

People Matter Employee Survey Report: Main Findings



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People Matter Employee Survey: Main Findings 2018

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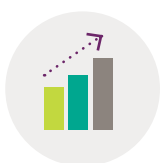
The PSC proudly acknowledges Australia's Aboriginal and Torres Strait Islander community and their rich culture and pays respect to their Elders past and present. We acknowledge the ongoing connection that Aboriginal people have to this land and recognise Aboriginal people as the original custodians of these lands on which we serve.

Contents

Executive summary	4
1 Survey results are the most positive yet	9
2 Employee engagement at sector level remains steady	12
3 Engagement with work remains strong	18
4 Bullying remains an area of concern	21
5 Mobility between roles is unchanged	23
6 Employees with flexible working arrangements are more engaged	25
7 Perceptions of senior managers continue to improve	27
8 Perceptions of change management vary	29
9 Confidence in recruitment practices is low	31
10 Creating more effective workplaces	32
Appendix A: Methodology	35
Appendix B: Additional results	39
Appendix C: Demographic profile of respondents	42
Appendix D: Survey results summary	46
Appendix E: NSW People Matter Employee Survey 2018	49

Executive summary

Survey results are the most positive yet.



The **best ever response rate** has been achieved



More employees believe that **action will be taken** on the results of the survey.



Providing staff with the support they need to do their best work is a key driver of engagement.



Staff development, managing change and making work improvements continue to strongly influence engagement.



Engagement remains steady across the sector.



Engagement with work remains strong.



Levels of bullying are unchanged and remain an area of concern.



Mobility rates are in line with 2017 and fewer cite barriers to career progression.



Employees with **flexible working** arrangements are more engaged.



Perceptions of senior managers **continue to improve** and remain strongest in the smaller clusters.



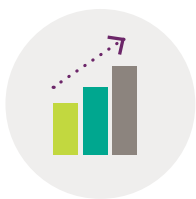
Change management remains a key area for focus and whilst there have been improvements, first line managers remain unconvinced.



Confidence in recruitment remains low.

The People Matter Employee Survey results across the NSW public sector improved in 2018, compared to 2017. Of sixty-four comparable questions, fifty-six responses improved, seven stayed the same and only one declined. Further, trend analysis conducted over three years highlighted that, for most items, negative responses have been declining by 1-2 percentage points per year.

Of 64 comparable questions



The best ever response rate

The response rate has been increasing each year that the survey has been undertaken. In 2018, an additional 30,769 employees participated in the survey, taking the response rate over 50% for the first time and marking a significant improvement on the initial response rate of 16% in 2012. A total of 170,832 NSW public sector employees completed the survey in 2018. This equates to an overall response rate of 51%.



More employees believe their survey feedback will spark action

More respondents in 2018 are confident that action will be taken on their survey feedback – up from 32% in 2016 to 35% in 2017 and 37% in 2018. Almost all clusters saw an increase compared to last year, although the figures for clusters vary widely, from 28% to 60% agreement. There is a need to focus on the two thirds of respondents who do not agree with this question to maintain and grow the response.



Employee engagement at sector level remains steady

Employee engagement, which focuses on perceptions about the organisation, remains stable at 65% at sector level. There is a small but noticeable improvement in these scores across the sector. Between clusters, scores range from 62% to 71%, while for agencies, the range is broader, from 46% to 80%.



Career development has the biggest influence on employee engagement

As in 2017, employee development, change management and making improvements to meet future challenges continued to significantly affect employee engagement across the sector. Strong organisational commitment to developing employees continues to be the strongest driver at sector level, with survey results up by 2 percentage points to 52% this year. Satisfaction with opportunities for career development also improved, to 50%.



Supporting employees to do their best work increases engagement

Two-thirds (65%) of respondents agree they have the support they need to do their best work, up by 2 percentage points from last year and 6 percentage points from 2016. While 75% of senior executives and 67% of managers who manage other managers believe they have the support they need to do their best work, only 62% of first line managers agree, though this score represents an improvement of 2 percentage points. Providing support is a key driver of engagement in 2018, so focus should be considered here for continued improvement.



Engagement with work remains strong

As in previous years, engagement with work remains high at 72%, with an increase of 1 percentage point for both job satisfaction and work giving people a feeling of personal accomplishment.



Levels of bullying are unchanged and remain an area of concern

A total of 18% of survey respondents report being bullied in the last 12 months, unchanged from the 2017 survey findings. Twenty percent of these employees made a formal complaint about bullying. Of those who formally complained, only 21% feel that their case had been resolved satisfactorily, and 50% indicate it has not. Employees who experience bullying are far less positive across the employee experience than others, and are especially negative about teamwork, manager relationships, and speaking up/sharing a different view to colleagues.



Mobility findings are in line with 2017

Just under half (41%) of respondents are looking or thinking about looking for a new role within the public sector but outside their current workplace, to broaden their experience. Nearly a third (32%) feel there are no barriers to changing roles, up from 30% in 2017. Among those who do believe there are barriers, the most frequently cited barriers are personal or family considerations, a lack of visible opportunities and a lack of promotion opportunities.



Employees with flexible working arrangements are more engaged

Across the sector, 59% of respondents are satisfied with the ability to access and use flexible working arrangements, up from 57% last year. These employees are on average 8 percentage points more engaged than those who are not satisfied. They are also 14 percentage points more positive in their views that their organisation motivates them to help it achieve its objectives.



Perceptions of senior managers continue to improve

Perceptions of senior managers improved by 2 percentage points across the sector since 2017, with an improved positive response to all questions. The responses to questions about senior managers are still among the lower scoring in the survey, attracting high neutral scores. Perceptions of senior managers are also typically more positive in the smaller clusters and agencies compared to larger ones. In smaller organisations, employees are more likely to interact with managers or at least be aware of who they are.



Perceptions of change management vary

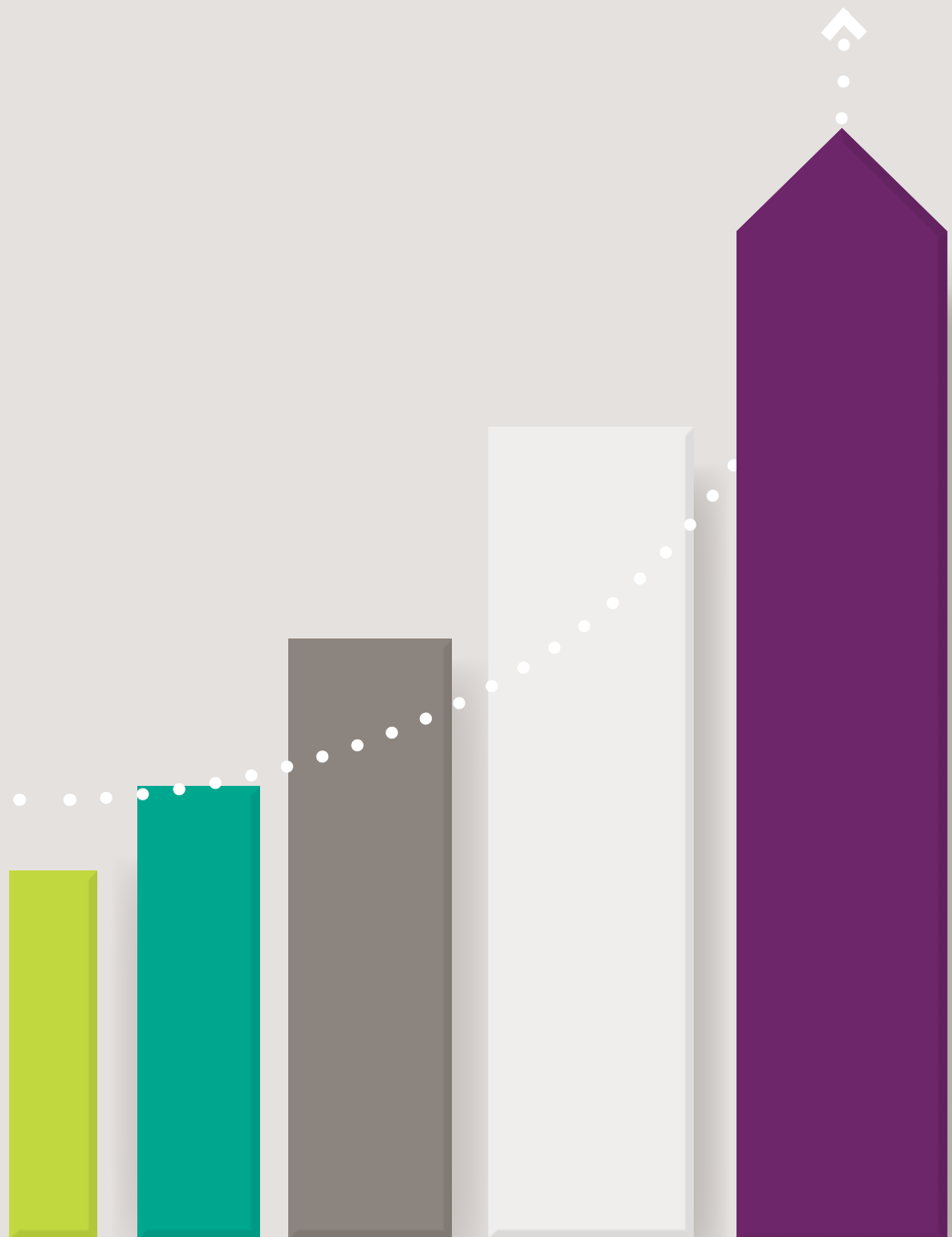
Perceptions of change management continues to be one of the lowest scoring areas in the survey, even though the 2018 score is 2 percentage points higher than in 2017. Engagement typically rises broadly with employee grade, and managers tend to be more engaged than non-managers. However, when it comes to perceptions of change management, first line managers are less positive than those reporting to them. It is important to understand and address this phenomenon because first line managers play a key role in engaging and supporting their teams through change, something that is difficult for them to do if they do not feel convinced by the change themselves.



Confidence in recruitment practices is low

Perceptions of recruitment improved slightly from 2017, but confidence in recruitment remains low. Only 37% of respondents have confidence in the way recruitment decisions are made. While many have neutral perceptions, a third of employees have negative opinions.

Survey results are the best yet



1 Survey results are the most positive yet

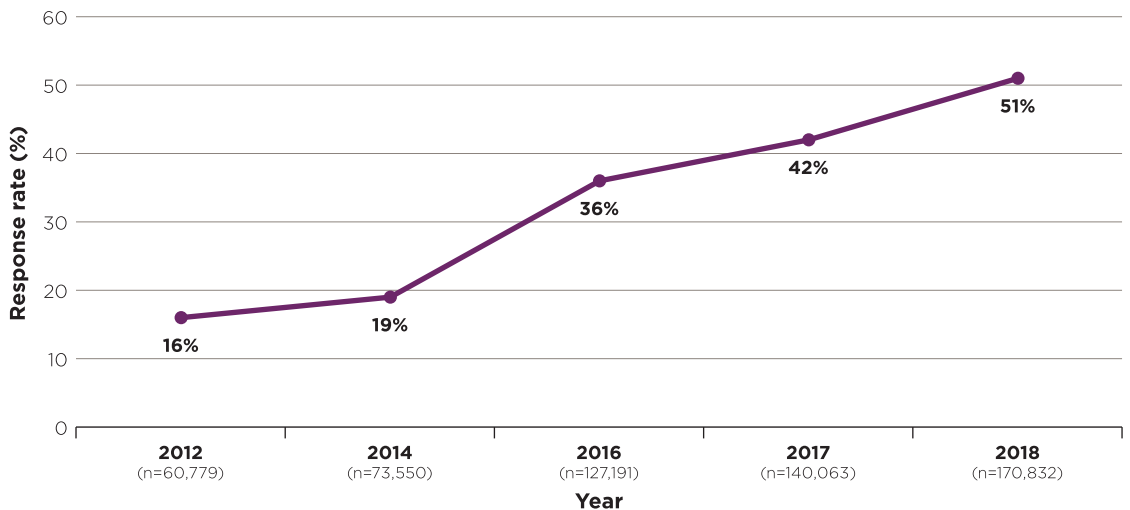
Overall survey results improved across the public sector compared to 2017. Of sixty-four comparable questions, fifty-six show more positive responses, seven stayed the same and only one declined.

The biggest improvements relate to confidence in the way grievances are handled, commitment to developing employees, senior managers listening to employees and a belief that action will be taken on the results of the survey. The only decline relates to respondents feeling they are paid fairly for the work they do, which fell 2 percentage points.

1.1 The best ever response rate

Figure 1

Response rate over time



Note: The survey has been annual since 2016

The response rate has increased each year that the survey has been undertaken. In 2018, an additional 30,769 employees participated in the survey over 2017. This took the response rate above 50% for the first time, to 170,832 employees. The response rate instils confidence that results closely represent people’s views, and demonstrates employees’ increased support for the survey.

