
PEOPLE MATTER 2018

NSW Public Sector Employee Survey



AGENCY REPORT

Health Care Complaints Commission

RESPONSE RATE

82%

71 OF 87 RESPONDENTS

EMPLOYEE ENGAGEMENT

49%

DIFFERENCE FROM 2017 +2
DIFFERENCE FROM PUBLIC SECTOR -16

ENGAGEMENT WITH WORK

53%

DIFFERENCE FROM 2017 -3
DIFFERENCE FROM PUBLIC SECTOR -20

SENIOR MANAGERS

33%

DIFFERENCE FROM 2017 +12
DIFFERENCE FROM PUBLIC SECTOR -16

COMMUNICATION

52%

DIFFERENCE FROM 2017 -2
DIFFERENCE FROM PUBLIC SECTOR -9

HIGH PERFORMANCE

49%

DIFFERENCE FROM 2017 +2
DIFFERENCE FROM PUBLIC SECTOR -15

PUBLIC SECTOR VALUES

51%

DIFFERENCE FROM 2017 +3
DIFFERENCE FROM PUBLIC SECTOR -11

DIVERSITY & INCLUSION

50%

DIFFERENCE FROM PUBLIC SECTOR -18

FLEXIBLE WORKING SATISFACTION

45%

DIFFERENCE FROM 2017 -3
DIFFERENCE FROM PUBLIC SECTOR -14

ACTION ON RESULTS

25%

DIFFERENCE FROM 2017 +10
DIFFERENCE FROM PUBLIC SECTOR -12



QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.

This page compares the aggregate or individual scores for key topics. The individual questions in each group are listed in the All Questions section.

The Employee Engagement index is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

Response Rate: some entities exceed 100% where responses were greater than the employee headcount. This is thought to be primarily due to employees selecting the wrong work location in the survey

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018
AGREEMENT
2017

	AGREEMENT 2018	AGREEMENT 2017
2c. I receive help and support from other members of my workgroup	86%	82%
1a. I understand what is expected of me to do well in my role	83%	86%
2a. My workgroup strives to achieve customer/client satisfaction	82%	87%
2e. People in my workgroup treat each other with respect	79%	79%
2d. There is good team spirit in my workgroup	75%	66%
2b. My workgroup works collaboratively to achieve its objectives	70%	75%
5d. My manager encourages and values employee input	69%	82%
5g. My manager provides acknowledgement or other recognition for the work I do	67%	73%
5b. My manager listens to what I have to say	65%	84%
5c. My manager communicates effectively with me	64%	78%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018
AGREEMENT
2017

	AGREEMENT 2018	AGREEMENT 2017
7c. I feel that change is managed well in my organisation	13%	8%
9a. I have confidence in the ways my organisation resolves grievances	14%	9%
6b. I feel that senior managers effectively lead and manage change	22%	12%
6c. I feel that senior managers model the values of my organisation	23%	19%
7i. I would recommend my organisation as a great place to work	25%	24%
14. I believe action will be taken on the results from this survey by my organisation	25%	15%
3g. I am satisfied with the opportunities available for career development in my organisation	25%	14%
7f. My organisation is committed to developing its employees	26%	16%
7g. I have confidence in the way recruitment decisions are made	26%	17%
7e. People in my organisation take responsibility for their own actions	28%	29%



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

7b.	My organisation is making the necessary improvements to meet our future challenges	51%	20%
6g.	I feel that senior managers keep employees informed about what's going on	42%	19%
6a.	I believe senior managers provide clear direction for the future of the organisation	35%	19%
6d.	Senior managers encourage innovation by employees	32%	17%
6e.	Senior managers promote collaboration between my organisation and other organisations we work with	41%	26%
6h.	I feel that senior managers listen to employees	29%	17%
6f.	Senior managers communicate the importance of customers/clients in achieving our business objectives	59%	48%
3g.	I am satisfied with the opportunities available for career development in my organisation	25%	14%
4a.	I am paid fairly for the work I do	51%	40%
14.	I believe action will be taken on the results from this survey by my organisation	25%	15%



LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

5f.	I have confidence in the decisions my manager makes	51%	73%
5a.	My manager encourages people in my workgroup to keep improving the work they do	60%	81%
5b.	My manager listens to what I have to say	65%	84%
5e.	My manager involves my workgroup in decisions about our work	60%	74%
5c.	My manager communicates effectively with me	64%	78%
5d.	My manager encourages and values employee input	69%	82%
8c.	I am able to speak up and share a different view to my colleagues and manager	49%	58%
1e.	I am satisfied with my job	42%	51%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	43%	52%
8b.	Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	50%	58%



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

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



Q5h. My manager appropriately deals with employees who perform poorly



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



Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)



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



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



Q5h. My manager appropriately deals with employees who perform poorly



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



Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)



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



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



Q5h. My manager appropriately deals with employees who perform poorly



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



Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)



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



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.

25%

of employees replied favourably to:

