

RESPONSE RATE

93%

125 OF 134 RESPONDENTS

EMPLOYEE ENGAGEMENT

69%

DIFFERENCE FROM 2017 **+2**

DIFFERENCE FROM PUBLIC SECTOR **+4**

ENGAGEMENT WITH WORK

73%

DIFFERENCE FROM 2017 **-4**

DIFFERENCE FROM PUBLIC SECTOR **+1**

SENIOR MANAGERS

66%

DIFFERENCE FROM 2017 **+5**

DIFFERENCE FROM PUBLIC SECTOR **+17**

COMMUNICATION

79%

DIFFERENCE FROM 2017 **+3**

DIFFERENCE FROM PUBLIC SECTOR **+17**

HIGH PERFORMANCE

72%

DIFFERENCE FROM 2017 **-1**

DIFFERENCE FROM PUBLIC SECTOR **+7**

PUBLIC SECTOR VALUES

76%

DIFFERENCE FROM 2017 **+1**

DIFFERENCE FROM PUBLIC SECTOR **+14**

DIVERSITY & INCLUSION

82%

DIFFERENCE FROM PUBLIC SECTOR **+14**

FLEXIBLE WORKING SATISFACTION

78%

DIFFERENCE FROM 2017 **-6**

DIFFERENCE FROM PUBLIC SECTOR **+19**

ACTION ON RESULTS

73%

DIFFERENCE FROM 2017 **+4**

DIFFERENCE FROM PUBLIC SECTOR **+36**



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
2e. People in my workgroup treat each other with respect	91%	93%
2a. My workgroup strives to achieve customer/client satisfaction	91%	91%
2c. I receive help and support from other members of my workgroup	90%	91%
8e. My manager supports flexible working in my team	86%	-
5d. My manager encourages and values employee input	86%	88%
5e. My manager involves my workgroup in decisions about our work	85%	85%
5b. My manager listens to what I have to say	85%	88%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	84%	88%
6i. Senior managers in my organisation support the career advancement of women	84%	79%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	84%	87%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

	AGREEMENT 2018	AGREEMENT 2017
9a. I have confidence in the ways my organisation resolves grievances	35%	50%
3g. I am satisfied with the opportunities available for career development in my organisation	47%	52%
5h. My manager appropriately deals with employees who perform poorly	50%	59%
7g. I have confidence in the way recruitment decisions are made	52%	56%
3f. I have received appropriate training and development to do my job well	53%	58%
7c. I feel that change is managed well in my organisation	57%	50%
7d. There is good co-operation between teams across our organisation	57%	43%
6d. Senior managers encourage innovation by employees	60%	57%
7f. My organisation is committed to developing its employees	60%	65%
3e. My performance is assessed against clear criteria	60%	72%



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
7d.	There is good co-operation between teams across our organisation	57%	43%
6g.	I feel that senior managers keep employees informed about what's going on	74%	61%
7j.	I am proud to tell others I work for my organisation	80%	70%
7k.	I feel a strong personal attachment to my organisation	60%	51%
6b.	I feel that senior managers effectively lead and manage change	62%	53%
7c.	I feel that change is managed well in my organisation	57%	50%
7m.	My organisation inspires me to do the best in my job	67%	61%
6i.	Senior managers in my organisation support the career advancement of women	84%	79%
6c.	I feel that senior managers model the values of my organisation	69%	64%
14.	I believe action will be taken on the results from this survey by my organisation	73%	68%

- LEAST IMPROVED AGREEMENT QUESTIONS		AGREEMENT 2018	AGREEMENT 2017
9a.	I have confidence in the ways my organisation resolves grievances	35%	50%
3d.	In the last 12 months I received useful feedback on my work to enable me to deliver required results	72%	86%
3e.	My performance is assessed against clear criteria	60%	73%
5h.	My manager appropriately deals with employees who perform poorly	50%	59%
2b.	My workgroup works collaboratively to achieve its objectives	83%	92%
5a.	My manager encourages people in my workgroup to keep improving the work they do	80%	88%
1f.	I am able to keep my work stress at an acceptable level	70%	77%
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	78%	83%
1e.	I am satisfied with my job	69%	74%
3g.	I am satisfied with the opportunities available for career development in my organisation	47%	52%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are the questions that have shown the greatest percentage increase and decrease in agreement, based on respondents who have selected 'Strongly agree' and 'Agree'.

HIGHEST NEUTRAL SCORING QUESTIONS

AGREEMENT SCORES FOR HIGHEST NEUTRAL

% POSITIVE

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



Q5h. My manager appropriately deals with employees who perform poorly



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



Q6a. I believe senior managers provide clear direction for the future of the organisation



Q3e. My performance is assessed against clear criteria



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



Q5h. My manager appropriately deals with employees who perform poorly



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



Q6a. I believe senior managers provide clear direction for the future of the organisation



Q3e. My performance is assessed against clear criteria



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



Q5h. My manager appropriately deals with employees who perform poorly



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



Q6a. I believe senior managers provide clear direction for the future of the organisation



Q3e. My performance is assessed against clear criteria



FIND YOUR HIGHEST NEUTRAL SCORES

THESE ARE YOUR HIGHEST NEUTRAL SCORING QUESTIONS

- WHAT ARE EMPLOYEES MOST POSITIVE ABOUT?
(STRENGTHS)

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

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



WHAT'S NEXT?

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

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

73%

of employees replied favourably to:

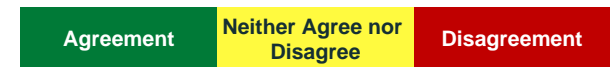
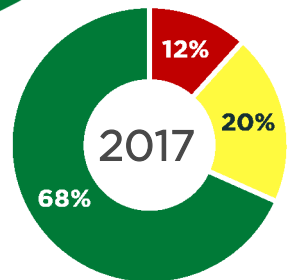
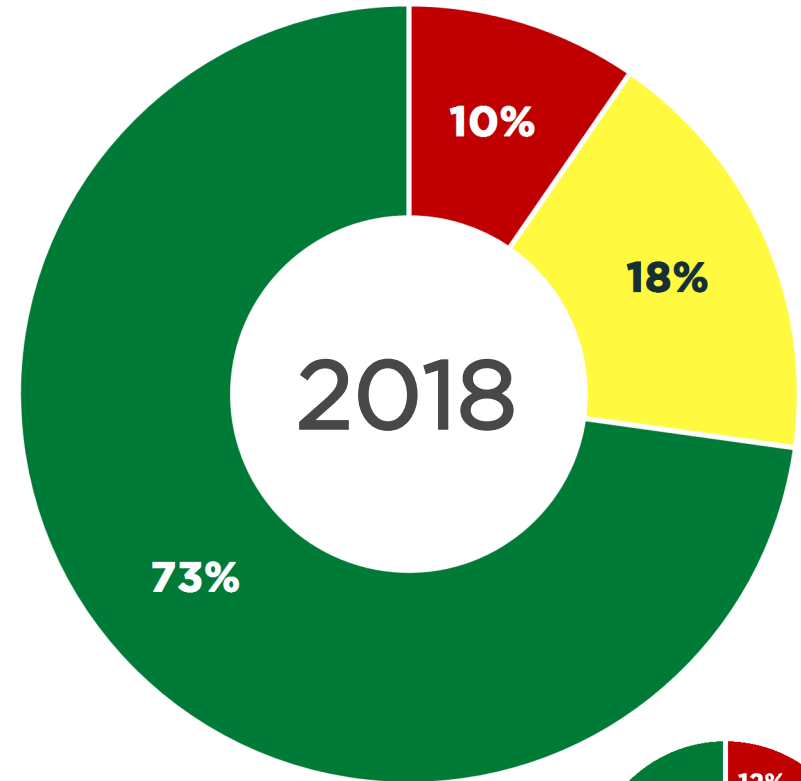
'I believe action will be taken on the results from this survey by my organisation.'

37%

SECTOR

68%

2017



KEY DRIVERS OF ENGAGEMENT



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

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

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

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

RANK

		% AGREEMENT 2018	% AGREEMENT 2017	% AGREEMENT PUBLIC SECTOR
1	Q7f. My organisation is committed to developing its employees	60%	65%	52%
2	Q3f. I have received appropriate training and development to do my job well	53%	58%	65%
3	Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	84%	87%	75%
4	Q6c. I feel that senior managers model the values of my organisation	69%	64%	50%
5	Q9a. I have confidence in the ways my organisation resolves grievances	35%	50%	40%
6	Q7c. I feel that change is managed well in my organisation	57%	50%	40%

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Public Service Commission

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.

	Public Service Commission	Capability and Leadership Strategy Division	Corporate	Performance and Analytics Division
NUMBER OF RESPONDENTS	125	62	18	39
EMPLOYEE ENGAGEMENT	69%	64%	67%	78%
ENGAGEMENT WITH WORK	73%	70%	69%	79%
SENIOR MANAGERS	66%	55%	68%	82%
COMMUNICATION	79%	74%	68%	90%
HIGH PERFORMANCE	72%	68%	66%	80%
PUBLIC SECTOR VALUES	76%	69%	72%	87%
DIVERSITY & INCLUSION	82%	80%	68%	89%

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



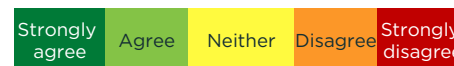
EXPLORE THE FULL RESULTS

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	24	45	19	7	69%	71%	61%
Q7j. I am proud to tell others I work for my organisation	33	47	14		80%	70%	69%
Q7k. I feel a strong personal attachment to my organisation	23	38	23	11	60%	51%	63%
Q7l. My organisation motivates me to help it achieve its objectives	20	48	18	10	69%	65%	55%
Q7m. My organisation inspires me to do the best in my job	21	46	20	9	67%	61%	55%

KEY

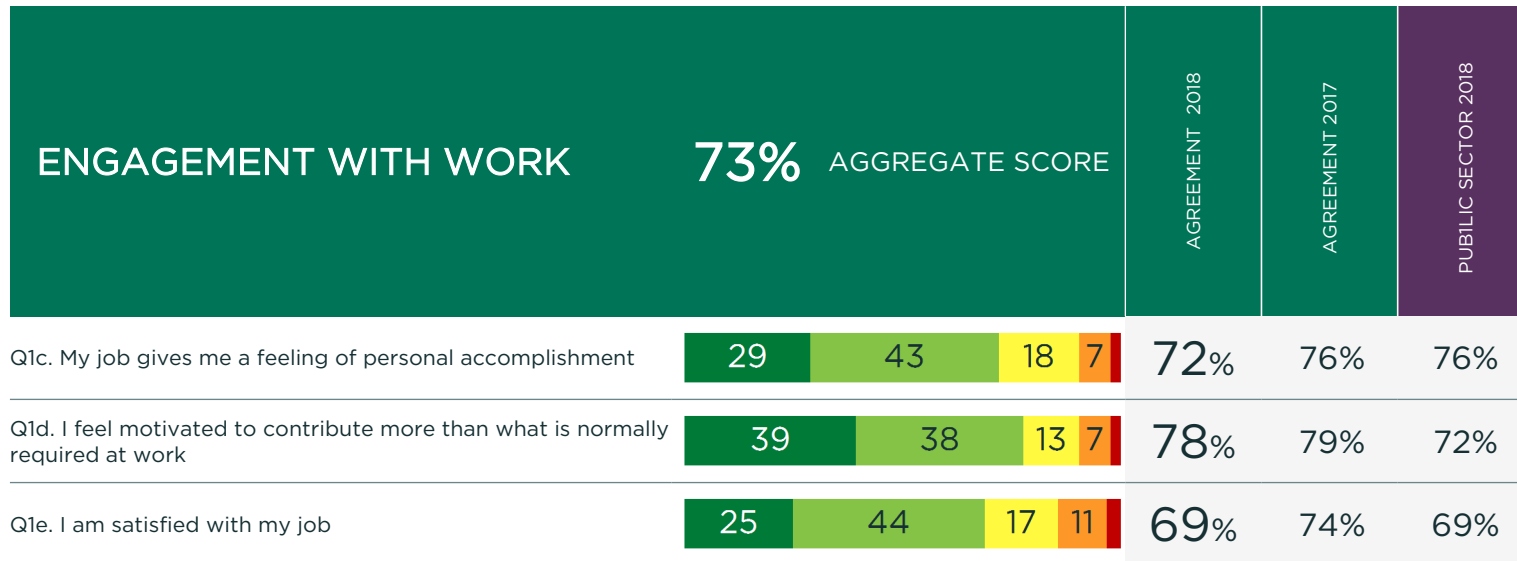




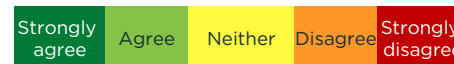
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KEY