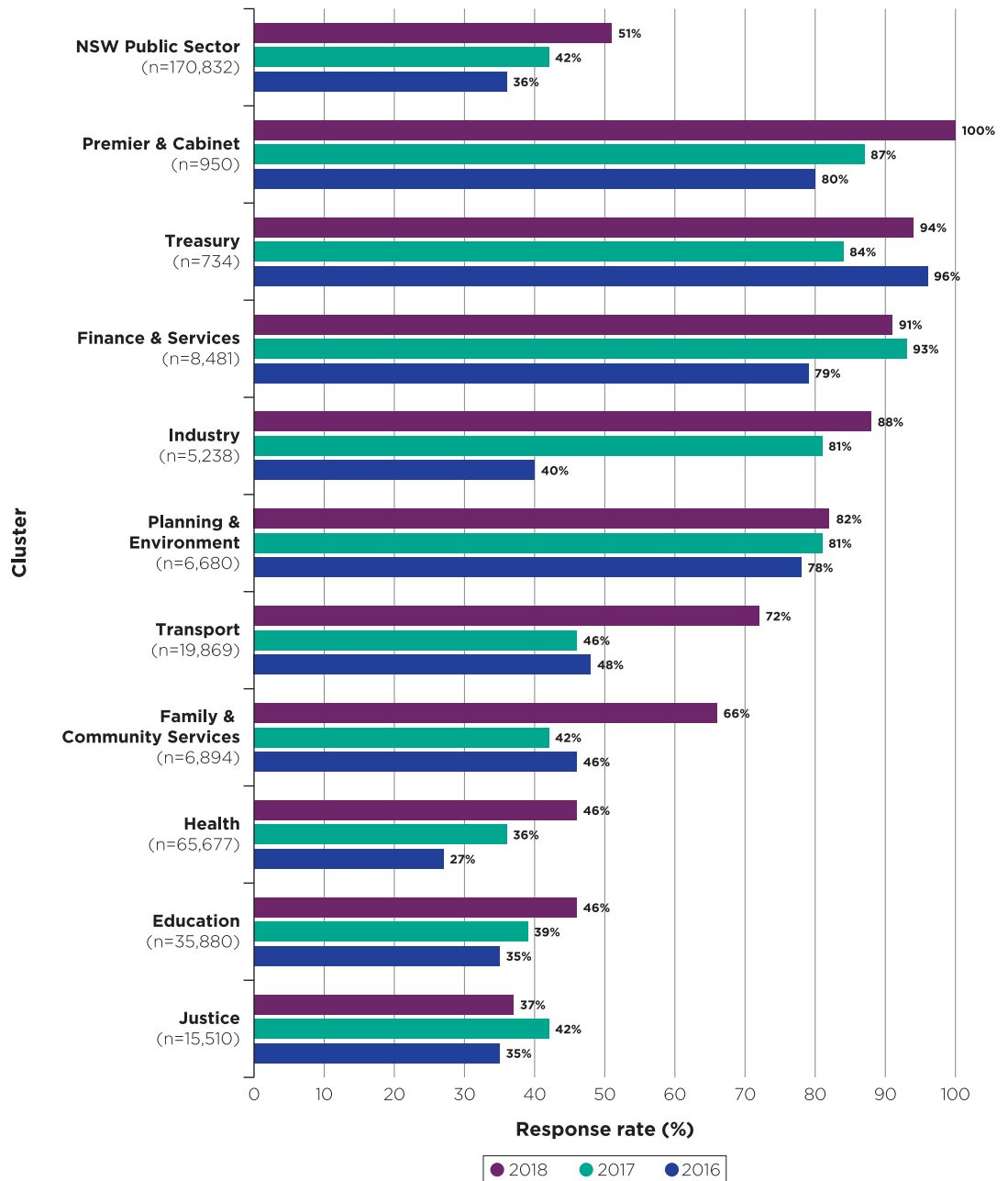
Nearly every cluster had a higher response rate than in 2017, with Transport, and Family and Community Services both improving by over 20%. An extra 21,798 people in the Education and Health clusters responded to the survey in 2018.

The number of responses from employees in frontline roles increased by 24.2% between 2017 and 2018.

Table 1 Responses from frontline and non-frontline employees

Year	Total	Responses from frontline workers	Percentage of responses from frontline workers
2018	170,832	78,500	46%
2017	140,063	63,223	45%

Figure 2 Response rate trends by NSW public sector clusters



1.2 Employee belief that their survey feedback will spark action has improved

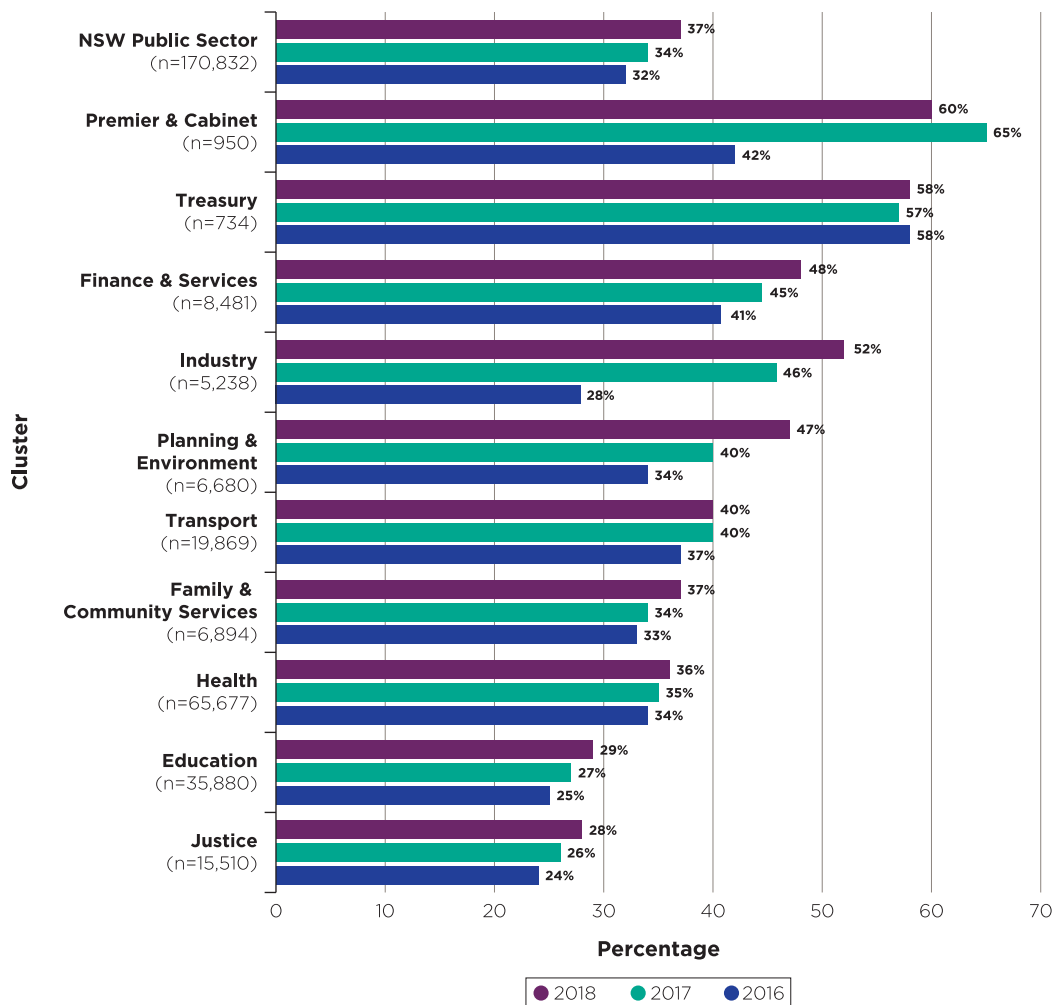
A higher proportion of employees in 2018 believe that action will be taken on survey results compared to previous years. Figure 3 shows that 32% of respondents in 2016 agreed action would be taken, rising to 37% in 2018. This trend illustrates the increasing effectiveness of the survey. More managers are using the results to drive improvements, and employees are seeing the value of providing feedback.

However, there are differences across the sector. While 58% of senior executives and 46% of managers agree that action will be taken, only 35% of first line managers and 37% of non-managers agree. This suggests that more could be done to drive actions throughout organisations, involving more employees.

Employees in regional and remote NSW (33%) are less likely than employees in metropolitan Sydney (41%) to agree that action will be taken on the survey results, illustrating the challenge associated with communication, the visibility of senior managers, and connecting workforces that are spread across the state.

Three clusters show strong progress since 2016, Premier and Cabinet, Industry, and Planning and Environment.

Figure 3 Percentage of respondents who believe action will be taken on survey results by NSW public sector cluster



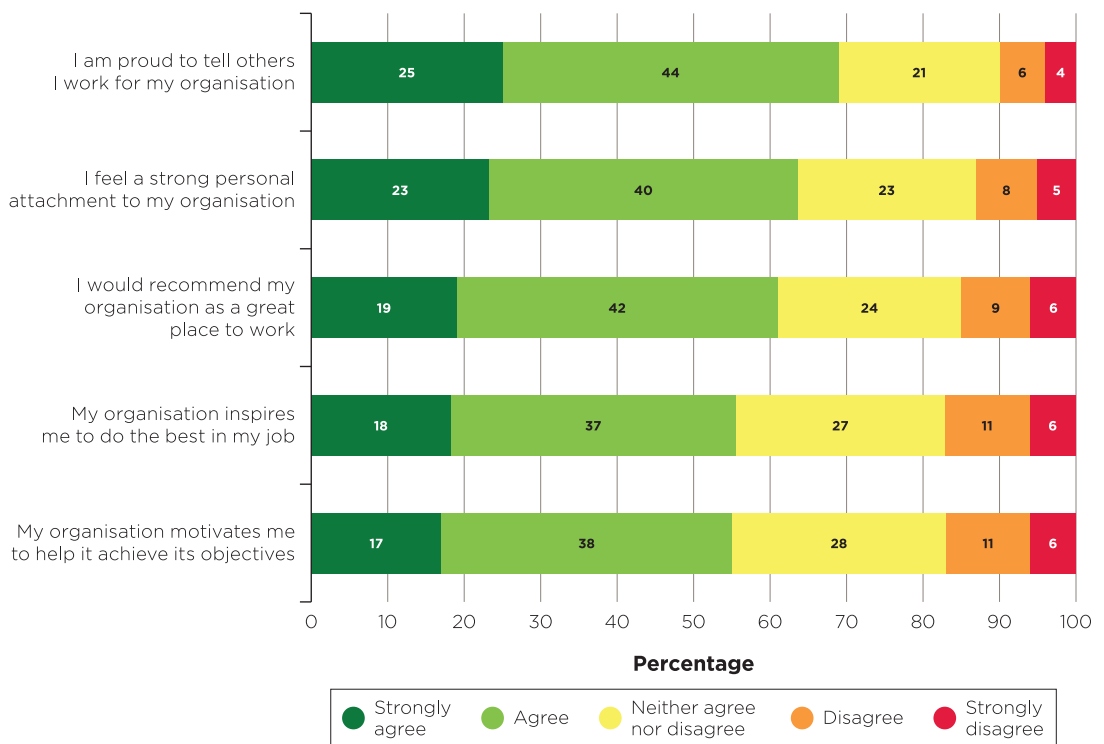
2

Employee engagement at sector level remains steady

Employee engagement is critical to organisational success. Many studies demonstrate that higher employee engagement is associated with positive outcomes such as higher levels of productivity, innovation and customer service, and lower rates of absenteeism, attrition, and health and safety incidents.

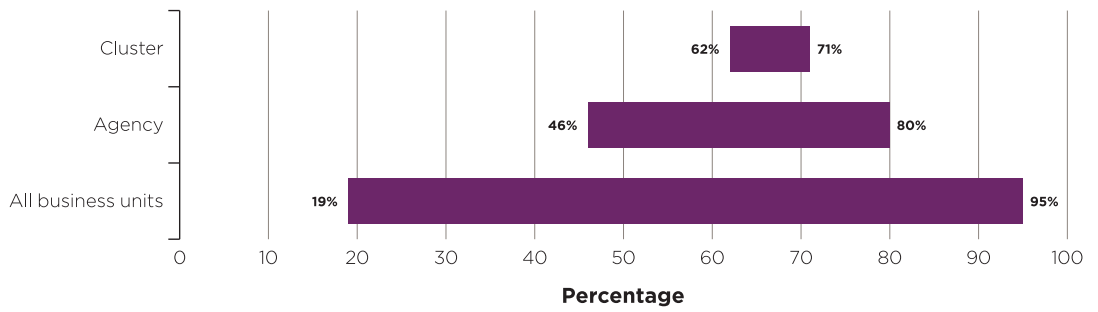
Five questions in the survey measure employee engagement with the organisation. Responses to these questions show a slight improvement on 2017 of 1-2 percentage points. Being proud to work for the organisation remains highest at 69% (combined 'agree and 'strongly agree' responses).

Figure 4 Employee engagement questions



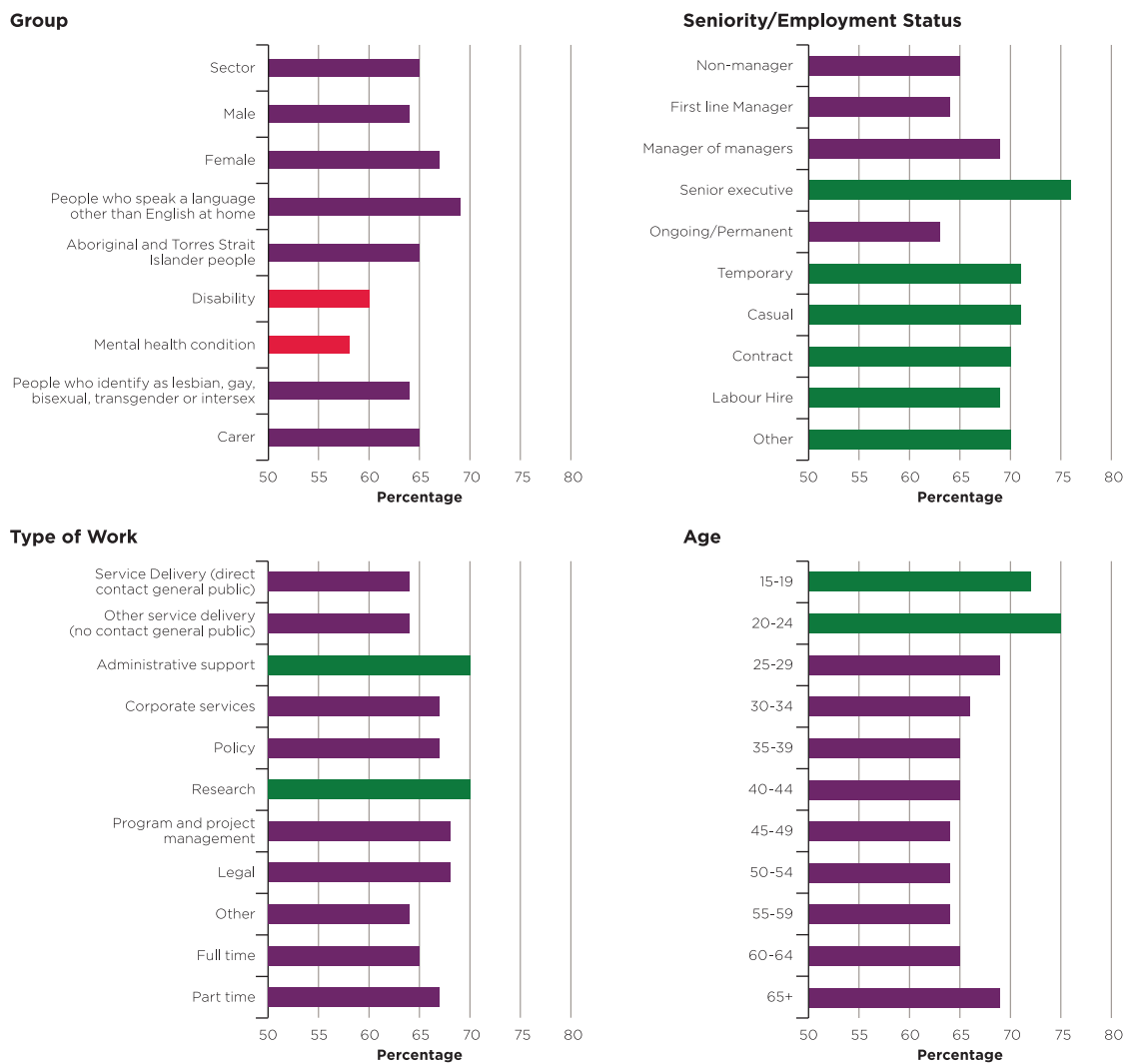
Employee engagement remains stable across the sector at 65%. Between clusters, scores range from 62% to 71%. Premier and Cabinet, and Treasury remain the highest scoring clusters, although employee engagement fell in both clusters by 2 percentage points compared to 2017. Industry saw the greatest improvement, of 2 percentage points. As Figure 5 shows, agency engagement scores range from 46% to 80%. Scores for business units in the survey range from 19% to 95%.

