



**2019** | NSW Public Sector  
Employee Survey

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AGENCY REPORT

Ombudsman's Office



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## RESPONSE RATE

**59%**

111 OF 189 RESPONDENTS

RESPONSE RATE 2018: 71%

## EMPLOYEE ENGAGEMENT

**59%** ↓

DIFFERENCE FROM 2018 -11 (70%)

DIFFERENCE FROM PUBLIC SECTOR -7 (66%)

## ENGAGEMENT WITH WORK

**64%** ↓

DIFFERENCE FROM 2018 -13 (78%)

DIFFERENCE FROM PUBLIC SECTOR -8 (73%)

## SENIOR MANAGERS

**28%** ↓

DIFFERENCE FROM 2018 -25 (53%)

DIFFERENCE FROM PUBLIC SECTOR -22 (50%)

## COMMUNICATION

**51%** ↓

DIFFERENCE FROM 2018 -15 (66%)

DIFFERENCE FROM PUBLIC SECTOR -11 (62%)

## HIGH PERFORMANCE

**55%** ↓

DIFFERENCE FROM 2018 -13 (69%)

DIFFERENCE FROM PUBLIC SECTOR -9 (65%)

## PUBLIC SECTOR VALUES

**50%** ↓

DIFFERENCE FROM 2018 -17 (67%)

DIFFERENCE FROM PUBLIC SECTOR -12 (62%)

## DIVERSITY & INCLUSION

**68%** ↓

DIFFERENCE FROM 2018 -9 (78%)

DIFFERENCE FROM PUBLIC SECTOR -1 (69%)

## FLEXIBLE WORKING SATISFACTION

**78%** ↓

DIFFERENCE FROM 2018 -5 (83%)

DIFFERENCE FROM PUBLIC SECTOR +19 (59%)

## ACTION ON RESULTS

**36%** ↓

DIFFERENCE FROM 2018 -16 (52%)

DIFFERENCE FROM PUBLIC SECTOR -3 (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
2a. My workgroup strives to achieve customer/client satisfaction	87%	90%
2c. I receive help and support from other members of my workgroup	85%	86%
1h. I am comfortable notifying my manager if I become aware of any risks at work	83%	-
2e. People in my workgroup treat each other with respect	82%	75%
8e. My manager supports flexible working in my team	81%	86%
1g. I know how to address a health and safety issue I have identified	81%	90%
2b. My workgroup works collaboratively to achieve its objectives	80%	83%
1a. I understand what is expected of me to do well in my role	80%	88%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	78%	83%
5b. My manager listens to what I have to say	77%	78%

## - LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT  
2019

AGREEMENT  
2018

	AGREEMENT 2019	AGREEMENT 2018
7c. I feel that change is managed well in my organisation	16%	32%
6b. I feel that senior managers effectively lead and manage change	17%	51%
7d. There is good co-operation between teams across our organisation	20%	35%
11a. I have confidence in the ways my organisation resolves grievances	20%	32%
6a. I believe senior managers provide clear direction for the future of the organisation	22%	50%
6g. I feel that senior managers keep employees informed about what's going on	23%	52%
3g. I am satisfied with the opportunities available for career development in my organisation	26%	46%
6d. Senior managers encourage innovation by employees	26%	43%
7g. I have confidence in the way recruitment decisions are made	28%	46%
6h. I feel that senior managers listen to employees	29%	50%



### 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

2e.	People in my workgroup treat each other with respect	82%	75%
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## LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2019

AGREEMENT  
2018

6b.	I feel that senior managers effectively lead and manage change	17%	51%
7i.	I would recommend my organisation as a great place to work	36%	69%
6f.	Senior managers communicate the importance of customers/clients in achieving our business objectives	42%	73%
6g.	I feel that senior managers keep employees informed about what's going on	23%	52%
7f.	My organisation is committed to developing its employees	31%	60%
6a.	I believe senior managers provide clear direction for the future of the organisation	22%	50%
7a.	My organisation focuses on improving the work we do	52%	78%
6c.	I feel that senior managers model the values of my organisation	31%	55%
6e.	Senior managers promote collaboration between my organisation and other organisations we work with	44%	66%
7l.	My organisation motivates me to help it achieve its objectives	43%	64%



### 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

**Q7i.** I would recommend my organisation as a great place to work



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



**Q5h.** My manager deals appropriately with employees who perform poorly



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



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



## HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

**Q7i.** I would recommend my organisation as a great place to work



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



**Q5h.** My manager deals appropriately with employees who perform poorly



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



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



## DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

**Q7i.** I would recommend my organisation as a great place to work



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



**Q5h.** My manager deals appropriately with employees who perform poorly



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



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



## 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: 111

<b>Gender</b>	<b>Survey %</b>	<b>Employment Status</b>	<b>Survey %</b>	<b>Type of work</b>	<b>Survey %</b>
Male	33	Senior Executive (ongoing/permanent or term)	4	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	25
Female	67	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)	4
Other	0	Temporary (including temporary teachers and graduates)	10	Administrative support (e.g. executive/personal assistant, receptionist)	6
<b>Age</b>	<b>Survey %</b>	Casual	0	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	13
15 - 34 years	21	Contract – Non Executive	3	Policy	7
35 - 54 years	66	Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	2	Research	5
55+ years	12	Other	0	Program and project management support	14
<b>LOTE spoken at home</b>	<b>Survey %</b>	Don't know	2	Legal (including developing and/or reviewing legislation)	2
Yes	18	<b>Manager of managers</b>	<b>Survey %</b>	Other	25
No	79	Yes	13	<b>Organisation Tenure</b>	<b>Survey %</b>
Prefer not to say	3	No	87	Less than 1 year	6
<b>Aboriginal and/or Torres Strait Islanders</b>	<b>Survey %</b>	<b>Supervisors</b>	<b>Survey %</b>	1 - 2 years	11
Yes	1	Yes	40	2 - 5 years	31
No	97	No	60	5 - 10 years	20
Prefer not to say	2	<b>Working arrangement</b>	<b>Survey %</b>	10 - 20 years	29
<b>Disability</b>	<b>Survey %</b>	Full-time	85	More than 20 years	3
Yes	5	Part-time	15	<b>Salary</b>	<b>Survey %</b>
No	93			\$83,402 and below	14
Prefer not to say	2			\$83,403 - \$108,043	44
<b>LGBTI</b>	<b>Survey %</b>			\$108,044 - \$144,520	30
Yes	12			\$144,521 and above	7
No	86			Prefer not to say	6
Prefer not to say	2				