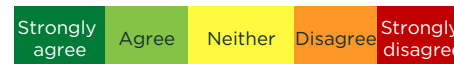
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SENIOR MANAGERS	66% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q6a. I believe senior managers provide clear direction for the future of the organisation	18	43	26	9	61%	58%	49%
Q6b. I feel that senior managers effectively lead and manage change	18	44	23	10	62%	53%	46%
Q6c. I feel that senior managers model the values of my organisation	20	49	19	9	69%	64%	50%
Q6d. Senior managers encourage innovation by employees	18	42	24	11	60%	57%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	21	51	18	7	72%	75%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	19	52	18		72%	70%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	20	54	13	9	74%	61%	47%
Q6h. I feel that senior managers listen to employees	14	51	18	13	66%	61%	43%
Q7c. I feel that change is managed well in my organisation	10	48	24	16	57%	50%	40%

KEY





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COMMUNICATION	79% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018		
Q5c. My manager communicates effectively with me	34	49	7	7	82%	79%	72%
Q5d. My manager encourages and values employee input	35	50	9		86%	88%	72%
Q5e. My manager involves my workgroup in decisions about our work	35	51	10		85%	85%	67%
Q6g. I feel that senior managers keep employees informed about what's going on	20	54	13	9	74%	61%	47%
Q6h. I feel that senior managers listen to employees	14	51	18	13	66%	61%	43%
Q8c. I am able to speak up and share a different view to my colleagues and manager	30	50	14		80%	82%	67%

KEY





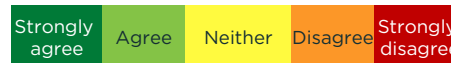
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	HIGH PERFORMANCE			72% AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q1a. I understand what is expected of me to do well in my role	30	51	11		81%	84%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	42	41	12		83%	92%	79%
Q3f. I have received appropriate training and development to do my job well	18	35	25	17	53%	58%	65%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	37	43	14		80%	88%	74%
Q5f. I have confidence in the decisions my manager makes	33	44	15		77%	82%	68%
Q6d. Senior managers encourage innovation by employees	18	42	24	11	60%	57%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	21	51	18	7	72%	75%	52%
Q7a. My organisation focuses on improving the work we do	27	53	13		80%	82%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	20	52	15	11	72%	68%	57%

KEY

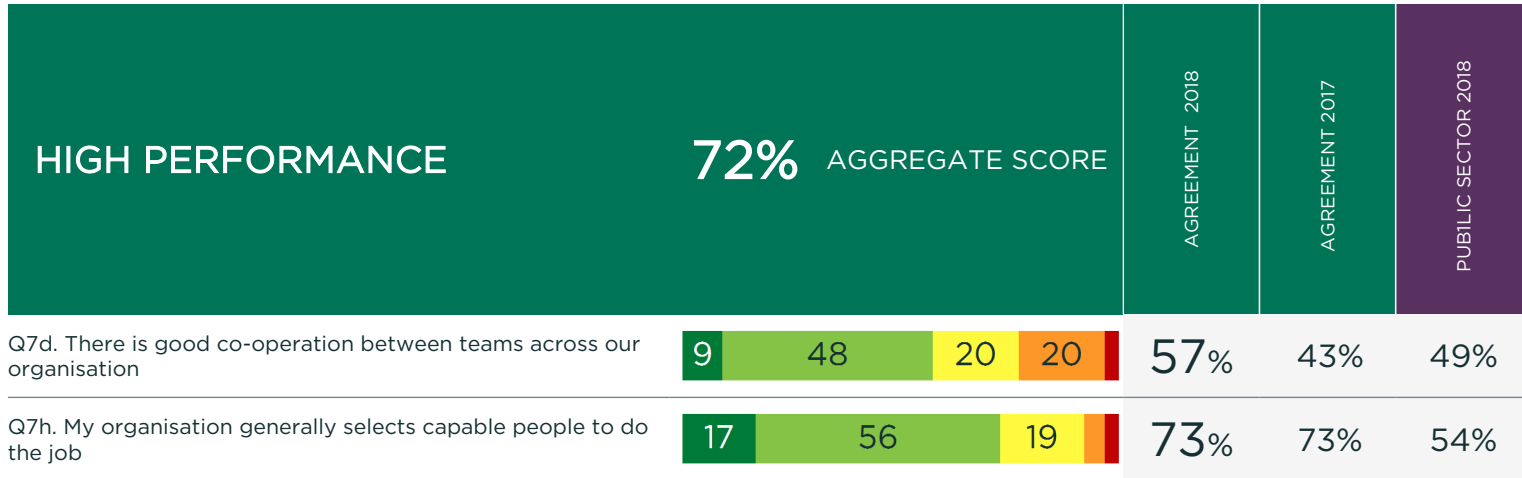




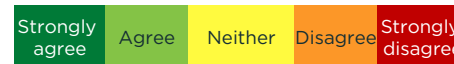
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KEY





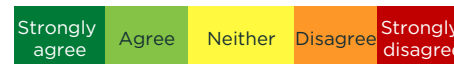
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PUBLIC SECTOR VALUES	76% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	PUBLIC SECTOR 2018		
	Q2a. My workgroup strives to achieve customer/client satisfaction	50	41	91%	91%	86%	
Q2e. People in my workgroup treat each other with respect	47	44	91%	93%	75%		
Q5a. My manager encourages people in my workgroup to keep improving the work they do	37	43	14	80%	88%	74%	
Q5b. My manager listens to what I have to say	35	49	10	85%	88%	76%	
Q6a. I believe senior managers provide clear direction for the future of the organisation	18	43	26	9	61%	58%	49%
Q6c. I feel that senior managers model the values of my organisation	20	49	19	9	69%	64%	50%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	19	52	18		72%	70%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	20	54	13	9	74%	61%	47%
Q6h. I feel that senior managers listen to employees	14	51	18	13	66%	61%	43%

