



2019 | NSW Public Sector
Employee Survey

AGENCY REPORT

Treasury

Insurance & Care NSW (icare)



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RESPONSE RATE

74%

1,053 OF 1,429 RESPONDENTS

RESPONSE RATE 2018: 64%

EMPLOYEE ENGAGEMENT

70%

DIFFERENCE FROM 2018 -6 (76%)

DIFFERENCE FROM PUBLIC SECTOR +4 (66%)

ENGAGEMENT WITH WORK

74%

DIFFERENCE FROM 2018 -5 (79%)

DIFFERENCE FROM PUBLIC SECTOR +2 (73%)

SENIOR MANAGERS

57%

DIFFERENCE FROM 2018 -9 (66%)

DIFFERENCE FROM PUBLIC SECTOR +7 (50%)

COMMUNICATION

72%

DIFFERENCE FROM 2018 -4 (77%)

DIFFERENCE FROM PUBLIC SECTOR +10 (62%)

HIGH PERFORMANCE

69%

DIFFERENCE FROM 2018 -6 (75%)

DIFFERENCE FROM PUBLIC SECTOR +4 (65%)

PUBLIC SECTOR VALUES

71%

DIFFERENCE FROM 2018 -7 (78%)

DIFFERENCE FROM PUBLIC SECTOR +8 (62%)

DIVERSITY & INCLUSION

81%

DIFFERENCE FROM 2018 -3 (83%)

DIFFERENCE FROM PUBLIC SECTOR +12 (69%)

FLEXIBLE WORKING SATISFACTION

78%

DIFFERENCE FROM 2018 -4 (83%)

DIFFERENCE FROM PUBLIC SECTOR +19 (59%)

ACTION ON RESULTS

52%

DIFFERENCE FROM 2018 -4 (56%)

DIFFERENCE FROM PUBLIC SECTOR +13 (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

*Parent refers to Treasury

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
1h. I am comfortable notifying my manager if I become aware of any risks at work	92%	-
2a. My workgroup strives to achieve customer/client satisfaction	90%	93%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	89%	89%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	88%	88%
2c. I receive help and support from other members of my workgroup	87%	90%
1g. I know how to address a health and safety issue I have identified	85%	87%
2e. People in my workgroup treat each other with respect	85%	87%
5b. My manager listens to what I have to say	84%	88%
8e. My manager supports flexible working in my team	84%	85%
1a. I understand what is expected of me to do well in my role	83%	87%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
7c. I feel that change is managed well in my organisation	42%	49%
3e. My performance is assessed against clear criteria	48%	55%
7d. There is good co-operation between teams across our organisation	48%	50%
6b. I feel that senior managers effectively lead and manage change	49%	58%
7e. People in my organisation take responsibility for their own actions	50%	58%
7g. I have confidence in the way recruitment decisions are made	50%	50%
3g. I am satisfied with the opportunities available for career development in my organisation	51%	58%
10a. I believe action will be taken on the results from this survey by my organisation	52%	56%
11a. I have confidence in the ways my organisation resolves grievances	52%	48%
5h. My manager deals appropriately with employees who perform poorly	53%	54%



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
11a. I have confidence in the ways my organisation resolves grievances	52%	48%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
7b. My organisation is making the necessary improvements to meet our future challenges	66%	79%
7a. My organisation focuses on improving the work we do	79%	89%
6d. Senior managers encourage innovation by employees	59%	69%
6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	76%	86%
6a. I believe senior managers provide clear direction for the future of the organisation	57%	67%
6b. I feel that senior managers effectively lead and manage change	49%	58%
7l. My organisation motivates me to help it achieve its objectives	66%	75%
7m. My organisation inspires me to do the best in my job	64%	73%
6g. I feel that senior managers keep employees informed about what's going on	60%	69%
6e. Senior managers promote collaboration between my organisation and other organisations we work with	58%	67%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

HIGHEST NEUTRAL SCORING QUESTIONS

AGREEMENT SCORES FOR HIGHEST NEUTRAL

% POSITIVE

HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



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



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



Q5h. My manager deals appropriately with employees who perform poorly



Q5h. My manager deals appropriately with employees who perform poorly



Q5h. My manager deals appropriately with employees who perform poorly



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



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



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



Q7g. I have confidence in the way recruitment decisions are made



Q7g. I have confidence in the way recruitment decisions are made



Q7g. I have confidence in the way recruitment decisions are made



Q3e. My performance is assessed against clear criteria



Q3e. My performance is assessed against clear criteria



Q3e. My performance is assessed against clear criteria



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: 1053

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	41	Senior Executive (ongoing/permanent or term)	5	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	18
Female	57	Ongoing/Permanent (other than senior executive)	52	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)	12
Other	2	Temporary (including temporary teachers and graduates)	2	Administrative support (e.g. executive/personal assistant, receptionist)	8
Age	Survey %	Casual	1	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	26
15 - 34 years	28	Contract – Non Executive	24	Policy	3
35 - 54 years	62	Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	14	Research	1
55+ years	10	Other	0	Program and project management support	13
LOTE spoken at home	Survey %	Don't know	1	Legal (including developing and/or reviewing legislation)	2
Yes	30	Manager of managers	Survey %	Other	17
No	64	Yes	11	Organisation Tenure	Survey %
Prefer not to say	6	No	89	Less than 1 year	29
Aboriginal and/or Torres Strait Islanders	Survey %	Supervisors	Survey %	1 - 2 years	29
Yes	1	Yes	32	2 - 5 years	31
No	95	No	68	5 - 10 years	6
Prefer not to say	5	Working arrangement	Survey %	10 - 20 years	5
Disability	Survey %	Full-time	92	More than 20 years	0
Yes	2	Part-time	8	Salary	Survey %
No	94			\$83,402 and below	14
Prefer not to say	3			\$83,403 - \$108,043	23
LGBTI	Survey %			\$108,044 - \$144,520	22
Yes	4			\$144,521 and above	26
No	92			Prefer not to say	15
Prefer not to say	4				

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.

