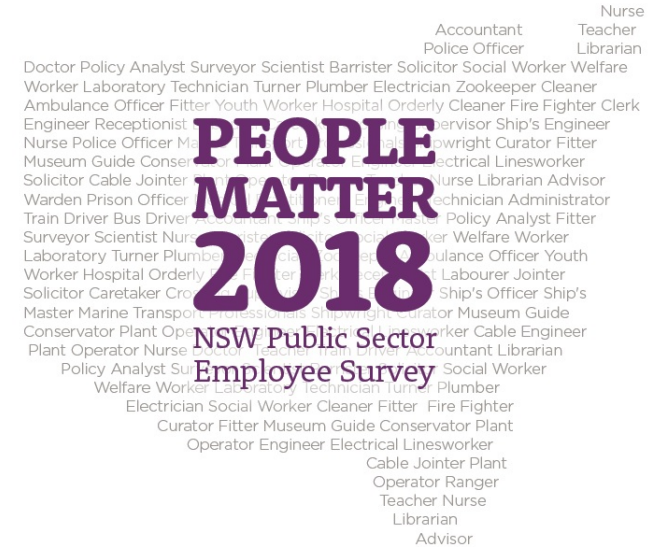

PEOPLE MATTER 2018

NSW Public Sector Employee Survey



AGENCY REPORT

Insurance & Care NSW (icare)

RESPONSE RATE

64%

789 OF 1,224 RESPONDENTS

EMPLOYEE ENGAGEMENT

76%

DIFFERENCE FROM 2017 -2
DIFFERENCE FROM PUBLIC SECTOR +10

ENGAGEMENT WITH WORK

79%

DIFFERENCE FROM 2017 -3
DIFFERENCE FROM PUBLIC SECTOR +7

SENIOR MANAGERS

66%

DIFFERENCE FROM 2017 -8
DIFFERENCE FROM PUBLIC SECTOR +17

COMMUNICATION

77%

DIFFERENCE FROM 2017 -3
DIFFERENCE FROM PUBLIC SECTOR +15

HIGH PERFORMANCE

75%

DIFFERENCE FROM 2017 -4
DIFFERENCE FROM PUBLIC SECTOR +11

PUBLIC SECTOR VALUES

78%

DIFFERENCE FROM 2017 -4
DIFFERENCE FROM PUBLIC SECTOR +16

DIVERSITY & INCLUSION

83%

DIFFERENCE FROM PUBLIC SECTOR +15

FLEXIBLE WORKING SATISFACTION

83%

DIFFERENCE FROM 2017 +4
DIFFERENCE FROM PUBLIC SECTOR +24

ACTION ON RESULTS

56%

DIFFERENCE FROM 2017 -7
DIFFERENCE FROM PUBLIC SECTOR +19



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
2a. My workgroup strives to achieve customer/client satisfaction	93%	95%
2c. I receive help and support from other members of my workgroup	90%	86%
7a. My organisation focuses on improving the work we do	89%	90%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	89%	90%
5b. My manager listens to what I have to say	88%	88%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	88%	87%
1g. I know how to address a health and safety issue I have identified	87%	-
1a. I understand what is expected of me to do well in my role	87%	90%
2e. People in my workgroup treat each other with respect	87%	87%
5a. My manager encourages people in my workgroup to keep improving the work they do	87%	87%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

	AGREEMENT 2018	AGREEMENT 2017
9a. I have confidence in the ways my organisation resolves grievances	48%	51%
7c. I feel that change is managed well in my organisation	49%	60%
7g. I have confidence in the way recruitment decisions are made	50%	57%
7d. There is good co-operation between teams across our organisation	50%	60%
5h. My manager appropriately deals with employees who perform poorly	54%	51%
3e. My performance is assessed against clear criteria	55%	58%
14. I believe action will be taken on the results from this survey by my organisation	56%	63%
3g. I am satisfied with the opportunities available for career development in my organisation	58%	56%
7e. People in my organisation take responsibility for their own actions	58%	65%
6b. I feel that senior managers effectively lead and manage change	58%	67%



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?	83%	79%
2c.	I receive help and support from other members of my workgroup	90%	86%
5h.	My manager appropriately deals with employees who perform poorly	54%	51%
3d.	In the last 12 months I received useful feedback on my work to enable me to deliver required results	73%	71%
6i.	Senior managers in my organisation support the career advancement of women	72%	70%
3g.	I am satisfied with the opportunities available for career development in my organisation	58%	56%
8b.	Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	88%	87%
5c.	My manager communicates effectively with me	81%	81%
5b.	My manager listens to what I have to say	88%	88%



LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

7c.	I feel that change is managed well in my organisation	49%	60%
7d.	There is good co-operation between teams across our organisation	50%	60%
6b.	I feel that senior managers effectively lead and manage change	58%	67%
6d.	Senior managers encourage innovation by employees	69%	77%
6c.	I feel that senior managers model the values of my organisation	68%	76%
6g.	I feel that senior managers keep employees informed about what's going on	69%	77%
14.	I believe action will be taken on the results from this survey by my organisation	56%	63%
6a.	I believe senior managers provide clear direction for the future of the organisation	67%	74%
7e.	People in my organisation take responsibility for their own actions	58%	65%
7i.	My organisation motivates me to help it achieve its objectives	75%	82%



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



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



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



Q3e. My performance is assessed against clear criteria



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



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



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



Q3e. My performance is assessed against clear criteria



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



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



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



Q3e. My performance is assessed against clear criteria



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.

