



**2019** | NSW Public Sector  
Employee Survey

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AGENCY REPORT

NSW Crime Commission



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## RESPONSE RATE

# 77%

103 OF 134 RESPONDENTS

RESPONSE RATE 2018: 71%

## EMPLOYEE ENGAGEMENT

# 66%

DIFFERENCE FROM 2018 **+3**  
(63%)

DIFFERENCE FROM PUBLIC SECTOR **0**  
(66%)

## ENGAGEMENT WITH WORK

# 75%

DIFFERENCE FROM 2018 **+1**  
(74%)

DIFFERENCE FROM PUBLIC SECTOR **+3**  
(73%)

## SENIOR MANAGERS

# 39%

DIFFERENCE FROM 2018 **-2**  
(41%)

DIFFERENCE FROM PUBLIC SECTOR **-11**  
(50%)

## COMMUNICATION

# 64%

DIFFERENCE FROM 2018 **-1**  
(65%)

DIFFERENCE FROM PUBLIC SECTOR **+1**  
(62%)

## HIGH PERFORMANCE

# 62%

DIFFERENCE FROM 2018 **+4**  
(59%)

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

## PUBLIC SECTOR VALUES

# 58%

DIFFERENCE FROM 2018 **0**  
(58%)

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

## DIVERSITY & INCLUSION

# 69%

DIFFERENCE FROM 2018 **+2**  
(67%)

DIFFERENCE FROM PUBLIC SECTOR **0**  
(69%)

## FLEXIBLE WORKING SATISFACTION

# 59%

DIFFERENCE FROM 2018 **+11**  
(48%)

DIFFERENCE FROM PUBLIC SECTOR **+1**  
(59%)

## ACTION ON RESULTS

# 33%

DIFFERENCE FROM 2018 **+1**  
(31%)

DIFFERENCE FROM PUBLIC SECTOR **-7**  
(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	89%	83%
2a. My workgroup strives to achieve customer/client satisfaction	84%	84%
1h. I am comfortable notifying my manager if I become aware of any risks at work	83%	-
2c. I receive help and support from other members of my workgroup	83%	89%
5b. My manager listens to what I have to say	82%	82%
5g. My manager provides acknowledgement or other recognition for the work I do	82%	79%
2b. My workgroup works collaboratively to achieve its objectives	81%	84%
1c. My job gives me a feeling of personal accomplishment	79%	79%
1d. I feel motivated to contribute more than what is normally required at work	78%	77%
2e. People in my workgroup treat each other with respect	78%	73%

## - LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT  
2019  
AGREEMENT  
2018

	AGREEMENT 2019	AGREEMENT 2018
7c. I feel that change is managed well in my organisation	22%	21%
3g. I am satisfied with the opportunities available for career development in my organisation	26%	30%
7f. My organisation is committed to developing its employees	29%	31%
11a. I have confidence in the ways my organisation resolves grievances	31%	30%
10a. I believe action will be taken on the results from this survey by my organisation	33%	31%
6b. I feel that senior managers effectively lead and manage change	34%	35%
6a. I believe senior managers provide clear direction for the future of the organisation	37%	33%
7b. My organisation is making the necessary improvements to meet our future challenges	37%	34%
7d. There is good co-operation between teams across our organisation	38%	37%
6g. I feel that senior managers keep employees informed about what's going on	39%	48%



### 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
7g. I have confidence in the way recruitment decisions are made	44%	33%
5f. I have confidence in the decisions my manager makes	75%	63%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	59%	48%
7h. My organisation generally selects capable people to do the job	75%	65%
7e. People in my organisation take responsibility for their own actions	48%	38%
8e. My manager supports flexible working in my team	68%	60%
3f. I have received appropriate training and development to do my job well	56%	49%
1b. I am provided with the support I need to do my best at work	67%	60%
5e. My manager involves my workgroup in decisions about our work	76%	69%
1a. I understand what is expected of me to do well in my role	89%	83%

## - LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2019

AGREEMENT  
2018

	AGREEMENT 2019	AGREEMENT 2018
3e. My performance is assessed against clear criteria	43%	57%
6i. Senior managers in my organisation support the career advancement of women	47%	57%
6g. I feel that senior managers keep employees informed about what's going on	39%	48%
6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	43%	52%
2c. I receive help and support from other members of my workgroup	83%	89%
3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	58%	63%
6h. I feel that senior managers listen to employees	39%	44%
2b. My workgroup works collaboratively to achieve its objectives	81%	84%
3g. I am satisfied with the opportunities available for career development in my organisation	26%	30%
6e. Senior managers promote collaboration between my organisation and other organisations we work with	51%	54%



### 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

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



**Q6e.** Senior managers promote collaboration between my organisation and other organisations we work with



**Q6i.** Senior managers in my organisation support the career advancement of women



**Q7f.** My organisation is committed to developing its employees



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



## HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



**Q6e.** Senior managers promote collaboration between my organisation and other organisations we work with



**Q6i.** Senior managers in my organisation support the career advancement of women



**Q7f.** My organisation is committed to developing its employees



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



## DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



**Q6e.** Senior managers promote collaboration between my organisation and other organisations we work with



**Q6i.** Senior managers in my organisation support the career advancement of women



**Q7f.** My organisation is committed to developing its employees



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



## 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: 103

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	39	Senior Executive (ongoing/permanent or term)	6	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	4
Female	60	Ongoing/Permanent (other than senior executive)	74	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)	7
Other	1	Temporary (including temporary teachers and graduates)	4	Administrative support (e.g. executive/personal assistant, receptionist)	17
		Casual	1	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	17
		Contract – Non Executive	13	Policy	1
		Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	0	Research	10
		Other	0	Program and project management support	1
		Don't know	2	Legal (including developing and/or reviewing legislation)	16
				Other	26
Age	Survey %	Manager of managers	Survey %	Organisation Tenure	Survey %
15 - 34 years	37	Yes	8	Less than 1 year	11
35 - 54 years	49	No	92	1 - 2 years	10
55+ years	14			2 - 5 years	23
		Supervisors	Survey %	5 - 10 years	20
		Yes	26	10 - 20 years	29
		No	74	More than 20 years	6
		Working arrangement	Survey %		
		Full-time	87	Salary	Survey %
		Part-time	13	\$83,402 and below	42
				\$83,403 - \$108,043	23
				\$108,044 - \$144,520	14
				\$144,521 and above	14
				Prefer not to say	7
LOTE spoken at home	Survey %				
Yes	29				
No	64				
Prefer not to say	7				
Aboriginal and/or Torres Strait Islanders	Survey %				
Yes	0				
No	91				
Prefer not to say	9				
Disability	Survey %				
Yes	2				
No	94				
Prefer not to say	4				
LGBTI	Survey %				
Yes	7				
No	87				
Prefer not to say	6				

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.