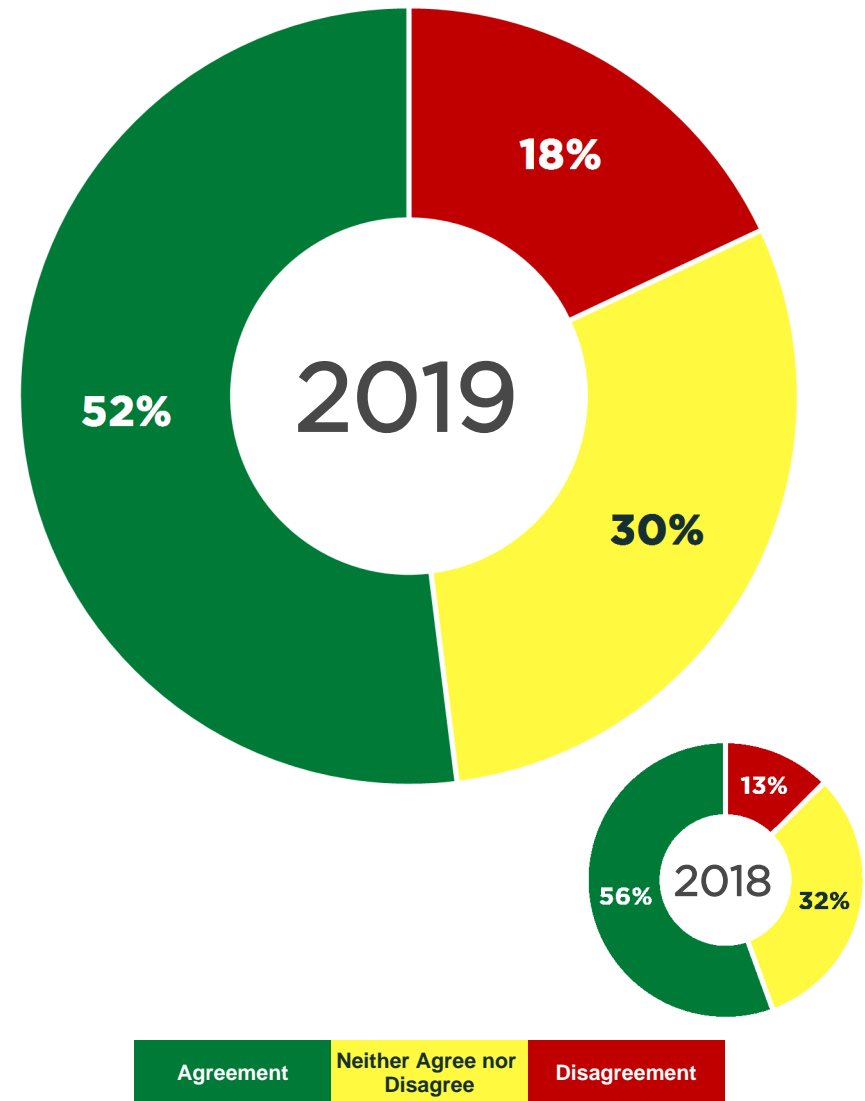
Results are rounded and may not add up to 100%

52%

of employees replied favourably to:

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

39%	54%	56%
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 CLUSTER	% AGREEMENT PUBLIC SECTOR
1	Q6c. I feel that senior managers model the values of my organisation	60%	68%	58%	52%
2	Q6h. I feel that senior managers listen to employees	54%	61%	53%	44%
3	Q7b. My organisation is making the necessary improvements to meet our future challenges	66%	79%	64%	57%
4	Q7f. My organisation is committed to developing its employees	61%	69%	61%	53%
5	Q7a. My organisation focuses on improving the work we do	79%	89%	77%	69%
6	Q6b. I feel that senior managers effectively lead and manage change	49%	58%	50%	47%

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Insurance & Care NSW (icare)

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.

	Insurance & Care NSW (icare)	Care & Community	Organisational Development & Delivery	Organisational Performance	Personal Injury	Prevention & Underwriting	Risk and Governance	Strategy & Enablement
NUMBER OF RESPONDENTS	1053	220	92	118	206	165	51	196
EMPLOYEE ENGAGEMENT	70%	66%	74%	73%	70%	73%	67%	68%
ENGAGEMENT WITH WORK	74%	72%	75%	76%	75%	78%	80%	70%
SENIOR MANAGERS	57%	50%	59%	63%	60%	65%	57%	51%
COMMUNICATION	72%	66%	77%	76%	73%	76%	75%	70%
HIGH PERFORMANCE	69%	65%	73%	72%	67%	74%	71%	66%
PUBLIC SECTOR VALUES	71%	66%	73%	74%	71%	76%	72%	67%
DIVERSITY & INCLUSION	81%	73%	88%	85%	79%	85%	83%	81%

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	70% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	29	43	18		72%	79%	72%	62%
Q7j. I am proud to tell others I work for my organisation	31	42	20		72%	81%	74%	70%
Q7k. I feel a strong personal attachment to my organisation	25	38	24	10	63%	70%	63%	64%
Q7l. My organisation motivates me to help it achieve its objectives	22	44	24	7	66%	75%	65%	56%
Q7m. My organisation inspires me to do the best in my job	24	41	25	8	64%	73%	64%	56%

KEY





EXPLORE THE FULL RESULTS

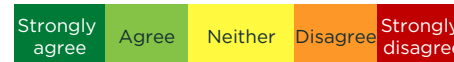
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ENGAGEMENT WITH WORK		74% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019		
Q1c. My job gives me a feeling of personal accomplishment		29	47	14	7	76%	80%	77%	76%
Q1d. I feel motivated to contribute more than what is normally required at work		32	45	14	4	77%	82%	78%	72%
Q1e. I am satisfied with my job		25	45	18	9	71%	76%	71%	69%

KEY





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SENIOR MANAGERS	57% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	15	42	24	14	57%	67%	59%	51%
Q6b. I feel that senior managers effectively lead and manage change	13	36	27	18	49%	58%	50%	47%
Q6c. I feel that senior managers model the values of my organisation	18	42	25	10	60%	68%	58%	52%
Q6d. Senior managers encourage innovation by employees	16	43	27	11	59%	69%	58%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	16	42	28	11	58%	67%	62%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	27	49	17		76%	86%	77%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	17	43	23	12	60%	69%	59%	48%
Q6h. I feel that senior managers listen to employees	16	38	28	13	54%	61%	53%	44%
Q7c. I feel that change is managed well in my organisation	12	30	24	23	42%	49%	43%	42%

KEY





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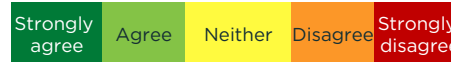
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COMMUNICATION	72% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019		
Q5c. My manager communicates effectively with me	41	38	11	79%	81%	79%	72%	
Q5d. My manager encourages and values employee input	45	38	11	82%	85%	83%	73%	
Q5e. My manager involves my workgroup in decisions about our work	39	38	14	77%	81%	79%	68%	
Q6g. I feel that senior managers keep employees informed about what's going on	17	43	23	12	60%	69%	59%	48%
Q6h. I feel that senior managers listen to employees	16	38	28	13	54%	61%	53%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	34	48	12	82%	83%	81%	69%	

