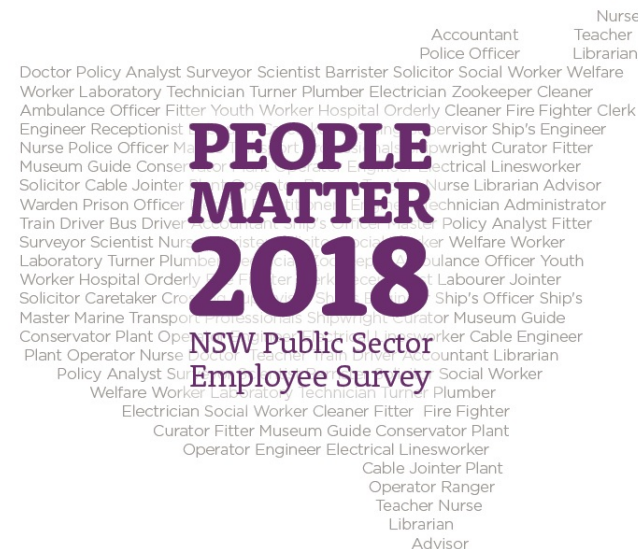


PEOPLE MATTER 2018

NSW Public Sector Employee Survey



AGENCY REPORT

Finance and Services

Department of Finance, Services and Innovation

Service NSW

RESPONSE RATE

100%

2,230 OF 2,230 RESPONDENTS

EMPLOYEE ENGAGEMENT

72%

DIFFERENCE FROM 2017 0
DIFFERENCE FROM PARENT* +6
DIFFERENCE FROM PUBLIC SECTOR +7

ENGAGEMENT WITH WORK

76%

DIFFERENCE FROM 2017 +1
DIFFERENCE FROM PARENT* +5
DIFFERENCE FROM PUBLIC SECTOR +4

SENIOR MANAGERS

62%

DIFFERENCE FROM 2017 +1
DIFFERENCE FROM PARENT* +6
DIFFERENCE FROM PUBLIC SECTOR +13

COMMUNICATION

71%

DIFFERENCE FROM 2017 +2
DIFFERENCE FROM PARENT* +4
DIFFERENCE FROM PUBLIC SECTOR +9

HIGH PERFORMANCE

74%

DIFFERENCE FROM 2017 +1
DIFFERENCE FROM PARENT* +6
DIFFERENCE FROM PUBLIC SECTOR +10

PUBLIC SECTOR VALUES

73%

DIFFERENCE FROM 2017 +1
DIFFERENCE FROM PARENT* +5
DIFFERENCE FROM PUBLIC SECTOR +11

DIVERSITY & INCLUSION

75%

DIFFERENCE FROM PARENT* +1
DIFFERENCE FROM PUBLIC SECTOR +7

FLEXIBLE WORKING SATISFACTION

57%

DIFFERENCE FROM 2017 +5
DIFFERENCE FROM PARENT* -11
DIFFERENCE FROM PUBLIC SECTOR -2

ACTION ON RESULTS

47%

DIFFERENCE FROM 2017 -1
DIFFERENCE FROM PARENT* 0
DIFFERENCE FROM PUBLIC SECTOR +11



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 Department of Finance, Services and Innovation

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

1a.	I understand what is expected of me to do well in my role	94%	95%
2a.	My workgroup strives to achieve customer/client satisfaction	92%	91%
2c.	I receive help and support from other members of my workgroup	89%	88%
1g.	I know how to address a health and safety issue I have identified	87%	-
2b.	My workgroup works collaboratively to achieve its objectives	86%	84%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	85%	85%
8b.	Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	84%	84%
2e.	People in my workgroup treat each other with respect	84%	84%
5a.	My manager encourages people in my workgroup to keep improving the work they do	83%	81%
5b.	My manager listens to what I have to say	82%	80%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

14.	I believe action will be taken on the results from this survey by my organisation	47%	48%
7g.	I have confidence in the way recruitment decisions are made	48%	45%
9a.	I have confidence in the ways my organisation resolves grievances	54%	51%
6h.	I feel that senior managers listen to employees	54%	52%
3g.	I am satisfied with the opportunities available for career development in my organisation	55%	55%
7c.	I feel that change is managed well in my organisation	56%	60%
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	57%	52%
6b.	I feel that senior managers effectively lead and manage change	59%	58%
5h.	My manager appropriately deals with employees who perform poorly	60%	58%
6e.	Senior managers promote collaboration between my organisation and other organisations we work with	61%	60%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are your highest and lowest scoring agreement questions from the survey, based on respondents who have selected 'Strongly Agree' and 'Agree'.

MOST AND LEAST IMPROVED QUESTIONS

+ MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

8d.	How satisfied are you with your ability to access and use flexible working arrangements?	57%	52%
6g.	I feel that senior managers keep employees informed about what's going on	62%	59%
5e.	My manager involves my workgroup in decisions about our work	74%	71%
9a.	I have confidence in the ways my organisation resolves grievances	54%	51%
1f.	I am able to keep my work stress at an acceptable level	72%	69%
6h.	I feel that senior managers listen to employees	54%	52%
1b.	I am provided with the support I need to do my best at work	75%	73%
7g.	I have confidence in the way recruitment decisions are made	48%	45%
2b.	My workgroup works collaboratively to achieve its objectives	86%	84%
5b.	My manager listens to what I have to say	82%	80%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

7c.	I feel that change is managed well in my organisation	56%	60%
7k.	I feel a strong personal attachment to my organisation	65%	67%
3f.	I have received appropriate training and development to do my job well	64%	66%
7d.	There is good co-operation between teams across our organisation	62%	63%
14.	I believe action will be taken on the results from this survey by my organisation	47%	48%
1c.	My job gives me a feeling of personal accomplishment	77%	77%



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

Q14. I believe action will be taken on the results from this survey by my organisation



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



Q6h. I feel that senior managers listen to employees



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



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



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

Q14. I believe action will be taken on the results from this survey by my organisation



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



Q6h. I feel that senior managers listen to employees



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



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



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

Q14. I believe action will be taken on the results from this survey by my organisation



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



Q6h. I feel that senior managers listen to employees



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



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



FIND YOUR HIGHEST NEUTRAL SCORES

THESE ARE YOUR HIGHEST NEUTRAL SCORING QUESTIONS

- WHAT ARE EMPLOYEES MOST POSITIVE ABOUT? (STRENGTHS)

- WHAT ARE EMPLOYEES MOST NEUTRAL ABOUT? WHERE A LOT OF EMPLOYEES ARE RESPONDING 'NEITHER AGREE NOR DISAGREE' (% NEUTRAL), THIS MAY INDICATE MIXED VIEWS OR INCONSISTENT EXPERIENCES. (AREAS OF POTENTIAL)

- WHAT ARE EMPLOYEES MOST NEGATIVE ABOUT? (AREAS OF CONCERN)



WHAT'S NEXT?

