



2019 | NSW Public Sector
Employee Survey

AGENCY REPORT

Health Care Complaints Commission



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RESPONSE RATE

94%

99 OF 105 RESPONDENTS

RESPONSE RATE 2018: 82%

EMPLOYEE ENGAGEMENT

55% 

DIFFERENCE FROM 2018 **+5**
(49%)

DIFFERENCE FROM PUBLIC SECTOR **-11**
(66%)

ENGAGEMENT WITH WORK

64% 

DIFFERENCE FROM 2018 **+12**
(53%)

DIFFERENCE FROM PUBLIC SECTOR **-8**
(73%)

SENIOR MANAGERS

51% 

DIFFERENCE FROM 2018 **+18**
(33%)

DIFFERENCE FROM PUBLIC SECTOR **+1**
(50%)

COMMUNICATION

58% 

DIFFERENCE FROM 2018 **+5**
(52%)

DIFFERENCE FROM PUBLIC SECTOR **-5**
(62%)

HIGH PERFORMANCE

62% 

DIFFERENCE FROM 2018 **+13**
(49%)

DIFFERENCE FROM PUBLIC SECTOR **-3**
(65%)

PUBLIC SECTOR VALUES

60% 

DIFFERENCE FROM 2018 **+10**
(51%)

DIFFERENCE FROM PUBLIC SECTOR **-2**
(62%)

DIVERSITY & INCLUSION

63% 

DIFFERENCE FROM 2018 **+12**
(50%)

DIFFERENCE FROM PUBLIC SECTOR **-6**
(69%)

FLEXIBLE WORKING SATISFACTION

67% 

DIFFERENCE FROM 2018 **+22**
(45%)

DIFFERENCE FROM PUBLIC SECTOR **+8**
(59%)

ACTION ON RESULTS

47% 

DIFFERENCE FROM 2018 **+22**
(25%)

DIFFERENCE FROM PUBLIC SECTOR **+8**
(39%)



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
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
1a. I understand what is expected of me to do well in my role	80%	83%
2e. People in my workgroup treat each other with respect	78%	79%
2c. I receive help and support from other members of my workgroup	76%	86%
4a. I am paid fairly for the work I do	74%	51%
7a. My organisation focuses on improving the work we do	74%	52%
2a. My workgroup strives to achieve customer/client satisfaction	73%	82%
1h. I am comfortable notifying my manager if I become aware of any risks at work	72%	-
5a. My manager encourages people in my workgroup to keep improving the work they do	69%	60%
5b. My manager listens to what I have to say	69%	65%
2b. My workgroup works collaboratively to achieve its objectives	69%	70%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
11a. I have confidence in the ways my organisation resolves grievances	35%	14%
7e. People in my organisation take responsibility for their own actions	41%	28%
5h. My manager deals appropriately with employees who perform poorly	41%	29%
3g. I am satisfied with the opportunities available for career development in my organisation	41%	25%
7k. I feel a strong personal attachment to my organisation	43%	54%
7g. I have confidence in the way recruitment decisions are made	43%	26%
6h. I feel that senior managers listen to employees	43%	29%
7m. My organisation inspires me to do the best in my job	43%	35%
7l. My organisation motivates me to help it achieve its objectives	44%	38%
7d. There is good co-operation between teams across our organisation	44%	29%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

The highest and lowest scoring agreement questions based on respondents who have selected 'Strongly agree' and 'Agree'.

MOST AND LEAST IMPROVED QUESTIONS

+ MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
7c. I feel that change is managed well in my organisation	45%	13%
6c. I feel that senior managers model the values of my organisation	51%	23%
6b. I feel that senior managers effectively lead and manage change	47%	22%
7f. My organisation is committed to developing its employees	51%	26%
7i. I would recommend my organisation as a great place to work	48%	25%
1f. I am able to keep my work stress at an acceptable level	55%	31%
4a. I am paid fairly for the work I do	74%	51%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	67%	45%
10a. I believe action will be taken on the results from this survey by my organisation	47%	25%
1b. I am provided with the support I need to do my best at work	56%	34%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
7k. I feel a strong personal attachment to my organisation	43%	54%
2c. I receive help and support from other members of my workgroup	76%	86%
2a. My workgroup strives to achieve customer/client satisfaction	73%	82%
2d. There is good team spirit in my workgroup	67%	75%
1a. I understand what is expected of me to do well in my role	80%	83%
6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	57%	59%
5d. My manager encourages and values employee input	66%	69%
2b. My workgroup works collaboratively to achieve its objectives	69%	70%
2e. People in my workgroup treat each other with respect	78%	79%
5g. My manager provides acknowledgement or other recognition for the work I do	66%	67%



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

Q7k. I feel a strong personal attachment to my organisation



Q7m. My organisation inspires me to do the best in my job



Q5h. My manager deals appropriately with employees who perform poorly



Q11a. I have confidence in the ways my organisation resolves grievances



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



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

Q7k. I feel a strong personal attachment to my organisation



Q7m. My organisation inspires me to do the best in my job



Q5h. My manager deals appropriately with employees who perform poorly



Q11a. I have confidence in the ways my organisation resolves grievances



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



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

Q7k. I feel a strong personal attachment to my organisation



Q7m. My organisation inspires me to do the best in my job



Q5h. My manager deals appropriately with employees who perform poorly



Q11a. I have confidence in the ways my organisation resolves grievances



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



FIND YOUR HIGHEST NEUTRAL SCORES

Results are rounded and may not add up to 100%

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)**

RESPONDENT PROFILE

This data shows the proportion of people who completed the survey.

Survey responses: 99

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	31	Senior Executive (ongoing/permanent or term)	3	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	31
Female	63	Ongoing/Permanent (other than senior executive)	80	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)	6
Other	5	Temporary (including temporary teachers and graduates)	9	Administrative support (e.g. executive/personal assistant, receptionist)	7
		Casual	1	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	9
		Contract – Non Executive	4	Policy	1
		Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	0	Research	0
		Other	0	Program and project management support	3
		Don't know	2	Legal (including developing and/or reviewing legislation)	11
				Other	31
Age	Survey %	Manager of managers	Survey %	Organisation Tenure	Survey %
15 - 34 years	31	Yes	6	Less than 1 year	33
35 - 54 years	60	No	94	1 - 2 years	24
55+ years	9			2 - 5 years	21
		Supervisors	Survey %	5 - 10 years	12
		Yes	24	10 - 20 years	8
		No	76	More than 20 years	3
		Working arrangement	Survey %		
		Full-time	93	Salary	Survey %
		Part-time	7	\$83,402 and below	16
				\$83,403 - \$108,043	48
				\$108,044 - \$144,520	22
				\$144,521 and above	4
				Prefer not to say	10
LOTE spoken at home	Survey %				
Yes	16				
No	72				
Prefer not to say	12				
Aboriginal and/or Torres Strait Islanders	Survey %				
Yes	0				
No	95				
Prefer not to say	5				
Disability	Survey %				
Yes	1				
No	87				
Prefer not to say	12				
LGBTI	Survey %				
Yes	10				
No	77				
Prefer not to say	13				

Results are rounded and may not add up to 100%



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.