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%

# 36%

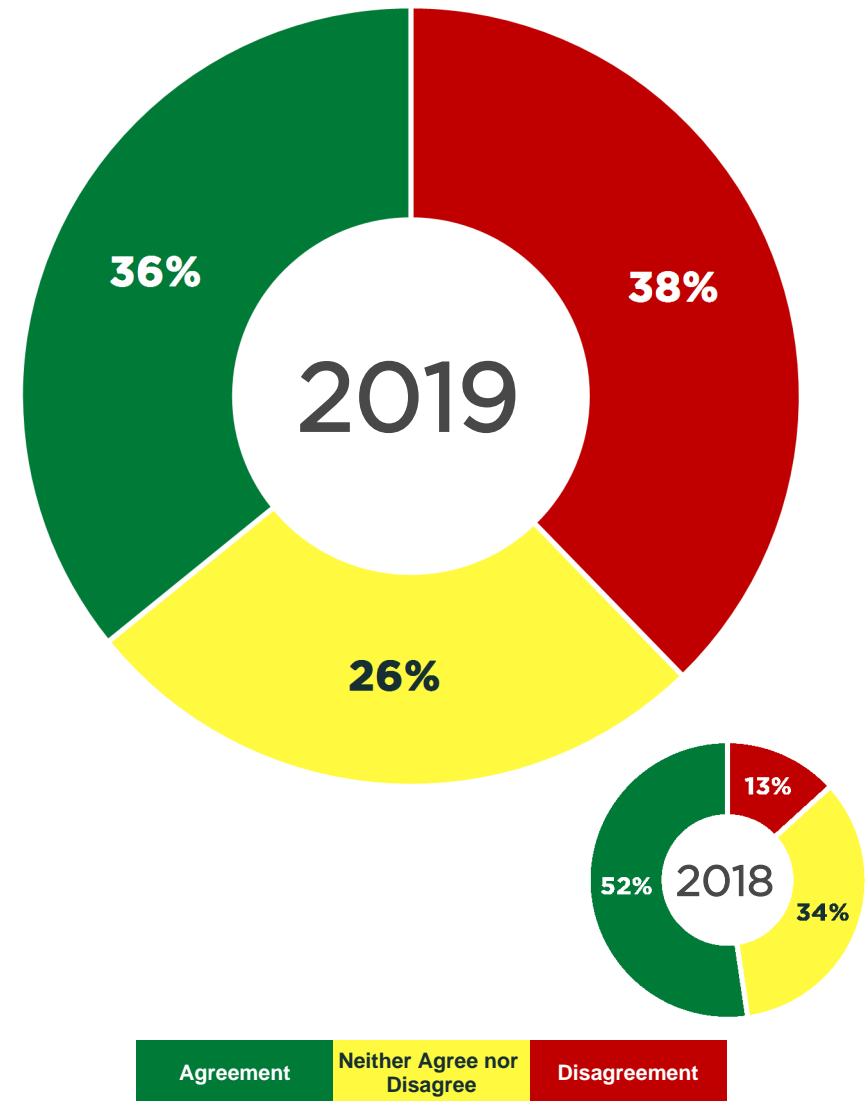
of employees replied favourably to:

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

**39%**  
SECTOR

**0%**  
CLUSTER

**52%**  
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	31%	55%	52%
2	<b>Q7f.</b> My organisation is committed to developing its employees	31%	60%	53%
3	<b>Q6d.</b> Senior managers encourage innovation by employees	26%	43%	51%
4	<b>Q6f.</b> Senior managers communicate the importance of customers/clients in achieving our business objectives	42%	73%	61%
5	<b>Q6h.</b> I feel that senior managers listen to employees	29%	50%	44%
6	<b>Q7a.</b> My organisation focuses on improving the work we do	52%	78%	69%



## EXPLORE THE FULL RESULTS

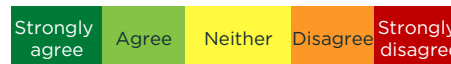
Questions are grouped by topics in this report.

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	59% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	9	27	41	14	8	36%	69%	62%
Q7j. I am proud to tell others I work for my organisation	19	51	19	7		70%	81%	70%
Q7k. I feel a strong personal attachment to my organisation	21	33	24	13	8	54%	64%	64%
Q7l. My organisation motivates me to help it achieve its objectives	13	30	30	20	7	43%	64%	56%
Q7m. My organisation inspires me to do the best in my job	14	29	24	24	8	43%	63%	56%

KEY





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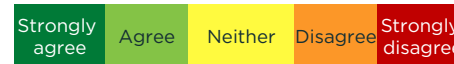
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	64% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q1c. My job gives me a feeling of personal accomplishment	29	46	8	11		75%	83%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	30	35	15	13	7	65%	76%	72%
Q1e. I am satisfied with my job	18	35	21	19	7	53%	74%	69%

KEY





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SENIOR MANAGERS	28% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019	
Q6a. I believe senior managers provide clear direction for the future of the organisation	19	22	28	28	22%	50%	51%	
Q6b. I feel that senior managers effectively lead and manage change	14	18	26	38	17%	51%	47%	
Q6c. I feel that senior managers model the values of my organisation	27	20	25	24	31%	55%	52%	
Q6d. Senior managers encourage innovation by employees	22	27	26	20	26%	43%	51%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	7	36	29	13	15	44%	66%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	36	20	20	17	42%	73%	61%	
Q6g. I feel that senior managers keep employees informed about what's going on	18	15	25	36	23%	52%	48%	
Q6h. I feel that senior managers listen to employees	24	20	21	30	29%	50%	44%	
Q7c. I feel that change is managed well in my organisation	10	13	28	44	16%	32%	42%	