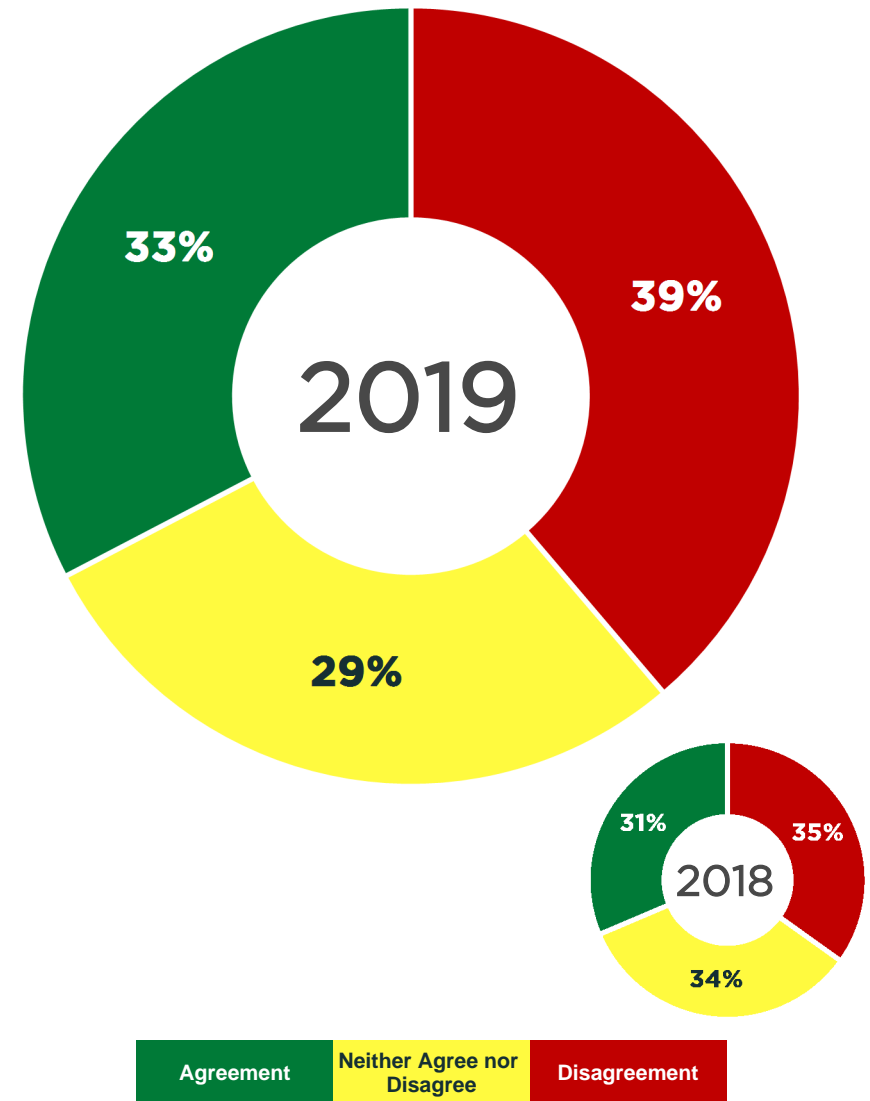
Results are rounded and may not add up to 100%

# 33%

of employees replied favourably to:

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

<b>39%</b>	<b>0%</b>	<b>31%</b>
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	<b>Q6c.</b> I feel that senior managers model the values of my organisation	46%	43%	52%
2	<b>Q6b.</b> I feel that senior managers effectively lead and manage change	34%	35%	47%
3	<b>Q3e.</b> My performance is assessed against clear criteria	43%	57%	57%
4	<b>Q6a.</b> I believe senior managers provide clear direction for the future of the organisation	37%	33%	51%
5	<b>Q6h.</b> I feel that senior managers listen to employees	39%	44%	44%
6	<b>Q6d.</b> Senior managers encourage innovation by employees	41%	42%	51%

# BUSINESS UNIT COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for NSW Crime Commission

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

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

	NSW Crime Commission	Corporate Services	Criminal Investigations Division	Financial Investigations Division	Other
NUMBER OF RESPONDENTS	103	27	42	24	10
EMPLOYEE ENGAGEMENT	66%	62%	63%	77%	63%
ENGAGEMENT WITH WORK	75%	70%	72%	96%	53%
SENIOR MANAGERS	39%	41%	28%	53%	46%
COMMUNICATION	64%	71%	49%	81%	63%
HIGH PERFORMANCE	62%	63%	56%	73%	61%
PUBLIC SECTOR VALUES	58%	60%	48%	73%	56%
DIVERSITY & INCLUSION	69%	77%	58%	82%	60%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



## EXPLORE THE FULL RESULTS

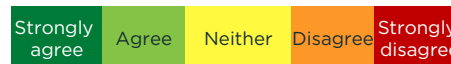
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

EMPLOYEE ENGAGEMENT	66% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	17	36	31	13	52%	47%	62%
Q7j. I am proud to tell others I work for my organisation	18	39	32	7	57%	54%	70%
Q7k. I feel a strong personal attachment to my organisation	27	42	18	10	68%	70%	64%
Q7l. My organisation motivates me to help it achieve its objectives	24	35	27	11	58%	55%	56%
Q7m. My organisation inspires me to do the best in my job	25	31	34	8	55%	53%	56%

