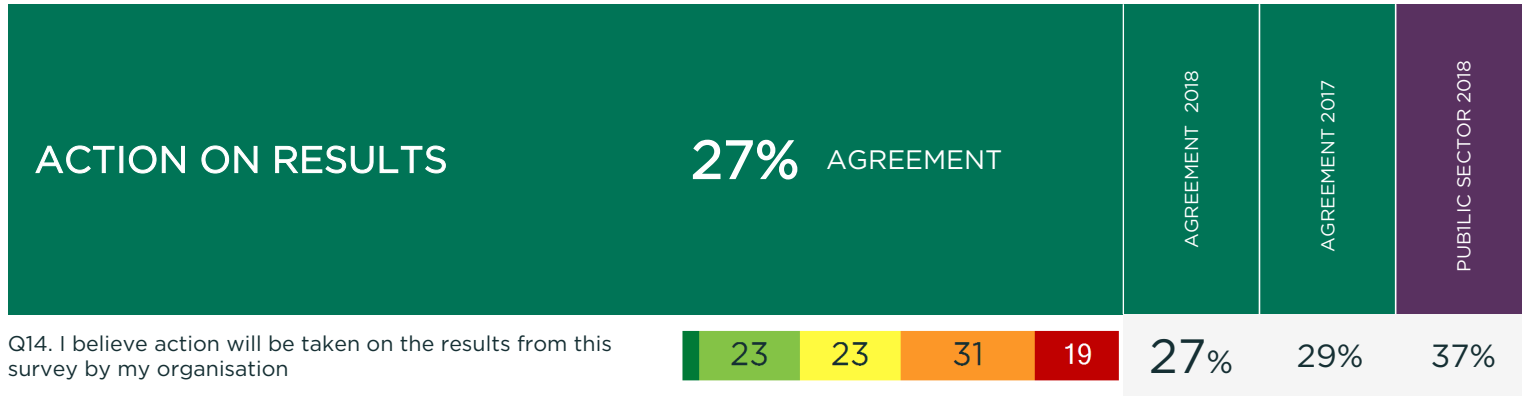




EXPLORE THE FULL RESULTS

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.



KEY

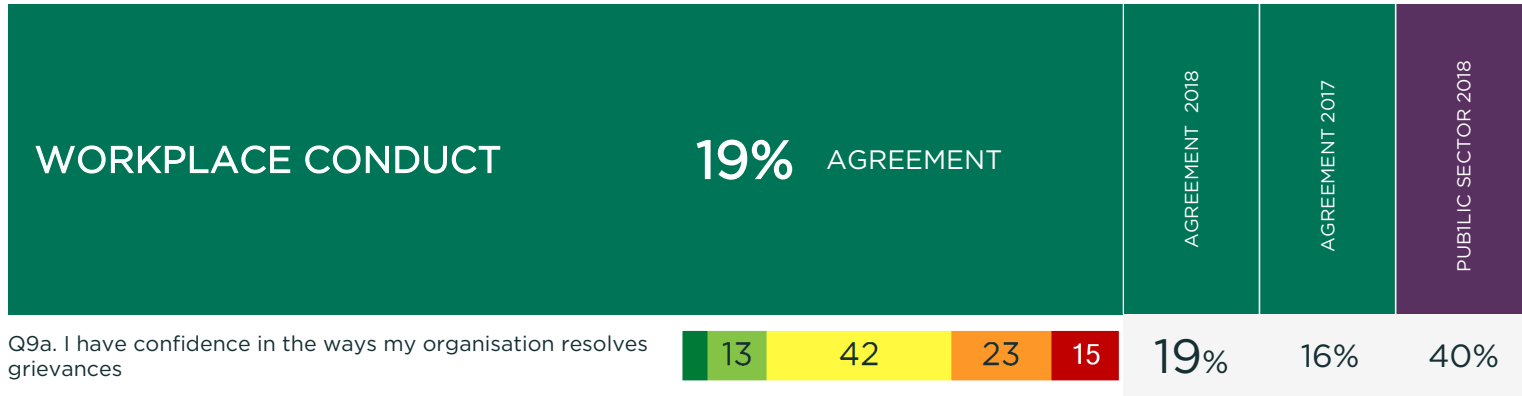




EXPLORE THE FULL RESULTS

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



74%

15%

71%

No



26%

85%

29%

Q3b. I have informal feedback conversations with my manager

Yes



72%

56%

76%

No



28%

44%

24%

Q3c. I have scheduled feedback conversations with my manager

Yes

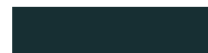


51%

41%

58%

No



49%

59%

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		47%	33%	41%
No		53%	67%	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 visible opportunities		51%	37%	30%
Lack of promotion opportunities		47%	32%	29%
Lack of support for temporary assignments/secondments		30%	13%	15%
There are no major barriers to my career progression		21%	29%	32%
Personal/family considerations		21%	16%	30%
Insufficient training and development		21%	11%	16%
Lack of required capabilities or experience		17%	18%	11%
The application/recruitment process is too cumbersome or time consuming		17%	18%	23%
Other		13%	-	9%
Geographic location considerations		9%	18%	26%
Lack of support from my manager/supervisor		8%	3%	14%