KEY





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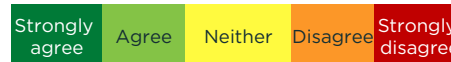
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COMMUNICATION	51% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q5c. My manager communicates effectively with me	29	39	13	13	7	68%	79%	72%
Q5d. My manager encourages and values employee input	33	32	15	13	7	65%	76%	73%
Q5e. My manager involves my workgroup in decisions about our work	28	30	14	20	8	58%	69%	68%
Q6g. I feel that senior managers keep employees informed about what's going on	18	15	25	36		23%	52%	48%
Q6h. I feel that senior managers listen to employees	24	20	21	30		29%	50%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	17	48	18	7	10	64%	70%	69%

KEY





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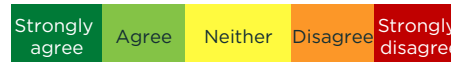
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	HIGH PERFORMANCE					AGGREGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q1a. I understand what is expected of me to do well in my role	31	50	7	10		80%	88%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	41	39	8	7		80%	83%	79%	
Q3f. I have received appropriate training and development to do my job well	14	49	20	10	7	63%	70%	66%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	23	47	14	11		69%	80%	75%	
Q5f. I have confidence in the decisions my manager makes	27	40	14	8	11	67%	78%	69%	
Q6d. Senior managers encourage innovation by employees	22	27	26	20		26%	43%	51%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	7	36	29	13	15	44%	66%	53%	
Q7a. My organisation focuses on improving the work we do	13	39	30	11		52%	78%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	17	28	28	18	10	44%	64%	57%	

KEY



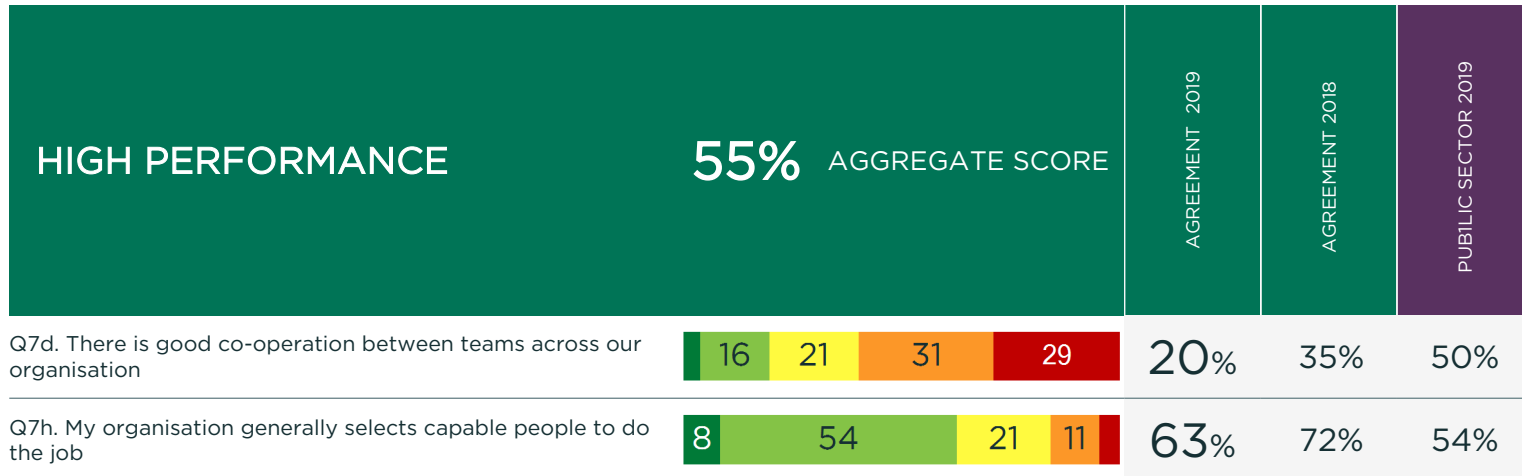


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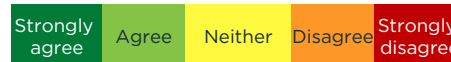
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PUBLIC SECTOR VALUES	50% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q2a. My workgroup strives to achieve customer/client satisfaction					87%	90%	86%
Q2e. People in my workgroup treat each other with respect					82%	75%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do					69%	80%	75%
Q5b. My manager listens to what I have to say					77%	78%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation					22%	50%	51%
Q6c. I feel that senior managers model the values of my organisation					31%	55%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives					42%	73%	61%
Q6g. I feel that senior managers keep employees informed about what's going on					23%	52%	48%
Q6h. I feel that senior managers listen to employees					29%	50%	44%