### KEY



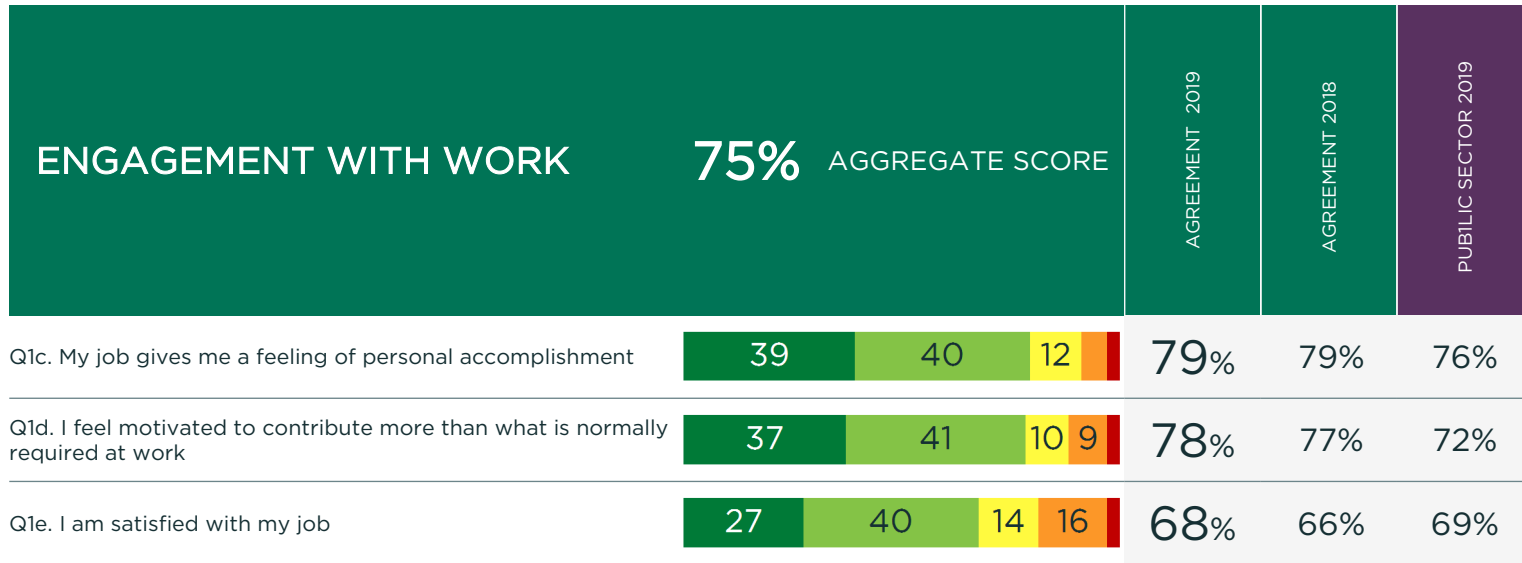


## EXPLORE THE FULL RESULTS

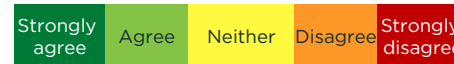
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Results are rounded and may not add up to 100%



KEY





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SENIOR MANAGERS	39% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	12	25	31	18	14	37%	33%	51%
Q6b. I feel that senior managers effectively lead and manage change	10	25	32	20	14	34%	35%	47%
Q6c. I feel that senior managers model the values of my organisation	15	31	29	18	8	46%	43%	52%
Q6d. Senior managers encourage innovation by employees	8	33	33	19		41%	42%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	13	38	39			51%	54%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	9	34	41	10		43%	52%	61%
Q6g. I feel that senior managers keep employees informed about what's going on		33	22	27	13	39%	48%	48%
Q6h. I feel that senior managers listen to employees	9	30	25	27	9	39%	44%	44%
Q7c. I feel that change is managed well in my organisation		17	30	33	16	22%	21%	42%

KEY





## EXPLORE THE FULL RESULTS

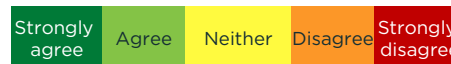
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COMMUNICATION	64% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q5c. My manager communicates effectively with me	45	31	9	8	76%	74%	72%
Q5d. My manager encourages and values employee input	51	26	10	8	78%	79%	73%
Q5e. My manager involves my workgroup in decisions about our work	43	33	10	8	76%	69%	68%
Q6g. I feel that senior managers keep employees informed about what's going on	33	22	27	13	39%	48%	48%
Q6h. I feel that senior managers listen to employees	9	30	25	27	39%	44%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	26	48	9	8	74%	74%	69%

KEY





## EXPLORE THE FULL RESULTS

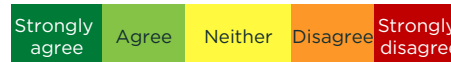
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Results are rounded and may not add up to 100%

	HIGH PERFORMANCE					AGGREGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q1a. I understand what is expected of me to do well in my role						62%	89%	83%	90%
Q2b. My workgroup works collaboratively to achieve its objectives							81%	84%	79%
Q3f. I have received appropriate training and development to do my job well							56%	49%	66%
Q5a. My manager encourages people in my workgroup to keep improving the work they do							77%	74%	75%
Q5f. I have confidence in the decisions my manager makes							75%	63%	69%
Q6d. Senior managers encourage innovation by employees							41%	42%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with							51%	54%	53%
Q7a. My organisation focuses on improving the work we do							63%	60%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges							37%	34%	57%

KEY



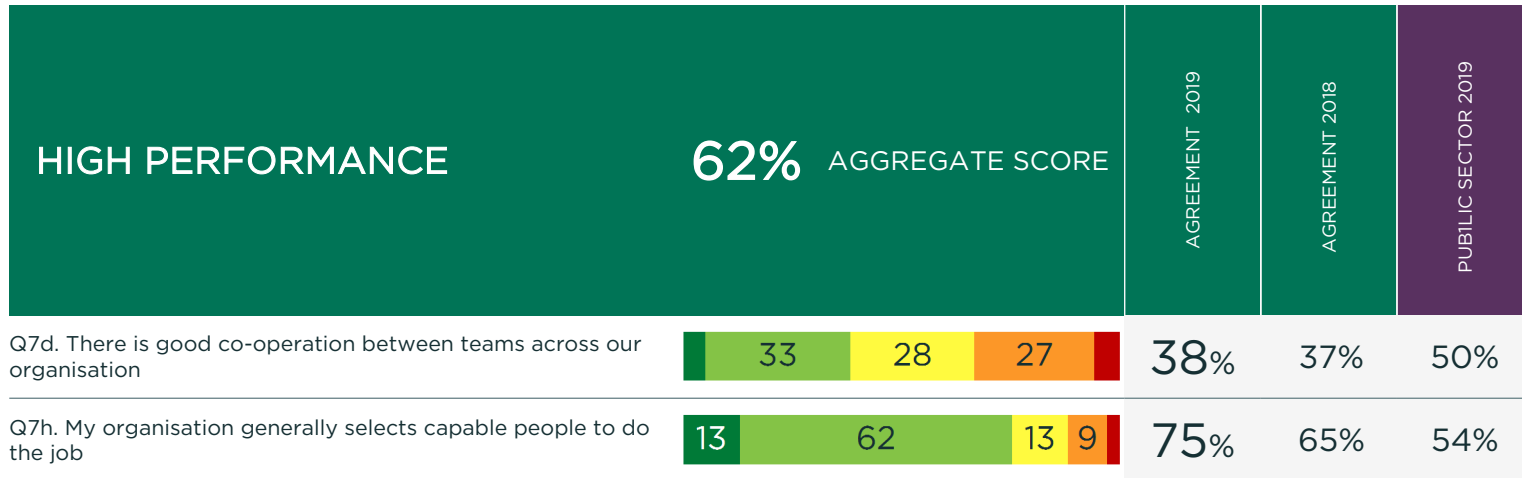


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KEY







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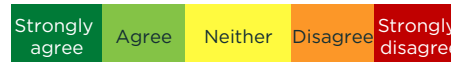
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Results are rounded and may not add up to 100%