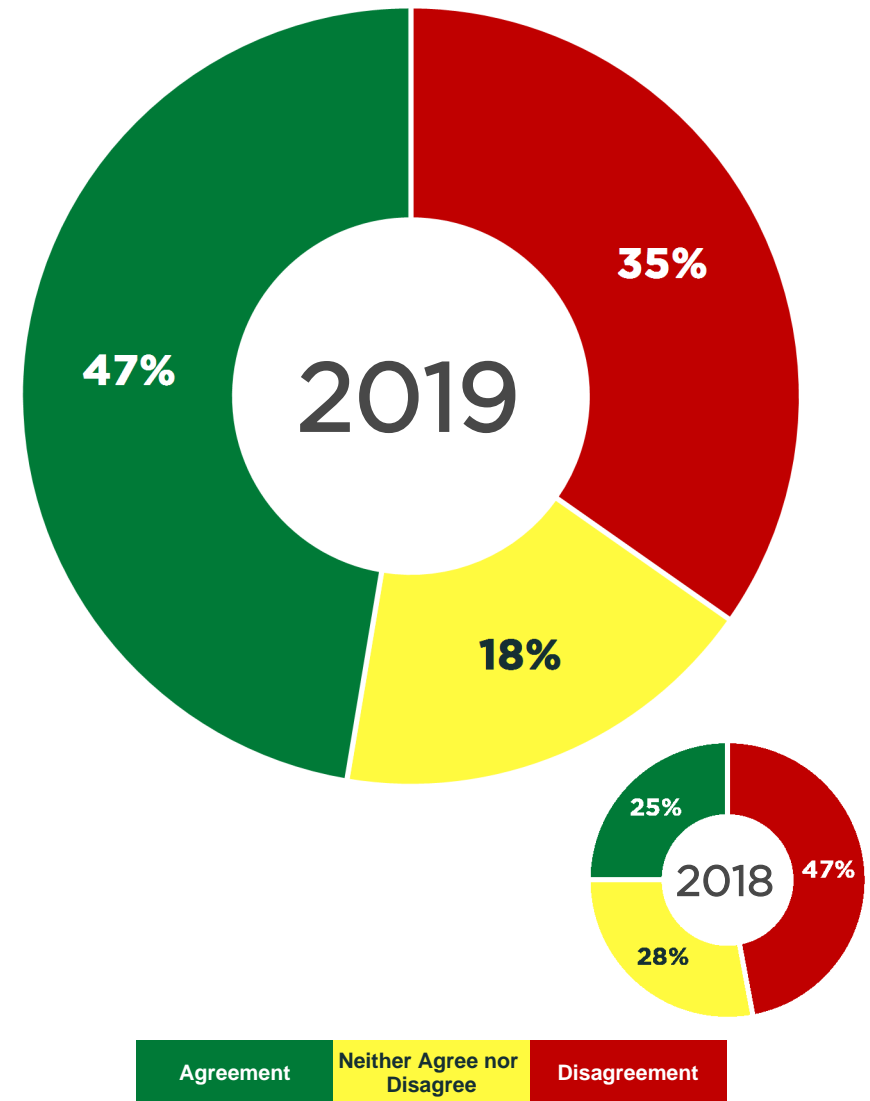
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47%

of employees replied favourably to:

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

39%	0%	25%
SECTOR	CLUSTER	2018



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 2019	% AGREEMENT 2018	% AGREEMENT PUBLIC SECTOR
1	Q6c. I feel that senior managers model the values of my organisation	51%	23%	52%
2	Q6b. I feel that senior managers effectively lead and manage change	47%	22%	47%
3	Q6a. I believe senior managers provide clear direction for the future of the organisation	55%	35%	51%
4	Q6d. Senior managers encourage innovation by employees	51%	32%	51%
5	Q6h. I feel that senior managers listen to employees	43%	29%	44%
6	Q6g. I feel that senior managers keep employees informed about what's going on	53%	42%	48%



EXPLORE THE FULL RESULTS

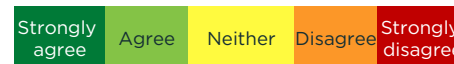
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EMPLOYEE ENGAGEMENT	55% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	19	29	17	13	22	48%	25%	62%
Q7j. I am proud to tell others I work for my organisation	23	29	20	9	19	52%	46%	70%
Q7k. I feel a strong personal attachment to my organisation	19	24	30	15	12	43%	54%	64%
Q7l. My organisation motivates me to help it achieve its objectives	17	27	23	18	15	44%	38%	56%
Q7m. My organisation inspires me to do the best in my job	18	25	28	14	14	43%	35%	56%

KEY





EXPLORE THE FULL RESULTS

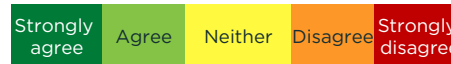
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	64% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q1c. My job gives me a feeling of personal accomplishment	34	33	14	7	11	68%	61%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	30	35	10	10	15	64%	55%	72%
Q1e. I am satisfied with my job	27	35	10	14	14	61%	42%	69%

KEY





EXPLORE THE FULL RESULTS

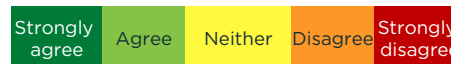
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SENIOR MANAGERS	51% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	23	32	13	13	19	55%	35%	51%
Q6b. I feel that senior managers effectively lead and manage change	21	27	19	12	22	47%	22%	47%
Q6c. I feel that senior managers model the values of my organisation	25	26	20	7	23	51%	23%	52%
Q6d. Senior managers encourage innovation by employees	19	32	17	14	19	51%	32%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	19	35	23	12	11	54%	41%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	19	38	21	10	12	57%	59%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	21	32	16	11	20	53%	42%	48%
Q6h. I feel that senior managers listen to employees	19	25	23	12	22	43%	29%	44%
Q7c. I feel that change is managed well in my organisation	18	27	20	16	19	45%	13%	42%

KEY





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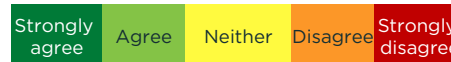
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COMMUNICATION	58% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019			
Q5c. My manager communicates effectively with me	35	33	11	16	68%	64%	72%	
Q5d. My manager encourages and values employee input	37	30	10	8	15	66%	69%	73%
Q5e. My manager involves my workgroup in decisions about our work	32	32	9	11	16	63%	60%	68%
Q6g. I feel that senior managers keep employees informed about what's going on	21	32	16	11	20	53%	42%	48%
Q6h. I feel that senior managers listen to employees	19	25	23	12	22	43%	29%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	19	34	15	14	19	53%	49%	69%