KEY

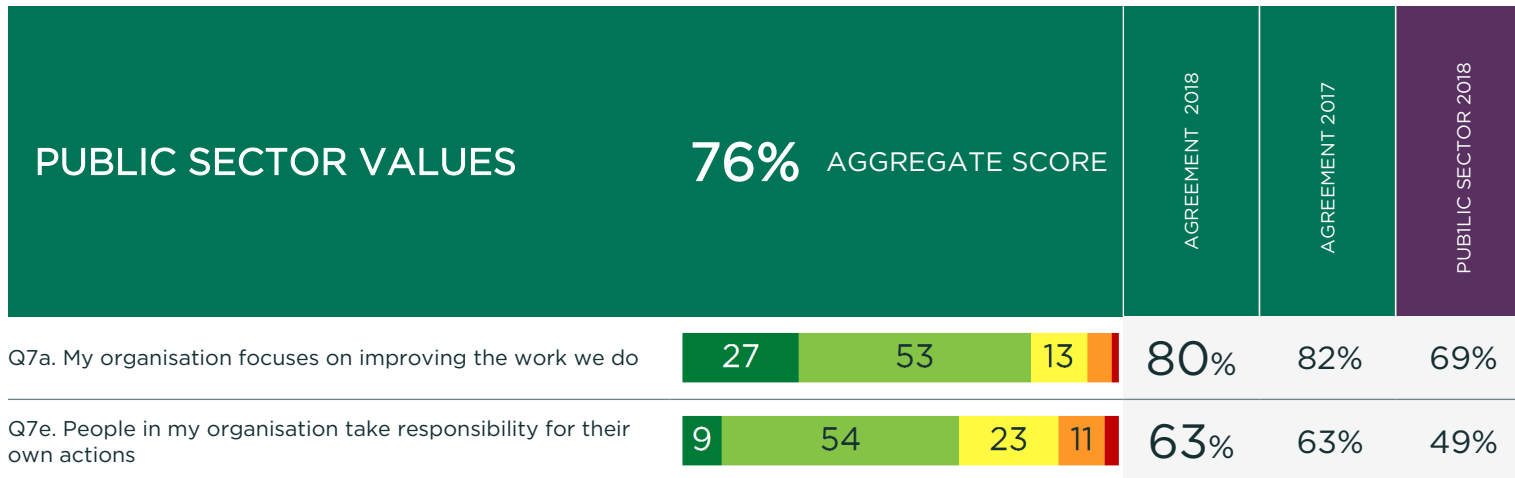




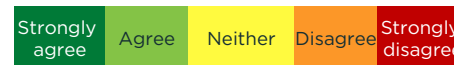
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KEY





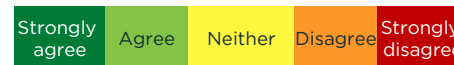
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DIVERSITY & INCLUSION	82% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PUBLIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	21	48	19	10	69%	74%	65%
Q5b. My manager listens to what I have to say	35	49	10	6	85%	88%	76%
Q5d. My manager encourages and values employee input	35	50	9	6	86%	88%	72%
Q6i. Senior managers in my organisation support the career advancement of women	35	49	11	5	84%	79%	60%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	37	47	7	7	84%	88%	76%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	36	48	10	6	84%	87%	75%
Q8c. I am able to speak up and share a different view to my colleagues and manager	30	50	14	6	80%	82%	67%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	38	40	10	10	78%	83%	59%
Q8e. My manager supports flexible working in my team	48	38	8	6	86%	-	63%

KEY

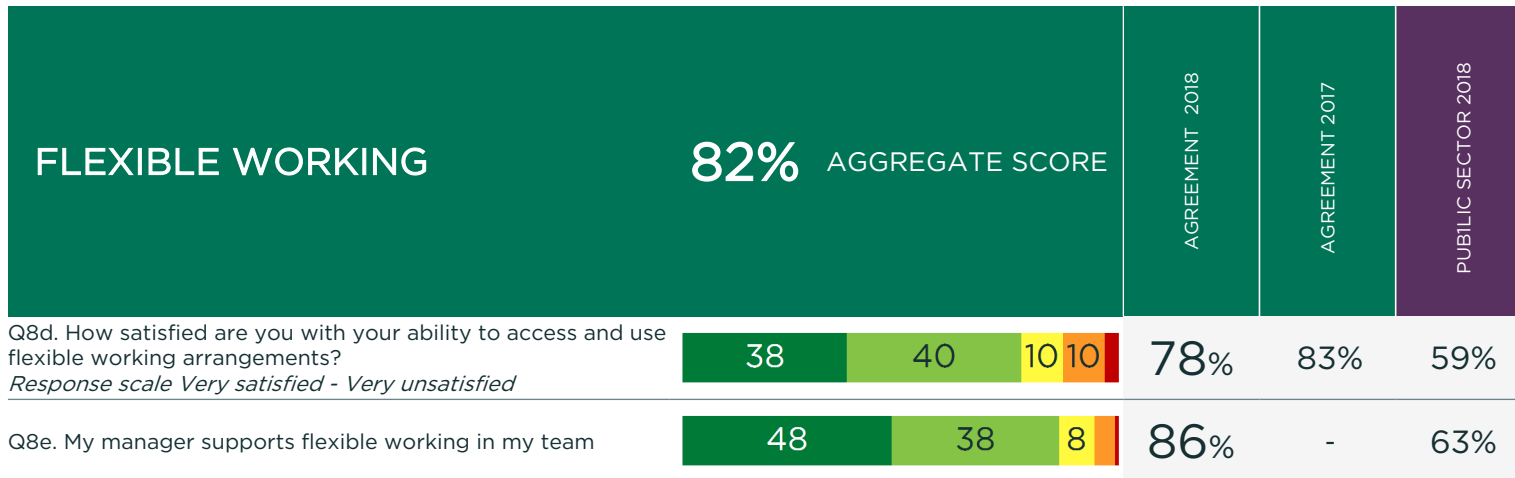




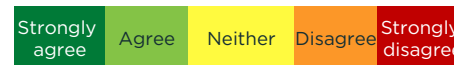
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KEY