PUBLIC SECTOR VALUES	58% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
	Q2a. My workgroup strives to achieve customer/client satisfaction						84%	84%
Q2e. People in my workgroup treat each other with respect						78%	73%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do						77%	74%	75%
Q5b. My manager listens to what I have to say						82%	82%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation						37%	33%	51%
Q6c. I feel that senior managers model the values of my organisation						46%	43%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives						43%	52%	61%
Q6g. I feel that senior managers keep employees informed about what's going on						39%	48%	48%
Q6h. I feel that senior managers listen to employees						39%	44%	44%

KEY



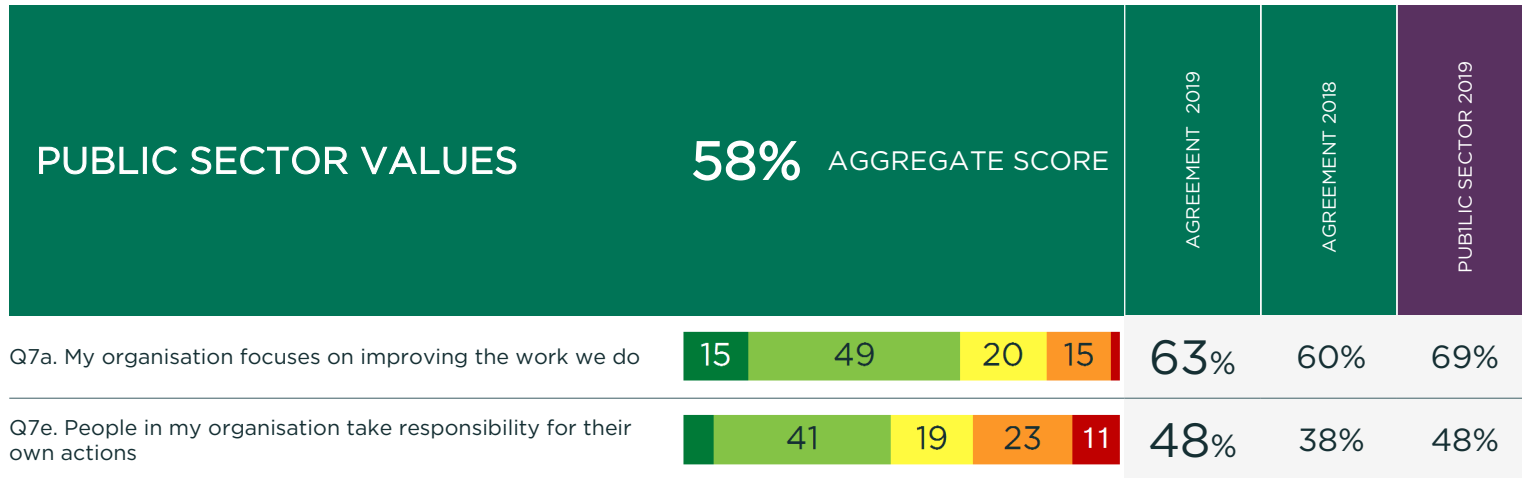


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KEY





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Results are rounded and may not add up to 100%

DIVERSITY & INCLUSION	69% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	24	43	8	21		67%	60%	67%
Q5b. My manager listens to what I have to say	50	31		8		82%	82%	76%
Q5d. My manager encourages and values employee input	51	26	10	8		78%	79%	73%
Q6i. Senior managers in my organisation support the career advancement of women	17	30	38	9		47%	57%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	26	48	11	11		74%	76%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	27	45	15	9		71%	68%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	26	48	9	8	9	74%	74%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	19	41	16	12	13	59%	48%	59%
Q8e. My manager supports flexible working in my team	30	38	18	8		68%	60%	63%

