
PEOPLE MATTER 2018

NSW Public Sector Employee Survey



AGENCY REPORT

Planning and Environment

Other Agencies and Trusts

Botanic Gardens & Centennial Parklands

RESPONSE RATE

73%

223 OF 304 RESPONDENTS

EMPLOYEE ENGAGEMENT

76%

DIFFERENCE FROM 2017 +2
 DIFFERENCE FROM PARENT* +7
 DIFFERENCE FROM PUBLIC SECTOR +11

ENGAGEMENT WITH WORK

80%

DIFFERENCE FROM 2017 +3
 DIFFERENCE FROM PARENT* +6
 DIFFERENCE FROM PUBLIC SECTOR +8

SENIOR MANAGERS

56%

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

COMMUNICATION

70%

DIFFERENCE FROM 2017 +5
 DIFFERENCE FROM PARENT* +4
 DIFFERENCE FROM PUBLIC SECTOR +9

HIGH PERFORMANCE

71%

DIFFERENCE FROM 2017 +4
 DIFFERENCE FROM PARENT* +5
 DIFFERENCE FROM PUBLIC SECTOR +6

PUBLIC SECTOR VALUES

69%

DIFFERENCE FROM 2017 +6
 DIFFERENCE FROM PARENT* +4
 DIFFERENCE FROM PUBLIC SECTOR +7

DIVERSITY & INCLUSION

76%

DIFFERENCE FROM PARENT* +1
 DIFFERENCE FROM PUBLIC SECTOR +8

FLEXIBLE WORKING SATISFACTION

69%

DIFFERENCE FROM 2017 +4
 DIFFERENCE FROM PARENT* +7
 DIFFERENCE FROM PUBLIC SECTOR +10

ACTION ON RESULTS

46%

DIFFERENCE FROM 2017 +17
 DIFFERENCE FROM PARENT* -1
 DIFFERENCE FROM PUBLIC SECTOR +9



QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.

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

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

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

*Parent refers to Other Agencies and Trusts

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018
AGREEMENT
2017

	AGREEMENT 2018	AGREEMENT 2017
1g. I know how to address a health and safety issue I have identified	96%	-
2a. My workgroup strives to achieve customer/client satisfaction	93%	87%
1a. I understand what is expected of me to do well in my role	92%	91%
2c. I receive help and support from other members of my workgroup	89%	87%
7j. I am proud to tell others I work for my organisation	87%	87%
2b. My workgroup works collaboratively to achieve its objectives	86%	83%
5b. My manager listens to what I have to say	86%	79%
5a. My manager encourages people in my workgroup to keep improving the work they do	85%	76%
2d. There is good team spirit in my workgroup	83%	81%
5g. My manager provides acknowledgement or other recognition for the work I do	83%	78%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018
AGREEMENT
2017

	AGREEMENT 2018	AGREEMENT 2017
9a. I have confidence in the ways my organisation resolves grievances	42%	38%
7d. There is good co-operation between teams across our organisation	44%	49%
7c. I feel that change is managed well in my organisation	45%	35%
7g. I have confidence in the way recruitment decisions are made	45%	43%
14. I believe action will be taken on the results from this survey by my organisation	46%	29%
6h. I feel that senior managers listen to employees	49%	42%
6b. I feel that senior managers effectively lead and manage change	51%	47%
3g. I am satisfied with the opportunities available for career development in my organisation	51%	44%
7e. People in my organisation take responsibility for their own actions	53%	45%
6c. I feel that senior managers model the values of my organisation	55%	48%



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	46%	29%
3e.	My performance is assessed against clear criteria	65%	48%
3d.	In the last 12 months I received useful feedback on my work to enable me to deliver required results	77%	63%
7m.	My organisation inspires me to do the best in my job	71%	59%
5h.	My manager appropriately deals with employees who perform poorly	58%	47%
7c.	I feel that change is managed well in my organisation	45%	35%
5a.	My manager encourages people in my workgroup to keep improving the work they do	85%	76%
6f.	Senior managers communicate the importance of customers/clients in achieving our business objectives	70%	62%
7e.	People in my organisation take responsibility for their own actions	53%	45%
5e.	My manager involves my workgroup in decisions about our work	77%	69%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

7d.	There is good co-operation between teams across our organisation	44%	49%
7k.	I feel a strong personal attachment to my organisation	77%	80%



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



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



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



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



Q7d. There is good co-operation between teams across our organisation



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



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



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



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



Q7d. There is good co-operation between teams across our organisation



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



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



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



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



Q7d. There is good co-operation between teams across our organisation



FIND YOUR HIGHEST NEUTRAL SCORES

THESE ARE YOUR HIGHEST NEUTRAL SCORING QUESTIONS

- WHAT ARE EMPLOYEES MOST POSITIVE ABOUT?
(STRENGTHS)

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

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



WHAT'S NEXT?