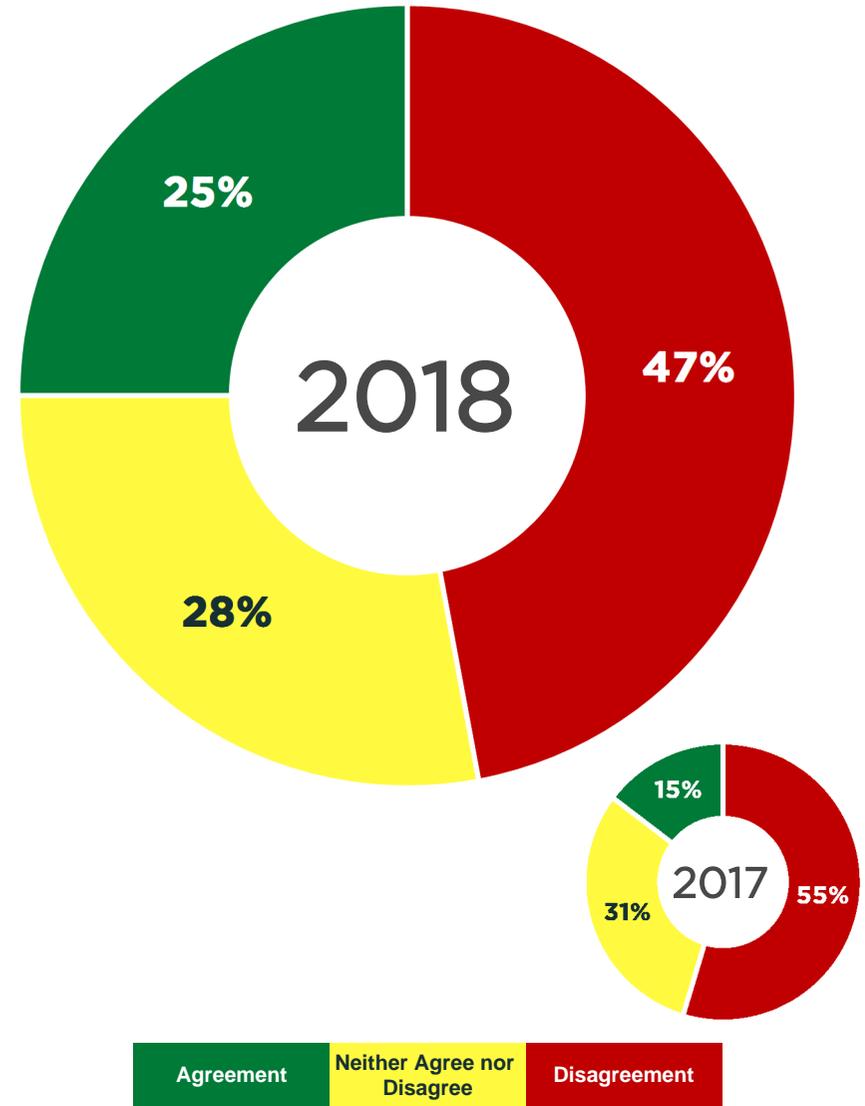
'I believe action will be taken on the results from this survey by my organisation.'

37%

SECTOR

15%

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.

RANK

		% AGREEMENT 2018	% AGREEMENT 2017	% AGREEMENT PUBLIC SECTOR
1	Q1b. I am provided with the support I need to do my best at work	34%	40%	65%
2	Q7f. My organisation is committed to developing its employees	26%	16%	52%
3	Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	48%	43%	65%
4	Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	50%	58%	75%
5	Q5g. My manager provides acknowledgement or other recognition for the work I do	67%	73%	69%
6	Q6b. I feel that senior managers effectively lead and manage change	22%	12%	46%



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	49% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	PUBLIC SECTOR 2018
	Q7i. I would recommend my organisation as a great place to work	7	17	25	22	29	25%	24%
Q7j. I am proud to tell others I work for my organisation	16	30	19	17	17	46%	42%	69%
Q7k. I feel a strong personal attachment to my organisation	22	32	26	13	7	54%	52%	63%
Q7l. My organisation motivates me to help it achieve its objectives	14	23	26	17	19	38%	29%	55%
Q7m. My organisation inspires me to do the best in my job	16	19	22	19	25	35%	27%	55%

KEY

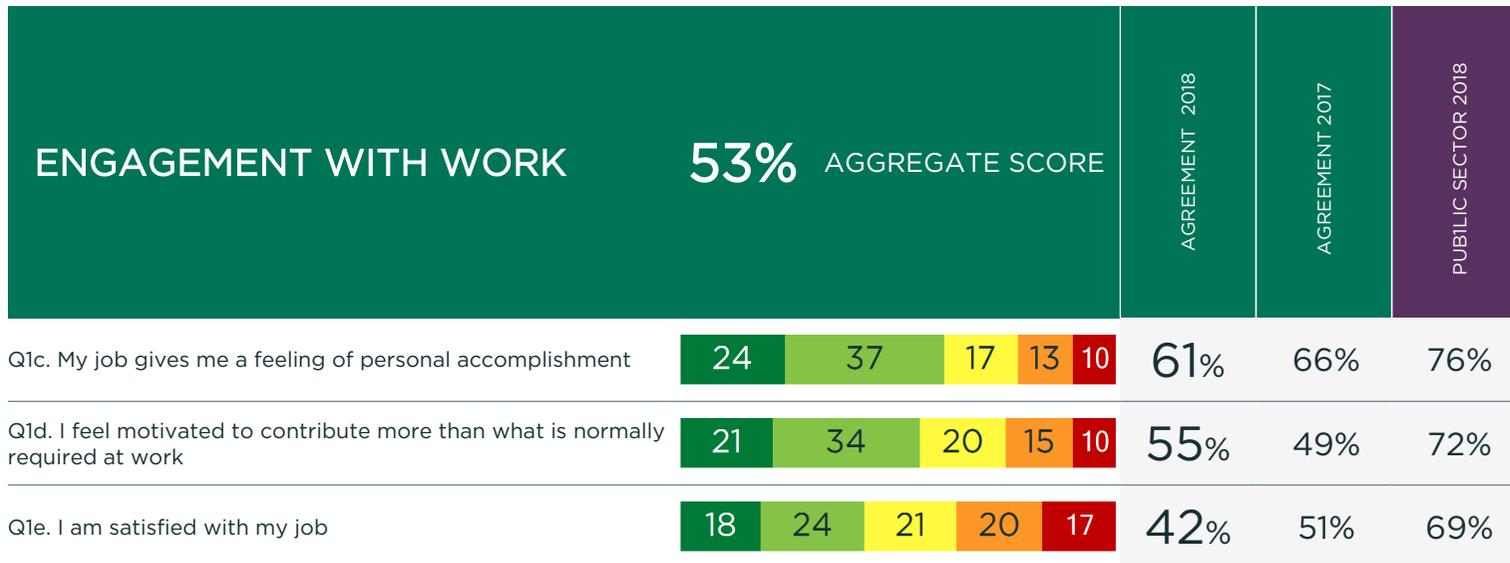




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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