KEY



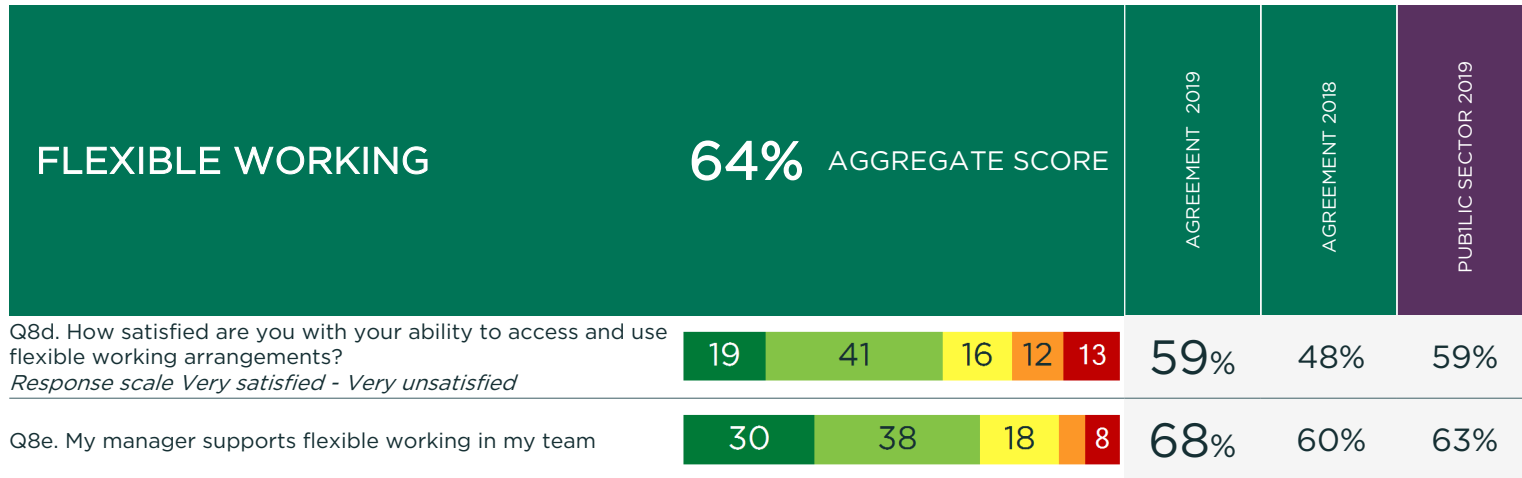


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KEY



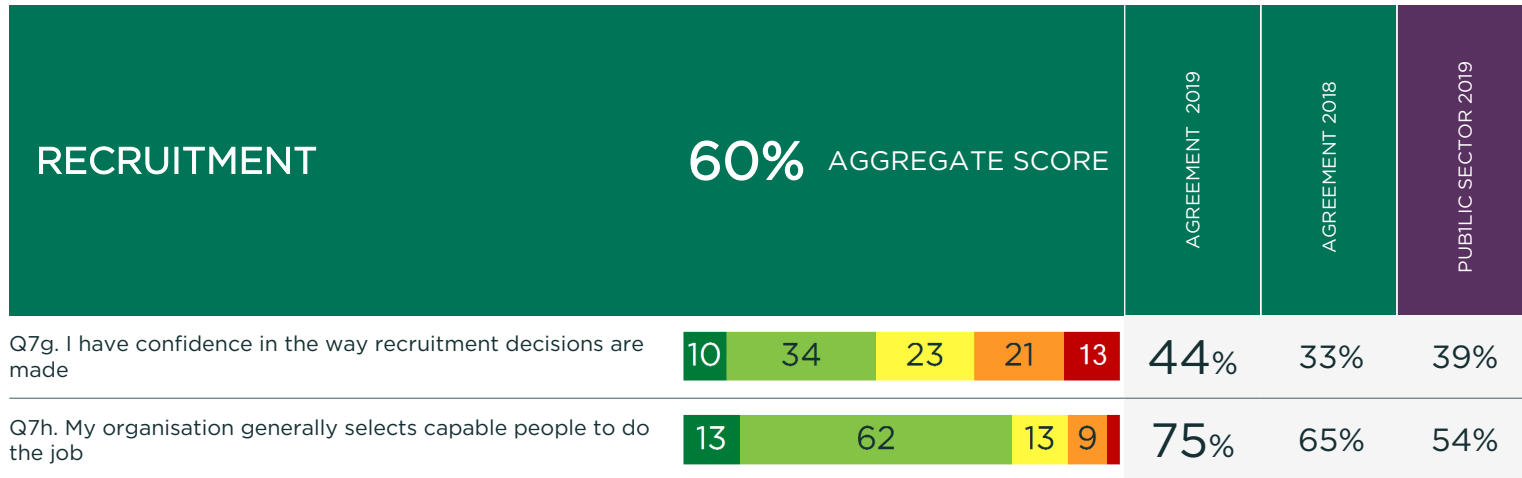


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KEY





## 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%

## PERFORMANCE FRAMEWORK & DEVELOPMENT

**48%** 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		58%	63%	66%
Q3e. My performance is assessed against clear criteria		43%	57%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation		26%	30%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do		82%	79%	69%
Q5h. My manager deals appropriately with employees who perform poorly		49%	48%	48%
Q7f. My organisation is committed to developing its employees		29%	31%	53%

KEY



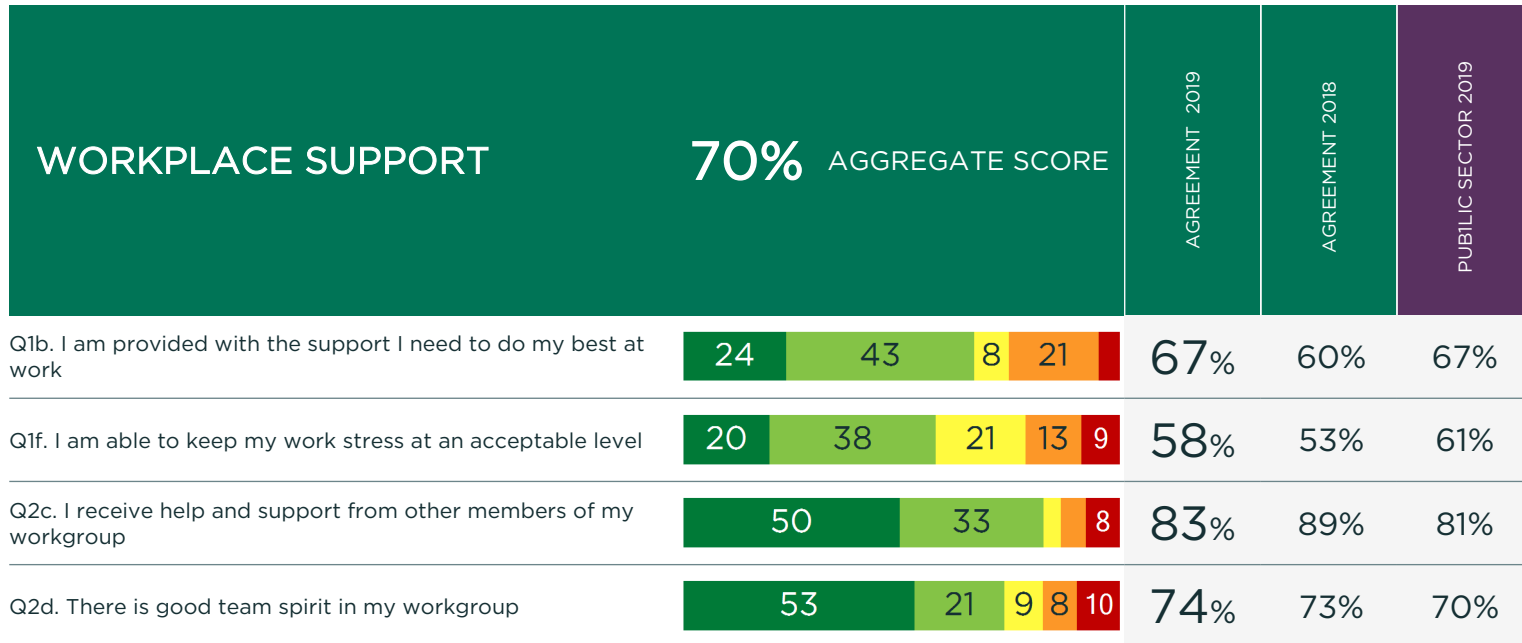


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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%