56%

of employees replied favourably to:

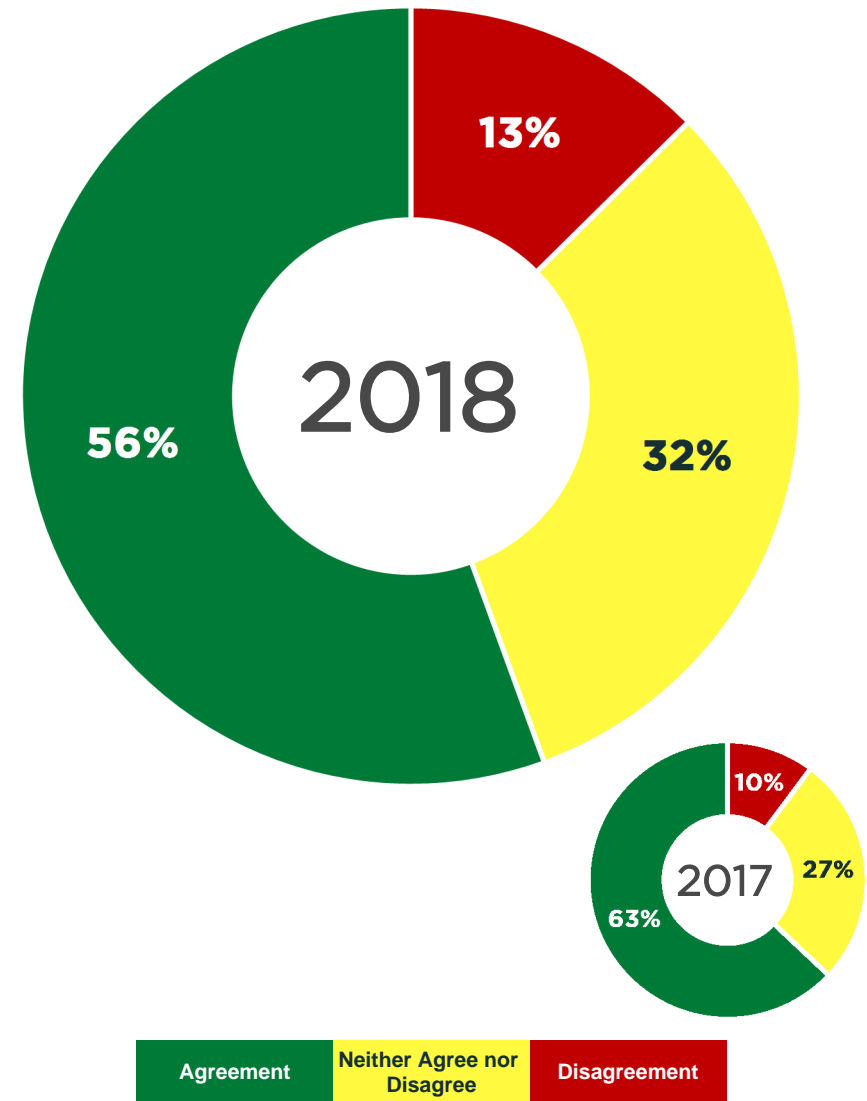
'I believe action will be taken on the results from this survey by my organisation.'

37%

SECTOR

63%

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	Q6h. I feel that senior managers listen to employees	61%	68%	43%
2	Q7c. I feel that change is managed well in my organisation	49%	60%	40%
3	Q7a. My organisation focuses on improving the work we do	89%	90%	69%
4	Q7f. My organisation is committed to developing its employees	69%	75%	52%
5	Q6c. I feel that senior managers model the values of my organisation	68%	76%	50%
6	Q7b. My organisation is making the necessary improvements to meet our future challenges	79%	84%	57%

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)	Actuarial Services	Company Secretary and General Counsel team	COO Teams	Finance	Insurance for NSW	Integrated Care	NISP	People Engagement	Risk and Governance	Workers Insurance
NUMBER OF RESPONDENTS	789	39	19	132	42	69	175	19	45	21	225
EMPLOYEE ENGAGEMENT	76%	77%	80%	76%	67%	72%	73%	70%	76%	78%	79%
ENGAGEMENT WITH WORK	79%	70%	91%	79%	76%	73%	82%	63%	72%	95%	83%
SENIOR MANAGERS	66%	77%	78%	66%	58%	65%	63%	60%	59%	74%	69%
COMMUNICATION	77%	82%	81%	76%	66%	77%	75%	69%	72%	86%	80%
HIGH PERFORMANCE	75%	79%	83%	72%	67%	72%	75%	65%	76%	86%	78%
PUBLIC SECTOR VALUES	78%	83%	85%	77%	69%	77%	76%	69%	74%	84%	80%
DIVERSITY & INCLUSION	83%	86%	89%	85%	77%	81%	80%	73%	82%	90%	86%

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	76% AGGREGATE SCORE			AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q7i. I would recommend my organisation as a great place to work	37	41	15	79%	83%	61%
Q7j. I am proud to tell others I work for my organisation	39	41	15	81%	84%	69%
Q7k. I feel a strong personal attachment to my organisation	33	37	21	70%	73%	63%
Q7l. My organisation motivates me to help it achieve its objectives	32	43	18	75%	82%	55%
Q7m. My organisation inspires me to do the best in my job	33	41	20	73%	79%	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	79% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018	
Q1c. My job gives me a feeling of personal accomplishment	37	43	12	80%	83%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	41	41	10	82%	85%	72%
Q1e. I am satisfied with my job	31	45	14	76%	79%	69%

KEY





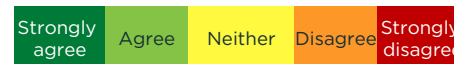
EXPLORE THE FULL RESULTS

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	66% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q6a. I believe senior managers provide clear direction for the future of the organisation	22	44	20	11	67%	74%	49%
Q6b. I feel that senior managers effectively lead and manage change	20	38	23	14	58%	67%	46%
Q6c. I feel that senior managers model the values of my organisation	25	43	20		68%	76%	50%
Q6d. Senior managers encourage innovation by employees	21	48	24		69%	77%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	19	47	23	8	67%	72%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	35	51	10		86%	91%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	24	46	19	8	69%	77%	47%
Q6h. I feel that senior managers listen to employees	18	43	27	9	61%	68%	43%
Q7c. I feel that change is managed well in my organisation	15	34	26	19	49%	60%	40%

KEY





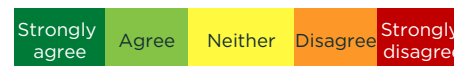
EXPLORE THE FULL RESULTS

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	77% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018		
Q5c. My manager communicates effectively with me	42	39	10	81%	81%	72%	
Q5d. My manager encourages and values employee input	49	37	9	85%	86%	72%	
Q5e. My manager involves my workgroup in decisions about our work	42	39	12	81%	81%	67%	
Q6g. I feel that senior managers keep employees informed about what's going on	24	46	19	8	69%	77%	47%
Q6h. I feel that senior managers listen to employees	18	43	27	9	61%	68%	43%
Q8c. I am able to speak up and share a different view to my colleagues and manager	39	44	9	83%	84%	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			75% AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q1a. I understand what is expected of me to do well in my role	37	50	7	87%	90%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	47	38	9	85%	86%	79%	
Q3f. I have received appropriate training and development to do my job well	20	44	24	8	64%	64%	65%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	42	45	8	87%	87%	74%	
Q5f. I have confidence in the decisions my manager makes	44	36	12	80%	82%	68%	
Q6d. Senior managers encourage innovation by employees	21	48	24	69%	77%	50%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	19	47	23	8	67%	72%	52%
Q7a. My organisation focuses on improving the work we do	36	54	8	89%	90%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	29	50	15	79%	84%	57%	