Sector employees have given their feedback and these results show where actions and improvements are required.

Research has shown that a key reason why employees can become disengaged is if they are asked their opinion and then no action takes place as a result.

47%

of employees replied favourably to:

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

37%

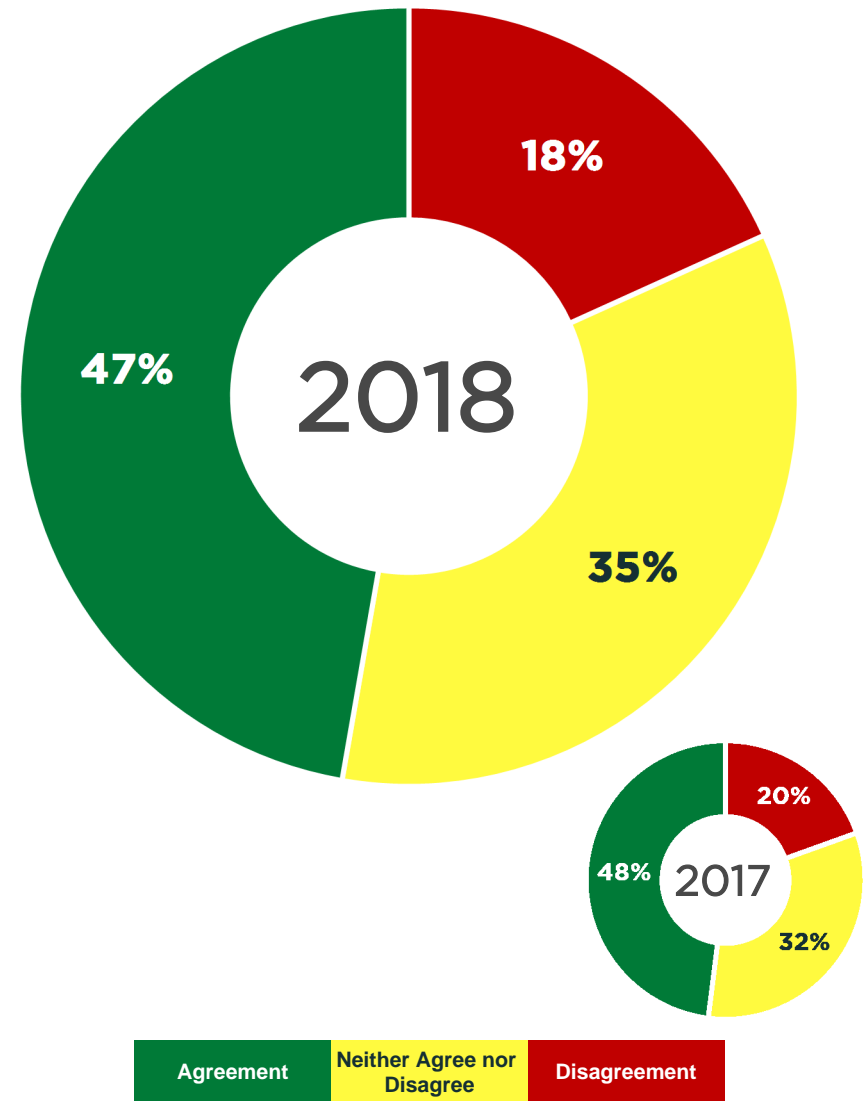
SECTOR

48%

CLUSTER

48%

2017



KEY DRIVERS OF ENGAGEMENT



Employee Engagement scores at different levels are shown in earlier and following pages.

These results show the issues that are the most significant influencers of employee engagement in the workplace at this level.

The questions are ranked in order of influence. In prioritising areas for action, it is common to focus on items with a low agreement score but higher in the ranked list of drivers, as they have higher impact. Variation of drivers within the organisation and business priorities should be considered.

If Engagement scores are high, other scores are often high as well.

*Parent refers to Department of Finance, Services and Innovation

RANK

		% AGREEMENT 2018	% AGREEMENT 2017	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	Q7f. My organisation is committed to developing its employees	64%	63%	56%	52%
2	Q7a. My organisation focuses on improving the work we do	81%	80%	75%	69%
3	Q7b. My organisation is making the necessary improvements to meet our future challenges	73%	72%	65%	57%
4	Q6h. I feel that senior managers listen to employees	54%	52%	51%	43%
5	Q8c. I am able to speak up and share a different view to my colleagues and manager	74%	74%	73%	67%
6	Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	85%	85%	81%	76%

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Service NSW

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.

	Service NSW	Corporate Relations	Customer	Finance	Operations	Partner Solutions	People and Culture	Product	Service Delivery
NUMBER OF RESPONDENTS	2230	35	640	50	57	14	49	52	1266
EMPLOYEE ENGAGEMENT	72%	80%	71%	67%	71%	64%	74%	74%	73%
ENGAGEMENT WITH WORK	76%	87%	74%	69%	83%	79%	80%	79%	77%
SENIOR MANAGERS	62%	71%	61%	57%	64%	62%	63%	59%	62%
COMMUNICATION	71%	80%	69%	64%	74%	80%	76%	73%	71%
HIGH PERFORMANCE	74%	83%	73%	65%	72%	73%	79%	73%	75%
PUBLIC SECTOR VALUES	73%	81%	72%	66%	71%	75%	78%	72%	74%
DIVERSITY & INCLUSION	75%	88%	72%	70%	80%	87%	85%	80%	75%

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.