KEY





EXPLORE THE FULL RESULTS

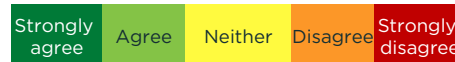
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	HIGH PERFORMANCE				69% AGGREGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1a. I understand what is expected of me to do well in my role	33	50	8		83%	87%	85%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	40	42	9		82%	85%	84%	79%	
Q3f. I have received appropriate training and development to do my job well	20	39	25	13	59%	64%	60%	66%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	36	45	13		81%	87%	83%	75%	
Q5f. I have confidence in the decisions my manager makes	41	37	14		78%	80%	79%	69%	
Q6d. Senior managers encourage innovation by employees	16	43	27	11	59%	69%	58%	51%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	16	42	28	11	58%	67%	62%	53%	
Q7a. My organisation focuses on improving the work we do	25	54	14		79%	89%	77%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	21	45	23	8	66%	79%	64%	57%	

KEY



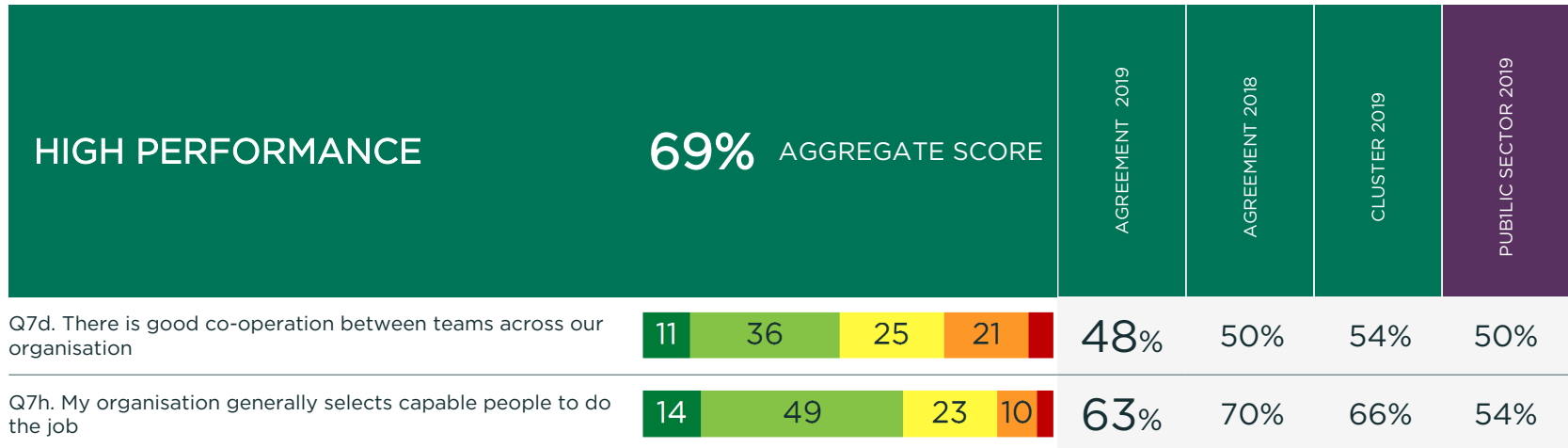


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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%



KEY





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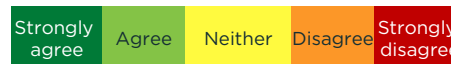
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PUBLIC SECTOR VALUES	71% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019		
	Q2a. My workgroup strives to achieve customer/client satisfaction	47	43	90%	93%	90%	86%	
Q2e. People in my workgroup treat each other with respect	46	39	9	85%	87%	86%	75%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	36	45	13	81%	87%	83%	75%	
Q5b. My manager listens to what I have to say	45	39	9	84%	88%	85%	76%	
Q6a. I believe senior managers provide clear direction for the future of the organisation	15	42	24	14	57%	67%	59%	51%
Q6c. I feel that senior managers model the values of my organisation	18	42	25	10	60%	68%	58%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	27	49	17		76%	86%	77%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	17	43	23	12	60%	69%	59%	48%
Q6h. I feel that senior managers listen to employees	16	38	28	13	54%	61%	53%	44%

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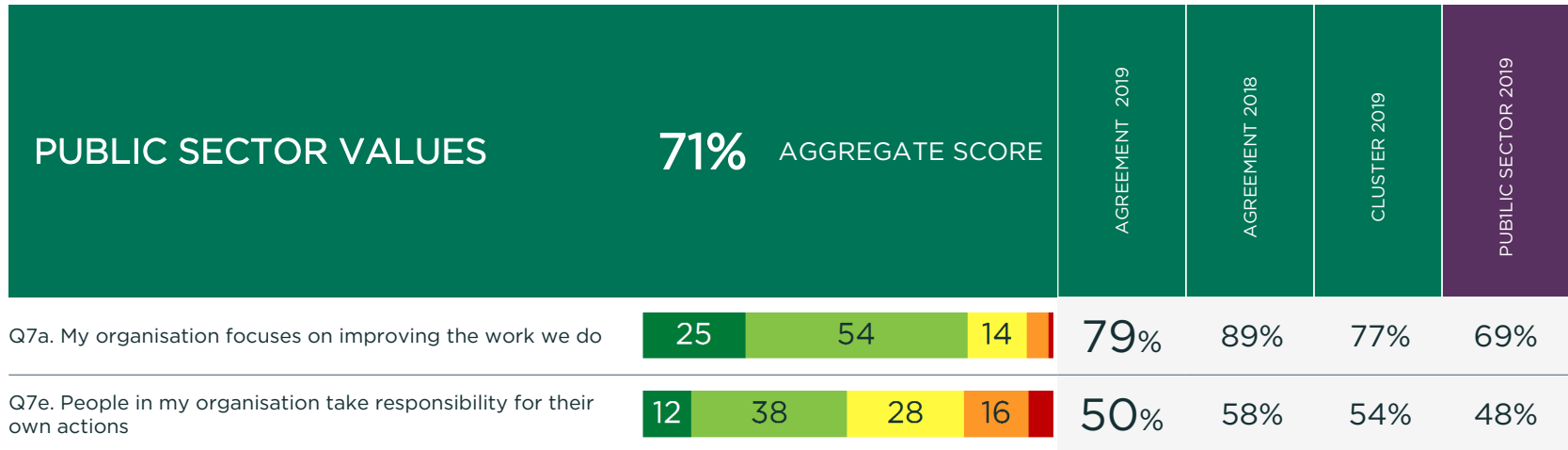


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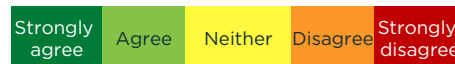
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DIVERSITY & INCLUSION	81% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	28	45	13	10	73%	77%	74%	67%
Q5b. My manager listens to what I have to say	45	39	9		84%	88%	85%	76%
Q5d. My manager encourages and values employee input	45	38	11		82%	85%	83%	73%
Q6i. Senior managers in my organisation support the career advancement of women	25	42	28		67%	72%	66%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	44	45	8		89%	89%	86%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	45	43	9		88%	88%	83%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	34	48	12		82%	83%	81%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	45	34	12		78%	83%	81%	59%
Q8e. My manager supports flexible working in my team	50	35	9		84%	85%	85%	63%

