PEOPLE MATTER 2017

NSW Public Sector Employee Survey

Main Findings Report

November 2017

Contents

Executive summary

More people than ever have taken part in the survey

The 2017 People Matter Employee Survey saw 140,063 NSW Public Sector employees respond to the survey which equates to an overall response rate of 42%. This is the highest response rate since the survey began in 2012, with more employees wanting to give feedback about their workplace to help make the public sector a better place to work. A higher response was achieved in most clusters this year; particularly Industry (rising from 40% to 81%) and Finance and Services (rising from 79% to 93%).

Figure 1: Survey response rates by year, across the NSW public sector
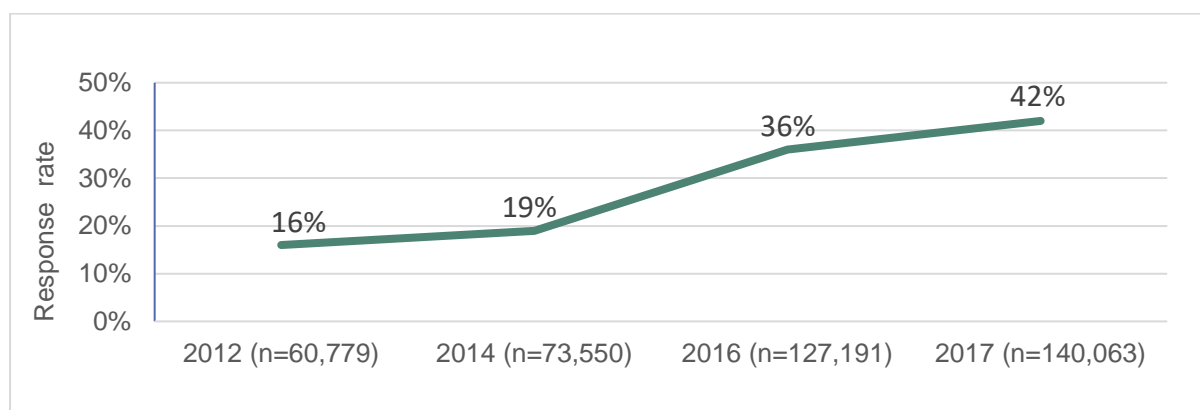
More employees feel that action will be taken on the feedback they provide

There is increased confidence that action will be taken on the survey feedback; up from 32% in 2016 to 34% this year. Almost all clusters have seen an increase compared to last year but the level of agreement varies notably across the clusters (26% - 65% agreement).

Employee engagement is stable across the sector but improving in some clusters

Employee engagement remains at the same level as in 2016 (65%) and aligns favourably to comparable jurisdictions, being in line with the Victoria public sector and above the UK. The level of engagement across the clusters ranged from 61% to 73%. Many clusters have remained stable in their levels of engagement since 2014 but Treasury, Premier and Cabinet and Industry have seen notable uplifts. The range of agency employee engagement is broader (48% to 81%).

Engagement with work remains strong

The majority of the workforce have high job satisfaction (68%), which has increased notably since 2016. Three-quarters of employees say their job gives a sense of personal accomplishment and seven in ten feel that the organisation is focused on improving the work that it does. Satisfaction with the job is relatively high across all clusters. Employees also report high levels of role clarity and collaboration within teams.

Leadership and perceptions of senior managers remain a challenge

Perceptions of senior managers are stable but at a lower level than other areas. The aggregate score for all questions is 47% while cluster scores range from 39% to 67% with significant improvements in some clusters. The majority of employees report that senior managers promote collaboration and

communicate the importance of customer/clients in achieving business objectives but have less confidence in communication and change management.

Employees have a strong focus on customer services and feel equipped to deliver

Customer service is stable at high levels. The majority of employees say that their team strives to achieve high levels of customer service (85%). They understand what is expected to do well in their role (90%) and say their manager encourages them to keep improving the work that they do (72%).

Performance management is improving but is not yet fully embedded

The majority of employees have a current performance and development plan (67%) and a high proportion have informal feedback conversations with their manager (75%). There has been an increase in the proportion of employees who are receiving useful feedback on their work to deliver required results (63%). Still only half the workforce feel satisfied with their career development opportunities or believe the organisation is committed to development. This dissatisfaction is influencing employee engagement.

Bullying behaviour is continuing to decline

Incidences of perceived bullying continue to decline across the NSW public sector from 20% in 2016 to 18% in 2017. Of those who have experienced bullying, the main reasons are the same as 2016; unjustified criticism/complaints and withholding information.

Employees lack confidence in recruitment

Just a third of employees have confidence in recruitment decisions or feel recruitment processes are efficient. Perhaps related to this, just half of employees feel that capable people are selected to do the job; the level of agreement varying notably across the clusters (38% - 74% agreement).

Diversity and inclusion remains an important priority across the sector

A greater proportion feel supported, listened to and valued by their manager and believe that senior managers support women's career advancement than in 2016. Around three-quarters believe that the organisation respects individual differences and personal backgrounds are not a barrier to success. Despite a slight decline since 2016, around two-thirds feel they are able to share a view different to their colleagues/managers. Overall six in ten are satisfied with their ability to access and use flexible working arrangements but this range varies notably across clusters (47% - 80%). However, people with a disability, a diagnosed mental health condition and carers of those with a disability or age-related condition are less likely to agree.

For further information:

Please see the relevant section in the Contents on page 2 of this report.

1   Employee Engagement

1.1   Measuring engagement

Research highlights that employee engagement is important for organisational success; higher employee engagement is associated with positive consequences such as higher productivity, innovation and customer service and lower absenteeism, attrition and health and safety incidents[1].

Employee engagement remains stable across the sector at 65%

Engagement remains stable across the sector in 2017 at **65%.** The level of pride remains high (68% agreement) whilst there have been slight declines in strive based items (see Figure 2).

Figure 2: Engagement Index

Employee Engagement	65%	% agreement 2017	% agreement 2016
Q7i. I would recommend my organisation as a great place to work	17 / 42 / 25 / 10 / 6	60%	60%
Q7j. I am proud to tell others I work for my organisation	24 / 44 / 22 / 6 / 4	68%	68%
Q7k. I feel a strong personal attachment to my organisation	23 / 40 / 24 / 9 / 5	63%	64%
Q7l. My organisation motivates me to help it achieve its objectives	16 / 37 / 29 / 12 / 6	53%	55%
Q7m. My organisation inspires me to do the best in my job	17 / 36 / 29 / 12 / 6	53%	55%

KEY: Strongly agree | Agree | Neither | Disagree | Strongly disagree

Direct comparisons of this score with other Australian and international jurisdictions are not always possible due to the different methodologies used to define and calculate engagement levels. However, at the broad level, the UK Civil Service median engagement score in 2016 across all departments was 59%[2]. The NSW public sector performs higher across all items within the engagement index compared to the UK Civil Service. Most notably, feelings of having a strong attachment to an organisation were 15 percentage points higher in NSW than in the UK, as were perceptions of pride and advocacy (both 9 points higher). Whilst recognising that different jurisdictions calculate engagement using different methodologies, it is interesting to note that results released in Victoria in November 2016 indicated that across the sector, the average level of engagement was similar to that seen in NSW (67%)[3]. In Queensland, agency engagement was sitting at 60%, though it should be noted that this measure is not directly comparable to the NSW Engagement Index[4].

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[1] Rayton, B., Dodge, T. & D'Analeze, G. (2012). The evidence: Employee engagement taskforce *Nailing the evidence* workgroup. University of Bath.

[2] https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/569895/Civil_Service_People_Survey_2016_-_Departmental_Trends__V2_.pdf

[3] http://vpsc.vic.gov.au/wp-content/uploads/2016/10/Data-Insights-4-Employee-engagement-in-the-Victorian-Public-Sector.pdf

[4] https://www.forgov.qld.gov.au/2016-working-queensland-survey-results

1.2 Engagement across the sector

The levels of engagement across the NSW clusters ranged from 61% to 73%. (Again this is similar to the range of scores across the key sectors in the Victoria Public Sector; which ranged from 61% to 73%). As highlighted in Figure 3, many clusters have remained stable in their levels of engagement since 2014. However, Treasury, Premier and Cabinet and Industry have had notable uplifts[5].

Figure 3: Engagement Index, trends in NSW public sector clusters[6] (% agreement)
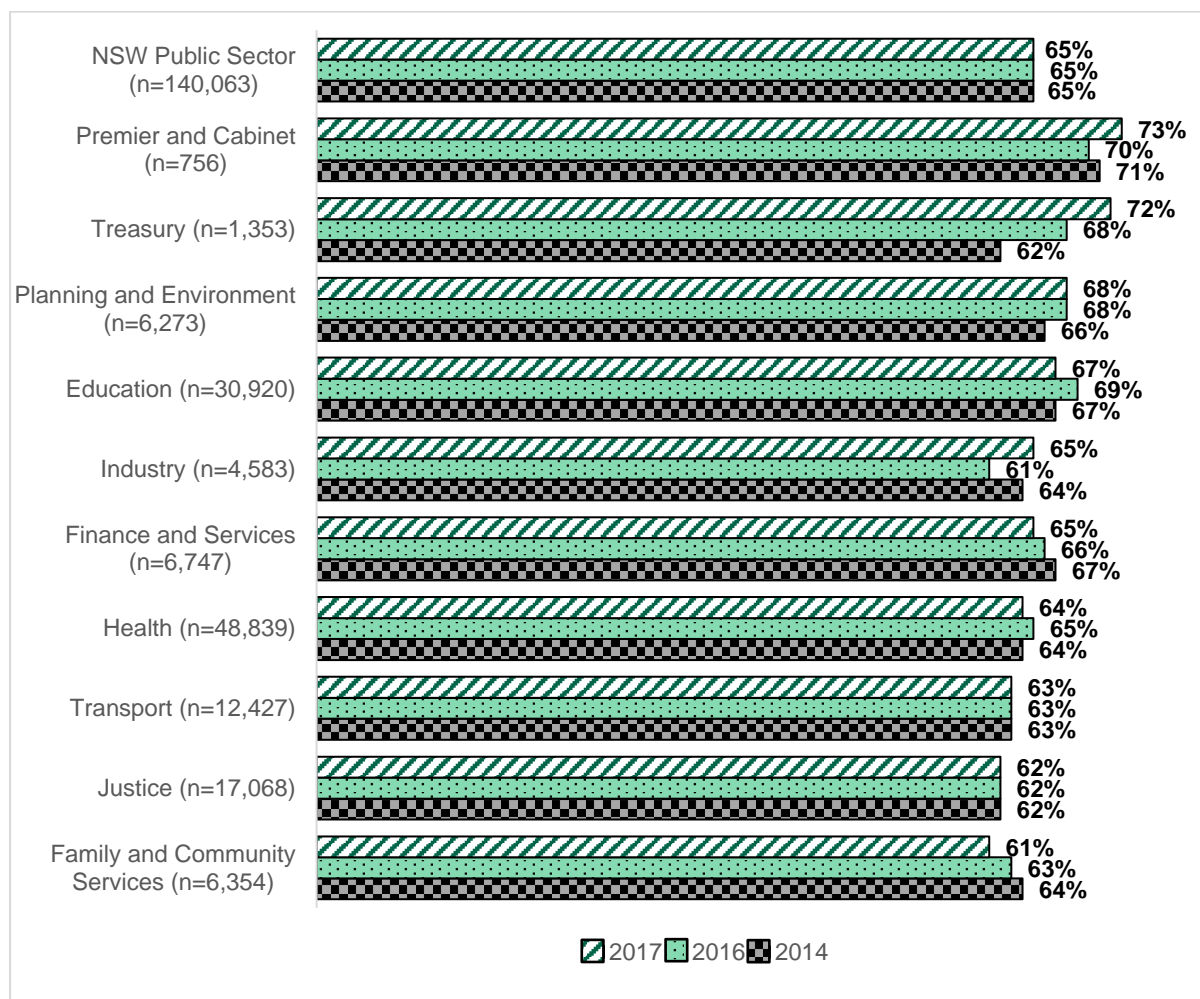
Looking at individual agencies, the variation in results is more pronounced, ranging from 48% to 81%. Within individual agencies, small and large, there have been some notable increases in employee engagement index results since 2016:

- Essential Energy (60%, a 13 point increase)
- Multicultural NSW (78%, a 10 point increase)
- Art Gallery NSW (81%, a 10 point increase)
- Illawarra Shoalhaven Local Health District (63%, a 5 point increase).

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[5] Note machinery-of-government processes may have increased or decreased employee numbers in affected clusters between year comparisons

[6] Clusters include departments and their related agencies but not the independent agencies.

Figure 4 highlights that in 2017, the employee engagement index range within agencies has narrowed and the majority of scores have congregated closer to the sector average of 65%. The green boxes show the middle 50% of agency scores. The vertical lines show the minimum and maximum agency engagement scores across each year. In 2017, the agency range of scores was 81% to 48%, compared to 88% to 46% in 2016 and 85% to 45% in 2014. The higher scores in 2016 and 2014 are not significant are they are due to just one and two agencies respectively.

Figure 4: Engagement Index, range by agency over time
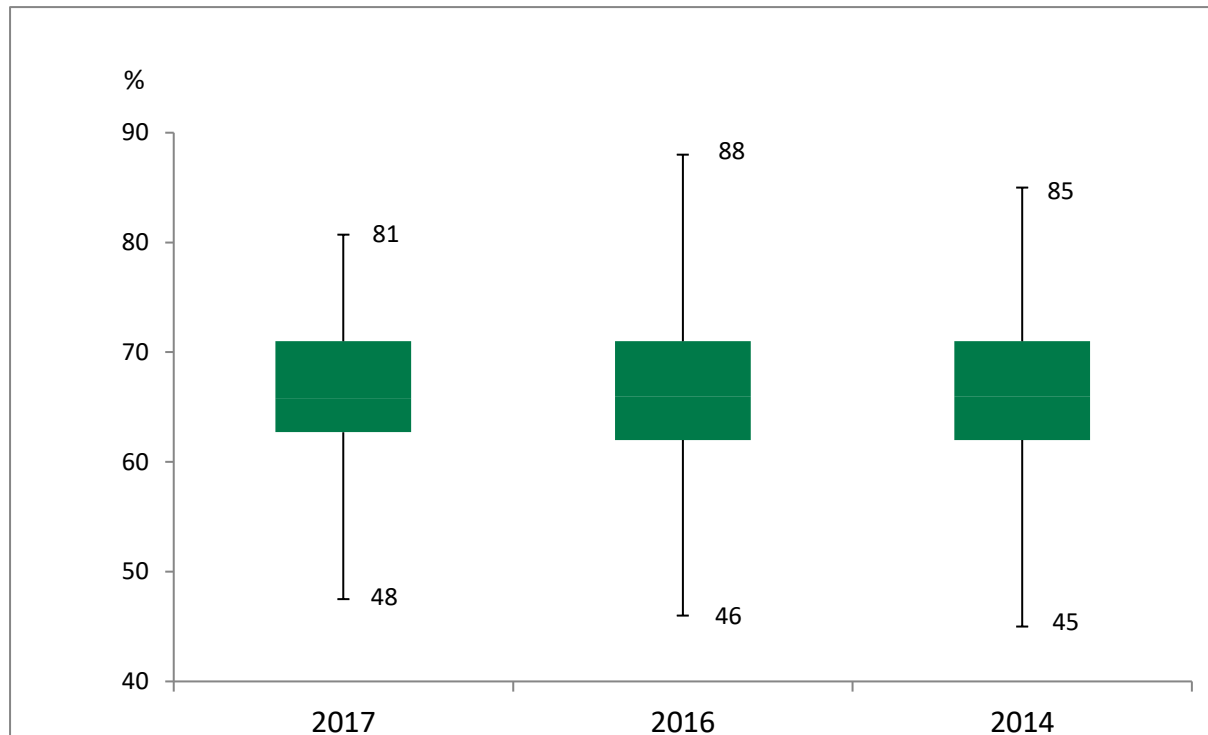
There are few demographic differences in engagement across the sector (see Figure 5). New starters and senior managers tend to be more engaged than those with longer tenure and non-managers. As identified in the 2016 People Matter survey, employees with a disability and those diagnosed with a mental health condition have notably lower levels of employee engagement (59% and 58% respectively).

It is a common trend that senior leaders in organisations have high levels of engagement. However, in the NSW Public Sector, middle managers (of non-managers) only have 66% engagement compared to managers (of managers) at 71%, indicating an area for further exploration. Middle managers need to be engaging and motivating employees by connecting senior leader decisions with decision making on the ground. If their levels of engagement are similar to non-managers which remain stable, then this will be more difficult to achieve. Quite often, middle managers are pressured between delivering on operational requirements and strategic objectives. Leadership is explored further in Section 2.

Figure 5: Engagement Index, by demographic group

Group		Seniority		Type of work		Age	
Sector	65%	Non manager	64%	Service delivery (direct contact general public)	64%	15-19	75%
Male	63%	Manager	66%	Other service delivery (no contact general public)	63%	20-24	75%
Female	66%	Manager of managers	71%	Administrative support	69%	25-29	69%
LOTE	68%	Senior executive	74%	Corporate services	66%	30-34	66%
ATSI	66%			Policy	67%	35-39	64%
Disability	59%			Research	67%	40-44	64%
Mental health condition	58%			Program and project management	67%	45-49	64%
LGBTI	64%			Legal	68%	50-54	63%
				Other	63%	55-59	64%
						60-64	64%
						65+	68%

Green / red percentages are 5 points above / below the total sector score

Similarly, younger people had higher levels of engagement, as did new starters (see Figure 6). This is typically seen for employees in the 'honeymoon period' of employment. However, there is very little variation in engagement levels between the length of employment with their current organisation as compared to their total length of service within the NSW public sector (see Figure 6). This is because for many employees, these two elements equate to the same thing.

Figure 6: Engagement Index, by length of service (% agreement)
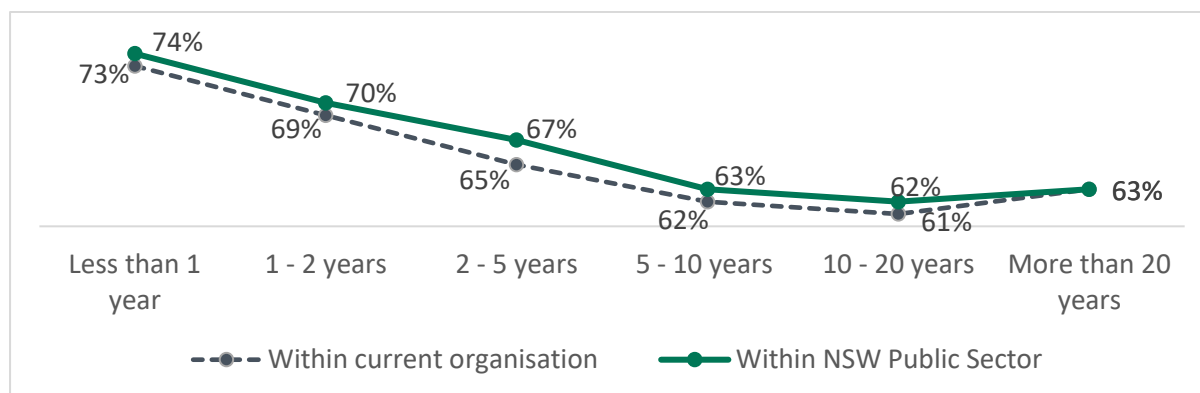
1.3 What is driving engagement across the sector?

In order to focus on the key items influencing engagement across the sector, key driver analysis was conducted on the NSW People Matter survey data. Figure 7 highlights the questions with the strongest association with engagement across the sector.

Development, change management and improvement had significant influence on employee engagement across the sector overall. These topics will be explored further in this report, with an overview below.

Figure 7 ranks the key drivers of employee engagement in order of importance with the organisation committed to developing its employees being the strongest driver.

Three quarters of employees agree their job gives them a feeling of personal accomplishment – a key driver of engagement

- Approximately half of employees were satisfied with the opportunities available for career development in their organisation (48%) and that their organisation is committed to developing its employees (50%).

- Satisfaction with career development is the only key driver item to see improvement since 2016, although levels of agreement remain low.

- Only 39% felt that their organisation managed change well (this also had the largest disagreement at 33%).

- Over half (57%) of employees agreed that their organisation is making the necessary improvements to meet future challenges (declined by 5 percentage points since 2016) and 69% agreed that their organisation focuses on improving the work they do (declined by 7 points since 2016).

- People's jobs giving them a feeling of personal accomplishment was a key influencer, which has a high level of agreement (75%).

Figure 7: Questions (key drivers) with the strongest association with engagement

Key drivers of engagement		% agreement 2017	% agreement 2016
7f. My organisation is committed to developing its employees*	11 / 39 / 28 / 14 / 8	50%	53%
7c. I feel that change is managed well in my organisation*	9 / 30 / 29 / 22 / 11	39%	41%
7a. My organisation focuses on improving the work we do*	18 / 51 / 20 / 8 / 4	69%	76%
7b. My organisation is making the necessary improvements to meet our future challenges*	15 / 42 / 25 / 12 / 5	57%	62%
1c. My job gives me a feeling of personal accomplishment	29 / 46 / 14 / 8 / 3	75%	76%
3g. I am satisfied with the opportunities available for career development in my organisation	14 / 34 / 23 / 17 / 11	48%	45%

KEY: Strongly agree | Agree | Neither | Disagree | Strongly disagree

*indicates key driver in 2016

Six out of ten clusters have the same key drivers of engagement across public sector clusters (as shown in Figure 8) but the level of agreement for each key driver varies substantially between clusters and agencies. Whilst the job giving employees a feeling of personal accomplishment was the best performing driver for most clusters, this is not the case for Transport. Agreement that the organisation focuses on improving the work they do is relatively strong across clusters, with Treasury and Premier and Cabinet clusters having highest agreement (both 82%). The third key driver that is common across all clusters is the organisation being committed to developing its employees which had lower levels of agreement in most clusters. However, Premier and Cabinet had 70% agreement in this driver whilst only 33% of the Transport cluster agreed this was the case.

Figure 8: Questions (key drivers) with the strongest association with engagement, by cluster (% agreement)

	NSW Public Sector	Education	Family and Community Services	Finance and Services	Health	Industry	Justice	Planning and Environment	Premier and Cabinet	Transport	Treasury
7f My organisation is committed to developing its employees	50%	59%	41%	53%	49%	50%	39%	49%	70%	46%	66%
7c I feel that change is managed well in my organisation	39%	46%	29%	43%	41%	34%				33%	50%
7a My organisation focuses on improving the work we do	69%	76%	67%	73%	67%	69%	59%	66%	82%	64%	82%
7b My organisation is making the necessary improvements to meet our future challenges	57%	63%	51%	64%	55%	56%	49%	53%	69%	55%	75%
1c My job gives me a feeling of personal accomplishment	75%	80%	73%	72%	76%	74%	69%	76%	78%	70%	78%
3g I am satisfied with the opportunities available for career development in my organisation	48%		41%	48%	51%	46%	41%		52%	45%	52%
7h My organisation generally selects capable people to do the job							38%	61%	74%		
1b I am provided with the support I need to do my best at work		64%						64%			

Being provided with support needed to do the best at work was important for the Education and Planning and Environment clusters (64% for both), whilst selecting capable people to do the job was important for Planning and Environment, and Premier and Cabinet (61% and 74% respectively).