KEY



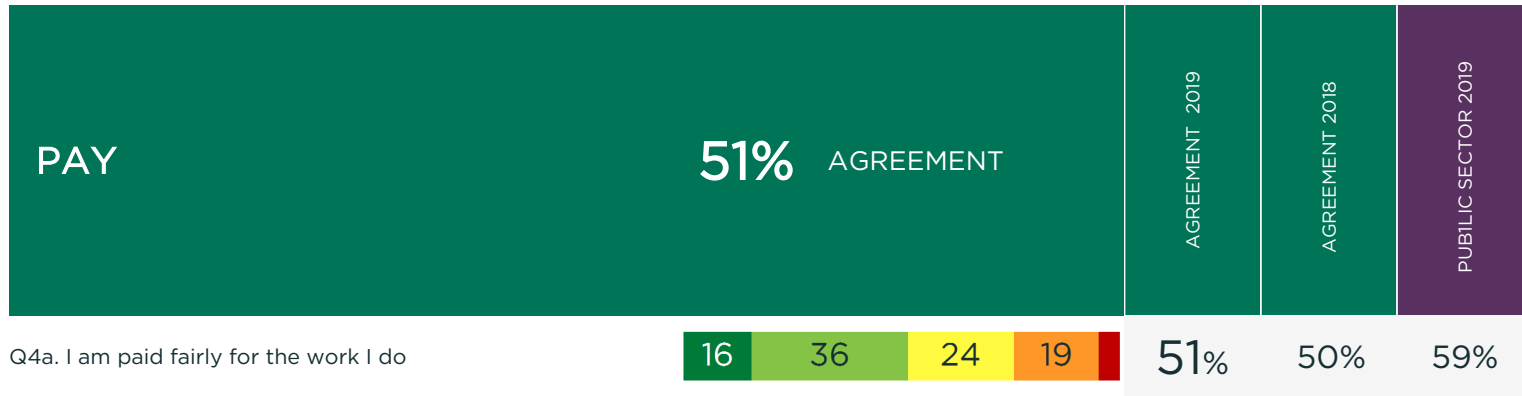


## EXPLORE THE FULL RESULTS

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





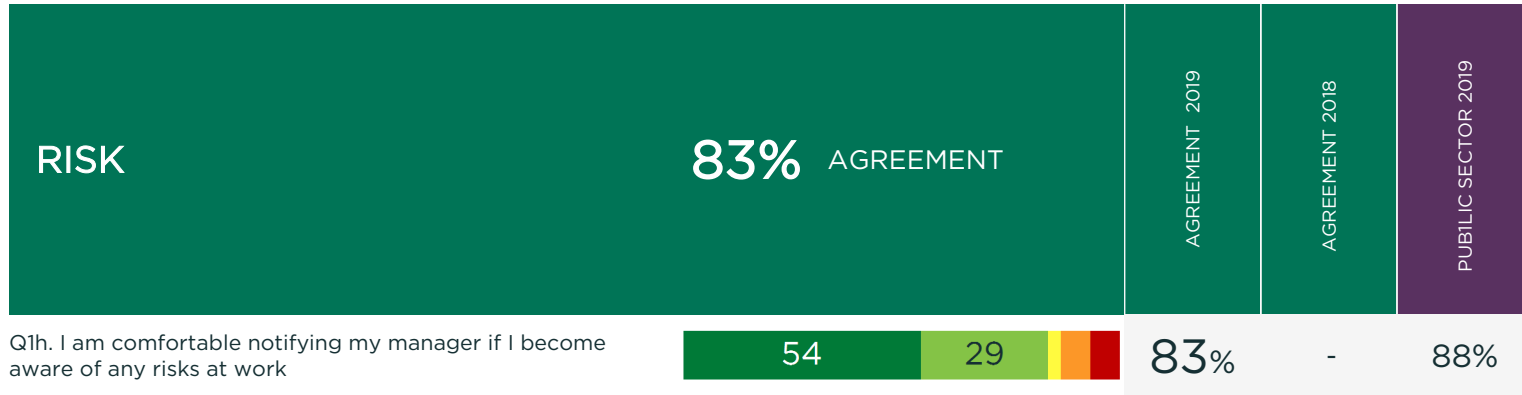


## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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.

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%

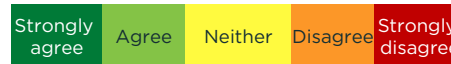
## HEALTH & SAFETY

**73%** AGREEMENT

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



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%

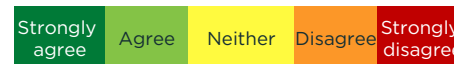
## ACTION ON RESULTS

**33%** AGREEMENT

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



KEY



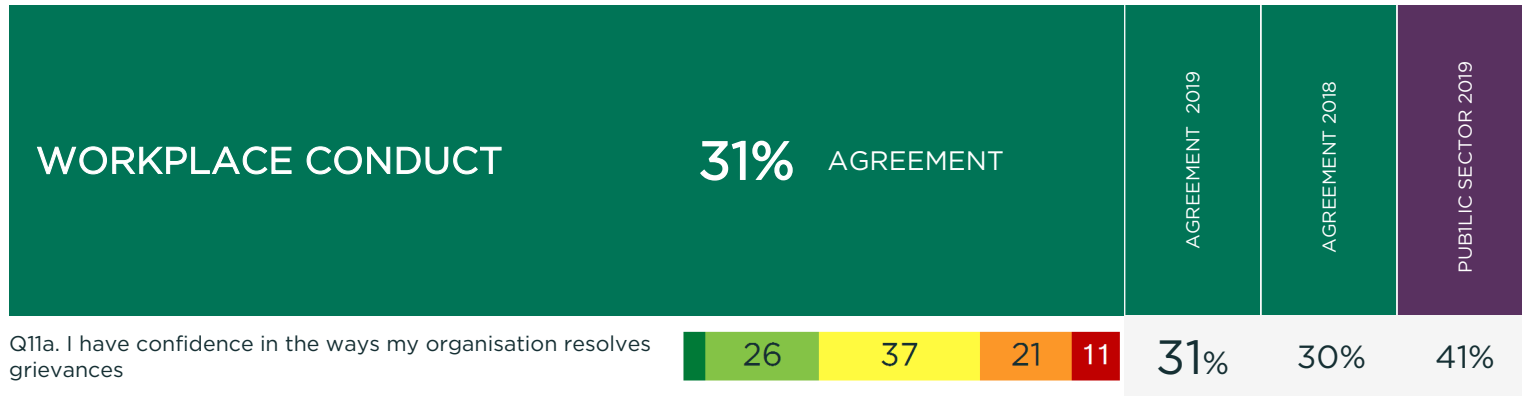


## EXPLORE THE FULL RESULTS

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



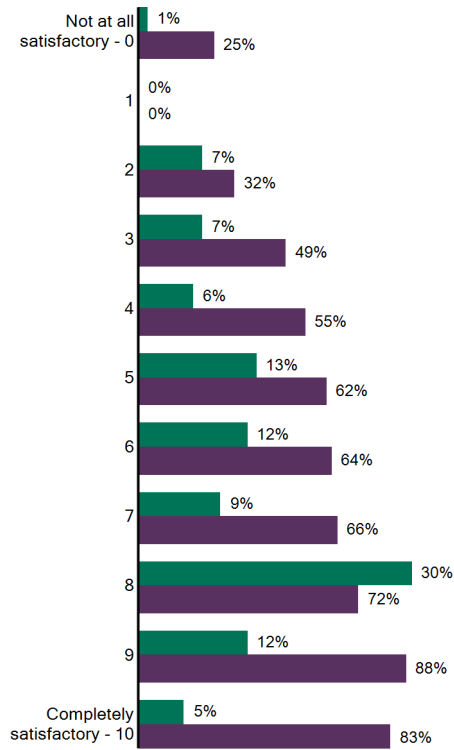
### EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

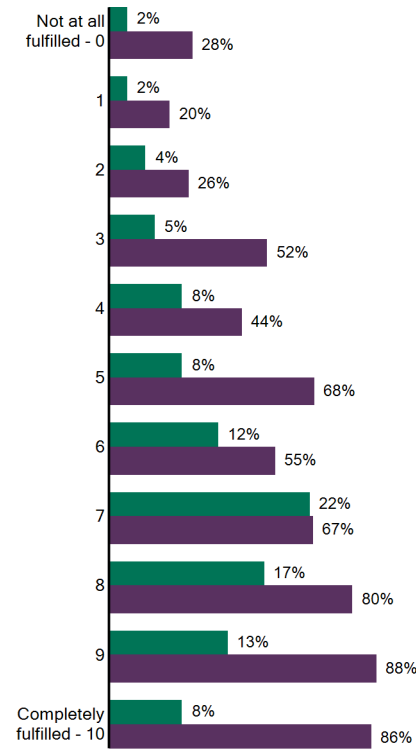
This compares Wellbeing to Engagement.