KEY



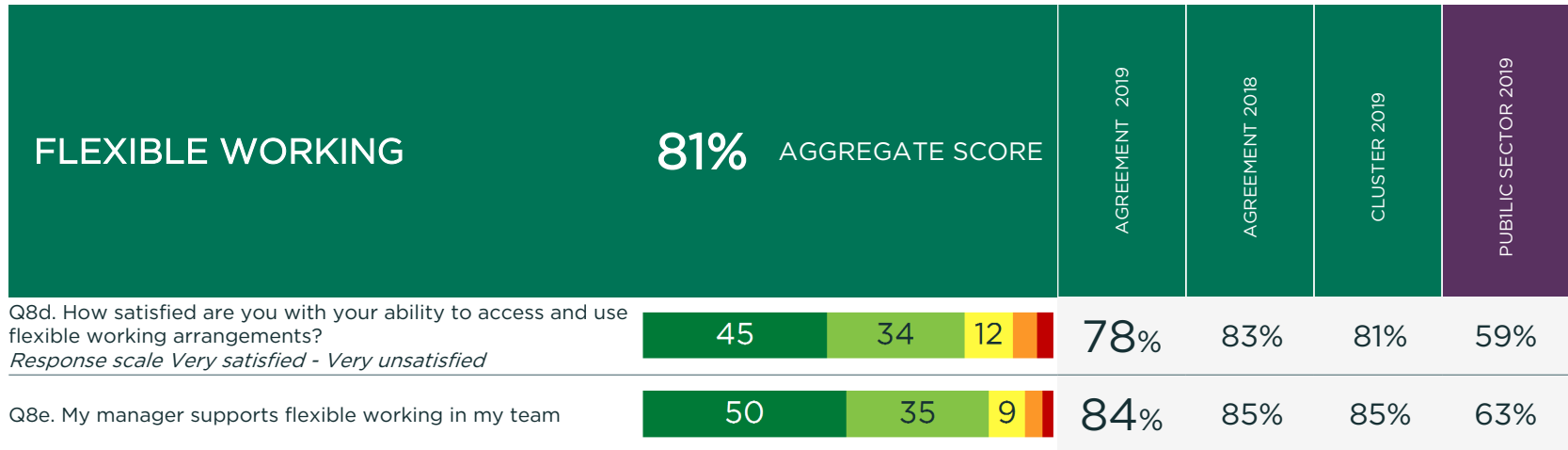


EXPLORE THE FULL RESULTS

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KEY



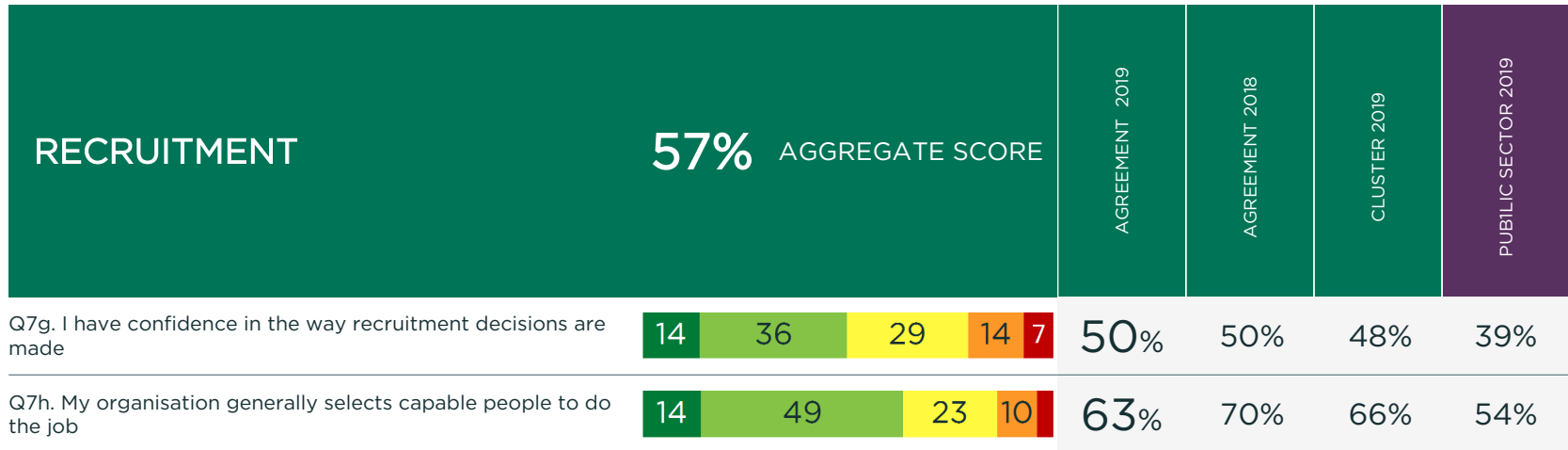


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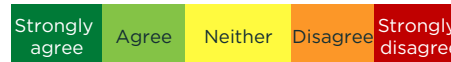
Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

60% AGGREGATE SCORE

		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		70%	73%	72%	66%
Q3e. My performance is assessed against clear criteria		48%	55%	52%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation		51%	58%	51%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do		79%	81%	80%	69%
Q5h. My manager deals appropriately with employees who perform poorly		53%	54%	55%	48%
Q7f. My organisation is committed to developing its employees		61%	69%	61%	53%

KEY





EXPLORE THE FULL RESULTS

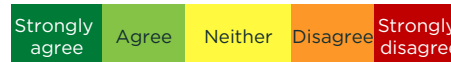
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Results are rounded and may not add up to 100%

WORKPLACE SUPPORT	77% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	28	45	13	10	73%	77%	74%	67%
Q1f. I am able to keep my work stress at an acceptable level	21	49	17	10	70%	73%	71%	61%
Q2c. I receive help and support from other members of my workgroup	43	44	9		87%	90%	86%	81%
Q2d. There is good team spirit in my workgroup	44	35	11		79%	80%	81%	70%