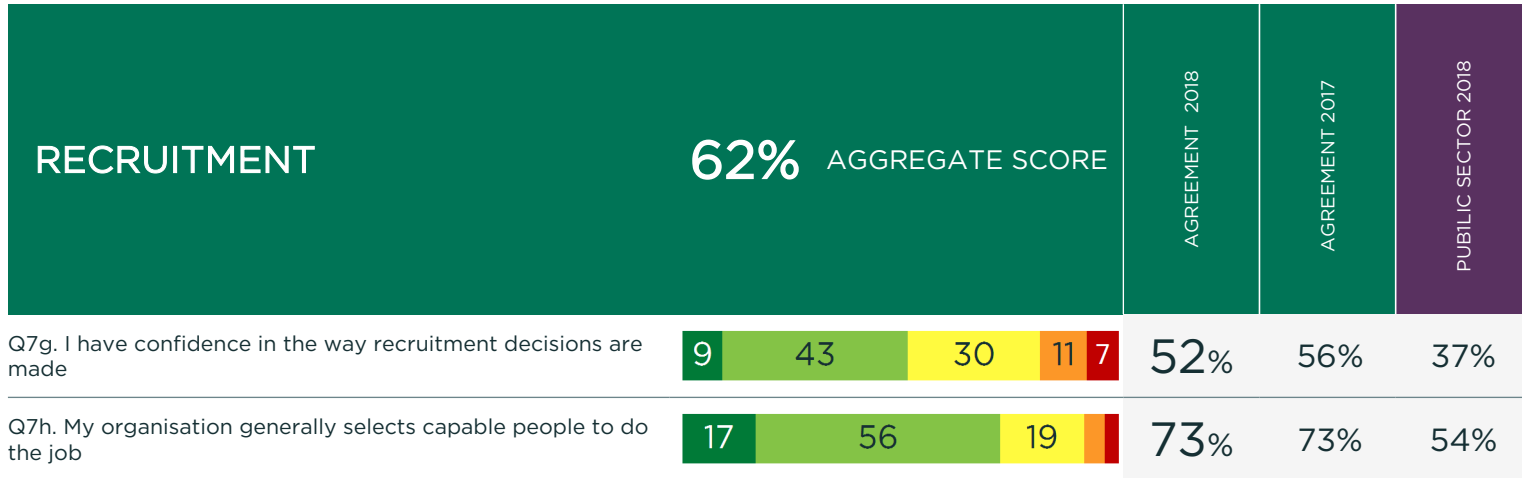




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KEY





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PERFORMANCE FRAMEWORK & DEVELOPMENT

62% AGGREGATE SCORE

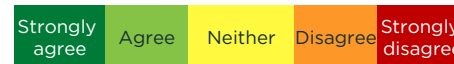
AGREEMENT 2018

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	24	48	22	9	0	72%	86%	65%
Q3e. My performance is assessed against clear criteria	15	45	26	9	1	60%	73%	56%
Q3g. I am satisfied with the opportunities available for career development in my organisation	11	36	21	20	11	47%	52%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do	33	47	13	9	0	80%	85%	69%
Q5h. My manager appropriately deals with employees who perform poorly	17	33	44	9	0	50%	59%	46%
Q7f. My organisation is committed to developing its employees	17	43	23	12	5	60%	65%	52%

KEY

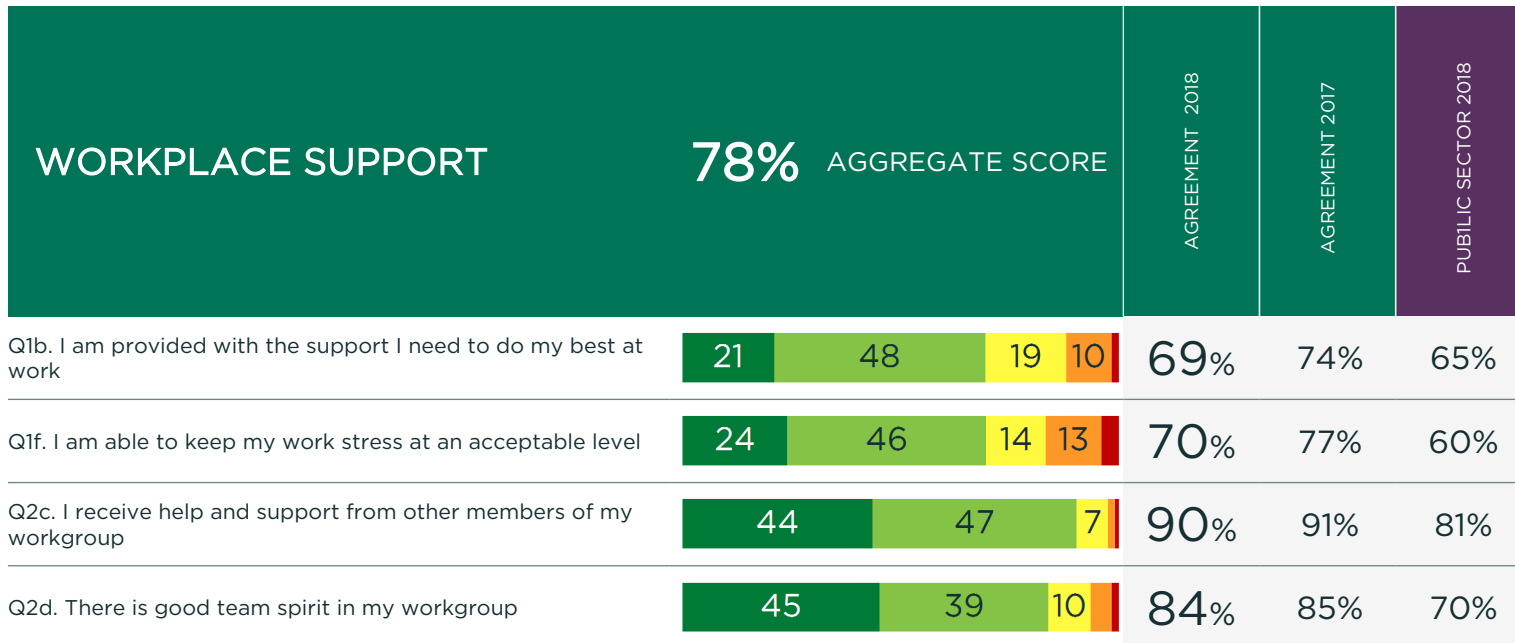




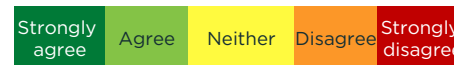
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KEY