Figure 5 Employee engagement range scores



Consistent with broader literature on employee engagement among younger people, employees aged under 30 remained the most engaged, and employees with disability and those with a mental health condition the least engaged. Figure 6 illustrates a more detailed exploration of employee engagement by demographic group.

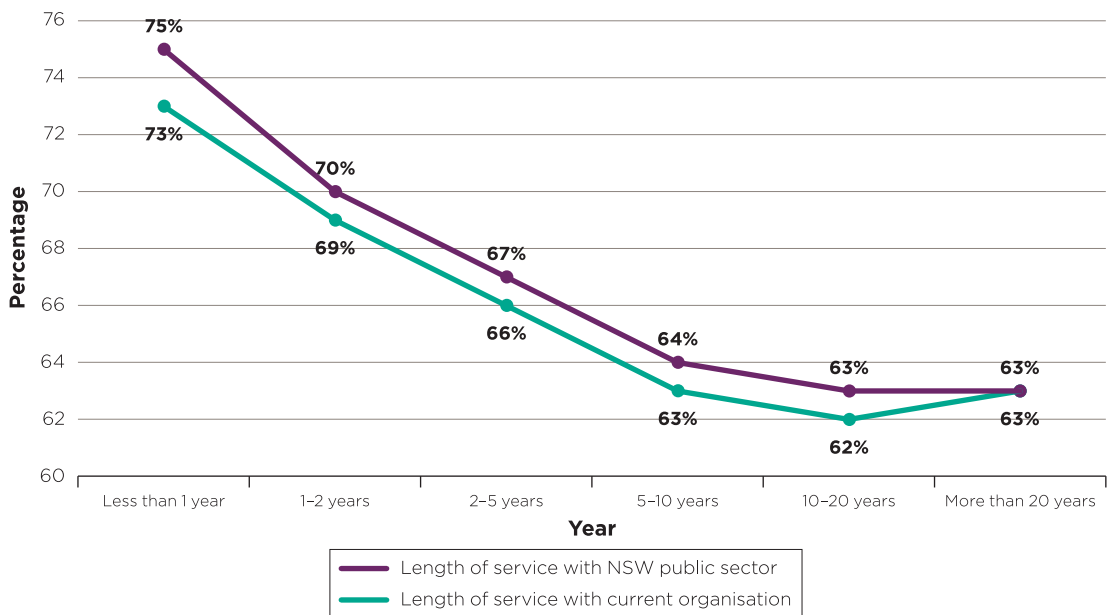
Figure 6 Employee engagement by demographic group



Green bars are at least 5 percentage points above the total sector score; red bars are at least 5 percentage points below the total sector score.

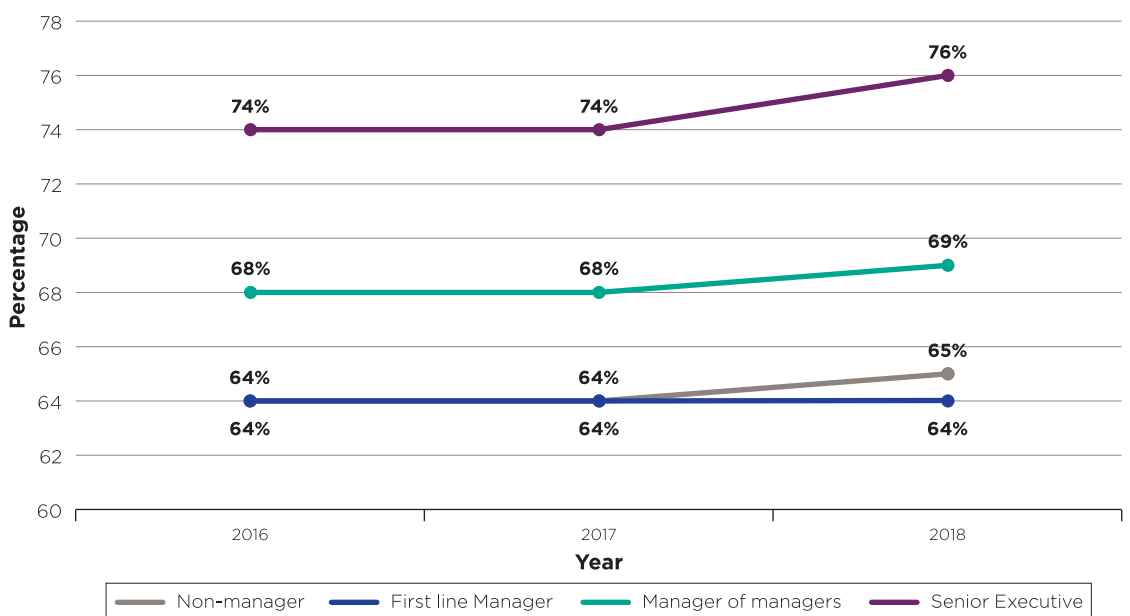
Employee engagement responses by length of service follow a similar pattern to 2017. New starters are the most engaged, with engagement levels falling as service duration grows towards the 20-year mark. Those who have worked in the same organisation are consistently less engaged (by 1 to 2 percentage points) than those whose tenure includes organisations across the sector. The inference is that those who have worked in more than one organisation in the sector are more engaged, and there is a connection between increasing engagement and mobility between roles.

Figure 7 Employee engagement by length of service



A big gap in engagement remains between non-managers, first line managers and their more senior colleagues. The gap between first line managers and senior executives widened slightly in 2018, as illustrated in Figure 8.

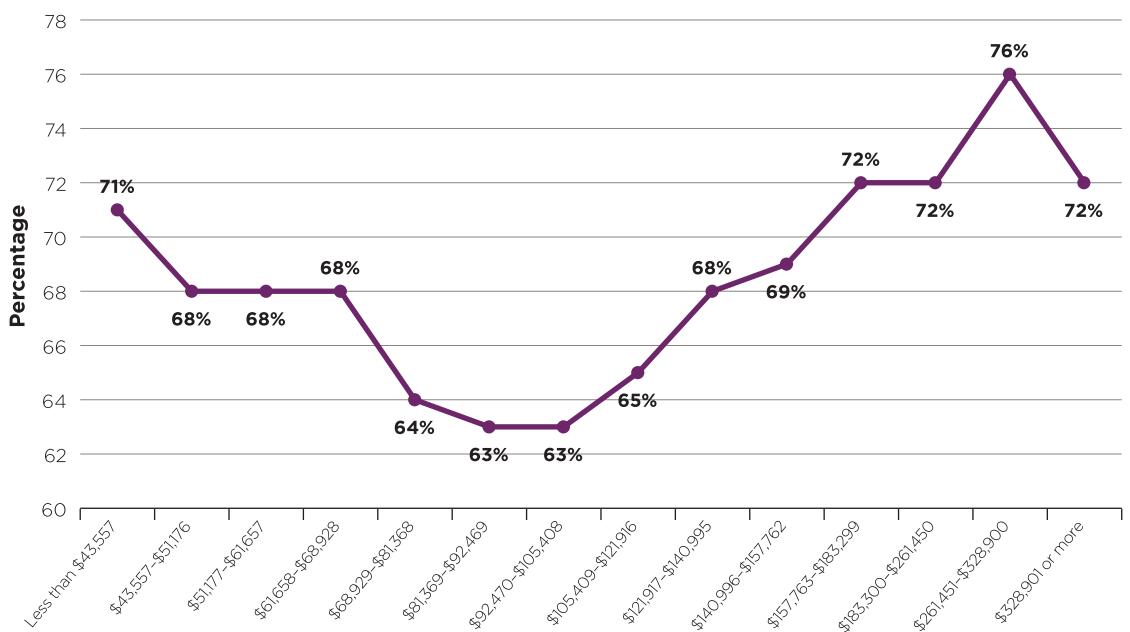
Figure 8 Employee engagement by management level



A gap in perceptions between first-line managers and their more senior counterparts is evident throughout the survey responses, but it is most marked in relation to senior managers and change management questions. First line managers are more sceptical than other managers and non-managers that senior managers keep employees informed about what is going on, manage change effectively and are making the changes necessary to address future challenges. First line managers are also less likely than other employees to believe that action will be taken on the results of the survey.

There is little difference in employee engagement levels between the highest and lowest paid. Analysis of employee engagement by salary levels reveals that engagement declines as salary increases, until a salary of \$105,000 is reached. At that point results improve, until the highest pay band, when they decline again (Figure 9).

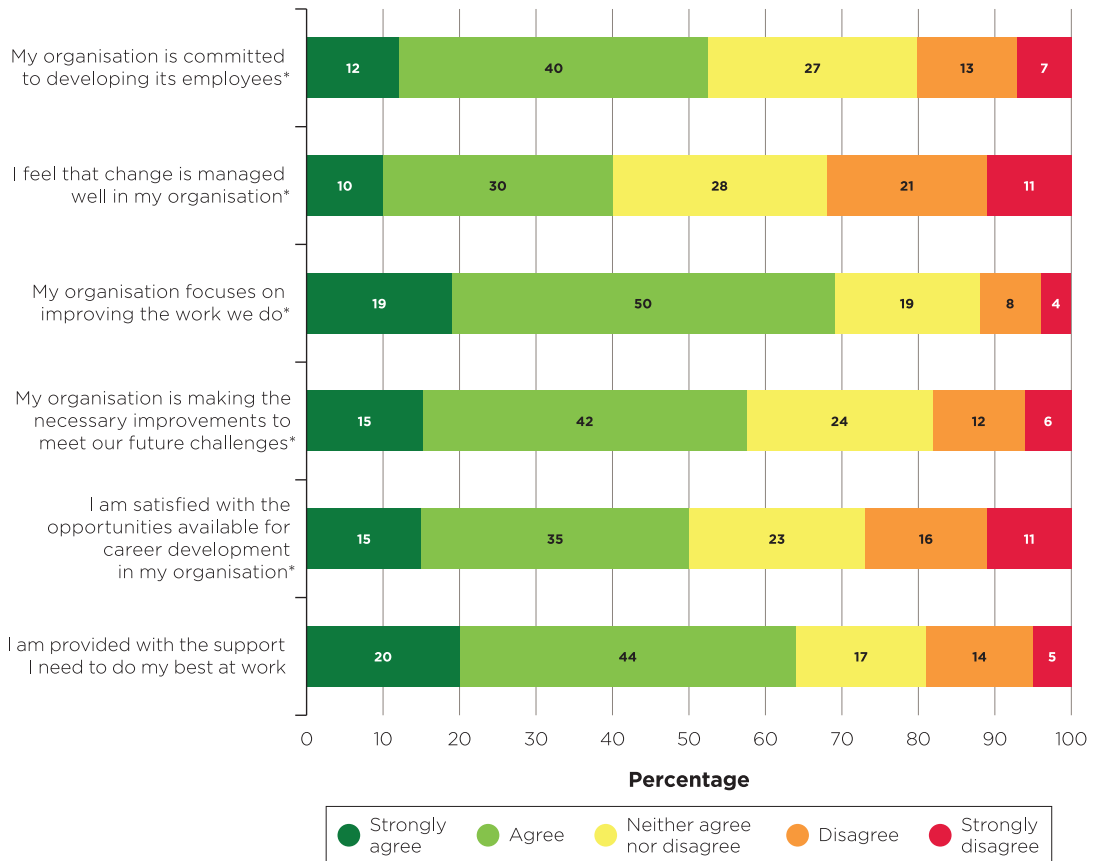
Figure 9 Employee engagement by salary level



2.1 What is driving engagement across the sector?

The survey data was analysed to identify the factors influencing employee engagement in the workplace. This key driver analysis highlighted the questions that have the strongest association with employee engagement. In Figure 10 these questions are listed in order of importance for the sector.

Figure 10 Questions with the strongest association with engagement across the sector



* The item was a key driver for the sector in 2017.

While employee development, change management and organisational direction are common drivers across the sector, each agency and business unit has its own localised differences. These differences reveal a set of unique drivers that can vary depending on their context and the agency’s or unit’s issues, challenges and culture. At the agency level, the range of drivers is much wider, involving 35 key driver survey questions.

2.2 Three strong influences on engagement

As in 2017, employee development, change management and making work improvements are identified as having a large impact on employee engagement across the sector overall. The strongest driver, the organisation being committed to developing its employees, showed an increase of 2 percentage points in 2018, to 52%. Satisfaction with opportunities available for career development also increased and now stands at 50%.

Only 40% of employees agreed that their organisation manages change well (this question also had the highest level of disagreement, at 32%). However, in line with 2017, 57% of employees agreed that their organisation is making the necessary improvements to meet future challenges and 69% that their organisation focuses on improving the work it does.

2.3 Employees who feel supported are more engaged

Two-thirds of respondents (65%) believe they have the support they need to do their best work, up by 2 percentage points from last year and a six-point improvement on 2016. As providing support is a key driver of engagement in 2018, agency focus should be considered here for continued improvement.

While 75% of senior executives and 67% of managers of managers agree they have the support they need to do their best work, only 62% of first line managers agree. The latter score represents an improvement of 2 percentage points from 2016, however. On the question of whether they have the support to do their best work, more carers, employees with a mental health condition and people with disability agree or strongly agree than in 2017, marking an increase in positive responses of 1 to 2 percentage points. However, they are still less likely than other groups to feel they have the support they need to do their best. Indeed, 21% of carers, 27% of employees with disability and 30% of respondents with a mental health condition do not feel they receive the support they need to do their best work.