KEY





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SENIOR MANAGERS	33% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q6a. I believe senior managers provide clear direction for the future of the organisation	9	26	13	21	31	35%	19%	49%
Q6b. I feel that senior managers effectively lead and manage change	17	20	20	38		22%	12%	46%
Q6c. I feel that senior managers model the values of my organisation	7	16	22	16	39	23%	19%	50%
Q6d. Senior managers encourage innovation by employees	10	22	22	20	26	32%	17%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	12	29	28	12	20	41%	26%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	14	45	19	7	14	59%	48%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	10	32	13	17	28	42%	19%	47%
Q6h. I feel that senior managers listen to employees	10	19	17	17	36	29%	17%	43%
Q7c. I feel that change is managed well in my organisation	7	21	34	32		13%	8%	40%

KEY





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COMMUNICATION	52% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018	
Q5c. My manager communicates effectively with me	24	40	13	19	64%	78%	72%	
Q5d. My manager encourages and values employee input	31	37	9	7	16	69%	82%	72%
Q5e. My manager involves my workgroup in decisions about our work	23	37	16	20		60%	74%	67%
Q6g. I feel that senior managers keep employees informed about what's going on	10	32	13	17	28	42%	19%	47%
Q6h. I feel that senior managers listen to employees	10	19	17	17	36	29%	17%	43%
Q8c. I am able to speak up and share a different view to my colleagues and manager	13	36	14	12	25	49%	58%	67%

KEY





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	HIGH PERFORMANCE					49% AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q1a. I understand what is expected of me to do well in my role	24	59	13			83%	86%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	25	45	14	10		70%	75%	79%	
Q3f. I have received appropriate training and development to do my job well	8	24	24	30	14	32%	27%	65%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	19	41	17	19		60%	81%	74%	
Q5f. I have confidence in the decisions my manager makes	24	27	23	21		51%	73%	68%	
Q6d. Senior managers encourage innovation by employees	10	22	22	20	26	32%	17%	50%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	12	29	28	12	20	41%	26%	52%	
Q7a. My organisation focuses on improving the work we do	16	36	19	19	10	52%	45%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	15	37	22	22		51%	20%	57%	

KEY

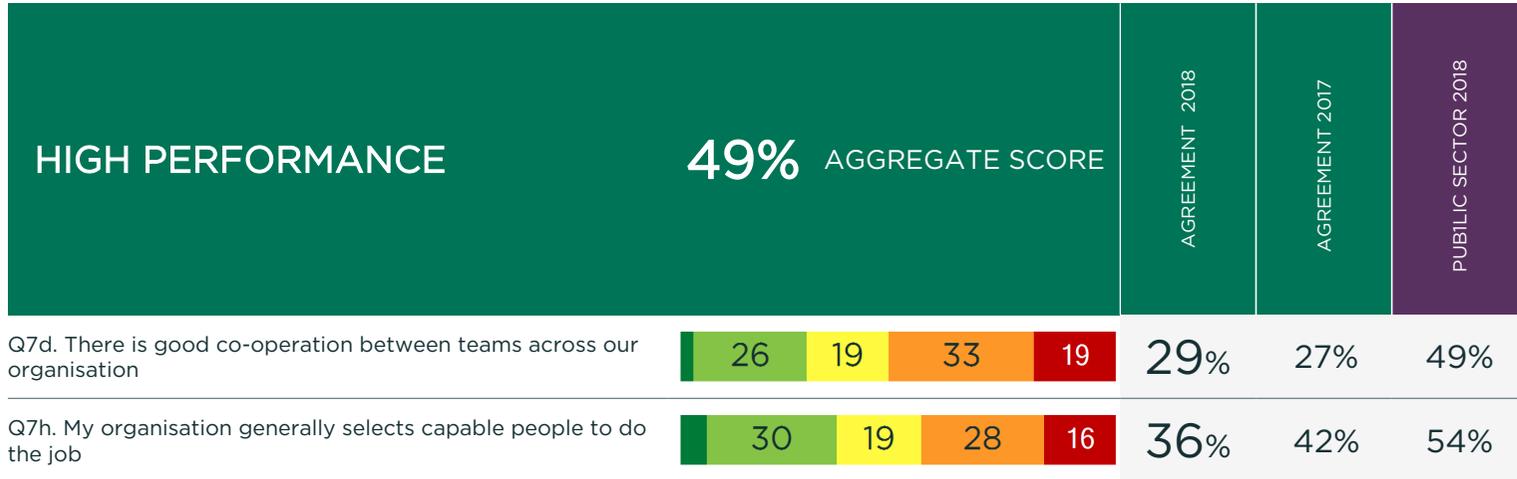




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KEY





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PUBLIC SECTOR VALUES		51% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	PUBLIC SECTOR 2018
Q2a. My workgroup strives to achieve customer/client satisfaction				82%	87%	86%
Q2e. People in my workgroup treat each other with respect				79%	79%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do				60%	81%	74%
Q5b. My manager listens to what I have to say				65%	84%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation				35%	19%	49%
Q6c. I feel that senior managers model the values of my organisation				23%	19%	50%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives				59%	48%	62%
Q6g. I feel that senior managers keep employees informed about what's going on				42%	19%	47%
Q6h. I feel that senior managers listen to employees				29%	17%	43%