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

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

46%

of employees replied favourably to:

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

37%

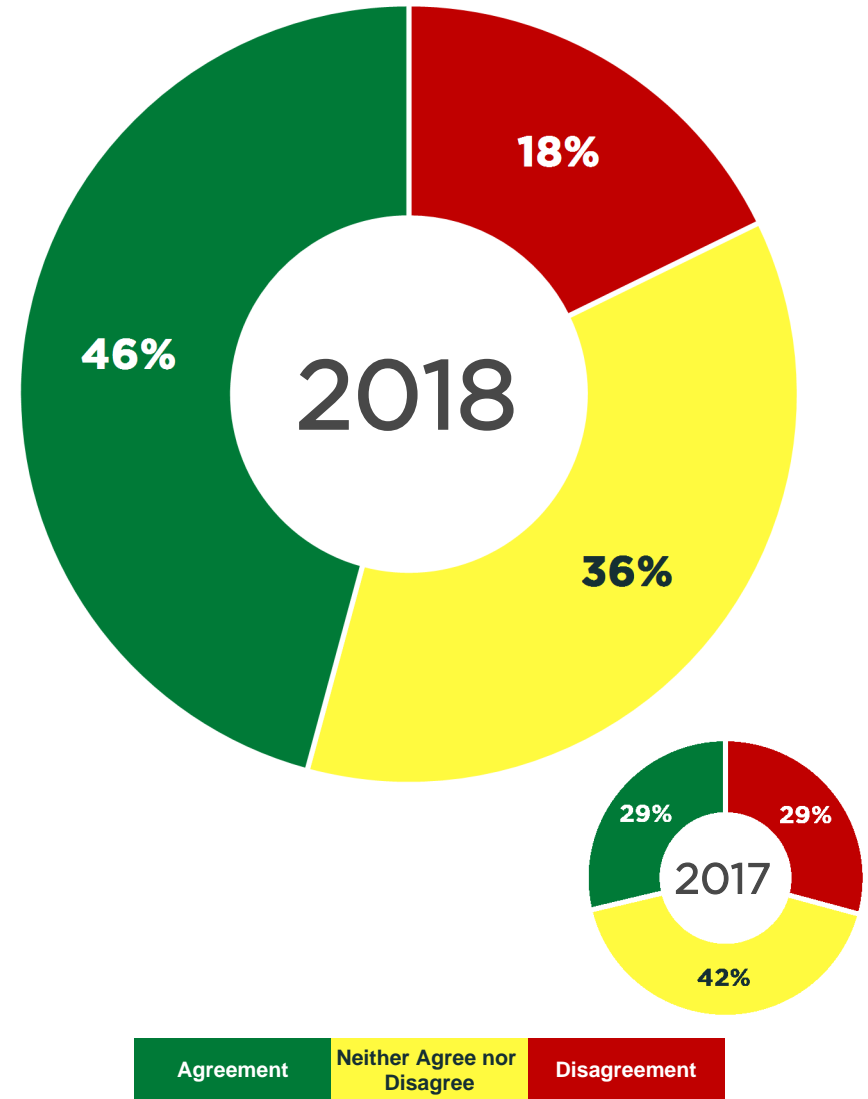
SECTOR

47%

CLUSTER

29%

2017



KEY DRIVERS OF ENGAGEMENT



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

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

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

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

*Parent refers to Other Agencies and Trusts

RANK

		% AGREEMENT 2018	% AGREEMENT 2017	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	Q7f. My organisation is committed to developing its employees	56%	52%	53%	52%
2	Q7a. My organisation focuses on improving the work we do	74%	69%	75%	69%
3	Q6c. I feel that senior managers model the values of my organisation	55%	48%	60%	50%
4	Q6b. I feel that senior managers effectively lead and manage change	51%	47%	55%	46%
5	Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	80%	78%	84%	76%
6	Q7c. I feel that change is managed well in my organisation	45%	35%	49%	40%

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Botanic Gardens & Centennial Parklands

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.

	Botanic Gardens & Centennial Parklands	Assets and Facilities Management	Corporate Services and Governance (BGCP)	Horticulture	Science and Conservation	Visitors Experience
NUMBER OF RESPONDENTS	223	17	26	64	46	54
EMPLOYEE ENGAGEMENT	76%	80%	78%	74%	73%	78%
ENGAGEMENT WITH WORK	80%	98%	73%	75%	82%	80%
SENIOR MANAGERS	56%	82%	70%	43%	42%	63%
COMMUNICATION	70%	93%	78%	62%	61%	73%
HIGH PERFORMANCE	71%	85%	71%	67%	64%	75%
PUBLIC SECTOR VALUES	69%	89%	77%	62%	61%	74%
DIVERSITY & INCLUSION	76%	88%	86%	63%	78%	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



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	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q7i. I would recommend my organisation as a great place to work	34	42	18	76%	72%	76%	66%	61%
Q7j. I am proud to tell others I work for my organisation	49	38	11	87%	87%	86%	75%	69%
Q7k. I feel a strong personal attachment to my organisation	41	36	18	77%	80%	80%	69%	63%
Q7l. My organisation motivates me to help it achieve its objectives	27	41	24	68%	61%	72%	59%	55%
Q7m. My organisation inspires me to do the best in my job	30	41	21	71%	59%	72%	59%	55%

KEY





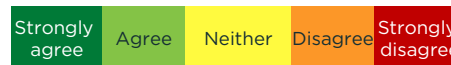
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ENGAGEMENT WITH WORK		80% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q1c. My job gives me a feeling of personal accomplishment				82%	81%	84%	76%	76%
Q1d. I feel motivated to contribute more than what is normally required at work				82%	74%	82%	76%	72%
Q1e. I am satisfied with my job				77%	75%	79%	71%	69%