KEY





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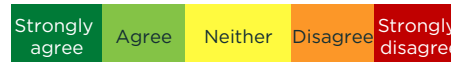
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	HIGH PERFORMANCE					62% AGGREGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q1a. I understand what is expected of me to do well in my role	29	51	8	8		80%	83%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	28	40	12	10	9	69%	70%	79%	
Q3f. I have received appropriate training and development to do my job well	17	31	22	18	11	48%	32%	66%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	37	33	12	12		69%	60%	75%	
Q5f. I have confidence in the decisions my manager makes	35	32	10	18		66%	51%	69%	
Q6d. Senior managers encourage innovation by employees	19	32	17	14	19	51%	32%	51%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	19	35	23	12	11	54%	41%	53%	
Q7a. My organisation focuses on improving the work we do	28	45	9	8	8	74%	52%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	28	37	18	11		65%	51%	57%	

KEY



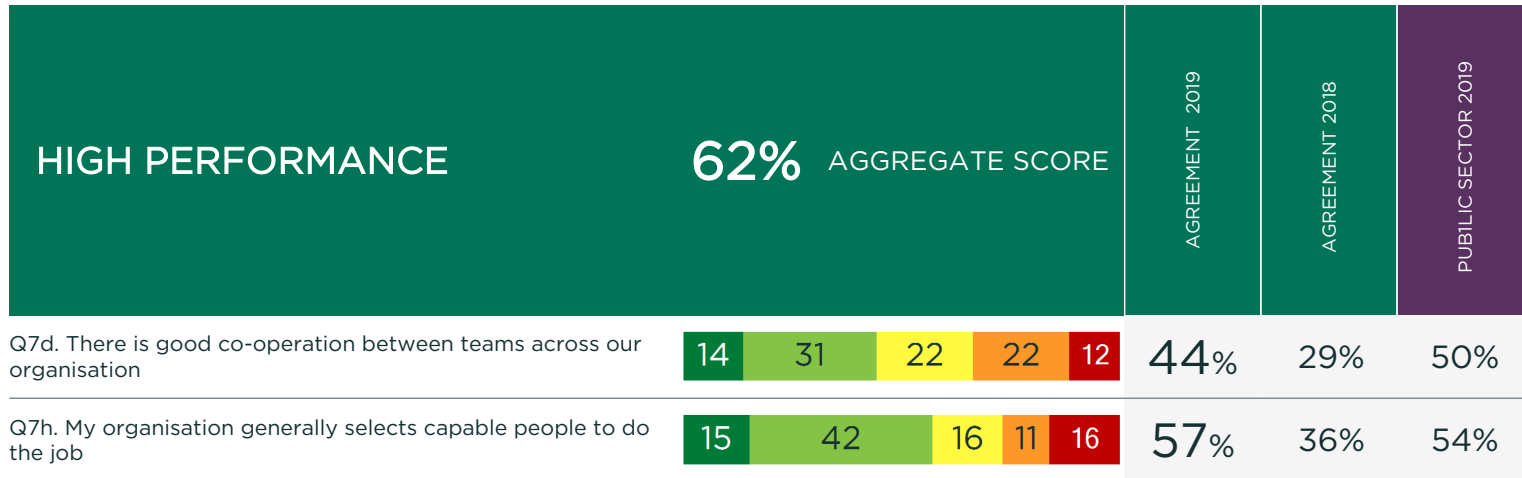


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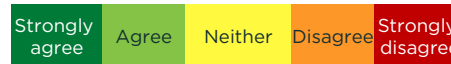
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KEY





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Results are rounded and may not add up to 100%

PUBLIC SECTOR VALUES	60% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
	Strongly agree	Agree	Neither	Disagree	Strongly disagree			
Q2a. My workgroup strives to achieve customer/client satisfaction	33	39	12	11		73%	82%	86%
Q2e. People in my workgroup treat each other with respect	43	34		12		78%	79%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	37	33	12	12		69%	60%	75%
Q5b. My manager listens to what I have to say	37	33	11	15		69%	65%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	23	32	13	13	19	55%	35%	51%
Q6c. I feel that senior managers model the values of my organisation	25	26	20	7	23	51%	23%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	19	38	21	10	12	57%	59%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	21	32	16	11	20	53%	42%	48%
Q6h. I feel that senior managers listen to employees	19	25	23	12	22	43%	29%	44%

KEY



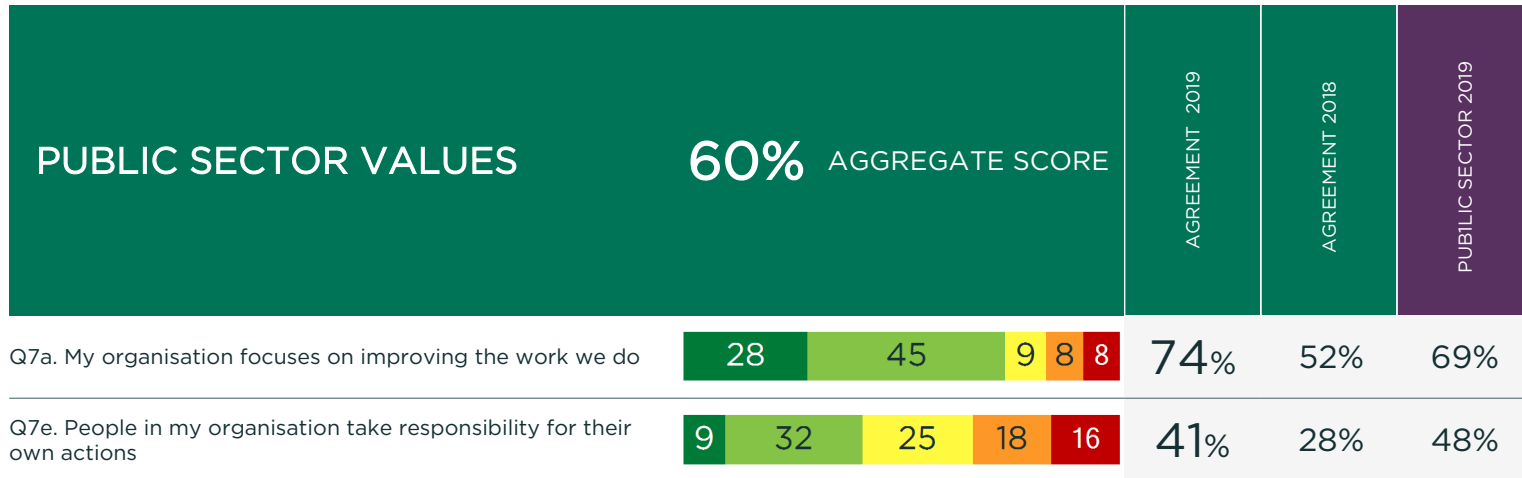


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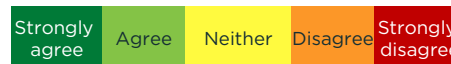
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DIVERSITY & INCLUSION	63% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	27	30	13	14	16	56%	34%	67%
Q5b. My manager listens to what I have to say	37	33	11	15		69%	65%	76%
Q5d. My manager encourages and values employee input	37	30	10	8	15	66%	69%	73%
Q6i. Senior managers in my organisation support the career advancement of women	32	29	19	8	12	61%	41%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	24	37	17	9	13	61%	43%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	32	32	17	7	13	63%	50%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	19	34	15	14	19	53%	49%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	26	41	15	13		67%	45%	59%
Q8e. My manager supports flexible working in my team	29	38	19	8		67%	57%	63%