KEY

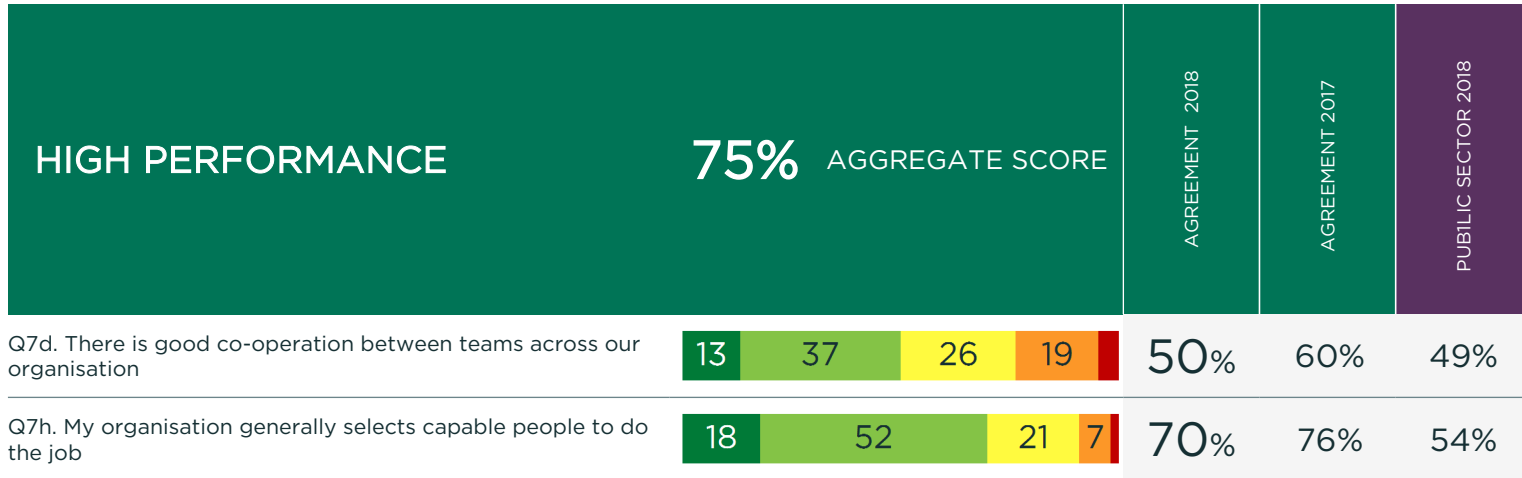




EXPLORE THE FULL RESULTS

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.



KEY





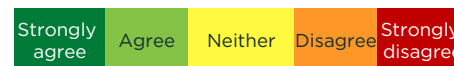
EXPLORE THE FULL RESULTS

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	78% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	PUBLIC SECTOR 2018
Q2a. My workgroup strives to achieve customer/client satisfaction	56	37	93%	95%	86%
Q2e. People in my workgroup treat each other with respect	54	33	87%	87%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	42	45	87%	87%	74%
Q5b. My manager listens to what I have to say	50	38	88%	88%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	22	44	67%	74%	49%
Q6c. I feel that senior managers model the values of my organisation	25	43	68%	76%	50%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	35	51	86%	91%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	24	46	69%	77%	47%
Q6h. I feel that senior managers listen to employees	18	43	61%	68%	43%

KEY

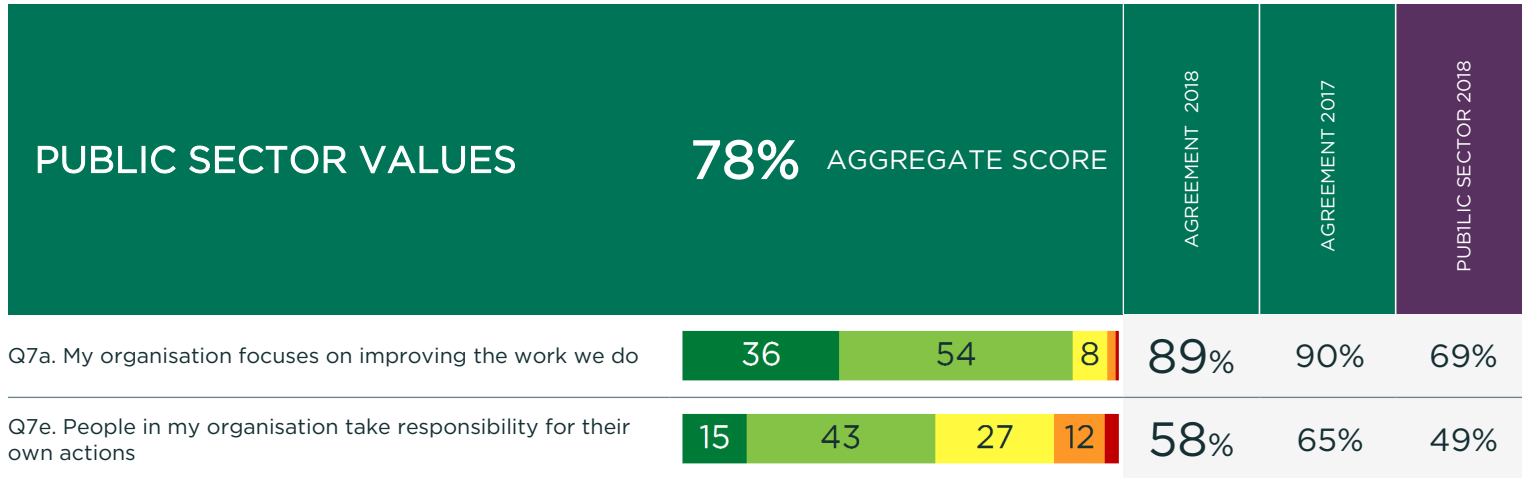




EXPLORE THE FULL RESULTS

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.