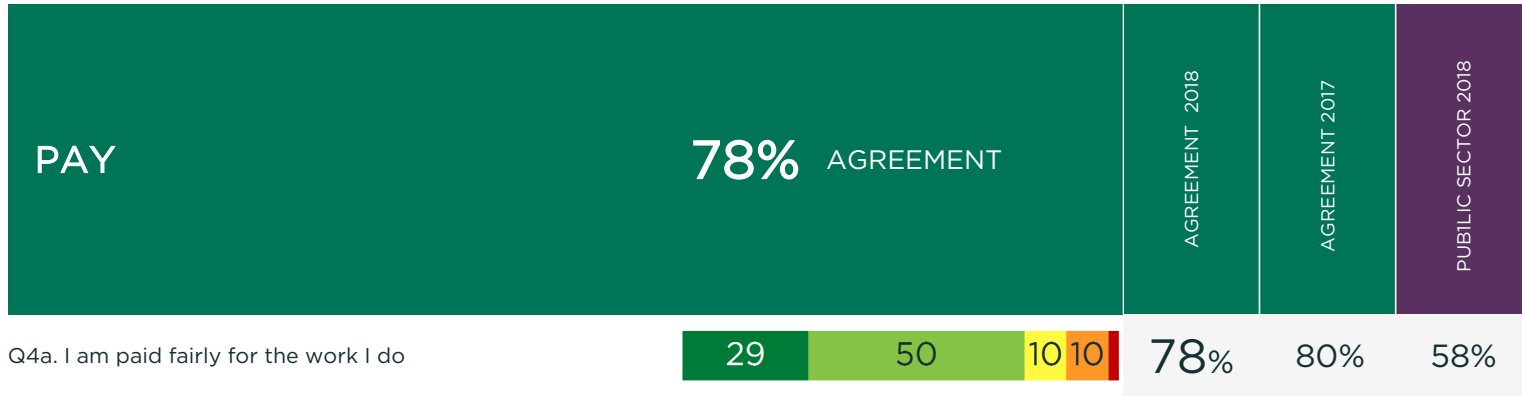




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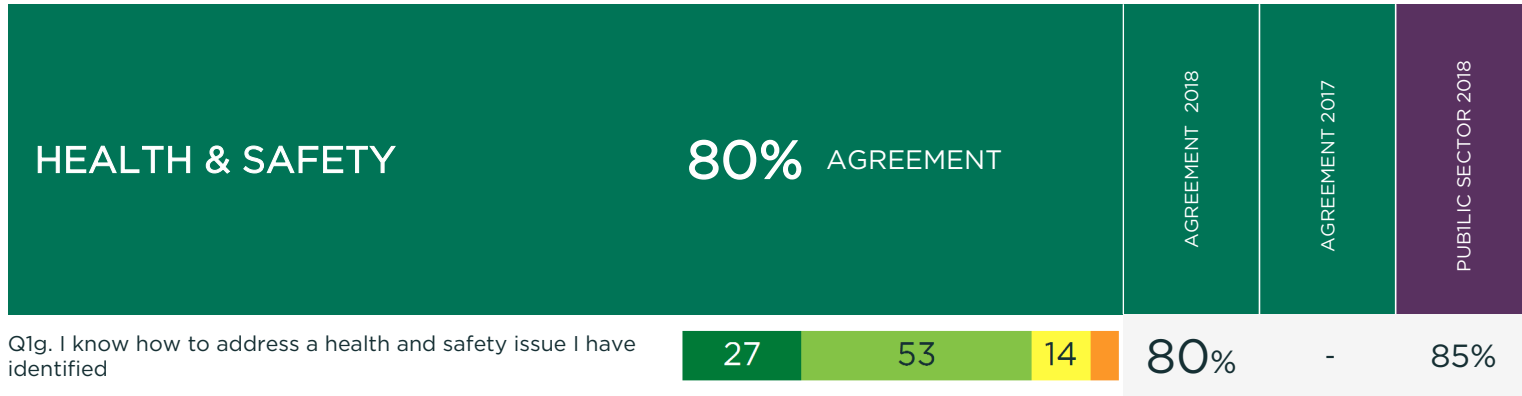




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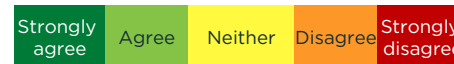
ACTION ON RESULTS

73% AGREEMENT

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



KEY

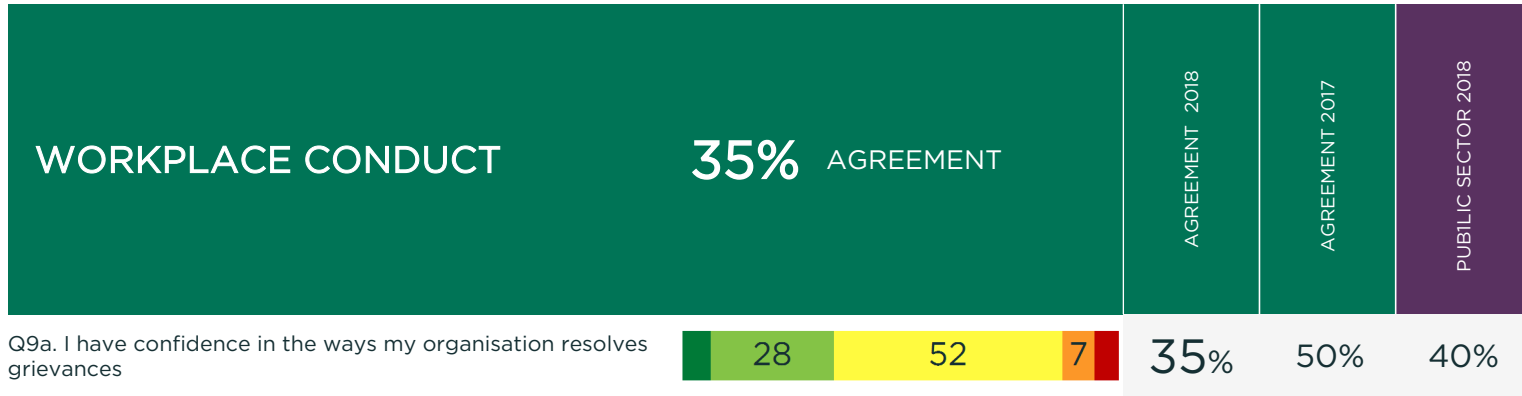




EXPLORE THE FULL RESULTS

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KEY





EXPLORE THE FULL RESULTS

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PERFORMANCE FRAMEWORK & DEVELOPMENT

		2018	2017	PUBLIC SECTOR 2018
Q3a. I have a current performance and development plan that sets out my individual objectives				
Yes		81%	93%	71%
No		19%	7%	29%
Q3b. I have informal feedback conversations with my manager				
Yes		85%	89%	76%
No		15%	11%	24%
Q3c. I have scheduled feedback conversations with my manager				
Yes		78%	85%	58%
No		22%	15%	42%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

		2018	2017	PUBLIC SECTOR 2018
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?				
Yes		59%	52%	41%
No		41%	48%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