KEY



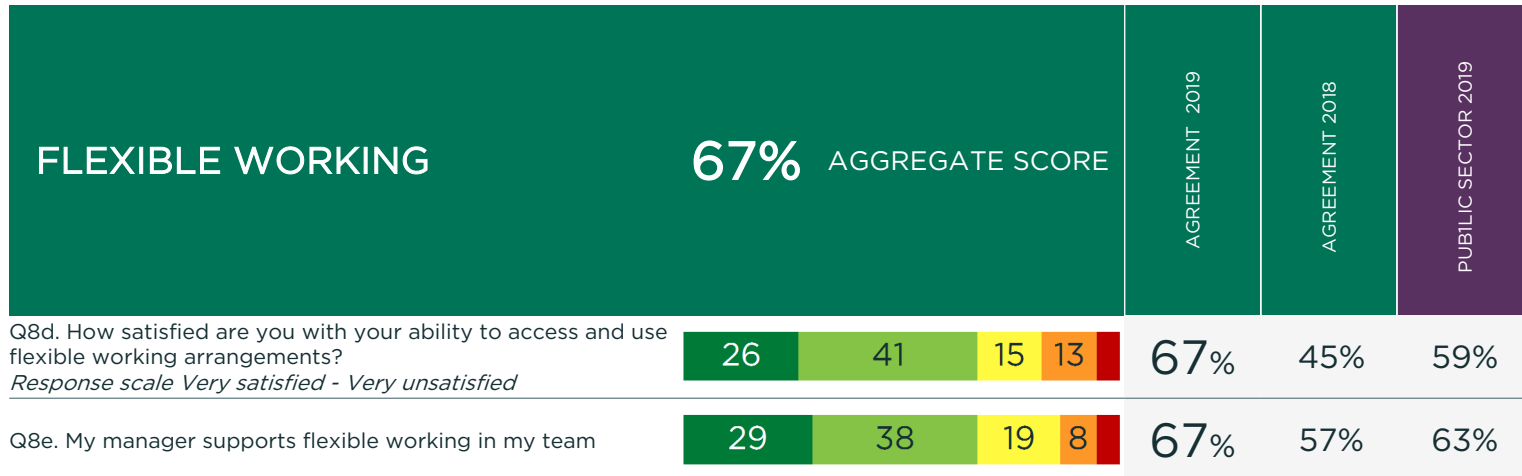


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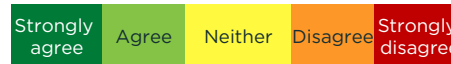
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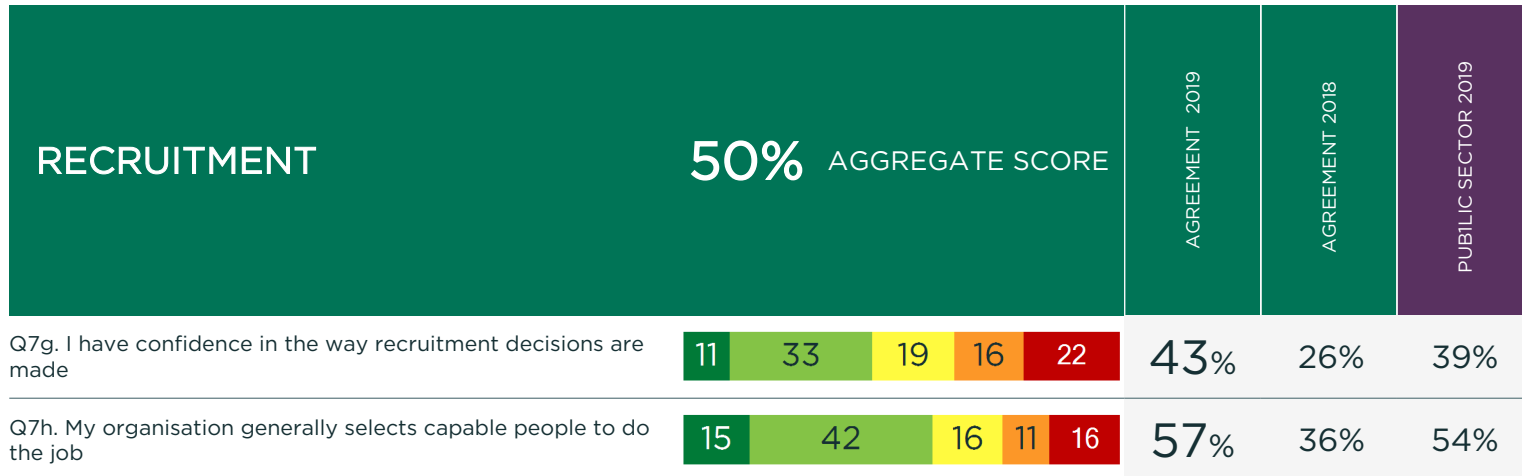


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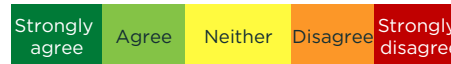
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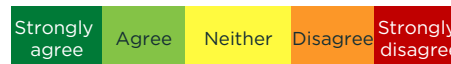
Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

53% AGGREGATE SCORE

						AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	28	37	14	8	12	66%	48%	66%
Q3e. My performance is assessed against clear criteria	16	35	22	11	15	52%	41%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation	12	29	18	14	26	41%	25%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do	41	26	8	8	17	66%	67%	69%
Q5h. My manager deals appropriately with employees who perform poorly	20	22	28	11	20	41%	29%	48%
Q7f. My organisation is committed to developing its employees	14	37	19	15	16	51%	26%	53%