It is important to note that the drivers of employee engagement may vary considerably within an organisation and there is value in exploring this along with contextualising these drivers with the remaining information about the employee experience.
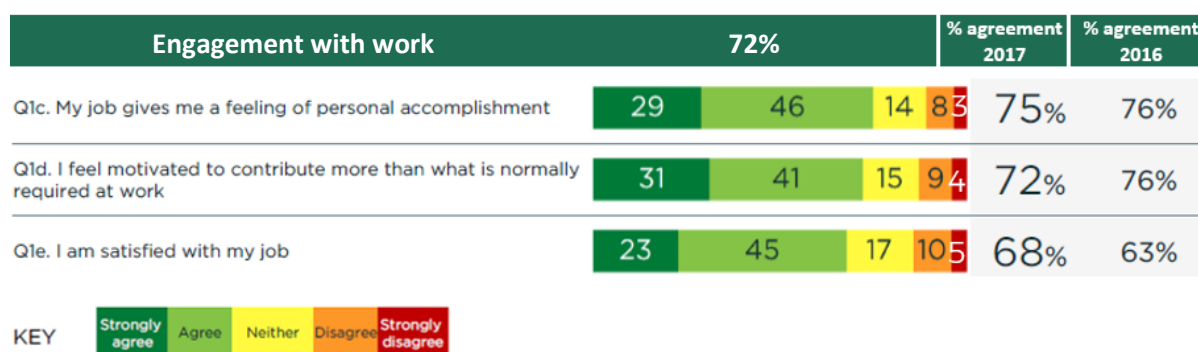
1.4 Engagement with work

As in 2016, there was a higher level of engagement with work compared to the employee engagement index, which is more about employees' overall feelings about the organisation. Engagement with work remains strong at 72%[7] (see Figure 9). The strongest component is the job providing a sense of personal accomplishment (75% agree) and, as mentioned previously, this is a key driver of the employee engagement index across all clusters.

Satisfaction with the job has increased to 68% in 2017, up from 63% in 2016 – the biggest improvement in agreement for all core People Matter questions across the sector. This shift to positivity, appears to have been, in part, from those who disagreed in 2016. A total of 20% disagreed that they were satisfied with their work in 2016 and this has reduced to 15% in 2017. Further, 72% feel motivated to contribute more than what is normally required at work, although this is down by 4 points from 2016.
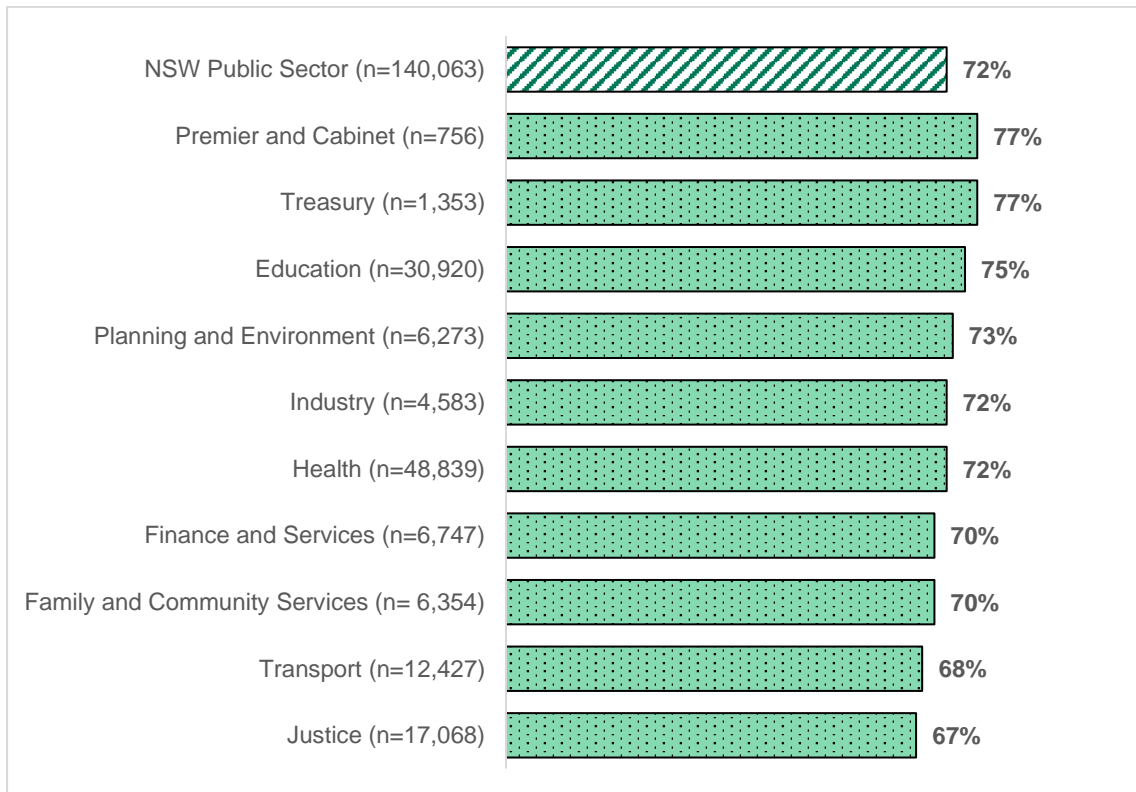
Engagement with work remains strong at 72%

Figure 9: Engagement with work

Engagement with work	72%					% agreement 2017	% agreement 2016
Q1c. My job gives me a feeling of personal accomplishment	29	46	14	8	3	75%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	31	41	15	9	4	72%	76%
Q1e. I am satisfied with my job	23	45	17	10	5	68%	63%

KEY: Strongly agree | Agree | Neither | Disagree | Strongly disagree

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[7] The engagement with work question group was amended in 2017. It is calculated using only 2016 data for the 3 remaining questions which were retained 2017. Engagement with work question group results may differ from published 2016 data.

Across clusters, there was less variance in engagement with work than with other measures (see Figure 10).

**Figure 10: Engagement with work, by cluster (% agreement)**

Cluster	% agreement
NSW Public Sector (n=140,063)	72%
Premier and Cabinet (n=756)	77%
Treasury (n=1,353)	77%
Education (n=30,920)	75%
Planning and Environment (n=6,273)	73%
Industry (n=4,583)	72%
Health (n=48,839)	72%
Finance and Services (n=6,747)	70%
Family and Community Services (n= 6,354)	70%
Transport (n=12,427)	68%
Justice (n=17,068)	67%

At the agency level, the highest levels of engagement with work were observed at:

- SAS Trustee Corporation (State Super) (87%);
- Art Gallery NSW(83%); and
- Insurance & Care NSW (iCare) (83%).

Demographic differences in satisfaction with the job are similar to those observed with the employee engagement index (See Appendix B). One notable exception was amongst those aged 65 or over, where satisfaction with the job increased substantially. This highlights, that whilst employees may not necessarily be as engaged or invested with the organisation, they are gaining satisfaction from their job and, on closer inspection, they are more positive than the average on all elements of engagement with work (see Figure 11).

Figure 11: Engagement with work, by age (% agreement)
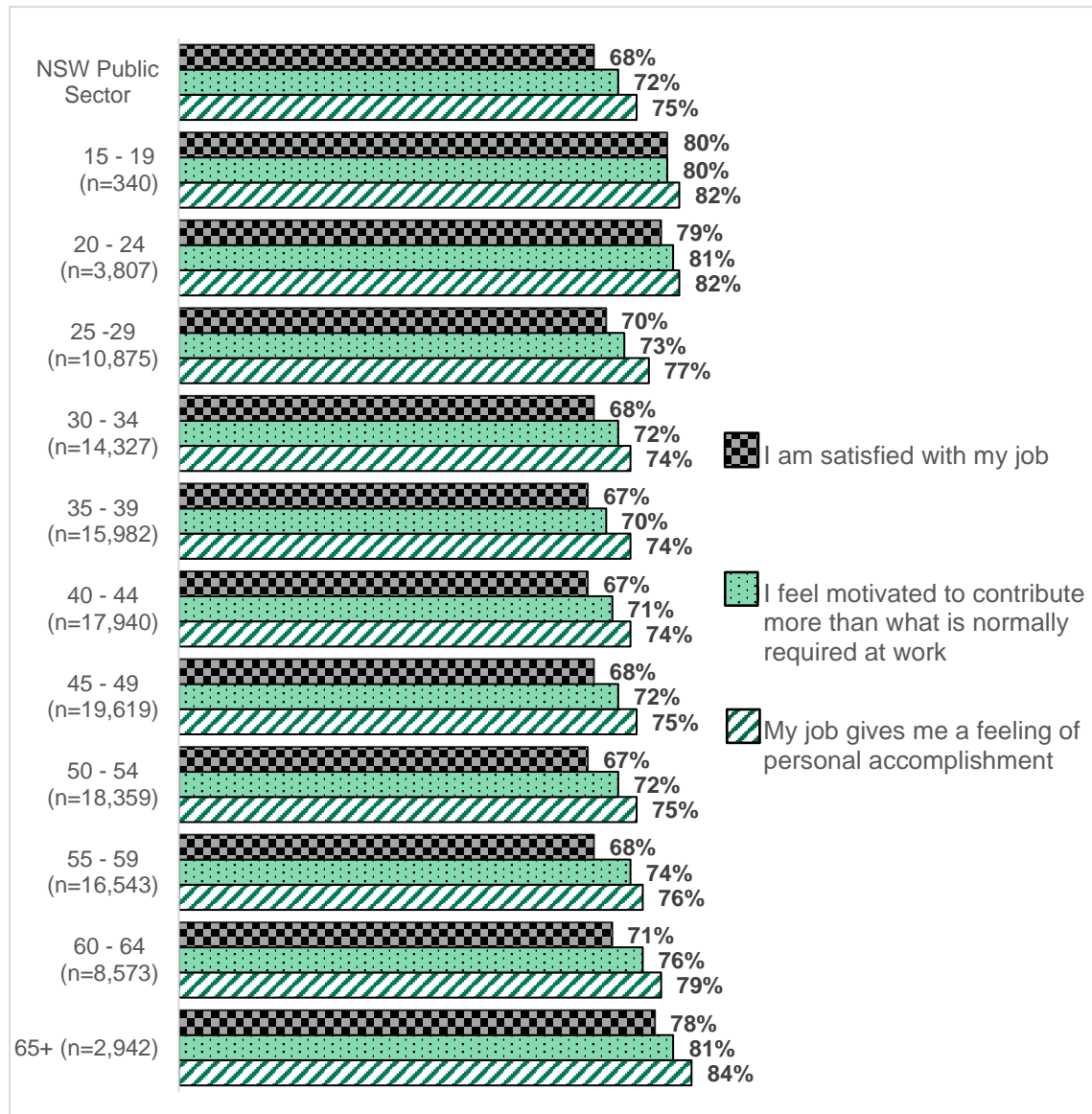
Satisfaction with the job has increased across all clusters. In particular, Industry has increased by 13 percentage points to 68% in 2017 and Treasury has seen a 9 point increase to 73% (see Figure 12). Scores across the clusters are high with a narrow range of 8 percentage points (65% - 73%).

Figure 12: Satisfaction with job, by cluster (% agreement)
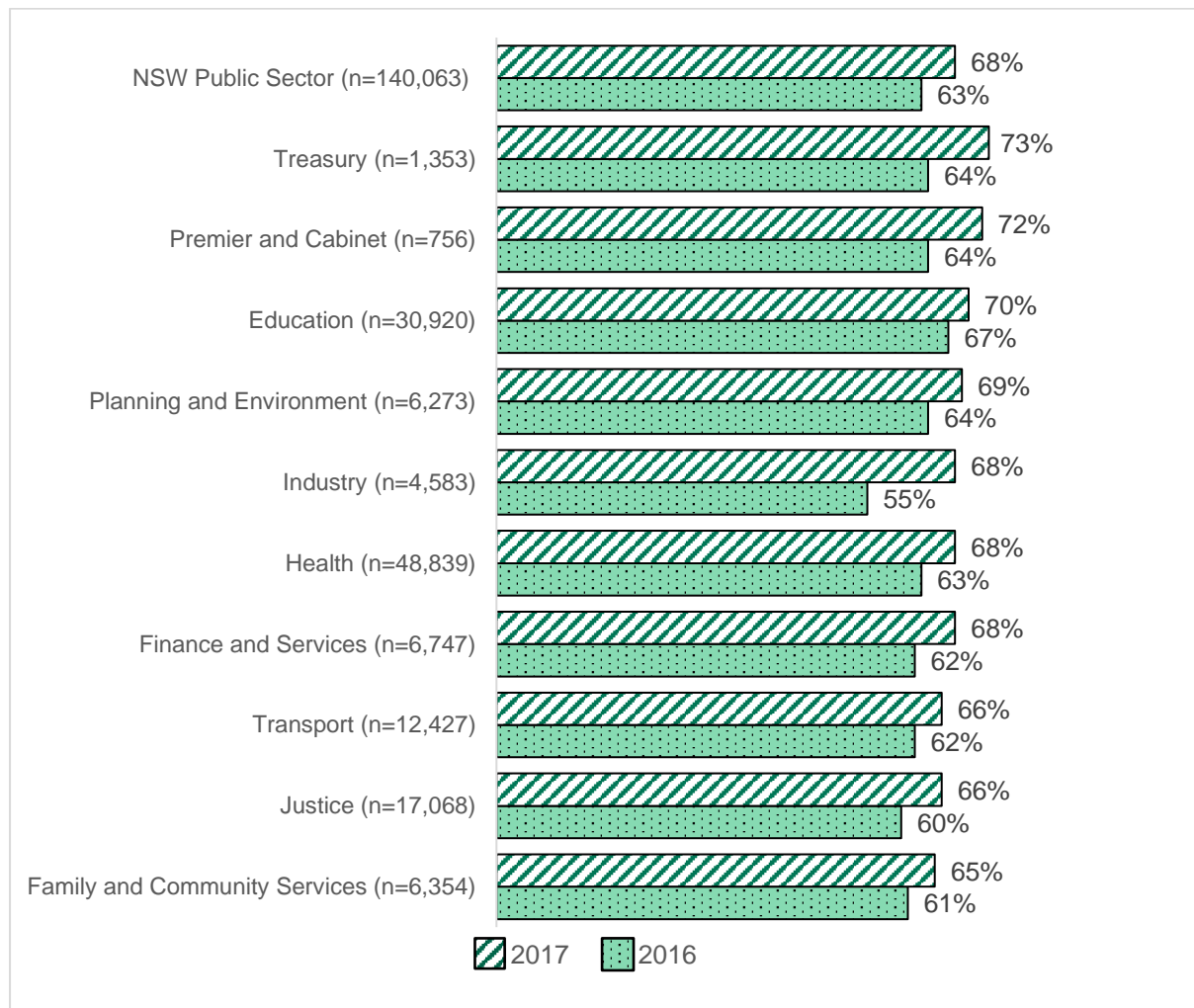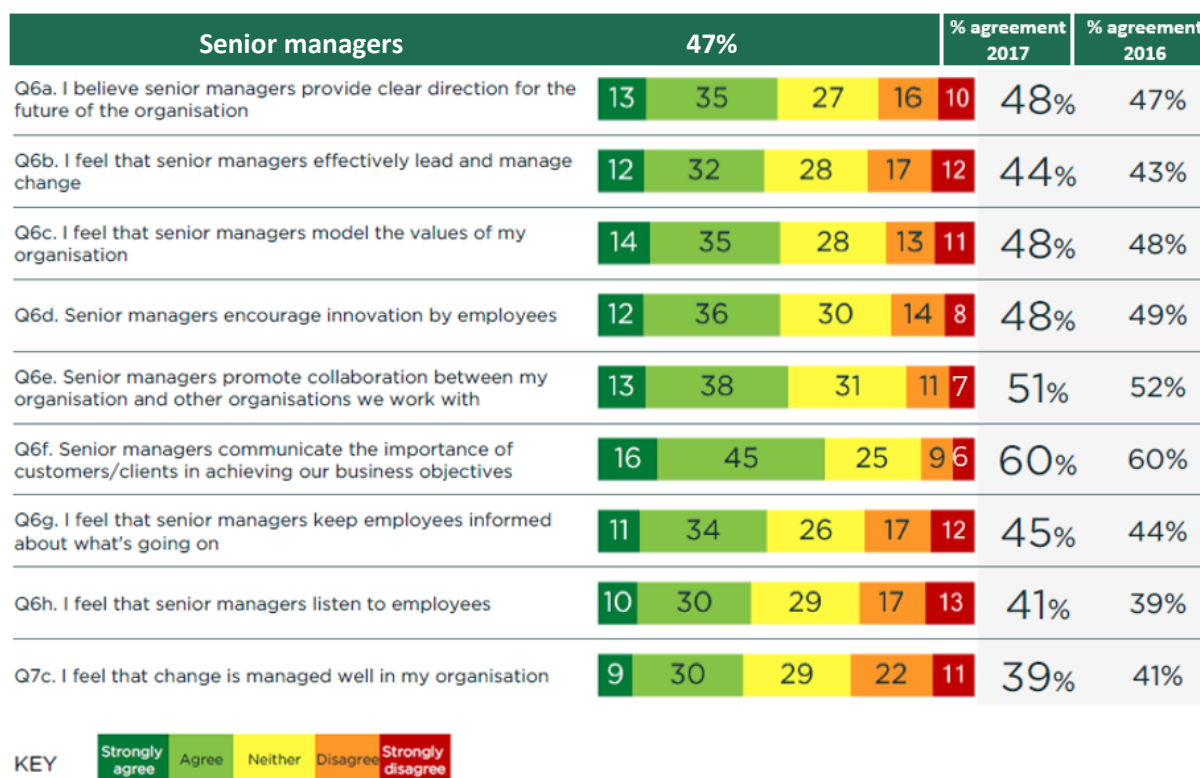
2   Leadership

2.1   Perceptions of Senior Managers

Perceptions of senior managers are typically low within employee opinion surveys. For example, although not directly comparable, within the UK Civil Service benchmark report for 2016, the leadership and managing change grouping was second lowest at a collective agreement of 43%[8].

Leadership and perceptions of Senior Managers remain a challenge

Employee perceptions of leadership and senior management[9] remained broadly in line with the 2016 People

Matter results. The aggregate agreement score[10] across all items is **47%** - no shift from 2016 (see Figure 13). Compared to other higher scoring question groups such as Diversity and Inclusion and High Performance, this highlights a continued area for focus and improvement.

Figure 13: Senior Managers

Senior managers	47%					% agreement 2017	% agreement 2016
Q6a. I believe senior managers provide clear direction for the future of the organisation	13	35	27	16	10	48%	47%
Q6b. I feel that senior managers effectively lead and manage change	12	32	28	17	12	44%	43%
Q6c. I feel that senior managers model the values of my organisation	14	35	28	13	11	48%	48%
Q6d. Senior managers encourage innovation by employees	12	36	30	14	8	48%	49%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	13	38	31	11	7	51%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	16	45	25	9	6	60%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	11	34	26	17	12	45%	44%
Q6h. I feel that senior managers listen to employees	10	30	29	17	13	41%	39%
Q7c. I feel that change is managed well in my organisation	9	30	29	22	11	39%	41%

KEY: Strongly agree | Agree | Neither | Disagree | Strongly disagree

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[8] https://www.gov.uk/government/publications/civil-service-people-survey-2016-results

[9] Employees were provided with the following definition for Senior Manager in the 2017 survey: By 'Senior Manager' we mean the most senior group of managers in your organisation i.e. the CEO and the people who report directly to them. (For example, the head of the organisation may be a secretary, chief executive, commissioner or other title; deputies to the head of the organisation; executive director, director, director public schools, general manager, Local Health District/Network executives including directors and hospital division managers etc.)

[10] This score, and those in subsequent sections, are not comparable to the score for the Engagement Index as they are calculated differently (see Appendix A).

There has been a 2 point increase in the perception that senior managers listen to their employees (41%). However, the feeling that change is managed well has declined by 2 percentage points in 2017 to 39% agreement. Investigating the data further shows that there has been a slight decline (between 1 - 2 points) in disagreement across all items within this category since 2016.

Whilst there was limited movement across the sector, there were some notable increases in views of senior managers within Premier and Cabinet, Treasury and Industry clusters. These shifts in agreement were not just from neutral responses but also from those who disagreed in 2016 (see Figure 14).

Figure 14: Senior Managers, by cluster (% agreement)
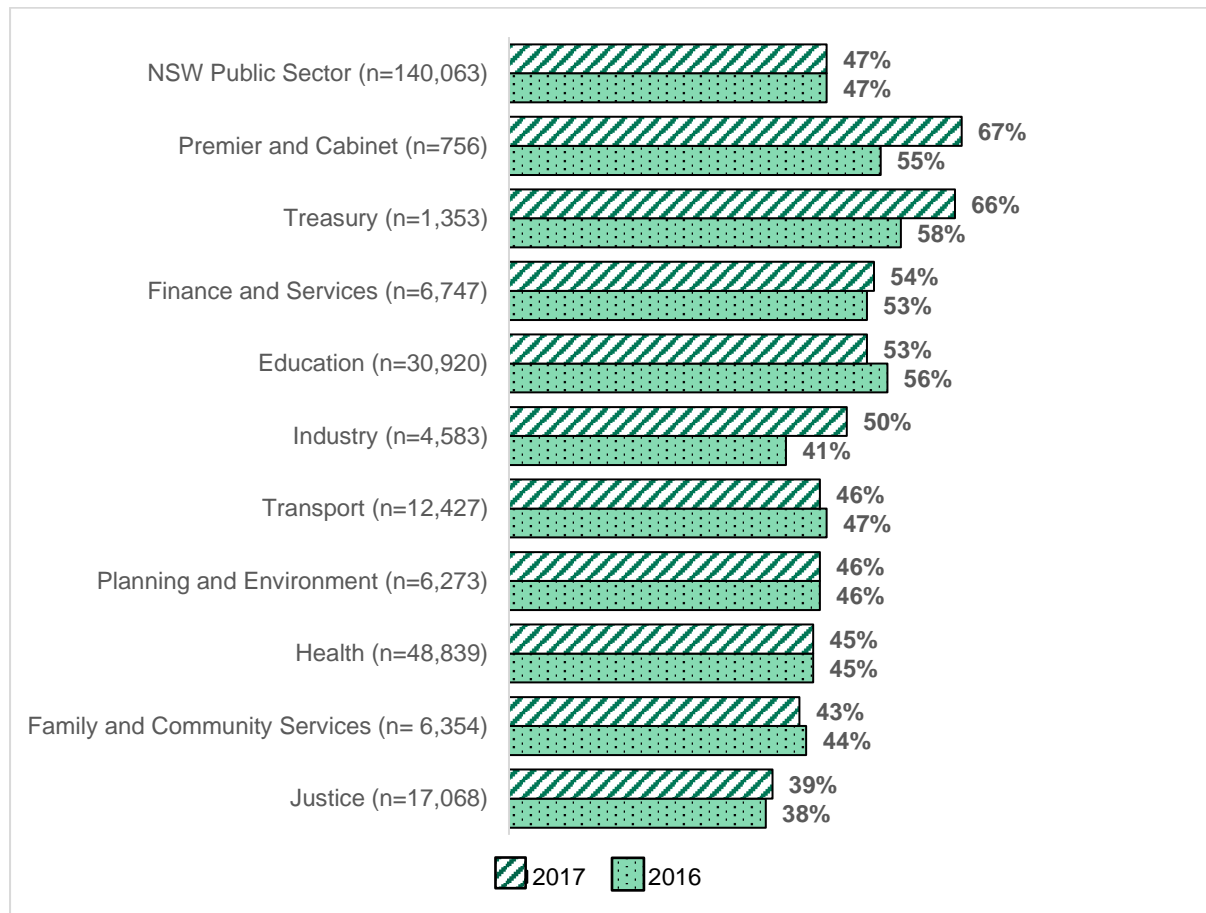
Across demographic groups there was a notable variance in response to the Senior Manager question group (see Figure 15). New starters and young employees had the highest levels of agreement (63% for both), whilst those with a disability, or mental health condition, or those with a length of service of 10-20 years, had the lowest levels of agreement (41%, 39% and 41% respectively). Those in Policy roles were notably more likely to be positive regarding senior leader roles (58%) as were those in Corporate services and program and project management roles (both 53%).