KEY

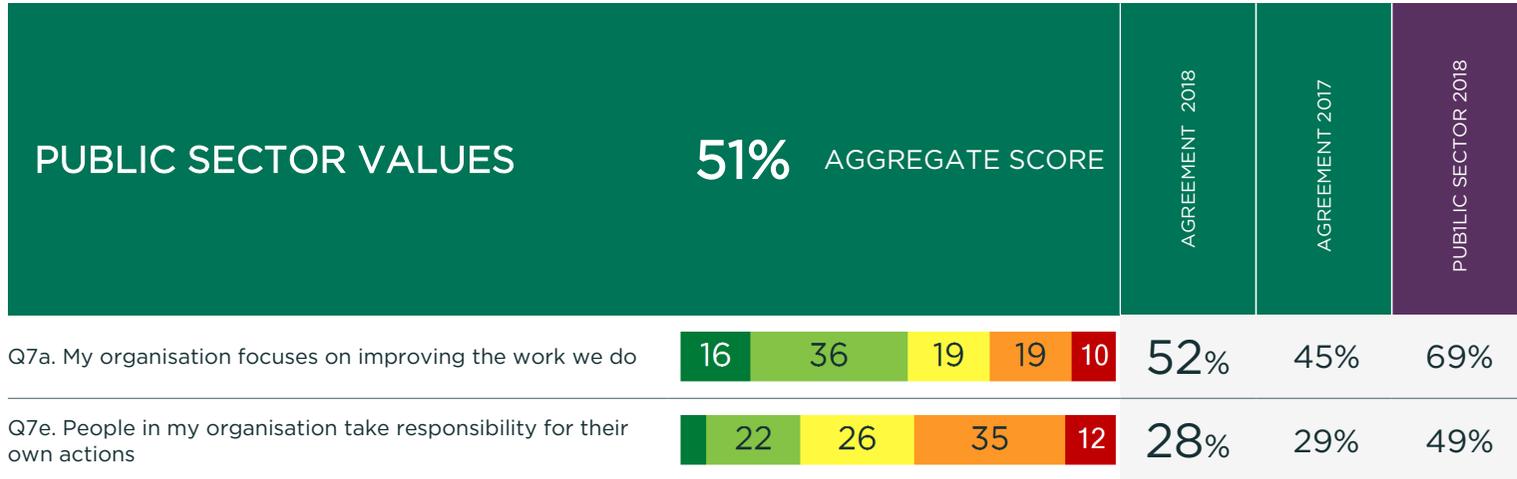




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KEY





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DIVERSITY & INCLUSION	50% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	7	27	15	34	17	34%	40%	65%
Q5b. My manager listens to what I have to say	30	35	12	9	14	65%	84%	76%
Q5d. My manager encourages and values employee input	31	37	9	7	16	69%	82%	72%
Q6i. Senior managers in my organisation support the career advancement of women	19	22	33	22		41%	47%	60%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	17	26	28	17	12	43%	52%	76%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	22	28	28	9	13	50%	58%	75%
Q8c. I am able to speak up and share a different view to my colleagues and manager	13	36	14	12	25	49%	58%	67%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	16	29	20	19	16	45%	48%	59%
Q8e. My manager supports flexible working in my team	25	32	22	12	10	57%	-	63%