KEY





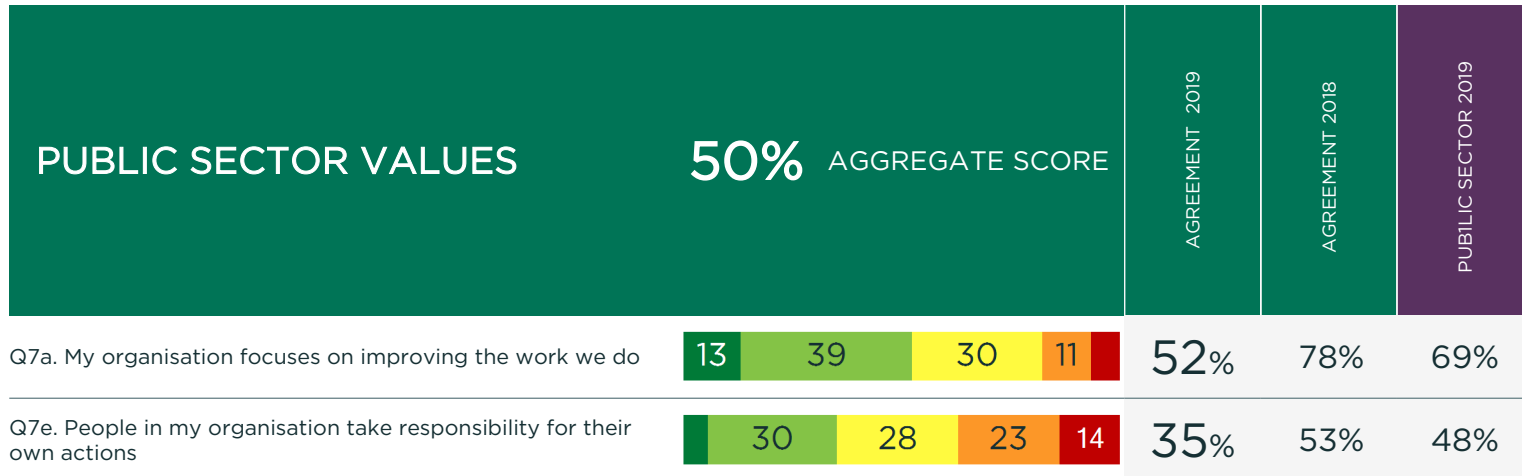


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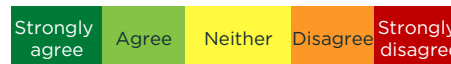
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DIVERSITY & INCLUSION	68% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	21	41	14	18		61%	73%	67%
Q5b. My manager listens to what I have to say	32	45	8	9		77%	78%	76%
Q5d. My manager encourages and values employee input	33	32	15	13	7	65%	76%	73%
Q6i. Senior managers in my organisation support the career advancement of women	11	37	37	8		48%	67%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	19	49	18	8		67%	83%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	24	48	18			72%	82%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	17	48	18	7	10	64%	70%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	32	46	9			78%	83%	59%
Q8e. My manager supports flexible working in my team	39	42	7			81%	86%	63%

KEY



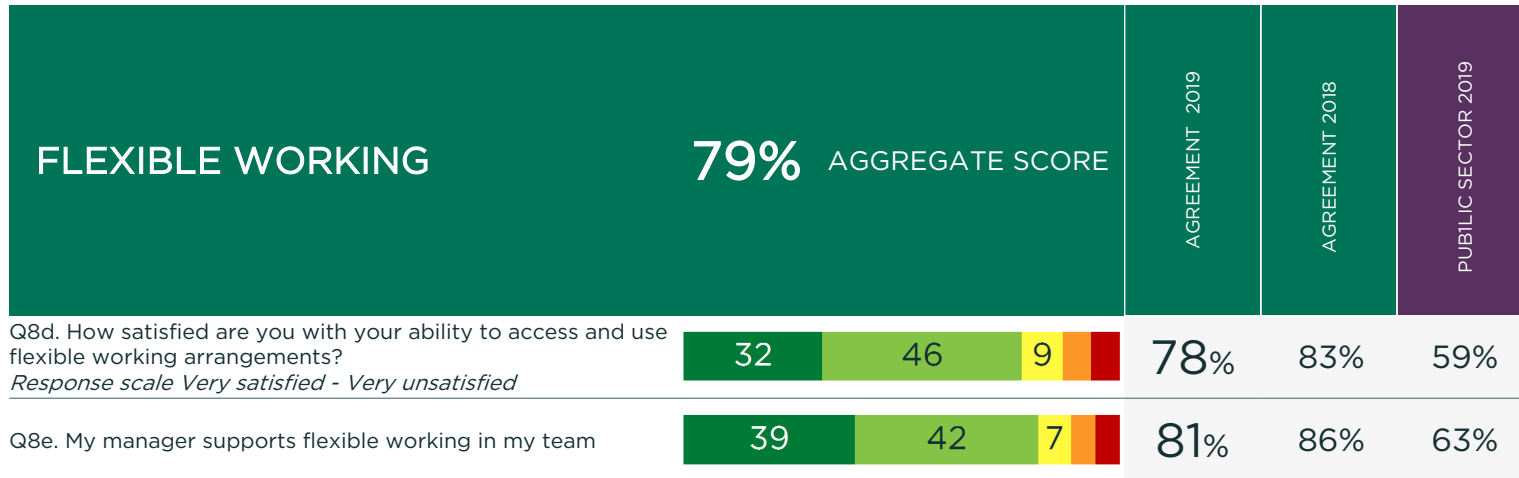


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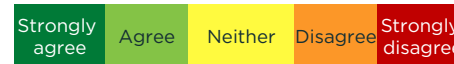
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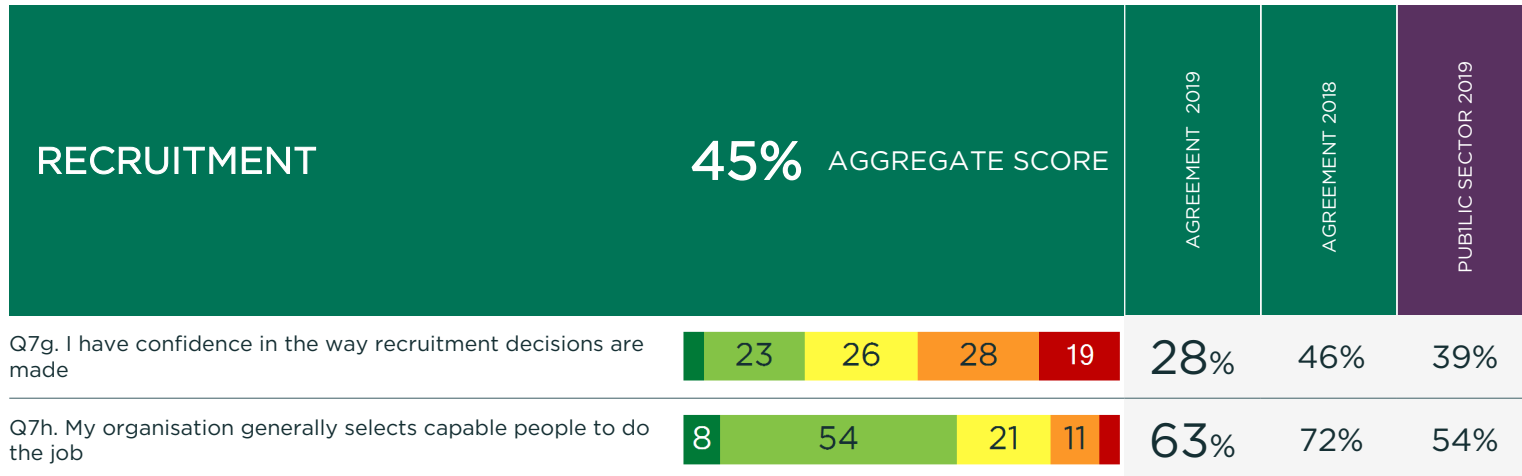


