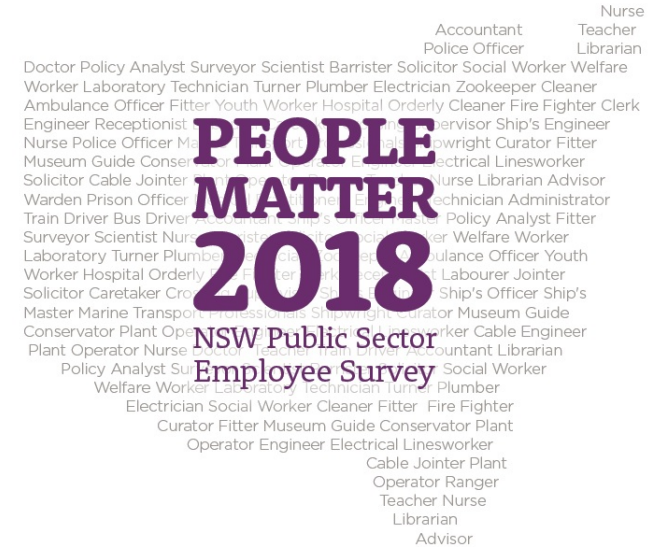


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# PEOPLE MATTER 2018

NSW Public Sector Employee Survey



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CLUSTER REPORT

Planning and Environment

## RESPONSE RATE

**82%**

6,680 OF 8,105 RESPONDENTS

## EMPLOYEE ENGAGEMENT

**69%**

DIFFERENCE FROM 2017 **+1**  
DIFFERENCE FROM PUBLIC SECTOR **+3**

## ENGAGEMENT WITH WORK

**74%**

DIFFERENCE FROM 2017 **+1**  
DIFFERENCE FROM PUBLIC SECTOR **+2**

## SENIOR MANAGERS

**50%**

DIFFERENCE FROM 2017 **+3**  
DIFFERENCE FROM PUBLIC SECTOR **+1**

## COMMUNICATION

**66%**

DIFFERENCE FROM 2017 **+3**  
DIFFERENCE FROM PUBLIC SECTOR **+5**

## HIGH PERFORMANCE

**66%**

DIFFERENCE FROM 2017 **+2**  
DIFFERENCE FROM PUBLIC SECTOR **+1**

## PUBLIC SECTOR VALUES

**65%**

DIFFERENCE FROM 2017 **+3**  
DIFFERENCE FROM PUBLIC SECTOR **+3**

## DIVERSITY & INCLUSION

**75%**

DIFFERENCE FROM PUBLIC SECTOR **+7**

## FLEXIBLE WORKING SATISFACTION

**73%**

DIFFERENCE FROM 2017 **+1**  
DIFFERENCE FROM PUBLIC SECTOR **+14**

## ACTION ON RESULTS

**47%**

DIFFERENCE FROM 2017 **+7**  
DIFFERENCE FROM PUBLIC SECTOR **+10**



## 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	90%	88%
2c. I receive help and support from other members of my workgroup	86%	84%
1a. I understand what is expected of me to do well in my role	86%	87%
1g. I know how to address a health and safety issue I have identified	85%	-
2b. My workgroup works collaboratively to achieve its objectives	84%	81%
2e. People in my workgroup treat each other with respect	83%	80%
5b. My manager listens to what I have to say	82%	80%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	80%	79%
5d. My manager encourages and values employee input	79%	76%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	78%	78%

## - LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT  
2018

AGREEMENT  
2017

	AGREEMENT 2018	AGREEMENT 2017
7c. I feel that change is managed well in my organisation	32%	31%
9a. I have confidence in the ways my organisation resolves grievances	38%	35%
7g. I have confidence in the way recruitment decisions are made	39%	36%
6b. I feel that senior managers effectively lead and manage change	44%	42%
6h. I feel that senior managers listen to employees	46%	40%
5h. My manager appropriately deals with employees who perform poorly	46%	43%
14. I believe action will be taken on the results from this survey by my organisation	47%	40%
3g. I am satisfied with the opportunities available for career development in my organisation	47%	44%
7d. There is good co-operation between teams across our organisation	48%	45%
6g. I feel that senior managers keep employees informed about what's going on	50%	45%



### 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

14.	I believe action will be taken on the results from this survey by my organisation	47%	40%
6h.	I feel that senior managers listen to employees	46%	40%
6g.	I feel that senior managers keep employees informed about what's going on	50%	45%
6d.	Senior managers encourage innovation by employees	51%	47%
6c.	I feel that senior managers model the values of my organisation	51%	47%
6i.	Senior managers in my organisation support the career advancement of women	67%	63%
6a.	I believe senior managers provide clear direction for the future of the organisation	50%	46%
7f.	My organisation is committed to developing its employees	52%	49%
5e.	My manager involves my workgroup in decisions about our work	72%	69%
3g.	I am satisfied with the opportunities available for career development in my organisation	47%	44%



## LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2018

AGREEMENT  
2017

1a.	I understand what is expected of me to do well in my role	86%	87%
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## 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



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



**Q6.** My organisation has the right tools in place to assist and manage geographically dispersed teams



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



## 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



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



**Q6.** My organisation has the right tools in place to assist and manage geographically dispersed teams



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



## 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



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



**Q6.** My organisation has the right tools in place to assist and manage geographically dispersed teams



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



## 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:

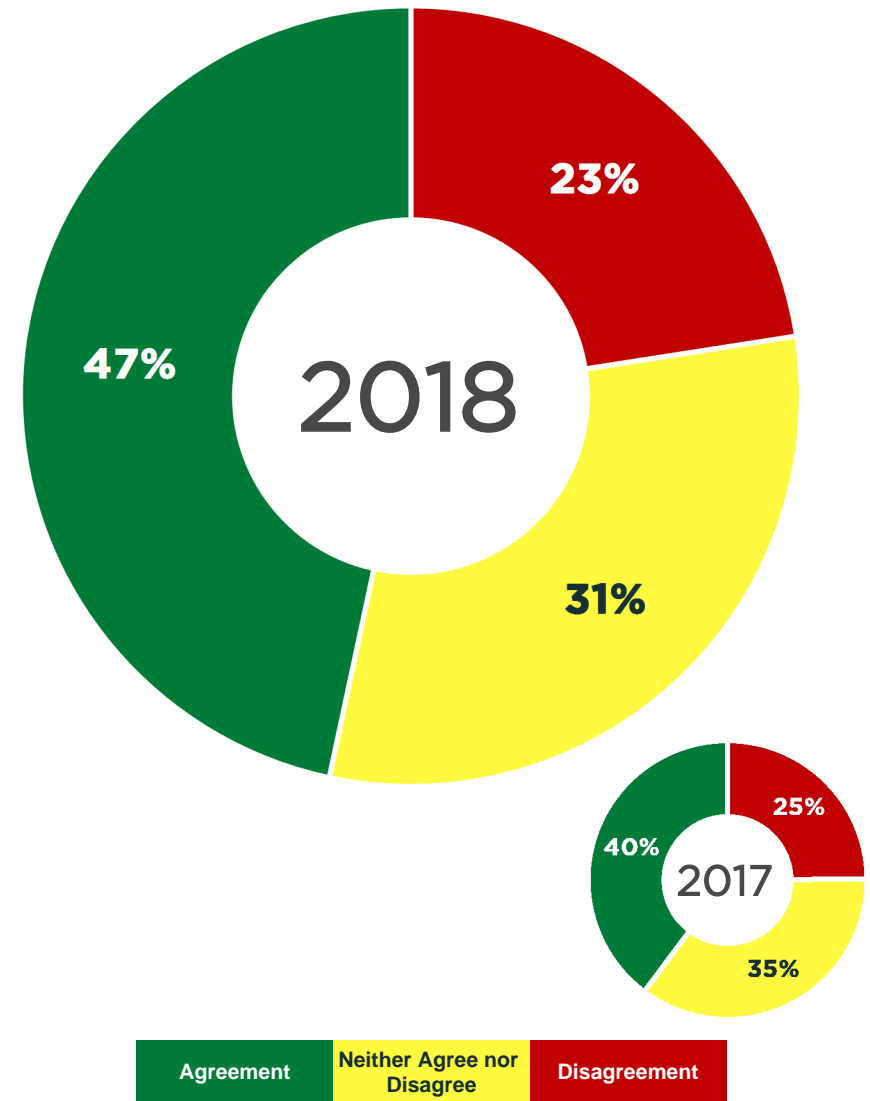
**'I believe action will be taken on the results from this survey by my organisation.'**