Figure 15: Senior Managers, by demographic group (% agreement)

Group		Age		Type of work		Length of Service with organisation	
Sector	**47%**	15-19	63%	Service delivery (direct contact general public)	45%	Less than 1 year	63%
Male	46%	20-24	62%	Other service delivery (no contact general public)	45%	1-2 years	55%
Female	49%	25-29	53%	Administrative support	52%	2-5 years	49%
LOTE	55%	30-34	50%	Corporate services	53%	5-10 years	44%
ATSI	49%	35-39	48%	Policy	58%	10-20 years	41%
Disability	41%	40-44	47%	Research	50%	More than 20 years	43%
Mental health condition	39%	45-49	46%	Program and project management	53%		
		50-54	45%	Legal	52%		
LGBTI	47%	55-59	45%	Other	50%		
		60-64	45%				
		65+	49%				

Green / red percentages are 5 points above / below the total sector score

2.2 Manager cohorts compared to non-managers

As identified through previous demographic exploration of People Matter survey results, there is a large gap in perceptions within non-managers, managers, managers of managers and senior executives. Independent research highlights that senior leaders are typically most engaged[11].

However, as demonstrated in Figure 16, there is little difference in the level of agreement between managers and non-managers. As identified previously, middle managers tend to be the 'squeezed middle' responsible for both operational requirements and people management. Increasing positivity within this group should be a focus to ensure effective engagement with their teams.

54% of supervisors agree that they are able to keep their work stress at an acceptable level

Figure 16: Key measures, by management group (% agreement)

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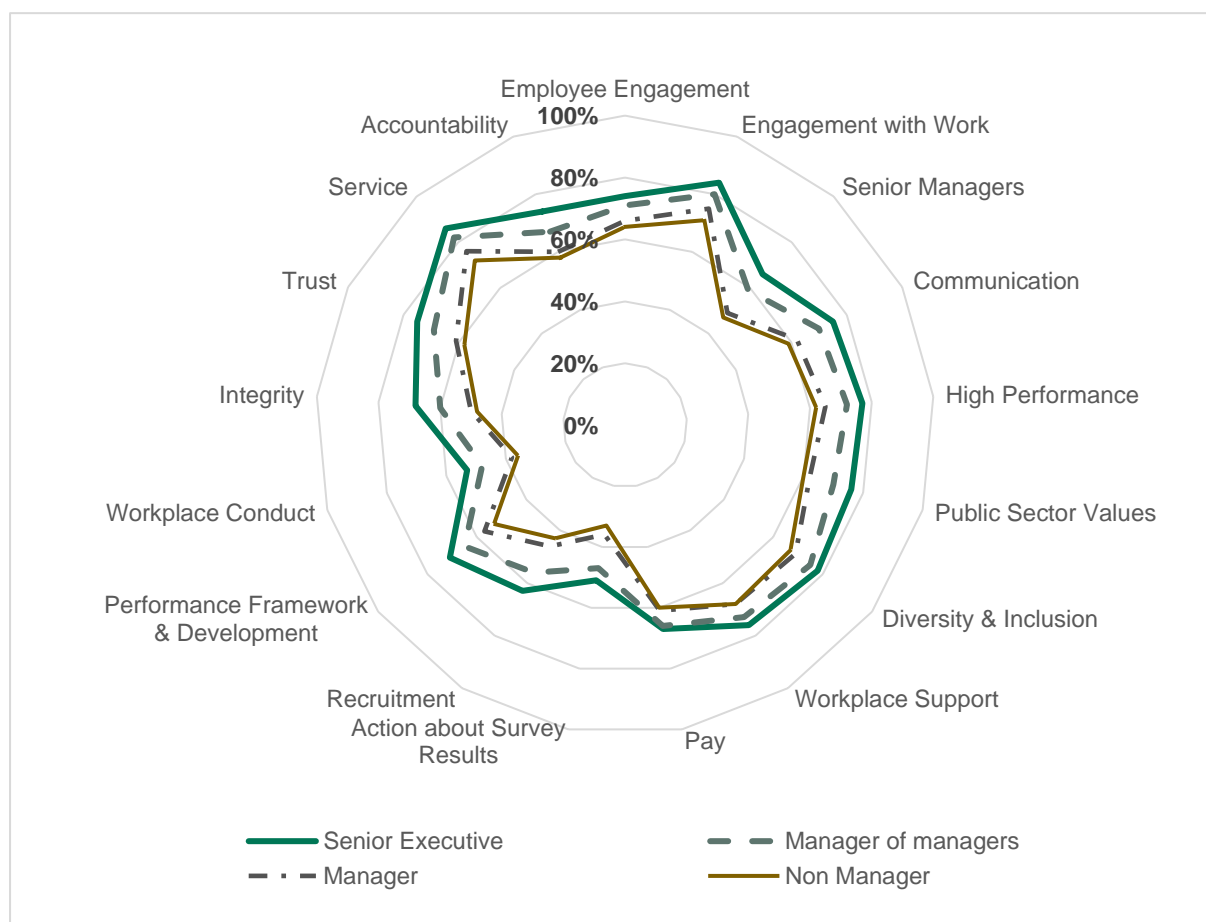
[11] ORC International (2016) What Makes a Winning Workplace: A global investigation into engagement trends 2016.

Looking further into the findings, at those who supervise the work of others, just over half (54%) agree that they are able to keep their work stress at an acceptable level; lower than for all other groups, particularly non managers (Figure 17). This is the only question where managers of managers and senior executives do not have higher levels of agreement than all other groups indicating that stress management is an issue for many of them. Managers also have the lowest score for being provided with support to do their work.

However, results for all groups are relatively high with regard to receiving help and support from other members of their workgroup.

Figure 17: Workplace support and communication, by management group (% agreement)

I am able to keep my work stress at an acceptable level
(% agree/strongly agree)

62% Non managers
54% Managers
57% Managers of managers
58% Senior executives

I am provided with the support I need to do my best at work
(% agree/strongly agree)

64% Non managers
62% Managers
68% Managers of managers
72% Senior executives

I receive help and support from other members of my workgroup
(% agree/strongly agree)

80% Non managers
83% Managers
87% Managers of managers
90% Senior executives

There is good team spirit in my workgroup
(% agree/strongly agree)

67% Non managers
73% Managers
80% Managers of managers
84% Senior executives

Looking at communication, satisfaction is higher with regards to downward rather than upward communication (Figure 18). There is considerable variation in opinions across manager/non-manager groupings. Around four in ten employees believe that senior managers listen to employees with little difference seen between managers (supervisors of others) and non-managers (42% and 40% respectively). Agreement is higher for managers of managers (55%) and for senior executives (63%). This is suggested as an area for development to enhance a culture of collaboration within the workplace.

Figure 18: Workplace communication, by management group (% agreement)
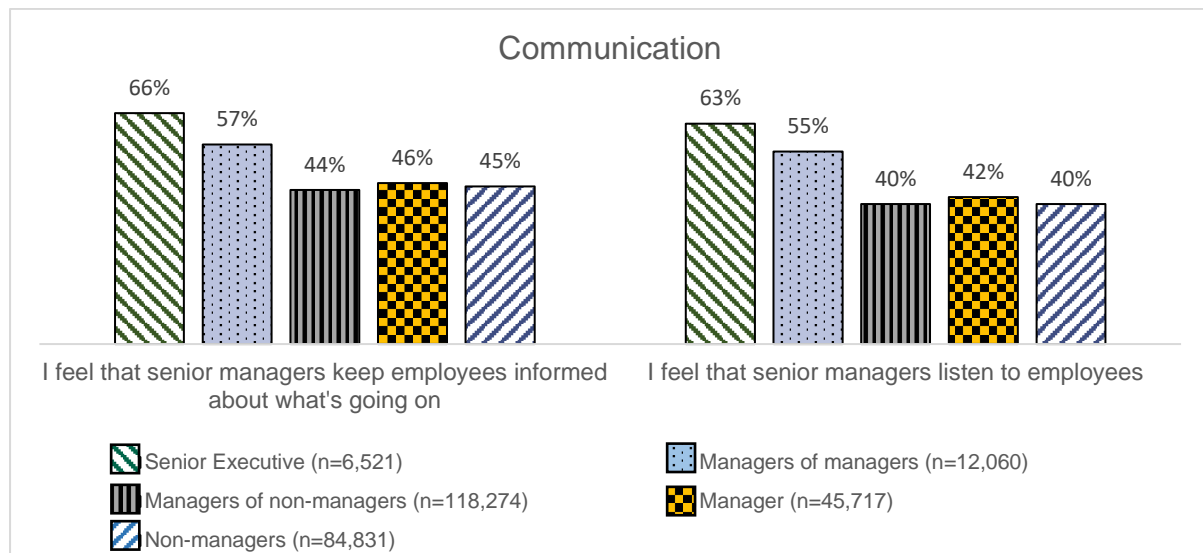
Figure 19 shows that the level of agreement with direct manager communication is notably higher. 70% agreed that their manager communicates effectively with them, that their manager encourages and values their input (71%), and that they are able to speak up and share a different view to colleagues and manager (66%, although down from 69% in 2016). This highlights that middle managers are a foundation to be leveraged further in aligning the strategic aims and objectives of the organisation to operationalising day to day implementation.
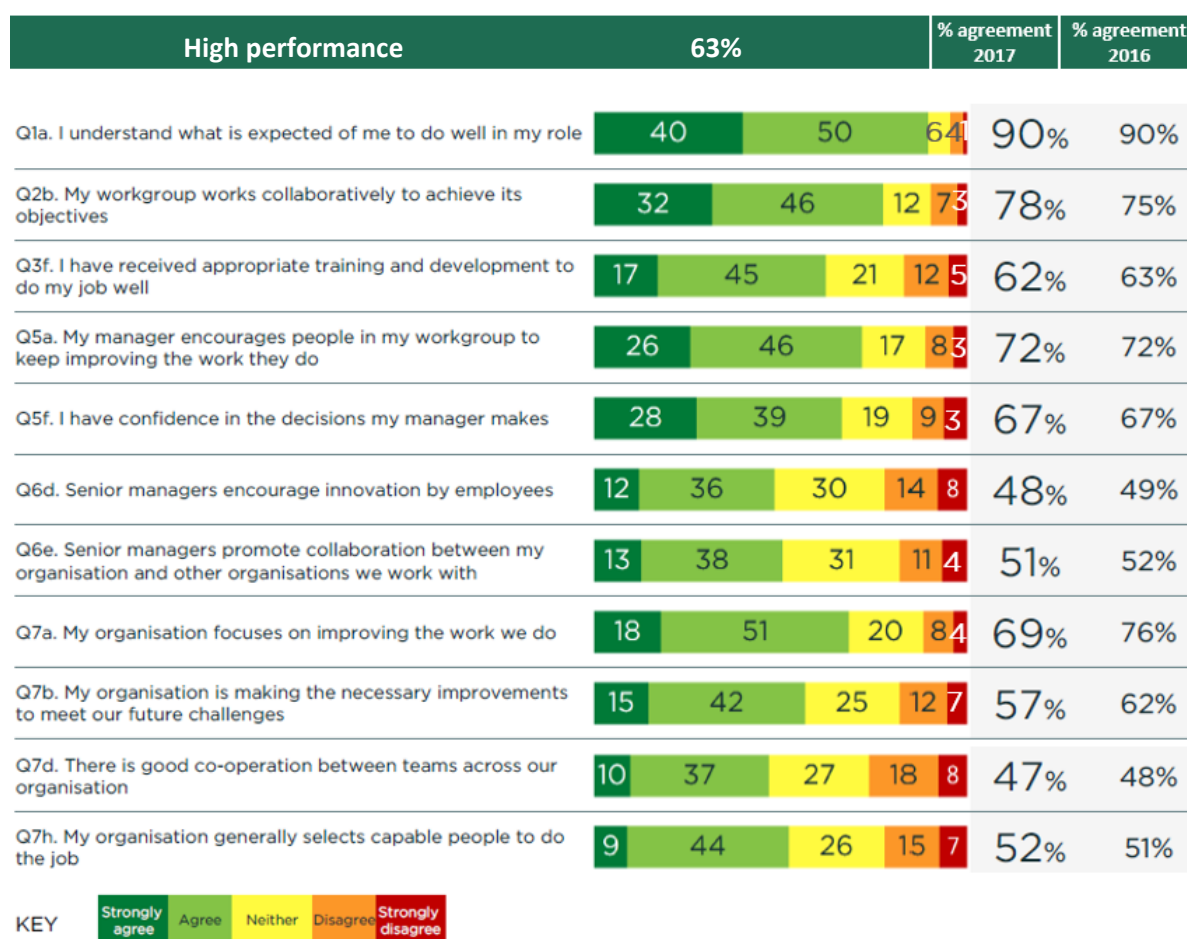
Figure 19: Communication

Communication	60%					% agreement 2017	% agreement 2016
Q5c. My manager communicates effectively with me	28	42	15	9	6	70%	69%
Q5d. My manager encourages and values employee input	30	41	16	8	5	71%	69%
Q5e. My manager involves my workgroup in decisions about our work	25	40	18	11	6	65%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	11	34	26	17	12	45%	44%
Q6h. I feel that senior managers listen to employees	10	30	29	17	13	41%	39%
Q8c. I am able to speak up and share a different view to my colleagues and manager	20	47	17	10	7	66%	69%

KEY: Strongly agree — Agree — Neither — Disagree — Strongly disagree

3   High Performance

High performance scores 63% as a question group in 2017, similar to the score last year.

3.1   Enablers of high performance

Job clarity is strong with 90% of employees understanding what is expected of them to do well in their role. Collaboration within workgroups was high at 78% and has improved 3 percentage points since 2016. Nearly three quarters (72%) agreed that their manager encourages people in the workgroup to keep improving the work they do and there is confidence in the decisions that managers make (67%). This is a solid foundation for high performance.

Collaboration is strong within work teams but less so between teams

Figure 20: High performance

High performance — 63%	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% agreement 2017	% agreement 2016
Q1a. I understand what is expected of me to do well in my role	40	50	6	4	1	90%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	32	46	12	7	3	78%	75%
Q3f. I have received appropriate training and development to do my job well	17	45	21	12	5	62%	63%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	26	46	17	8	3	72%	72%
Q5f. I have confidence in the decisions my manager makes	28	39	19	9	3	67%	67%
Q6d. Senior managers encourage innovation by employees	12	36	30	14	8	48%	49%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	13	38	31	11	4	51%	52%
Q7a. My organisation focuses on improving the work we do	18	51	20	8	4	69%	76%
Q7b. My organisation is making the necessary improvements to meet our future challenges	15	42	25	12	7	57%	62%
Q7d. There is good co-operation between teams across our organisation	10	37	27	18	8	47%	48%
Q7h. My organisation generally selects capable people to do the job	9	44	26	15	7	52%	51%

KEY: Strongly agree | Agree | Neither | Disagree | Strongly disagree

However, there was lower agreement that there is good co-operation between teams across the organisation (47%) and that senior managers promote collaboration between their organisation and other organisations they work with (51%). Similarly, lower levels of agreement were observed in belief that senior managers encouraged innovation (48%). There has been a notable decline in agreement that 'my organisation focuses on improving the work we do' (a key driver of engagement), from 76% in 2016 to 69% in 2017.

There have been notable declines in agreement in almost all clusters with Family and Community Services, Health and Transport all experiencing a decline of 9 points since 2016.

Figure 21: Focus on improving the work we do, by cluster (% agreement)

Cluster	2017	2016
NSW Public Sector (n=140,063)	69%	76%
Treasury (n=1,353)	82%	80%
Premier and Cabinet (n=756)	82%	81%
Finance and Services (n=6,747)	76%	84%
Education (n=30,920)	73%	80%
Industry (n=4,583)	69%	70%
Transport (n=12,427)	67%	76%
Health (n=48,839)	67%	76%
Planning and Environment (n=6,273)	66%	73%
Family and Community Services (n= 6,354)	64%	73%
Justice (n=17,068)	59%	67%

⬛2017 ⬛2016
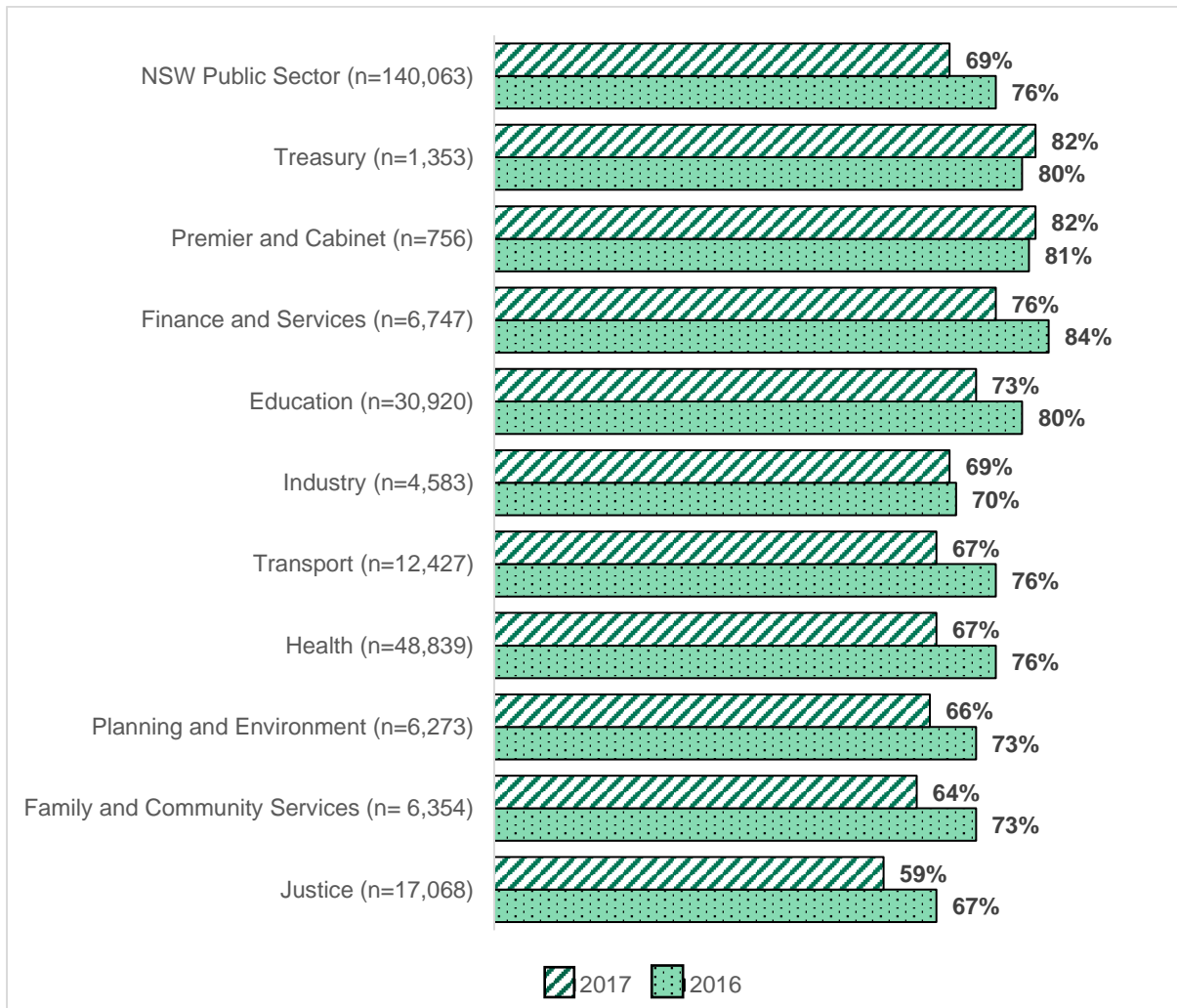
Another key driver of engagement that has lower agreement than in 2016 was 'my organisation is making the necessary improvements to meet future challenges' (down 5 points to 57% in 2017). Education saw the largest decline (down 8 points), followed by Family and Community Services and Transport (both down 7 points). Planning and Environment remained relatively stable with 53% agreement.

Figure 22: Making the necessary improvements to meet future challenges, by cluster (% agreement)

Cluster	2017	2016
NSW Public Sector (n=140,063)	57%	62%
Treasury (n=1,353)	75%	72%
Premier and Cabinet (n=756)	69%	67%
Finance and Services (n=6,747)	64%	68%
Education (n=30,920)	63%	71%
Industry (n=4,583)	56%	51%
Transport (n=12,427)	55%	62%
Health (n=48,839)	55%	61%
Planning and Environment (n=6,273)	53%	54%
Family and Community Services (n= 6,354)	51%	58%
Justice (n=17,068)	49%	52%
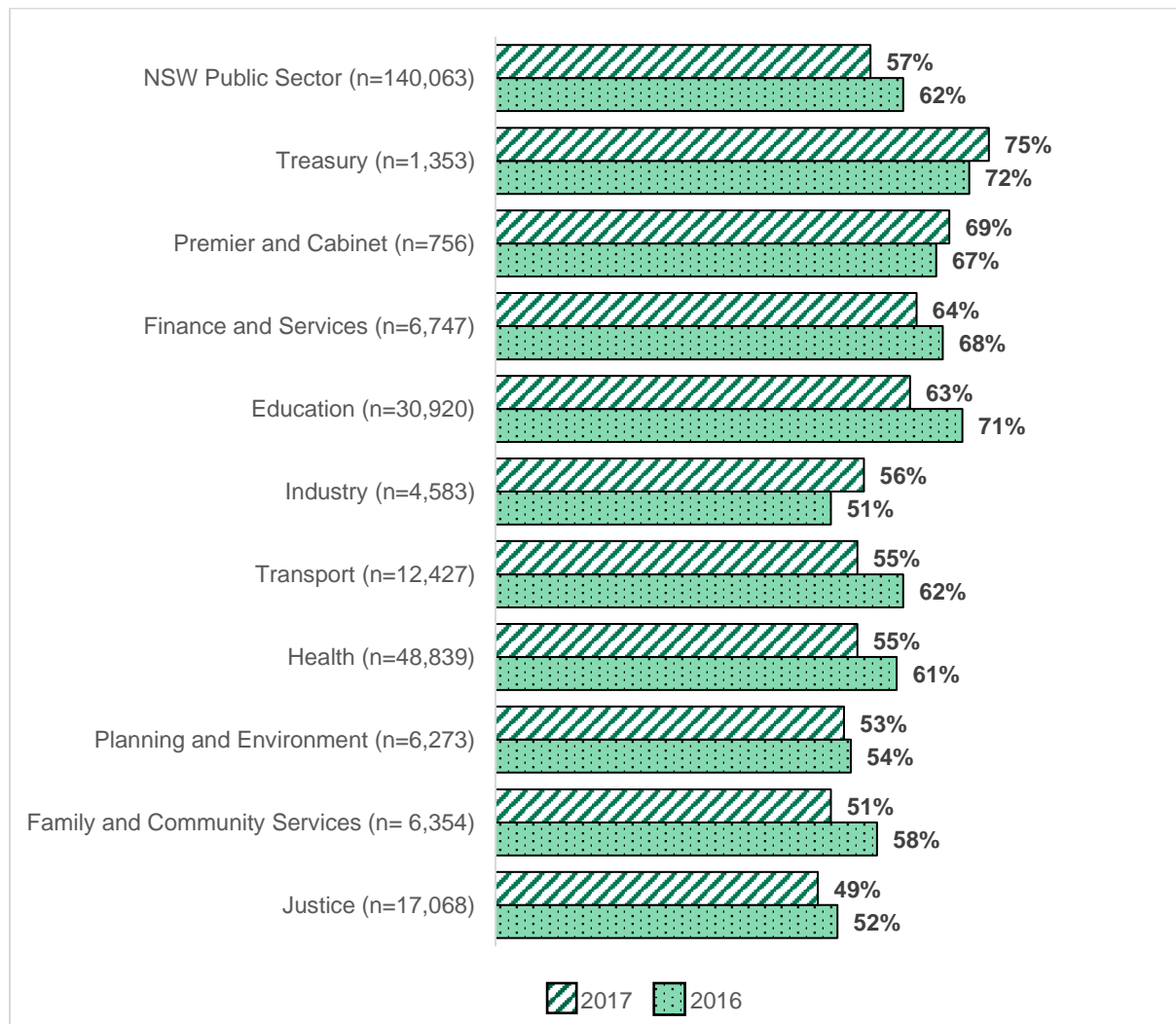
3.2 Performance framework and capability development

It is important to provide development opportunities for employees within the sector, both from a performance framework perspective and a capability development perspective to ensure the workforce has the skills and capacity to deliver services in a changing external environment. It is also important from an employee engagement perspective as belief that the organisation is committed to developing its employees and satisfaction with opportunities available for career development are both key drivers of engagement. However, both see only around half of employees agreeing with these statements (50% and 48% respectively). This indicates there is still a need for focus on this major challenge, which is explored in further detail later in this section.