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



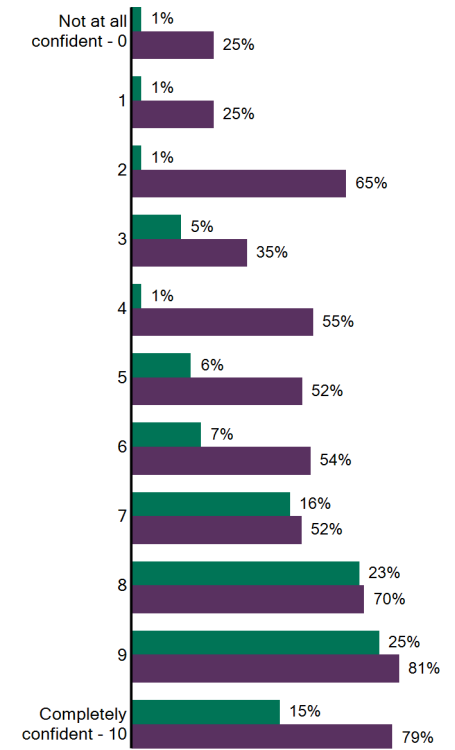
Proportion of respondents answering each response option

**Q1j.** I find my life at work fulfilling



Employee engagement score

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





## 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

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

Yes



51%

82%

71%

No



49%

18%

29%

**Q3b.** I have informal feedback conversations with my manager

Yes



74%

79%

76%

No



26%

21%

24%

**Q3c.** I have scheduled feedback conversations with my manager

Yes



36%

64%

60%

No



64%

36%

40%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## MOBILITY

**Q3h.** Are you currently looking, or thinking about looking, for a new role within the NSW Public Sector but outside of your current workplace in order to broaden your experience?

		2019	2018	PUBLIC SECTOR 2019
Yes		48%	52%	41%
No		52%	48%	59%



## 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

**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		56%	59%	28%
Lack of visible opportunities		50%	48%	29%
Lack of support for temporary assignments/secondments		30%	36%	15%
Insufficient training and development		24%	27%	15%
The application/recruitment process is too cumbersome or time consuming		23%	22%	22%
There are no major barriers to my career progression		20%	19%	29%
Lack of support from my manager/supervisor		19%	12%	13%
Lack of required capabilities or experience		19%	16%	11%
Personal/family considerations		16%	24%	29%
Geographic location considerations		7%	8%	25%
Other		6%	11%	9%

% are calculated with the number of unique respondents (N = 101 to this question)





## 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

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

Yes		23%	18%	27%
No		58%	68%	56%
Don't know		19%	14%	17%

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

Yes		65%	63%	65%
No		30%	38%	32%
Don't know		4%	-	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		37%	32%	33%
No		53%	53%	57%
Don't know		10%	15%	10%

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

Yes		19%	13%	18%
No		72%	79%	75%
Don't know		9%	8%	7%



## 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

**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
Your immediate manager/supervisor		37%	64%	23%
A fellow worker at your level		26%	18%	27%
A subordinate		16%	9%	7%
A senior manager		11%	-	21%
Prefer not to say		11%	-	13%
A client or customer		0%	-	3%
A member of the public other than a client or customer		0%	-	1%
Other		0%	9%	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		2%	1%	4%
No		94%	97%	94%
Don't know		4%	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
<b>GENDER</b>		
Male		39%
Female		60%
Other		1%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
AGE		
15-19		1%
20-24		2%
25-29	■	18%
30-34	■	15%
35-39	■	11%
40-44	■	11%
45-49	■	17%
50-54	■	9%
55-59	■	6%
60-64	■	5%
65+		3%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

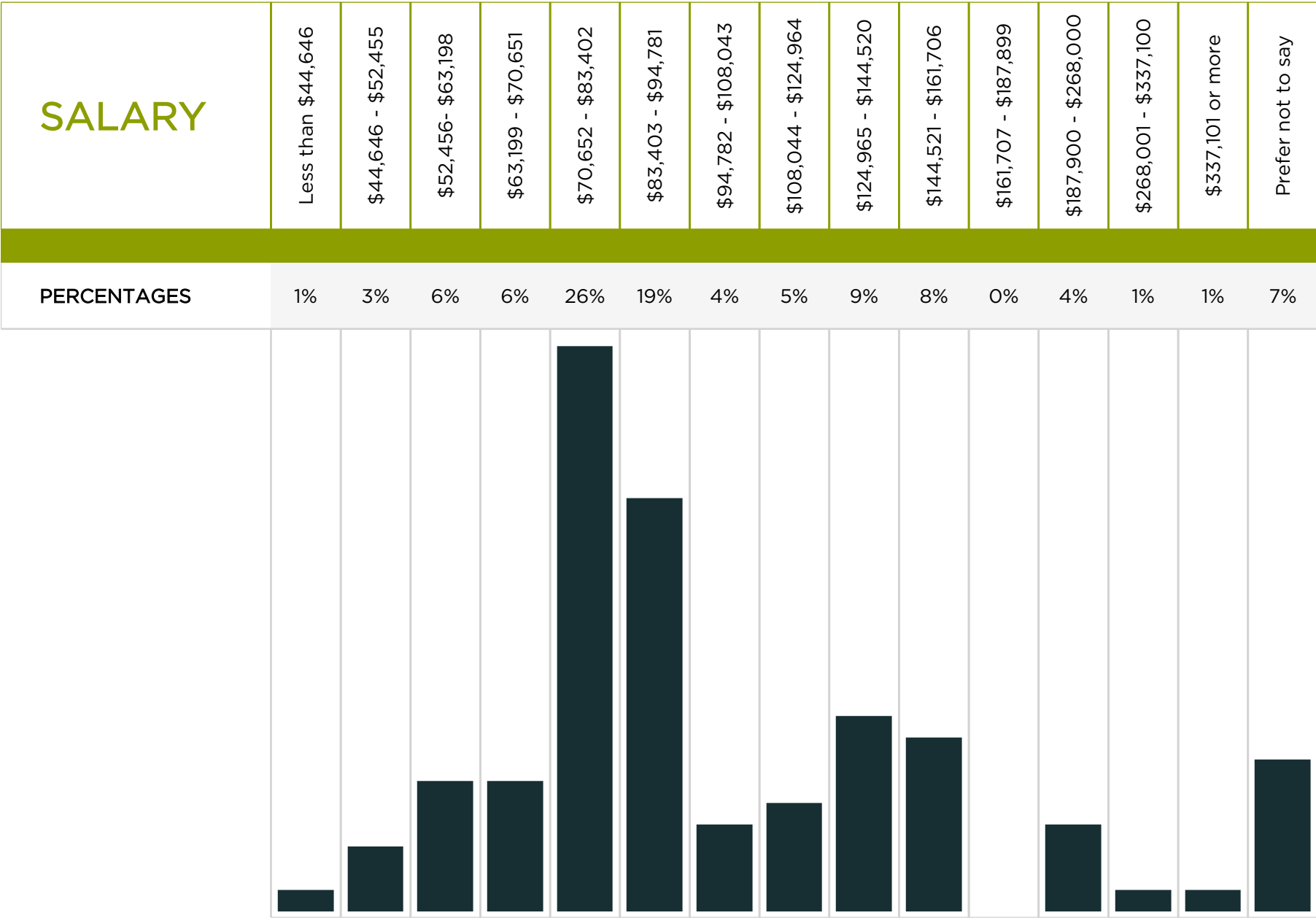
	PERCENTAGE
<b>TYPE OF WORK</b>	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	4%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	7%
Administrative support (e.g. executive/personal assistant, receptionist)	17%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	17%
Policy	1%
Research	10%
Program and project management support	1%
Legal (including developing and/or reviewing legislation)	16%
Other	26%