KEY



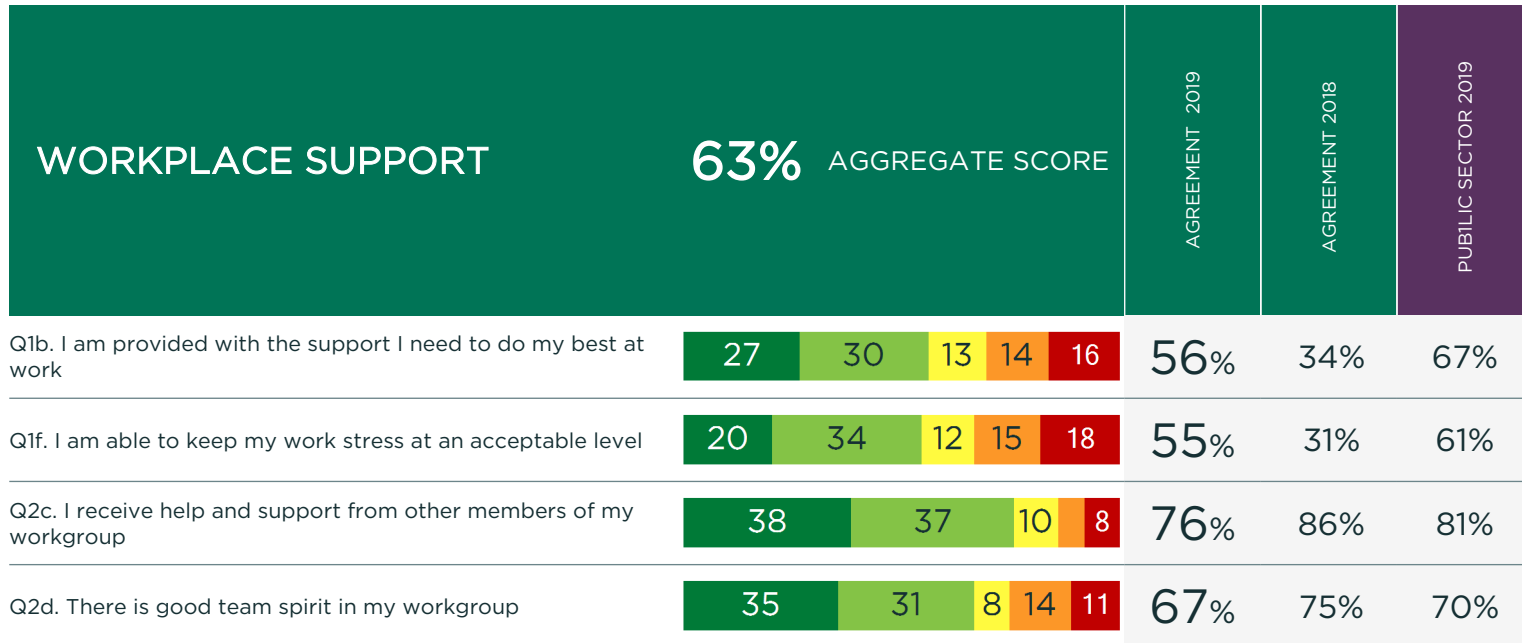


EXPLORE THE FULL RESULTS

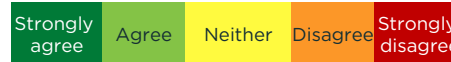
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Results are rounded and may not add up to 100%



KEY



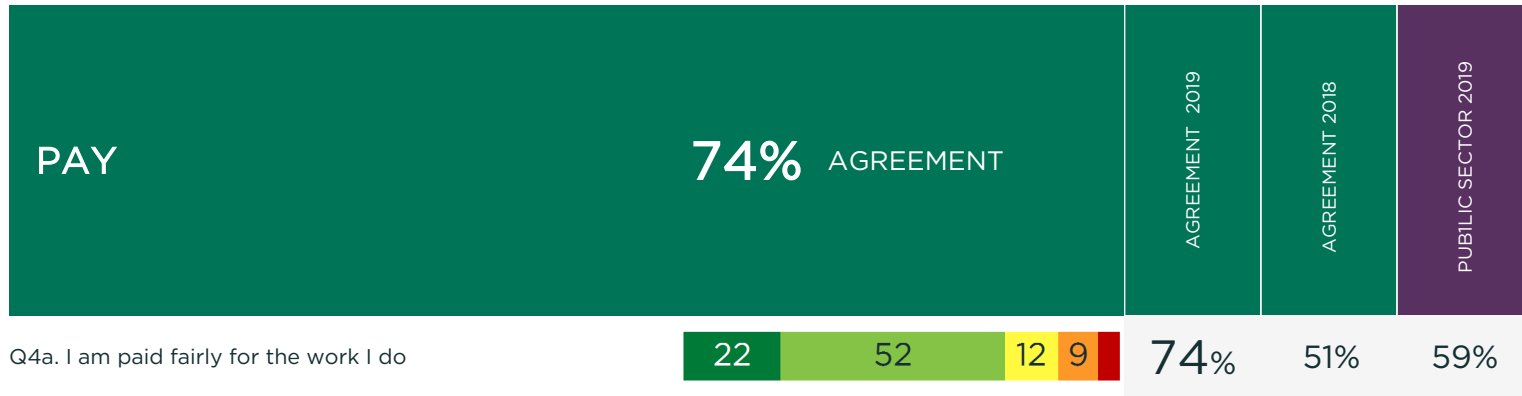


EXPLORE THE FULL RESULTS

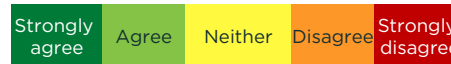
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY



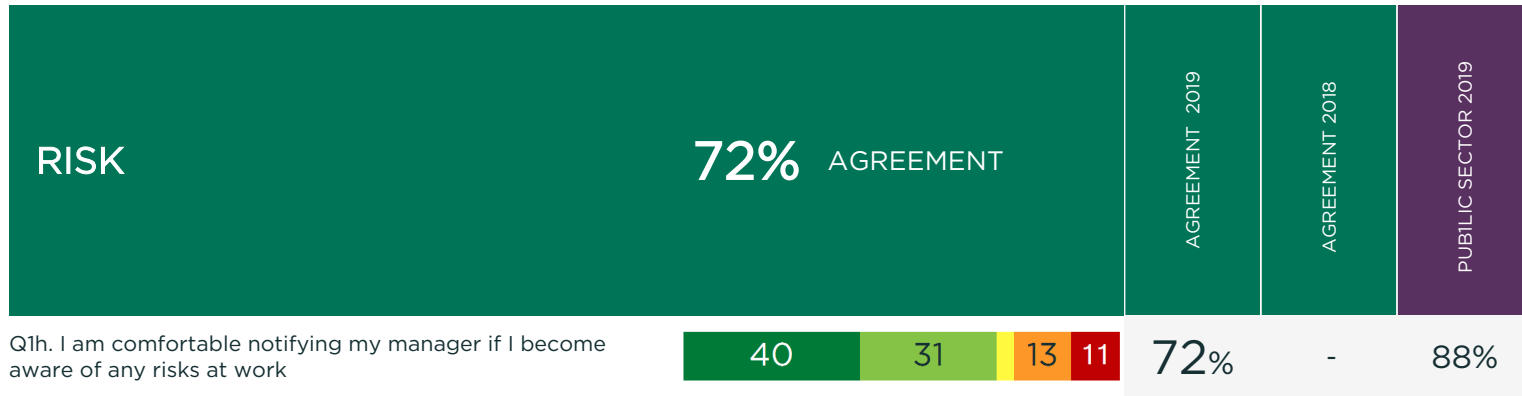


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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Results are rounded and may not add up to 100%