KEY





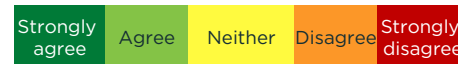
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SENIOR MANAGERS	56% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018	
Q6a. I believe senior managers provide clear direction for the future of the organisation	17	40	26	13	57%	53%	61%	50%	49%	
Q6b. I feel that senior managers effectively lead and manage change	18	33	29	15	51%	47%	55%	44%	46%	
Q6c. I feel that senior managers model the values of my organisation	20	35	26	12	55%	48%	60%	51%	50%	
Q6d. Senior managers encourage innovation by employees	15	43	27	9	58%	51%	60%	51%	50%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	17	43	27	10	59%	54%	59%	55%	52%	
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	22	48	23	7	70%	62%	75%	68%	62%	
Q6g. I feel that senior managers keep employees informed about what's going on	21	37	24	14	58%	54%	61%	50%	47%	
Q6h. I feel that senior managers listen to employees	18	30	28	17	49%	42%	51%	46%	43%	
Q7c. I feel that change is managed well in my organisation	11	34	31	16	8	45%	35%	49%	32%	40%

KEY





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COMMUNICATION	70% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018		
Q5c. My manager communicates effectively with me	40	39	14	79%	75%	78%	75%	72%	
Q5d. My manager encourages and values employee input	40	44	10	83%	77%	80%	79%	72%	
Q5e. My manager involves my workgroup in decisions about our work	36	41	14	77%	69%	75%	72%	67%	
Q6g. I feel that senior managers keep employees informed about what's going on	21	37	24	14	58%	54%	61%	50%	47%
Q6h. I feel that senior managers listen to employees	18	30	28	17	49%	42%	51%	46%	43%
Q8c. I am able to speak up and share a different view to my colleagues and manager	28	46	17	74%	70%	77%	75%	67%	

KEY





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

HIGH PERFORMANCE	71% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018		
	Q1a. I understand what is expected of me to do well in my role	37	55	92%	91%	92%	86%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	44	43	86%	83%	85%	84%	79%		
Q3f. I have received appropriate training and development to do my job well	17	49	22	9	66%	65%	66%	63%	65%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	40	45	11	85%	76%	81%	78%	74%	
Q5f. I have confidence in the decisions my manager makes	35	44	11	80%	72%	76%	74%	68%	
Q6d. Senior managers encourage innovation by employees	15	43	27	9	58%	51%	60%	51%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	17	43	27	10	59%	54%	59%	55%	52%
Q7a. My organisation focuses on improving the work we do	23	50	19	74%	69%	75%	68%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	18	46	25	9	64%	60%	66%	54%	57%

KEY





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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.

	71% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC LIC SECTOR 2018
Q7d. There is good co-operation between teams across our organisation	9	35	32	17	44%	49%	52%	48%	49%
Q7h. My organisation generally selects capable people to do the job	13	54	22	7	67%	64%	66%	63%	54%

KEY





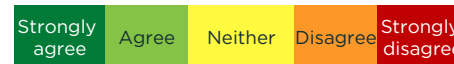
EXPLORE THE FULL RESULTS

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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.

PUBLIC SECTOR VALUES	69% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018		
	Q2a. My workgroup strives to achieve customer/client satisfaction	51	41	93%	87%	91%	90%	86%	
Q2e. People in my workgroup treat each other with respect	49	34	11	83%	81%	80%	83%	75%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	40	45	11	85%	76%	81%	78%	74%	
Q5b. My manager listens to what I have to say	45	41	8	86%	79%	85%	82%	76%	
Q6a. I believe senior managers provide clear direction for the future of the organisation	17	40	26	13	57%	53%	61%	50%	49%
Q6c. I feel that senior managers model the values of my organisation	20	35	26	12	55%	48%	60%	51%	50%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	22	48	23	7	70%	62%	75%	68%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	21	37	24	14	58%	54%	61%	50%	47%
Q6h. I feel that senior managers listen to employees	18	30	28	17	49%	42%	51%	46%	43%

KEY





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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		69% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q7a. My organisation focuses on improving the work we do		74%	69%	75%	68%	69%		
Q7e. People in my organisation take responsibility for their own actions		53%	45%	56%	52%	49%		

KEY





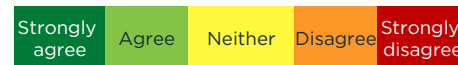
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

DIVERSITY & INCLUSION	76% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018	
Q1b. I am provided with the support I need to do my best at work	21	54	13	9	74%	66%	70%	66%	65%	
Q5b. My manager listens to what I have to say	45	41	8		86%	79%	85%	82%	76%	
Q5d. My manager encourages and values employee input	40	44	10		83%	77%	80%	79%	72%	
Q6i. Senior managers in my organisation support the career advancement of women	30	36	23		65%	59%	69%	67%	60%	
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	32	48	13		80%	78%	84%	80%	76%	
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	34	44	15		78%	79%	83%	78%	75%	
Q8c. I am able to speak up and share a different view to my colleagues and manager	28	46	17		74%	70%	77%	75%	67%	
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	35	33	12	11	8	69%	64%	62%	73%	59%
Q8e. My manager supports flexible working in my team	42	34	11	7		76%	-	70%	77%	63%