		2018	2017	PUBLIC SECTOR 2018
Q3i. Are there barriers preventing you from moving to another role?				
There are no major barriers to my career progression		33%	35%	32%
Lack of promotion opportunities		33%	29%	29%
Lack of visible opportunities		32%	33%	30%
The application/recruitment process is too cumbersome or time consuming		31%	28%	23%
Personal/family considerations		21%	21%	30%
Lack of support for temporary assignments/secondments		16%	10%	15%
Geographic location considerations		15%	13%	26%
Insufficient training and development		11%	11%	16%
Lack of required capabilities or experience		9%	8%	11%
Lack of support from my manager/supervisor		8%	9%	14%
Other		7%	7%	9%

% are calculated with the number of unique respondents (N = 120 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		8%	9%	24%
No		79%	85%	58%
Don't know		13%	6%	18%

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

Yes		60%	73%	66%
No		40%	27%	32%
Don't know	(r)			



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

PUBLIC SECTOR 2018

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

Yes		19%	20%	33%
No		71%	75%	57%
Don't know		10%	5%	10%

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

Yes		7%	7%	18%
No		88%	91%	76%
Don't know		5%	3%	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	(r)
Your Immediate Manager/Supervisor	(r)
A fellow worker at your level	(r)
A subordinate	(r)
A client or customer	(r)
A member of the public other than a client or customer	(r)
Other	(r)
Prefer not to say	(r)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

PUBLIC SECTOR 2018

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

	2018	2017	PUBLIC SECTOR 2018
Yes	0%	-	3%
No	98%	-	94%
Don't know	2%	-	2%

Q12b. If yes to 12a, please indicate the role of the person who has been the source of the most serious physical harm and/or sexual harassment or abuse you have been subjected to in the last 12 months

A person at work	(r)
A member of the public	(r)
Other	(r)
Prefer not to say	(r)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
GENDER		
Male		32%
Female		66%
Other		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
AGE		
15 - 19		-
20 - 24		4%
25 -29		12%
30 - 34		18%
35 - 39		20%
40 - 44		13%
45 - 49		11%
50 - 54		12%
55 - 59		10%
60 - 64		1%
65+		1%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

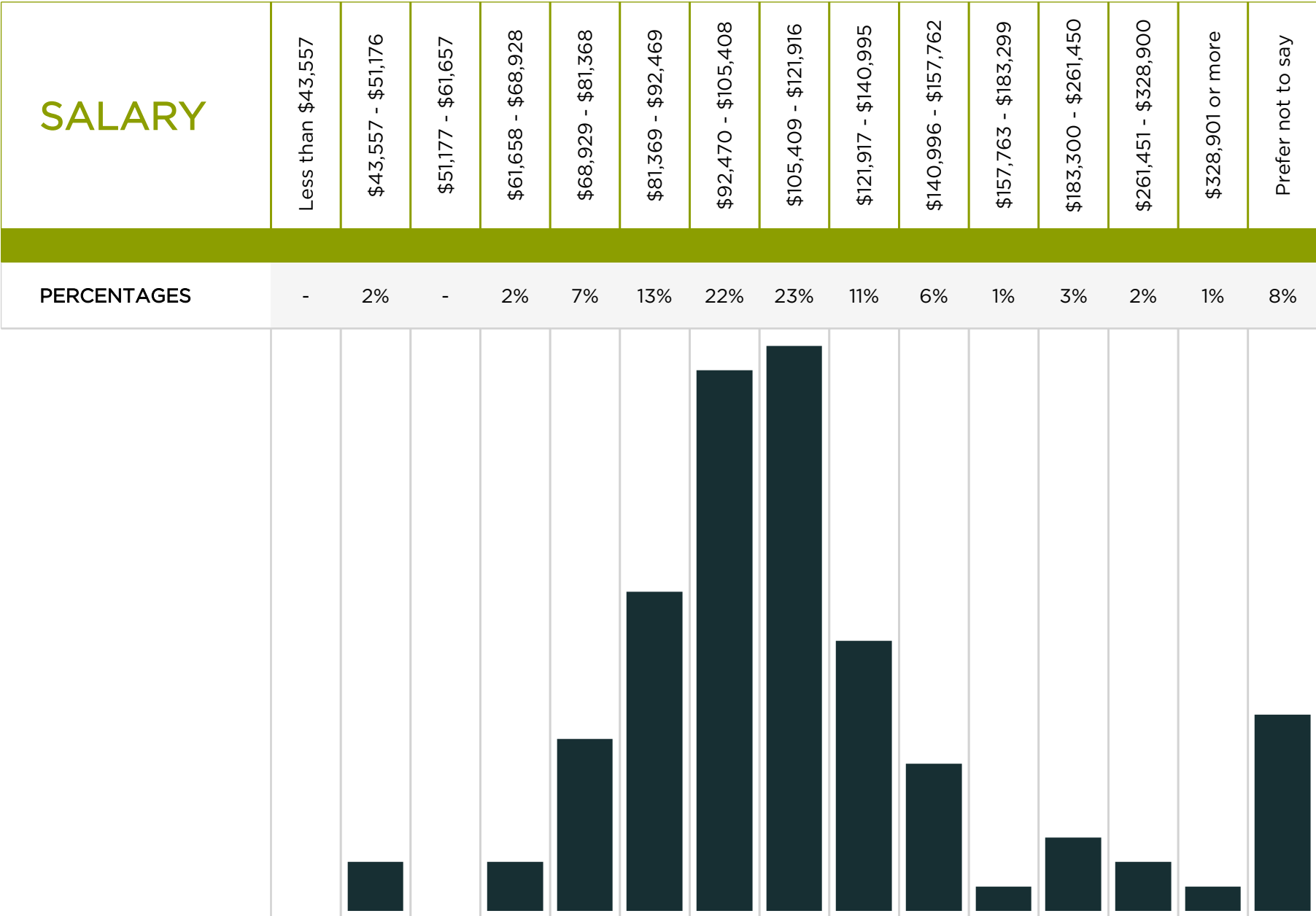
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	2%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	7%
Administrative support (e.g. executive/personal assistant, receptionist)	6%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	16%
Policy	24%
Research	4%
Program and project management support	25%
Legal (including developing and/or reviewing legislation)	2%
Other	12%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

SALARY



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		28%
1 - 2 years		18%
2 - 5 years		34%
5 - 10 years		19%
10 - 20 years		2%
More than 20 years		-

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

	PERCENTAGE
FLEXIBLE WORKING	
Flexible start and finish times	77%
Working from home	56%
Working additional hours to make up for time off	27%
Part-time work	11%
Working from different locations	10%
Working more hours over fewer days	10%
Leave without pay	10%

% are calculated with the number of unique respondents (N = 124 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

	PERCENTAGE
FLEXIBLE WORKING	
None of the above	6%
Study leave	5%
Flexible scheduling for rostered workers	1%
Purchasing annual leave	1%
Other	1%

% are calculated with the number of unique respondents (N = 124 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.