KEY



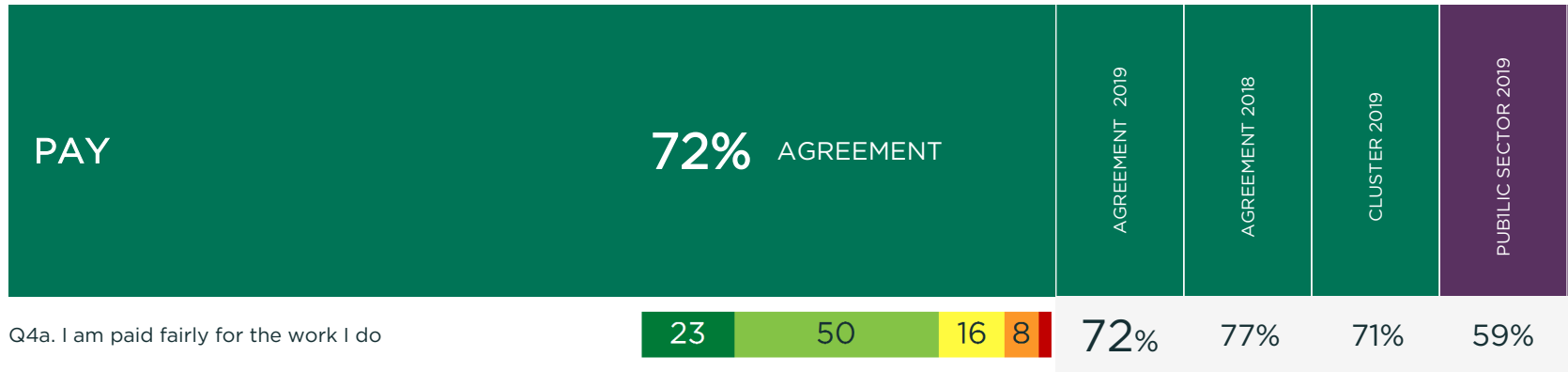


EXPLORE THE FULL RESULTS

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



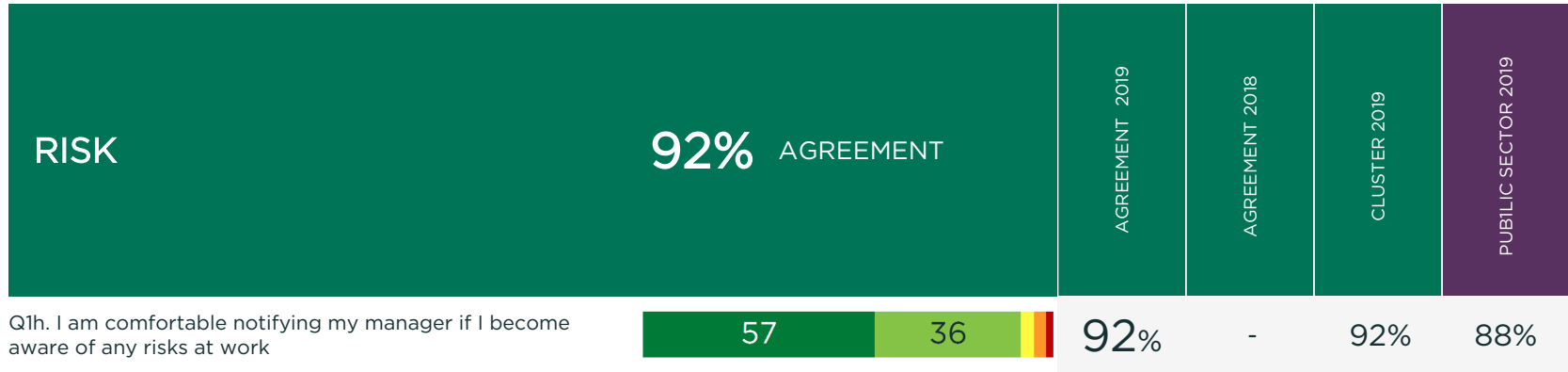


EXPLORE THE FULL RESULTS

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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