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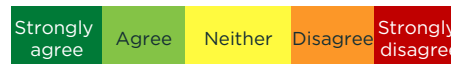
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## PERFORMANCE FRAMEWORK & DEVELOPMENT

**47%** 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		70%	78%	66%
Q3e. My performance is assessed against clear criteria		49%	70%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation		26%	46%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do		62%	75%	69%
Q5h. My manager deals appropriately with employees who perform poorly		40%	40%	48%
Q7f. My organisation is committed to developing its employees		31%	60%	53%

KEY





## EXPLORE THE FULL RESULTS

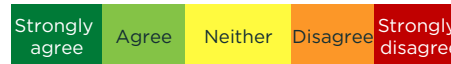
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	67% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	21	41	14	18		61%	73%	67%
Q1f. I am able to keep my work stress at an acceptable level	13	43	17	16	11	56%	70%	61%
Q2c. I receive help and support from other members of my workgroup	41	43	7			85%	86%	81%
Q2d. There is good team spirit in my workgroup	35	32	14	13		67%	76%	70%

KEY



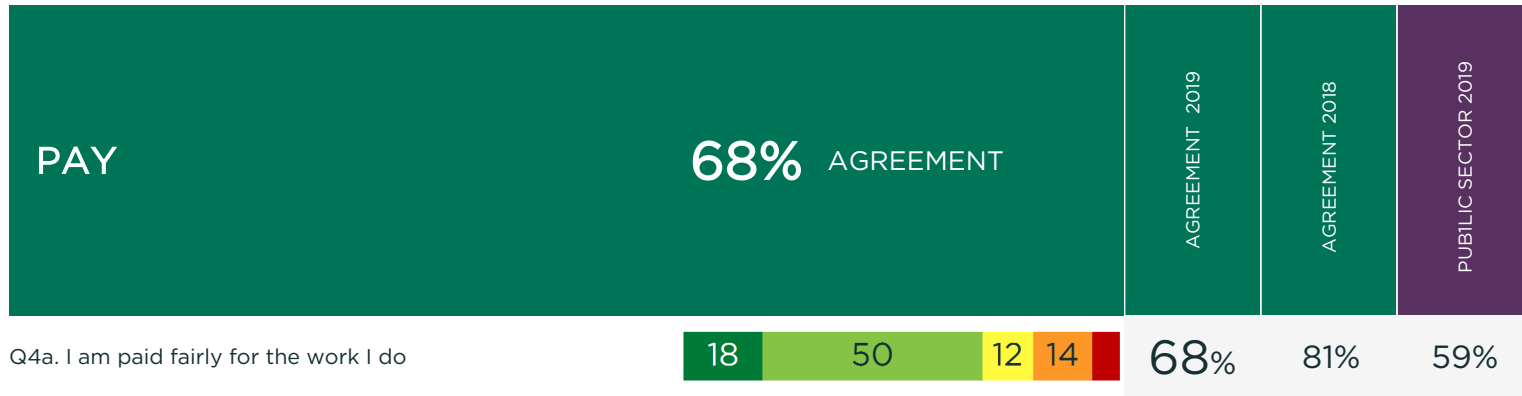


## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY



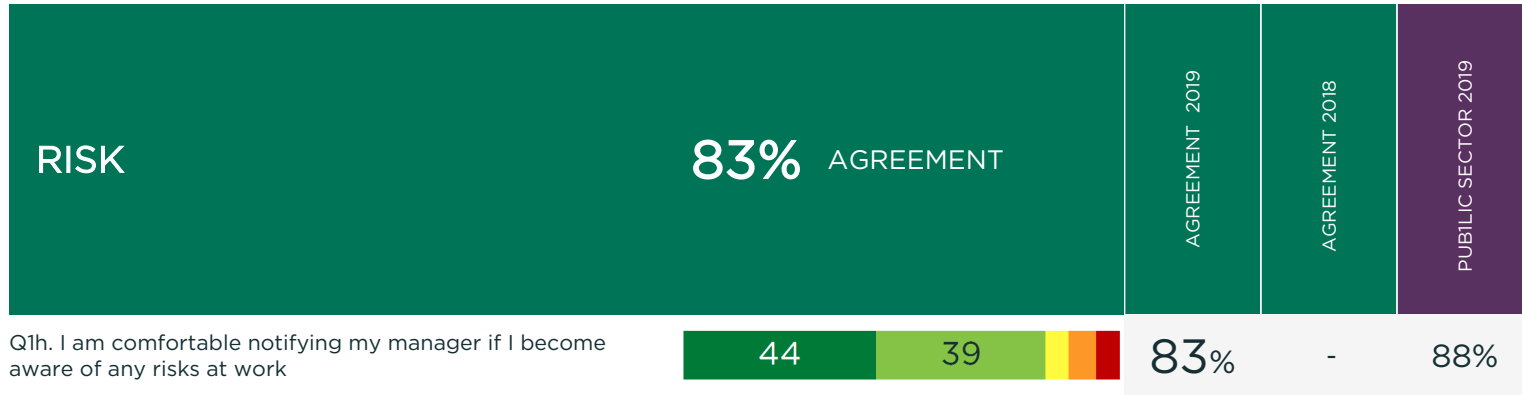


## EXPLORE THE FULL RESULTS

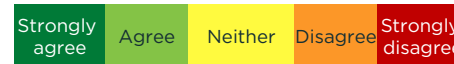
Questions are grouped by topics in this report.