EMPLOYEE ENGAGEMENT	72% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018		
Q7i. I would recommend my organisation as a great place to work	30	44	18	74%	72%	64%	64%	61%	
Q7j. I am proud to tell others I work for my organisation	36	42	16	78%	77%	68%	68%	69%	
Q7k. I feel a strong personal attachment to my organisation	27	38	24	7	65%	67%	58%	58%	63%
Q7l. My organisation motivates me to help it achieve its objectives	27	42	22	68%	69%	59%	59%	55%	
Q7m. My organisation inspires me to do the best in my job	27	41	22	69%	69%	59%	59%	55%	

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

ENGAGEMENT WITH WORK	76% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018	
Q1c. My job gives me a feeling of personal accomplishment	30	47	15	77%	77%	73%	73%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	34	42	14	77%	76%	72%	72%	72%
Q1e. I am satisfied with my job	27	48	16	75%	73%	70%	70%	69%

KEY





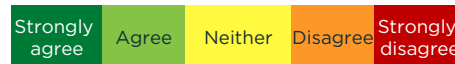
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

SENIOR MANAGERS	62% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q6a. I believe senior managers provide clear direction for the future of the organisation	20	42	25	9	62%	62%	55%	55%	49%
Q6b. I feel that senior managers effectively lead and manage change	20	39	26	11	59%	58%	51%	51%	46%
Q6c. I feel that senior managers model the values of my organisation	22	41	25	8	63%	62%	56%	56%	50%
Q6d. Senior managers encourage innovation by employees	21	45	25		66%	66%	58%	58%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	19	41	30		61%	60%	58%	58%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	26	47	21		72%	71%	70%	70%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	21	42	22	11	62%	59%	55%	55%	47%
Q6h. I feel that senior managers listen to employees	18	36	30	9	54%	52%	51%	51%	43%
Q7c. I feel that change is managed well in my organisation	18	38	25	14	56%	60%	44%	44%	40%

KEY





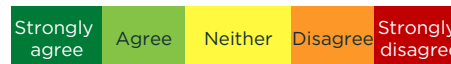
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

COMMUNICATION	71% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018		
Q5c. My manager communicates effectively with me	40	38	13	78%	77%	75%	75%	72%	
Q5d. My manager encourages and values employee input	41	38	12	79%	77%	77%	77%	72%	
Q5e. My manager involves my workgroup in decisions about our work	37	37	15	7	74%	71%	71%	71%	67%
Q6g. I feel that senior managers keep employees informed about what's going on	21	42	22	11	62%	59%	55%	55%	47%
Q6h. I feel that senior managers listen to employees	18	36	30	9	54%	52%	51%	51%	43%
Q8c. I am able to speak up and share a different view to my colleagues and manager	33	41	16	74%	74%	73%	73%	67%	

KEY





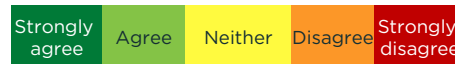
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

	HIGH PERFORMANCE		74% AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018	
Q1a. I understand what is expected of me to do well in my role	48	46		94%	95%	88%	88%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	42	44	9	86%	84%	82%	82%	79%	
Q3f. I have received appropriate training and development to do my job well	23	41	21	11	64%	66%	60%	60%	65%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	40	43	10		83%	81%	78%	78%	74%
Q5f. I have confidence in the decisions my manager makes	40	37	15		76%	74%	72%	72%	68%
Q6d. Senior managers encourage innovation by employees	21	45	25		66%	66%	58%	58%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	19	41	30		61%	60%	58%	58%	52%
Q7a. My organisation focuses on improving the work we do	29	52	13		81%	80%	75%	75%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	25	48	18		73%	72%	65%	65%	57%

KEY





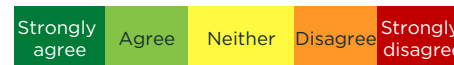
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

	74% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q7d. There is good co-operation between teams across our organisation	21	41	25	10	62%	63%	53%	53%	49%
Q7h. My organisation generally selects capable people to do the job	17	48	21	9	65%	65%	58%	58%	54%

KEY





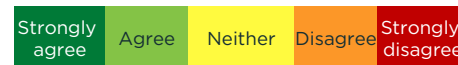
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

PUBLIC SECTOR VALUES	73% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018		
Q2a. My workgroup strives to achieve customer/client satisfaction	49	43	92%	91%	88%	88%	86%		
Q2e. People in my workgroup treat each other with respect	46	38	10	84%	84%	81%	81%	75%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	40	43	10	83%	81%	78%	78%	74%	
Q5b. My manager listens to what I have to say	42	40	10	82%	80%	80%	80%	76%	
Q6a. I believe senior managers provide clear direction for the future of the organisation	20	42	25	9	62%	62%	55%	55%	49%
Q6c. I feel that senior managers model the values of my organisation	22	41	25	8	63%	62%	56%	56%	50%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	26	47	21		72%	71%	70%	70%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	21	42	22	11	62%	59%	55%	55%	47%
Q6h. I feel that senior managers listen to employees	18	36	30	9	54%	52%	51%	51%	43%

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

PUBLIC SECTOR VALUES	73% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018		
	Q7a. My organisation focuses on improving the work we do	29	52	13	81%	80%	75%	75%	69%
Q7e. People in my organisation take responsibility for their own actions	18	45	24	9	63%	64%	55%	55%	49%

KEY





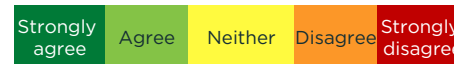
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

DIVERSITY & INCLUSION	75% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018	
Q1b. I am provided with the support I need to do my best at work	29	47	14	8	75%	73%	69%	69%	65%	
Q5b. My manager listens to what I have to say	42	40	10		82%	80%	80%	80%	76%	
Q5d. My manager encourages and values employee input	41	38	12		79%	77%	77%	77%	72%	
Q6i. Senior managers in my organisation support the career advancement of women	29	41	23		70%	70%	66%	66%	60%	
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	40	45	11		85%	85%	81%	81%	76%	
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	41	43	11		84%	84%	78%	78%	75%	
Q8c. I am able to speak up and share a different view to my colleagues and manager	33	41	16		74%	74%	73%	73%	67%	
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	24	33	22	12	9	57%	52%	68%	68%	59%
Q8e. My manager supports flexible working in my team	30	33	22	9		63%	-	73%	73%	63%