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	83% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PUBLIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	29	48	11	10	77%	79%	65%
Q5b. My manager listens to what I have to say	50	38			88%	88%	76%
Q5d. My manager encourages and values employee input	49	37	9		85%	86%	72%
Q6i. Senior managers in my organisation support the career advancement of women	31	41	23		72%	70%	60%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	45	44			89%	90%	76%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	47	41	8		88%	87%	75%
Q8c. I am able to speak up and share a different view to my colleagues and manager	39	44	9		83%	84%	67%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	41	42	11		83%	79%	59%
Q8e. My manager supports flexible working in my team	46	39	9		85%	-	63%

KEY

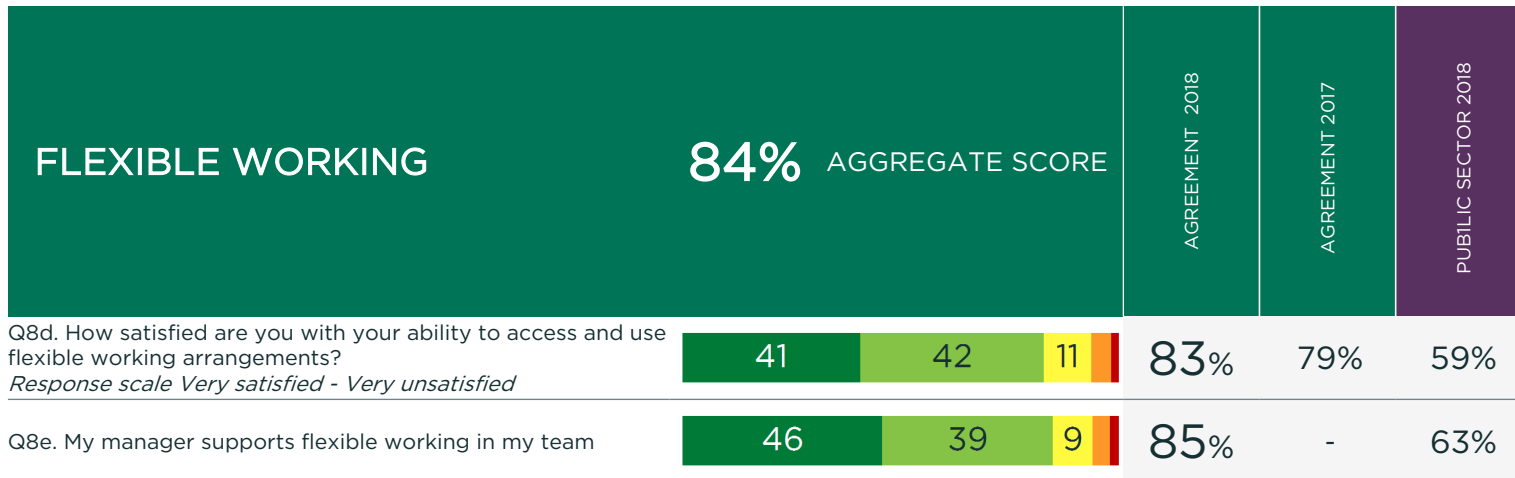




EXPLORE THE FULL RESULTS

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.



KEY

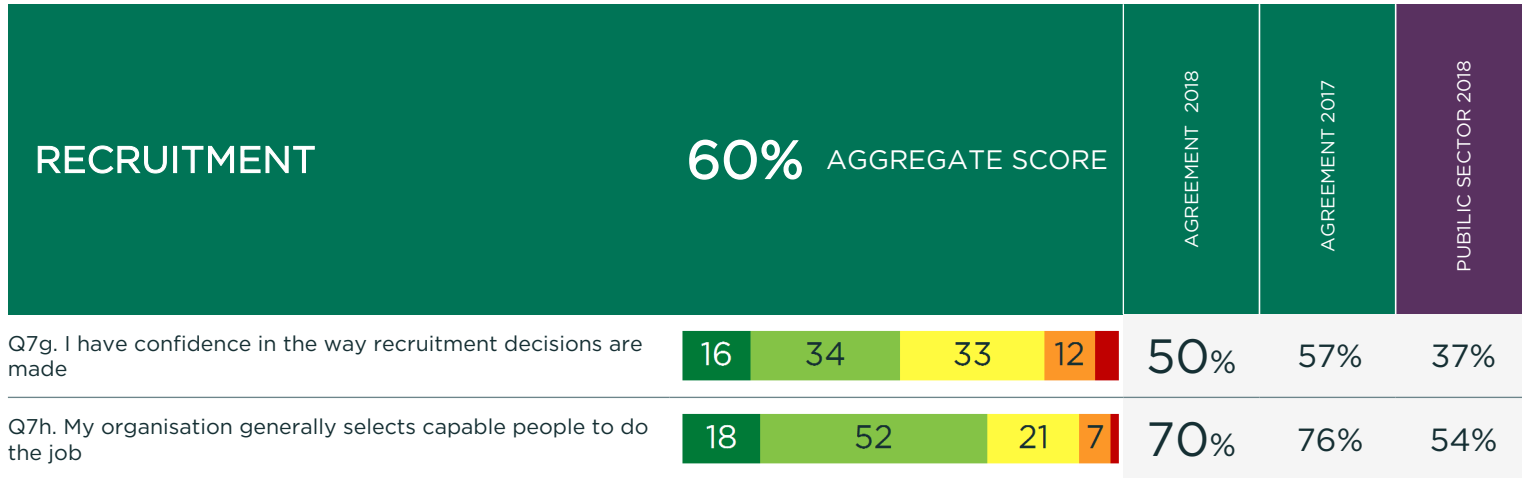




EXPLORE THE FULL RESULTS

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





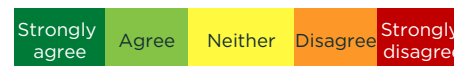
EXPLORE THE FULL RESULTS

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.