KEY

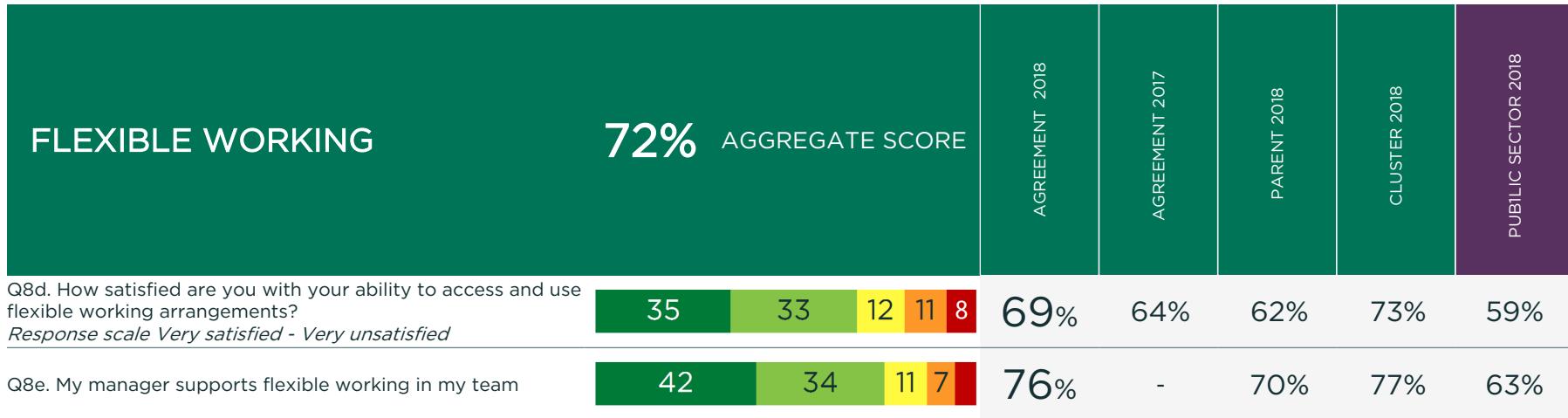




EXPLORE THE FULL RESULTS

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





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Questions are grouped by topics in this report.

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

RECRUITMENT	56% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q7g. I have confidence in the way recruitment decisions are made	14	32	36	13	45%	43%	45%	39%	37%
Q7h. My organisation generally selects capable people to do the job	13	54	22	7	67%	64%	66%	63%	54%

KEY





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PERFORMANCE FRAMEWORK & DEVELOPMENT	65% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC LIC SECTOR 2018	
	Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	27	50	14	77%	63%	71%	67%	65%	
Q3e. My performance is assessed against clear criteria	19	46	21	11	65%	48%	61%	52%	56%	
Q3g. I am satisfied with the opportunities available for career development in my organisation	15	36	25	14	9	51%	44%	50%	47%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do	42	42	11		83%	78%	77%	76%	69%	
Q5h. My manager appropriately deals with employees who perform poorly	22	35	27	9	58%	47%	50%	46%	46%	
Q7f. My organisation is committed to developing its employees	14	41	30	11	56%	52%	53%	52%	52%	

KEY





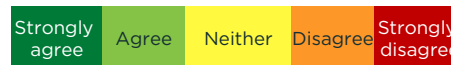
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WORKPLACE SUPPORT	78% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018		
Q1b. I am provided with the support I need to do my best at work	21	54	13	9	74%	66%	70%	66%	65%
Q1f. I am able to keep my work stress at an acceptable level	15	49	19	13	64%	64%	66%	64%	60%
Q2c. I receive help and support from other members of my workgroup	46	43			89%	87%	86%	86%	81%
Q2d. There is good team spirit in my workgroup	44	39	10		83%	81%	76%	75%	70%