# 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
<b>TENURE IN ORGANISATION</b>		
Less than 1 year		11%
1 - 2 years		10%
2 - 5 years		23%
5 - 10 years		20%
10 - 20 years		29%
More than 20 years		6%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>FLEXIBLE WORKING</b>		
Flexible start and finish times		40%
None of the above		31%
Working from home		25%
Working additional hours to make up for time off		23%
Part-time work		12%
Study leave		9%
Working more hours over fewer days		7%

% are calculated with the number of unique respondents (N = 100 to this question)



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

	PERCENTAGE
<b>FLEXIBLE WORKING</b>	
Leave without pay	4%
Working from different locations	2%
Other	2%
Purchasing annual leave	1%
Flexible scheduling for rostered workers	0%
Job sharing	0%

% are calculated with the number of unique respondents (N = 100 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%

	NSW Crime 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
<b>NUMBER OF RESPONDENTS</b>	<b>103</b>	<b>4</b>	<b>7</b>	<b>17</b>	<b>17</b>	<b>1</b>	<b>10</b>	<b>1</b>	<b>16</b>	<b>26</b>
<b>EMPLOYEE ENGAGEMENT</b>	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>ENGAGEMENT WITH WORK</b>	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	39%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	69%	(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.

Results are rounded and may not add up to 100%

	NSW Crime 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
<b>NUMBER OF RESPONDENTS</b>	103	1	3	6	6	26	19	4	5	9	8	0	4	1
<b>EMPLOYEE ENGAGEMENT</b>	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	39%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	64%	(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	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	69%	(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.

Results are rounded and may not add up to 100%

	NSW Crime Commission	\$337,101 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>103</b>	<b>1</b>	<b>7</b>
<b>EMPLOYEE ENGAGEMENT</b>	66%	(r)	(r)
ENGAGEMENT WITH WORK	75%	(r)	(r)
SENIOR MANAGERS	39%	(r)	(r)
COMMUNICATION	64%	(r)	(r)
HIGH PERFORMANCE	62%	(r)	(r)
PUBLIC SECTOR VALUES	58%	(r)	(r)
DIVERSITY & INCLUSION	69%	(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.

Results are rounded and may not add up to 100%

	NSW Crime Commission	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
<b>NUMBER OF RESPONDENTS</b>	103	11	10	23	20	28	6
<b>EMPLOYEE ENGAGEMENT</b>	66%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	75%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	39%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	64%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	62%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	58%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	69%	(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.

Results are rounded and may not add up to 100%

	NSW Crime 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
<b>NUMBER OF RESPONDENTS</b>	103	40	7	23	0	12	0	2	25	1	4	9	2	31
<b>EMPLOYEE ENGAGEMENT</b>	66%	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	64%
<b>ENGAGEMENT WITH WORK</b>	75%	80%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	68%
<b>SENIOR MANAGERS</b>	39%	43%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	34%
<b>COMMUNICATION</b>	64%	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	51%
<b>HIGH PERFORMANCE</b>	62%	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	54%
<b>PUBLIC SECTOR VALUES</b>	58%	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	48%
<b>DIVERSITY &amp; INCLUSION</b>	69%	82%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	54%

\*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





## 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%

	NSW Crime Commission	Sydney East	Sydney West	Sydney - City and Inner South	Sydney - North Sydney and Hornsby	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley exc Newcastle	Illawarra	Mid North Coast	Murray
NUMBER OF RESPONDENTS	103	96	0	94	2	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	39%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	64%	(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	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	69%	(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



## 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%

	NSW Crime 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 - Northern Beaches	Sydney - Outer South West
NUMBER OF RESPONDENTS	103	0	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	39%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	64%	(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	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	69%	(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%

	NSW Crime Commission	Sydney - Outer West and Blue Mountains	Sydney - Parramatta	Sydney - Ryde	Sydney - South West	Sydney - Sutherland
<b>NUMBER OF RESPONDENTS</b>	103	0	0	0	0	0
<b>EMPLOYEE ENGAGEMENT</b>	66%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	75%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	39%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	64%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	62%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	58%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	69%	(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 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%

	NSW Crime Commission	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
<b>NUMBER OF RESPONDENTS</b>	103	1	2	18	15	11	11	17	9	6	5	3
<b>EMPLOYEE ENGAGEMENT</b>	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	39%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	64%	(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	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	69%	(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.

Results are rounded and may not add up to 100%

	NSW Crime Commission	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	<b>103</b>	<b>39</b>	<b>59</b>	<b>1</b>
<b>EMPLOYEE ENGAGEMENT</b>	66%	69%	66%	(r)
ENGAGEMENT WITH WORK	75%	74%	76%	(r)
SENIOR MANAGERS	39%	44%	36%	(r)
COMMUNICATION	64%	63%	65%	(r)
HIGH PERFORMANCE	62%	62%	62%	(r)
PUBLIC SECTOR VALUES	58%	61%	56%	(r)
DIVERSITY & INCLUSION	69%	69%	69%	(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

## SURVEY TIME FRAME

This report contains results from the 2019 People Matter Employee Survey which was open from 30 May to 28 June 2019.

## PRIVACY

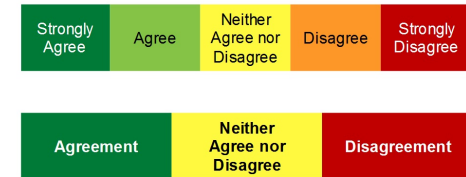
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.

## 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.



## 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%.

## MORE DETAILS ABOUT METHODOLOGY

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