KEY

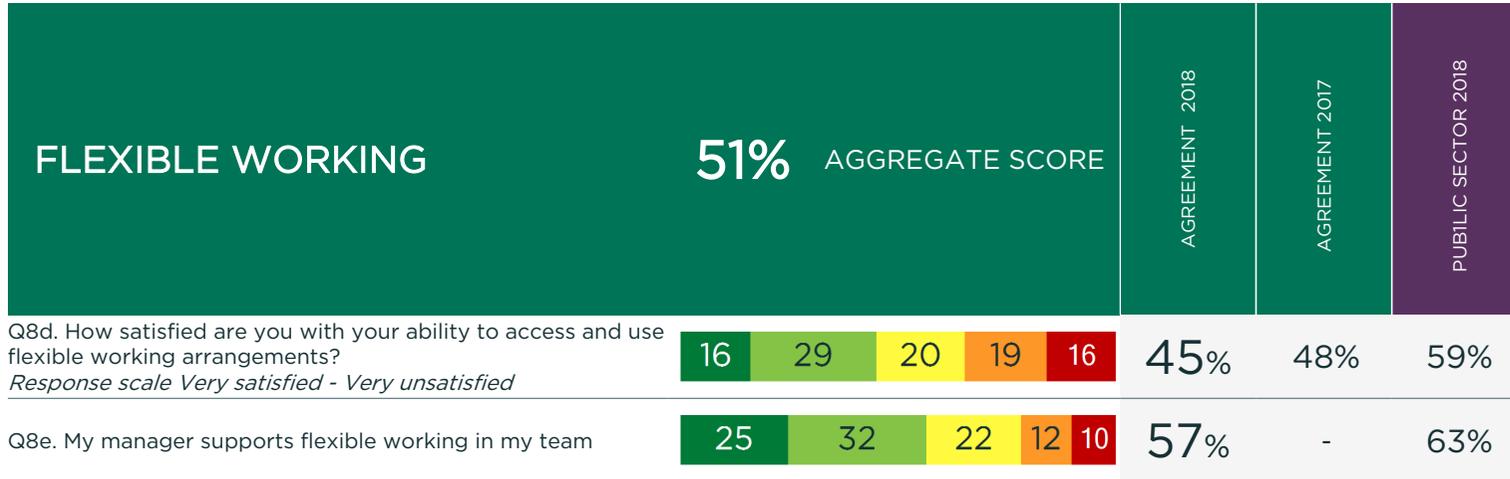




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KEY

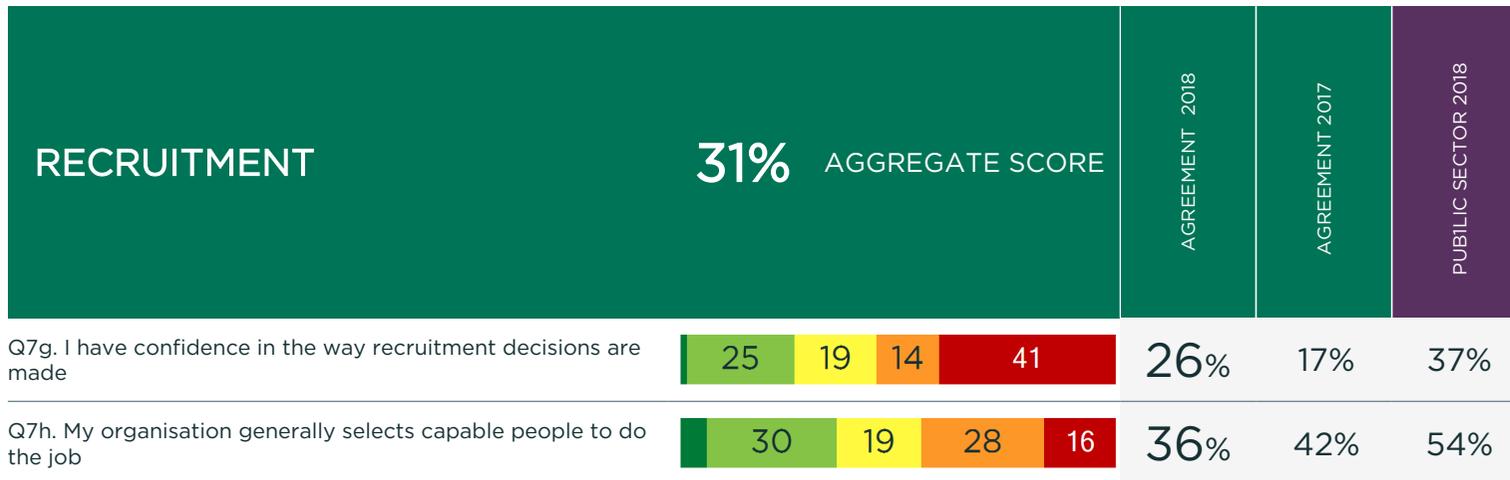




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PERFORMANCE FRAMEWORK & DEVELOPMENT

39% AGGREGATE SCORE

AGREEMENT 2018

AGREEMENT 2017

PUBLIC LIC SECTOR 2018

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	14	34	15	23	14	48%	43%	65%
Q3e. My performance is assessed against clear criteria		35	25	18	15	41%	31%	56%
Q3g. I am satisfied with the opportunities available for career development in my organisation	7	18	15	24	35	25%	14%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do	30	37	9	20		67%	73%	69%
Q5h. My manager appropriately deals with employees who perform poorly	9	20	36	13	23	29%	25%	46%
Q7f. My organisation is committed to developing its employees	22	19	20	35		26%	16%	52%

KEY





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	WORKPLACE SUPPORT					AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	7	27	15	34	17	57%	34%	40%	65%
Q1f. I am able to keep my work stress at an acceptable level	11	20	14	30	24	31%	31%	32%	60%
Q2c. I receive help and support from other members of my workgroup	34	52	8			86%	86%	82%	81%
Q2d. There is good team spirit in my workgroup	37	38	7	11	7	75%	75%	66%	70%

KEY

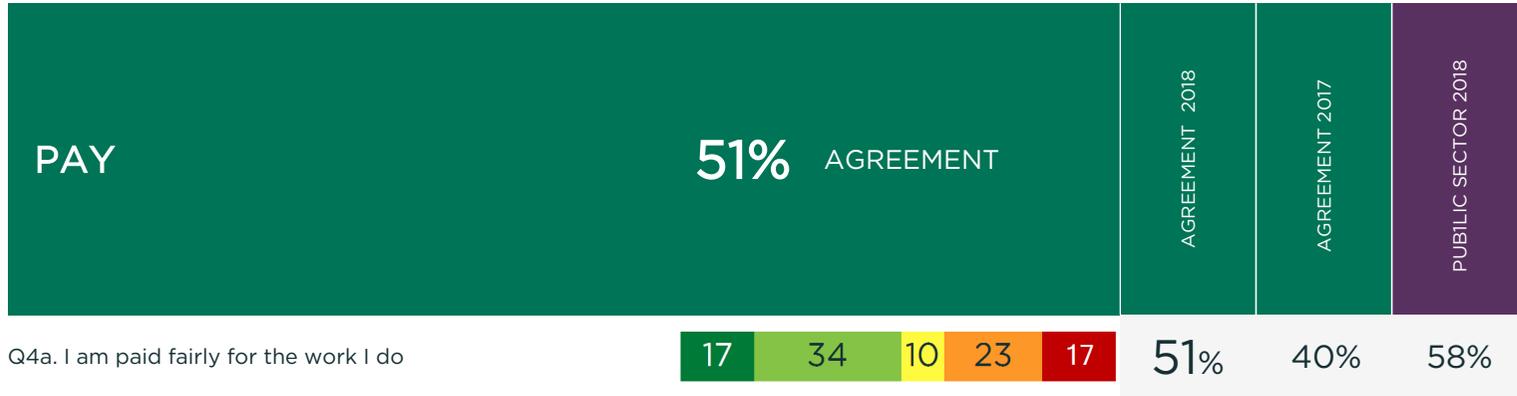




EXPLORE THE FULL RESULTS

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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.