KEY

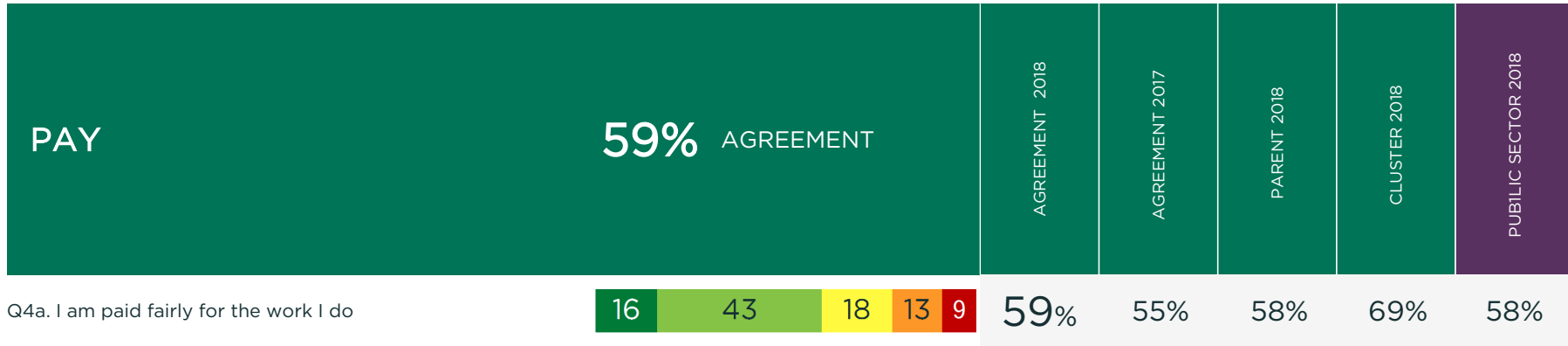




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KEY

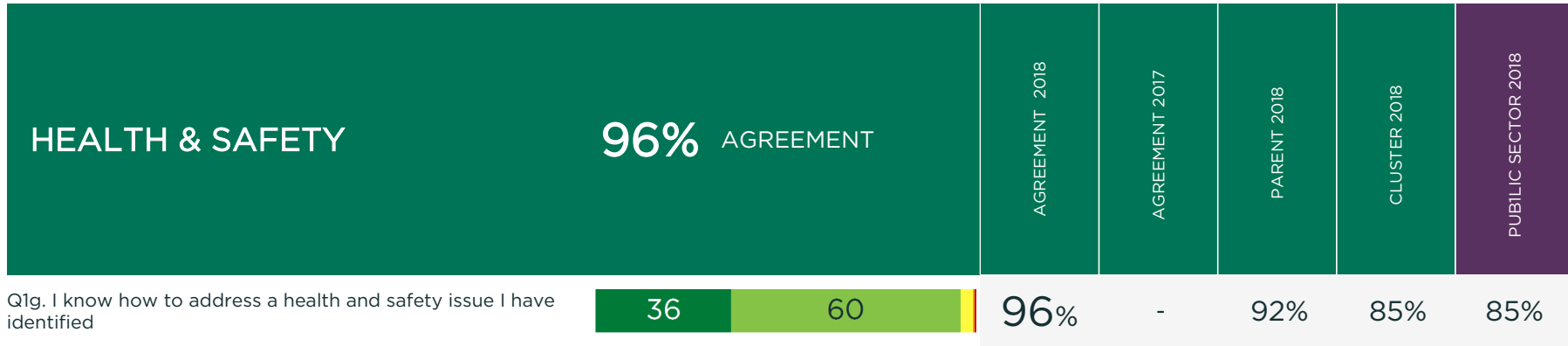




EXPLORE THE FULL RESULTS

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KEY





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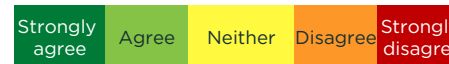
ACTION ON RESULTS

46% AGREEMENT

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



KEY

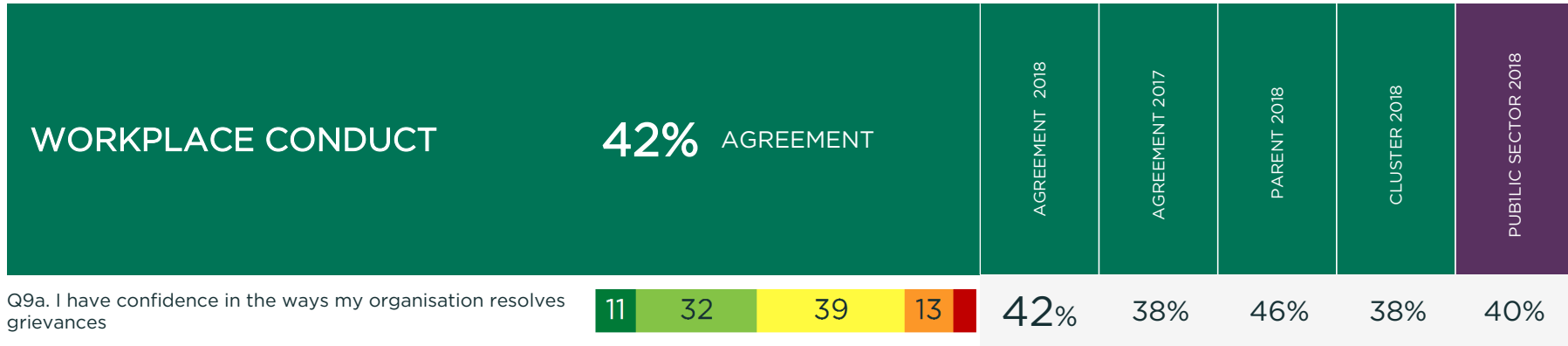




EXPLORE THE FULL RESULTS

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KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT

		2018	2017	PARENT 2018	PUBLIC SECTOR 2018
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes		79%	52%	68%	71%
No		21%	48%	32%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		87%	80%	81%	76%
No		13%	20%	19%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		71%	50%	59%	58%
No		29%	50%	41%	42%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

Q3h. Are you currently looking, or thinking about looking, for a new role within the NSW Public Sector but outside of your current workplace in order to broaden your experience?