## 37%

SECTOR

## 40%

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
<b>1</b>	<b>Q7c.</b> I feel that change is managed well in my organisation	<b>32%</b>	31%	40%
<b>2</b>	<b>Q7f.</b> My organisation is committed to developing its employees	<b>52%</b>	49%	52%
<b>3</b>	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>68%</b>	66%	69%
<b>4</b>	<b>Q7b.</b> My organisation is making the necessary improvements to meet our future challenges	<b>54%</b>	53%	57%
<b>5</b>	<b>Q1b.</b> I am provided with the support I need to do my best at work	<b>66%</b>	64%	65%
<b>6</b>	<b>Q3g.</b> I am satisfied with the opportunities available for career development in my organisation	<b>47%</b>	44%	50%

# CLUSTER COMPARISON



## COMPARISON OF CLUSTERS

This page compares key question group scores for Planning and Environment

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.

	NSW Public Sector	Planning and Environment	Education	Family and Community Services	Finance and Services	Health	Industry	Justice	Premier and Cabinet	Transport	Treasury
NUMBER OF RESPONDENTS	170832	6680	35880	6894	8481	65677	5238	15510	950	19869	734
EMPLOYEE ENGAGEMENT	65%	69%	68%	62%	66%	65%	67%	62%	71%	64%	70%
ENGAGEMENT WITH WORK	72%	74%	74%	70%	72%	73%	73%	66%	75%	70%	77%
SENIOR MANAGERS	49%	50%	56%	47%	55%	46%	55%	40%	63%	46%	61%
COMMUNICATION	61%	66%	64%	62%	67%	59%	68%	54%	73%	61%	73%
HIGH PERFORMANCE	64%	66%	68%	63%	68%	64%	68%	56%	74%	61%	73%
PUBLIC SECTOR VALUES	62%	65%	67%	62%	68%	60%	68%	53%	74%	60%	73%
DIVERSITY & INCLUSION	68%	75%	67%	71%	74%	66%	77%	63%	79%	69%	80%

**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



# AGENCY COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Planning and Environment

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.

	Planning and Environment	Art Gallery NSW	Botanic Gardens & Centennial Parklands	Department of Planning and Environment	Greater Sydney Commission	Hunter Development Corporation	Independent Planning Commission	Jenolan Caves	Lord Howe Island Board	Office of Environment & Heritage	Office of Local Government	Sydney Living Museums	Taronga Conservation Society Australia	Western Sydney Parklands & Parramatta Park Trust
NUMBER OF RESPONDENTS	6680	165	223	1939	57	19	13	27	30	2236	80	190	495	21
EMPLOYEE ENGAGEMENT	69%	76%	76%	65%	75%	69%	80%	72%	67%	65%	66%	70%	78%	83%
ENGAGEMENT WITH WORK	74%	75%	80%	73%	77%	61%	87%	81%	87%	71%	77%	78%	82%	86%
SENIOR MANAGERS	50%	41%	56%	56%	69%	62%	88%	49%	66%	42%	58%	35%	59%	78%
COMMUNICATION	66%	56%	70%	69%	69%	71%	90%	57%	76%	64%	74%	57%	69%	80%
HIGH PERFORMANCE	66%	62%	71%	69%	78%	72%	88%	56%	77%	61%	71%	59%	71%	84%
PUBLIC SECTOR VALUES	65%	59%	69%	70%	75%	72%	94%	59%	73%	60%	71%	57%	71%	80%
DIVERSITY & INCLUSION	75%	70%	76%	77%	81%	71%	95%	65%	77%	73%	81%	73%	74%	83%

### 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

# AGENCY COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Planning and Environment

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.

	Planning and Environment	Australian Museum	Biodiversity Conservation Trust	Museum of Applied Arts and Sciences	Other Agencies and Trusts	State Library of NSW	Sydney Opera House
NUMBER OF RESPONDENTS	6680	208	47	248	849	232	436
EMPLOYEE ENGAGEMENT	69%	73%	76%	64%	77%	75%	78%
ENGAGEMENT WITH WORK	74%	78%	78%	64%	82%	79%	82%
SENIOR MANAGERS	50%	46%	67%	29%	59%	52%	57%
COMMUNICATION	66%	62%	85%	49%	70%	70%	70%
HIGH PERFORMANCE	66%	66%	74%	53%	71%	70%	73%
PUBLIC SECTOR VALUES	65%	63%	81%	49%	71%	68%	70%
DIVERSITY & INCLUSION	75%	78%	89%	63%	76%	80%	78%

### 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	69% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q7i. I would recommend my organisation as a great place to work	22	44	21	9	66%	66%	61%
Q7j. I am proud to tell others I work for my organisation	32	44	16		75%	76%	69%
Q7k. I feel a strong personal attachment to my organisation	29	41	19	8	69%	69%	63%
Q7l. My organisation motivates me to help it achieve its objectives	20	40	25	12	59%	56%	55%
Q7m. My organisation inspires me to do the best in my job	21	38	26	11	59%	57%	55%

KEY





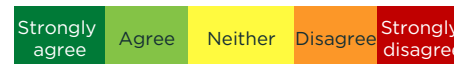
## EXPLORE THE FULL RESULTS

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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.

ENGAGEMENT WITH WORK	74% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q1c. My job gives me a feeling of personal accomplishment	29	47	13	8	76%	76%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	33	44	12	8	76%	75%	72%
Q1e. I am satisfied with my job	23	48	16	10	71%	69%	69%

### KEY





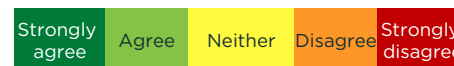
## EXPLORE THE FULL RESULTS

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	50% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q6a. I believe senior managers provide clear direction for the future of the organisation	13	37	24	17	9	50%	46%	49%
Q6b. I feel that senior managers effectively lead and manage change	12	32	26	18	12	44%	42%	46%
Q6c. I feel that senior managers model the values of my organisation	15	36	27	12	10	51%	47%	50%
Q6d. Senior managers encourage innovation by employees	12	39	28	14		51%	47%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	14	41	29	11		55%	53%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	18	50	20	8		68%	66%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	12	38	22	18	10	50%	45%	47%
Q6h. I feel that senior managers listen to employees	11	34	27	16	11	46%	40%	43%
Q7c. I feel that change is managed well in my organisation	7	25	27	25	16	32%	31%	40%