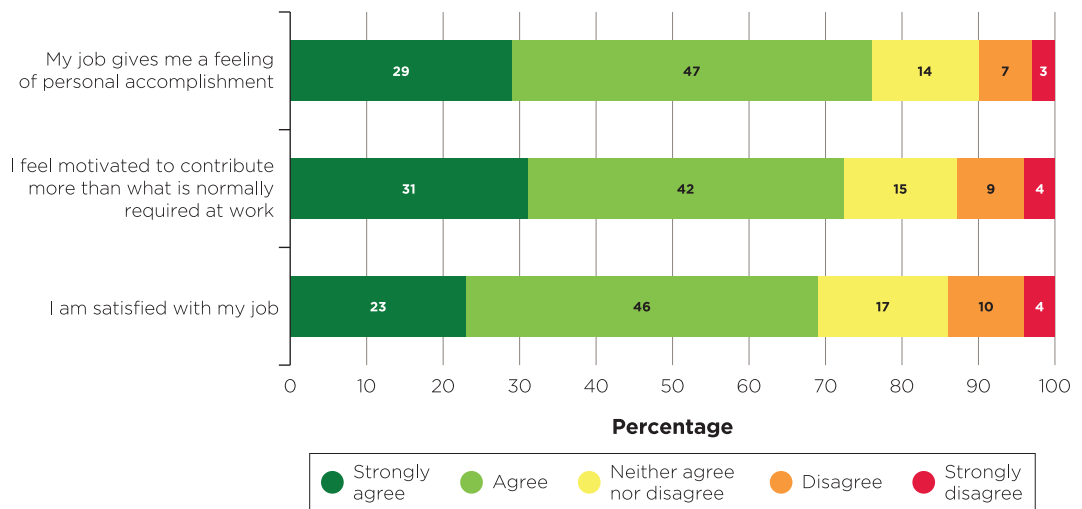
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Engagement with work remains strong

Engagement with work remains high, at 72% (aggregate for all questions). Positive responses to questions about job satisfaction and having a feeling of personal accomplishment improved by 1 percentage point. The scores for individual questions are shown in Figure 11.

Figure 11

Engagement with work

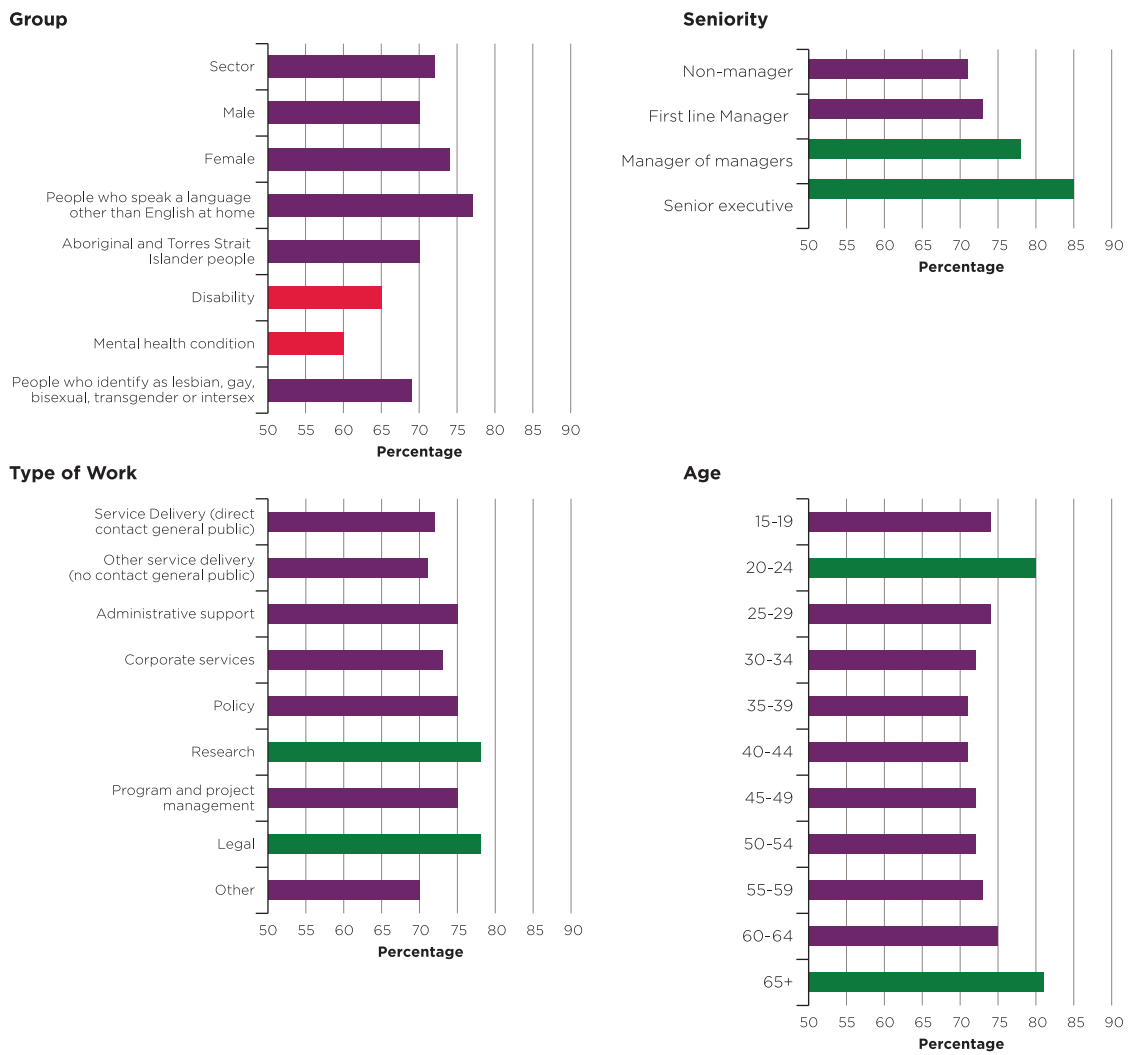


Across clusters, engagement with work ranged from 66% to 77%. The biggest improvements, of 2 percentage points, occurred in Transport, and Finance and Services, with a 2-point decline evident in Premier and Cabinet.

Agency scores ranged from 52% to 87%. Scores for all business units in the survey range from 15% to 100%.

Managers of managers, senior executives and those aged 20–24 and over 65 were the most engaged with their work, and employees in research and legal were more engaged than those in other types of work, as highlighted in Figure 12.

Figure 12 Engagement with work by demographic group



Green bars are at least 5 percentage points above the total sector score; red bars are at least 5 percentage points below the total sector score.

3.1 Categorising the public sector by engagement level

Additional analysis of People Matter survey data relating to engagement levels helped categorise the workforce into five distinct groups of employees. The typical characteristics of these groups are summarised in Table 2.

Table 2 The public sector engagement continuum

Respondent continuum	←—————→				Disengaged
Percentage of respondents	18% (n=30,013)	35% (n=57,095)	21% (n=34,554)	18% (n=29,207)	8% (n=12,402)
Defining attitudes	Senior managers listen; I have confidence in recruitment decisions; managers deal with poor performance; I am satisfied with flexible working arrangements and career development opportunities	Organisation is committed to employee development; I have confidence in manager decisions; my organisation focuses on improving the work we do; I am not paid fairly; my manager does not support flexible working	My manager listens; my manager supports flexible working; senior managers do not manage change well or listen to employees; my organisation is not committed to employee development	My workgroup strives to achieve customer satisfaction; I lack confidence in manager decisions; I am dissatisfied with flexible working arrangements and the way the organisation resolves grievances; my manager does not value employee input	My manager does not listen; my organisation does not respect individual differences or focus on improving the work we do; my workgroup does not work collaboratively; I am dissatisfied with my job
Demographic skews	Less than two years' service Salary over \$140,996 or under \$43,557 Work in policy, legal, corporate services Aged under 30 or over 65	Less than two years' service Salary less than \$43,557, or \$121,917 to \$261,450, Aged 20–29	Salary \$81,369 to \$140,995	More than five years' service, Salary \$68,929 to \$105,408 Work in service delivery	More than five years' service

4

Bullying remains an area of concern

A total of 18% of survey respondents report being bullied in the last 12 months, which is the same as in the 2017 survey. This compares with 20% of employees in Victoria's public sector (2016 data,¹ and in line with the NSW 2016 score) and 11% of employees in the UK Civil Service in 2017.²

Of those who reported bullying, 20% made a formal complaint to their agency (compared to 22% last year). Only 21% of those who formally complained felt their case had been resolved satisfactorily, and 50% indicated that it had not.

Respondents who report being bullied are far less positive across the employee experience than others, and are especially negative about teamwork, manager relationships, and speaking up and sharing a different view to colleagues. This aligns with the survey identifying that people are most commonly bullied by a fellow worker at their level (27%) or by their line manager (23%). As illustrated in Table 3, bullying is particularly high among certain groups of workers: those who identify as lesbian, gay, bisexual, transgender or intersex; those of Aboriginal or Torres Strait Islander heritage; those with disability; and those with a mental health condition.

Table 3 Respondents who report being bullied by demographic group

	Total number	Number of respondents reporting being bullied at work in last 12 months	Percentage of respondents reporting being bullied in last 12 months (2018)	Percentage of respondents reporting being bullied in last 12 months (2017)
Overall	161,688	28,742	18%	18%
Males	53,003	7,531	14%	14%
Females	101,554	18,819	19%	19%
People who identify as lesbian, gay, bisexual, transgender or intersex	6,454	1,464	23%	23%
Aboriginal and Torres Strait Islander people	5,173	1,322	26%	24%
People who speak a language other than English	4,252	29,911	14%	15%
People with disability	5,879	1,727	29%	30%
People with a mental health condition	10,853	3,710	34%	35%
Service delivery (direct contact with public)	77,980	15,797	20%	20%
Other service delivery (no contact with public)	15,566	2,353	15%	15%
Administrative	13,746	2,162	16%	16%
Corporate Services	13,254	1,500	11%	12%
Policy	2,903	292	10%	10%
Research	1,943	205	11%	10%
Program and project management	10,550	1,292	12%	12%
Legal	1,714	216	13%	13%
Other	18,724	3,395	18%	18%

Red percentages are at least 5 percentage points above the total sector score; **green** percentages are at least 5 percentage points below the total sector score.

1. Victorian Public Sector Commission, Data Insights: Bullying in the Victorian Public Sector 26 September 2016
2. U.K. Cabinet Office, Civil Service People Survey 2017, November 2017

Those who say they have been bullied at work in the last 12 months are more likely than others to be looking for a new role within the NSW public sector but outside their current agency. They are also less likely to have a current performance and development plan setting out objectives, or to have informal or scheduled feedback conversations with their manager.

Segmentation analysis (see Appendix A: Methodology) of survey responses allows a better understanding of the bullying and harassment results. As Table 4 illustrates, those who experienced bullying at work are most likely to respond negatively to survey questions. Indeed, more than half the employees at the disengaged end of the continuum, feel very disconnected from their organisation. A higher proportion of employees in the most positive and most negative groups made a formal complaint, and there were marked differences between these two groups in the proportion of employees who felt the complaint was resolved effectively.

Table 4 Bullying experience by segment

Respondent continuum	Highly engaged	←—————→				Disengaged
Percentage experiencing bullying at work	6%	9%	15%	32%	59%	
Percentage submitting a formal complaint	25%	20%	17%	18%	25%	
Percentage of those who submitted a formal complaint who felt it was resolved effectively	57%	41%	25%	16%	4%	
Number of comments relating to bullying only	55	198	213	314	428	

5

Mobility between roles is unchanged

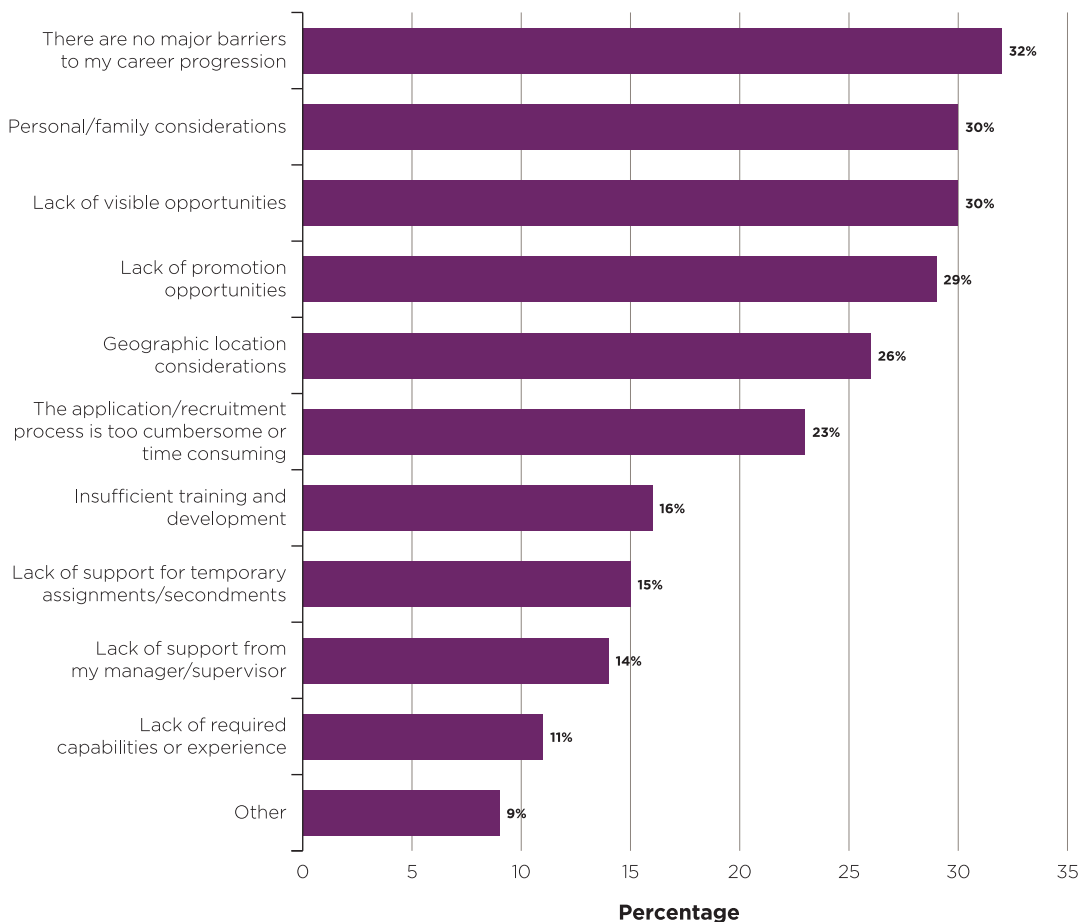
Just under half (41%) of employees are looking or thinking about looking for a new role within the NSW public sector but outside of their current workplace, to broaden their experience. This is in line with 2017 results.

Of those satisfied with career development opportunities in their own organisation, 28% are looking for a new role elsewhere, whereas 65% of employees dissatisfied with career development opportunities in their own organisation are looking for a new role elsewhere.

The survey explored barriers preventing employees from moving to another role. As Figure 13 shows, nearly a third (32%) of respondents feel there are no barriers to their career progression, up from 30% in 2017. Of those who do feel there are barriers, the most frequently cited barriers are personal or family considerations, a lack of visible opportunities and a lack of promotion opportunities.

Figure 13

Barriers to mobility



Employees aged 25–39 are more likely than others to be looking for another job, and those aged 30–44 are least likely to feel there are no barriers to their progression. Those aged over 35 cite personal or family considerations as the biggest barrier, while for younger staff members it is a lack of visible opportunities.