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

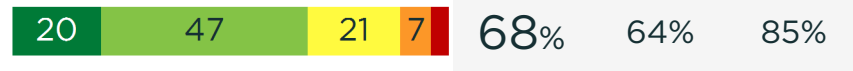
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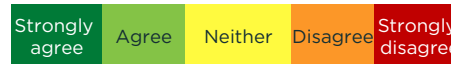
HEALTH & SAFETY

68% AGREEMENT

Q1g. I know how to address a health and safety issue I have identified



KEY





EXPLORE THE FULL RESULTS

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

Results are rounded and may not add up to 100%

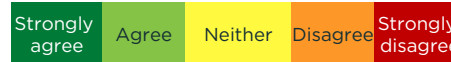
ACTION ON RESULTS

47% AGREEMENT

Q10a. I believe action will be taken on the results from this survey by my organisation



KEY



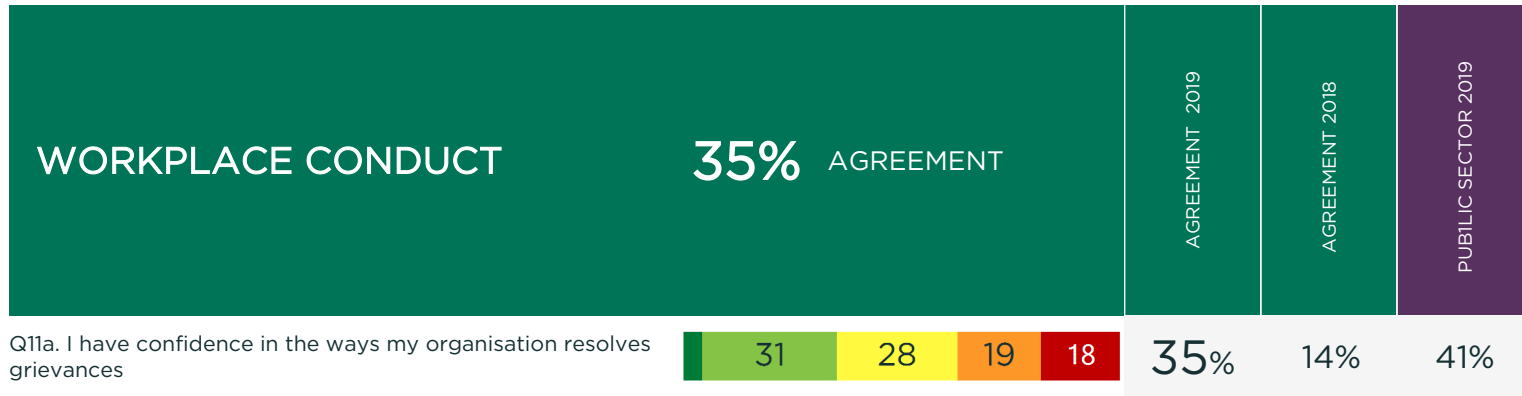


EXPLORE THE FULL RESULTS

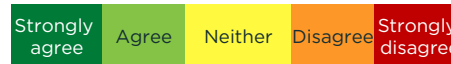
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY

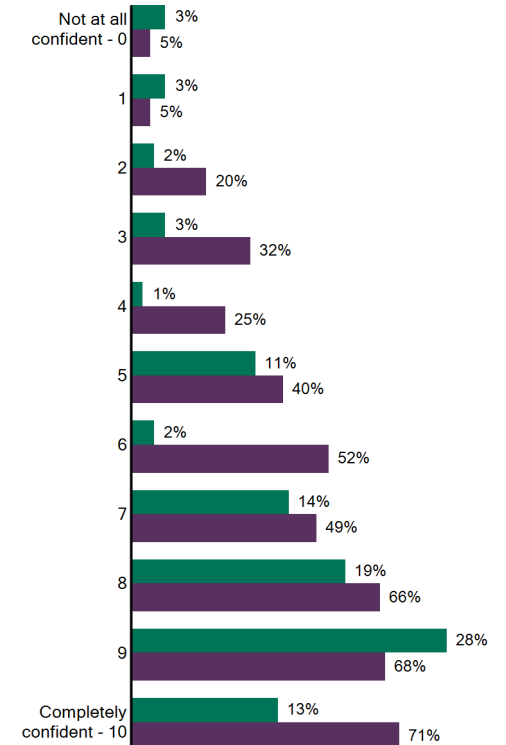
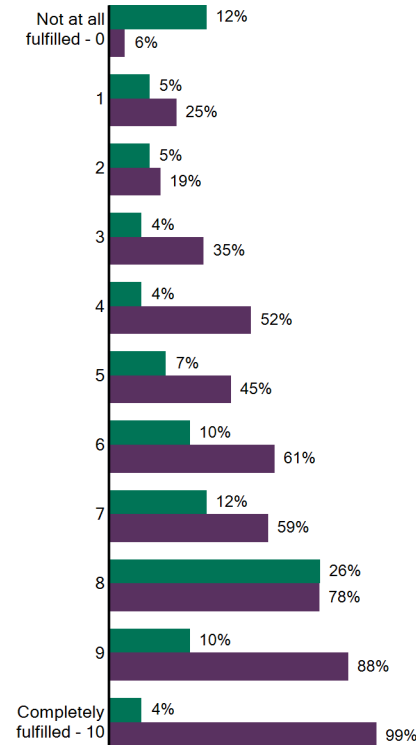
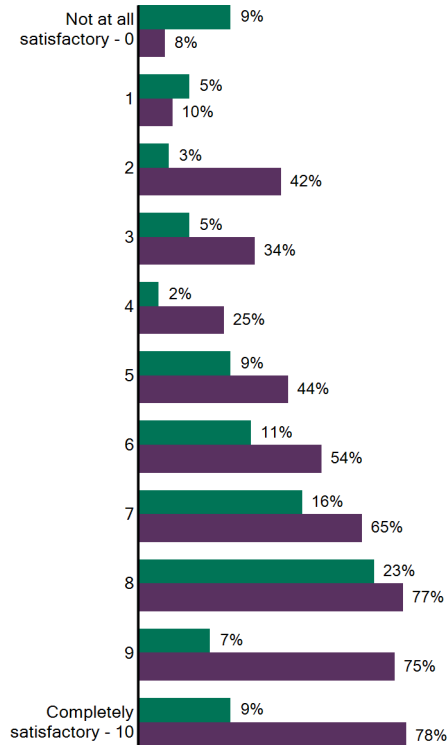


WELLBEING AND ENGAGEMENT

Q1i. In general, my sense of wellbeing is.....