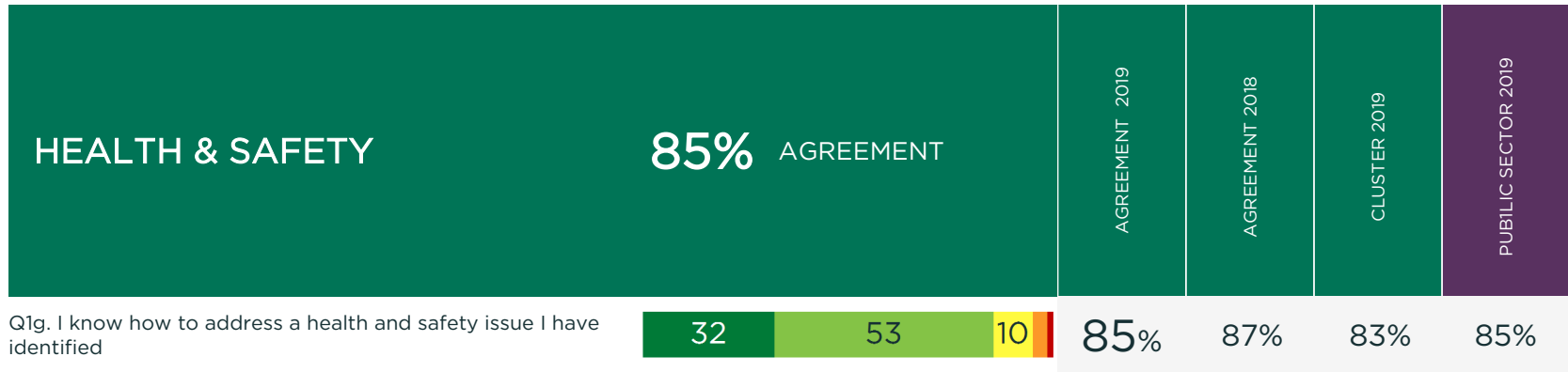


EXPLORE THE FULL RESULTS

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%

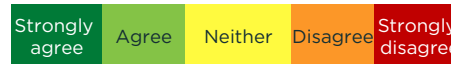
ACTION ON RESULTS

52% AGREEMENT

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



KEY



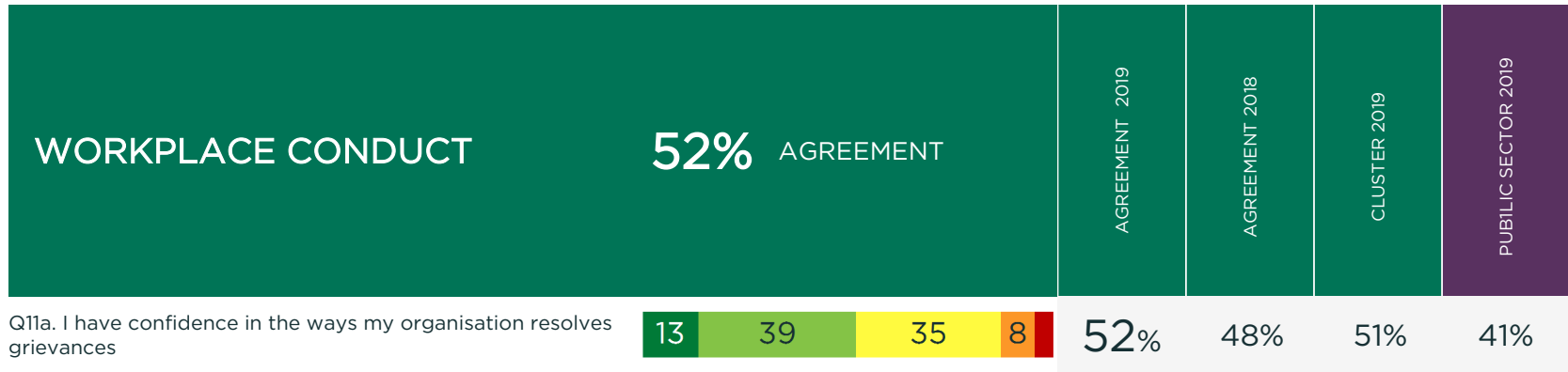


EXPLORE THE FULL RESULTS

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

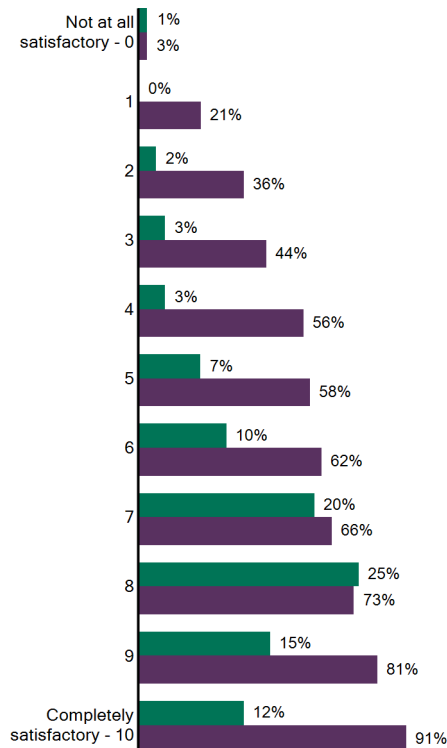
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

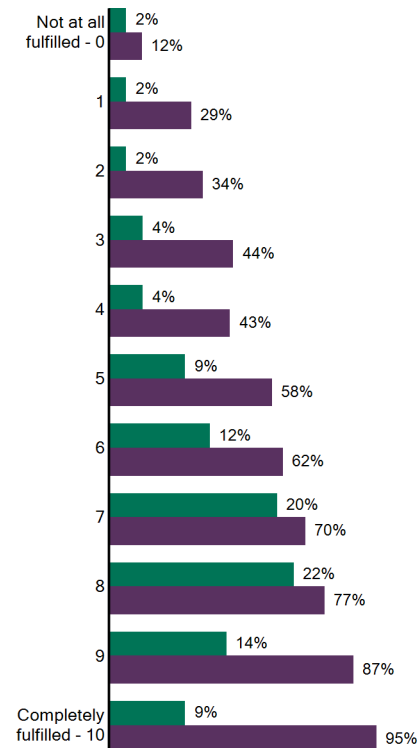
This compares Wellbeing to Engagement.

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



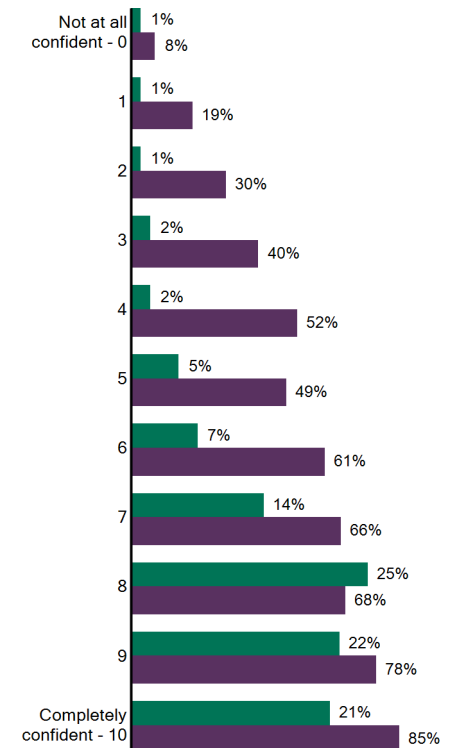
Proportion of respondents answering each response option

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	CLUSTER 2019	PUBLIC SECTOR 2019
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes		53%	62%	64%	71%
No		47%	38%	36%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		82%	87%	83%	76%
No		18%	13%	17%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		71%	76%	73%	60%
No		29%	24%	27%	40%



EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

MOBILITY

2019

2018

CLUSTER 2019

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		33%	29%	36%	41%
No		67%	71%	64%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

MOBILITY

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

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
There are no major barriers to my career progression		40%	44%	37%	29%
Lack of visible opportunities		30%	26%	32%	29%
Lack of promotion opportunities		29%	25%	32%	28%
Personal/family considerations		17%	19%	17%	29%
Geographic location considerations		14%	18%	12%	25%
Insufficient training and development		11%	8%	11%	15%
Lack of required capabilities or experience		10%	8%	10%	11%
The application/recruitment process is too cumbersome or time consuming		10%	10%	13%	22%
Lack of support for temporary assignments/secondments		9%	9%	10%	15%
Other		8%	10%	8%	9%
Lack of support from my manager/supervisor		8%	8%	8%	13%

% are calculated with the number of unique respondents (N = 1,004 to this question)



EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

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

Yes		16%	11%	13%	27%
No		66%	72%	70%	56%
Don't know		18%	17%	17%	17%

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

Yes		61%	60%	56%	65%
No		34%	40%	39%	32%
Don't know		5%	-	5%	4%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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UNACCEPTABLE CONDUCT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q13a. In the last 12 months I have witnessed bullying at work					
Yes		18%	18%	17%	33%
No		72%	74%	73%	57%
Don't know		10%	9%	10%	10%
Q13b. In the last 12 months I have been subjected to bullying at work					
Yes		9%	8%	8%	18%
No		84%	86%	85%	75%
Don't know		7%	6%	6%	7%



EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

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	CLUSTER 2019	PUBLIC SECTOR 2019
Your immediate manager/supervisor		30%	27%	24%	23%
A senior manager		27%	20%	30%	21%
A fellow worker at your level		26%	30%	27%	27%
Prefer not to say		8%	13%	12%	13%
A subordinate		5%	2%	4%	7%
Other		3%	8%	4%	5%
A client or customer		0%	-	0%	3%
A member of the public other than a client or customer		0%	-	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

CLUSTER 2019

PUBLIC SECTOR 2019

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

	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes	0%	1%	1%	4%
No	97%	98%	97%	94%
Don't know	2%	2%	2%	2%

Q14b. If yes to 14a, please indicate the role of the person who has been the source of the most serious physical harm and/or sexual harassment or abuse you have been subjected to in the last 12 months