KEY





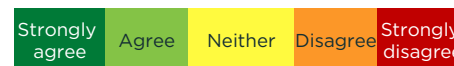
## EXPLORE THE FULL RESULTS

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	66% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018	
Q5c. My manager communicates effectively with me	32	43	13	8	75%	73%	72%	
Q5d. My manager encourages and values employee input	37	42	12		79%	76%	72%	
Q5e. My manager involves my workgroup in decisions about our work	31	42	15	9	72%	69%	67%	
Q6g. I feel that senior managers keep employees informed about what's going on	12	38	22	18	10	50%	45%	47%
Q6h. I feel that senior managers listen to employees	11	34	27	16	11	46%	40%	43%
Q8c. I am able to speak up and share a different view to my colleagues and manager	24	50	14	8		75%	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				66% AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	PUBLIC SECTOR 2018
Q1a. I understand what is expected of me to do well in my role	33	53				86%	87%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	40	43	8			84%	81%	79%
Q3f. I have received appropriate training and development to do my job well	17	46	22	11		63%	62%	65%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	29	49	14			78%	76%	74%
Q5f. I have confidence in the decisions my manager makes	33	41	16			74%	72%	68%
Q6d. Senior managers encourage innovation by employees	12	39	28	14		51%	47%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	14	41	29	11		55%	53%	52%
Q7a. My organisation focuses on improving the work we do	17	50	20	9		68%	66%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	14	41	24	15		54%	53%	57%

KEY

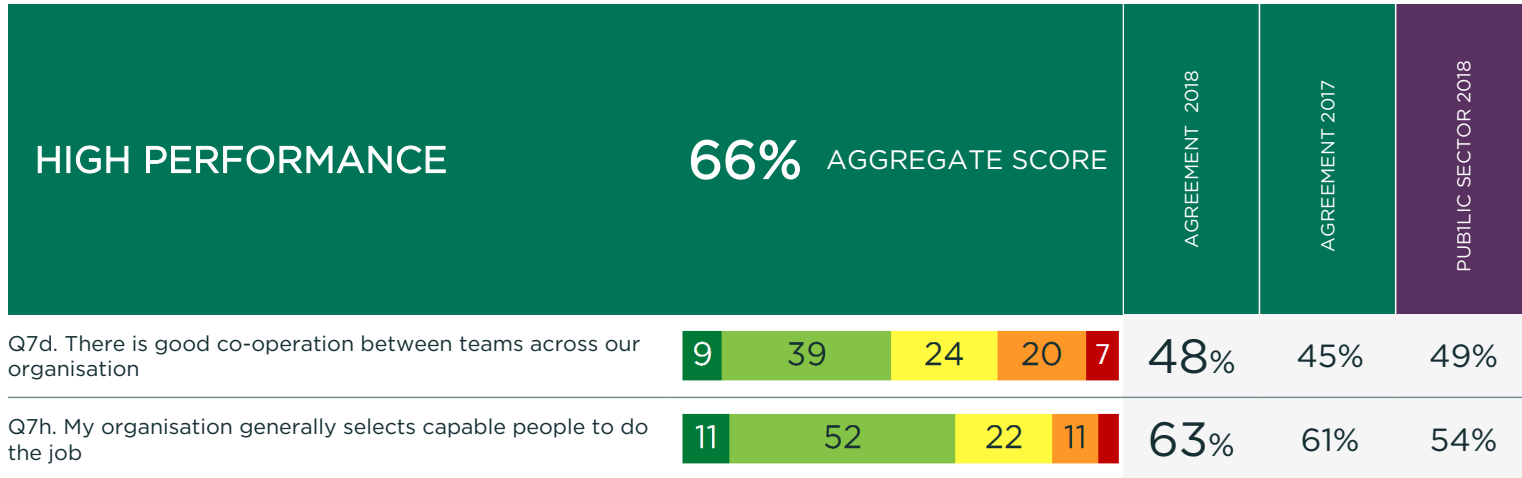




## EXPLORE THE FULL RESULTS

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







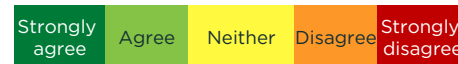
## EXPLORE THE FULL RESULTS

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	65% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	PUBLIC SECTOR 2018
Q2a. My workgroup strives to achieve customer/client satisfaction						90%	88%	86%
Q2e. People in my workgroup treat each other with respect						83%	80%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do						78%	76%	74%
Q5b. My manager listens to what I have to say						82%	80%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation						50%	46%	49%
Q6c. I feel that senior managers model the values of my organisation						51%	47%	50%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives						68%	66%	62%
Q6g. I feel that senior managers keep employees informed about what's going on						50%	45%	47%
Q6h. I feel that senior managers listen to employees						46%	40%	43%

KEY

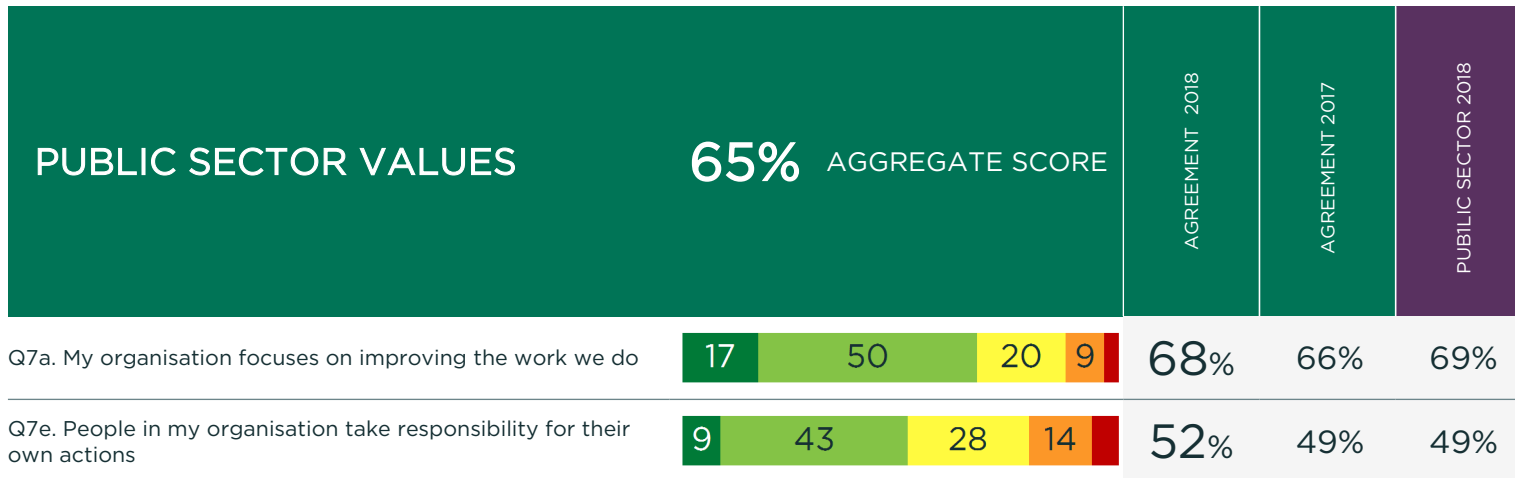




## EXPLORE THE FULL RESULTS

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	75% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PUBLIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	19	47	16	14	66%	64%	65%
Q5b. My manager listens to what I have to say	37	44	10		82%	80%	76%
Q5d. My manager encourages and values employee input	37	42	12		79%	76%	72%
Q6i. Senior managers in my organisation support the career advancement of women	26	41	25		67%	63%	60%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	28	52	13		80%	79%	76%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	30	48	14		78%	78%	75%
Q8c. I am able to speak up and share a different view to my colleagues and manager	24	50	14	8	75%	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>	31	42	15	8	73%	72%	59%
Q8e. My manager supports flexible working in my team	37	41	14		77%	-	63%