Employees in regional and remote NSW are less likely to be looking for a new role than those located in Sydney, mainly citing personal or family and geographic reasons for staying in the same role.

Among those who are dissatisfied with their career opportunities, a lack of promotion opportunities or visible opportunities elsewhere is by far the most often cited barrier to mobility.

5.1 The leadership pipeline

More people responded positively to a question about senior managers in their organisation supporting the career advancement of women compared to the previous two years (54% in 2016, 58% in 2017 and 60% in 2018).

Women in grades immediately below senior leaders are as likely as others (men and non-pipeline women) to be looking for other work within the NSW public sector (41%). Almost two-thirds (63%) of women and 67% of men in the leadership pipeline believe that senior managers in their organisation support the career advancement of women.

Of the 54% of female pipeline respondents satisfied with their career development opportunities, satisfaction increases to 66% for those respondents who are not looking for other work within the NSW public sector, and falls to just 36% among those who are. Barriers most commonly cited as preventing employees from moving to another role are personal or family considerations, geographic location considerations, and a lack of visible opportunities.

6

Employees with flexible working arrangements are more engaged

A total of 59% of respondents are satisfied with their ability to access and use flexible working arrangements, up from 57% last year. A total of 63% say their manager supports flexible working.

Overall, employees with a flexible working arrangement tend to be more engaged than other staff members. Engagement is 4 percentage points higher if employees are using flexible working arrangements (67%) and 28 points higher (72%) if employees feel their manager supports flexible working (see Table 5).

Table 5 Employee engagement by flexible working arrangements

Employees using flexible working (engagement)		Manager supports flexible working (engagement)		Public Sector (engagement)
Yes	67%	Agree	72%	65%
No	63%	Disagree	44%	

Those who are satisfied with their ability to access and use flexible working arrangements are 8 percentage points more engaged than others and 14 percentage points more likely than others to feel that their organisation motivates them to help it achieve its objectives. Other findings include:

- Those with flexible start and finish times are more positive on most survey questions.
- Job sharing sees higher positivity in responses to teamwork-based questions.
- Those who identified as working in different locations are more likely to agree or strongly agree on almost all questions, including employee engagement, as do those working from home.
- Employees who have purchased annual leave or leave without pay showed no real differences in engagement from others.

Table 6 Employee engagement by type of flexible working arrangements

	Employee engagement (%)
Total respondents	65%
More hours over fewer days (base: 9,477)	67%
Flex start finish (base: 53,885)	68%
Additional hours to make up time off (base: 18,070)	68%
Flex scheduling of rostered workers (base: 8,422)	69%
Different locations (base: 15,630)	70%
Working from home (base: 16,546)	70%
Employees who are satisfied with their ability to access and use flexible working arrangements (base: 95,534)	73%

Green percentages are at least 5 points above the total sector score.

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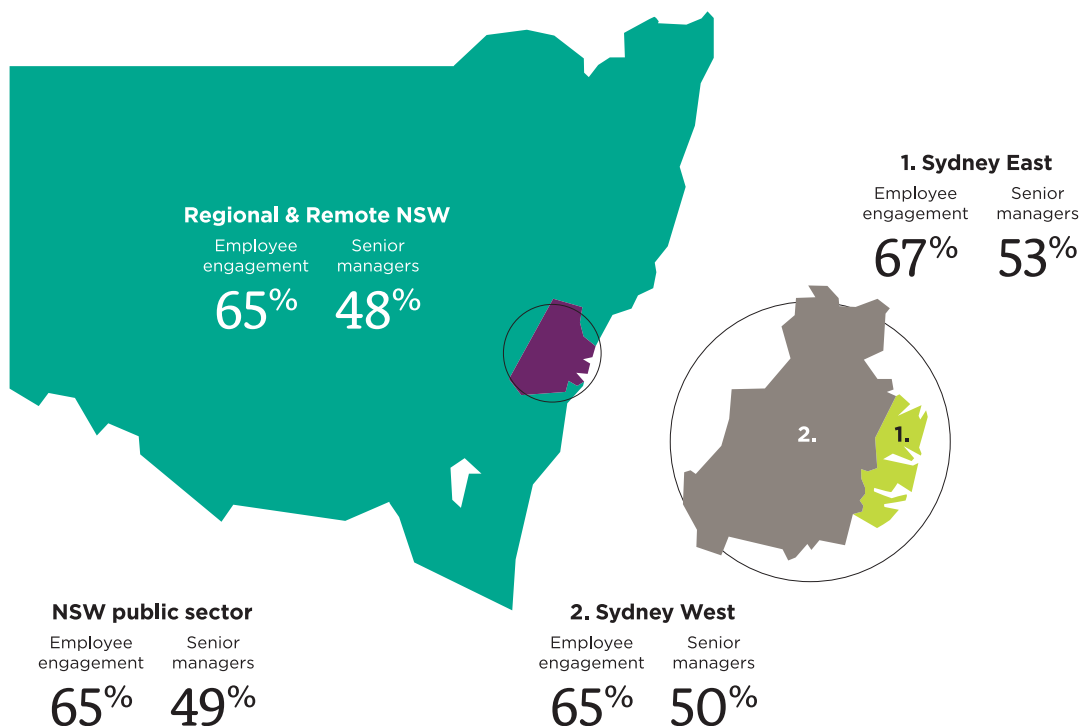
Perceptions of senior managers continue to improve

Perceptions of senior managers improved by 2 percentage points across the sector since 2017, with responses to all relevant questions improving. The responses to questions about senior managers are still among the lower scoring in the survey, attracting high neutral scores.

This is not uncommon in employee surveys: many employees do not have a strong enough relationship with senior managers to answer these questions definitively.

Indeed, perceptions of senior managers are influenced by proximity to Sydney, with more positive perceptions among employees in Sydney East and Sydney West than in regional and remote NSW, as Figure 14 shows.

Figure 14 Perceptions of senior managers by region

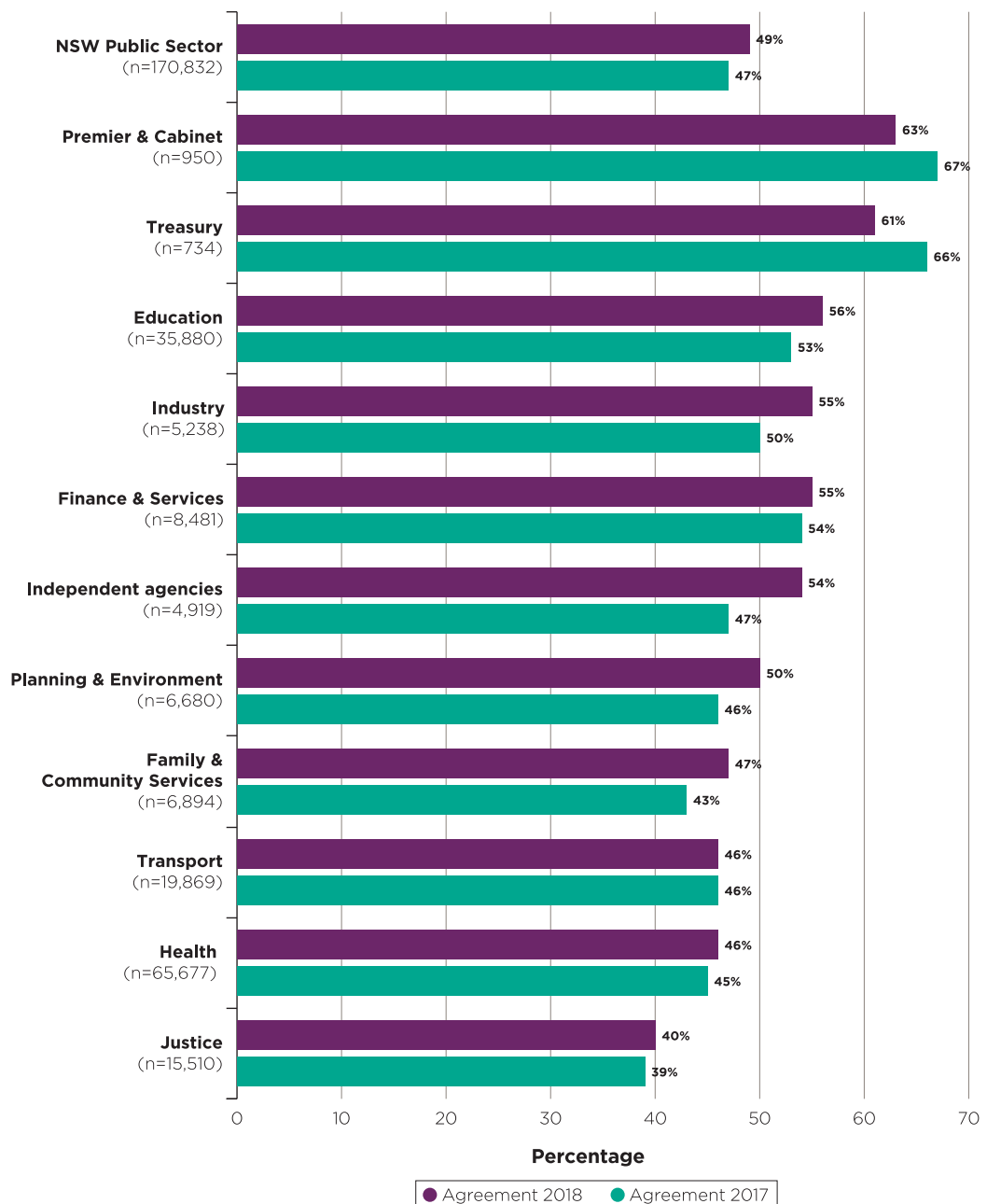


Perceptions of senior managers are also more positive in smaller clusters and agencies compared to larger ones. This is in part because employees in smaller organisations are more likely to interact with leaders, or at least be aware of who they are. However, that is not to say that perceptions of senior managers will be lower in larger organisations. There are positive perceptions of senior managers across the Education cluster. Further, the biggest improvements on 2017 by cluster were for Industry, and Family and Community Services, which increased 5 percentage points and 4 percentage points respectively (see Figure 15).

Positive perceptions of senior managers in agencies ranged from 28% to 88%.

Defining senior managers within employee surveys across the sector remains challenging. Some clusters included customised questions to help define to whom respondents were referring when answering questions about senior managers. The results show (where possible to compare) that approximately 45% of employees are referring to their manager’s manager, and proportionately very few (that is, less than 10% in all but one cluster) are referring to secretaries, deputy secretaries or agency heads.

Figure 15 Perceptions of senior managers by cluster



8

Perceptions of change management vary

Change management continues to be a key driver of engagement in 2018. While there was an improvement of 2 percentage points over last year, change management is among the lowest scoring areas in the survey. Engagement typically rises broadly with employee grade, and managers tend to be more engaged than non-managers. However, the survey found that in the NSW public sector, first line managers are less positive than those who report to them across many of the senior manager and organisational questions – and particularly in relation to change management (see Table 7).

This needs to be understood and addressed because line managers play a key role in engaging and supporting their teams, something that is difficult if they do not feel convinced by the changes themselves.

Table 7

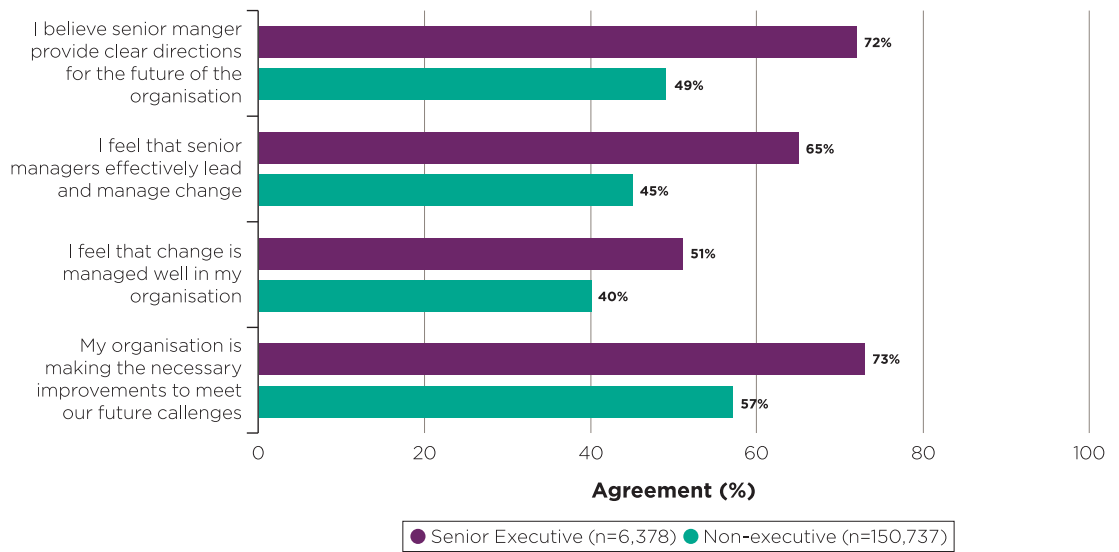
Perceptions of change management by managers and non-managers

	Non-manager (%)	First line manager (%)	Variance (%)
I feel that change is managed well in my organisation	41%	36%	-5%
I feel that senior managers effectively lead and manage change	46%	42%	-4%
My organisation is making the necessary improvements to meet our future challenges	57%	54%	-3%
I believe senior managers provide clear direction for the future of the organisation	49%	47%	-2%

Just over one-quarter (26%) of senior executives disagree that change is managed well in their organisation. While this is lower than in 2017 (29%), it is still a large number of leaders with negative views.