A person at work	(r)
A member of the public	(r)
Other	(r)
Prefer not to say	(r)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
GENDER		
Male		41%
Female		57%
Other		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
AGE		
15-19		0%
20-24		2%
25-29	■	10%
30-34	■	16%
35-39	■	20%
40-44	■	17%
45-49	■	14%
50-54	■	11%
55-59	■	7%
60-64		3%
65+		1%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

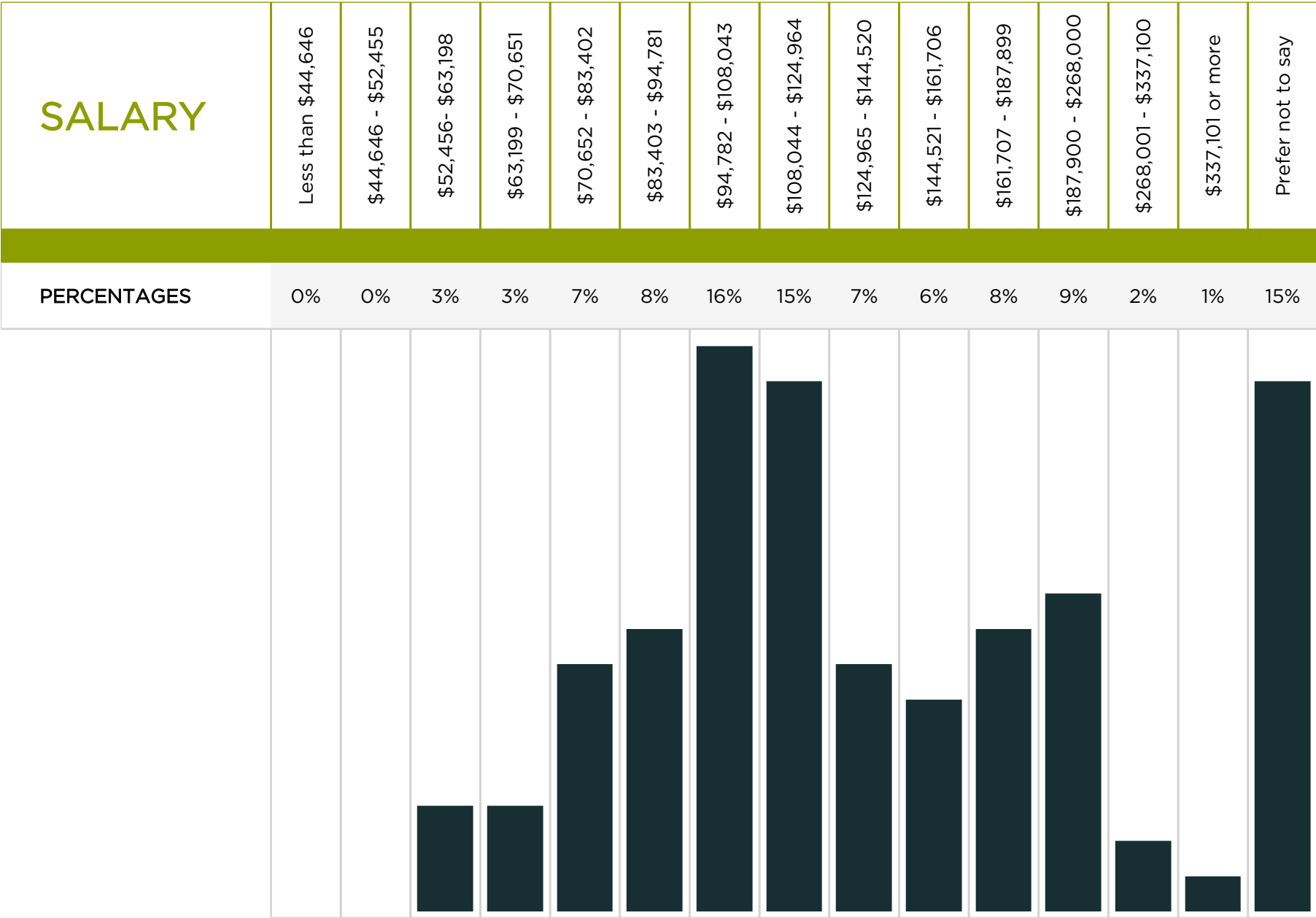
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	18%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	12%
Administrative support (e.g. executive/personal assistant, receptionist)	8%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	26%
Policy	3%
Research	1%
Program and project management support	13%
Legal (including developing and/or reviewing legislation)	2%
Other	17%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		29%
1 - 2 years		29%
2 - 5 years		31%
5 - 10 years		6%
10 - 20 years		5%
More than 20 years		0%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
Flexible start and finish times		75%
Working from home		67%
Working from different locations		33%
Working additional hours to make up for time off		24%
Leave without pay		14%
Working more hours over fewer days		11%
Part-time work		8%

% are calculated with the number of unique respondents (N = 980 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
None of the above		7%
Study leave		3%
Flexible scheduling for rostered workers		3%
Purchasing annual leave		3%
Other		2%
Job sharing		1%

% are calculated with the number of unique respondents (N = 980 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.

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	Insurance & Care NSW (icare)	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing,	Other service delivery work (work that does not involve contact with the public, but it is critical to the	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	1053	179	113	82	254	30	9	128	20	165
EMPLOYEE ENGAGEMENT	70%	68%	71%	76%	71%	78%	(r)	66%	(r)	69%
ENGAGEMENT WITH WORK	74%	77%	71%	80%	74%	80%	(r)	72%	(r)	74%
SENIOR MANAGERS	57%	56%	55%	69%	58%	66%	(r)	52%	(r)	58%
COMMUNICATION	72%	70%	69%	77%	74%	76%	(r)	73%	(r)	74%
HIGH PERFORMANCE	69%	67%	69%	77%	70%	75%	(r)	65%	(r)	68%
PUBLIC SECTOR VALUES	71%	69%	70%	76%	71%	77%	(r)	68%	(r)	71%
DIVERSITY & INCLUSION	81%	76%	80%	83%	84%	84%	(r)	82%	(r)	82%

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

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	Insurance & Care NSW (icare)	Less than \$44,646	\$44,646 - \$52,455	\$52,456 - \$63,198	\$63,199 - \$70,651	\$70,652 - \$83,402	\$83,403 - \$94,781	\$94,782 - \$108,043	\$108,044 - \$124,964	\$124,965 - \$144,520	\$144,521 - \$161,706	\$161,707 - \$187,899	\$187,900 - \$268,000	\$268,001 - \$337,100
NUMBER OF RESPONDENTS	1053	3	3	25	31	73	75	154	148	71	61	74	89	16
EMPLOYEE ENGAGEMENT	70%	(r)	(r)	(r)	73%	70%	73%	69%	71%	64%	75%	67%	71%	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	74%	67%	76%	71%	78%	69%	84%	77%	78%	(r)
SENIOR MANAGERS	57%	(r)	(r)	(r)	70%	65%	61%	52%	60%	57%	54%	56%	54%	(r)
COMMUNICATION	72%	(r)	(r)	(r)	73%	68%	74%	69%	77%	70%	71%	73%	76%	(r)
HIGH PERFORMANCE	69%	(r)	(r)	(r)	74%	70%	74%	66%	70%	67%	69%	66%	72%	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	74%	71%	72%	68%	74%	69%	70%	70%	71%	(r)
DIVERSITY & INCLUSION	81%	(r)	(r)	(r)	74%	75%	83%	76%	85%	80%	84%	82%	85%	(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