KEY

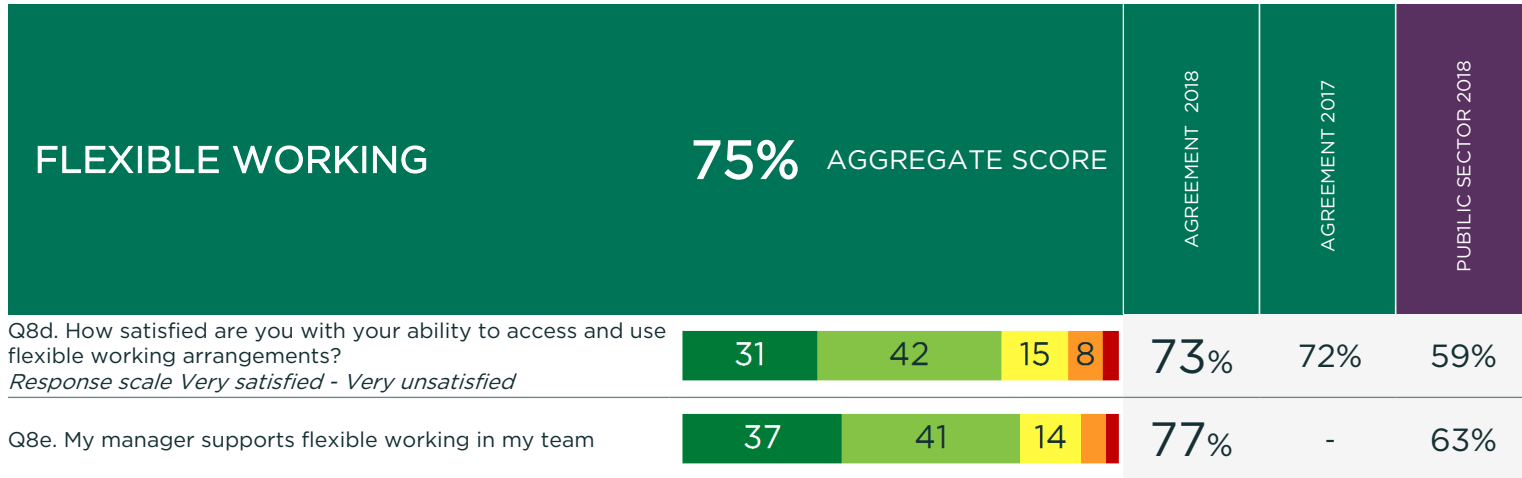




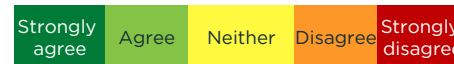
## EXPLORE THE FULL RESULTS

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

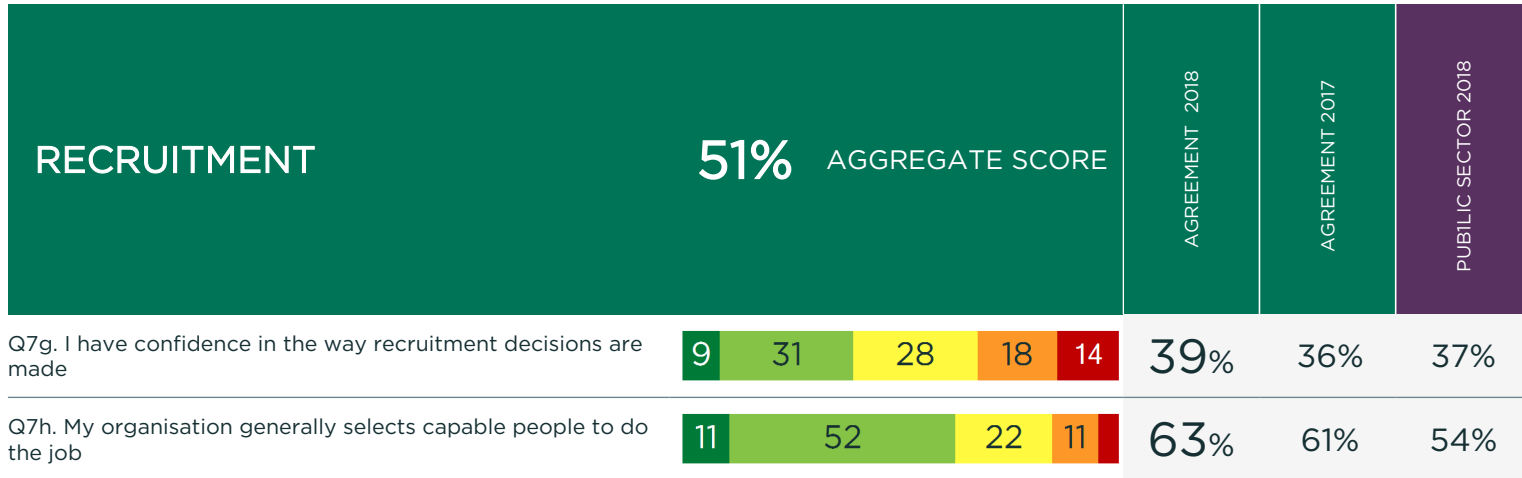




## EXPLORE THE FULL RESULTS

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

**57%** AGGREGATE SCORE

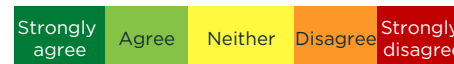
AGREEMENT 2018

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	21	46	18	11		67%	66%	65%
Q3e. My performance is assessed against clear criteria	14	38	26	17		52%	51%	56%
Q3g. I am satisfied with the opportunities available for career development in my organisation	14	33	23	18	11	47%	44%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do	34	42	13			76%	74%	69%
Q5h. My manager appropriately deals with employees who perform poorly	16	30	34	13	7	46%	43%	46%
Q7f. My organisation is committed to developing its employees	11	42	27	14		52%	49%	52%