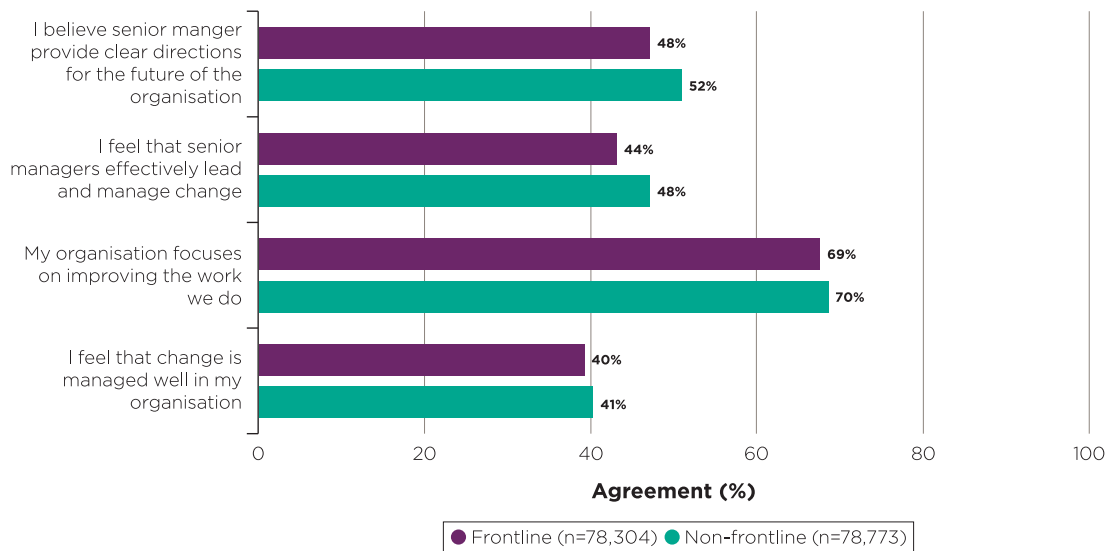
Further analysis was conducted to understand the differences of senior executives and non-executives regarding change management. As outlined in Figure 16, senior executives, unlike first line managers in Table 7, were most positive on all change items, and substantially so. However, only just over half of senior executives agreed that change is managed well in their agency compared to 41% of non-executives and 36% of first line managers. It should be noted, whilst 51% of senior executives agreed that change is managed well in their agency, a further 26% of senior executives disagreed that this is the case, and whilst this was lower than in 2017 (29%), it is still a significant proportion.

Figure 16 Change management by senior executives and non-executives



Perceptions of change management by frontline employees compared to non-frontline employees was also explored. As demonstrated in Figure 17, non-frontline employees were only slightly more positive than frontline employees about senior managers providing a clear direction (52% compared to 48% respectively). Slightly more non-frontline employees also agreed that senior managers effectively lead and manage change (52% compared to 48% respectively).

Figure 17 Change management by frontline and non-frontline employees



9

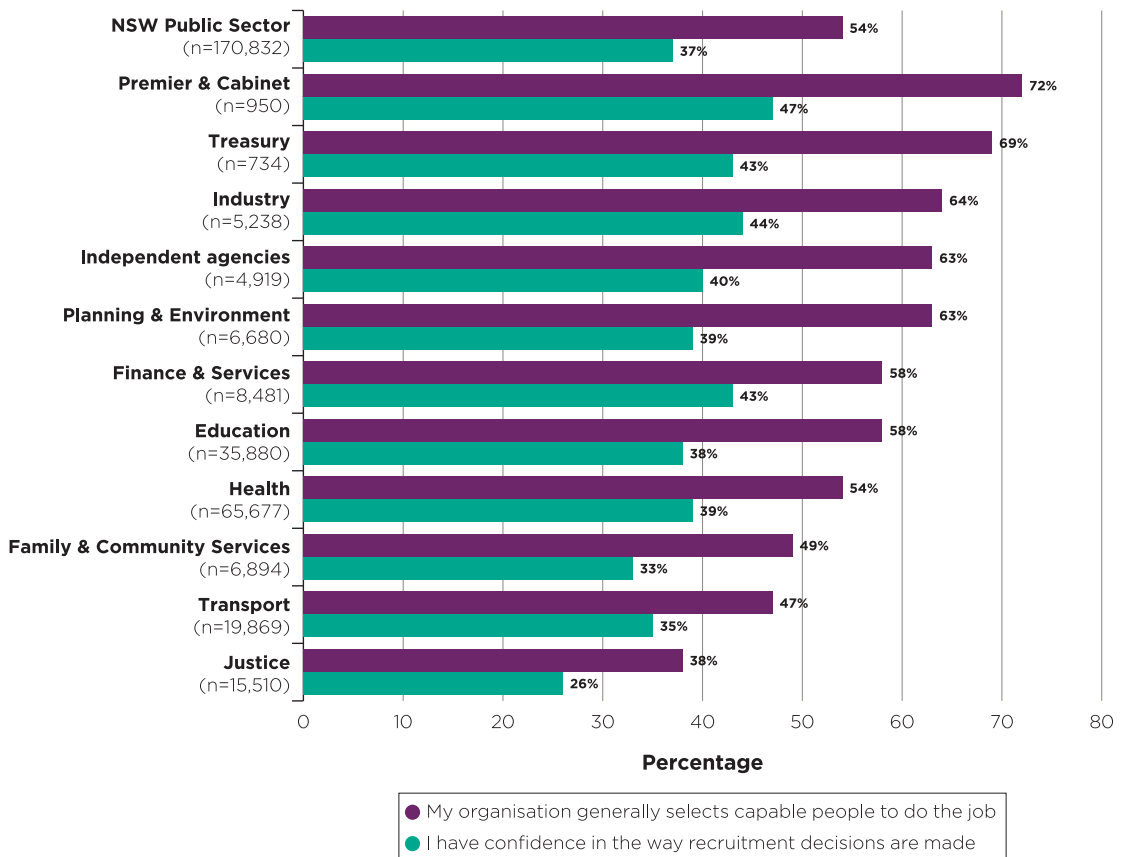
Confidence in recruitment practices is low

Perceptions of recruitment practices improved slightly from 2017, but confidence in these practices remains low. Only 37% of respondents are confident about the way recruitment decisions are made, with a third of employees responding negatively to relevant survey questions.

Low scores are evident in each cluster. It is particularly concerning that 20% of senior executives are not confident about the way recruitment decisions are made.

The small positive shift of 2 percentage points in 2018 is due to a slight decline (of 1 percentage point) in the number of neutral and negative scores. In both Industry, and Family and Community Services confidence in recruitment practices improved by 4 percentage points as disagreement declined by 3 percentage points compared to 2017. Neutral sentiment reduced slightly across all but three clusters, in which one remained the same and the other two experienced slight increases.

Figure 18 Perceptions of recruitment by cluster



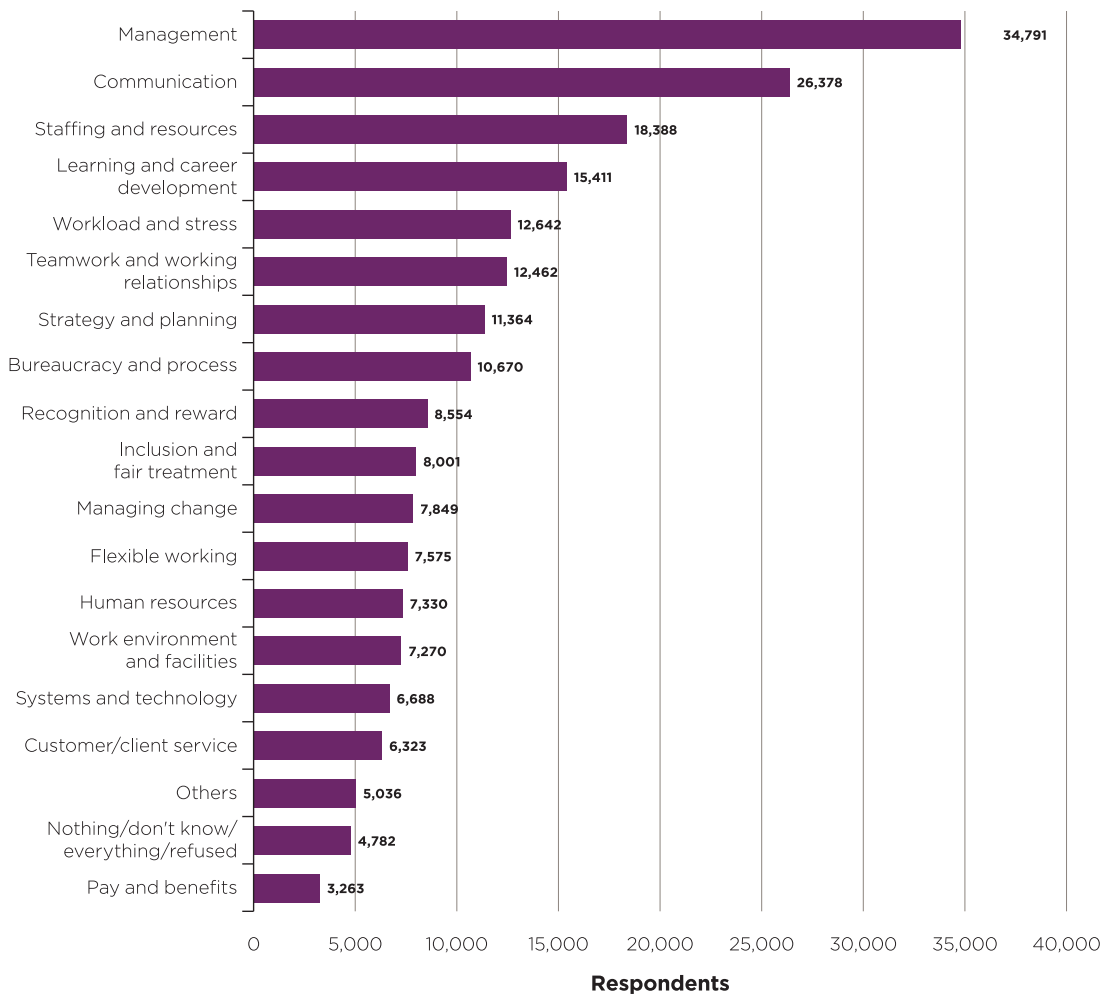
Those who provided free text comments in the survey say that it takes too long to recruit people, and that the recruitment process needs to be more transparent.

10

Creating more effective workplaces

More than 110,000 people responded to the free text question: “If you could make one change to improve the effectiveness of your workplace, what would it be?” The two areas of greater focus relate to management (28% of the comments) and communication (21%), as illustrated in Figure 19.

Figure 19 If you could make one change to improve the effectiveness of your workplace, what would it be?



Sentiment analysis shows that there were more positive than negative sentences in response to the effectiveness question (see Table 8).

The main themes in the positive sentences were:

- consider employee suggestions to improve efficiencies
- more effective and frequent senior management communication
- greater access to flexible working
- improve safety for frontline staff.

The main themes in the negative sentences were:

- reduce workloads
- faster action when bullying is reported
- improve timeliness
- transparency and quality of recruitment outcomes
- manage underperformance
- embrace flexible working for all employees.

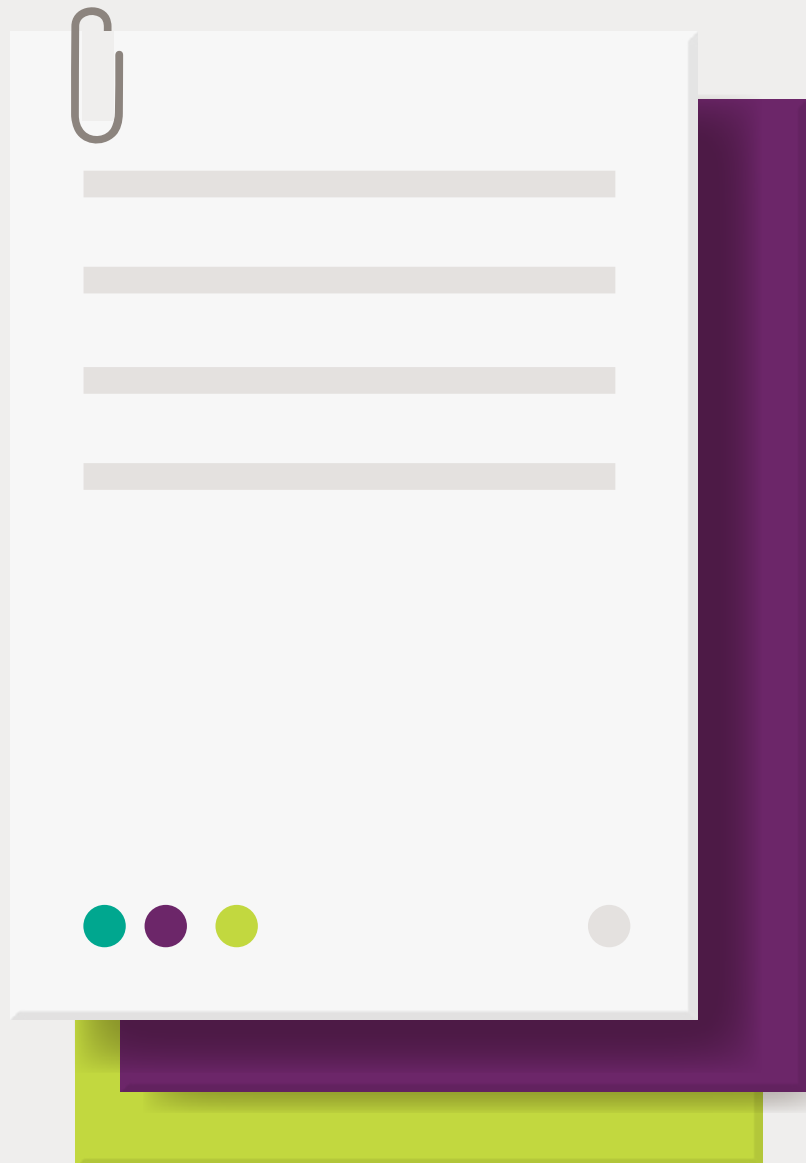
Table 8

Positive and negative sentiment about workplace effectiveness

	Positive sentences	Moderately positive	Very positive	Negative sentences	Moderately negative	Very negative	Total Comments
Count	34,158	24,944	9,214	28,292	17,988	10,304	110,000

Sentiment for a sentence is evaluated by scoring words as being positive or negative. Context is not taken into account.

Appendices



Appendix A: Methodology

Reporting results

This report explores key findings from the *NSW People Matter Employee Survey*. Most questions are grouped into topics for high-level reporting. Results are primarily reported as 'percentage agreement' scores, which combine the number of 'strongly agree' and 'agree' responses to a question. Demographic results are selectively reported under different sections.

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

Changes in the 2018 survey

Following cognitive testing, most of the survey content remains aligned with that of 2017, allowing for trend analysis with the previous survey. Two new questions explore health and safety in the workplace and flexible working:

- *1g I know how to address a health and safety issue I have identified*
- *8e My manager supports flexible working in my team.*

Questions related to physical harm and sexual harassment or abuse have been repositioned within the survey, and a number of additional questions have been added to further explore this issue within the sector.

An additional disability question was added (15f), and one was reworded to look at the experience of adjustments in the workplace (15g).

Question response options on service delivery (16b) were updated from a single to a multi-tick response to reflect variations in how frontline services are delivered.

Analysis

As in 2016 and 2017, most questions in the People Matter survey involved a five-point Likert answer scale of *strongly agree* to *strongly disagree*, with a neutral *neither agree nor disagree* option.

The analysis in this report was conducted primarily at the whole-of-sector level. Most results are expressed as percentages, and the 'per cent positive' score was used to indicate the level of agreement at an item level. Per cent 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 5% or more from the per cent positive are highlighted.

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 percentage, which is then rounded for reporting purposes.