		2018	2017	PARENT 2018	PUBLIC SECTOR 2018
Yes		36%	29%	29%	41%
No		64%	71%	71%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

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

		2018	2017	PARENT 2018	PUBLIC SECTOR 2018
Lack of visible opportunities		42%	35%	37%	30%
Lack of promotion opportunities		34%	34%	35%	29%
There are no major barriers to my career progression		32%	32%	33%	32%
Personal/family considerations		26%	29%	23%	30%
Geographic location considerations		18%	21%	17%	26%
The application/recruitment process is too cumbersome or time consuming		18%	20%	17%	23%
Insufficient training and development		15%	16%	14%	16%
Lack of required capabilities or experience		14%	13%	11%	11%
Lack of support for temporary assignments/secondments		12%	12%	11%	15%
Lack of support from my manager/supervisor		8%	10%	9%	14%
Other		8%	6%	7%	9%

% are calculated with the number of unique respondents (N = 212 to this question)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

		2018	2017	PARENT 2018	PUBLIC SECTOR 2018
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work					
Yes		14%	22%	18%	24%
No		70%	67%	65%	58%
Don't know		16%	12%	17%	18%
Q10b. If yes to 10a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?					
Yes		47%	53%	68%	66%
No		53%	42%	30%	32%
Don't know	(r)				



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

		2018	2017	PARENT 2018	PUBLIC SECTOR 2018
Q11a. In the last 12 months I have witnessed bullying at work					
Yes		22%	27%	25%	33%
No		70%	65%	67%	57%
Don't know		9%	7%	8%	10%
Q11b. In the last 12 months I have been subjected to bullying at work					
Yes		11%	11%	11%	18%
No		84%	81%	84%	76%
Don't know		6%	8%	5%	6%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

PARENT 2018

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		30%	13%	15%	21%
Prefer not to say		26%	9%	18%	14%
A fellow worker at your level		17%	30%	26%	27%
Your Immediate Manager/Supervisor		13%	30%	22%	23%
A subordinate		9%	13%	10%	7%
Other		4%	4%	4%	4%
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

PARENT 2018

PUBLIC SECTOR 2018

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

	2018	2017	PARENT 2018	PUBLIC SECTOR 2018
Yes	0%	-	1%	3%
No	98%	-	97%	94%
Don't know	1%	-	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)



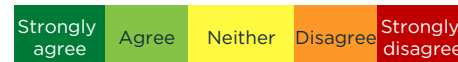
EXPLORE THE FULL RESULTS

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	PARENT 2018	CLUSTER 2018
Q1. My organisation listens to its customers and stakeholders		77%	74%	80%	74%
Q2. I have a clear understanding of the vision of my organisation		73%	67%	84%	68%
Q3. I am aware how my role contributes to the vision of my organisation		80%	79%	86%	75%
Q4. I am encouraged to participate in sustainable work practices by my supervisor or manager		69%	61%	79%	63%
Q5. My team is equipped with the right tools to provide good customer service		70%	69%	70%	63%
Q6. My organisation has the right tools in place to assist and manage geographically dispersed teams		52%	50%	54%	54%
Q7. I have access to the information I need to do my job well		74%	-	75%	71%
Q8. I feel informed about changes in my organisation		58%	-	62%	52%
Q9. The people I work with have safe work practices		91%	-	88%	88%
Q10. My manager promotes safe work practices in my workplace		91%	-	90%	86%

KEY



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
GENDER		
Male		50%
Female		46%
Other		3%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
AGE		
15 - 19		-
20 - 24		4%
25 -29		6%
30 - 34		19%
35 - 39		12%
40 - 44		15%
45 - 49		15%
50 - 54		17%
55 - 59		7%
60 - 64		3%
65+		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