	Public Service Commission	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing,	Other service delivery work (work that does not involve contact with the public, but it is critical to the	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	125	3	9	8	20	30	5	31	3	15
EMPLOYEE ENGAGEMENT	69%	(r)	(r)	(r)	(r)	63%	(r)	65%	(r)	(r)
ENGAGEMENT WITH WORK	73%	(r)	(r)	(r)	(r)	74%	(r)	70%	(r)	(r)
SENIOR MANAGERS	66%	(r)	(r)	(r)	(r)	55%	(r)	62%	(r)	(r)
COMMUNICATION	79%	(r)	(r)	(r)	(r)	72%	(r)	77%	(r)	(r)
HIGH PERFORMANCE	72%	(r)	(r)	(r)	(r)	70%	(r)	67%	(r)	(r)
PUBLIC SECTOR VALUES	76%	(r)	(r)	(r)	(r)	68%	(r)	73%	(r)	(r)
DIVERSITY & INCLUSION	82%	(r)	(r)	(r)	(r)	81%	(r)	77%	(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.

	Public Service Commission	Less than \$43,557	\$43,557 - \$51,176	\$51,177 - \$61,657	\$61,658 - \$68,928	\$68,929 - \$81,368	\$81,369 - \$92,469	\$92,470 - \$105,408	\$105,409 - \$121,916	\$121,917 - \$140,995	\$140,996 - \$157,762	\$157,763 - \$183,299	\$183,300 - \$261,450	\$261,451 - \$328,900
NUMBER OF RESPONDENTS	125	0	2	0	2	8	16	27	28	14	7	1	4	3
EMPLOYEE ENGAGEMENT	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	82%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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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.

	Public Service Commission	\$328,901 or more	Prefer not to say
NUMBER OF RESPONDENTS	125	1	10
EMPLOYEE ENGAGEMENT	69%	(r)	(r)
ENGAGEMENT WITH WORK	73%	(r)	(r)
SENIOR MANAGERS	66%	(r)	(r)
COMMUNICATION	79%	(r)	(r)
HIGH PERFORMANCE	72%	(r)	(r)
PUBLIC SECTOR VALUES	76%	(r)	(r)
DIVERSITY & INCLUSION	82%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULT BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Public Service Commission	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	125	33	21	41	23	2	0
EMPLOYEE ENGAGEMENT	69%	69%	(r)	64%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	73%	67%	(r)	67%	(r)	(r)	(r)
SENIOR MANAGERS	66%	69%	(r)	54%	(r)	(r)	(r)
COMMUNICATION	79%	80%	(r)	73%	(r)	(r)	(r)
HIGH PERFORMANCE	72%	74%	(r)	63%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	76%	77%	(r)	67%	(r)	(r)	(r)
DIVERSITY & INCLUSION	82%	84%	(r)	78%	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
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CUT OFF LIMIT OF 30 RESPONDENTS

RESULTS BY 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.

	Public Service Commission	Flexible start and finish times	Working more hours over fewer days	Working additional hours to make up for time off	Flexible scheduling for rostered workers	Part-time work	Job sharing	Working from different locations	Working from home	Purchasing annual leave	Leave without pay	Study leave	Other	None of the above
NUMBER OF RESPONDENTS	125	95	12	33	1	14	0	13	70	1	12	6	1	8
EMPLOYEE ENGAGEMENT	69%	70%	(r)	73%	(r)	(r)	(r)	(r)	71%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	73%	74%	(r)	72%	(r)	(r)	(r)	(r)	76%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	66%	67%	(r)	81%	(r)	(r)	(r)	(r)	68%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	79%	82%	(r)	86%	(r)	(r)	(r)	(r)	80%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	72%	74%	(r)	81%	(r)	(r)	(r)	(r)	72%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	76%	78%	(r)	85%	(r)	(r)	(r)	(r)	76%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	82%	85%	(r)	87%	(r)	(r)	(r)	(r)	85%	(r)	(r)	(r)	(r)	(r)

*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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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.

	Public Service Commission	Sydney East	Sydney - City and Inner South	Sydney West	Illawarra	Sydney - Baukham Hills and Hawkesbury	Mid North Coast	Murray	New England and North West	Newcastle and Lake Macquarie	OUTSIDE NSW	Richmond - Tweed	Sydney - Blacktown
NUMBER OF RESPONDENTS	125	116	116	1	1	1	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	69%	69%	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	73%	73%	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	66%	66%	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	79%	80%	80%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	72%	72%	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	76%	76%	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	82%	83%	83%	(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.

	Public Service Commission	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley exc Newcastle	Riverina	Southern Highlands and Shoalhaven	Sydney - Eastern Suburbs	Sydney - Inner South West	Sydney - Inner West	Sydney - North Sydney and Hornsby	Sydney - Northern Beaches
NUMBER OF RESPONDENTS	125	0	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	82%	(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.

	Public Service Commission	Sydney - Outer South West	Sydney - Outer West and Blue Mountains	Sydney - Parramatta	Sydney - Ryde	Sydney - South West	Sydney - Sutherland
NUMBER OF RESPONDENTS	125	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	69%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	73%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	66%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	79%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	72%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	76%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	82%	(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

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RESULT BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Public Service Commission	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	125	0	5	14	21	24	15	13	14	12	1	1
EMPLOYEE ENGAGEMENT	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	82%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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CUT OFF LIMIT OF 30 RESPONDENTS

RESULT BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Public Service Commission	Male	Female	Other
NUMBER OF RESPONDENTS	125	39	80	2
EMPLOYEE ENGAGEMENT	69%	76%	66%	(r)
ENGAGEMENT WITH WORK	73%	75%	73%	(r)
SENIOR MANAGERS	66%	72%	65%	(r)
COMMUNICATION	79%	85%	78%	(r)
HIGH PERFORMANCE	72%	76%	71%	(r)
PUBLIC SECTOR VALUES	76%	79%	75%	(r)
DIVERSITY & INCLUSION	82%	88%	81%	(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

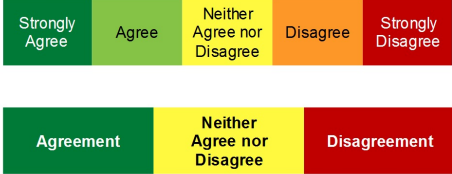
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.