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

FLEXIBLE WORKING		60% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC LIC SECTOR 2018
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>		57%	52%	68%	68%	59%					
Q8e. My manager supports flexible working in my team		63%	-	73%	73%	63%					

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

RECRUITMENT	56% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q7g. I have confidence in the way recruitment decisions are made	16	32	28	14	10	48%	45%	43%	43%	37%
Q7h. My organisation generally selects capable people to do the job	17	48	21	9		65%	65%	58%	58%	54%

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

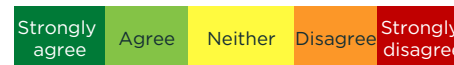
Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PERFORMANCE FRAMEWORK & DEVELOPMENT

68% AGGREGATE SCORE

		AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC LIC SECTOR 2018
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		78%	76%	71%	71%	65%
Q3e. My performance is assessed against clear criteria		74%	74%	61%	61%	56%
Q3g. I am satisfied with the opportunities available for career development in my organisation		55%	55%	49%	49%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do		75%	75%	74%	74%	69%
Q5h. My manager appropriately deals with employees who perform poorly		60%	58%	51%	51%	46%
Q7f. My organisation is committed to developing its employees		64%	63%	56%	56%	52%

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

	80% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	29	47	14	8	75%	73%	69%	69%	65%
Q1f. I am able to keep my work stress at an acceptable level	23	49	16	9	72%	69%	68%	68%	60%
Q2c. I receive help and support from other members of my workgroup	46	43	7		89%	88%	85%	85%	81%
Q2d. There is good team spirit in my workgroup	45	37	11		82%	80%	75%	75%	70%

KEY

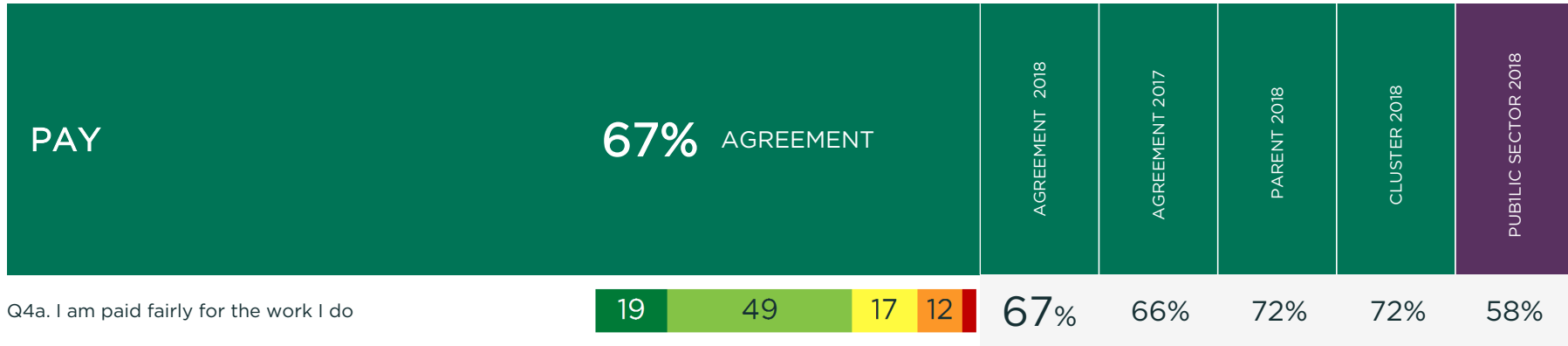




EXPLORE THE FULL RESULTS

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.



KEY

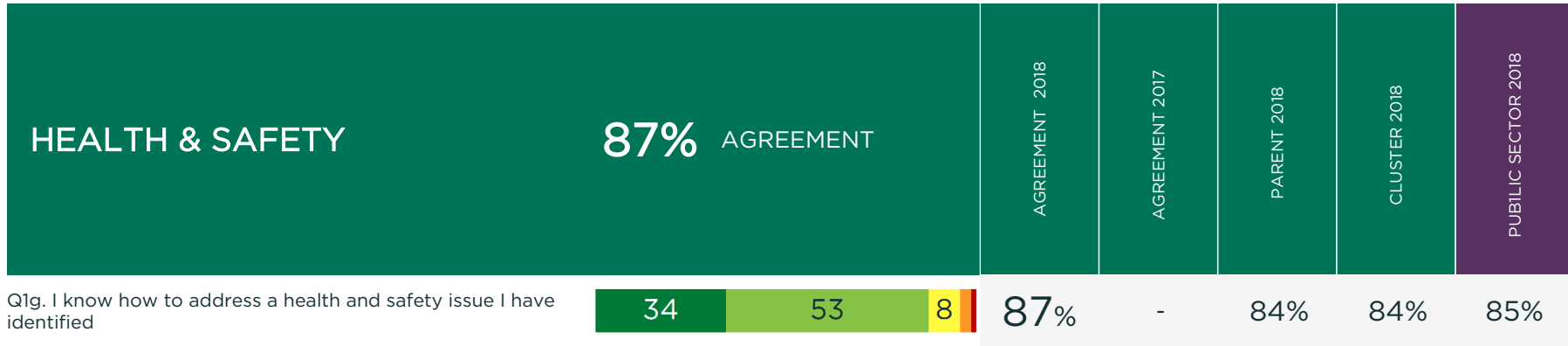




EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

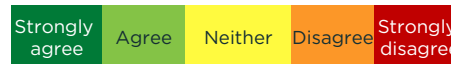
ACTION ON RESULTS

47% AGREEMENT

Q14. I believe action will be taken on the results from this survey by my organisation