75% have had informal feedback conversations with their managers

Performance discussions, informal and formal, form an important part of the performance framework in order to address any gaps. Figure 23 highlights that three quarters of employees have had informal feedback conversations with managers and just over two thirds (67%) have a current performance and development plan. Over half (57%) have had scheduled feedback conversations with managers. Such conversations are critical in developing employees.

Figure 23: Performance discussions

67% had a current performance and development plan that sets out individual objectives

75% had informal feedback conversations with manager

57% had scheduled feedback conversations with manager
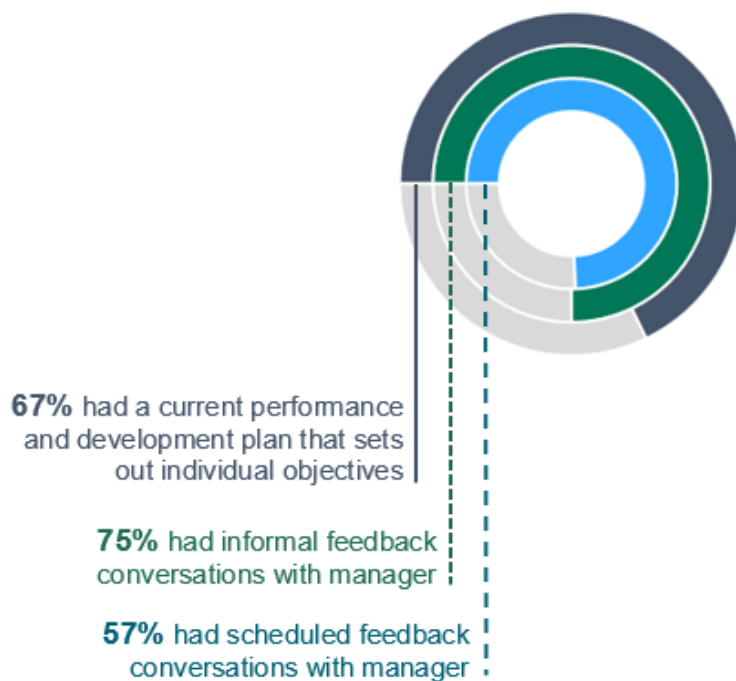
As outlined in Figure 24, there has been a 4 point increase in the agreement that the feedback received has been useful in enabling employees to deliver the required results, (up to 63% agreement in 2017). Over two thirds (67%) agreed that managers provided acknowledgement or other recognition for the work done.

However, only 54% agreed that their performance is assessed against clear criteria, which was similar to 2016 results. Clear criteria for performance and individuals understanding how their performance relates to those criteria is important to ensure skills gaps are reduced.

Less than half (44%) agree that managers appropriately deal with employees that perform poorly, which can be a source of frustration for employees. However, any performance management carried out is confidential and as such, other employees may not see immediate improvements. Comments in the free text question suggest that there is still a gap in the processes for managing poor performers. Many comments cited manager's unwillingness to enter into a performance management process due to it being perceived as cumbersome and time consuming.

Whilst there have been nominal shifts in most items that make up the performance and development theme, there was less variation between clusters than with other themes – the range was 46% to 65%. Demographic trends previously observed for other results were evident in relation to performance and development (refer to Appendix C for details).

Figure 24: Performance framework and development

Performance framework and development		54%	% agreement 2017	% agreement 2016
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	19 / 44 / 19 / 12 / 6		63%	59%
Q3e. My performance is assessed against clear criteria	15 / 39 / 26 / 15 / 5		54%	53%
Q3g. I am satisfied with the opportunities available for career development in my organisation	14 / 34 / 23 / 17 / 11		48%	45%
Q5g. My manager provides acknowledgement or other recognition for the work I do	28 / 40 / 17 / 10 / 4		67%	67%
Q5h. My manager appropriately deals with employees who perform poorly	15 / 28 / 32 / 14 / 10		44%	44%
Q7f. My organisation is committed to developing its employees	11 / 39 / 28 / 14 / 8		50%	53%

KEY: Strongly agree | Agree | Neither | Disagree | Strongly disagree

Exploring the two questions in this group that are key drivers of engagement, satisfaction with the opportunities available for career development in my organisation by cluster doesn't vary considerably (see Figure 25). However, since 2016, there have been notable improvements for Premier and Cabinet (52%, a 13 point increase), Treasury (52%, an 8 point increase) and Industry (46%, an 8 point increase).

Satisfaction with opportunities available for career development remains low at 48%

Figure 25: Satisfaction with the opportunities available for career development in my organisation, by cluster (% agreement)

Cluster	2017	2016
NSW Public Sector (n=140,063)	48%	45%
Premier and Cabinet (n=756)	52%	39%
Treasury (n=1,353)	52%	44%
Health (n=48,839)	51%	48%
Education (n=30,920)	51%	49%
Finance and Services (n=6,747)	48%	45%
Industry (n=4,583)	46%	38%
Transport (n=12,427)	45%	45%
Planning and Environment (n=6,273)	44%	39%
Justice (n=17,068)	41%	38%
Family and Community Services (n= 6,354)	41%	41%
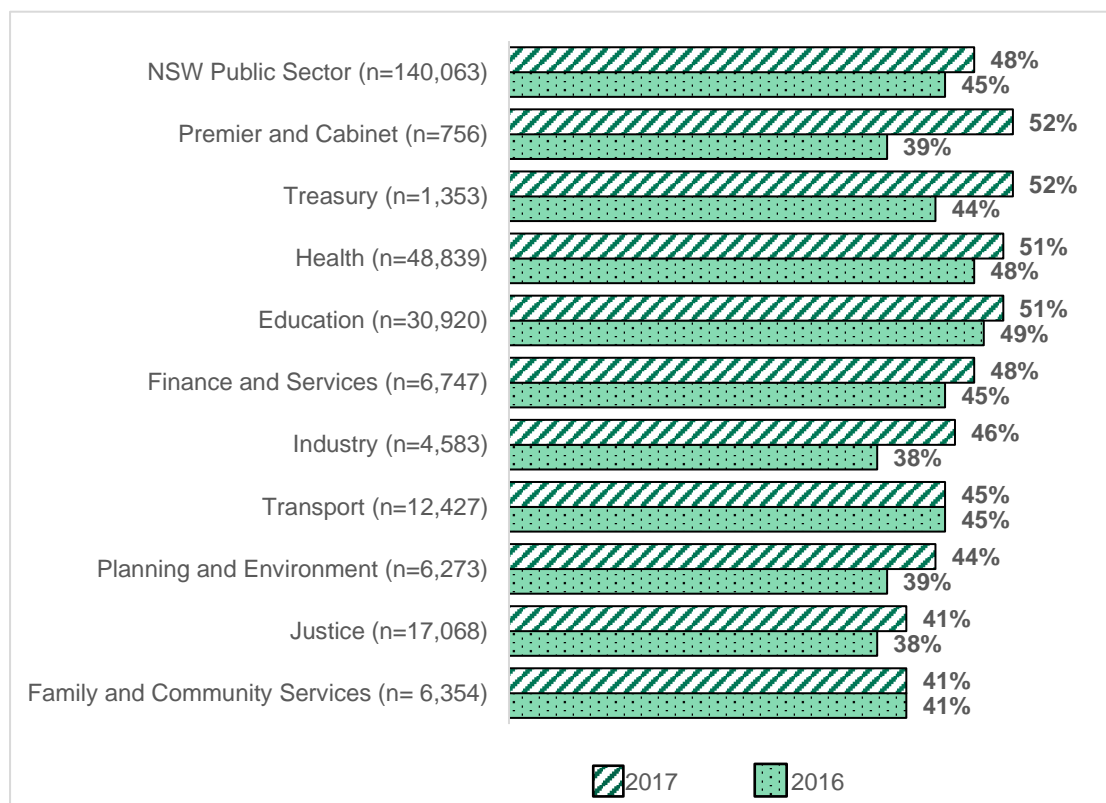
Figure 26 also highlights that Premier and Cabinet (70%, a 15 point increase) and Industry (50%, a 4 point increase) were the only clusters to have observed higher levels of agreement in 2017 that their organisation is committed to developing its employees compared to 2016. Treasury remained stable at 66% agreement and the remaining clusters have all declined. This is clearly an area for continued focus and improvement to ensure the skills base within the Public Sector adapt to changing societal expectations of service delivery.

Figure 26: My organisation is committed to developing its employees, by cluster (% agreement)
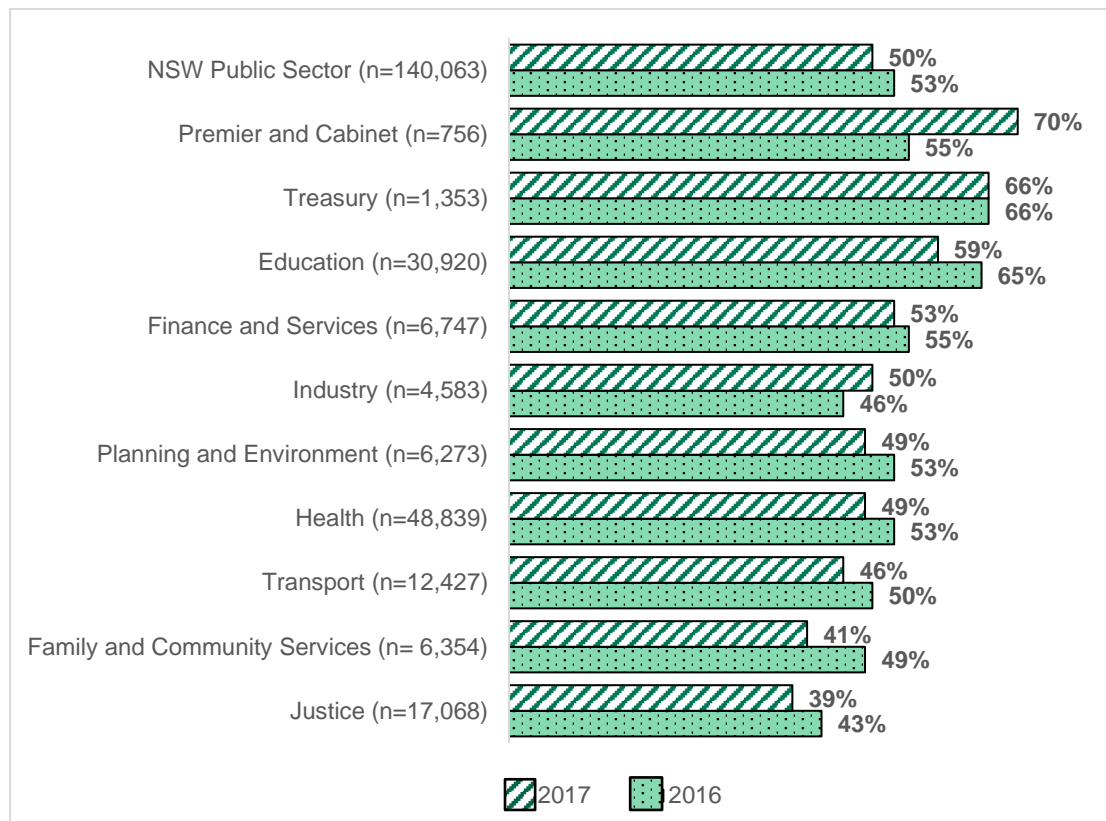
3.3 Recruitment

Talent attraction is important for the NSW Public Sector to ensure that employees have the right skills, knowledge and abilities. However, there is a low level of confidence in the way recruitment decisions are made (35%), see Figure 27; this was the second lowest positive result for 2017. Belief that organisations generally select capable people to do the job was a key driver for the sector in 2016 and remains a key driver for a number of clusters in 2017. Seeing little change since 2016, just over half (52%) agree that their organisation generally selects capable people to do the job. This indicates that there are potential perceived gaps both from a recruitment perspective but also when placing people in particular roles.

There is a greater need for agile, mobile workforces than ever before

Figure 27: Recruitment
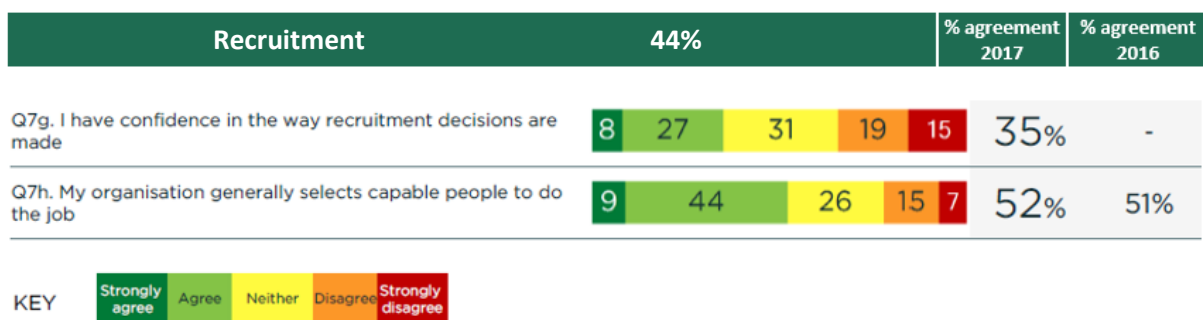
Figure 28 highlights notable differences by cluster; the level of agreement in belief that capable people are selected for jobs varies notably across the clusters (38% - 74% agreement). Treasury has the highest level of confidence in the way recruitment decisions are made and Premier and Cabinet has the highest level of belief that capable people are being selected for jobs (74%). Conversely, the clusters with the lowest levels of agreement were Justice and Family and Community Services.

Figure 28: Recruitment, by cluster (% agreement)
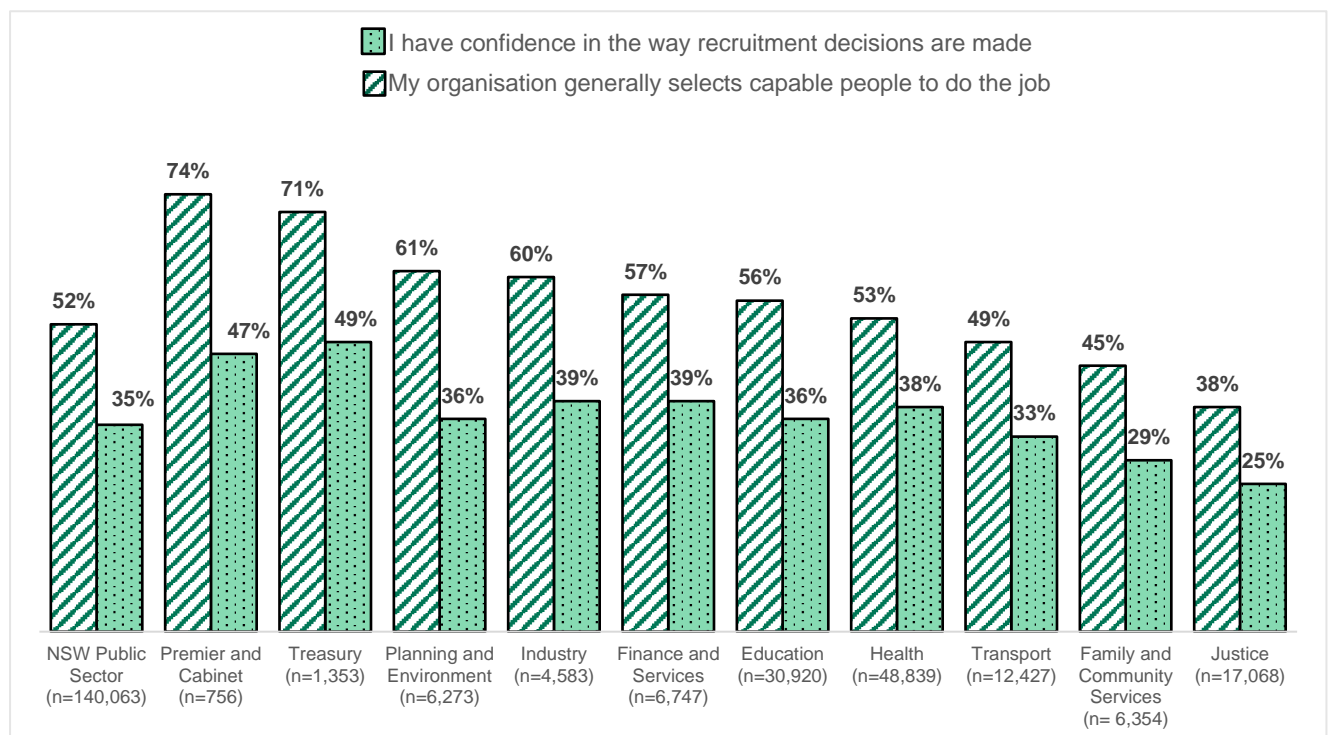
3.4 Mobility

Mobility is also an important factor in the advancement of the public sector and development of people. Overall 41%[12] of employees indicated that they are currently thinking about a new role within the sector outside their current workplace to broaden their experience. Family and Community Services have the highest agreement (52%) which is explainable due to the unique circumstances of the downsizing of the National Disability Incentive Scheme, whilst Treasury has the lowest (34%). Cluster differences are shown in Figure 29.

41% are currently thinking about a new role within the NSW Public Sector

Figure 29: Interest in working in another agency, by cluster (% Yes / No)

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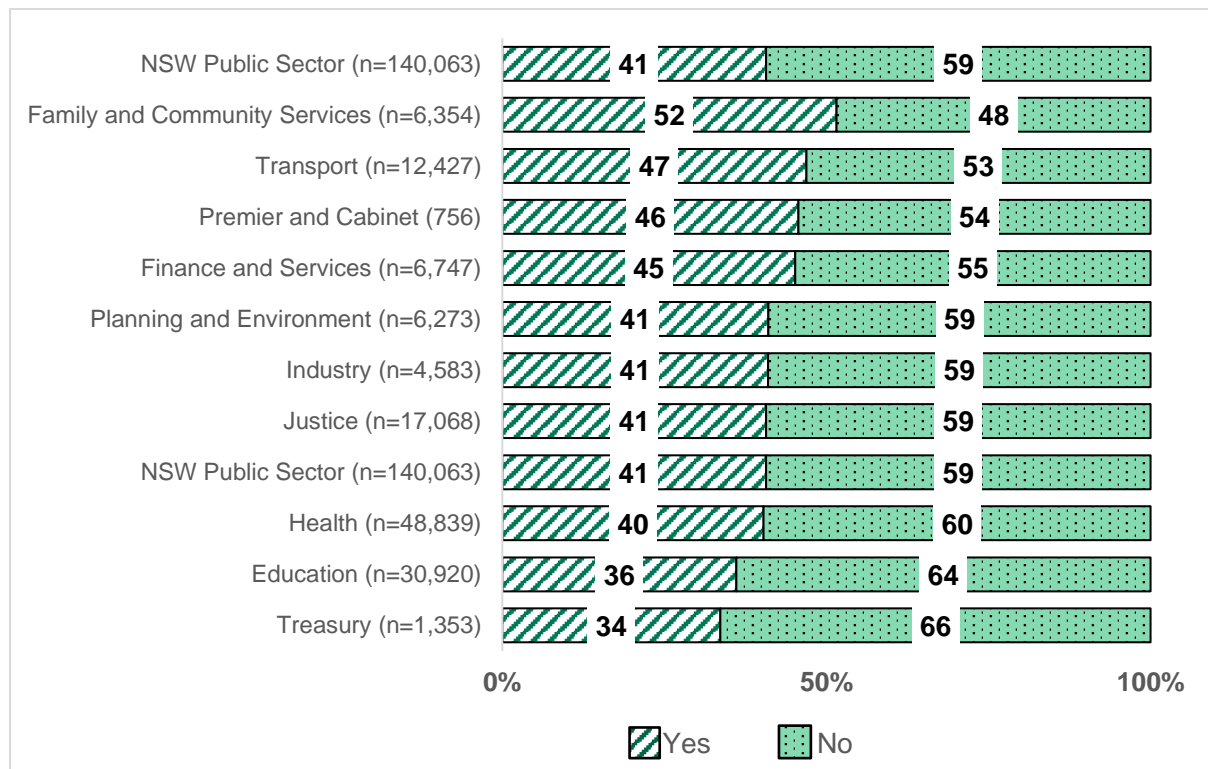
[12] In 2016 this question was on a 5 point scale thus not directly comparable to 2017 results.

In 2017, barriers preventing employees from moving to another role were explored within People Matter. Nearly a third (30%) of employees indicated that there were no barriers to career progression. However, of those that did believe there were barriers, the biggest reason cited was personal / family considerations (33%) which may be the barrier most difficult for an employer to address (see Figure 30).

30% say there are no barriers to career progression

Lack of visible opportunities was the second most commonly cited barrier (31%), followed by lack of promotion opportunities (30%). These barriers can be overcome through reviewing the framework for internal communications regarding roles within the organisation, but also through reframing employee mind sets to empower them to more closely manage their own personal career progression.

Figure 30: Barriers to career progression, by sector (% responses)

Barrier	%
Personal/family considerations	33%
Lack of visible opportunities	31%
Lack of promotion opportunities	30%
There are no major barriers to my career progression	30%
Geographic location considerations	28%
The application/recruitment process is too cumbersome or time consuming	23%
Insufficient training and development	16%
Lack of support for temporary assignments/secondments	15%
Lack of support from my manager/supervisor	14%
Lack of required capabilities or experience	11%
Other	9%

4 Public Sector Values

4.1 Perceptions of values

The four Public Sector Values are Integrity, Trust, Service and Accountability. Having a focus on service and customers is a key priority and core to the Public Sector Values and it is encouraging to see that the values remain consistently high across the sector year on year.

Service was the strongest value with results ranging from 65% to 88% across the clusters (see Figure 31). Treasury and Premier and Cabinet were highest scoring (88% and 85% respectively) followed by Industry and Finance and Services (both 79%).

Trust and Accountability saw similar results across the clusters. Trust had a range of 52% to 75% whilst Accountability had a range of results between 50% and 75%. Integrity shows a wider range of scores across the sectors than the other Values; scores ranging from 42% in Justice to 70% in Premier and Cabinet.