KEY

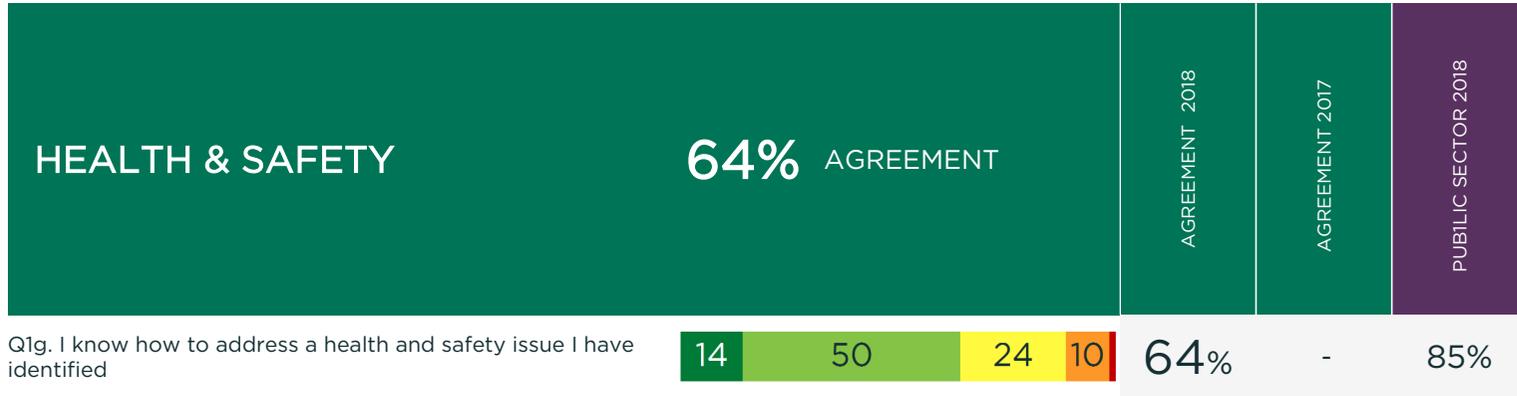




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KEY

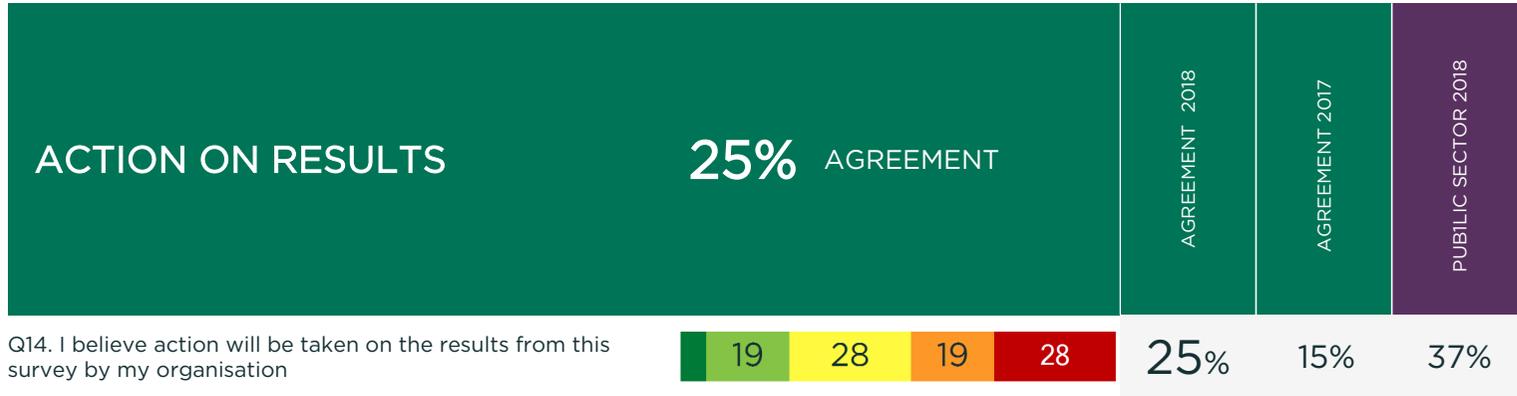




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KEY

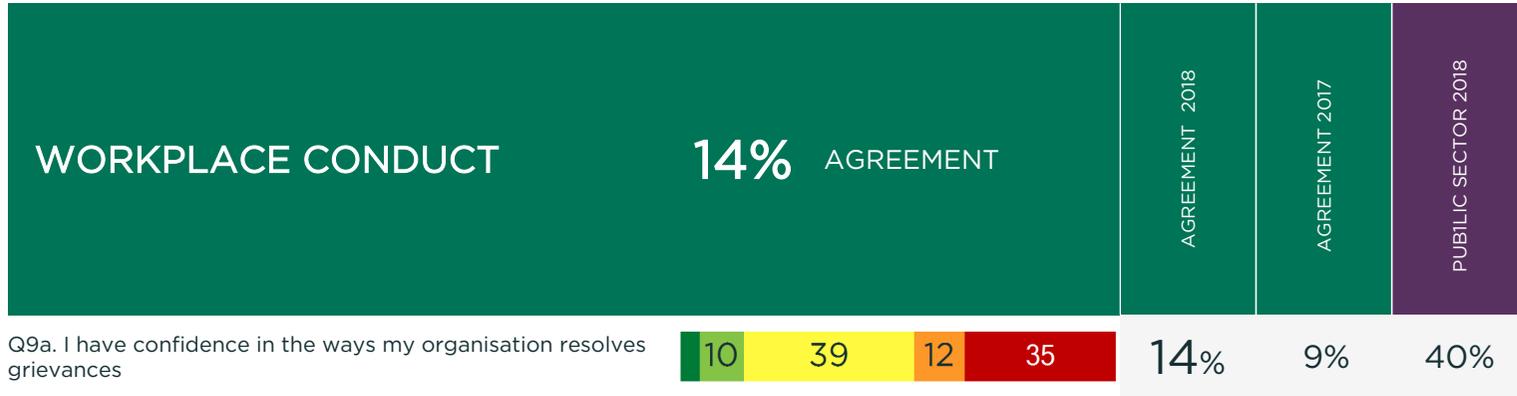




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KEY





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Questions are grouped by topics in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT

2018

2017

PUBLIC SECTOR 2018

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

Yes



87%

27%

71%

No



13%

73%

29%

Q3b. I have informal feedback conversations with my manager

Yes



61%

78%

76%

No



39%

22%

24%

Q3c. I have scheduled feedback conversations with my manager

Yes



44%

45%

58%

No



56%

55%

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	PUBLIC SECTOR 2018
Yes		61%	70%	41%
No		39%	30%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