PERFORMANCE FRAMEWORK & DEVELOPMENT	65% AGGREGATE SCORE		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	28	45	18	73%	71%	65%
Q3e. My performance is assessed against clear criteria	16	39	28	55%	58%	56%
Q3g. I am satisfied with the opportunities available for career development in my organisation	20	37	26	58%	56%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do	44	38	12	81%	82%	69%
Q5h. My manager appropriately deals with employees who perform poorly	22	32	33	54%	51%	46%
Q7f. My organisation is committed to developing its employees	22	46	24	69%	75%	52%

KEY

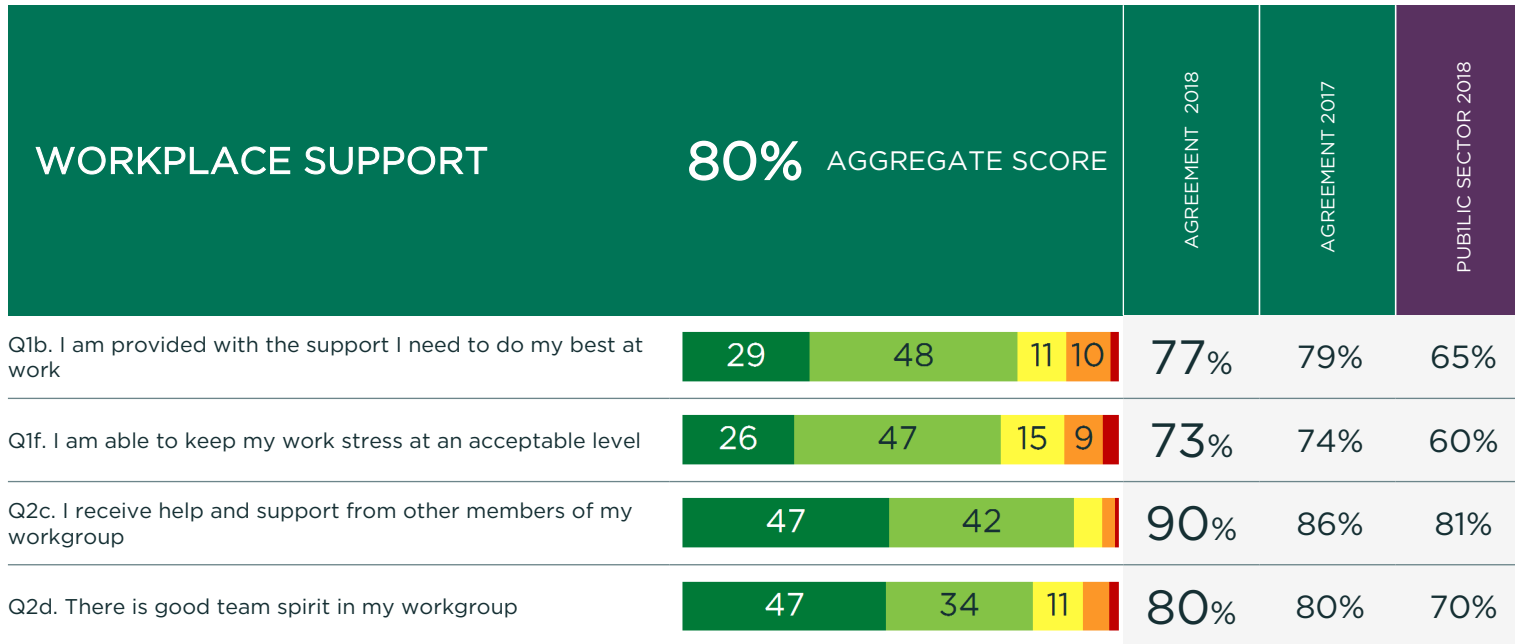




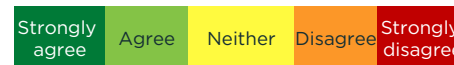
EXPLORE THE FULL RESULTS

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.