Having a focus on service and customers is a key priority and core to the Public Sector Values

Figure 31: Public Sector Values, by cluster (% agreement)
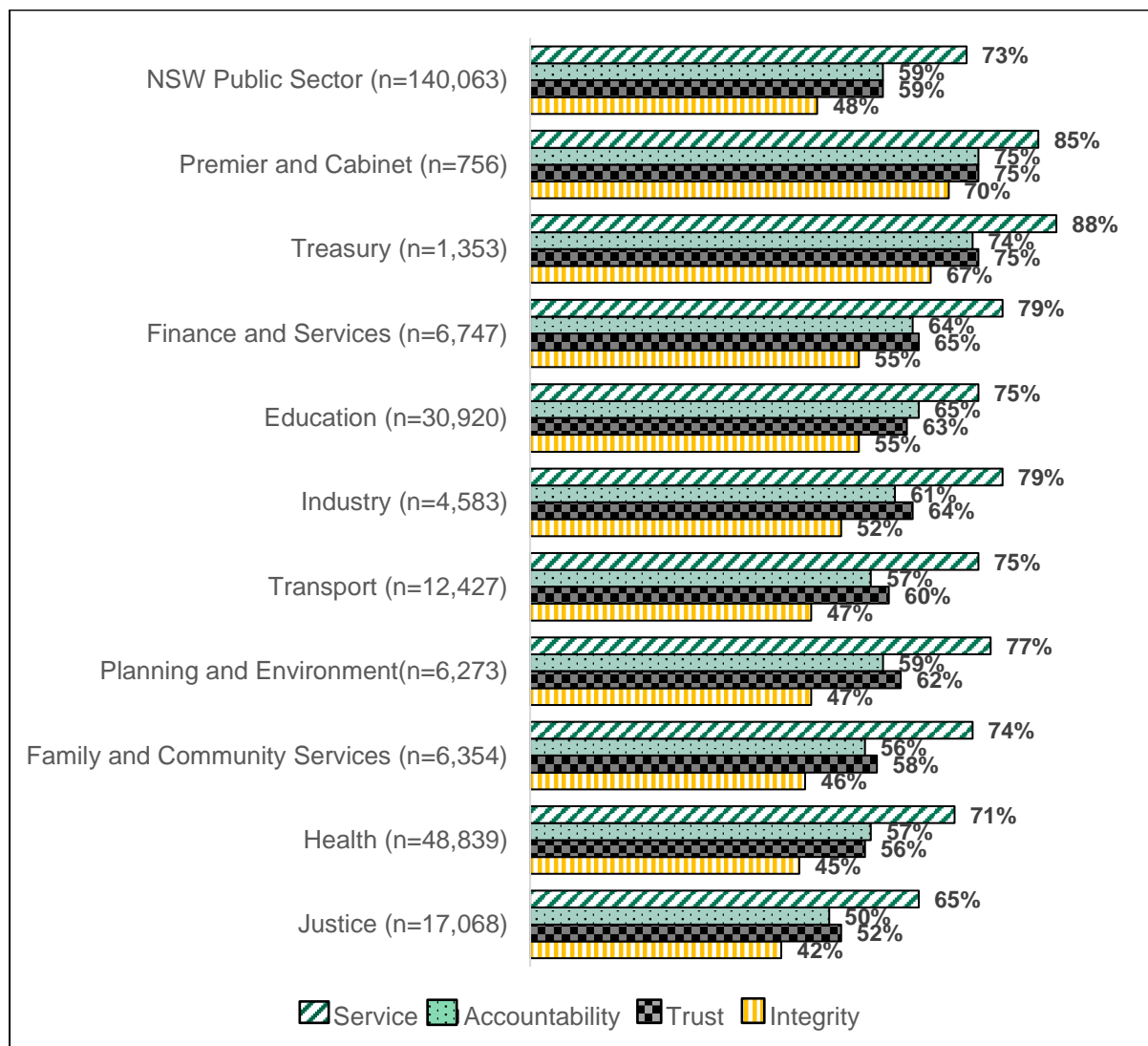
Figure 32 shows that Integrity as measured by agreement that Senior Managers model the values of the organisation remained at 48%. There appears to be a high level of Trust within teams with nearly three quarters agreeing that their workgroup treat each other with respect (74% up from 72%). This trust diminishes with far fewer (45%) believing that senior managers keep employees informed about what's going or listen to employees (41%, up from 39%).

There is a strong service focus. Almost all (85%) agreed that their workgroup strives to achieve customer/client satisfaction and nearly two thirds (60%) agreed their senior managers communicate the importance of clients/customers in achieving business objectives (see Figure 32). Accountability within teams is high with 72% agreeing that managers encourage teams to keep improving the work that they do, yet less than half (47%) agree that people take accountability for their actions and that senior managers provide a clear direction for the future (48%).

85% agreed that their workgroup strives to achieve customer/ client satisfaction

Figure 32: Public Sector Values

Public Sector Values	60%					% agreement 2017	% agreement 2016
Q2a. My workgroup strives to achieve customer/client satisfaction	38	48		9	42	85%	85%
Q2e. People in my workgroup treat each other with respect	32	43	14	8	4	74%	72%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	26	46	17	8	3	72%	72%
Q5b. My manager listens to what I have to say	31	44	13	7	5	75%	73%
Q6a. I believe senior managers provide clear direction for the future of the organisation	13	35	27	16	10	48%	47%
Q6c. I feel that senior managers model the values of my organisation	14	35	28	13	11	48%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	16	45	25	9	6	60%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	11	34	26	17	12	45%	44%
Q6h. I feel that senior managers listen to employees	10	30	29	17	13	41%	39%
Q7a. My organisation focuses on improving the work we do	18	51	20	8	3	69%	76%
Q7e. People in my organisation take responsibility for their own actions	9	38	30	16	7	47%	48%

KEY: Strongly agree | Agree | Neither | Disagree | Strongly disagree

When looking at the two key questions highlighting customer centricity, the data is influenced by an employee's role so there was some variance by cluster. Achieving the highest score, 92% of employees from Premier and Cabinet and Treasury agreed that their workgroup strives to achieve customer/client satisfaction, noting that the customer/clients in these clusters will often be within the sector. It should also be recognised that agreement was high across the board (ranging from 78%-92%).

Similarly, 84% from Treasury (an increase of 14 percentage points from 2016) and over three quarters (77%) of employees from Premier and Cabinet agreed that senior managers communicate the importance of customers/clients in achieving business outcomes.

Figure 33: Customer focus, by cluster (% agreement)

Cluster	Senior managers communicate the importance of customers/clients in achieving our business objectives	My workgroup strives to achieve customer/client satisfaction
Treasury (n=1,353)	84%	92%
Premier and Cabinet (n=756)	77%	92%
Finance and Services (n=6,747)	70%	88%
Industry (n=4,583)	68%	89%
Planning and Environment (n=6,273)	66%	88%
Transport (n=12,427)	65%	84%
Education (n=30,920)	64%	87%
Independent Agencies (n=4,742)	63%	86%
Family and Community Services (n=6,354)	61%	87%
NSW Public Sector (n=140,063)	60%	85%
Health (n=48,839)	56%	86%
Justice (n=17,068)	53%	78%

Senior managers communicate the importance of customers/clients in achieving our business objectives

My workgroup strives to achieve customer/client satisfaction

Demographic trends remained consistent with other results across both items with younger and new employees having the highest levels of agreement and those with a disability or mental health condition having the lowest levels of agreement[13].

Belief that the workgroup strives to achieve customer/client satisfaction is high across all work groups (see Figure 34) with scores ranging from 81% to 90%. While customer satisfaction is a priority across the sector, the belief that senior managers communicate the importance of customers/clients in achieving business objectives varies to a much greater extent across the work groups. Scores are lowest for employees in service delivery (direct contact with the public) at 58%.

Figure 34: Customer focus, by type of work (% agreement)

Type of work	Senior managers communicate the importance of customers/clients in achieving our business objectives	My workgroup strives to achieve customer/client satisfaction
Policy	73%	90%
Program and project management	71%	90%
Corporate services	69%	89%
Legal	66%	88%
Research	66%	89%
Administrative support	62%	88%
Other service delivery (no contact general public)	61%	83%
NSW Public Sector (n=140,063)	60%	85%
Service delivery (direct contact general public)	58%	85%
Other	56%	81%

Senior managers communicate the importance of customers/clients in achieving our business objectives

My workgroup strives to achieve customer/client satisfaction

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13 Please refer to Appendix C for demographic tables.

4.2   Bullying and other types of unacceptable conduct

The Public Service Commission guide for Positive and Productive Workplaces[14] focuses on preventing bullying and early intervention, and sets out some important characteristics of positive and productive workplaces. This guide also encourages individuals within the sector to take responsibility for their workplace experience and respect, reflect, and reset. Sector wide campaigns, such as the Respect. Reflect. Reset campaign have a goal of reducing unreasonable behaviour in the workplace by promoting positive, respectful and productive workplace cultures.

Incidence of bullying continues to decline

To ensure that there was consistency in terms of approach to answering these questions, the survey provided definitions for misconduct/wrongdoing and workplace bullying[15]. The downward trend in bullying and other types of unacceptable behaviour continues as shown in figure 35.[16]

Figure 35: Trends in witnessing or being subjected to bullying, NSW public sector

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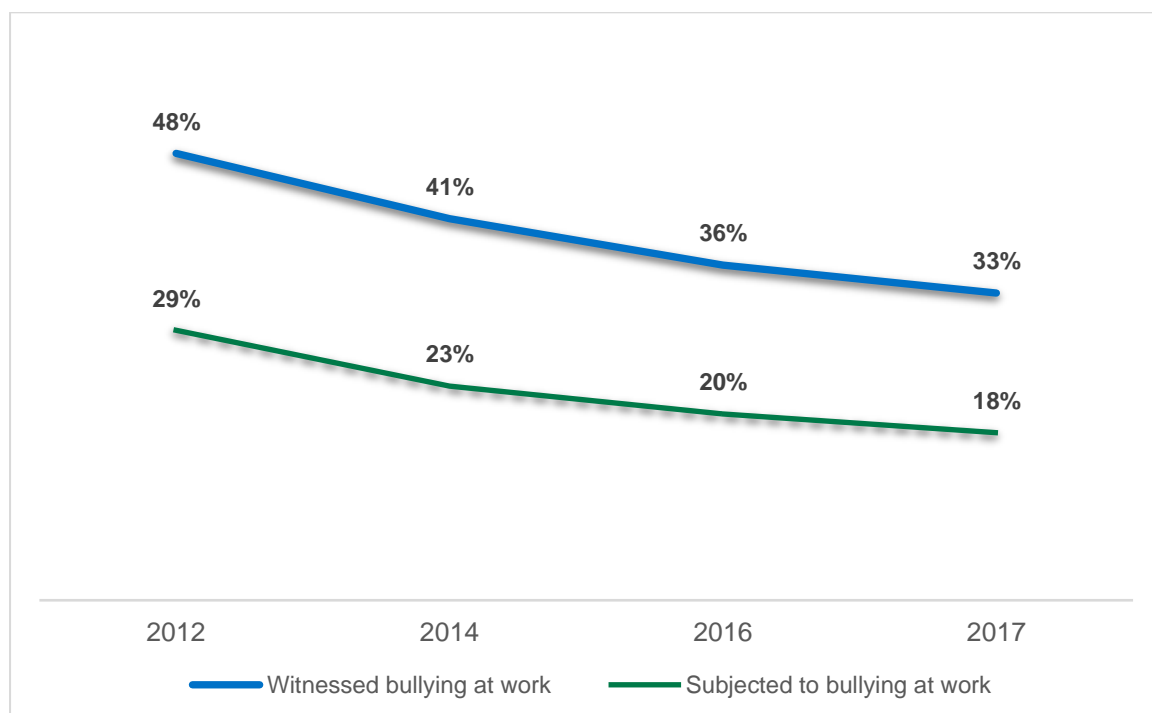
[14] For more information please refer to: https://www.psc.nsw.gov.au/workplace-culture---diversity/workplace-culture/positive-and-productive-workplaces

[15] "Misconduct/wrongdoing is behaviour that is unethical or illegal, that breaches your organisation's code of conduct, or that compromises your duties."

"Workplace bullying is repeated and unreasonable behaviour directed towards a worker or a group of workers that creates a risk to health and safety. Bullying can be: intentional or unintentional; overt or covert; active or passive. Bullying behaviours include actions such as shouting and non-action such as not passing on information necessary to doing a job. Bullying should not be confused with legitimate feedback (including negative comments) given to staff on their work performance or work-related behaviour; or other legitimate management decisions and actions undertaken in a reasonable and respectful way."

[16] A 'don't know' response option was introduced in 2016 and should be noted when examining trends with previous years. Research by ORC International has shown that without this option, respondents are extremely unlikely to select that they have experienced bullying unless this is actually the case. As such, the change in response scale is unlikely to have an impact on the positive response rate.

Of the respondents who answered 'yes' to being subjected to bullying, 22% submitted a formal complaint. However, 60% of these employees indicated that the complaint was not resolved to their satisfaction. 39% said they took sick leave as a result of the bullying and 4% made a worker's compensation claim.

In 2014 and 2016, immediate manager/supervisors were the most frequently cited source of bullying, followed by fellow workers at the same level, then senior managers. In 2017, 'fellow worker' at your level was the most commonly cited source (as highlighted in Figure 36).

Figure 36: Source of the most serious bullying in the last 12 months

Source	2017	2016	2014
Your immediate manager/supervisor	24%	26%	28%
A fellow worker at your level	27%	25%	23%
A senior manager	22%	23%	23%
Prefer not to say	13%	13%	10%
A subordinate	8%	8%	9%
Other	4%	4%	N/A
A client or customer	2%	2%	3%
A member of the public other than a client or customer	1%	<1%	1%

Of those who indicated that they were subjected to bullying, the most common behaviours experienced are shown in Figure 37. There have been no large shifts since 2016 and unjustified criticisms or complaints remains the most frequently cited (14.6%), followed by withholding information vital for work performance (11%).

The most serious behaviours – threatening or actual physical harm and sexual harassment or abuse – were least reported (by less than 1%).

Most common forms of bullying are unjustified criticism/complaints or the withholding of information

Figure 37: Types of behaviour experienced by employees subjected to bullying

Type of behaviour	2017 % experienced	2016 % experienced
Bullying behaviours		
Unjustified criticisms or complaints	14.6%	14.3%
Withheld information vital for effective work performance	11.1%	11.1%
Shouted or expressed anger	9.8%	9.8%
Deliberate exclusion from workplace activities or opportunities	9.8%	9.7%
Spread misinformation or malicious rumours	9.1%	9.0%
Abusive, insulting or offensive language	7.7%	7.8%
Repeatedly hassled or gave unwanted attention	7.8%	7.6%
Other	5.1%	5.8%
Threatened job loss or restricted job opportunities	4.8%	4.8%
Sent offensive phone, text, email, written or online messages	3.2%	3.4%
Criminal acts and/or sexual harassment		
Threatened physical harm	0.8%	0.8%
Sexual harassment or abuse	0.7%	0.7%
Physical harm	0.4%	0.4%

5 Diversity and Inclusion

5.1 Perceptions of diversity and inclusion

Workplace diversity encompasses not only physical and cultural differences among employees but also differences in knowledge, backgrounds, ideas and working styles. Having a diverse workforce and ensuring greater inclusion, as opposed to a 'group think' environment, allows for greater variety in approaches to tackling issues that face the organisation. It also has many other service delivery benefits such as better representation of the customers that utilise an organisation's services, and delivering efficiencies through insights on how customers feel, what their needs are and how best to address them.[17]

Results for diversity and inclusion were broadly positive at 67%

The concept of workplace inclusion includes involvement and empowerment, where the inherent worth and dignity of all people are recognised. An inclusive workplace promotes and sustains a sense of belonging; it values and practices respect for the talents, beliefs and backgrounds of all employees. A total of 8 questions focused on diversity and inclusion. Overall, the responses for these questions were broadly positive, with an aggregate positive score across all items of **67%**.

Figure 38: Diversity and inclusion

Diversity and Inclusion	67%					% agreement 2017	% agreement 2016
Q1b. I am provided with the support I need to do my best at work	19	44	17	14	5	63%	59%
Q5b. My manager listens to what I have to say	31	44	13	7	5	75%	73%
Q5d. My manager encourages and values employee input	30	41	16	8	6	71%	69%
Q6i. Senior managers in my organisation support the career advancement of women	20	38	31	6	5	58%	54%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	24	51	17	6	3	74%	75%
Q8b. Personal background is not a barrier to success in my organisation	26	48	16	6	4	74%	-
Q8c. I am able to speak up and share a different view to my colleagues and manager	20	47	17	10	7	66%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? *Response scale Very satisfied - Very unsatisfied*	21	37	23	12	8	57%	58%

KEY: Strongly agree | Agree | Neither | Disagree | Strongly disagree

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[17] ORC International, Diversity at Work – Challenging the Status Quo.

As highlighted in Figure 39, Premier and Cabinet and Treasury both had an aggregate agreement of 79% for diversity and inclusion, followed by Planning and Environment, Finance and Services and Industry (all 73%).

Figure 39: Diversity and inclusion, by cluster (% agreement)

Cluster	% agreement
NSW Public Sector (n=140,063)	67%
Premier and Cabinet (n=756)	79%
Treasury (n=1,353)	79%
Planning and Environment (n=6,273)	73%
Industry(n=4,583)	73%
Finance and Services (n=6,747)	73%
Transport (n=12,427)	69%
Family and Community Services (n= 6,354)	69%
Education (n=30,920)	68%
Health (n=48,839)	65%
Justice (n=17,068)	62%
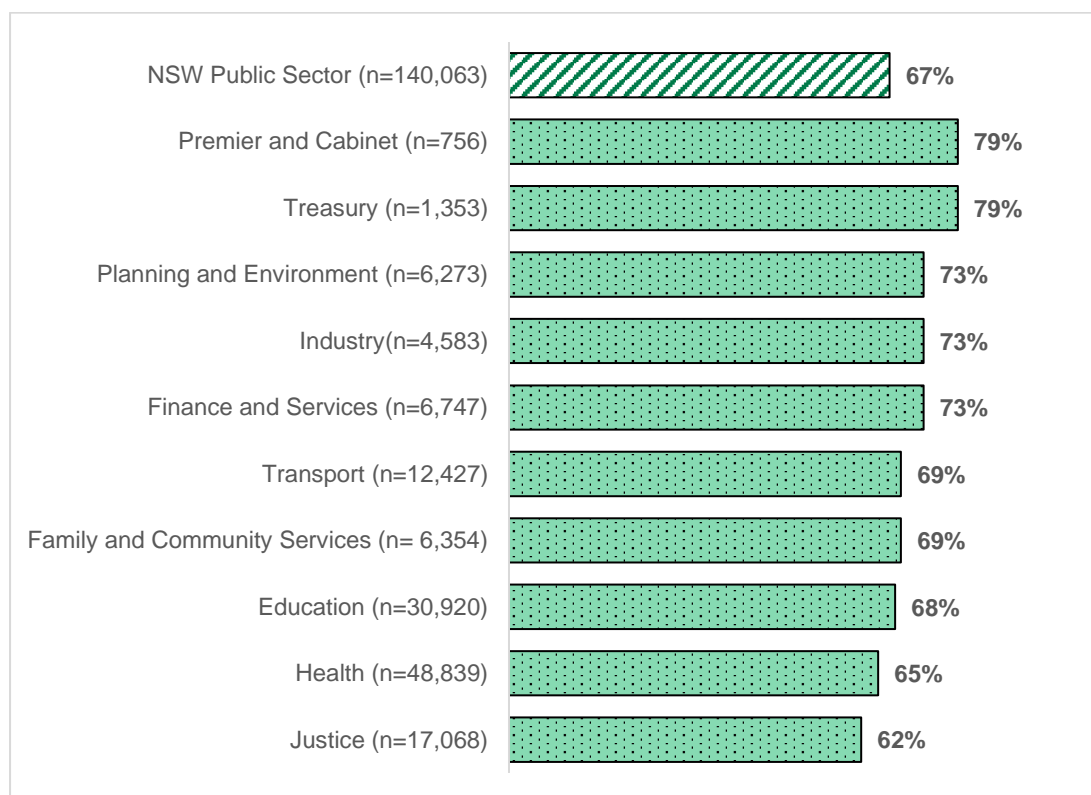
Figure 40 shows there was no difference at the overall level between males and females and similarly there were no significant differences in the responses from those who identified as LGBTI or of Aboriginal or Torres Strait Islander origin. LOTE employees were slightly more positive. This suggests that the public sector is performing well in its diversity and inclusion measures. However, following a similar pattern throughout all the People Matter results, employees with a disability or who reported having been diagnosed with a mental health condition (in the last 12 months) reported lower scores than their colleagues.

Under 25s are most positive about diversity and inclusion.

Managers of managers and senior executives were consistently more positive in their attitudes towards the endorsement of diversity and inclusion within the organisation – replicating the consistent trend across People Matter for seniority and positivity to be correlated.

Figure 40: Diversity and inclusion, by demographic group (% agreement)

		Diversity group		Seniority		Length of service with organisation	
Sector	67%	Male	68%	Non manager	66%	Less than 1 year	79%
		Female	68%	Manager	69%	1-2 years	74%
		LOTE	71%	Manager of managers	75%	2-5 years	69%
		ATSI	65%	Senior executive	78%	5-10 years	65%
		Disability	60%			10-20 years	63%
		Mental health condition	59%			More than 20 years	64%
		LGBTI	67%				

Green / red percentages indicate that the score is 5 points above / below the overall sector

New starters were most positive about diversity and inclusion as were employees under 25 years of age (see Figure 41).

Figure 41: Diversity and Inclusion, by age (% agreement)

15-19 years	20-24 years	25-29 years	30-34 years	35-39 years	40-44 years	45-49 years	50-54 years	55-59 years	60-64 years	65+ years
77%	80%	73%	71%	69%	67%	66%	65%	65%	66%	70%
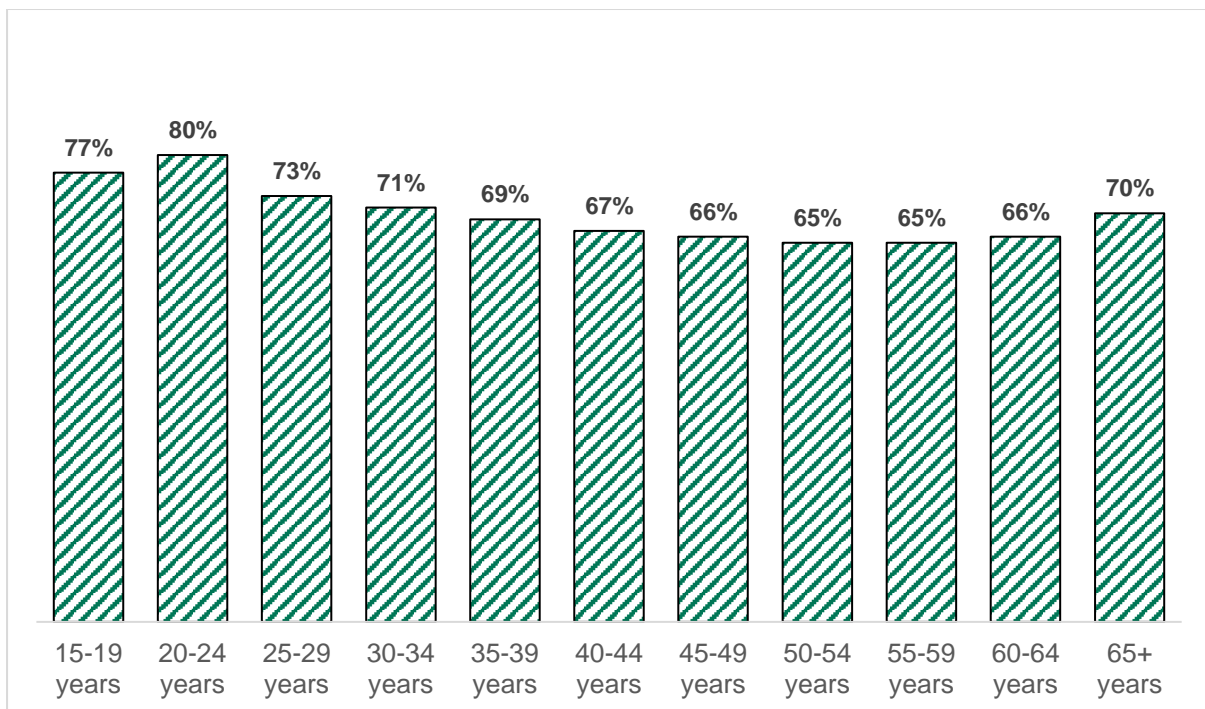
5.2   Enablers and barriers of success

There was an increase of 4 points in agreement that senior managers genuinely support the career advancement of women, with an agreement level at 58% (see Figure 42). This could be in part attributed to the sector wide drive towards achieving gender equality by 2025 as emphasised through the Premier's Priority.