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





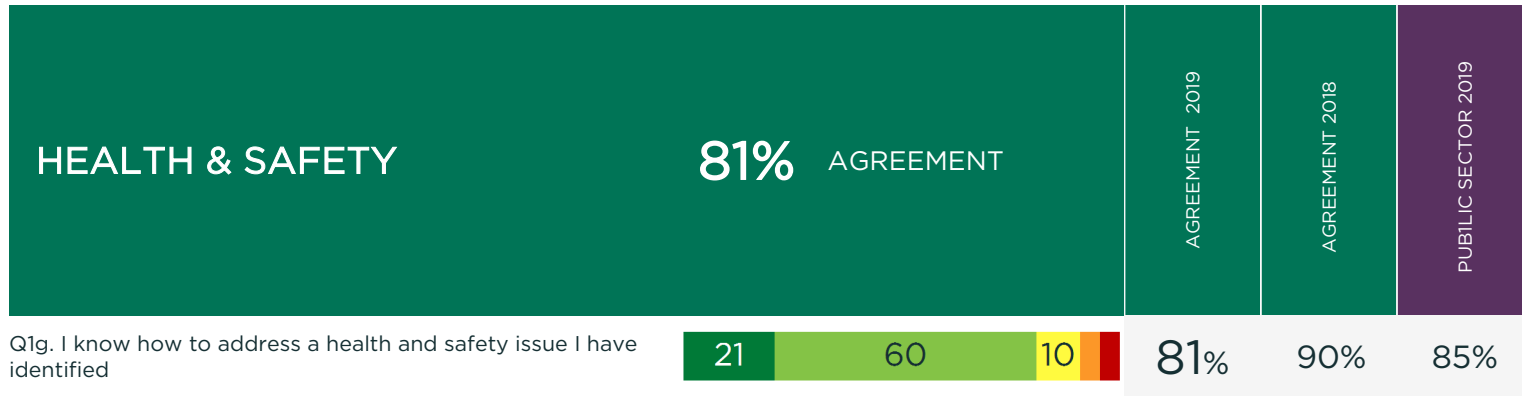


## EXPLORE THE FULL RESULTS

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%

## ACTION ON RESULTS

**36%** AGREEMENT

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



KEY



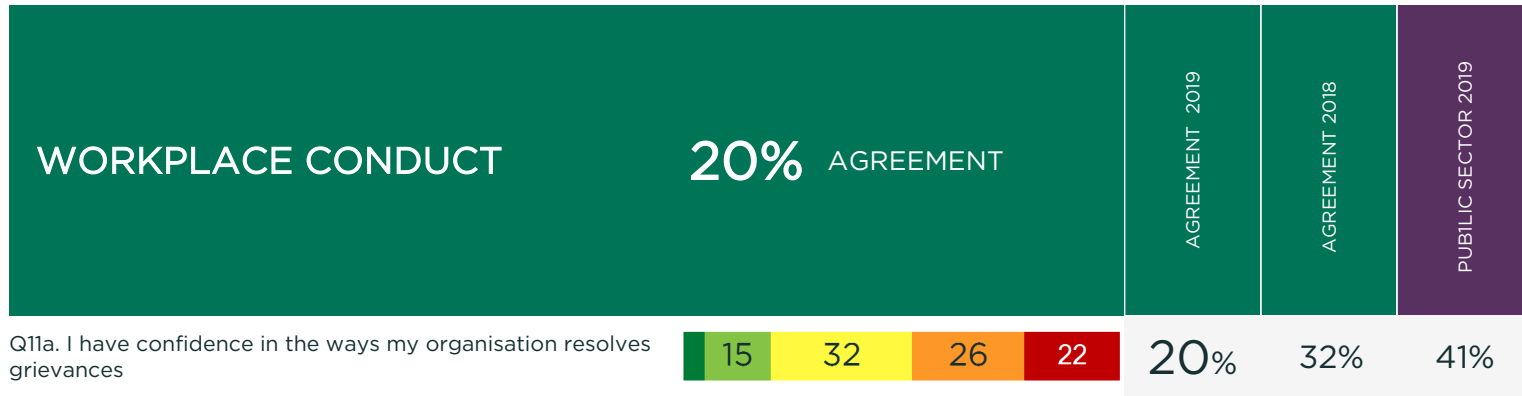


## EXPLORE THE FULL RESULTS

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



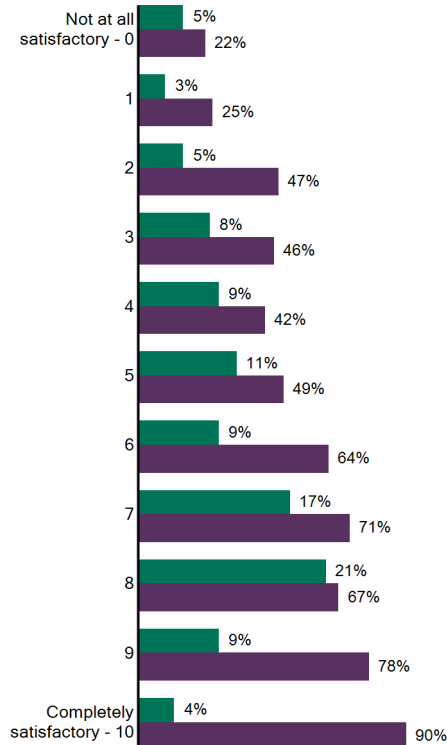
### EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

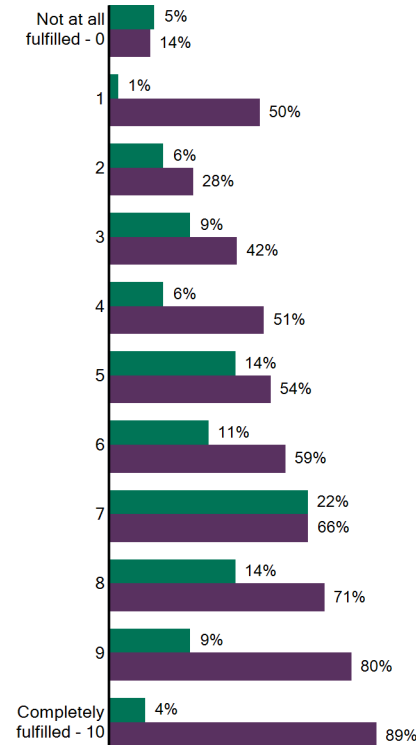
This compares Wellbeing to Engagement.