KEY

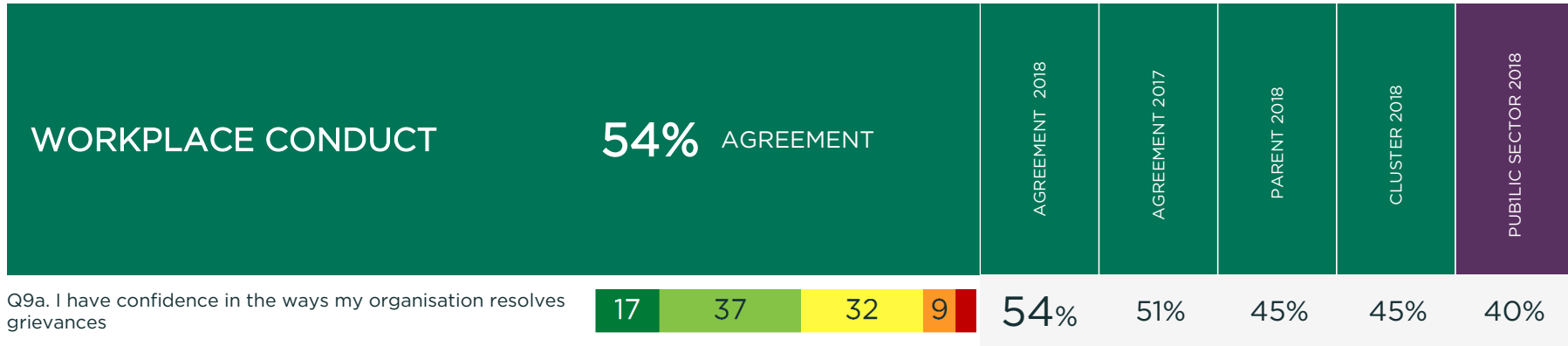




EXPLORE THE FULL RESULTS

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.



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT

		2018	2017	PARENT 2018	PUBLIC SECTOR 2018
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes		78%	77%	79%	71%
No		22%	23%	21%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		82%	81%	80%	76%
No		18%	19%	20%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		71%	67%	68%	58%
No		29%	33%	32%	42%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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?

		2018	2017	PARENT 2018	PUBLIC SECTOR 2018
Yes		44%	46%	46%	41%
No		56%	54%	54%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

Q3i. Are there barriers preventing you from moving to another role?

		2018	2017	PARENT 2018	PUBLIC SECTOR 2018
There are no major barriers to my career progression		32%	34%	32%	32%
Geographic location considerations		29%	28%	28%	26%
Lack of visible opportunities		28%	29%	31%	30%
Lack of promotion opportunities		27%	28%	30%	29%
Personal/family considerations		26%	29%	25%	30%
Insufficient training and development		18%	18%	16%	16%
The application/recruitment process is too cumbersome or time consuming		16%	17%	22%	23%
Lack of required capabilities or experience		13%	11%	13%	11%
Lack of support for temporary assignments/secondments		12%	13%	15%	15%
Lack of support from my manager/supervisor		12%	12%	12%	14%
Other		10%	8%	11%	9%

% are calculated with the number of unique respondents (N = 2,092 to this question)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

PARENT 2018

PUBLIC SECTOR 2018

Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work

		2018	2017	PARENT 2018	PUBLIC SECTOR 2018
Yes		16%	16%	18%	24%
No		65%	70%	63%	58%
Don't know		19%	14%	19%	18%

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







		2018	2017	PARENT 2018	PUBLIC SECTOR 2018
Yes		65%	57%	62%	66%
No		32%	40%	36%	32%
Don't know		3%	3%	2%	2%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

		2018	2017	PARENT 2018	PUBLIC SECTOR 2018
Q11a. In the last 12 months I have witnessed bullying at work					
Yes		21%	20%	23%	33%
No		69%	71%	66%	57%
Don't know		10%	8%	11%	10%
Q11b. In the last 12 months I have been subjected to bullying at work					
Yes		11%	10%	12%	18%
No		81%	83%	81%	76%
Don't know		8%	7%	8%	6%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

Q11c. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months

		2018	2017	PARENT 2018	PUBLIC SECTOR 2018
Your Immediate Manager/Supervisor		40%	40%	29%	23%
A fellow worker at your level		25%	20%	21%	27%
Prefer not to say		19%	23%	18%	14%
A senior manager		9%	10%	23%	21%
Other		3%	2%	3%	4%
A subordinate		3%	2%	5%	7%
A client or customer		1%	3%	1%	2%
A member of the public other than a client or customer		0%	1%	0%	1%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

		2018	2017	PARENT 2018	PUBLIC SECTOR 2018
Q12a. In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work					
Yes		1%	-	1%	3%
No		97%	-	97%	94%
Don't know		2%	-	2%	2%
Q12b. If yes to 12a, please indicate the role of the person who has been the source of the most serious physical harm and/or sexual harassment or abuse you have been subjected to in the last 12 months					
A person at work		32%	-	58%	39%
A member of the public		46%	-	23%	37%
Other		4%	-	4%	19%
Prefer not to say		18%	-	15%	6%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

FINANCE AND SERVICES CUSTOMISED QUESTIONS		2018	PARENT 2018	CLUSTER 2018
Q1. What level is your current role?				
SEB 1		18%	11%	11%
SEB 2		5%	3%	3%
SEB 3		5%	3%	3%
Non-executive who manages employees		14%	19%	19%
Non-executive who does not manage employees		57%	64%	64%
Q2. This survey asks questions about senior managers. Which managers are closest to those you were thinking about when you answered these questions?				
Secretary and executive team		4%	4%	4%
Deputy Secretary and executive team		2%	6%	6%
Executive Directors		12%	15%	15%
Directors		13%	27%	27%
The managers of my manager/team leader		68%	48%	48%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

FINANCE AND SERVICES CUSTOMISED QUESTIONS		2018	PARENT 2018	CLUSTER 2018
Q3. Have you noticed senior managers taking action as a result of the last PMES?				
Yes		21%	30%	30%
No		20%	22%	22%
Not sure		58%	48%	48%
Q4. Are you currently working in an activity based environment?				
Yes		23%	46%	46%
No		12%	36%	36%
Not applicable (for Service NSW staff)		65%	18%	18%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

FINANCE AND SERVICES CUSTOMISED QUESTIONS

2018

PARENT 2018

CLUSTER 2018

Q5. If you answered YES, how satisfied are you with your activity based working environment?