Premier and Cabinet are leading the way with the highest level of agreement at 75%, a 14 point increase from 2016. Transport also experienced a 10 point increase to 60% agreement in 2017 in what has been a male dominated cluster. Finance and Services also saw an uplift of 8 points to 66% agreement.

Men were slightly more positive than women in their agreement (63% compared to 57%). Similarly, younger women had higher agreement that senior managers genuinely support career advancement of women:

- Females aged 15-19 years – 72% agreement;
- Females aged 20-24 years – 71% agreement; and
- Females aged 25-29 years – 64% agreement.

When looking at other demographic trends, respondents with a disability or a diagnosed mental health condition (in the last 12 months) had lower agreement that senior managers genuinely support career advancement of women. Women who were the principal carer for someone who needs support due to disability, chronic illness, mental illness, dementia or frail age also had lower agreement (52%).

Figure 42: Senior manager support for the career advancement of women, by cluster (% agreement)
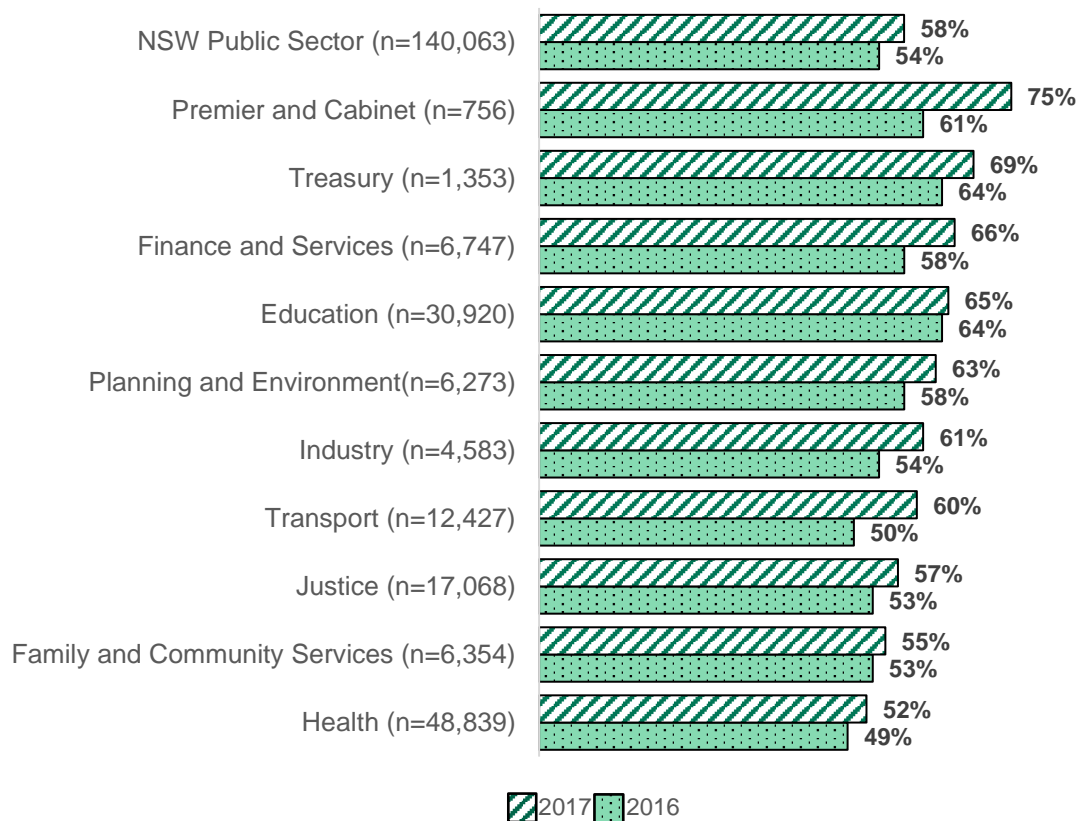
5.3 Caring responsibility and flexible working

Given the ageing population, caring roles extend beyond the primary years for children, to parents and other people in need of support. Overall 39%, or 50,752, of respondents indicated that they had caring responsibilities outside of work; two thirds (66%) of these were the primary carer. This has important implications regarding the need for flexible work practices.

39% (50,752) respondents provide care for others outside of work

Figure 43: Caring responsibilities outside of work

Do you provide care for others outside of work?
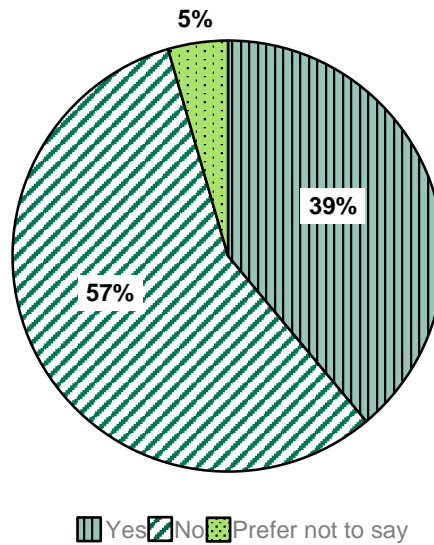
39%
57%
5%

||| Yes // No ▓ Prefer not to say

If yes, are you the principal carer?

A principal carer refers to the main person who is responsible for providing care, such as child rearing or caring for a family member with a disability, a chronic health condition, a mental illness or who is frail age

66%
32%
2%

▓ Yes ▥ No ◥ Prefer not to say
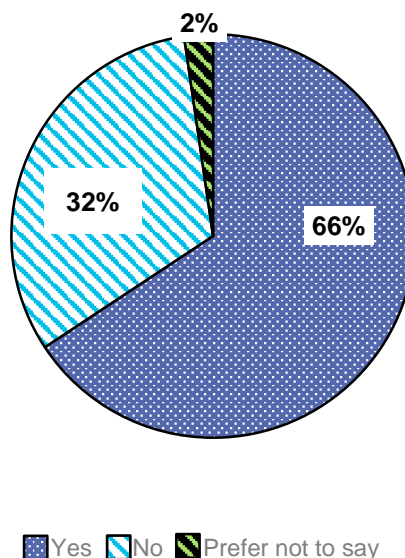
Approximately 39% of respondents do not use any flexible working practices and around 61% of the workforce currently benefit from working flexibly. Similar to findings in 2016, flexible start and finish times remains the most common type of flexible work arrangement accessed by employees, followed by part-time work and working additional hours to make up for time off (see Figure 44).

Figure 44: Employee use of flexible working arrangements (% of responses[18])

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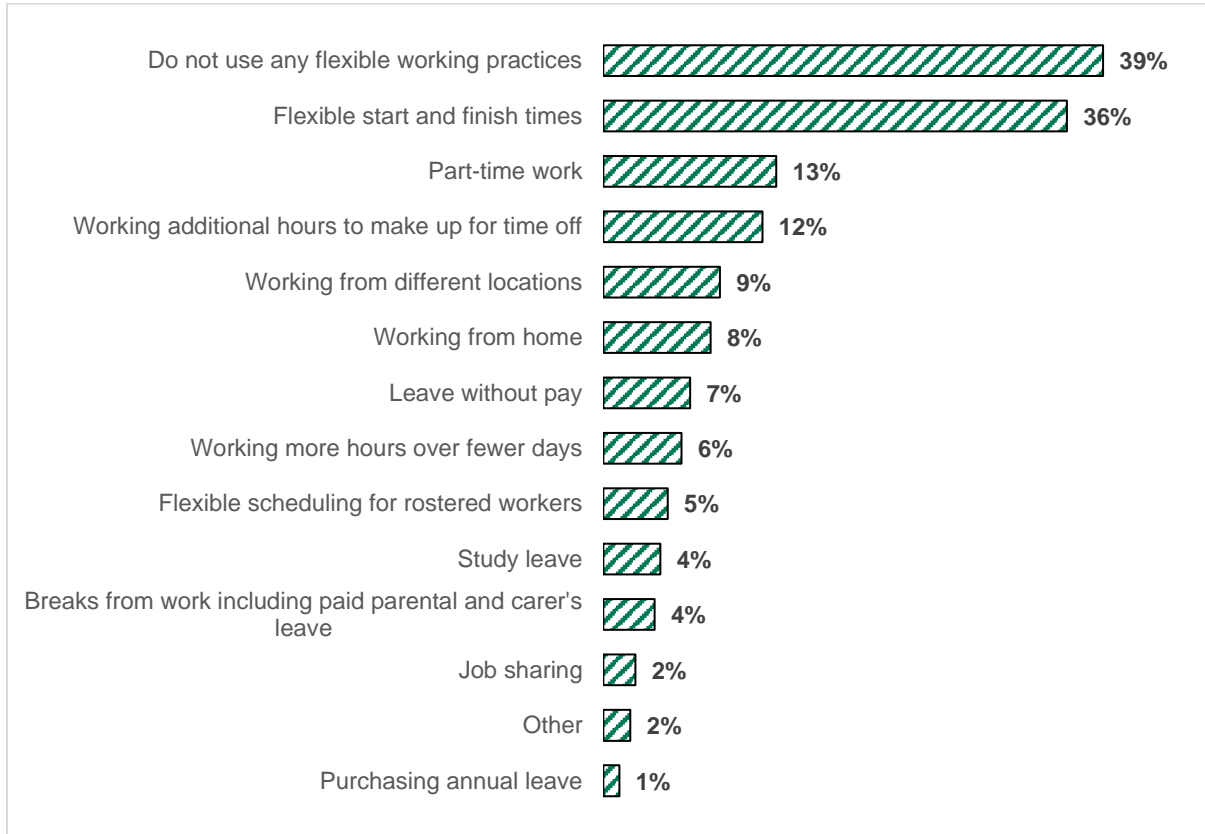
[18] This item is a multiple response question as such the total is greater than 100%. The percentages represent the number of unique responses of those who responded to the question.

Satisfaction with flexible working arrangements remained stable since 2016; 57% of respondents reported satisfaction, 22% were neither satisfied nor dissatisfied and a fifth were dissatisfied or very dissatisfied. The level of agreement varies notably across clusters from 47% in Education to 80% in Premier and Cabinet (see Figure 45); the latter seeing an increase of 13 percentage points from 2016.

A notably higher level of satisfaction has also been achieved in Industry this year (increasing 7 points to 75%). Other clusters are also starting to see improved satisfaction with both Treasury and Transport increasing 4 points to 71% and 62% respectively. Education have the lowest level of satisfaction (47%).

57% are satisfied with their flexible work options

Figure 45: Satisfaction with flexible working arrangements, by cluster (% agreement)
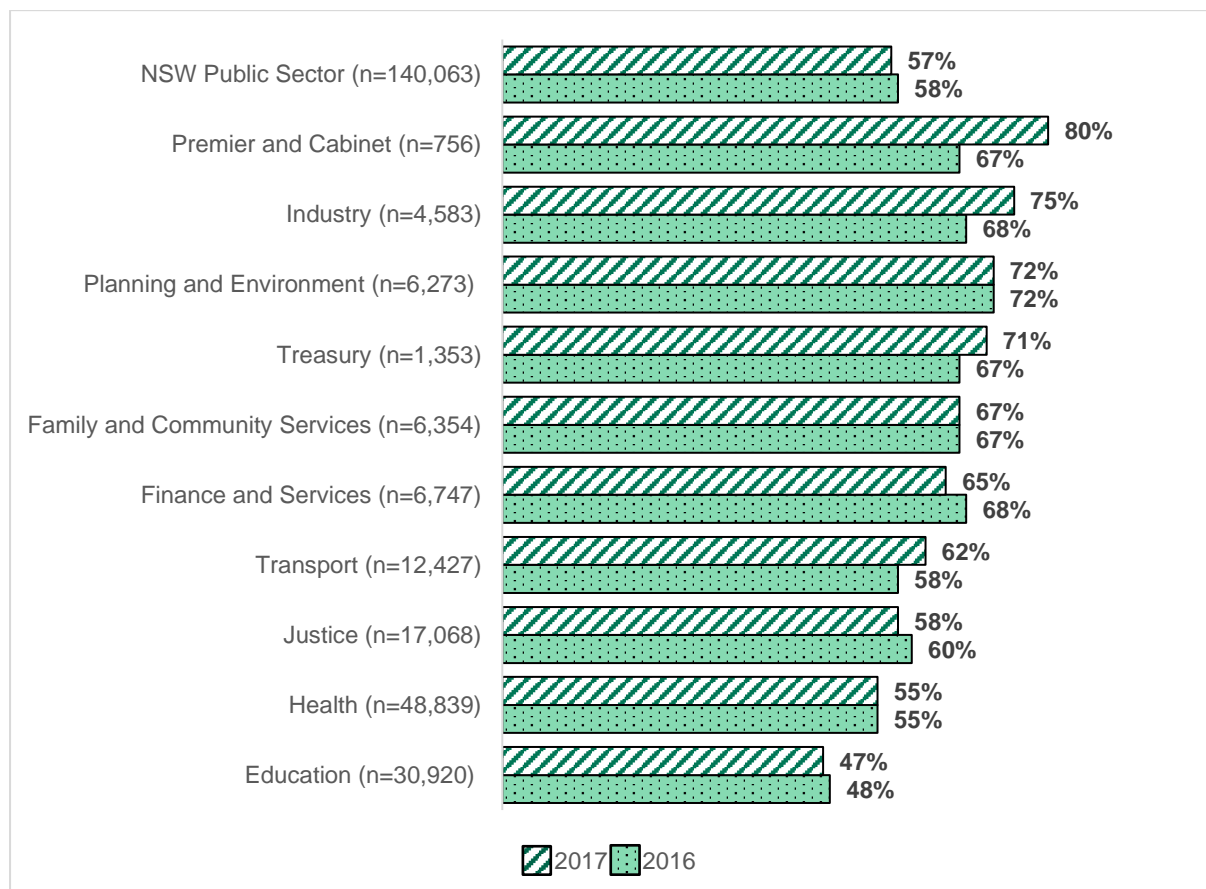
There are some job roles that can potentially restrict the type and extent of flexible working arrangements. Satisfaction with flexible work across job roles has remained relatively stable since 2016. Overall 49% of employees in service delivery roles (direct contact with the public) are satisfied with flexible working arrangements whilst those in administrative, corporate, policy, project management and legal functions retain higher satisfaction levels. Those in research roles have seen a 3 point increase in satisfaction with over three quarters now being satisfied (77%).

Just 49% of people in service delivery roles with direct contact with the public are satisfied with their flexible working arrangements

Satisfaction with flexible work arrangements is one area where senior executives are in line with the sector average as opposed to demonstrating higher levels of agreement/satisfaction (see Figure 46).

Figure 46: Satisfaction with flexible working arrangements, by demographic group

		Seniority		Type of work	
Sector	57%	Non manager	59%	Service delivery (direct contact w/ general public)	49%
		Manager	56%	Other service delivery (no contact w/ general public)	62%
		Manager of managers	59%	Administrative support	67%
		Senior executive	57%	Corporate services	68%
				Policy	73%
				Research	77%
				Program and project management	70%
				Legal	66%
				Other	60%

Green / red percentages indicate that the score is 5 points above / below the overall sector

Appendix A: Methodology

Reporting results

This report explores key findings from the People Matter survey. Questions are grouped into themes. Results are primarily reported as % agreement scores (i.e. sum of 'strongly agree' and 'agree' results). Demographic results are selectively reported under different themes or topics.

Results at organisation and cluster levels (departments and related agencies) are also published on the web site of the Public Service Commission – www.psc.nsw.gov.au .

Changes in the 2017 survey

To ensure that People Matter remains relevant, a comprehensive review of the contents of the survey was conducted in 2017. It resulted in a shorter survey than 2016, removal of duplicate items, and fine tuning of the wording in some questions following cognitive testing involving feedback from employees in a range of agencies.

Consequently, comparisons with all the 2016 results are not possible. However, most questions and indicators such as employee engagement, have remained the same allowing analysis of trends.

Analysis

As in 2016, the majority of the questions in People Matter were asked on a 5-point Likert answer scale of *strongly agree* to *strongly disagree*, with a neutral *neither agree nor disagree* option.

The analysis in this report has been conducted primarily at the whole-of-sector level. Most results are expressed as percentages and the percent positive score has been used to indicate the level of agreement at an item level. Percent positive is the number of respondents who selected a rating point of *agree* or *strongly agree* divided by the total number of respondents who answered the question. Results differing by five percent or more have been highlighted.

Trend data

The same 5-point answer scale was used in the 2017 and 2016 surveys allowing a direct comparison of scores. Where there are fewer items in some question groups following the 2017 survey review only the same questions from 2016 have been compared in 2017 analyses.

Trend comparisons with the 2014 and 2012 surveys are not examined in great detail in this report because the earlier surveys used a 4-point agreement scale and a 'don't know' option.

How the Key Drivers are derived

Understanding what engagement is measuring and the levels of engagement across the sector is not in itself sufficient in understanding how to improve it. To achieve this outcome, the issues most affecting current levels of engagement must be fully understood. This theoretical model is based on the hypothesis that employee engagement in the sector is affected by various elements of the workplace, such as relationships with middle managers, perceptions of learning and development, views of senior management, reward and recognition, job role and so forth.

The scale of the People Matter survey and the amount of data collected allows the robust use of statistical technique called Key Driver Analysis to explore themes and items in the survey with the strongest association with the Engagement Index, thereby providing one way to understand which themes are most influential on levels of engagement. The use of this analysis involves building a statistical model that represents and, therefore, quantifies the relationship between elements of the

workplace and their impact on employee engagement. This analysis was conducted at the overall sector level and also by each of the clusters.

ORC International employs SPSS software to fully interrogate the results and perform appropriate calculations. Our statisticians need a minimum of 30 responses from a team to perform correlational analysis to determine the top influences of engagement, leadership and other key question groups. Note that for groups of fewer than 30 respondents, their report will show the drivers for their 'parent' unit (e.g. their cluster or agency).

Where there are 150 responses or more, statistical techniques applied include Factor Analysis which identifies patterns in data and allows the statistician to assess whether the attitude questions are measuring the same underlying theme or characteristic.

Regression Analysis then involves building a statistical model based on research that employee engagement is affected by various elements of the workplace such as middle manager, learning and development, reward and recognition, job role, etc. This analysis assigns importance weights to the attributes that have been measured. It relies on certain assumptions, one of which is that the variables used in the model should, by definition, not be strongly related to each other. The outcome of these techniques is a list of questions which have the highest association with the engagement index, or more simply, are the most significant influencers of employee engagement.

Rounding

Results are primarily 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%.

Decimal point variations should be taken into account when evaluating differences and changes over time. For example, a score of 46.43% rounded to 46% in 2016 which then scores 46.53% rounded to 47% in 2017 appears to have improved by 1 percentage point. However the difference is actually nominal at 0.1% in 2017. This type of example is often found in agency reports. See box below for further details on rounding rules.

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Total
Number of responses	151	166	176	96	24	613
Percentage	24.63%	27.08%	28.71%	15.66%	3.92%	100%
Rounded percentage	25%	27%	29%	16%	4%	101%

Calculating the Employee Engagement Index

The method used to calculate the Employee Engagement Index is to first remove any respondent who did not answer all five questions in the index and then assign a score to their response:

100 to Strongly agree
75 to Agree
50 to Neither agree nor disagree
25 to Disagree
0 to Strongly disagree

This score is then divided by the number of respondents to create a single % average figure which is then rounded for reporting purposes.

Scoring of other question groups or themes

When question groups are referred to as a single aggregate score, for example Communication or the Public Sector Values, these have been calculated by adding the unrounded positive scores of all items in that question group and then dividing by the number of questions to create a simple % positive average figure which is then rounded for reporting purposes. Please note that these results are not directly comparable to the Employee Engagement Index.

Confidentiality

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 workgroups that can be reported (10 or more respondents). Where people work in small teams, the results are not released separately but are rolled up and contribute to higher levels.

For example, results for a small team of 9 people will be rolled up into scores for their higher level business unit of 30 people; if they aren't connected to a larger business unit, the results will be rolled up into scores for the organisation. Where there are only two business units at the same level, one with 7 respondents and the other with 12 respondents, results for both units will be rolled up to a higher level so the privacy of those in the small unit is protected.

There are also limits on the size of responses from different demographic groups (e.g. women and men, age groups, type of work, salary). For agencies or business units with less than 50 respondents, demographic results are not included in reports. For entities with more than 50 respondents, demographic responses will be reported providing there are 30 or more employees for each item in the demographic group (e.g. each age group, each salary level). Where these minimum response rates are not met, an 'r' (restricted data) is shown in agency reports.

Appendix B: Additional results

The response to the People Matter survey 2017

The fourth People Matter survey across the New South Wales public sector was available to all public sector employees between 1st and 30th of June 2017. The survey was led by the Public Sector Commission (PSC) in collaboration with public sector organisations and delivered by ORC International, a research and consulting firm. Overall 140,063 employees from the public sector responded, equating to 42% of those eligible to complete the survey; the highest level of response since its inception in 2012.

Response rates by cluster

Figure 47 reveals how the annual response rate has varied by cluster across the sector[19]. There was an improvement since 2016 across most clusters. Of particular note are the increased response rates in the following clusters:

- Industry (from 40% in 2016 to 81% in 2017, a 41 point increase);
- Finance and Services (from 79% in 2016 to 93% in 2017, a 14 point increase);
- Health (from 27% in 2016 to 36% in 2017, a 9 point increase); and
- Justice (from 35% in 2016 to 42% in 2017, a 7 point increase).

The majority of new respondents this year come from within the largest clusters. This may indicate that employees have greater confidence in the survey, as demonstrated by the increase in belief that action will be taken on the survey results within these clusters, or perhaps the survey has been advertised more effectively or it has been easier to access this year. The greater number of respondents enhances the representativeness of the survey results for the NSW public sector overall and for these clusters.