Scoring of other question group topics

Results for all questions in topics such as Communication and the Public Sector Values are provided as a single aggregate score. Scores were 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 per cent positive average figure, which is then rounded for reporting purposes. These results are not directly comparable to the Employee Engagement Index which has a weighted methodology.

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 0.00 to 0.49 are rounded down, whereas those from 0.50 to 0.99 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 2017 and then 46.53% rounded to 47% in 2018 for the same question appears to indicate an improvement of 1 percentage point. However, the difference is actually nominal, at 0.1% in 2018. This type of example is often found in agency reports. The table below gives examples of rounding rules.

	Strongly agree	Agree	Neither agree nor disagree	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%

Trend data

The same five-point answer scale was used in the 2018, 2017 and 2016 surveys, allowing a direct comparison of scores. The only question group topic that cannot be compared to previous years is Diversity and Inclusion because it includes a new question.

Key drivers of employee engagement

Understanding what engagement is measuring and the levels of engagement across the sector is not in itself sufficient to understand 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 managers of managers, perceptions of learning and development, views of senior managers, reward and recognition and job role.

The scale of the People Matter survey and the amount of data collected allow the robust use of a statistical technique called Key Driver Analysis to explore themes and items in the survey with the strongest association with the Engagement Index. This analysis provides a 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. Reports relating to groups of fewer than 30 respondents will show the drivers for their 'parent' unit (for example, 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 workplace elements such as managers, learning and development, reward and recognition, and job role. 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 that have the highest association with the engagement index, or more simply, are the most significant influencers of employee engagement.

Segmentation analysis

Segmentation analysis groups individuals together based on how they respond to a set of key factors. Individuals who respond in a similar way to each other on these key factors are grouped together. ORC International performs cluster analysis using k-means for developing meaningful subgroups of individuals. The objective is to classify a sample of individuals into a small number of mutually exclusive groups based on similarities in questionnaire responses.

Confidentiality

Responses from individual employees are confidential. Strict rules safeguard privacy at every stage of the survey process.

Individuals cannot be traced in reports or through the de-identified survey data. For greater privacy, there is a minimum size of workgroup that can be reported (10 or more respondents), and if people work in small teams, the results are not released separately but are rolled up and contribute to responses at higher levels.

For example, results for a team of nine 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. If there are only two business units at the same level, one with seven 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.

Likewise, if the number of responses from different demographic groups (such as women, men, age groups, type of work and salary) are small they may not appear in reports. For agencies or business units with fewer 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 (for example, each age group or each salary level). If these minimum response rates are not met, an 'r' (for restricted data) is shown in agency reports.

Appendix B: Additional results

Trends from 2016 to 2018

Trend analysis of survey responses was conducted over three years from 2016. For most questions, positive responses have increased by 1 or 2 percentage points by year.

There have been notable shifts, of 5 percentage points or more, for the following questions:

- *I am provided with the support I need to do my best at work* (59% in 2016, 63% in 2017 and 65% in 2018)
- *I am satisfied with my job* (63% in 2016, 69% in 2017 and 69% in 2018)
- *In the last 12 months I received useful feedback on my work to enable me to deliver required results* (59% in 2016, 63% in 2017 and 65% in 2018)
- *Senior managers in my organisation support the career advancement of women* (54% in 2016, 58% in 2017 and 60% in 2018)
- *I am provided with the support I need to do my best at work* (59% in 2016, 63% in 2017 and 65% in 2018)
- *I am satisfied with the opportunities available for career development in my organisation* (45% in 2016, 48% in 2017 and 50% in 2018).

The number of positive responses to two questions declined by 5 percentage points or more since 2016:

- *My organisation focuses on improving the work we do* (76% in 2016, 69% in 2017 and 69% in 2018)
- *My organisation is making the necessary improvements to meet our future challenges* (62% in 2016, and 57% in 2017 and 2018).

Demographic differences

Demographic exploration showed consistent results across the three years.

- Those selecting 'other' in the gender question are less positive overall.
- Those aged 65 or over are the most engaged with their work.
- Young people (under 25) are generally more positive in most responses.
- People speaking a language other than English at home are generally more positive about work.
- Aboriginal and Torres Strait Islander respondents are slightly less positive in their responses to most questions.

- Employees with disability respond quite negatively to many questions, in particular those relating to perceptions of career advancement, and diversity and inclusion (61% for those with disability, compared to 69% for those without disability and 68% for the sector overall).
- The question 'I am satisfied with the opportunities available for career development in my organisation' also produces less positive results for employees with disability (40% for those with disability, compared to 52% for those without disability and 50% for the sector overall).
- Employees with a mental health condition are less positive, and the largest differential relates to stress management, and workplace support and conduct in the following questions:
 - *I am able to keep my work stress at an acceptable level* (37% in 2016, 63% in 2017 and 60% in 2018)
 - *I am provided with the support I need to do my best at work* (52% in 2016, 67% in 2017 and 65% in 2018)
 - *I have confidence in the ways my organisation resolves grievances* (40% in 2016, 28% in 2017 and 42% in 2018).
- Veterans are less positive overall.
- Client-facing service delivery employees are less satisfied with flexible working opportunities.
- Managers of managers are highly positive.
- Senior executives and temporary employees have high levels of agreement.
- Those who have served in their current role and current organisation for one year or less are most positive, and those who have served for 10 years or more are least positive. This is not as evident in length of service in the public sector.
- Those planning to leave the sector within two years show lower levels of agreement with most questions.

Correlation matrix

ORC International developed a correlation matrix to better understand patterns in responses to survey questions. By looking at every question in relation to all others, it is possible to identify how similar or correlated they are. The correlation coefficient indicates the degree to which two questions are related. The higher the correlation coefficient, the stronger the correlation between two questions. A correlation coefficient between 0.5 and 0.6 is strong, and above 0.6 very strong.

The correlation matrix provided us with the following insights:

- Question 1e *Being satisfied with the job* and question 1f *Being able to manage work stress* are strongly correlated (with a coefficient of 0.556).
- Question 2b *My workgroup works collaboratively to achieve its objectives* strongly correlates with question 2a *My workgroup strives to achieve customer/client satisfaction* (0.756).

- Question 2b *My workgroup works collaboratively to achieve its objectives* strongly correlates with:
 - question 2c *I receive help and support from other members of my workgroup* (0.739)
 - question 2d *There is good team spirit in my workgroup* (0.717)
 - question 2e *People in my workgroup treat each other with respect* (0.685).
- Question 3d *In the last 12 months I received useful feedback on my work to enable me to deliver required results* highly correlates with:
 - question 3e *My performance is assessed against clear criteria* (0.720)
 - question 3f *I have received appropriate training and development to do my job well* (0.544)
 - question 3g *I am satisfied with the opportunities available for career development in my organisation* (0.560)
 - question 5 *all my manager* items.
- Question 3g *I am satisfied with the opportunities available for career development in my organisation* highly correlates with:
 - question 7f *My organisation is committed to developing its employees* (0.631)
 - question 3f *I have received appropriate training and development to do my job well* (0.606).
- There are no strong correlations for question 4a *I am paid fairly for the work I do*.
- Question 6a *I believe senior managers provide clear direction for the future of the organisation* highly correlates with:
 - question 6b *I feel that senior managers effectively lead and manage change* (0.877)
 - question 6c *I feel that senior managers model the values of my organisation* (0.837).

Appendix C: Demographic profile of respondents

Profile	Total response count	Response option	Count	Percentage
Gender	157,070	Male	53,003	33.7%
		Female	101,554	64.7%
		Other	2,513	1.6%
Age	156,045	15-19	,490	0.3%
		20-24	5,047	3.2%
		25-29	13,433	8.6%
		30-34	17,854	11.4%
		35-39	19,795	12.7%
		40-44	21,076	13.5%
		45-49	23,496	15.1%
		50-54	21,273	13.6%
		55-59	19,028	12.2%
		60-64	10,687	6.8%
		65+	3,866	2.5%
People who speak a language other than English at home	158,747	Yes	30,239	19.0%
		No	121,660	76.6%
		Prefer not to say	6,848	4.3%
Aboriginal and Torres Strait Islander people	158,214	Yes	5,173	3.3%
		No	146,238	92.4%
		Prefer not to say	6,803	4.3%
People with disability	158,714	Yes	5,879	3.7%
		No	147,106	92.7%
		Prefer not to say	5,729	3.6%
People with a mental health condition	157,827	Yes	3,947	2.5%
		No	148,093	93.8%
		Prefer not to say	5,787	3.7%
People who identify as lesbian, gay, bisexual, transgender or intersex	157,316	Yes	6,454	4.1%
		No	142,644	90.7%
		Prefer not to say	8,218	5.2%
Previous full-time member of the ADF or reservist	157,455	Yes	2,724	1.7%
		No	151,406	96.2%
		Prefer not to say	3,325	2.1%

Profile	Total response count	Response option	Count	Percentage
Type of work	157,507	Service delivery involving direct contact with the public	78,500	49.8%
		Other service delivery work not involving contact with the public	15,774	10.0%
		Administrative support	13,854	8.8%
		Corporate services	13,302	8.4%
		Policy	2,919	1.9%
		Research	1,946	1.2%
		Program and project management support	10,598	6.7%
		Legal	1,725	1.1%
		Other	18,889	12.0%
Supervises the work of one or more employees	157,821	Yes	52,836	33.5%
		No	104,985	66.5%
Manages other managers	157,463	Yes	13,367	8.5%
		No	144,096	91.5%
Region	145,736	Sydney - Baulkham Hills and Hawkesbury	,922	0.7%
		Sydney - Blacktown	3,392	2.6%
		Sydney - City and Inner South	24,085	18.2%
		Sydney - Eastern Suburbs	2,965	2.0%
		Sydney - Inner South West	5,610	3.8%
		Sydney - Inner West	5,830	4.0%
		Sydney - North Sydney and Hornsby	7,606	5.2%
		Sydney - Northern Beaches	1,600	1.1%
		Sydney - Outer South West	3,422	2.3%
		Sydney - Outer West and Blue Mountains	4,228	2.9%
		Sydney - Parramatta	16,218	11.1%
		Sydney - Ryde	1,983	1.4%
		Sydney - South West	5,332	3.7%
		Sydney - Sutherland	1,814	1.2%
		Newcastle and Lake Macquarie	9,191	6.3%
		Hunter Valley excluding Newcastle	4,188	2.9%
		Mid North Coast	3,448	2.4%
		New England and North West	4,259	2.9%
		Far West and Orana	4,321	3.0%
		Coffs Harbour - Grafton	3,014	2.1%
Richmond - Tweed	3,657	2.5%		
Illawarra	5,415	3.7%		
Southern Highlands and Shoalhaven	2,046	1.4%		
Capital Region	4,359	3.0%		

Profile	Total response count	Response option	Count	Percentage
Region (continued)		Riverina	3,656	2.5%
		Murray	1,765	1.2%
		Central West	5,909	4.1%
		Central Coast	5,459	3.7%
		Outside NSW	42	0.02%
Current employment status	157,545	Senior executive (ongoing/permanent or term)	6,397	4.1%
		Ongoing/permanent (other than senior executive)	114,826	72.9%
		Temporary	14,575	9.3%
		Casual	5,791	3.7%
		Contract - Non-executive	8,935	5.7%
		Labour hire	3,064	1.9%
		Other (sessional/seasonal, trainee, apprentice etc.)	1,348	0.9%
		Don't know	2,609	1.7%
Gross annual salary or total remuneration package	156,849	Less than \$43,557	8,389	5.3%
		\$43,557-\$51,176	9,136	5.8%
		\$51,177-\$61,657	12,490	8.0%
		\$61,658-\$68,928	12,599	8.0%
		\$68,929-\$81,368	19,866	12.7%
		\$81,369-\$92,469	18,335	11.7%
		\$92,470-\$105,408	23,858	15.2%
		\$105,409-\$121,916	17,867	11.4%
		\$121,917-\$140,995	9,149	5.8%
		\$140,996-\$157,762	3,961	2.5%
		\$157,763-\$183,299	2,563	1.6%
		\$183,300-\$261,450	3,713	2.4%
		\$261,451-\$328,900:	,853	0.5%
		\$328,901 or more	,538	0.3%
Prefer not to say	13,532	8.6%		

Profile	Total response count	Response option	Count	Percentage
Highest level of formal education	157,793	Doctorate degree level	2,790	1.8%
		Master degree level	26,256	16.6%
		Graduate diploma or graduate certificate level	20,826	13.2%
		Bachelor degree level	51,071	32.4%
		Advanced diploma or diploma level	18,303	11.6%
		Certificate level, including trade	20,439	13.0%
		HSC or equivalent	9,970	6.3%
		Less than Year 12 or equivalent	8,138	5.2%
Years employed in current role	157,239	Less than 1 year	30,796	19.6%
		1-2 years	24,473	15.6%
		2-5 years	33,388	21.2%
		5-10 years	27,028	17.2%
		10-20 years	26,876	17.1%
		More than 20 years	14,678	9.3%
Years employed in current organisation	155,704	Less than 1 year	19,486	12.5%
		1-2 years	17,171	11.0%
		2-5 years	29,474	18.9%
		5-10 years	29,001	18.6%
		10-20 years	36,542	23.5%
Years working in NSW public sector	155,508	Less than 1 year	12,542	8.1%
		1-2 years	12,369	8.0%
		2-5 years	24,564	15.8%
		5-10 years	28,650	18.4%
		10-20 years	40,998	26.4%
		More than 20 years	36,385	23.4%
Employed prior to working in current organisation	156,356	Private sector	67,945	43.5%
		Not-for-profit or community sector	8,164	5.2%
		Local government	4,818	3.1%
		Other NSW public sector agency	21,725	13.9%
		Other public sector employer (state other than NSW, federal)	10,344	6.6%
		Self-employed	5,235	3.3%
		NSW public sector is the first place of employment	13,031	8.3%
		Not employed	9,377	6.0%
Other	15,717	10.1%		

Appendix D: Survey results summary

The results for each survey question are shown below, on an agreement rating scale ranging from 'strongly agree' to 'strongly disagree'. The 'agreement' result is the total percentage of 'strongly agree' and 'agree' responses. Note that some values have been rounded up or down, so the total of all responses to a question may not add up 100% in each instance, and the total 'agreement' may not show as the exact sum of 'strongly agree' and 'agree' responses.