KEY

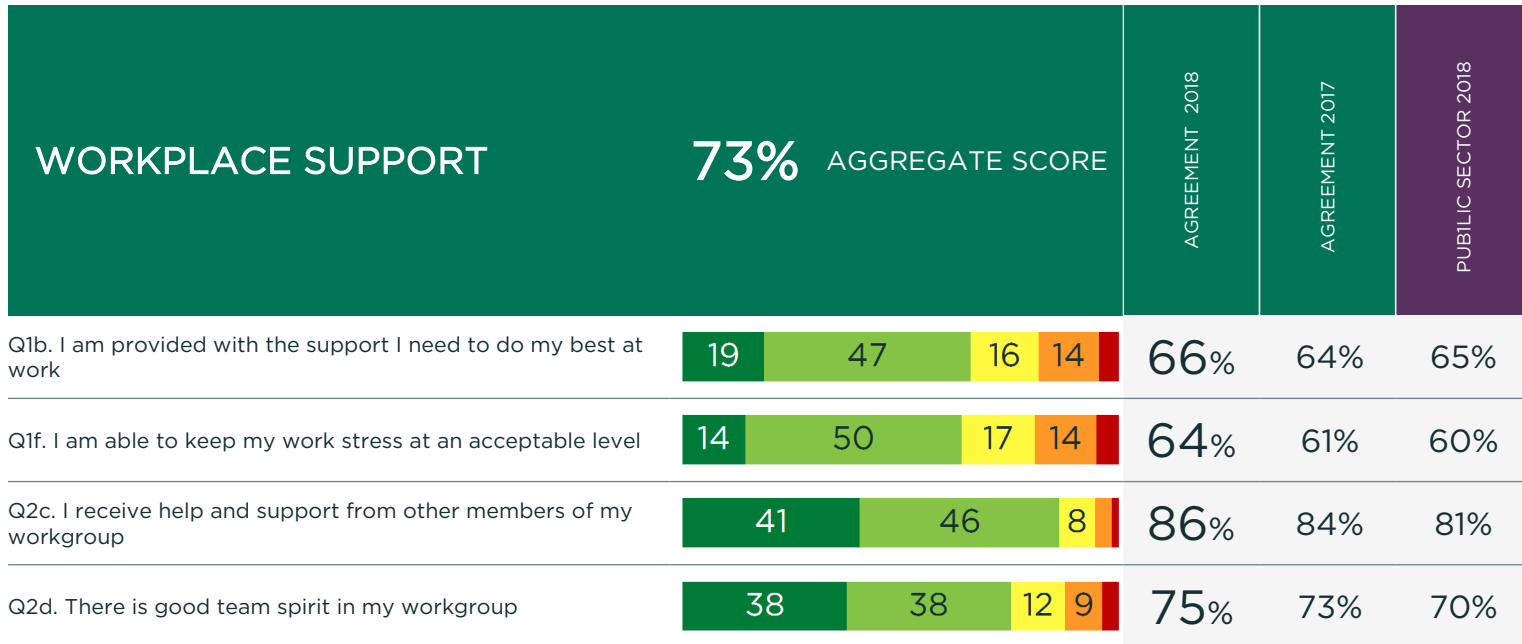




## EXPLORE THE FULL RESULTS

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

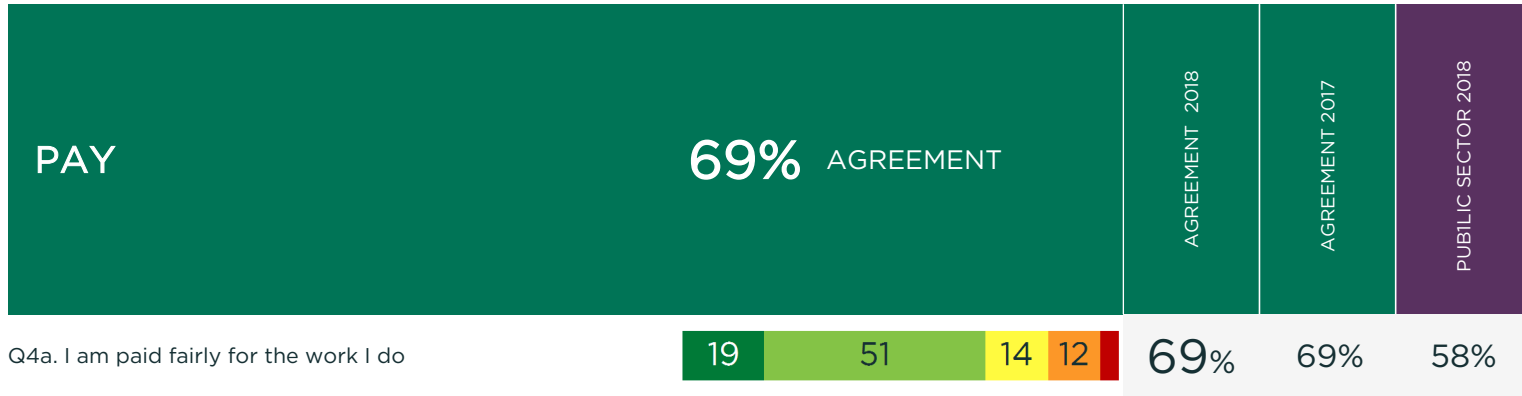




## EXPLORE THE FULL RESULTS

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



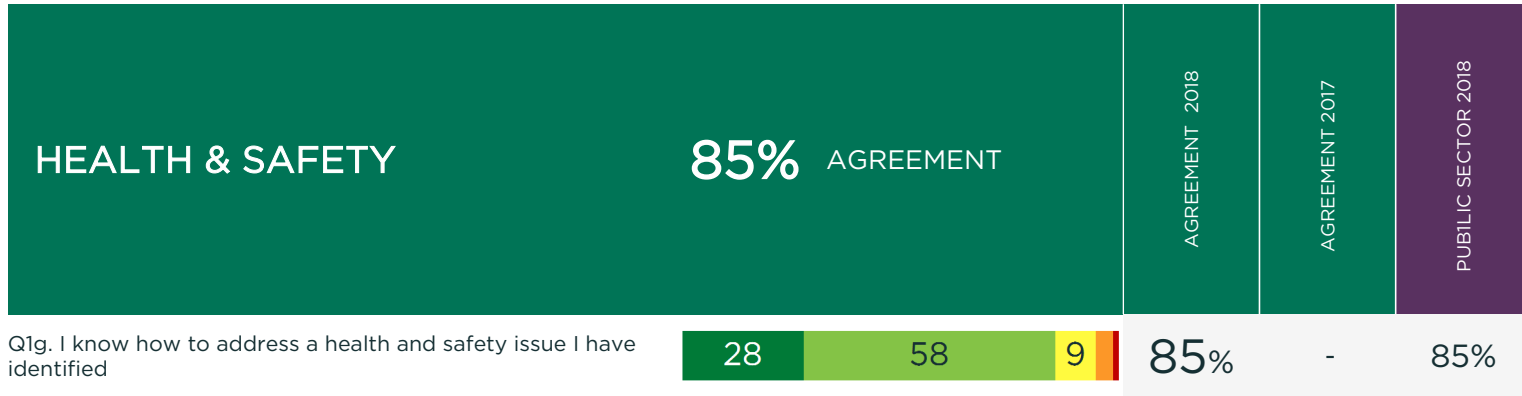




## EXPLORE THE FULL RESULTS

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.