% are calculated with the number of unique respondents (N = 53 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		31%	11%	24%
No		52%	54%	58%
Don't know		17%	34%	18%

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

Yes		38%	75%	66%
No		56%	25%	32%
Don't know		6%	-	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		29%	8%	33%
No		62%	79%	57%
Don't know		10%	13%	10%

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

Yes		15%	5%	18%
No		77%	87%	76%
Don't know		8%	8%	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

A senior manager	(r)
Your Immediate Manager/Supervisor	(r)
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)
Prefer not to say	(r)



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

Response	2018	2017	Public Sector 2018
Yes	4%	-	3%
No	92%	-	94%
Don't know	4%	-	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	(r)
A member of the public	(r)
Other	(r)
Prefer not to say	(r)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
GENDER		
Male		42%
Female		54%
Other		4%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
AGE		
15 - 19		-
20 - 24		2%
25 -29	█	26%
30 - 34	█	14%
35 - 39	█	10%
40 - 44	█	12%
45 - 49	█	10%
50 - 54	█	14%
55 - 59	█	10%
60 - 64		-
65+		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

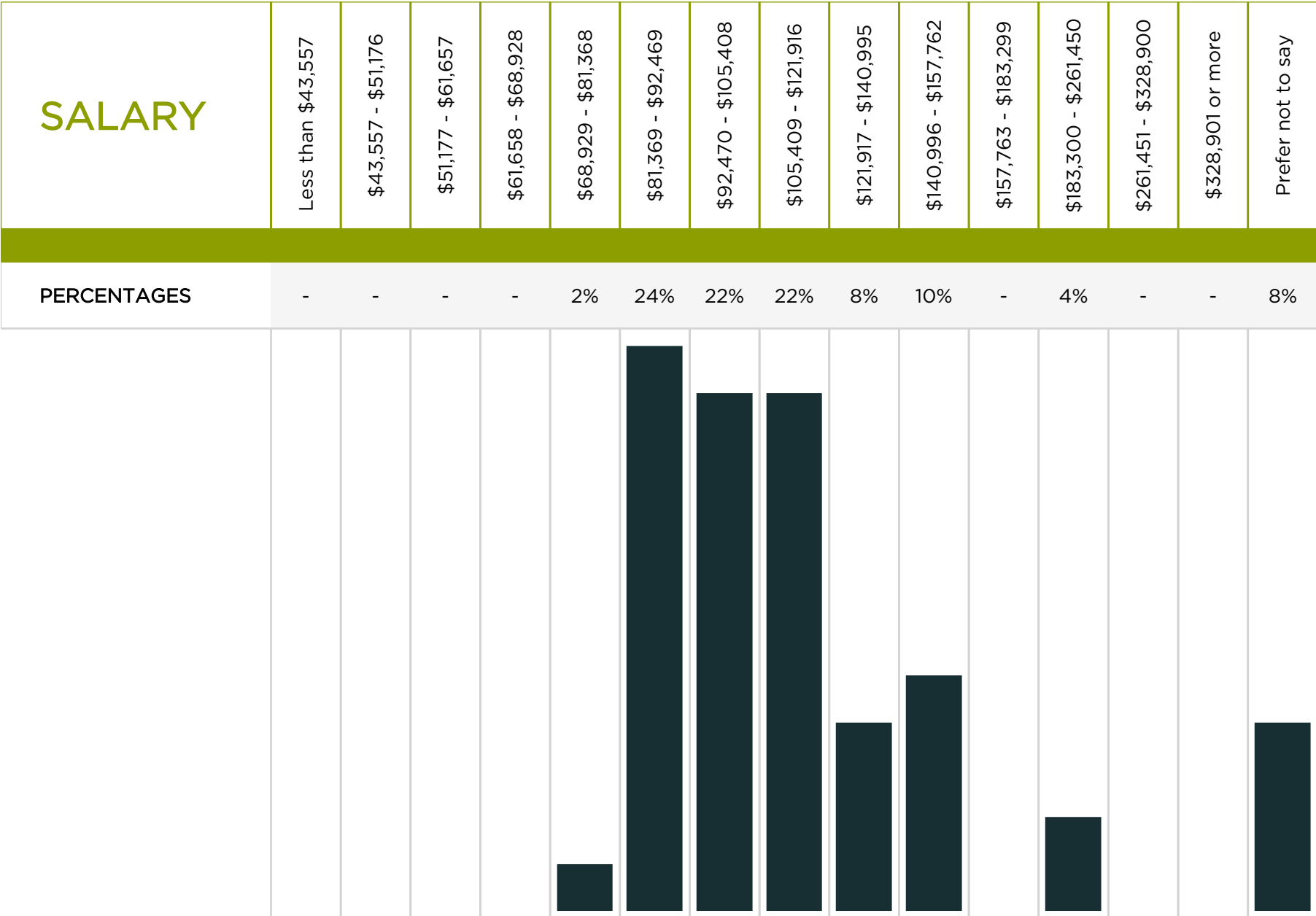
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	6%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	16%
Administrative support (e.g. executive/personal assistant, receptionist)	2%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	14%
Policy	-
Research	6%
Program and project management support	2%
Legal (including developing and/or reviewing legislation)	10%
Other	45%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