		2018	2017	PUBLIC SECTOR 2018
Q3i. Are there barriers preventing you from moving to another role?				
Lack of promotion opportunities		49%	57%	29%
Lack of visible opportunities		44%	54%	30%
Lack of support for temporary assignments/secondments		41%	47%	15%
Insufficient training and development		26%	36%	16%
The application/recruitment process is too cumbersome or time consuming		24%	22%	23%
Personal/family considerations		22%	32%	30%
Lack of support from my manager/supervisor		21%	15%	14%
There are no major barriers to my career progression		16%	10%	32%
Other		13%	10%	9%
Geographic location considerations		12%	11%	26%
Lack of required capabilities or experience		6%	10%	11%

% are calculated with the number of unique respondents (N = 68 to this question)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

PUBLIC SECTOR 2018

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

Yes		44%	44%	24%
No		35%	45%	58%
Don't know		21%	11%	18%

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

Yes		33%	27%	66%
No		63%	73%	32%
Don't know		3%	-	2%



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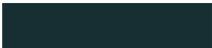
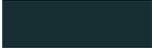
UNACCEPTABLE CONDUCT

2018

2017

PUBLIC SECTOR 2018

Q11a. In the last 12 months I have witnessed bullying at work

Yes		53%	53%	33%
No		38%	36%	57%
Don't know		9%	10%	10%

Q11b. In the last 12 months I have been subjected to bullying at work

Yes		29%	17%	18%
No		68%	78%	76%
Don't know		3%	5%	6%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

PUBLIC SECTOR 2018

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	PUBLIC SECTOR 2018
A senior manager		60%	77%	21%
Your Immediate Manager/Supervisor		20%	15%	23%
Prefer not to say		20%	8%	14%
A fellow worker at your level	(r)			
A subordinate	(r)			
A client or customer	(r)			
A member of the public other than a client or customer	(r)			
Other	(r)			



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

PUBLIC SECTOR 2018

Q12a. In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work

	2018	2017	PUBLIC SECTOR 2018
Yes	0%	-	3%
No	100%	-	94%
Don't know	0%	-	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	(r)
A member of the public	(r)
Other	(r)
Prefer not to say	(r)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
GENDER		
Male		27%
Female		69%
Other		4%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
AGE		
15 - 19		-
20 - 24		2%
25 -29		2%
30 - 34	█	17%
35 - 39	█	12%
40 - 44	█	21%
45 - 49	█	21%
50 - 54	█	12%
55 - 59	█	8%
60 - 64		3%
65+		3%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

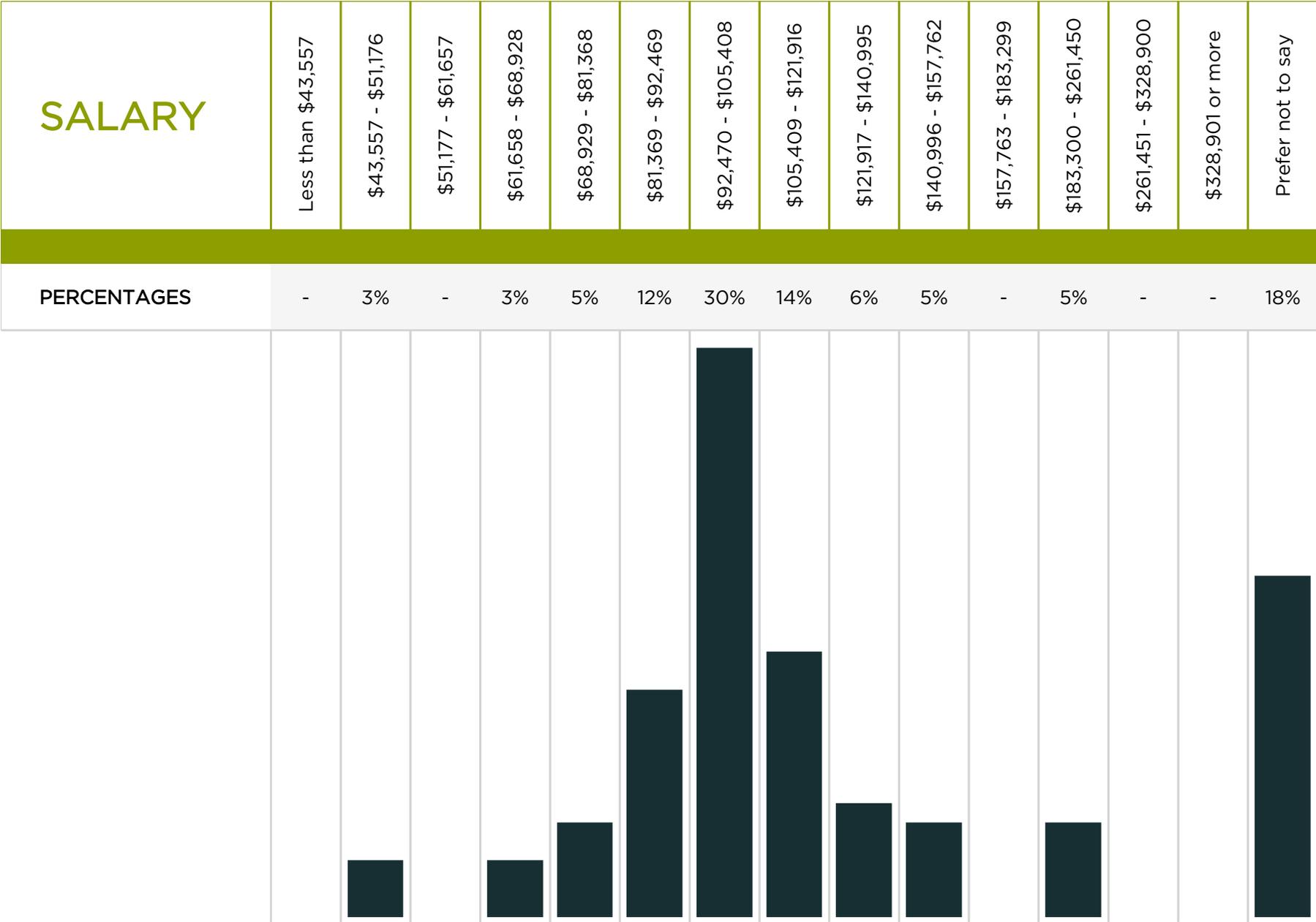
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	42%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	1%
Administrative support (e.g. executive/personal assistant, receptionist)	3%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	6%
Policy	-
Research	1%
Program and project management support	1%
Legal (including developing and/or reviewing legislation)	10%
Other	34%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