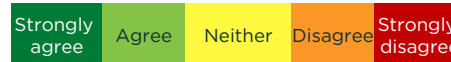
## ACTION ON RESULTS

47% AGREEMENT

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



KEY

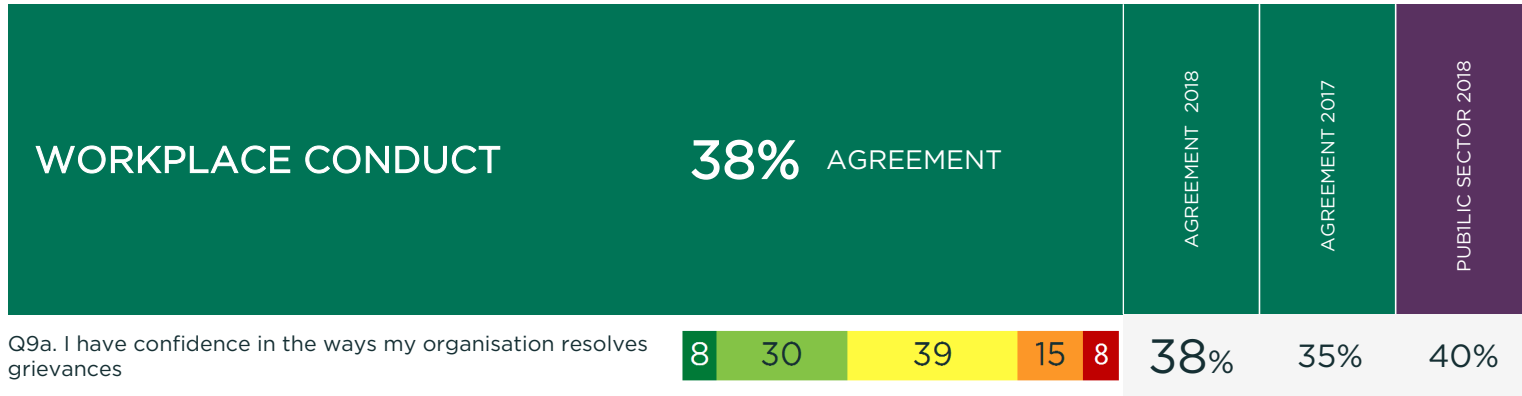




## EXPLORE THE FULL RESULTS

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

PUBLIC SECTOR 2018

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

Yes

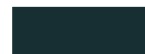


65%

69%

71%

No



35%

31%

29%

**Q3b.** I have informal feedback conversations with my manager

Yes



79%

79%

76%

No



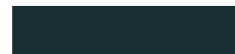
21%

21%

24%

**Q3c.** I have scheduled feedback conversations with my manager

Yes

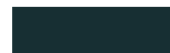


58%

60%

58%

No



42%

40%

42%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

### MOBILITY

		2018	2017	PUBLIC SECTOR 2018
<b>Q3h.</b> Are you currently looking, or thinking about looking, for a new role within the NSW Public Sector but outside of your current workplace in order to broaden your experience?				
Yes		40%	41%	41%
No		60%	59%	59%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

## MOBILITY

		2018	2017	PUBLIC SECTOR 2018
<b>Q3i. Are there barriers preventing you from moving to another role?</b>				
Lack of visible opportunities		36%	39%	30%
Lack of promotion opportunities		35%	36%	29%
There are no major barriers to my career progression		29%	27%	32%
Geographic location considerations		29%	29%	26%
Personal/family considerations		29%	31%	30%
The application/recruitment process is too cumbersome or time consuming		24%	25%	23%
Lack of support for temporary assignments/secondments		15%	16%	15%
Insufficient training and development		14%	14%	16%
Lack of required capabilities or experience		12%	11%	11%
Lack of support from my manager/supervisor		12%	12%	14%
Other		9%	9%	9%

% are calculated with the number of unique respondents (N = 6,428 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		19%	18%	24%
No		65%	70%	58%
Don't know		16%	12%	18%

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

Yes		59%	55%	66%
No		39%	43%	32%
Don't know		2%	2%	2%



## 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		26%	25%	33%
No		65%	66%	57%
Don't know		9%	9%	10%

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

Yes		12%	12%	18%
No		82%	82%	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 senior manager		26%	18%	21%
A fellow worker at your level		25%	28%	27%
Your Immediate Manager/Supervisor		21%	26%	23%
Prefer not to say		14%	13%	14%
A subordinate		8%	9%	7%
Other		4%	4%	4%
A client or customer		1%	2%	2%
A member of the public other than a client or customer		1%	0%	1%



## 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

Yes		1%	-	3%
No		98%	-	94%
Don't know		1%	-	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		82%	-	39%
A member of the public		11%	-	37%
Other		2%	-	19%
Prefer not to say		6%	-	6%



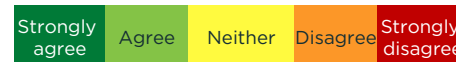
## EXPLORE THE FULL RESULTS

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.

PLANNING AND ENVIRONMENT CUSTOMISED QUESTIONS		AGREEMENT 2018	AGREEMENT 2017
Q1. My organisation listens to its customers and stakeholders		74%	74%
Q2. I have a clear understanding of the vision of my organisation		68%	65%
Q3. I am aware how my role contributes to the vision of my organisation		75%	73%
Q4. I am encouraged to participate in sustainable work practices by my supervisor or manager		63%	59%
Q5. My team is equipped with the right tools to provide good customer service		63%	62%
Q6. My organisation has the right tools in place to assist and manage geographically dispersed teams		54%	50%
Q7. I have access to the information I need to do my job well		71%	-
Q8. I feel informed about changes in my organisation		52%	-
Q9. The people I work with have safe work practices		88%	-
Q10. My manager promotes safe work practices in my workplace		86%	-

KEY



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
<b>GENDER</b>		
Male		44%
Female		54%
Other		2%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
<b>AGE</b>		
15 - 19		0%
20 - 24		3%
25 -29		10%
30 - 34		14%
35 - 39		15%
40 - 44		15%
45 - 49		15%
50 - 54		13%
55 - 59		10%
60 - 64		4%
65+		1%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

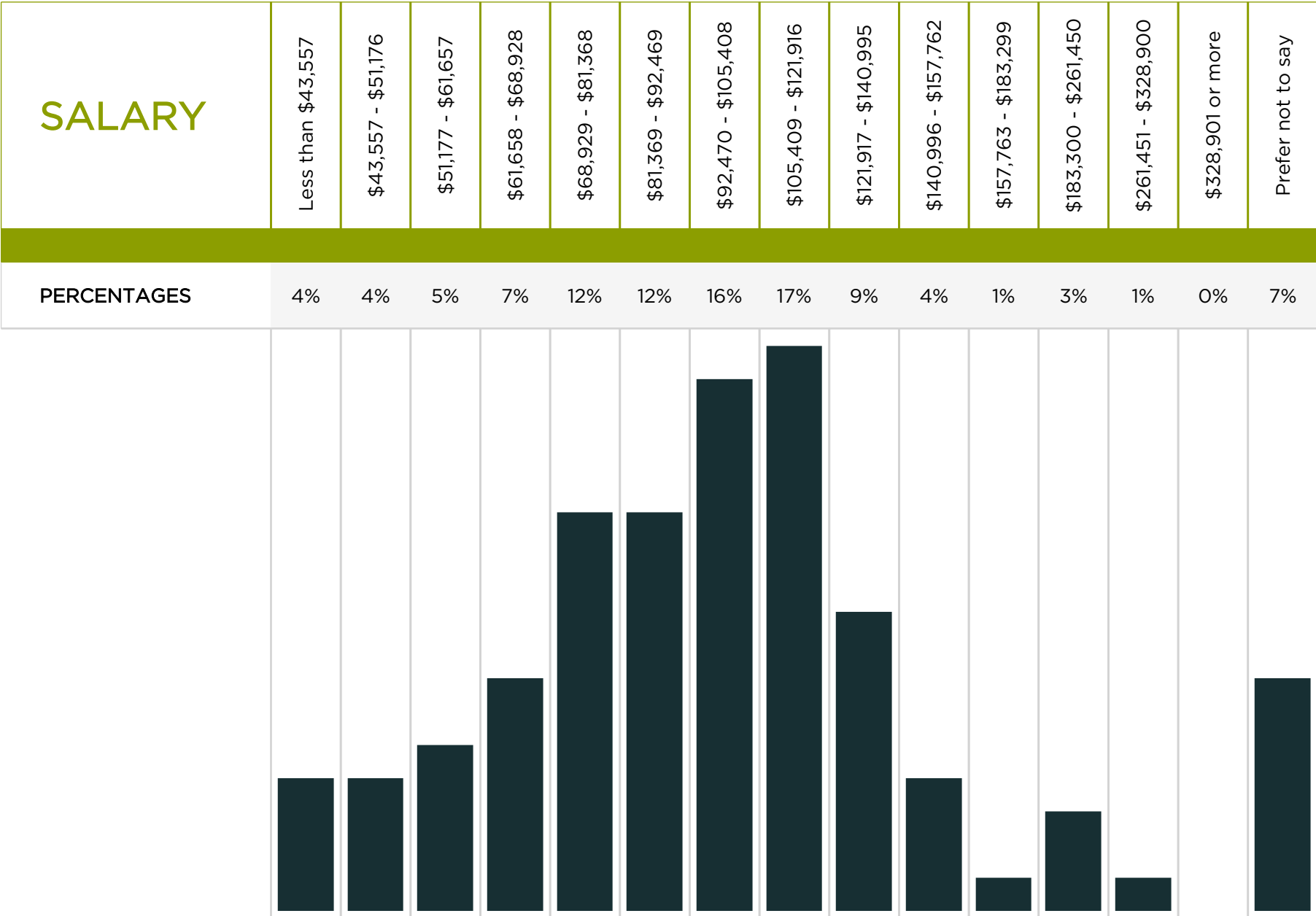
	PERCENTAGE
<b>TYPE OF WORK</b>	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	21%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	13%
Administrative support (e.g. executive/personal assistant, receptionist)	6%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	12%
Policy	6%
Research	5%
Program and project management support	17%
Legal (including developing and/or reviewing legislation)	1%
Other	19%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