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	Insurance & Care NSW (icare)	\$337,101 or more	Prefer not to say
NUMBER OF RESPONDENTS	1053	10	142
EMPLOYEE ENGAGEMENT	70%	(r)	67%
ENGAGEMENT WITH WORK	74%	(r)	70%
SENIOR MANAGERS	57%	(r)	52%
COMMUNICATION	72%	(r)	69%
HIGH PERFORMANCE	69%	(r)	64%
PUBLIC SECTOR VALUES	71%	(r)	67%
DIVERSITY & INCLUSION	81%	(r)	82%

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

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	Insurance & Care NSW (icare)	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	1053	283	284	304	57	45	1
EMPLOYEE ENGAGEMENT	70%	73%	71%	68%	65%	67%	(r)
ENGAGEMENT WITH WORK	74%	75%	74%	75%	77%	75%	(r)
SENIOR MANAGERS	57%	65%	56%	54%	46%	53%	(r)
COMMUNICATION	72%	78%	72%	71%	66%	68%	(r)
HIGH PERFORMANCE	69%	73%	68%	67%	63%	69%	(r)
PUBLIC SECTOR VALUES	71%	75%	70%	70%	63%	70%	(r)
DIVERSITY & INCLUSION	81%	83%	82%	80%	75%	80%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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RESULTS BY TYPES OF FLEXIBLE WORKING



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Insurance & Care NSW (icare)	Flexible start and finish times	Working more hours over fewer days	Working additional hours to make up for time off	Flexible scheduling for rostered workers	Part-time work	Job sharing	Working from different locations	Working from home	Purchasing annual leave	Leave without pay	Study leave	Other	None of the above
NUMBER OF RESPONDENTS	1053	739	109	237	31	79	12	323	659	28	135	34	21	71
EMPLOYEE ENGAGEMENT	70%	71%	69%	71%	72%	65%	(r)	72%	70%	(r)	71%	65%	(r)	73%
ENGAGEMENT WITH WORK	74%	76%	69%	72%	70%	74%	(r)	79%	76%	(r)	73%	67%	(r)	78%
SENIOR MANAGERS	57%	57%	52%	58%	55%	54%	(r)	55%	55%	(r)	53%	52%	(r)	67%
COMMUNICATION	72%	74%	70%	73%	69%	77%	(r)	73%	73%	(r)	71%	69%	(r)	72%
HIGH PERFORMANCE	69%	70%	66%	69%	67%	71%	(r)	69%	68%	(r)	67%	64%	(r)	71%
PUBLIC SECTOR VALUES	71%	72%	68%	71%	67%	71%	(r)	71%	70%	(r)	67%	68%	(r)	72%
DIVERSITY & INCLUSION	81%	84%	82%	82%	79%	87%	(r)	85%	84%	(r)	82%	79%	(r)	75%

*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Insurance & Care NSW (icare)	Sydney East	Sydney West	Sydney - City and Inner South	Sydney - Parramatta	Central Coast	Illawarra	Newcastle and Lake Macquarie	Richmond - Tweed	Sydney - Blacktown	Sydney - Inner South West	Sydney - Inner West	Sydney - Outer West and Blue Mountains	Sydney - Eastern Suburbs
NUMBER OF RESPONDENTS	1053	643	130	636	126	68	39	19	3	2	2	2	2	1
EMPLOYEE ENGAGEMENT	70%	68%	75%	68%	75%	79%	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	73%	79%	73%	79%	84%	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	55%	64%	55%	64%	66%	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	72%	71%	76%	71%	75%	80%	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	69%	68%	74%	68%	74%	75%	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	69%	75%	69%	75%	77%	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	81%	82%	80%	82%	79%	85%	73%	(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

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CUT OFF LIMIT OF 30 RESPONDENTS



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Insurance & Care NSW (icare)	Sydney - North Sydney and Hornsby	Sydney - Northern Beaches	Capital Region	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley exc Newcastle	Mid North Coast	Murray	New England and North West	Outside NSW	Riverina	Southern Highlands and Shoalhaven
NUMBER OF RESPONDENTS	1053	1	1	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	81%	(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
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CUT OFF LIMIT OF 30 RESPONDENTS



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Insurance & Care NSW (icare)	Sydney - Baulkham Hills and Hawkesbury	Sydney - Outer South West	Sydney - Ryde	Sydney - South West	Sydney - Sutherland
NUMBER OF RESPONDENTS	1053	0	0	0	0	0
EMPLOYEE ENGAGEMENT	70%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	72%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	69%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	81%	(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%

	Insurance & Care NSW (icare)	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
NUMBER OF RESPONDENTS	1053	0	17	102	158	196	162	135	106	64	25	7
EMPLOYEE ENGAGEMENT	70%	(r)	(r)	70%	70%	70%	69%	72%	71%	69%	(r)	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	70%	73%	73%	76%	79%	79%	77%	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)	58%	57%	59%	57%	58%	55%	61%	(r)	(r)
COMMUNICATION	72%	(r)	(r)	73%	73%	73%	72%	74%	67%	77%	(r)	(r)
HIGH PERFORMANCE	69%	(r)	(r)	69%	69%	70%	67%	70%	68%	72%	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	70%	70%	72%	70%	72%	68%	75%	(r)	(r)
DIVERSITY & INCLUSION	81%	(r)	(r)	81%	82%	83%	81%	82%	76%	83%	(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%

	Insurance & Care NSW (icare)	Male	Female	Other
NUMBER OF RESPONDENTS	1053	402	560	20
EMPLOYEE ENGAGEMENT	70%	71%	70%	(r)
ENGAGEMENT WITH WORK	74%	77%	74%	(r)
SENIOR MANAGERS	57%	62%	55%	(r)
COMMUNICATION	72%	76%	71%	(r)
HIGH PERFORMANCE	69%	71%	68%	(r)
PUBLIC SECTOR VALUES	71%	74%	69%	(r)
DIVERSITY & INCLUSION	81%	84%	80%	(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

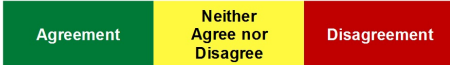
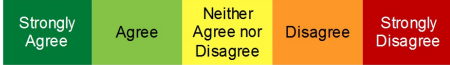
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.