KEY

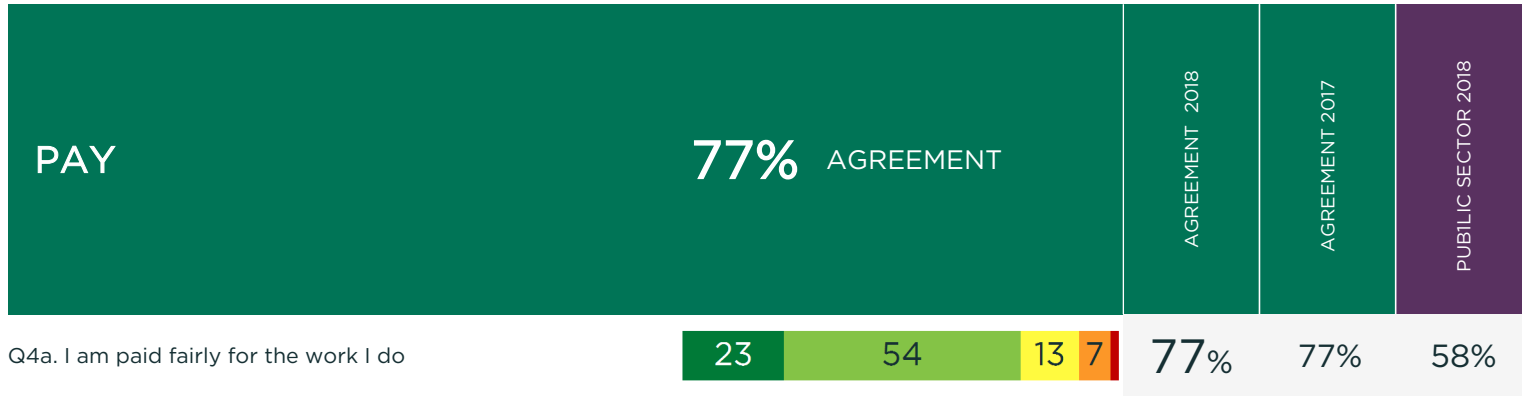




EXPLORE THE FULL RESULTS

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

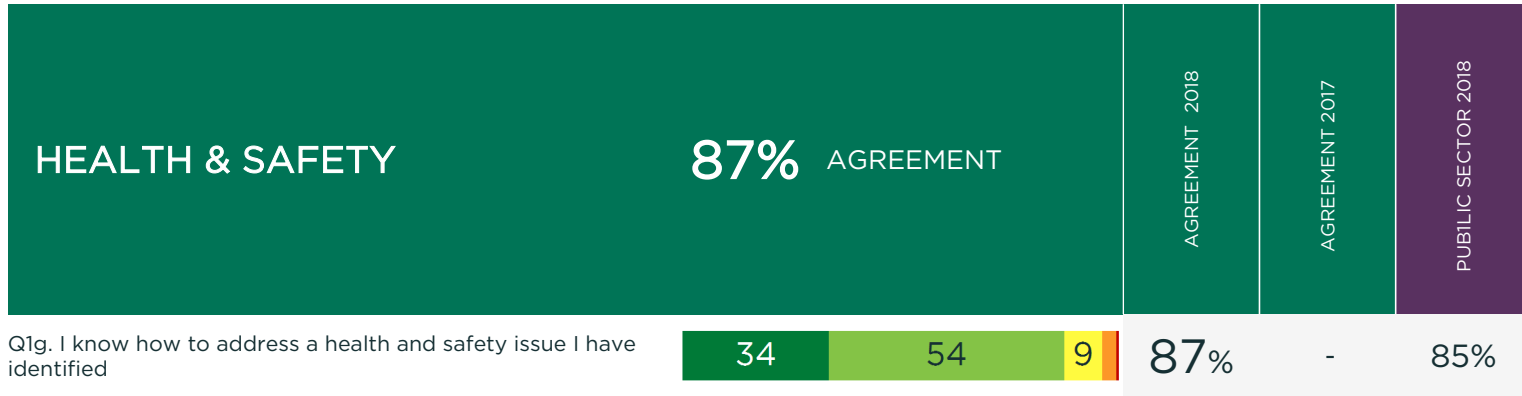




EXPLORE THE FULL RESULTS

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

56% AGREEMENT

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



KEY

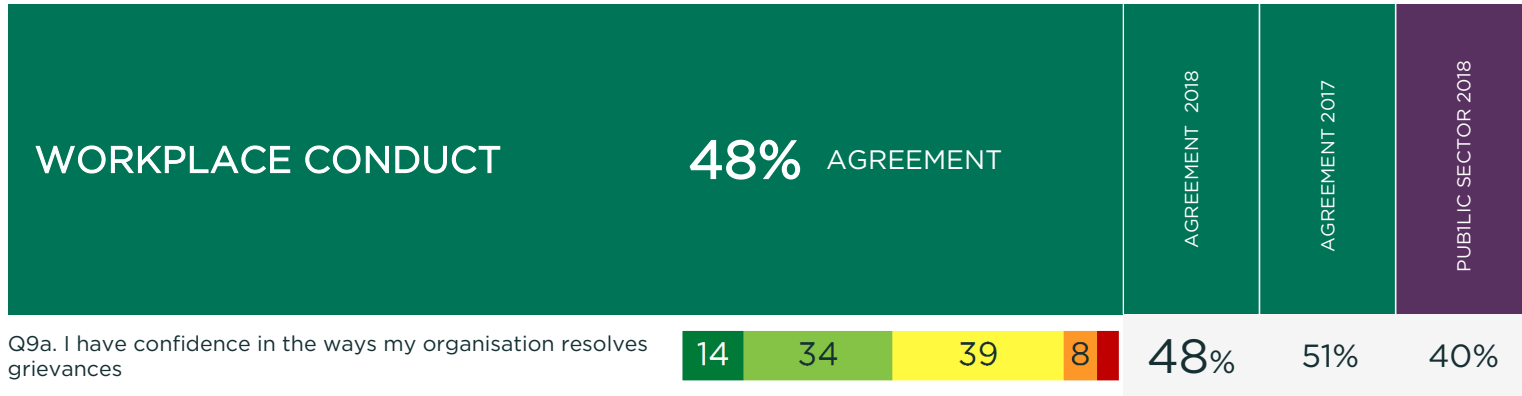




EXPLORE THE FULL RESULTS

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

PUBLIC SECTOR 2018

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

Yes



62%

75%

71%

No



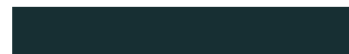
38%

25%

29%

Q3b. I have informal feedback conversations with my manager

Yes



87%

87%

76%

No



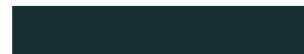
13%

13%

24%

Q3c. I have scheduled feedback conversations with my manager

Yes

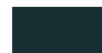


76%

75%

58%

No



24%

25%

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		29%	28%	41%
No		71%	72%	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?				
There are no major barriers to my career progression		44%	46%	32%
Lack of visible opportunities		26%	28%	30%
Lack of promotion opportunities		25%	25%	29%
Personal/family considerations		19%	20%	30%
Geographic location considerations		18%	20%	26%
The application/recruitment process is too cumbersome or time consuming		10%	10%	23%
Other		10%	8%	9%
Lack of support for temporary assignments/secondments		9%	8%	15%
Insufficient training and development		8%	8%	16%
Lack of required capabilities or experience		8%	8%	11%
Lack of support from my manager/supervisor		8%	6%	14%

% are calculated with the number of unique respondents (N = 736 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		11%	9%	24%
No		72%	80%	58%
Don't know		17%	11%	18%

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

Yes		60%	68%	66%
No		40%	30%	32%
Don't know	(r)			



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

PUBLIC SECTOR 2018

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

Yes		18%	15%	33%
No		74%	76%	57%
Don't know		9%	9%	10%

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

Yes		8%	8%	18%
No		86%	87%	76%
Don't know		6%	6%	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

A fellow worker at your level		30%	31%	27%
Your Immediate Manager/Supervisor		27%	29%	23%
A senior manager		20%	10%	21%
Prefer not to say		13%	21%	14%
Other		8%	2%	4%
A subordinate		2%	2%	7%
A client or customer	(r)			
A member of the public other than a client or customer	(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

Response	2018	2017	Public Sector 2018
Yes	1%	-	3%
No	98%	-	94%
Don't know	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	(r)
A member of the public	(r)
Other	(r)
Prefer not to say	(r)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
GENDER		
Male		40%
Female		58%
Other		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
AGE		
15 - 19		-
20 - 24		2%
25 -29	■	8%
30 - 34	■	18%
35 - 39	■	19%
40 - 44	■	19%
45 - 49	■	14%
50 - 54	■	9%
55 - 59	■	8%
60 - 64		3%
65+		1%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