### SALARY



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
<b>TENURE IN ORGANISATION</b>		
Less than 1 year		20%
1 - 2 years		16%
2 - 5 years		21%
5 - 10 years		16%
10 - 20 years		18%
More than 20 years		9%



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

	PERCENTAGE
<b>FLEXIBLE WORKING</b>	
Flexible start and finish times	64%
Working from home	23%
Working additional hours to make up for time off	21%
None of the above	19%
Working from different locations	15%
Part-time work	13%
Working more hours over fewer days	12%

% are calculated with the number of unique respondents (N = 6,289 to this question)

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

	PERCENTAGE
<b>FLEXIBLE WORKING</b>	
Leave without pay	8%
Flexible scheduling for rostered workers	7%
Study leave	3%
Other	2%
Job sharing	2%
Purchasing annual leave	1%

% are calculated with the number of unique respondents (N = 6,289 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.

	Planning and Environment	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	6680	1322	817	414	769	409	303	1073	76	1190
EMPLOYEE ENGAGEMENT	69%	69%	67%	73%	70%	66%	71%	68%	73%	68%
ENGAGEMENT WITH WORK	74%	72%	71%	74%	76%	77%	82%	75%	84%	75%
SENIOR MANAGERS	50%	44%	44%	57%	58%	58%	52%	49%	73%	49%
COMMUNICATION	66%	60%	62%	72%	72%	73%	69%	68%	78%	66%
HIGH PERFORMANCE	66%	61%	62%	71%	70%	72%	70%	66%	81%	65%
PUBLIC SECTOR VALUES	65%	60%	61%	69%	71%	73%	68%	66%	81%	65%
DIVERSITY & INCLUSION	75%	70%	73%	80%	80%	81%	79%	77%	83%	73%

### 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.

	Planning and Environment	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	6680	271	225	320	428	754	745	990	1053	588	236	70	208	35
EMPLOYEE ENGAGEMENT	69%	76%	74%	71%	68%	69%	68%	67%	66%	69%	70%	72%	77%	87%
ENGAGEMENT WITH WORK	74%	77%	76%	75%	71%	72%	73%	72%	77%	81%	78%	85%	86%	94%
SENIOR MANAGERS	50%	47%	51%	49%	41%	49%	46%	47%	49%	58%	60%	67%	73%	87%
COMMUNICATION	66%	60%	63%	63%	58%	64%	64%	66%	69%	74%	72%	78%	82%	92%
HIGH PERFORMANCE	66%	64%	67%	66%	59%	64%	63%	65%	67%	73%	73%	79%	82%	90%
PUBLIC SECTOR VALUES	65%	62%	65%	64%	57%	64%	62%	64%	67%	74%	73%	79%	83%	91%
DIVERSITY & INCLUSION	75%	71%	72%	72%	67%	73%	74%	76%	78%	83%	80%	81%	87%	91%

### 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.

	Planning and Environment	\$328,901 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>6680</b>	<b>17</b>	<b>420</b>
<b>EMPLOYEE ENGAGEMENT</b>	69%	(r)	<b>63%</b>
ENGAGEMENT WITH WORK	74%	(r)	<b>64%</b>
SENIOR MANAGERS	50%	(r)	<b>42%</b>
COMMUNICATION	66%	(r)	<b>57%</b>
HIGH PERFORMANCE	66%	(r)	<b>57%</b>
PUBLIC SECTOR VALUES	65%	(r)	<b>57%</b>
DIVERSITY & INCLUSION	75%	(r)	<b>66%</b>

### 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.

	Planning and Environment	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
<b>NUMBER OF RESPONDENTS</b>	6680	1245	986	1315	1038	1162	583
<b>EMPLOYEE ENGAGEMENT</b>	69%	74%	70%	69%	67%	65%	65%
ENGAGEMENT WITH WORK	74%	81%	76%	76%	73%	70%	69%
SENIOR MANAGERS	50%	65%	55%	49%	44%	42%	37%
COMMUNICATION	66%	77%	69%	67%	63%	59%	58%
HIGH PERFORMANCE	66%	75%	70%	66%	63%	60%	58%
PUBLIC SECTOR VALUES	65%	77%	69%	65%	61%	59%	55%
DIVERSITY & INCLUSION	75%	83%	78%	76%	73%	70%	70%

### 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.

	Planning and Environment	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	6680	4028	732	1351	412	841	117	960	1446	85	487	175	121	1219
EMPLOYEE ENGAGEMENT	69%	69%	69%	70%	70%	70%	73%	70%	70%	65%	71%	70%	68%	68%
ENGAGEMENT WITH WORK	74%	75%	75%	76%	70%	78%	78%	79%	80%	69%	75%	76%	71%	72%
SENIOR MANAGERS	50%	50%	47%	51%	43%	50%	53%	52%	54%	55%	54%	56%	51%	48%
COMMUNICATION	66%	68%	67%	70%	63%	68%	69%	71%	73%	70%	69%	69%	65%	61%
HIGH PERFORMANCE	66%	67%	65%	68%	63%	69%	72%	68%	71%	68%	69%	68%	65%	62%
PUBLIC SECTOR VALUES	65%	67%	64%	68%	60%	68%	69%	68%	70%	68%	69%	70%	65%	62%
DIVERSITY & INCLUSION	75%	79%	78%	81%	74%	80%	80%	82%	84%	78%	79%	79%	71%	66%

\*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.

	Planning and Environment	Sydney East	Sydney - City and Inner South	Sydney West	Sydney - North Sydney and Hornsby	Sydney - Parramatta	Sydney - Inner South West	Hunter Valley exc Newcastle	Far West and Orana	Capital Region	Coffs Harbour - Grafton	Newcastle and Lake Macquarie	Southern Highlands and Shoalhaven
NUMBER OF RESPONDENTS	6680	3809	2941	560	417	391	311	294	228	194	135	127	92
EMPLOYEE ENGAGEMENT	69%	72%	71%	69%	78%	68%	65%	62%	69%	64%	66%	67%	60%
ENGAGEMENT WITH WORK	74%	77%	77%	74%	83%	74%	71%	68%	76%	73%	76%	72%	68%
SENIOR MANAGERS	50%	54%	54%	51%	60%	54%	46%	48%	46%	41%	41%	51%	42%
COMMUNICATION	66%	69%	68%	66%	69%	68%	68%	64%	64%	64%	67%	69%	62%
HIGH PERFORMANCE	66%	69%	69%	67%	71%	68%	63%	65%	63%	61%	63%	67%	59%
PUBLIC SECTOR VALUES	65%	69%	69%	66%	71%	68%	64%	64%	62%	60%	60%	68%	59%
DIVERSITY & INCLUSION	75%	77%	78%	76%	73%	78%	78%	75%	73%	74%	79%	79%	70%

\*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.