		2018	PARENT 2018	CLUSTER 2018
Very satisfied		25%	19%	19%
Satisfied		43%	39%	39%
Neutral		21%	23%	23%
Unsatisfied		8%	10%	10%
Very unsatisfied		3%	8%	8%
Not applicable		0%	0%	0%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

FINANCE AND SERVICES CUSTOMISED QUESTIONS		2018	PARENT 2018	CLUSTER 2018
Q6. If more flexible work options were available, would you consider discussing them with your manager?				
Yes		87%	89%	89%
No		13%	11%	11%
Q7. Have you applied for an ongoing or acting opportunity in the Finance and Services cluster or elsewhere in the past twelve months?				
Yes		21%	29%	29%
No		79%	71%	71%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

FINANCE AND SERVICES CUSTOMISED QUESTIONS

Q8. If YES, which best describes your most recent career development experience?

		2018	PARENT 2018	CLUSTER 2018
Applied for and won an acting or ongoing role in the Finance and Services cluster		32%	42%	42%
Applied for and did not win an acting or ongoing role in the Finance and Services cluster		27%	28%	28%
Applied for and did not win an acting or ongoing role elsewhere in the NSW public sector		12%	9%	9%
Applied for a position outside the NSW public sector		5%	4%	4%
Other		19%	14%	14%
Not applicable		5%	3%	3%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

FINANCE AND SERVICES CUSTOMISED QUESTIONS

Q9. In the past 12 months, what has made the greatest difference to your career development?

		2018	PARENT 2018	CLUSTER 2018
Attending Leadership Excellence (DFSI only)		0%	1%	1%
Attending Leadership Essentials (DFSI only)		0%	2%	2%
Attending a leadership program		3%	2%	2%
Accessing the online portal of self-directed courses on myCareer (Lynda.com)		2%	3%	3%
Attending the 7 Habits program		12%	5%	5%
Conversations with your manager		28%	26%	26%
Coaching		10%	6%	6%
Mentoring		7%	7%	7%
Stretch opportunity or project work within current role		6%	15%	15%
Networking opportunity		5%	7%	7%
Other		28%	27%	27%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
GENDER		
Male		28%
Female		70%
Other		1%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
AGE		
15 - 19		2%
20 - 24		11%
25 -29		16%
30 - 34		16%
35 - 39		14%
40 - 44		12%
45 - 49		12%
50 - 54		9%
55 - 59		5%
60 - 64		2%
65+		0%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

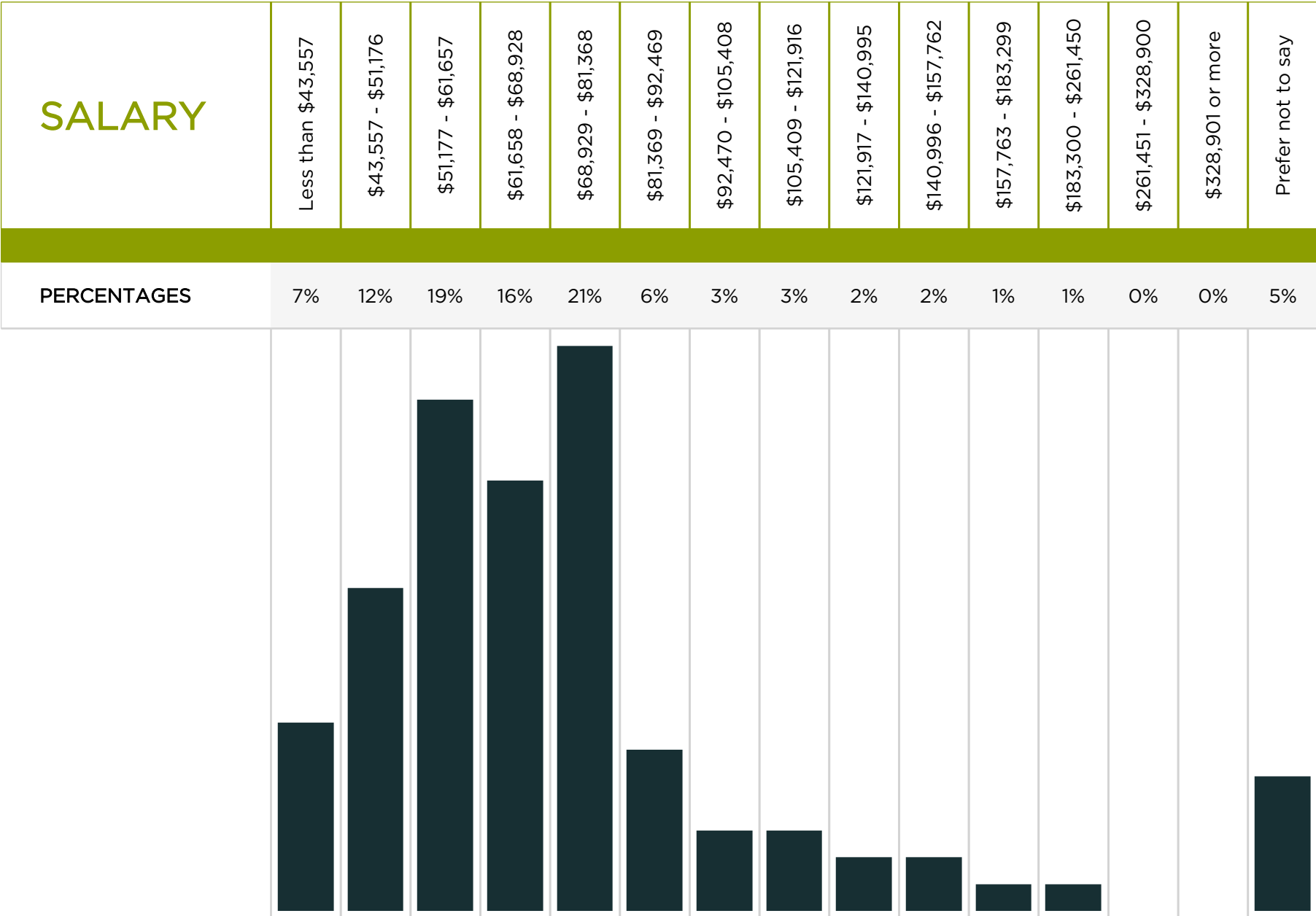
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	71%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	8%
Administrative support (e.g. executive/personal assistant, receptionist)	2%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	6%
Policy	1%
Research	0%
Program and project management support	2%
Legal (including developing and/or reviewing legislation)	-
Other	9%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