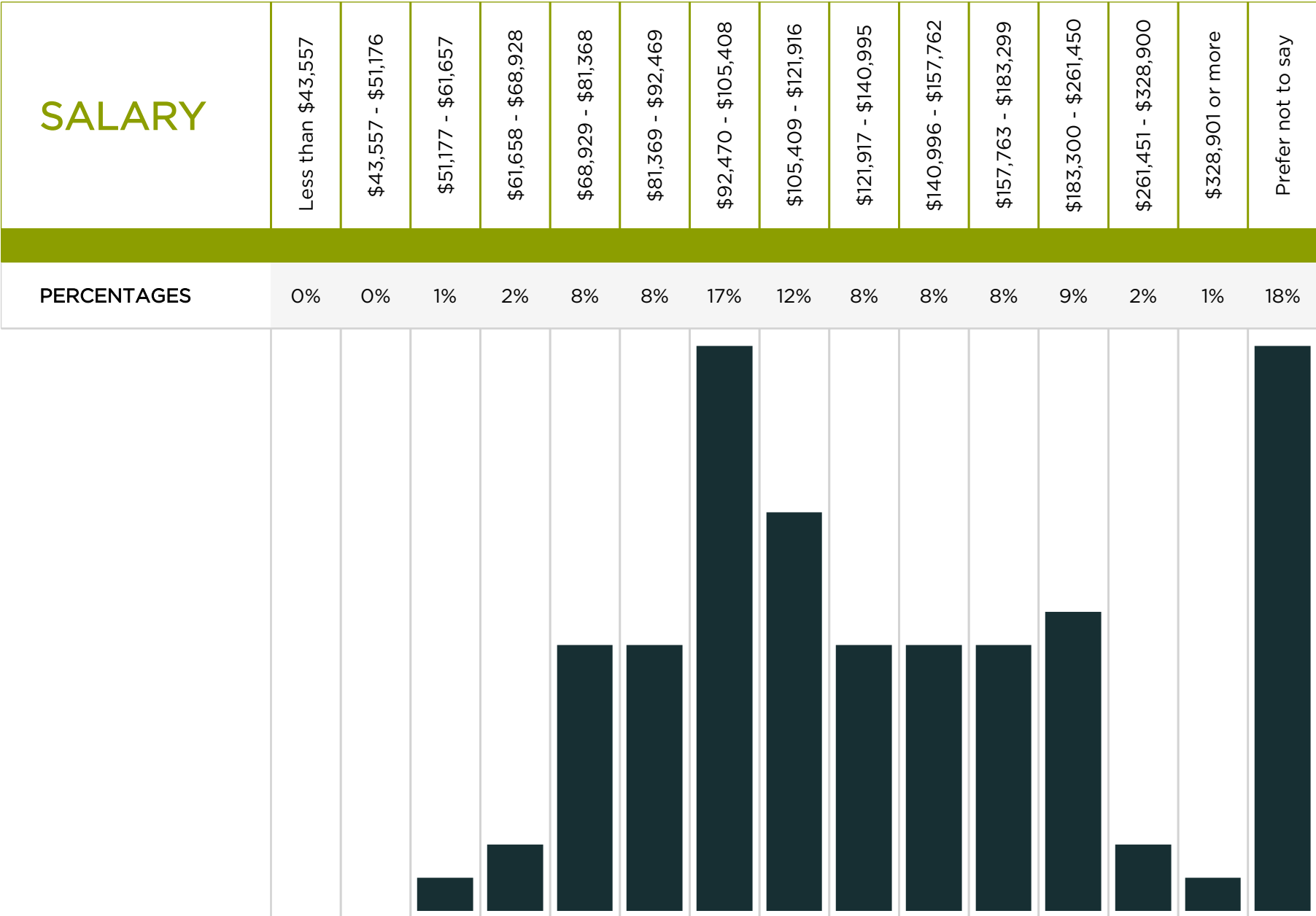
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	18%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	13%
Administrative support (e.g. executive/personal assistant, receptionist)	8%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	29%
Policy	2%
Research	2%
Program and project management support	13%
Legal (including developing and/or reviewing legislation)	3%
Other	11%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

SALARY



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		36%
1 - 2 years		25%
2 - 5 years		27%
5 - 10 years		7%
10 - 20 years		5%
More than 20 years		1%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
FLEXIBLE WORKING		
Flexible start and finish times		71%
Working from home		48%
Working from different locations		25%
Working additional hours to make up for time off		19%
None of the above		12%
Working more hours over fewer days		7%
Part-time work		6%

% are calculated with the number of unique respondents (N = 724 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

	PERCENTAGE
FLEXIBLE WORKING	
Leave without pay	6%
Study leave	3%
Purchasing annual leave	2%
Other	2%
Flexible scheduling for rostered workers	2%
Job sharing	1%

% are calculated with the number of unique respondents (N = 724 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.

	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	789	129	97	62	210	18	16	94	22	84
EMPLOYEE ENGAGEMENT	76%	74%	75%	80%	76%	(r)	(r)	75%	(r)	74%
ENGAGEMENT WITH WORK	79%	84%	75%	86%	79%	(r)	(r)	80%	(r)	76%
SENIOR MANAGERS	66%	63%	70%	72%	65%	(r)	(r)	66%	(r)	66%
COMMUNICATION	77%	74%	77%	82%	77%	(r)	(r)	80%	(r)	77%
HIGH PERFORMANCE	75%	73%	78%	80%	74%	(r)	(r)	74%	(r)	76%
PUBLIC SECTOR VALUES	78%	75%	79%	80%	77%	(r)	(r)	80%	(r)	78%
DIVERSITY & INCLUSION	83%	79%	86%	87%	84%	(r)	(r)	85%	(r)	84%

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.

	Insurance & Care NSW (icare)	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	789	3	2	4	14	56	57	123	89	55	55	55	64	13
EMPLOYEE ENGAGEMENT	76%	(r)	(r)	(r)	(r)	78%	68%	75%	75%	75%	75%	76%	79%	(r)
ENGAGEMENT WITH WORK	79%	(r)	(r)	(r)	(r)	79%	73%	81%	81%	74%	78%	83%	87%	(r)
SENIOR MANAGERS	66%	(r)	(r)	(r)	(r)	67%	62%	64%	59%	65%	66%	63%	72%	(r)
COMMUNICATION	77%	(r)	(r)	(r)	(r)	75%	70%	76%	77%	84%	74%	74%	84%	(r)
HIGH PERFORMANCE	75%	(r)	(r)	(r)	(r)	77%	71%	76%	73%	77%	73%	74%	78%	(r)
PUBLIC SECTOR VALUES	78%	(r)	(r)	(r)	(r)	76%	72%	78%	76%	81%	77%	75%	83%	(r)
DIVERSITY & INCLUSION	83%	(r)	(r)	(r)	(r)	80%	77%	84%	84%	90%	82%	81%	87%	(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.