Figure 47: Survey response rates, by cluster

Cluster	2017	2016
NSW Public Sector (n=140,063)	42%	36%
Finance and Services (n=6,747)	93%	79%
Premier and Cabinet (n=756)	87%	80%
Treasury (n=1,353)	84%	96%
Planning and Environment (n=6,273)	81%	78%
Industry (n=4,583)	81%	40%
Transport (n=12,427)	46%	48%
Family and Community Services…	42%	46%
Justice (n=17,068)	42%	35%
Education (n=30,920)	39%	35%
Health (n=48,839)	36%	27%

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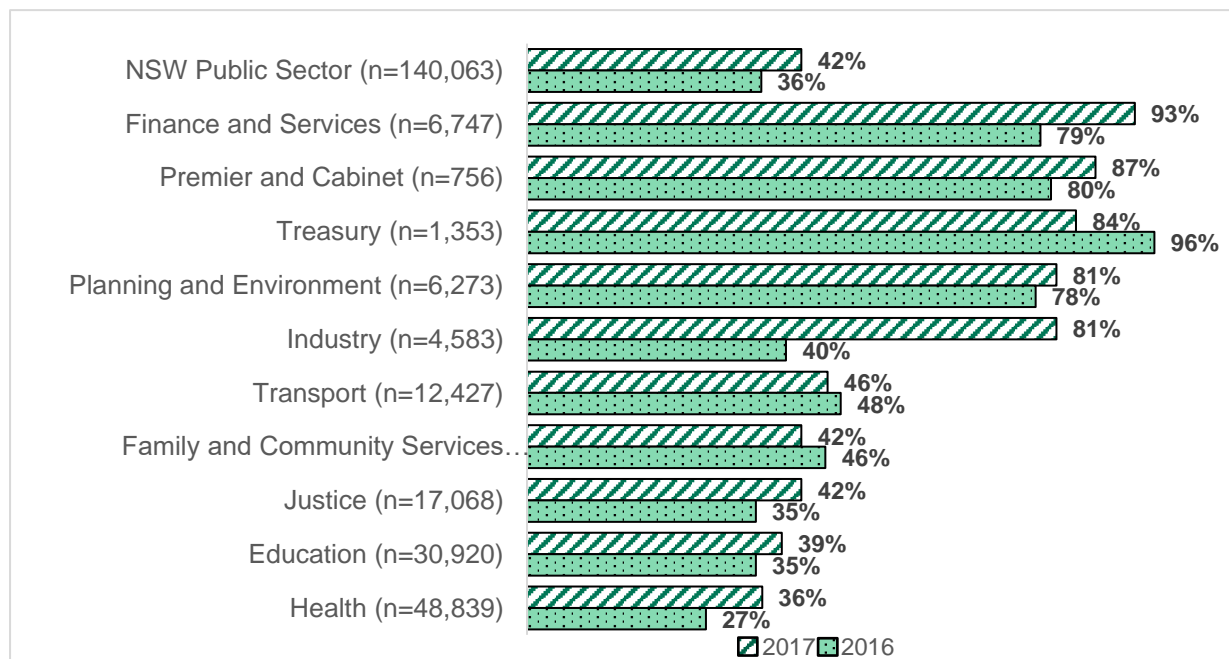
19 Clusters include departments and their related agencies but not the independent agencies.

Confidence that action will be taken on results

Staff confidence that action will be taken on survey results is important for successful ongoing engagement with employees. More people in 2017 believe that their organisation will take action on the results of this survey than in 2016. A total of 34% agreed to this statement compared to 32% in 2016 (see Figure 48).

There is a broad range of agreement with this statement (26% - 65% agreement) and almost all clusters have seen an increase in the proportion of employees who agree that action will be taken on the survey results compared to last year. Survey promotion activities and initiatives based on survey feedback appear to be increasing confidence.

Figure 48: Belief that action will be taken on results, by cluster (% agreement)
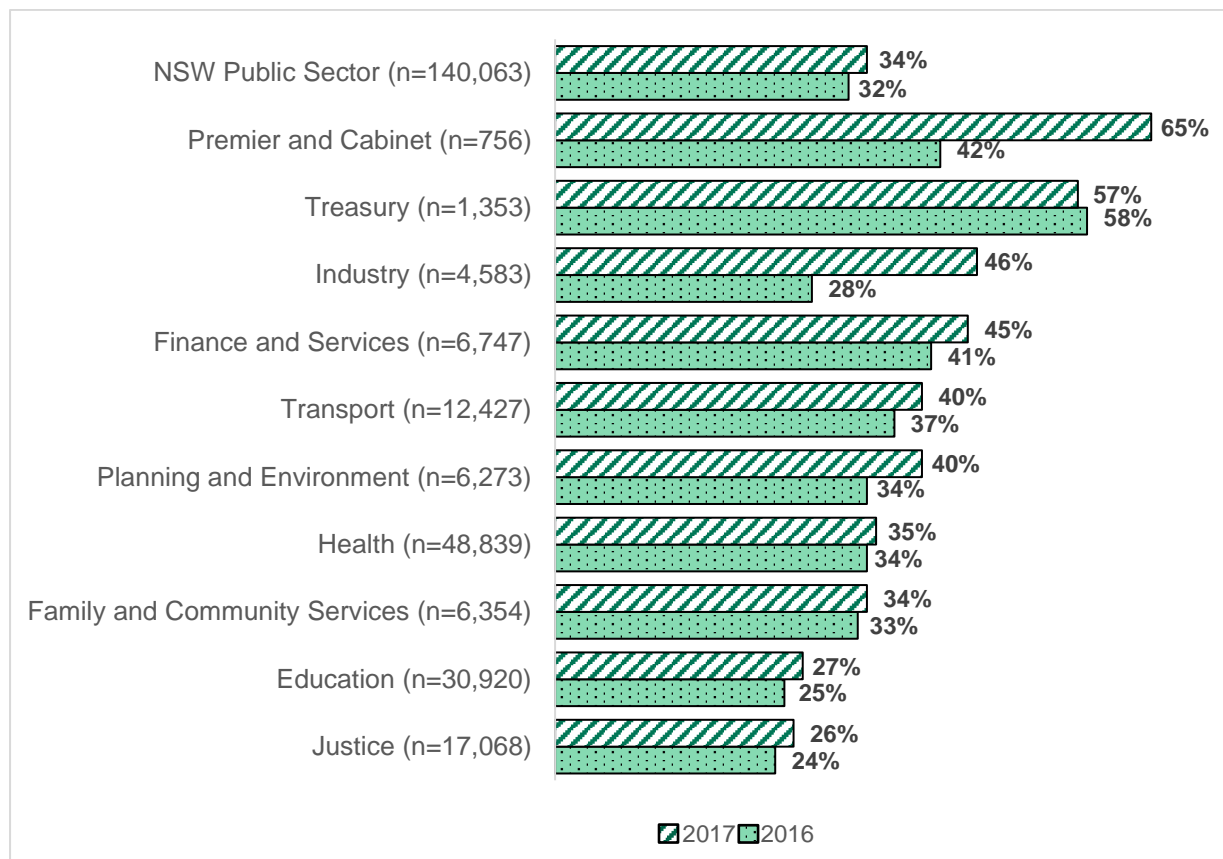
Demographic differences are explored in Figure 49, where the level of agreement across job roles ranges from 55% to 28%. Employees in roles classified as "Service Delivery with client facing roles" have the lowest level of agreement again this year; particularly those involving direct contact with the general public. Furthermore, the level of disagreement amongst these employees is high with 35% disagreeing that they believe that their organisation will take action on the survey results (vs. 30% disagreement across the sector overall).

Ensuring effective communication of key strategic activities is a challenge in such customer facing roles, given operational requirements and the volume of operational and policy or legislative changes. There are no major differences of opinion between full time, part time, temporary or casual employees, whilst contract and labour hire employees are more confident that action will be taken (43% and 54% agreement respectively).

Figure 49: Belief that action will be taken on results, by job role
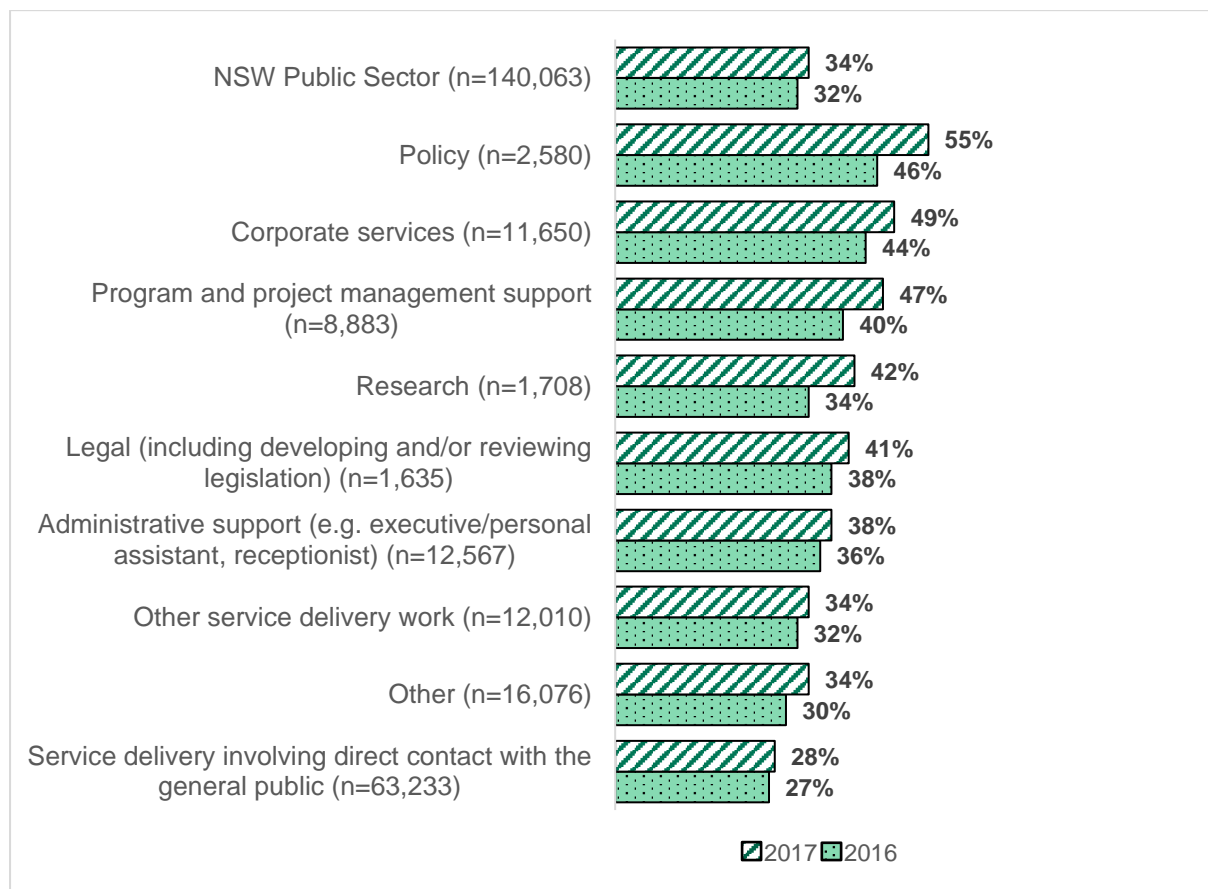
Job satisfaction by demographic group

See section 1.4 –Engagement with work for detailed results.

Figure 50: Satisfaction with job, by demographic group (% agreement)

Group		Seniority		Type of work		Length of Service with organisation	
Sector	68%	Non manager	67%	Service delivery (direct contact general public)	68%	Less than 1 year	78%
Male	67%	Manager	70%	Other service delivery (no contact general public)	67%	1-2 years	73%
Female	69%	Manager of managers	76%	Administrative support	71%	2-5 years	68%
LOTE	72%	Senior executive	79%	Corporate services	69%	5-10 years	65%
ATSI	70%			Policy	71%	10-20 years	65%
Disability	61%			Research	72%	More than 20 years	68%
Mental health condition	54%			Program and project management	71%		
				Legal	71%		
LGBTI	67%			Other	67%		

Green / red percentages are 5 points above / below the total sector score

Customer/client service by demographic group

See section 4 – Public Sector Values for detailed results.

Figure 51: My workgroup strives to achieve customer/client satisfaction (% agreement)

Group		Seniority		Age		Length of Service with organisation	
Sector	85%	Non manager	84%	15-19	89%	Less than 1 year	90%
Male	83%	Manager	88%	20-24	90%	1-2 years	87%
Female	87%	Manager of managers	91%	25-29	86%	2-5 years	86%
LOTE	86%	Senior executive	93%	30-34	85%	5-10 years	83%
ATSI	83%			35-39	84%	10-20 years	84%
Disability	81%			40-44	85%	More than 20 years	86%
Mental health condition	80%			45-49	85%		
LGBTI	84%			50-54	86%		
				55-59	86%		
				60-64	87%		
				65+	88%		

Figure 52: Senior managers communicate the importance of customer/client in achieving our objectives (% agreement)

Group		Seniority		Age		Length of Service with organisation	
Sector	60%	Non manager	59%	15-19	69%	Less than 1 year	72%
Male	60%	Manager	64%	20-24	72%	1-2 years	67%
Female	62%	Manager of managers	73%	25-29	66%	2-5 years	62%
LOTE	66%	Senior executive	79%	30-34	63%	5-10 years	58%
ATSI	60%			35-39	61%	10-20 years	56%
Disability	56%			40-44	60%	More than 20 years	58%
Mental health condition	54%			45-49	60%		
LGBTI	61%			50-54	59%		
				55-59	59%		
				60-64	59%		
				65+	60%		

Green / red percentages are 5 points above / below the total sector score

Performance framework and development results

See section 3.2 –for detailed results.

Figure 53: Performance framework and development, by cluster (% agreement)

Cluster	%
NSW Public Sector (n=140,063)	54%
Premier and Cabinet (n=756)	65%
Treasury (n=1,353)	62%
Finance and Services (n=6,747)	59%
Education (n=30,920)	58%
Planning and Environment (n=6,273)	55%
Industry (n=4,583)	55%
Health (n=48,839)	55%
Independent Agencies (n=4,742)	53%
Transport (n=12,427)	53%
Family and Community Services(n=6,354)	51%
Justice (n=17,068)	46%
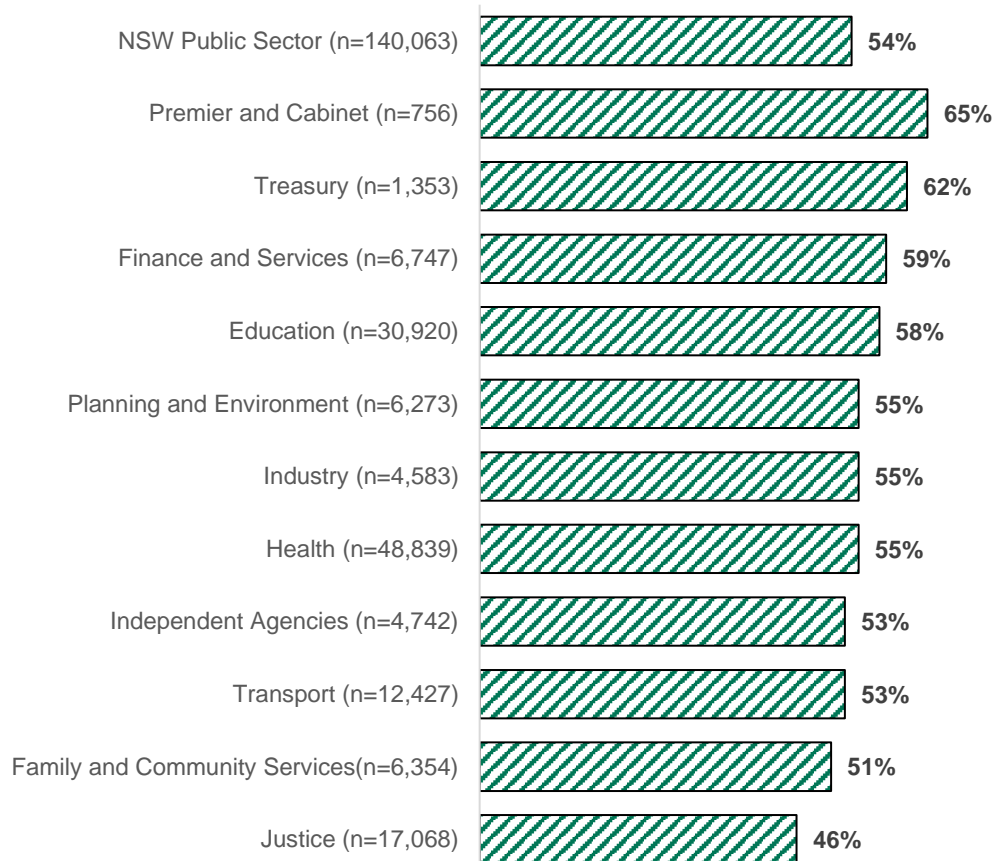
Figure 54: Performance framework and development, by demographic group (% agreement)

Group		Seniority		Age		Length of Service with organisation	
Sector	54%	Non manager	53%	15-19	66%	Less than 1 year	63%
Male	53%	Manager	57%	20-24	69%	1-2 years	60%
Female	56%	Manager of managers	65%	25-29	60%	2-5 years	56%
LOTE	60%	Senior executive	71%	30-34	57%	5-10 years	51%
ATSI	55%			35-39	54%	10-20 years	50%
Disability	47%			40-44	54%	More than 20 years	54%
Mental health condition	45%			45-49	53%		
				50-54	52%		
LGBTI	54%			55-59	53%		
				60-64	54%		
				65+	58%		

Green / red percentages are 5 points above / below the total sector score

Appendix C: Demographic profile of respondents

Profile	Total response count	Response option	Count	Percentage
Gender	130,091	Male	44,607	34.3%
		Female	83,813	64.4%
		Other	1,671	1.3%
Age	129,307	15 - 19	340	0.3%
		20 - 24	3,807	2.9%
		25 -29	10,875	8.4%
		30 - 34	14,327	11.1%
		35 - 39	15,982	12.4%
		40 - 44	17,940	13.9%
		45 - 49	19,619	15.2%
		50 - 54	18,359	14.2%
		55 - 59	16,543	12.8%
		60 - 64	8,573	6.6%
		65+	2,942	2.3%
Speak a language other than English at home	131,233	Yes	23,071	17.6%
		No	103,172	78.6%
		Prefer not to say	4,990	3.8%
Aboriginal and/or Torres Strait Islander origin	130,903	Yes	4,188	3.2%
		No	121,851	93.1%
		Prefer not to say	4,864	3.7%
Disability	130,794	Yes	4,066	3.1%
		No	121,296	92.7%
		Prefer not to say	5,432	4.2%
Mental health condition	130,898	Yes	9,239	7.1%
		No	115,582	88.3%
		Prefer not to say	6,077	4.6%
LGBTI	130,835	Yes	5,170	4.0%
		No	120,303	92.0%
		Prefer not to say	5,362	4.1%

Profile	Total response count	Response option	Count	Percentage
Previous full time member of the ADF or reservist	130,681	Yes	2,570	2.0%
		No	125,379	95.9%
		Prefer not to say	2,732	2.1%
Type of work	130,332	Service delivery involving direct contact with the general public	63,223	48.5%
		Other service delivery work (not involving contact with the public)	12,010	9.2%
		Administrative support	12,567	9.6%
		Corporate services	11,650	8.9%
		Policy	2,580	2.0%
		Research	1,708	1.3%
		Program and project management support	8,883	6.8%
		Legal	1,635	1.3%
		Other	16,076	12.3%
Supervise the work of one or more employees	130,548	Yes	45,717	35.0%
		No	84,831	65.0%
Manage other managers	130,334	Yes	12,060	9.3%
		No	118,274	90.7%
Region	121,021	Sydney East	47,270	39.1%
		Sydney West	26,271	21.7%
		Newcastle and Lake Macquarie	6,859	5.7%
		Hunter Valley excl. Newcastle	3,485	2.9%
		Mid North Coast	3,724	3.1%
		New England and North West	3,483	2.9%
		Far West and Orana	3,858	3.2%
		Coffs Harbour - Grafton	2,956	2.4%
		Richmond - Tweed	2,720	2.2%
		Illawarra	4,075	3.4%

Profile	Total response count	Response option	Count	Percentage
		Southern Highlands and Shoalhaven	1,875	1.5%
		Capital Region	4,007	3.3%
		Riverina	3,543	2.9%
		Murray	1,642	1.4%
		Central West	5,253	4.3%
Current employment status	130,146	Senior Executive (ongoing/permanent or term)	6,521	5.0%
		Ongoing/Permanent (other than senior executive)	94,751	72.8%
		Temporary	11,271	8.7%
		Casual	4,793	3.7%
		Contract – Non Executive	7,507	5.8%
		Labour hire	2,567	2.0%
		Other (sessional/seasonal, trainee, apprentice etc.)	938	0.7%
		Don't know	1,798	1.4%
Gross annual salary or total remuneration package	129,814	Less than $35,000	4,249	3.3%
		$35,000 - $44,999	5,076	3.9%
		$45,000 - $54,999	9,064	7.0%
		$55,000 - $64,999	12,364	9.5%
		$65,000 - $74,999	13,801	10.6%
		$75,000 - $84,999	12,975	10.0%
		$85,000 - $94,999	15,671	12.1%
		$95,000 - $109,999	20,729	16.0%
		$110,000 - $139,999	17,044	13.1%
		$140,000 - $169,999	3,725	2.9%
		$170,000 - $229,999	3,044	2.3%
		$230,000 or more	1,653	1.3%
		Prefer not to say	10,419	8.0%

Profile	Total response count	Response option	Count	Percentage
Highest level of formal education	130,606	Doctorate Degree level	2,259	1.7%
		Master Degree level	21,191	16.2%
		Graduate Diploma or Graduate Certificate level	18,019	13.8%
		Bachelor Degree level	41,349	31.7%
		Advanced Diploma or Diploma level	16,403	12.6%
		Certificate level, including trade	17,304	13.2%
		HSC or equivalent	7,944	6.1%
		Less than year 12 or equivalent	6,137	4.7%
Years employed in current role	130,025	Less than 1 year	25,152	19.3%
		1 - 2 years	18,655	14.3%
		2 - 5 years	27,755	21.3%
		5 - 10 years	24,010	18.5%
		10 - 20 years	22,255	17.1%
		More than 20 years	12,198	9.4%
Years employed in current organisation	128,956	Less than 1 year	15,828	12.3%
		1 - 2 years	12,971	10.1%
		2 - 5 years	22,801	17.7%
		5 - 10 years	25,042	19.4%
		10 - 20 years	31,043	24.1%
		More than 20 years	21,271	16.5%
Years working in NSW Public Sector	128,821	Less than 1 year	10,202	7.9%
		1 - 2 years	9,315	7.2%
		2 - 5 years	18,516	14.4%
		5 - 10 years	24,370	18.9%
		10 - 20 years	34,429	26.7%
		More than 20 years	31,989	24.8%

Profile	Total response count	Response option	Count	Percentage
Employed prior to working in current organisation	129,374	Private sector	56,776	43.9%
		Not for profit/community sector	6,805	5.3%
		Local government	4,131	3.2%
		Other NSW Public Sector agency	18,440	14.30%
		Other Public Sector employer (State other than NSW, Federal)	8,976	6.90%
		Self employed	4,454	3.4%
		NSW Public Sector is the first place of employment	10,590	8.2%
		Not employed	7,475	5.8%
		Other	11,727	9.1%

Appendix D: Results for all questions

This section includes all questions with an agreement rating scale.