SALARY



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		28%
1 - 2 years		16%
2 - 5 years		49%
5 - 10 years		4%
10 - 20 years		1%
More than 20 years		1%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
FLEXIBLE WORKING		
None of the above		50%
Flexible start and finish times		24%
Part-time work		13%
Working additional hours to make up for time off		10%
Working from home		9%
Flexible scheduling for rostered workers		8%
Working from different locations		6%

% are calculated with the number of unique respondents (N = 1,961 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
FLEXIBLE WORKING		
Working more hours over fewer days		6%
Leave without pay		6%
Other		3%
Purchasing annual leave		2%
Study leave		1%
Job sharing		1%

% are calculated with the number of unique respondents (N = 1,961 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.

	Service NSW	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	2230	1424	166	46	130	11	3	50	0	188
EMPLOYEE ENGAGEMENT	72%	72%	74%	71%	72%	(r)	(r)	76%	(r)	71%
ENGAGEMENT WITH WORK	76%	76%	80%	74%	78%	(r)	(r)	85%	(r)	74%
SENIOR MANAGERS	62%	60%	68%	74%	64%	(r)	(r)	72%	(r)	61%
COMMUNICATION	71%	69%	76%	74%	76%	(r)	(r)	80%	(r)	70%
HIGH PERFORMANCE	74%	74%	76%	75%	76%	(r)	(r)	80%	(r)	71%
PUBLIC SECTOR VALUES	73%	72%	78%	77%	75%	(r)	(r)	80%	(r)	71%
DIVERSITY & INCLUSION	75%	73%	80%	77%	82%	(r)	(r)	87%	(r)	74%

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.

	Service NSW	Less than \$43,557	\$43,557 - \$51,176	\$51,177 - \$61,657	\$61,658 - \$68,928	\$68,929 - \$81,368	\$81,369 - \$92,469	\$92,470 - \$105,408	\$105,409 - \$121,916	\$121,917 - \$140,995	\$140,996 - \$157,762	\$157,763 - \$183,299	\$183,300 - \$261,450	\$261,451 - \$328,900
NUMBER OF RESPONDENTS	2230	148	236	386	330	420	123	67	59	47	39	23	29	5
EMPLOYEE ENGAGEMENT	72%	78%	76%	76%	68%	68%	75%	70%	69%	68%	77%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	76%	81%	77%	78%	69%	76%	85%	88%	75%	77%	87%	(r)	(r)	(r)
SENIOR MANAGERS	62%	76%	72%	67%	51%	55%	68%	57%	55%	58%	71%	(r)	(r)	(r)
COMMUNICATION	71%	80%	77%	75%	62%	65%	78%	69%	73%	71%	75%	(r)	(r)	(r)
HIGH PERFORMANCE	74%	83%	81%	78%	66%	70%	79%	73%	69%	67%	79%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	73%	83%	81%	77%	64%	68%	78%	71%	70%	70%	78%	(r)	(r)	(r)
DIVERSITY & INCLUSION	75%	83%	80%	77%	67%	69%	81%	77%	80%	79%	82%	(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.

	Service NSW	\$328,901 or more	Prefer not to say
NUMBER OF RESPONDENTS	2230	2	108
EMPLOYEE ENGAGEMENT	72%	(r)	67%
ENGAGEMENT WITH WORK	76%	(r)	66%
SENIOR MANAGERS	62%	(r)	56%
COMMUNICATION	71%	(r)	63%
HIGH PERFORMANCE	74%	(r)	68%
PUBLIC SECTOR VALUES	73%	(r)	67%
DIVERSITY & INCLUSION	75%	(r)	67%

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.

	Service NSW	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	2230	567	331	982	82	26	23
EMPLOYEE ENGAGEMENT	72%	80%	74%	67%	67%	(r)	(r)
ENGAGEMENT WITH WORK	76%	84%	78%	73%	71%	(r)	(r)
SENIOR MANAGERS	62%	78%	64%	53%	52%	(r)	(r)
COMMUNICATION	71%	82%	71%	65%	66%	(r)	(r)
HIGH PERFORMANCE	74%	84%	76%	68%	67%	(r)	(r)
PUBLIC SECTOR VALUES	73%	85%	74%	67%	66%	(r)	(r)
DIVERSITY & INCLUSION	75%	84%	76%	69%	70%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

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.

	Service NSW	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	2230	473	123	197	150	262	18	126	175	36	118	24	53	981
EMPLOYEE ENGAGEMENT	72%	76%	74%	76%	78%	74%	(r)	77%	73%	70%	73%	(r)	72%	70%
ENGAGEMENT WITH WORK	76%	81%	79%	82%	80%	78%	(r)	85%	83%	67%	73%	(r)	74%	73%
SENIOR MANAGERS	62%	69%	68%	70%	72%	66%	(r)	67%	64%	64%	67%	(r)	58%	57%
COMMUNICATION	71%	78%	75%	80%	79%	72%	(r)	75%	77%	71%	78%	(r)	65%	66%
HIGH PERFORMANCE	74%	78%	79%	80%	81%	76%	(r)	78%	76%	75%	80%	(r)	69%	71%
PUBLIC SECTOR VALUES	73%	78%	77%	80%	80%	75%	(r)	78%	76%	73%	78%	(r)	69%	69%
DIVERSITY & INCLUSION	75%	85%	79%	85%	83%	76%	(r)	84%	86%	75%	82%	(r)	69%	69%