Q1j. I find my life at work fulfilling

Q1k. I am confident that I am contributing my best at work



Proportion of respondents answering each response option

Employee engagement score

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

This compares Wellbeing to Engagement.



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

2019

2018

PUBLIC SECTOR 2019

		2019	2018	PUBLIC SECTOR 2019
Q3a. I have a current performance and development plan that sets out my individual objectives				
Yes		83%	87%	71%
No		17%	13%	29%
Q3b. I have informal feedback conversations with my manager				
Yes		86%	61%	76%
No		14%	39%	24%
Q3c. I have scheduled feedback conversations with my manager				
Yes		70%	44%	60%
No		30%	56%	40%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

MOBILITY

2019

2018

PUBLIC SECTOR 2019

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		60%	61%	41%
No		40%	39%	59%



EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

MOBILITY

2019

2018

PUBLIC SECTOR 2019

Q3i. Are there barriers preventing you from moving to another role? If so, what are they? (select all that apply)

		2019	2018	PUBLIC SECTOR 2019
Lack of promotion opportunities		37%	49%	28%
Lack of visible opportunities		32%	44%	29%
Lack of support from my manager/supervisor		27%	21%	13%
Lack of support for temporary assignments/secondments		26%	41%	15%
Insufficient training and development		20%	26%	15%
There are no major barriers to my career progression		19%	16%	29%
Personal/family considerations		18%	22%	29%
The application/recruitment process is too cumbersome or time consuming		15%	24%	22%
Other		13%	13%	9%
Lack of required capabilities or experience		12%	6%	11%
Geographic location considerations		9%	12%	25%

% are calculated with the number of unique respondents (N = 95 to this question)



EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

2019

2018

PUBLIC SECTOR 2019

Q12a. In the last 12 months I have witnessed misconduct/wrongdoing at work

Yes		38%	44%	27%
No		45%	35%	56%
Don't know		17%	21%	17%

Q12b. If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?

Yes		47%	33%	65%
No		47%	63%	32%
Don't know		6%	3%	4%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

2019

2018

PUBLIC SECTOR 2019

Q13a. In the last 12 months I have witnessed bullying at work

Yes		40%	53%	33%
No		47%	38%	57%
Don't know		13%	9%	10%

Q13b. In the last 12 months I have been subjected to bullying at work

Yes		22%	29%	18%
No		73%	68%	75%
Don't know		5%	3%	7%



EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

2019

2018

PUBLIC SECTOR 2019

Q13c. 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

		2019	2018	PUBLIC SECTOR 2019
A senior manager		38%	60%	21%
Your immediate manager/supervisor		24%	20%	23%
A subordinate		19%	-	7%
A fellow worker at your level		10%	-	27%
Prefer not to say		10%	20%	13%
A client or customer		0%	-	3%
A member of the public other than a client or customer		0%	-	1%
Other		0%	-	5%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

2019

2018

PUBLIC SECTOR 2019

Q14a. In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work

Yes		1%	-	4%
No		97%	100%	94%
Don't know		2%	-	2%

Q14b. If yes to 14a, 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

Results are rounded and may not add up to 100%

		PERCENTAGE
GENDER		
Male		31%
Female		63%
Other		5%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
AGE		
15-19		0%
20-24		1%
25-29	■	11%
30-34	■	19%
35-39	■	19%
40-44	■	23%
45-49	■	10%
50-54	■	9%
55-59	■	5%
60-64		1%
65+		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

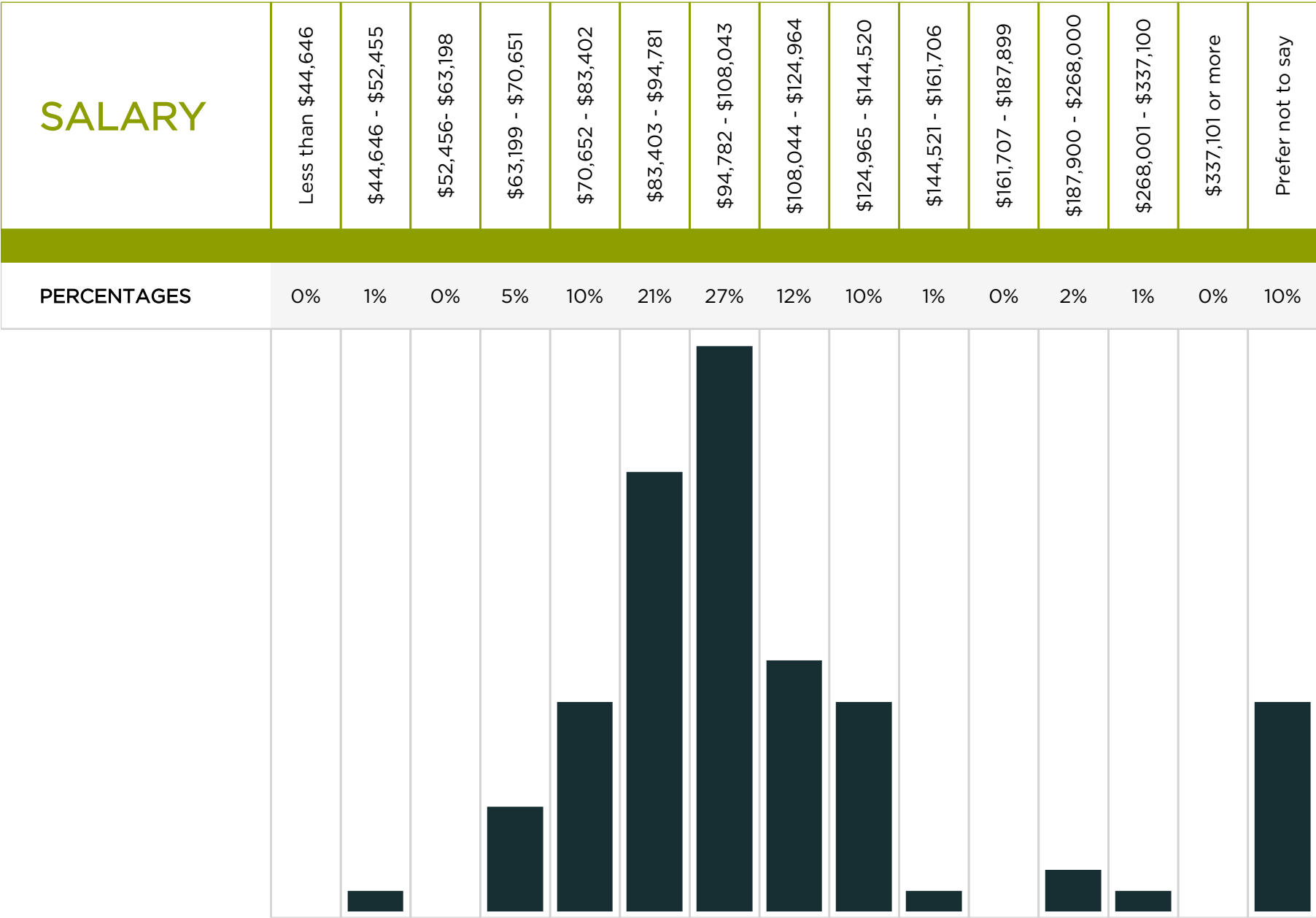
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	31%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	6%
Administrative support (e.g. executive/personal assistant, receptionist)	7%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	9%
Policy	1%
Research	0%
Program and project management support	3%
Legal (including developing and/or reviewing legislation)	11%
Other	31%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		33%
1 - 2 years		24%
2 - 5 years		21%
5 - 10 years		12%
10 - 20 years		8%
More than 20 years		3%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
Flexible start and finish times		70%
Working from home		37%
Working additional hours to make up for time off		15%
Leave without pay		12%
Working more hours over fewer days		11%
None of the above		11%
Part-time work		6%