**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

		2019	2018	PUBLIC SECTOR 2019
<b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives				
Yes		80%	89%	71%
No		20%	11%	29%
<b>Q3b.</b> I have informal feedback conversations with my manager				
Yes		82%	88%	76%
No		18%	12%	24%
<b>Q3c.</b> I have scheduled feedback conversations with my manager				
Yes		78%	78%	60%
No		22%	22%	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		74%	56%	41%
No		26%	44%	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 visible opportunities		51%	32%	29%
Lack of promotion opportunities		51%	40%	28%
The application/recruitment process is too cumbersome or time consuming		29%	23%	22%
Lack of support for temporary assignments/secondments		27%	17%	15%
Lack of support from my manager/supervisor		21%	15%	13%
Insufficient training and development		21%	11%	15%
Personal/family considerations		20%	25%	29%
Geographic location considerations		19%	18%	25%
Lack of required capabilities or experience		12%	11%	11%
There are no major barriers to my career progression		11%	29%	29%
Other		11%	10%	9%

% are calculated with the number of unique respondents (N = 108 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		33%	19%	27%
No		51%	67%	56%
Don't know		16%	15%	17%

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

Yes		71%	52%	65%
No		29%	44%	32%
Don't know		0%	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		39%	34%	33%
No		53%	60%	57%
Don't know		8%	7%	10%

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

Yes		28%	18%	18%
No		63%	80%	75%
Don't know		10%	2%	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
A senior manager		45%	50%	21%
A fellow worker at your level		24%	18%	27%
Your immediate manager/supervisor		17%	18%	23%
Prefer not to say		7%	4%	13%
A subordinate		3%	4%	7%
Other		3%	7%	5%
A client or customer		0%	-	3%
A member of the public other than a client or customer		0%	-	1%



## 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%	2%	4%
No		95%	97%	94%
Don't know		3%	1%	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		33%
Female		67%
Other		0%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>AGE</b>		
15-19		0%
20-24		1%
25-29	■	8%
30-34	■	13%
35-39	■	21%
40-44	■	17%
45-49	■	10%
50-54	■	18%
55-59	■	8%
60-64	■	4%
65+		1%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

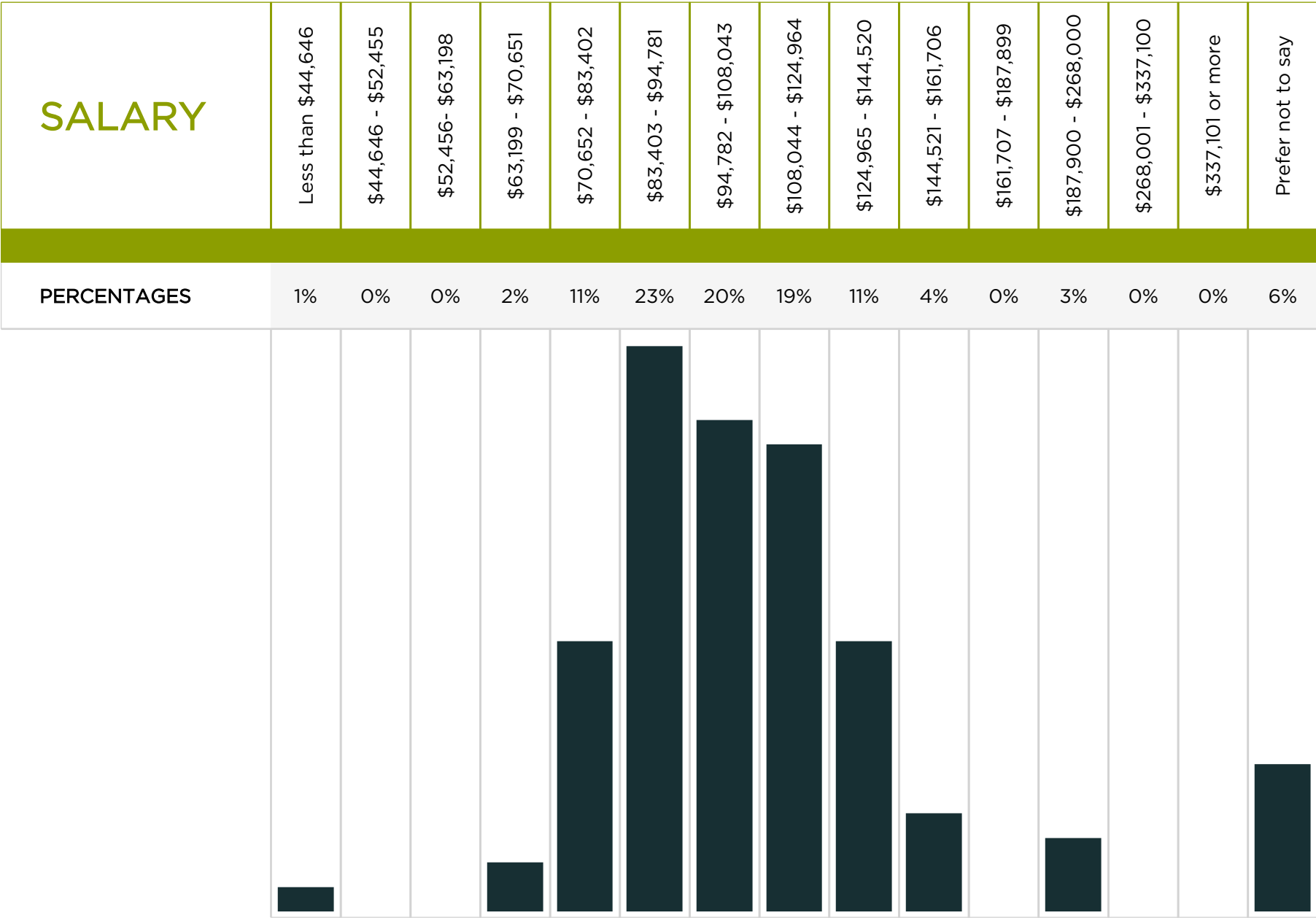
	PERCENTAGE
<b>TYPE OF WORK</b>	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	25%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	4%
Administrative support (e.g. executive/personal assistant, receptionist)	6%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	13%
Policy	7%
Research	5%
Program and project management support	14%
Legal (including developing and/or reviewing legislation)	2%
Other	25%