*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY REGION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Service NSW	Sydney East	Sydney West	Sydney - City and Inner South	Newcastle and Lake Macquarie	Sydney - Parramatta	Central West	Sydney - South West	Capital Region	Sydney - Blacktown	Hunter Valley exc Newcastle	Mid North Coast	Sydney - Inner South West
NUMBER OF RESPONDENTS	2230	529	350	346	325	130	86	71	67	61	51	48	47
EMPLOYEE ENGAGEMENT	72%	70%	70%	72%	73%	75%	78%	64%	86%	73%	79%	78%	67%
ENGAGEMENT WITH WORK	76%	77%	75%	80%	74%	73%	87%	74%	94%	80%	80%	78%	64%
SENIOR MANAGERS	62%	60%	59%	62%	63%	70%	78%	48%	81%	61%	71%	72%	56%
COMMUNICATION	71%	70%	70%	72%	75%	78%	73%	64%	89%	77%	77%	79%	62%
HIGH PERFORMANCE	74%	71%	71%	72%	78%	77%	85%	67%	91%	76%	81%	82%	64%
PUBLIC SECTOR VALUES	73%	71%	70%	72%	77%	78%	82%	62%	90%	75%	81%	79%	64%
DIVERSITY & INCLUSION	75%	75%	72%	79%	78%	77%	77%	68%	91%	77%	85%	81%	61%

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

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULTS BY REGION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Service NSW	Illawarra	Sydney - Northern Beaches	Sydney - Baulkham Hills and Hawkesbury	Sydney - Outer West and Blue Mountains	Central Coast	Richmond - Tweed	Riverina	Far West and Orana	New England and North West	Sydney - North Sydney and Hornsby	Murray	Sydney - Sutherland	Southern Highlands and Shoalhaven
NUMBER OF RESPONDENTS	2230	43	42	38	37	36	36	34	30	29	28	26	25	23
EMPLOYEE ENGAGEMENT	72%	70%	69%	65%	66%	68%	79%	76%	85%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	76%	76%	73%	76%	74%	69%	81%	80%	86%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	62%	53%	59%	49%	58%	66%	68%	64%	81%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	71%	72%	71%	54%	66%	74%	73%	73%	81%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	74%	72%	70%	59%	69%	80%	79%	74%	87%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	73%	71%	73%	58%	69%	75%	76%	74%	85%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	75%	76%	78%	61%	69%	74%	76%	74%	87%	(r)	(r)	(r)	(r)	(r)

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

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY REGION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Service NSW	Coffs Harbour - Grafton	Sydney - Inner West	Sydney - Ryde	Sydney - Outer South West	Sydney - Eastern Suburbs	OUTSIDE NSW
NUMBER OF RESPONDENTS	2230	21	16	14	13	11	0
EMPLOYEE ENGAGEMENT	72%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	76%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	62%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	71%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	74%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	73%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	75%	(r)	(r)	(r)	(r)	(r)	(r)

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

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULT BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Service NSW	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	2230	40	218	322	317	289	243	243	184	111	49	8
EMPLOYEE ENGAGEMENT	72%	78%	77%	74%	70%	72%	74%	68%	72%	71%	73%	(r)
ENGAGEMENT WITH WORK	76%	77%	75%	77%	73%	77%	78%	75%	82%	79%	82%	(r)
SENIOR MANAGERS	62%	86%	71%	65%	62%	60%	61%	55%	61%	55%	62%	(r)
COMMUNICATION	71%	84%	74%	74%	70%	71%	70%	65%	72%	67%	74%	(r)
HIGH PERFORMANCE	74%	92%	80%	77%	73%	73%	73%	69%	76%	70%	75%	(r)
PUBLIC SECTOR VALUES	73%	90%	78%	75%	72%	72%	73%	69%	74%	70%	76%	(r)
DIVERSITY & INCLUSION	75%	89%	80%	77%	74%	74%	75%	71%	76%	72%	74%	(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.

	Service NSW	Male	Female	Other
NUMBER OF RESPONDENTS	2230	579	1432	26
EMPLOYEE ENGAGEMENT	72%	71%	73%	(r)
ENGAGEMENT WITH WORK	76%	75%	78%	(r)
SENIOR MANAGERS	62%	63%	63%	(r)
COMMUNICATION	71%	73%	71%	(r)
HIGH PERFORMANCE	74%	74%	75%	(r)
PUBLIC SECTOR VALUES	73%	74%	74%	(r)
DIVERSITY & INCLUSION	75%	76%	75%	(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.

	Service NSW	SEB 1	SEB 2	SEB 3	Non-executive who manages employees	Non-executive who does not manage employees
NUMBER OF RESPONDENTS	2230	349	101	105	272	1097
EMPLOYEE ENGAGEMENT	72%	74%	72%	68%	76%	71%
ENGAGEMENT WITH WORK	76%	77%	75%	70%	85%	76%
SENIOR MANAGERS	62%	66%	66%	56%	63%	60%
COMMUNICATION	71%	73%	73%	65%	74%	70%
HIGH PERFORMANCE	74%	76%	75%	70%	77%	73%
PUBLIC SECTOR VALUES	73%	76%	74%	68%	75%	72%
DIVERSITY & INCLUSION	75%	76%	74%	69%	79%	74%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

GUIDE TO THIS REPORT

i SURVEY TIME FRAME

This report contains results from the 2018 People Matter Employee Survey which was open from 1 June to 2 July 2018.

i PRIVACY

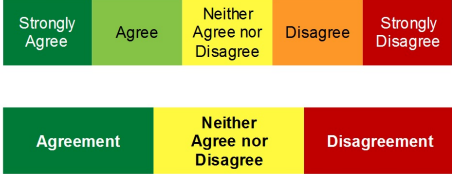
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of work teams that can be reported (10 or more employees) and responses from demographic groups (30 or more employees).

Where people work in small teams, the results are merged with larger business units and results are not available. Where this happens an 'r' is shown in reports.

i HOW TO READ THIS REPORT

The majority of questions have a 5-point answer scale. The Strongly Agree and Agree scores are combined to create an agreement (or positive) score which is shown as a rounded percentage.



i ROUNDING

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of the calculation for maximum accuracy.

Values from .00 to .49 are rounded down, whereas values from .50 to .99 are rounded up. Therefore, in some instances the data will not add up to 100%.

i MORE DETAILS ABOUT THE SURVEY AND ITS METHODOLOGY

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