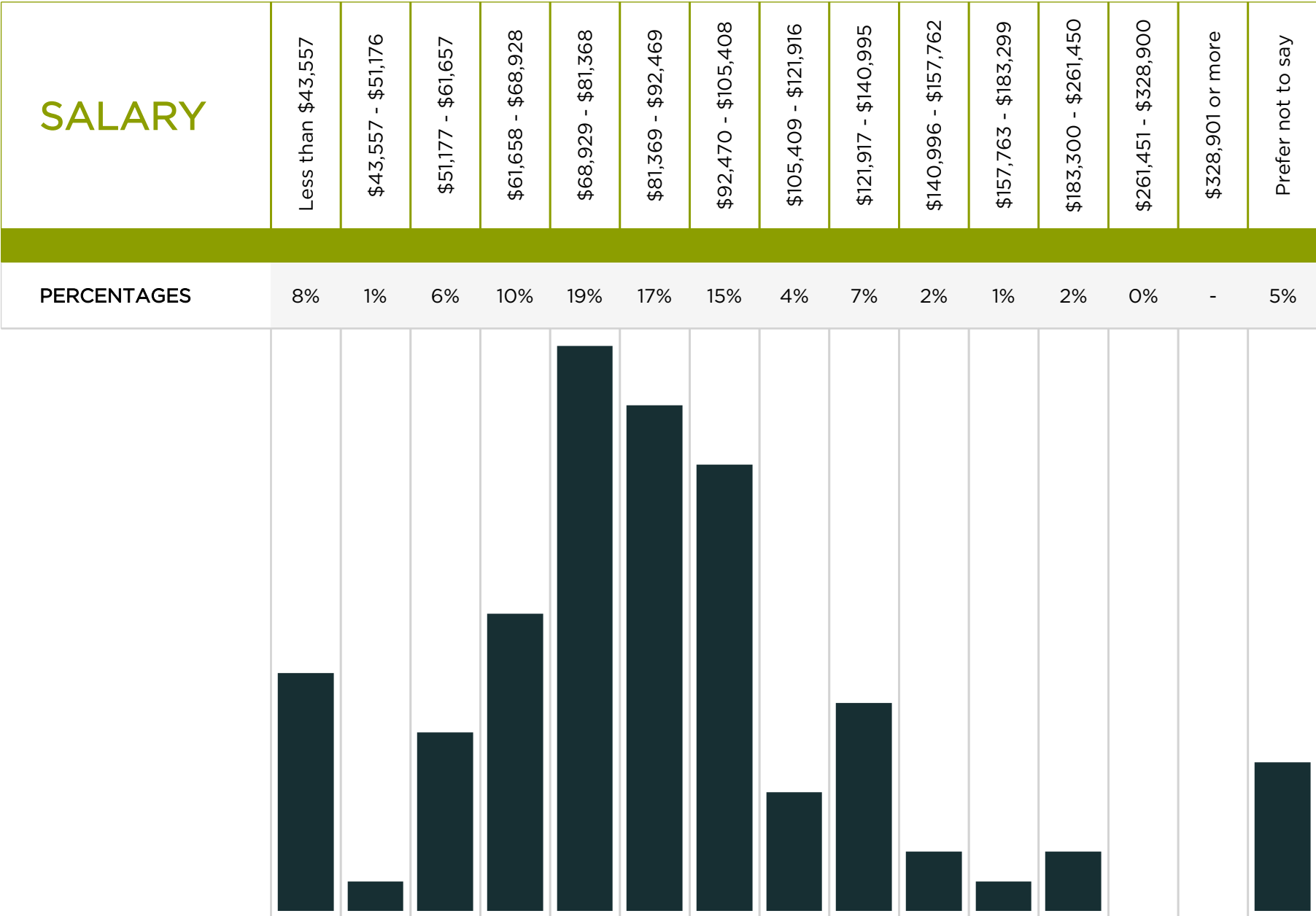
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	22%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	21%
Administrative support (e.g. executive/personal assistant, receptionist)	2%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	7%
Policy	-
Research	14%
Program and project management support	6%
Legal (including developing and/or reviewing legislation)	0%
Other	27%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

SALARY



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		12%
1 - 2 years		21%
2 - 5 years		22%
5 - 10 years		19%
10 - 20 years		16%
More than 20 years		10%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

	PERCENTAGE
FLEXIBLE WORKING	
Flexible start and finish times	59%
Working from home	25%
Working from different locations	22%
None of the above	22%
Working additional hours to make up for time off	21%
Part-time work	10%
Working more hours over fewer days	7%

% are calculated with the number of unique respondents (N = 212 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

	PERCENTAGE
FLEXIBLE WORKING	
Leave without pay	5%
Flexible scheduling for rostered workers	4%
Other	3%
Study leave	3%
Job sharing	2%

% are calculated with the number of unique respondents (N = 212 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.

	Botanic Gardens & Centennial Parklands	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	223	48	44	5	16	0	30	13	1	57
EMPLOYEE ENGAGEMENT	76%	75%	75%	(r)	(r)	(r)	78%	(r)	(r)	76%
ENGAGEMENT WITH WORK	80%	82%	76%	(r)	(r)	(r)	83%	(r)	(r)	80%
SENIOR MANAGERS	56%	58%	51%	(r)	(r)	(r)	45%	(r)	(r)	56%
COMMUNICATION	70%	68%	65%	(r)	(r)	(r)	62%	(r)	(r)	72%
HIGH PERFORMANCE	71%	70%	66%	(r)	(r)	(r)	67%	(r)	(r)	74%
PUBLIC SECTOR VALUES	69%	70%	65%	(r)	(r)	(r)	64%	(r)	(r)	71%
DIVERSITY & INCLUSION	76%	74%	70%	(r)	(r)	(r)	79%	(r)	(r)	76%

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.

	Botanic Gardens & Centennial Parklands	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	223	17	3	13	22	40	35	32	9	14	5	3	5	1
EMPLOYEE ENGAGEMENT	76%	(r)	(r)	(r)	(r)	67%	79%	79%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	80%	(r)	(r)	(r)	(r)	65%	91%	86%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	56%	(r)	(r)	(r)	(r)	45%	56%	62%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	70%	(r)	(r)	(r)	(r)	61%	64%	73%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)	(r)	(r)	64%	74%	71%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	69%	(r)	(r)	(r)	(r)	61%	69%	75%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	76%	(r)	(r)	(r)	(r)	67%	78%	85%	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Botanic Gardens & Centennial Parklands	\$328,901 or more	Prefer not to say
NUMBER OF RESPONDENTS	223	0	11
EMPLOYEE ENGAGEMENT	76%	(r)	(r)
ENGAGEMENT WITH WORK	80%	(r)	(r)
SENIOR MANAGERS	56%	(r)	(r)
COMMUNICATION	70%	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)
PUBLIC SECTOR VALUES	69%	(r)	(r)
DIVERSITY & INCLUSION	76%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULT BY 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.