SALARY



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		18%
1 - 2 years		22%
2 - 5 years		14%
5 - 10 years		22%
10 - 20 years		20%
More than 20 years		5%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
FLEXIBLE WORKING		
Flexible start and finish times		75%
Working additional hours to make up for time off		18%
None of the above		18%
Working from home		16%
Leave without pay		13%
Working more hours over fewer days		4%
Working from different locations		4%

% are calculated with the number of unique respondents (N = 68 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.

	Health Care Complaints Commission	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing,	Other service delivery work (work that does not involve contact with the public, but it is critical to the	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	71	28	1	2	4	0	1	1	7	23
EMPLOYEE ENGAGEMENT	49%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	33%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	49%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	50%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Health Care Complaints Commission	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	71	0	2	0	2	3	8	20	9	4	3	0	3	0
EMPLOYEE ENGAGEMENT	49%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	33%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	49%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	50%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Health Care Complaints Commission	\$328,901 or more	Prefer not to say
NUMBER OF RESPONDENTS	71	0	12
EMPLOYEE ENGAGEMENT	49%	(r)	(r)
ENGAGEMENT WITH WORK	53%	(r)	(r)
SENIOR MANAGERS	33%	(r)	(r)
COMMUNICATION	52%	(r)	(r)
HIGH PERFORMANCE	49%	(r)	(r)
PUBLIC SECTOR VALUES	51%	(r)	(r)
DIVERSITY & INCLUSION	50%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULT BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Health Care Complaints Commission	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	71	12	14	9	14	13	3
EMPLOYEE ENGAGEMENT	49%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	53%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	33%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	52%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	49%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	51%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	50%	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULTS BY TYPES OF FLEXIBLE WORKING



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Health Care Complaints Commission	Flexible start and finish times	Working more hours over fewer days	Working additional hours to make up for time off	Flexible scheduling for rostered workers	Part-time work	Job sharing	Working from different locations	Working from home	Purchasing annual leave	Leave without pay	Study leave	Other	None of the above
NUMBER OF RESPONDENTS	71	51	3	12	0	0	0	3	11	0	9	0	0	12
EMPLOYEE ENGAGEMENT	49%	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	53%	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	33%	34%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	52%	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	49%	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	51%	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	50%	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

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.

	Health Care Complaints Commission	Sydney East	Sydney - City and Inner South	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Sydney - Baulkham Hills and Hawkesbury	Sydney - Blacktown	Sydney - Eastern Suburbs	Sydney - Inner South West	Sydney - Inner West	Sydney - North Sydney and Hornsby	Sydney - Northern Beaches
NUMBER OF RESPONDENTS	71	63	63	1	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	49%	51%	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	53%	54%	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	33%	35%	35%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	52%	52%	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	49%	51%	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	51%	51%	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	50%	51%	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

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

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
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CUT OFF LIMIT OF 30 RESPONDENTS

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.

	Health Care Complaints Commission	Sydney West	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley exc Newcastle	Sydney - Outer South West	Sydney - Outer West and Blue Mountains	Sydney - Parramatta	Sydney - Ryde	Sydney - South West	Sydney - Sutherland
NUMBER OF RESPONDENTS	71	0	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	49%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	33%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	49%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	50%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

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

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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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.

	Health Care Complaints Commission	Illawarra	Mid North Coast	Murray	New England and North West	Newcastle and Lake Macquarie	OUTSIDE NSW
NUMBER OF RESPONDENTS	71	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	49%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	53%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	33%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	52%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	49%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	51%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	50%	(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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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.

	Health Care Complaints Commission	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	71	0	1	1	11	8	14	14	8	5	2	2
EMPLOYEE ENGAGEMENT	49%	(r)	(r)									
ENGAGEMENT WITH WORK	53%	(r)	(r)									
SENIOR MANAGERS	33%	(r)	(r)									
COMMUNICATION	52%	(r)	(r)									
HIGH PERFORMANCE	49%	(r)	(r)									
PUBLIC SECTOR VALUES	51%	(r)	(r)									
DIVERSITY & INCLUSION	50%	(r)	(r)									

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

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CUT OFF LIMIT OF 30 RESPONDENTS

RESULT BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Health Care Complaints Commission	Male	Female	Other
NUMBER OF RESPONDENTS	71	18	46	3
EMPLOYEE ENGAGEMENT	49%	(r)	50%	(r)
ENGAGEMENT WITH WORK	53%	(r)	53%	(r)
SENIOR MANAGERS	33%	(r)	30%	(r)
COMMUNICATION	52%	(r)	46%	(r)
HIGH PERFORMANCE	49%	(r)	47%	(r)
PUBLIC SECTOR VALUES	51%	(r)	48%	(r)
DIVERSITY & INCLUSION	50%	(r)	45%	(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 2018 People Matter Employee Survey which was open from 1 June to 2 July 2018.

i PRIVACY

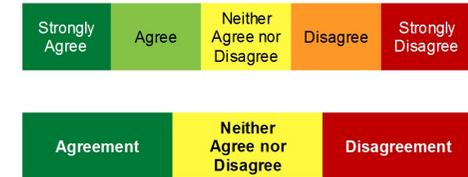
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.