# 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		6%
1 - 2 years		11%
2 - 5 years		31%
5 - 10 years		20%
10 - 20 years		29%
More than 20 years		3%



# 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		79%
Working from home		44%
Working additional hours to make up for time off		21%
Part-time work		15%
Working more hours over fewer days		14%
Leave without pay		14%
None of the above		11%

% are calculated with the number of unique respondents (N = 103 to this question)

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>FLEXIBLE WORKING</b>		
Study leave		3%
Job sharing		1%
Working from different locations		1%
Flexible scheduling for rostered workers		0%
Purchasing annual leave		0%
Other		0%

% are calculated with the number of unique respondents (N = 103 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%

	Ombudsman's Office	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>	111	26	4	6	13	7	5	15	2	26
<b>EMPLOYEE ENGAGEMENT</b>	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>ENGAGEMENT WITH WORK</b>	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	28%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	50%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	68%	(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%

	Ombudsman's Office	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>	111	1	0	0	2	11	24	21	20	11	4	0	3	0
<b>EMPLOYEE ENGAGEMENT</b>	59%	(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	28%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	50%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	68%	(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%

	Ombudsman's Office	\$337,101 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	111	0	6
<b>EMPLOYEE ENGAGEMENT</b>	59%	(r)	(r)
ENGAGEMENT WITH WORK	64%	(r)	(r)
SENIOR MANAGERS	28%	(r)	(r)
COMMUNICATION	51%	(r)	(r)
HIGH PERFORMANCE	55%	(r)	(r)
PUBLIC SECTOR VALUES	50%	(r)	(r)
DIVERSITY & INCLUSION	68%	(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%

	Ombudsman's Office	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>	111	6	11	32	21	30	3
<b>EMPLOYEE ENGAGEMENT</b>	59%	(r)	(r)	57%	(r)	56%	(r)
ENGAGEMENT WITH WORK	64%	(r)	(r)	63%	(r)	66%	(r)
SENIOR MANAGERS	28%	(r)	(r)	23%	(r)	29%	(r)
COMMUNICATION	51%	(r)	(r)	51%	(r)	45%	(r)
HIGH PERFORMANCE	55%	(r)	(r)	52%	(r)	53%	(r)
PUBLIC SECTOR VALUES	50%	(r)	(r)	47%	(r)	49%	(r)
DIVERSITY & INCLUSION	68%	(r)	(r)	62%	(r)	70%	(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%

	Ombudsman's Office	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>	111	81	14	22	0	15	1	1	45	0	14	3	0	11
<b>EMPLOYEE ENGAGEMENT</b>	59%	58%	(r)	(r)	(r)	(r)	(r)	(r)	59%	(r)	(r)	(r)	(r)	(r)
<b>ENGAGEMENT WITH WORK</b>	64%	65%	(r)	(r)	(r)	(r)	(r)	(r)	67%	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	28%	28%	(r)	(r)	(r)	(r)	(r)	(r)	26%	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	51%	52%	(r)	(r)	(r)	(r)	(r)	(r)	51%	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	55%	56%	(r)	(r)	(r)	(r)	(r)	(r)	56%	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	50%	50%	(r)	(r)	(r)	(r)	(r)	(r)	52%	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	68%	69%	(r)	(r)	(r)	(r)	(r)	(r)	72%	(r)	(r)	(r)	(r)	(r)

\*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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



## 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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	Ombudsman's Office	Sydney East	Sydney West	Sydney - City and Inner South	Sydney - Northern Beaches	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	111	95	0	94	1	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	59%	(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	28%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	50%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	68%	(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%

	Ombudsman's Office	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 - Outer South West
NUMBER OF RESPONDENTS	111	0	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	59%	(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	28%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	50%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	68%	(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%

	Ombudsman's Office	Sydney - Outer West and Blue Mountains	Sydney - Parramatta	Sydney - Ryde	Sydney - South West	Sydney - Sutherland
<b>NUMBER OF RESPONDENTS</b>	111	0	0	0	0	0
<b>EMPLOYEE ENGAGEMENT</b>	59%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	64%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	28%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	51%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	55%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	50%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	68%	(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%

	Ombudsman's Office	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>	111	0	1	8	13	22	18	10	19	8	4	1
<b>EMPLOYEE ENGAGEMENT</b>	59%	(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	28%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	50%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	68%	(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%

	Ombudsman's Office	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	111	34	70	0
<b>EMPLOYEE ENGAGEMENT</b>	59%	62%	57%	(r)
ENGAGEMENT WITH WORK	64%	56%	69%	(r)
SENIOR MANAGERS	28%	39%	24%	(r)
COMMUNICATION	51%	54%	50%	(r)
HIGH PERFORMANCE	55%	56%	56%	(r)
PUBLIC SECTOR VALUES	50%	56%	49%	(r)
DIVERSITY & INCLUSION	68%	67%	70%	(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

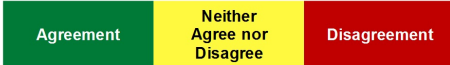
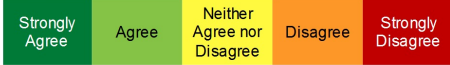
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.