	Planning and Environment	Central West	Mid North Coast	New England and North West	Riverina	Illawarra	Sydney - Outer West and Blue Mountains	Sydney - Eastern Suburbs	Sydney - Outer South West	Murray	Sydney - Baukham Hills and Hawkesbury	Central Coast	Richmond - Tweed	Sydney - Inner West
NUMBER OF RESPONDENTS	6680	87	76	74	68	66	59	58	58	52	46	43	42	35
EMPLOYEE ENGAGEMENT	69%	64%	64%	63%	64%	60%	65%	77%	73%	65%	71%	62%	66%	74%
ENGAGEMENT WITH WORK	74%	66%	76%	64%	71%	71%	73%	82%	78%	75%	70%	79%	73%	80%
SENIOR MANAGERS	50%	42%	44%	45%	42%	45%	40%	58%	48%	47%	41%	42%	55%	61%
COMMUNICATION	66%	56%	63%	62%	63%	70%	64%	73%	61%	71%	63%	62%	66%	79%
HIGH PERFORMANCE	66%	56%	61%	62%	60%	64%	60%	73%	66%	63%	63%	60%	65%	73%
PUBLIC SECTOR VALUES	65%	57%	57%	60%	57%	63%	60%	73%	63%	64%	60%	60%	65%	75%
DIVERSITY & INCLUSION	75%	65%	71%	73%	76%	80%	74%	83%	71%	81%	69%	73%	74%	82%

\*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.

	Planning and Environment	Sydney - Sutherland	Sydney - Northern Beaches	OUTSIDE NSW	Sydney - South West	Sydney - Ryde	Sydney - Blacktown
<b>NUMBER OF RESPONDENTS</b>	<b>6680</b>	<b>25</b>	<b>20</b>	<b>5</b>	<b>5</b>	<b>2</b>	<b>1</b>
<b>EMPLOYEE ENGAGEMENT</b>	69%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	50%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	66%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	66%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	65%	(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.

	Planning and Environment	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
<b>NUMBER OF RESPONDENTS</b>	6680	17	212	600	855	918	976	936	818	612	270	93
<b>EMPLOYEE ENGAGEMENT</b>	69%	(r)	79%	72%	71%	69%	67%	67%	66%	67%	68%	73%
<b>ENGAGEMENT WITH WORK</b>	74%	(r)	79%	75%	77%	75%	74%	73%	74%	73%	77%	82%
<b>SENIOR MANAGERS</b>	50%	(r)	62%	53%	54%	51%	50%	48%	47%	45%	47%	48%
<b>COMMUNICATION</b>	66%	(r)	73%	69%	70%	68%	68%	65%	63%	63%	61%	68%
<b>HIGH PERFORMANCE</b>	66%	(r)	75%	69%	69%	67%	66%	65%	63%	63%	63%	69%
<b>PUBLIC SECTOR VALUES</b>	65%	(r)	75%	68%	69%	66%	66%	64%	62%	62%	62%	67%
<b>DIVERSITY &amp; INCLUSION</b>	75%	(r)	83%	77%	78%	76%	76%	74%	73%	74%	71%	80%

### 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.

	Planning and Environment	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	<b>6680</b>	<b>2791</b>	<b>3452</b>	<b>112</b>
<b>EMPLOYEE ENGAGEMENT</b>	69%	68%	70%	54%
ENGAGEMENT WITH WORK	74%	74%	76%	51%
SENIOR MANAGERS	50%	50%	50%	30%
COMMUNICATION	66%	68%	66%	46%
HIGH PERFORMANCE	66%	66%	67%	47%
PUBLIC SECTOR VALUES	65%	65%	66%	45%
DIVERSITY & INCLUSION	75%	76%	76%	52%

**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

# ABORIGINAL AND/OR TORRES STRAIT ISLANDER



## 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.

	Planning and Environment	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>6680</b>	<b>187</b>	<b>5946</b>	<b>250</b>
<b>EMPLOYEE ENGAGEMENT</b>	69%	71%	69%	52%
ENGAGEMENT WITH WORK	74%	78%	76%	49%
SENIOR MANAGERS	50%	55%	51%	28%
COMMUNICATION	66%	67%	67%	43%
HIGH PERFORMANCE	66%	68%	67%	43%
PUBLIC SECTOR VALUES	65%	67%	66%	43%
DIVERSITY & INCLUSION	75%	75%	76%	50%

3% of respondents identified as Aboriginal and/or Torres Strait Islander.

### 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

# LANGUAGE OTHER THAN ENGLISH



## 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.

	Planning and Environment	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>6680</b>	<b>955</b>	<b>5210</b>	<b>238</b>
<b>EMPLOYEE ENGAGEMENT</b>	69%	72%	69%	53%
ENGAGEMENT WITH WORK	74%	78%	75%	50%
SENIOR MANAGERS	50%	59%	49%	30%
COMMUNICATION	66%	71%	66%	44%
HIGH PERFORMANCE	66%	71%	66%	43%
PUBLIC SECTOR VALUES	65%	71%	65%	45%
DIVERSITY & INCLUSION	75%	78%	76%	51%

15% of respondents speak a language other than English at home.

### 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.

	Planning and Environment	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>6680</b>	<b>269</b>	<b>5890</b>	<b>240</b>
<b>EMPLOYEE ENGAGEMENT</b>	69%	68%	69%	53%
ENGAGEMENT WITH WORK	74%	71%	76%	50%
SENIOR MANAGERS	50%	49%	51%	26%
COMMUNICATION	66%	64%	67%	42%
HIGH PERFORMANCE	66%	65%	67%	42%
PUBLIC SECTOR VALUES	65%	64%	66%	43%
DIVERSITY & INCLUSION	75%	73%	76%	51%

4% of respondents identified as having a disability.

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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## 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.

	Planning and Environment	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>6680</b>	<b>509</b>	<b>5503</b>	<b>371</b>
<b>EMPLOYEE ENGAGEMENT</b>	69%	66%	70%	57%
ENGAGEMENT WITH WORK	74%	67%	77%	56%
SENIOR MANAGERS	50%	46%	51%	37%
COMMUNICATION	66%	62%	68%	50%
HIGH PERFORMANCE	66%	63%	67%	51%
PUBLIC SECTOR VALUES	65%	62%	66%	52%
DIVERSITY & INCLUSION	75%	72%	77%	58%

8% of respondents identified as having a mental health condition.

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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**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.

	Planning and Environment	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>6680</b>	<b>412</b>	<b>5583</b>	<b>354</b>
<b>EMPLOYEE ENGAGEMENT</b>	69%	72%	69%	56%
ENGAGEMENT WITH WORK	74%	75%	76%	56%
SENIOR MANAGERS	50%	54%	51%	33%
COMMUNICATION	66%	68%	67%	50%
HIGH PERFORMANCE	66%	69%	67%	50%
PUBLIC SECTOR VALUES	65%	69%	66%	49%
DIVERSITY & INCLUSION	75%	77%	76%	58%

6% of respondents identified as lesbian, gay, bisexual, transgender, intersex or gender diverse.

**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

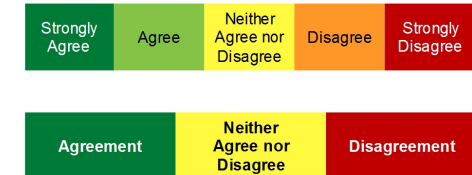
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.