	Botanic Gardens & Centennial Parklands	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	223	25	44	45	40	34	21
EMPLOYEE ENGAGEMENT	76%	(r)	73%	79%	75%	70%	(r)
ENGAGEMENT WITH WORK	80%	(r)	75%	91%	75%	78%	(r)
SENIOR MANAGERS	56%	(r)	56%	57%	61%	46%	(r)
COMMUNICATION	70%	(r)	71%	72%	67%	64%	(r)
HIGH PERFORMANCE	71%	(r)	69%	78%	69%	62%	(r)
PUBLIC SECTOR VALUES	69%	(r)	69%	72%	70%	61%	(r)
DIVERSITY & INCLUSION	76%	(r)	79%	84%	72%	68%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY TYPES OF FLEXIBLE WORKING



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Botanic Gardens & Centennial Parklands	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	223	125	14	45	9	22	4	46	54	0	11	6	7	46
EMPLOYEE ENGAGEMENT	76%	79%	(r)	80%	(r)	(r)	(r)	86%	84%	(r)	(r)	(r)	(r)	68%
ENGAGEMENT WITH WORK	80%	86%	(r)	84%	(r)	(r)	(r)	93%	93%	(r)	(r)	(r)	(r)	64%
SENIOR MANAGERS	56%	61%	(r)	65%	(r)	(r)	(r)	83%	66%	(r)	(r)	(r)	(r)	42%
COMMUNICATION	70%	72%	(r)	76%	(r)	(r)	(r)	90%	79%	(r)	(r)	(r)	(r)	64%
HIGH PERFORMANCE	71%	73%	(r)	74%	(r)	(r)	(r)	85%	75%	(r)	(r)	(r)	(r)	63%
PUBLIC SECTOR VALUES	69%	72%	(r)	76%	(r)	(r)	(r)	88%	77%	(r)	(r)	(r)	(r)	60%
DIVERSITY & INCLUSION	76%	83%	(r)	82%	(r)	(r)	(r)	92%	89%	(r)	(r)	(r)	(r)	60%

*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.

	Botanic Gardens & Centennial Parklands	Sydney East	Sydney - City and Inner South	Sydney West	Sydney - Outer South West	Sydney - Eastern Suburbs	Sydney - Baulkham Hills and Hawkesbury	Sydney - Inner West	Sydney - Northern Beaches	Sydney - Outer West and Blue Mountains	Sydney - Parramatta	Sydney - Ryde	Sydney - South West
NUMBER OF RESPONDENTS	223	150	128	55	41	20	13	1	1	1	0	0	0
EMPLOYEE ENGAGEMENT	76%	77%	76%	75%	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	80%	81%	80%	81%	88%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	56%	59%	57%	48%	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	70%	73%	71%	63%	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	71%	70%	70%	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	69%	71%	70%	65%	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	76%	79%	78%	71%	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

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

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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.

	Botanic Gardens & Centennial Parklands	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley exc Newcastle	Illawarra	Mid North Coast	Murray	Sydney - Blacktown	Sydney - Inner South West	Sydney - North Sydney and Hornsby	Sydney - Sutherland
NUMBER OF RESPONDENTS	223	0	0	0	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	80%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

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

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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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.

	Botanic Gardens & Centennial Parklands	New England and North West	Newcastle and Lake Macquarie	OUTSIDE NSW	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven
NUMBER OF RESPONDENTS	223	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	76%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	80%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	56%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	70%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	69%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	76%	(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.

	Botanic Gardens & Centennial Parklands	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	223	0	8	12	39	25	32	31	36	15	7	5
EMPLOYEE ENGAGEMENT	76%	(r)	(r)	(r)	81%	(r)	75%	73%	72%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	80%	(r)	(r)	(r)	82%	(r)	76%	90%	73%	(r)	(r)	(r)
SENIOR MANAGERS	56%	(r)	(r)	(r)	64%	(r)	55%	56%	49%	(r)	(r)	(r)
COMMUNICATION	70%	(r)	(r)	(r)	80%	(r)	67%	65%	60%	(r)	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)	(r)	77%	(r)	72%	71%	62%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	69%	(r)	(r)	(r)	77%	(r)	69%	71%	60%	(r)	(r)	(r)
DIVERSITY & INCLUSION	76%	(r)	(r)	(r)	84%	(r)	74%	73%	69%	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULT BY 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.

	Botanic Gardens & Centennial Parklands	Male	Female	Other
NUMBER OF RESPONDENTS	223	106	98	7
EMPLOYEE ENGAGEMENT	76%	77%	75%	(r)
ENGAGEMENT WITH WORK	80%	84%	78%	(r)
SENIOR MANAGERS	56%	57%	54%	(r)
COMMUNICATION	70%	75%	63%	(r)
HIGH PERFORMANCE	71%	73%	68%	(r)
PUBLIC SECTOR VALUES	69%	71%	68%	(r)
DIVERSITY & INCLUSION	76%	80%	74%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

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

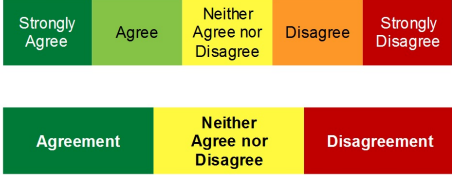
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.