Q No.	Question Text	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Agreement
1. Your role							
1a	I understand what is expected of me to do well in my role	40%	50%	6%	4%	1%	90%
1b	I am provided with the support I need to do my best at work	19%	44%	17%	14%	5%	63%
1c	My job gives me a feeling of personal accomplishment	29%	46%	14%	8%	3%	75%
1d	I feel motivated to contribute more than what is normally required at work	31%	41%	15%	9%	4%	72%
1e	I am satisfied with my job	23%	45%	17%	10%	4%	68%
1f	I am able to keep my work stress at an acceptable level	14%	45%	19%	15%	7%	59%
2. Your work group							
2a	My workgroup strives to achieve customer/client satisfaction	38%	48%	9%	4%	2%	85%
2b	My workgroup works collaboratively to achieve its objectives	32%	46%	12%	7%	3%	78%
2c	I receive help and support from other members of my workgroup	32%	48%	12%	5%	2%	81%
2d	There is good team spirit in my workgroup	30%	39%	15%	10%	6%	69%
2e	People in my workgroup treat each other with respect	32%	43%	14%	8%	4%	74%
3. Your performance and development							
3d	In the last 12 months I received useful feedback on my work to enable me to deliver required results	18%	44%	17%	15%	6%	62%
3e	My performance is assessed against clear criteria	23%	47%	13%	11%	6%	70%
3f	I have received appropriate training and development to do my job well	19%	39%	18%	17%	8%	58%
3g	I am satisfied with the opportunities available for career development in my organisation	18%	41%	20%	14%	7%	59%
4. Pay							
4a	I am paid fairly for the work I do	14%	46%	18%	16%	7%	60%

Q No.	Question Text	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Agreement
5. Your manager							
5a	My manager encourages people in my workgroup to keep improving the work they do	26%	46%	17%	8%	4%	72%
5b	My manager listens to what I have to say	31%	44%	13%	7%	5%	75%
5c	My manager communicates effectively with me	28%	42%	15%	9%	6%	70%
5d	My manager encourages and values employee input	30%	41%	16%	8%	6%	71%
5e	My manager involves my workgroup in decisions about our work	25%	40%	18%	11%	6%	65%
5f	I have confidence in the decisions my manager makes	28%	39%	19%	9%	6%	67%
5g	My manager provides acknowledgement or other recognition for the work I do	28%	40%	17%	10%	6%	67%
5h	My manager appropriately deals with employees who perform poorly	15%	28%	32%	14%	10%	44%
6. Your senior manager							
6a	I believe senior managers provide clear direction for the future of the organisation	13%	35%	27%	16%	10%	48%
6b	I feel that senior managers effectively lead and manage change	12%	32%	28%	17%	12%	44%
6c	I feel that senior managers model the values of my organisation	14%	35%	28%	13%	11%	48%
6d	Senior managers encourage innovation by employees	12%	36%	30%	14%	8%	48%
6e	Senior managers promote collaboration between my organisation and other organisations we work with	13%	38%	31%	11%	7%	51%
6f	Senior managers communicate the importance of customers/clients in achieving our business objectives	16%	45%	25%	9%	6%	60%
6g	I feel that senior managers keep employees informed about what's going on	11%	34%	26%	17%	12%	45%
6h	I feel that senior managers listen to employees	10%	30%	29%	17%	13%	41%
6i	Senior managers in my organisation support the career advancement of women	20%	38%	31%	5%	5%	58%
7. Your organisation							

Q No.	Question Text	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Agreement
7a	My organisation focuses on improving the work we do	18%	51%	20%	8%	4%	69%
7b	My organisation is making the necessary improvements to meet our future challenges	15%	42%	13%	5%	2%	80%
7c	I feel that change is managed well in my organisation	9%	30%	29%	22%	11%	39%
7d	There is good co-operation between teams across our organisation	10%	37%	27%	18%	8%	47%
7e	People in my organisation take responsibility for their own actions	9%	38%	30%	16%	7%	47%
7f	My organisation is committed to developing its employees	11%	39%	28%	14%	8%	50%
7g	I have confidence in the way recruitment decisions are made	8%	27%	31%	19%	15%	35%
7h	My organisation generally selects capable people to do the job	9%	44%	26%	15%	7%	52%
7i	I would recommend my organisation as a great place to work	17%	42%	25%	10%	6%	60%
7j	I am proud to tell others I work for my organisation	24%	44%	22%	6%	4%	68%
7k	I feel a strong personal attachment to my organisation	23%	40%	24%	9%	5%	63%
7l	My organisation motivates me to help it achieve its objectives	16%	37%	29%	12%	6%	53%
7m	My organisation inspires me to do the best in my job	17%	36%	29%	12%	6%	53%
8. Diversity and inclusion							
8a	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	24%	51%	17%	6%	3%	74%
8b	Personal background is not a barrier to success in my organisation	26%	48%	16%	6%	4%	74%
8c	I am able to speak up and share a different view to my colleagues and manager	20%	47%	17%	10%	7%	66%
8d	How satisfied are you with your ability to access and use flexible working arrangements?	21%	37%	23%	12%	8%	57%
9. Workplace conduct							
9b	I have confidence in the ways my organisation resolves grievances	7%	29%	36%	17%	11%	36%
14. Action about survey results							

Q No.	Question Text	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Agreement
15	I believe action will be taken on the results from this survey by my organisation	6%	28%	36%	18%	11%	34%

Appendix E: People Matter Employee Survey

1. Your Role

How strongly do you agree or disagree with the following statements? *(please select **one** option only for each question)*	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
1a	I understand what is expected of me to do well in my role	☐1	☐2	☐3	☐4	☐5
1b	I am provided with the support I need to do my best at work	☐1	☐2	☐3	☐4	☐5
1c	My job gives me a feeling of personal accomplishment	☐1	☐2	☐3	☐4	☐5
1d	I feel motivated to contribute more than what is normally required at work	☐1	☐2	☐3	☐4	☐5
1e	I am satisfied with my job	☐1	☐2	☐3	☐4	☐5
1f	I am able to keep my work stress at an acceptable level	☐1	☐2	☐3	☐4	☐5

2. Your Workgroup

By **'workgroup'** we mean your immediate team.

By **'customer/client'** we mean the people that you or your organisation provide a service to. This may be the general community if you are in a public facing role, for example students at a school or patients at a hospital. It might be an internal customer in your organisation that you provide information or services to

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
2a	My workgroup strives to achieve customer/client satisfaction	☐1	☐2	☐3	☐4	☐5
2b	My workgroup works collaboratively to achieve its objectives	☐1	☐2	☐3	☐4	☐5
2c	I receive help and support from other members of my workgroup	☐1	☐2	☐3	☐4	☐5
2d	There is good team spirit in my workgroup	☐1	☐2	☐3	☐4	☐5
2e	People in my workgroup treat each other with respect	☐1	☐2	☐3	☐4	☐5

3. Your Performance and Development

Select either 'Yes' or 'No' to the following statements *(please select **one** option only for each question)*	Yes	No
3a	I have a current performance and development plan that sets out my individual objectives	☐1	☐2
3b	I have informal feedback conversations with my manager	☐1	☐2
3c	I have scheduled feedback conversations with my manager	☐1	☐2

How strongly do you agree or disagree with the following statements? *(please select **one** option only for each question)*	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
3d	In the last 12 months I received useful feedback on my work to enable me to deliver required results	☐1	☐2	☐3	☐4	☐5
3e	My performance is assessed against clear criteria	☐1	☐2	☐3	☐4	☐5
3f	I have received appropriate training and development to do my job well	☐1	☐2	☐3	☐4	☐5

| 3g | I am satisfied with the opportunities available for career development in my organisation | □₁ | □₂ | □₃ | □₄ | □₅ |

Select either 'Yes' or 'No' to the following statement *(please select **one** option only)*	Yes	No
3h	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?	□₁	□₂

3i Are there any barriers preventing you from moving to another role? *(select all that apply):*

There are no major barriers to my career progression	□₁	Lack of visible opportunities	□₂	Lack of promotion opportunities	□₃
Lack of support from my manager / supervisor	□₄	Geographic location considerations	□₅	Personal / family considerations	□₆
Insufficient training and development	□₇	Lack of required capabilities or experience	□₈	Lack of support for temporary assignments/secondments	□₉
The application/recruitment process is too cumbersome or time consuming	□₁₀	Other	□₁₁		

4. Pay

How strongly do you agree or disagree with the following statement? *(please select **one** option only)*	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
4a	I am paid fairly for the work I do	□₁	□₂	□₃	□₄	□₅

5. Your Manager

*By **'Manager'** we mean the person in your immediate workgroup, team or project to whom you report on a daily basis. If you work for more than one team, please think of the manager/supervisor/team leader with whom you work most frequently.*

5a	My manager encourages people in my workgroup to keep improving the work they do	□₁	□₂	□₃	□₄	□₅
5b	My manager listens to what I have to say	□₁	□₂	□₃	□₄	□₅
5c	My manager communicates effectively with me	□₁	□₂	□₃	□₄	□₅
5d	My manager encourages and values employee input	□₁	□₂	□₃	□₄	□₅
5e	My manager involves my workgroup in decisions about our work	□₁	□₂	□₃	□₄	□₅
5f	I have confidence in the decisions my manager makes	□₁	□₂	□₃	□₄	□₅
5g	My manager provides acknowledgement or other recognition for the work I do	□₁	□₂	□₃	□₄	□₅
5h	My manager appropriately deals with employees who perform poorly	□₁	□₂	□₃	□₄	□₅

6. Your Senior Manager

*By **'Senior Manager'** we mean the most senior group of managers in your organisation i.e. the CEO and the people who report directly to them. (For example, the head of the organisation may be a secretary, chief executive, commissioner or other title; deputies to the head of the organisation; executive director, director, director public schools, general manager, Local Health District/Network executives including directors and hospital division managers etc.)*

6a	I believe senior managers provide clear direction for the future of the organisation	□₁	□₂	□₃	□₄	□₅
6b	I feel that senior managers effectively lead and manage change	□₁	□₂	□₃	□₄	□₅

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
6c	I feel that senior managers model the values of my organisation	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$

*By **'Innovation'** we mean a person or organistion committed to continuous improvement by creating new and better products, processes, services, technologies or ideas.*

6d	Senior managers encourage innovation by employees	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
6e	Senior managers promote collaboration between my organisation and other organisations we work with	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
6f	Senior managers communicate the importance of customers/clients in achieving our business objectives	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
6g	I feel that senior managers keep employees informed about what's going on	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$

How strongly do you agree or disagree with the following statements? *(please select **one** option only for each question)*		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
6h	I feel that senior managers listen to employees	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
6i	Senior managers in my organisation support the career advancement of women	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$

7. Your Organisation

7a	My organisation focuses on improving the work we do	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
7b	My organisation is making the necessary improvements to meet our future challenges	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
7c	I feel that change is managed well in my organisation	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
7d	There is good co-operation between teams across our organisation	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
7e	People in my organisation take responsibility for their own actions	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
7f	My organisation is committed to developing its employees	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
7g	I have confidence in the way recruitment decisions are made	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
7h	My organisation generally selects capable people to do the job	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
7i	I would recommend my organisation as a great place to work	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
7j	I am proud to tell others I work for my organisation	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
7k	I feel a strong personal attachment to my organisation	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
7l	My organisation motivates me to help it achieve its objectives	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
7m	My organisation inspires me to do the best in my job	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$

8. Diversity and Inclusion

8a	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	☐1	☐2	☐3	☐4	☐5
8b	Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	☐1	☐2	☐3	☐4	☐5
8c	I am able to speak up and share a different view to my colleagues and manager	☐1	☐2	☐3	☐4	☐5

'Flexible working arrangements' allow employees to change their working arrangements in a way that suits them and the business. This may include flexible hours of work, patterns of work, locations of work, or other arrangements. Q16i has specific examples.

		Very satisfied	Satisfied	Neither satisfied or unsatisfied	Unsatisfied	Very unsatisfied
*(please select **one** option only)*						
8d	How satisfied are you with your ability to access and use flexible working arrangements?	☐1	☐2	☐3	☐4	☐5

9. Workplace Conduct

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
How strongly do you agree or disagree with the following statement? *(please select **one** option only)*						

By *'grievance'* we mean any type of problem, concern, dispute or complaint related to work or the work environment which cannot be resolved through normal staff/management communication.

9a	I have confidence in the ways my organisation resolves grievances	☐1	☐2	☐3	☐4	☐5

10. Unacceptable Conduct

		Yes	No	Don't Know
Select either 'Yes', 'No' or 'Don't Know' to the following statements *(please select **one** option only for each question)*				

'Misconduct/wrongdoing' is behaviour that is unethical or illegal, that breaches your organisation's code of conduct, or that compromises your duties.

		Yes	No	Don't Know
10a	In the last 12 months I have witnessed misconduct/wrongdoing at work. *(If no, please skip to Q10c)*	☐1	☐2	☐3
10b	If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?	☐1	☐2	☐3

WORKPLACE BULLYING is *repeated and unreasonable behaviour* directed towards a worker or a group of workers that *creates a risk to health and safety*. Bullying can be: intentional or unintentional; overt or covert; active or passive. Bullying behaviours include actions such as shouting and non-action such as not passing on information necessary to doing a job. Bullying should not be confused with legitimate feedback (including negative comments) given to staff on their work performance or work-related behaviour; or other legitimate management decisions and actions undertaken in a reasonable and respectful way.

		Yes	No	Don't Know
10c	In the last 12 months I have witnessed bullying at work	☐1	☐2	☐3
10d	In the last 12 months I have been subjected to bullying at work *(If no, please skip to Q13. Open Comments)*	☐1	☐2	☐3

*You may have been the subject of bullying from more than one person. However for the following questions please answer only about one person who was the source of the **most serious** bullying.*

10e	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. (*Please select one option only*)

A senior manager ☐1	Your immediate manager / supervisor ☐2	A fellow worker at your level ☐3	A subordinate ☐4
A client or customer ☐5	A member of the public other than a client or customer ☐6	Other ☐7	Prefer not to say ☐8

Please provide the frequency per behaviour **in the last 12 months** *(please select **one** option only for **each** of the following behaviours)*	Never	Once	Twice	3-5 times	More than 5 times
11 Over the last 12 months, how frequently did this person engage in the following **repeated and unreasonable** behaviours:					
11a Mistreated one or more of your co-workers	☐1	☐2	☐3	☐4	☐5
11b Withheld information from you that is vital for effective work performance	☐1	☐2	☐3	☐4	☐5
11c Gave you unjustified criticisms or complaints	☐1	☐2	☐3	☐4	☐5
11d Deliberately excluded you from workplace activities or opportunities	☐1	☐2	☐3	☐4	☐5
11e Spread misinformation or malicious rumours about you	☐1	☐2	☐3	☐4	☐5
11f Directed abusive, insulting or offensive language at you	☐1	☐2	☐3	☐4	☐5
11g Shouted or expressed anger towards you	☐1	☐2	☐3	☐4	☐5
11h Sent offensive phone, text, email, written, online messages to you or to others about you	☐1	☐2	☐3	☐4	☐5
11i Threatened you with job loss or restricted job opportunities	☐1	☐2	☐3	☐4	☐5
11j Repeatedly hassled you or gave you unwanted attention	☐1	☐2	☐3	☐4	☐5
11k Other	☐1	☐2	☐3	☐4	☐5

Please provide the frequency per behaviour **in the last 12 months** *(please select **one** option only for **each** of the following behaviours)*	Never	Once	Twice	3-5 times	More than 5 times
The following behaviours are criminal acts and/or harrassment					
11l Threatened you with physical harm	☐1	☐2	☐3	☐4	☐5
11m Physically harmed you	☐1	☐2	☐3	☐4	☐5
11n Sexually harassed or abused you	☐1	☐2	☐3	☐4	☐5

Select either 'Yes' or 'No' to the following statements *(please select **one** option only for each question)*	Yes	No	The complaint is still being processed
12a Have you submitted a formal complaint regarding the incident/s you were subjected to in the last 12 months? *(If no, please skip to Q12c)*	☐1	☐2	
12b If yes to Q12a, was your complaint resolved to your satisfaction?	☐1	☐2	☐3
12c Did the bullying you experienced cause you to take sick leave?	☐1	☐2	
12d Did the bullying you experienced cause you to make a workers' compensation claim?	☐1	☐2	

13. Open Comments

13 If you could change one thing to improve the effectiveness of your workplace, what would it be?

14. Action about Survey Results

How strongly do you agree or disagree with the following statement? *(please select __one__ option only)*	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
14 I believe action will be taken on the results from this survey by my organisation	☐1	☐2	☐3	☐4	☐5

15. Demographics – About You

By you completing the following information we are able to determine how reflective all of the survey responses are of different groups of employees which will assist your organisation to take action on the results.

*These results **CANNOT** identify individual respondents because the responses of all employees are merged together, not reported individually, and there are strict limits on the size of groups that can be reported.*

15a Gender			Male ☐1	Female ☐2	Other ☐3

15b Age

15 - 19 ☐1	20 – 24 ☐2	25 -29 ☐3	30 – 34 ☐4	35 - 39 ☐5
40 - 44 ☐6	45 - 49 ☐7	50 - 54 ☐8	55 - 59 ☐9	60 - 64 ☐10	65+ ☐11

15c Do you speak a language other than English at home? Yes ☐1 No ☐2 Prefer not to say ☐3

15d Are you of Aboriginal and/or Torres Strait Islander origin?
(A person of Aboriginal and/or Torres Strait Islander origin identifies as such and is accepted as such by the community with which he or she is associated)
Yes ☐1 No ☐2 Prefer not to say ☐3

15e Do you have a disability?
(A disability is a condition caused by accident, trauma, injury, genetics or disease and that may restrict your mental, sensory or mobility functions to undertake or perform a job in the same way as a person who does not have a disability. This includes physical, sensory, intellectual, psychiatric, neurological and learning disabilities, as well as physical disfigurement and serious illnesses. Disability may be temporary or permanent, total or partial, lifelong or acquired).
Yes ☐1 No *(Go to Q15g)* ☐2 Prefer not to say *(Go to Q15g)* ☐3

15f If yes, if adjustments were made to any aspect of your work situation to accommodate your needs, were the adjustments successful?
Yes ☐1 No ☐2 Prefer not to say ☐3

15g In the last 12 months, have you been told by a doctor that you have a mental health problem that has required you to have treatment or support?
Yes ☐1 No ☐2 Prefer not to say ☐3

15h Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?
Yes ☐1 No ☐2 Prefer not to say ☐3

15i Have you ever been a serving full time member of the Australian Defence Force, or a reservist on fulltime continuous service?
Yes ☐1 No *(Go to Q15k)* ☐2 Prefer not to say *(Go to Q15k)* ☐3

15j	If yes, have you been working in the NSW Public Sector for less than 12 months?	Yes	☐₁	No	☐₂	Prefer not to say	☐₃

15k	Do you provide care for others outside of work?	Yes	☐₁	No *(Go to Q15o)*	☐₂	Prefer not to say *(Go to Q15o)*	☐₃

15l	If yes, are you the principal carer? *(A principal carer refers to the main person who is responsible for providing care, such as child rearing or caring for a family member with a disability, a chronic health condition, a mental illness or who is frail aged)*	Yes	☐₁	No *(Go to Q15o)*	☐₂	Prefer not to say *(Go to Q15o)*	☐₃

15m	If yes, are you the principal carer for a child?	Yes ☐₁	No ☐₂	I share caring ☐₃	Prefer not to say ☐₄

15n	Are you the principal carer for someone who needs support due to disability, chronic illness, mental illness, dementia or frail age?	Yes ☐₁	No ☐₂	I share caring ☐₃	Prefer not to say ☐₄

15o What is the highest level of formal education you have completed?

Doctorate Degree level	☐₁	Master Degree level	☐₂	Graduate Diploma or Graduate Certificate level	☐₃	Bachelor Degree level	☐₄
Advanced Diploma or Diploma level	☐₅	Certificate level, including trade	☐₆	HSC or equivalent	☐₇	Less than year 12 or equivalent	☐₈

16. Demographics – About Your Job

16a Which one of the following best describes the type of work you do? *(select only one option)*

(If you supervise or manage employees, please indicate the type of work done by people within the area you manage)

Service delivery involving direct contact with the general public *(e.g. teaching, nursing, policing, shopfront/counter service)* *(If selected, go to Q16b)*	☐₁	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)* *(If selected, go to Q16c)*	☐₂	Administrative support *(e.g. executive/personal assistant, receptionist)* *(If selected, go to Q16c)*	☐₃
Corporate services *(e.g. HR, finance, IT, ministerial or parliamentary processes)* *(If selected, go to Q16c)*	☐₄	Policy *(If selected, go to Q16c)*	☐₅	Research *(If selected, go to Q16c)*	☐₆
Program and project management support *(If selected, go to Q16c)*	☐₇	Legal *(including developing and/or reviewing legislation)* *(If selected, go to Q16c)*	☐₈	Other *(If selected, go to Q16c)*	☐₉

16b If you answered 'Service delivery' to the previous question, how do you deliver service? *(select only one option)*

Service delivery to clients over the counter	☐₁	Service delivery to clients over the telephone	☐₂	Service delivery to clients in non-office workplaces *(e.g. hospital, classroom, laboratory, transport, homes, out of doors)*	☐₃

16c	Do you directly supervise the work of one or more employees?	Yes ☐₁	No ☐₂

16d	Do you manage other managers?	Yes ☐₁	No ☐₂

16e	What is the postcode of your current workplace? *(If you work in more than one location, select the primary or base location)*	

16f What is your current employment status? *(select only one option)*

Senior Executive *(ongoing/permanent or term)* ☐1	Ongoing/Permanent *(other than senior executive)* ☐2	Temporary *(including temporary teachers and graduates)* ☐3	Casual ☐4
Contract – Non Executive *(staff employed directly by the organisation on the basis of individual contracts)* ☐5	Labour hire *(staff employed via recruitment agencies generally for a limited term)* ☐6	Other *(sessional/ seasonal, trainee, apprentice, retained staff etc.)* ☐7	Don't know ☐8

16g What is your gross annual salary (non-executive) or total annual remuneration package (executive)?
Convert to full-time equivalent if you work part-time.

Less than $35,000 ☐1	$35,000 - $44,999 ☐2	$45,000 - $54,999 ☐3	$55,000 - $64,999 ☐4	$65,000 - $74,999 ☐5
$75,000 - $84,999 ☐6	$85,000 - $94,999 ☐7	$95,000 - $109,999 ☐8	$110,000 - $139,999 ☐9	$140,000 - $169,999 ☐10
$170,000 - $229,999 ☐11	$230,000 or more ☐12	Prefer not to say ☐13		

16h Do you work full-time or part time?
(Full-time refers to employees usually working 35-38 hours or more per week)

Full-time ☐1   Part-time ☐2

16i Do you use any of the following flexible work arrangements *(select all that apply):*

Flexible start and finish times ☐1	Working more hours over fewer days ☐2	Working additional hours to make up for time off ☐3	Flexible scheduling for rostered workers ☐4	Part-time work ☐5
Job sharing ☐6	Working from different locations ☐7	Working from home ☐8	Breaks from work including paid parental and carer's leave ☐9	Purchasing annual leave ☐10
Leave without pay ☐11	Study leave ☐12	Other ☐13	None of the above ☐14	

*(Please select **one** option only for the following statements)*	Less than 1 year	1 – 2 years	2 – 5 years	5 – 10 years	10 – 20 years	More than 20 years
16j How many years have you been employed in your current role?	☐1	☐2	☐3	☐4	☐5	☐6
16k How many years have you been employed in your current organisation?	☐1	☐2	☐3	☐4	☐5	☐6
16l How many years have you been working in the NSW Public Sector?	☐1	☐2	☐3	☐4	☐5	☐6
16m How long do you think you will continue to work in your current organisation?	☐1	☐2	☐3	☐4	☐5	☐6
16n How long do you think you will continue to work in the NSW Public Sector *(including other agencies beyond the organisation you currently work for)*	☐1	☐2	☐3	☐4	☐5	☐6

16o Where were you employed prior to working in your current organisation? *(Select only one option)*

Private sector ☐1	Not for profit/community sector ☐2	Local government ☐3	Other NSW Public Sector agency ☐4	Other Public Sector employer *(State other than NSW, Federal)* ☐5
Self employed ☐6	NSW Public Sector is the first place of employment ☐7	Not employed ☐8	Other ☐9	