SALARY



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		38%
1 - 2 years		46%
2 - 5 years		10%
5 - 10 years		-
10 - 20 years		6%
More than 20 years		-

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
FLEXIBLE WORKING		
Flexible start and finish times		75%
Working additional hours to make up for time off		21%
Working from home		21%
Working more hours over fewer days		17%
None of the above		17%
Working from different locations		10%
Leave without pay		6%
Study leave		6%

% are calculated with the number of unique respondents (N = 52 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

	PERCENTAGE
FLEXIBLE WORKING	
Flexible scheduling for rostered workers	4%
Part-time work	4%
Other	4%

% are calculated with the number of unique respondents (N = 52 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.

	Law Enforcement 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	53	3	8	1	7	0	3	1	5	23
EMPLOYEE ENGAGEMENT	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	28%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	49%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	45%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	70%	(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

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.

	Law Enforcement Conduct 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	\$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	53	0	0	0	0	1	12	11	11	4	5	0	2	0
EMPLOYEE ENGAGEMENT	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	28%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	49%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	45%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	70%	(r)	(r)	(r)	(r)	(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

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.

	Law Enforcement Conduct Commission	\$328,901 or more	Prefer not to say
NUMBER OF RESPONDENTS	53	0	4
EMPLOYEE ENGAGEMENT	52%	(r)	(r)
ENGAGEMENT WITH WORK	63%	(r)	(r)
SENIOR MANAGERS	28%	(r)	(r)
COMMUNICATION	51%	(r)	(r)
HIGH PERFORMANCE	49%	(r)	(r)
PUBLIC SECTOR VALUES	45%	(r)	(r)
DIVERSITY & INCLUSION	70%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULT BY 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.

	Law Enforcement Conduct Commission	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	53	20	24	5	0	3	0
EMPLOYEE ENGAGEMENT	52%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	63%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	28%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	51%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	49%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	45%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	70%	(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

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.

	Law Enforcement Conduct Commission	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	53	39	9	11	2	2	0	5	11	0	3	3	2	9
EMPLOYEE ENGAGEMENT	52%	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	63%	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	28%	32%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	51%	49%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	49%	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	45%	46%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	70%	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

*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.

	Law Enforcement Conduct Commission	Sydney East	Sydney - City and Inner South	Sydney - Inner South West	Sydney - Inner West	Sydney - North Sydney and Hornsby	Sydney - Northern Beaches	Sydney - Outer South West	Sydney - Outer West and Blue Mountains	Sydney - Parramatta	Sydney - Ryde	Sydney - South West	Sydney - Sutherland
NUMBER OF RESPONDENTS	53	51	50	1	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	52%	52%	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	63%	65%	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	28%	29%	27%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	51%	53%	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	49%	50%	49%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	45%	45%	44%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	70%	70%	70%	(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**

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.

	Law Enforcement Conduct Commission	Sydney West	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley exc Newcastle	Illawarra	Mid North Coast	Murray	New England and North West	Newcastle and Lake Macquarie	OUTSIDE NSW
NUMBER OF RESPONDENTS	53	0	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	28%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	49%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	45%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	70%	(r)	(r)	(r)	(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

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.

	Law Enforcement Conduct Commission	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Sydney - Baulkham Hills and Hawkesbury	Sydney - Blacktown	Sydney - Eastern Suburbs
NUMBER OF RESPONDENTS	53	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	52%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	63%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	28%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	51%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	49%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	45%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	70%	(r)	(r)	(r)	(r)	(r)	(r)

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

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULT BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Law Enforcement Conduct Commission	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	53	0	1	13	7	5	6	5	7	5	0	1
EMPLOYEE ENGAGEMENT	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	28%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	49%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	45%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	70%	(r)	(r)	(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

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.

	Law Enforcement Conduct Commission	Male	Female	Other
NUMBER OF RESPONDENTS	53	21	27	2
EMPLOYEE ENGAGEMENT	52%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	63%	(r)	(r)	(r)
SENIOR MANAGERS	28%	(r)	(r)	(r)
COMMUNICATION	51%	(r)	(r)	(r)
HIGH PERFORMANCE	49%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	45%	(r)	(r)	(r)
DIVERSITY & INCLUSION	70%	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

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

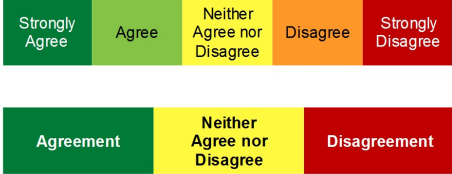
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.