	Insurance & Care NSW (icare)	\$328,901 or more	Prefer not to say
NUMBER OF RESPONDENTS	789	4	127
EMPLOYEE ENGAGEMENT	76%	(r)	75%
ENGAGEMENT WITH WORK	79%	(r)	77%
SENIOR MANAGERS	66%	(r)	70%
COMMUNICATION	77%	(r)	78%
HIGH PERFORMANCE	75%	(r)	75%
PUBLIC SECTOR VALUES	78%	(r)	78%
DIVERSITY & INCLUSION	83%	(r)	85%

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

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.

	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	789	258	178	194	49	33	4
EMPLOYEE ENGAGEMENT	76%	79%	75%	74%	68%	73%	(r)
ENGAGEMENT WITH WORK	79%	84%	82%	79%	68%	76%	(r)
SENIOR MANAGERS	66%	73%	65%	64%	55%	65%	(r)
COMMUNICATION	77%	85%	76%	73%	69%	71%	(r)
HIGH PERFORMANCE	75%	80%	73%	75%	70%	74%	(r)
PUBLIC SECTOR VALUES	78%	84%	77%	75%	72%	76%	(r)
DIVERSITY & INCLUSION	83%	88%	83%	82%	77%	82%	(r)

KEY

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LESS THAN REPORT SCORE

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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.

	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	789	514	48	137	15	47	9	181	348	16	44	24	16	84
EMPLOYEE ENGAGEMENT	76%	76%	81%	79%	(r)	71%	(r)	78%	77%	(r)	72%	(r)	(r)	78%
ENGAGEMENT WITH WORK	79%	81%	86%	81%	(r)	77%	(r)	84%	85%	(r)	73%	(r)	(r)	79%
SENIOR MANAGERS	66%	67%	71%	73%	(r)	64%	(r)	68%	67%	(r)	64%	(r)	(r)	70%
COMMUNICATION	77%	78%	82%	82%	(r)	77%	(r)	79%	80%	(r)	78%	(r)	(r)	79%
HIGH PERFORMANCE	75%	76%	80%	79%	(r)	77%	(r)	76%	77%	(r)	72%	(r)	(r)	77%
PUBLIC SECTOR VALUES	78%	78%	83%	82%	(r)	78%	(r)	79%	79%	(r)	77%	(r)	(r)	81%
DIVERSITY & INCLUSION	83%	84%	90%	87%	(r)	84%	(r)	88%	88%	(r)	85%	(r)	(r)	80%

*multiple types may be chosen.

KEY

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AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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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.

	Insurance & Care NSW (icare)	Sydney East	Sydney - City and Inner South	Sydney West	Sydney - Parramatta	Central Coast	Newcastle and Lake Macquarie	Sydney - North Sydney and Hornsby	Sydney - Northern Beaches	Richmond - Tweed	Sydney - Eastern Suburbs	Illawarra	Sydney - Inner South West
NUMBER OF RESPONDENTS	789	529	515	82	82	58	21	5	3	2	2	1	1
EMPLOYEE ENGAGEMENT	76%	75%	75%	79%	79%	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	79%	79%	79%	86%	86%	82%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	66%	67%	67%	66%	66%	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	77%	78%	78%	79%	79%	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	75%	75%	76%	79%	79%	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	78%	79%	79%	79%	79%	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	83%	84%	84%	85%	85%	84%	(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
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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.

	Insurance & Care NSW (icare)	Sydney - Inner West	Sydney - Ryde	Sydney - Sutherland	Mid North Coast	Murray	New England and North West	OUTSIDE NSW	Riverina	Southern Highlands and Shoalhaven	Sydney - Baukham Hills and Hawkesbury	Sydney - Outer South West	Sydney - Outer West and Blue Mountains	Sydney - South West
NUMBER OF RESPONDENTS	789	1	1	1	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	83%	(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
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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.

	Insurance & Care NSW (icare)	Capital Region	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley exc Newcastle	Sydney - Blacktown
NUMBER OF RESPONDENTS	789	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	76%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	79%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	66%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	77%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	75%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	78%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	83%	(r)	(r)	(r)	(r)	(r)	(r)

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

KEY

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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.

	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	789	0	16	56	133	134	136	100	64	57	19	4
EMPLOYEE ENGAGEMENT	76%	(r)	(r)	77%	76%	74%	73%	78%	81%	76%	(r)	(r)
ENGAGEMENT WITH WORK	79%	(r)	(r)	73%	81%	77%	80%	83%	88%	82%	(r)	(r)
SENIOR MANAGERS	66%	(r)	(r)	66%	68%	64%	63%	72%	71%	71%	(r)	(r)
COMMUNICATION	77%	(r)	(r)	79%	79%	76%	74%	84%	80%	80%	(r)	(r)
HIGH PERFORMANCE	75%	(r)	(r)	75%	75%	74%	73%	79%	79%	81%	(r)	(r)
PUBLIC SECTOR VALUES	78%	(r)	(r)	78%	79%	76%	75%	82%	79%	84%	(r)	(r)
DIVERSITY & INCLUSION	83%	(r)	(r)	87%	85%	82%	82%	87%	86%	85%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
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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.

	Insurance & Care NSW (icare)	Male	Female	Other
NUMBER OF RESPONDENTS	789	289	421	17
EMPLOYEE ENGAGEMENT	76%	78%	74%	(r)
ENGAGEMENT WITH WORK	79%	84%	79%	(r)
SENIOR MANAGERS	66%	72%	64%	(r)
COMMUNICATION	77%	83%	75%	(r)
HIGH PERFORMANCE	75%	79%	74%	(r)
PUBLIC SECTOR VALUES	78%	82%	76%	(r)
DIVERSITY & INCLUSION	83%	88%	82%	(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

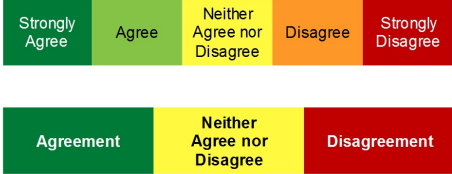
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.