% are calculated with the number of unique respondents (N = 93 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
Working from different locations		4%
Other		4%
Study leave		2%
Purchasing annual leave		1%
Flexible scheduling for rostered workers		0%
Job sharing		0%

% are calculated with the number of unique respondents (N = 93 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.

Results are rounded and may not add up to 100%

	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	99	28	5	6	8	1	0	3	10	28
EMPLOYEE ENGAGEMENT	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	63%	(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.

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Results are rounded and may not add up to 100%

	Health Care Complaints Commission	Less than \$44,646	\$44,646 - \$52,455	\$52,456 - \$63,198	\$63,199 - \$70,651	\$70,652 - \$83,402	\$83,403 - \$94,781	\$94,782 - \$108,043	\$108,044 - \$124,964	\$124,965 - \$144,520	\$144,521 - \$161,706	\$161,707 - \$187,899	\$187,900 - \$268,000	\$268,001 - \$337,100
NUMBER OF RESPONDENTS	99	0	1	0	5	9	19	25	11	9	1	0	2	1
EMPLOYEE ENGAGEMENT	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	63%	(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.

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	Health Care Complaints Commission	\$337,101 or more	Prefer not to say
NUMBER OF RESPONDENTS	99	0	9
EMPLOYEE ENGAGEMENT	55%	(r)	(r)
ENGAGEMENT WITH WORK	64%	(r)	(r)
SENIOR MANAGERS	51%	(r)	(r)
COMMUNICATION	58%	(r)	(r)
HIGH PERFORMANCE	62%	(r)	(r)
PUBLIC SECTOR VALUES	60%	(r)	(r)
DIVERSITY & INCLUSION	63%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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RESULT BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

Results are rounded and may not add up to 100%

	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	99	30	22	19	11	7	3
EMPLOYEE ENGAGEMENT	55%	69%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	64%	76%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	51%	70%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	58%	73%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	62%	72%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	60%	75%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	63%	75%	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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RESULTS BY TYPES OF FLEXIBLE WORKING



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

Results are rounded and may not add up to 100%

	Health Care Complaints 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	99	65	10	14	0	6	0	4	34	1	11	2	4	10
EMPLOYEE ENGAGEMENT	55%	57%	(r)	(r)	(r)	(r)	(r)	(r)	68%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	64%	65%	(r)	(r)	(r)	(r)	(r)	(r)	80%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	51%	53%	(r)	(r)	(r)	(r)	(r)	(r)	64%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	58%	60%	(r)	(r)	(r)	(r)	(r)	(r)	73%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	62%	64%	(r)	(r)	(r)	(r)	(r)	(r)	76%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	60%	62%	(r)	(r)	(r)	(r)	(r)	(r)	74%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	63%	67%	(r)	(r)	(r)	(r)	(r)	(r)	78%	(r)	(r)	(r)	(r)	(r)

*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS
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AT LEAST 5 PERCENTAGE POINTS
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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Health Care Complaints Commission	Sydney East	Sydney West	Sydney - City and Inner South	Illawarra	Sydney - Sutherland	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley exc Newcastle	Mid North Coast	Murray
NUMBER OF RESPONDENTS	99	80	0	79	1	1	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	55%	(r)	(r)	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	64%	(r)	(r)	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	51%	(r)	(r)	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	58%	(r)	(r)	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	62%	(r)	(r)	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	60%	(r)	(r)	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	63%	(r)	(r)	65%	(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
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CUT OFF LIMIT OF 30 RESPONDENTS



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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Results are rounded and may not add up to 100%

	Health Care Complaints Commission	New England and North West	Newcastle and Lake Macquarie	Outside NSW	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
NUMBER OF RESPONDENTS	99	0	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	63%	(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



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.

Results are rounded and may not add up to 100%

	Health Care Complaints Commission	Sydney - Outer South West	Sydney - Outer West and Blue Mountains	Sydney - Parramatta	Sydney - Ryde	Sydney - South West
NUMBER OF RESPONDENTS	99	0	0	0	0	0
EMPLOYEE ENGAGEMENT	55%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	64%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	51%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	58%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	62%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	60%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	63%	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
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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.

Results are rounded and may not add up to 100%

	Health Care Complaints 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	99	0	1	10	17	17	21	9	8	5	1	2
EMPLOYEE ENGAGEMENT	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	63%	(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

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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.

Results are rounded and may not add up to 100%

	Health Care Complaints Commission	Male	Female	Other
NUMBER OF RESPONDENTS	99	29	59	5
EMPLOYEE ENGAGEMENT	55%	(r)	56%	(r)
ENGAGEMENT WITH WORK	64%	(r)	68%	(r)
SENIOR MANAGERS	51%	(r)	53%	(r)
COMMUNICATION	58%	(r)	60%	(r)
HIGH PERFORMANCE	62%	(r)	64%	(r)
PUBLIC SECTOR VALUES	60%	(r)	61%	(r)
DIVERSITY & INCLUSION	63%	(r)	65%	(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 2019 People Matter Employee Survey which was open from 30 May to 28 June 2019.

i PRIVACY

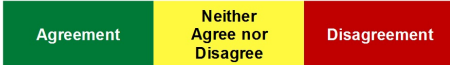
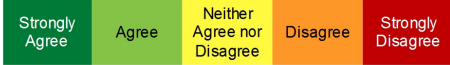
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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 METHODOLOGY

See the 2018 Main Findings report on the Public Service Commission web site.