Question	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	39%	51%	6%	3%	1%	90%
1b I am provided with the support I need to do my best at work	20%	44%	17%	14%	5%	65%
1c My job gives me a feeling of personal accomplishment	29%	47%	14%	7%	3%	76%
1d I feel motivated to contribute more than what is normally required at work	31%	42%	15%	9%	4%	72%
1e I am satisfied with my job	23%	46%	17%	10%	4%	69%
1f I am able to keep my work stress at an acceptable level	14%	45%	19%	15%	7%	60%
1g I know how to address a health and safety issue I have identified	27%	58%	11%	4%	2%	85%
2. Your workgroup						
2a My workgroup strives to achieve customer/client satisfaction	39%	47%	9%	4%	2%	86%
2b My workgroup works collaboratively to achieve its objectives	33%	46%	12%	7%	3%	79%
2c I receive help and support from other members of my workgroup	34%	47%	11%	5%	2%	81%
2d There is good team spirit in my workgroup	31%	38%	15%	10%	6%	70%
2e People in my workgroup treat each other with respect	33%	42%	14%	8%	4%	75%
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	21%	44%	18%	12%	5%	65%
3e My performance is assessed against clear criteria	16%	40%	25%	13%	6%	56%
3f I have received appropriate training and development to do my job well	19%	46%	20%	11%	5%	65%
3g I am satisfied with the opportunities available for career development in my organisation	15%	35%	23%	16%	11%	50%

Question	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Agreement
4. Pay						
4a I am paid fairly for the work I do	14%	44%	18%	17%	8%	58%
5. Your manager						
5a My manager encourages people in my workgroup to keep improving the work they do	28%	46%	16%	7%	4%	74%
5b My manager listens to what I have to say	33%	43%	13%	7%	5%	76%
5c My manager communicates effectively with me	30%	42%	14%	9%	6%	72%
5d My manager encourages and values employee input	31%	41%	15%	8%	5%	72%
5e My manager involves my workgroup in decisions about our work	27%	40%	17%	10%	6%	67%
5f I have confidence in the decisions my manager makes	29%	39%	18%	8%	6%	68%
5g My manager provides acknowledgement or other recognition for the work I do	29%	39%	16%	9%	6%	69%
5h My manager appropriately deals with employees who perform poorly	17%	29%	31%	13%	10%	46%
6. Your senior manager						
6a I believe senior managers provide clear direction for the future of the organisation	14%	36%	26%	15%	9%	49%
6b I feel that senior managers effectively lead and manage change	13%	33%	27%	16%	11%	46%
6c I feel that senior managers model the values of my organisation	15%	35%	27%	12%	10%	50%
6d Senior managers encourage innovation by employees	13%	37%	29%	13%	8%	50%
6e Senior managers promote collaboration between my organisation and other organisations we work with	14%	39%	30%	11%	7%	52%
6f Senior managers communicate the importance of customers/clients in achieving our business objectives	17%	45%	24%	8%	6%	62%
6g I feel that senior managers keep employees informed about what's going on	12%	35%	25%	17%	11%	47%
6h I feel that senior managers listen to employees	12%	32%	28%	16%	13%	43%
6i Senior managers in my organisation support the career advancement of women	22%	38%	30%	5%	5%	60%

Question	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Agreement
7. Your organisation						
7a My organisation focuses on improving the work we do	19%	50%	19%	8%	4%	69%
7b My organisation is making the necessary improvements to meet our future challenges	15%	42%	24%	12%	6%	57%
7c I feel that change is managed well in my organisation	10%	30%	28%	21%	11%	40%
7d There is good cooperation between teams across our organisation	11%	38%	26%	17%	8%	49%
7e People in my organisation take responsibility for their own actions	10%	39%	29%	15%	8%	49%
7f My organisation is committed to developing its employees	12%	40%	27%	13%	7%	52%
7g I have confidence in the way recruitment decisions are made	9%	28%	30%	18%	15%	37%
7h My organisation generally selects capable people to do the job	10%	44%	25%	14%	7%	54%
7i I would recommend my organisation as a great place to work	19%	42%	24%	9%	6%	61%
7j I am proud to tell others I work for my organisation	25%	44%	21%	6%	4%	69%
7k I feel a strong personal attachment to my organisation	23%	40%	23%	8%	5%	63%
7l My organisation motivates me to help it achieve its objectives	17%	38%	28%	11%	6%	55%
7m My organisation inspires me to do the best in my job	18%	37%	27%	11%	6%	55%
8. Diversity and inclusion						
8a My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	25%	50%	16%	5%	4%	76%
8b Personal background is not a barrier to success in my organisation	27%	48%	16%	6%	4%	75%
8c I am able to speak up and share a different view to my colleagues and manager	21%	46%	17%	10%	7%	67%
8d How satisfied are you with your ability to access and use flexible working arrangements	22%	37%	23%	11%	7%	59%
8e My manager supports flexible working in my team	25%	38%	22%	9%	7%	63%
9. Workplace conduct						
9 I have confidence in the ways my organisation resolves grievances	9%	31%	34%	15%	11%	40%
14. Action about survey results						
14 I believe action will be taken on the results from this survey by my organisation	7%	29%	34%	17%	12%	37%

Appendix E: NSW People Matter Employee Survey 2018

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	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
1b	I am provided with the support I need to do my best at work	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
1c	My job gives me a feeling of personal accomplishment	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
1d	I feel motivated to contribute more than what is normally required at work	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
1e	I am satisfied with my job	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
1f	I am able to keep my work stress at an acceptable level	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
1g	I know how to address a health and safety issue I have identified	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> 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						
2a	My workgroup strives to achieve customer/client satisfaction	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
2b	My workgroup works collaboratively to achieve its objectives	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
2c	I receive help and support from other members of my workgroup	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
2d	There is good team spirit in my workgroup	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
2e	People in my workgroup treat each other with respect	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> 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				<input type="checkbox"/> ₁	<input type="checkbox"/> ₂
3b	I have informal feedback conversations with my manager				<input type="checkbox"/> ₁	<input type="checkbox"/> ₂
3c	I have scheduled feedback conversations with my manager				<input type="checkbox"/> ₁	<input type="checkbox"/> 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	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
3e	My performance is assessed against clear criteria	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
3f	I have received appropriate training and development to do my job well	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
3g	I am satisfied with the opportunities available for career development in my organisation	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> 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?				<input type="checkbox"/> ₁	<input type="checkbox"/> ₂

3i Are there barriers preventing you from moving to another role? If so, what are they? (select all that apply):

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

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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5b My manager listens to what I have to say	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5c My manager communicates effectively with me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5d My manager encourages and values employee input	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5e My manager involves my workgroup in decisions about our work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5f I have confidence in the decisions my manager makes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5g My manager provides acknowledgement or other recognition for the work I do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5h My manager appropriately deals with employees who perform poorly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Senior Managers

By **'Senior Managers'** we mean a group of senior managers in your organisation, not an individual manager. For example, the Executive team, the Secretary and their Deputies, the Chief Executive and their team, Executive Directors, General Managers, Operational Managers, the managers above your manager, Directors Educational Leadership, Local Health District/Network Executives including Directors and hospital Division Managers.

6a I believe senior managers provide clear direction for the future of the organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6b I feel that senior managers effectively lead and manage change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6c I feel that senior managers model the values of my organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

6d Senior managers encourage innovation by employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6e Senior managers promote collaboration between my organisation and other organisations we work with	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6f Senior managers communicate the importance of customers/clients in achieving our business objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6g I feel that senior managers keep employees informed about what's going on	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6 NSW People Matter Employee Survey 2018 | Core Survey

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	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
6i	Senior managers in my organisation support the career advancement of women	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
7. Your Organisation						
7a	My organisation focuses on improving the work we do	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
7b	My organisation is making the necessary improvements to meet our future challenges	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
7c	I feel that change is managed well in my organisation	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
7d	There is good co-operation between teams across our organisation	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
7e	People in my organisation take responsibility for their own actions	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
7f	My organisation is committed to developing its employees	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
7g	I have confidence in the way recruitment decisions are made	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
7h	My organisation generally selects capable people to do the job	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
7i	I would recommend my organisation as a great place to work	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
7j	I am proud to tell others I work for my organisation	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
7k	I feel a strong personal attachment to my organisation	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
7l	My organisation motivates me to help it achieve its objectives	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
7m	My organisation inspires me to do the best in my job	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
8. Diversity and Inclusion						
8a	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
8b	Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
8c	I am able to speak up and share a different view to my colleagues and manager	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
<p>'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.</p>						
(please select one option only)		Very satisfied	Satisfied	Neither satisfied or unsatisfied	Unsatisfied	Very unsatisfied
8d	How satisfied are you with your ability to access and use flexible working arrangements?	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
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
8e	My manager supports flexible working in my team	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

9. Workplace Conduct					
How strongly do you agree or disagree with the following statement? (please select <u>one</u> option only)					
	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
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				
	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
10. Unacceptable Conduct					
Select either 'Yes', 'No' or 'Don't Know' to the following statements (please select <u>one</u> option only for each question)					
	Yes	No	Don't Know		
'Misconduct/wrongdoing' is behaviour that is unethical or illegal, that breaches your organisation's code of conduct, or that compromises your duties.					
10a	In the last 12 months I have witnessed misconduct/wrongdoing at work. (If no, please skip to Q11a)				
	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃		
10b	If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> 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 for 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.					
11a	In the last 12 months I have witnessed bullying at work				
	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃		
11b	In the last 12 months I have been subjected to bullying at work (If no, please skip to Q12a Physical harm and sexual harassment or abuse)				
	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> 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.					
11c	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 <input type="checkbox"/> ₁	Your immediate manager / supervisor <input type="checkbox"/> ₂	A fellow worker at your level <input type="checkbox"/> ₃	A subordinate <input type="checkbox"/> ₄	
	A client or customer <input type="checkbox"/> ₅	A member of the public other than a client or customer <input type="checkbox"/> ₆	Other <input type="checkbox"/> ₇	Prefer not to say <input type="checkbox"/> ₈	
Please provide the frequency per behaviour in the last 12 months (please select <u>one</u> option only for each of the following behaviours)					
	Never	Once	Twice	3-5 times	More than 5 times
11d	Over the last 12 months, how frequently did this person engage in the following repeated and unreasonable behaviours:				
1	Withheld information from you that is vital for effective work performance				
	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
2	Gave you unjustified criticisms or complaints				
	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
3	Deliberately excluded you from workplace activities or opportunities				
	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
4	Spread misinformation or malicious rumours about you				
	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
5	Directed abusive, insulting or offensive language at you				
	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
6	Shouted or expressed anger towards you				
	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
7	Sent offensive phone, text, email, written, online messages to you or to others about you				
	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
8	Threatened you with job loss or restricted job opportunities				
	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
9	Repeatedly hassled you or gave you unwanted attention				
	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> 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
10	Other	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
Select either 'Yes' or 'No' to the following statements (please select one option only for each question)		Yes	No	Don't Know	The complaint is still being processed	
11e	Have you submitted a formal complaint regarding the bullying you were subjected to in the last 12 months? (If 'yes' please go to Q11f, if 'no' please go to Q11g)	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂			
11f	If yes to Q11e, was your complaint resolved to your satisfaction?	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂		<input type="checkbox"/> ₃	
11g	Did the bullying you experienced cause you to take sick leave?	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂			
11h	Did the bullying you experienced cause you to make a workers' compensation claim?	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂			
Physical harm and sexual harassment or abuse						
12a	In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work (If no, please skip to Q13. Open Comments)	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃		
You may have been the subject of physical harm and/or sexual harassment or abuse from more than one person. However for the following questions please answer only about one person who was the source of the most serious physical harm and/or sexual harassment.						
12b	Please indicate the role of the person who has been the source of the most serious physical harm and/or sexual harassment or abuse you have been subjected to in the last 12 months. (Please select one option only)	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	
		A person at work	A member of the public	Other	Prefer not to say	
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
12c	Over the last 12 months, how frequently did this person engage in the following behaviours:					
1	Threatened you with physical harm	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
2	Physically harmed you	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
3	Sexually harassed or abused you	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
Select either 'Yes' or 'No' to the following statement (please select one option only)					Yes	No
12d	Have you submitted a formal complaint regarding the incident/s you were subjected to in the last 12 months?				<input type="checkbox"/> ₁	<input type="checkbox"/> 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	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> 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	<input type="checkbox"/>	Female	<input type="checkbox"/>	Other	<input type="checkbox"/>						
15b	Age	15 - 19	<input type="checkbox"/>	20 - 24	<input type="checkbox"/>	25 - 29	<input type="checkbox"/>	30 - 34	<input type="checkbox"/>	35 - 39	<input type="checkbox"/>		
		40 - 44	<input type="checkbox"/>	45 - 49	<input type="checkbox"/>	50 - 54	<input type="checkbox"/>	55 - 59	<input type="checkbox"/>	60 - 64	<input type="checkbox"/>	65+	<input type="checkbox"/>
15c	Do you speak a language other than English at home?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Prefer not to say	<input type="checkbox"/>						
15d	Are you of Aboriginal and/or Torres Strait Islander origin? <small>(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)</small>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Prefer not to say	<input type="checkbox"/>						
15e	Do you have a disability? <small>(A disability is a condition caused by accident, trauma, injury, genetics or disease 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).</small>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Prefer not to say	<input type="checkbox"/>						
15f	Do you have a disability and/or health condition that impacts on your ability to participate in the workplace?	Yes	<input type="checkbox"/>	No (Go to Q15h)	<input type="checkbox"/>	Prefer not to say (Go to Q15h)	<input type="checkbox"/>						
15g	If yes, if adjustments were made to any aspect of your work situation to accommodate your needs, what was your experience?	Satisfactory	<input type="checkbox"/>	Unsatisfactory	<input type="checkbox"/>	Incomplete	<input type="checkbox"/>						
15h	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	<input type="checkbox"/>	No	<input type="checkbox"/>	Prefer not to say	<input type="checkbox"/>						
15i	Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Prefer not to say	<input type="checkbox"/>						
15j	Have you ever been a serving full time member of the Australian Defence Force, or a reservist on fulltime continuous service?	Yes	<input type="checkbox"/>	No (Go to Q15l)	<input type="checkbox"/>	Prefer not to say (Go to Q15l)	<input type="checkbox"/>						
15k	If yes, have you been working in the NSW Public Sector for less than 12 months?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Prefer not to say	<input type="checkbox"/>						
15l	Do you provide care for others outside of work?	Yes	<input type="checkbox"/>	No (Go to Q15p)	<input type="checkbox"/>	Prefer not to say (Go to Q15p)	<input type="checkbox"/>						
15m	If yes, are you the principal carer? <small>(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)</small>	Yes	<input type="checkbox"/>	No (Go to Q15p)	<input type="checkbox"/>	Prefer not to say (Go to Q15p)	<input type="checkbox"/>						
15n	If yes, are you the principal carer for a child?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	I share caring	<input type="checkbox"/>	Prefer not to say	<input type="checkbox"/>				
15o	Are you the principal carer for someone who needs support due to disability, chronic illness, mental illness, dementia or frail age?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	I share caring	<input type="checkbox"/>	Prefer not to say	<input type="checkbox"/>				
15p	What is the highest level of formal education you have completed?	Doctorate Degree level	<input type="checkbox"/>	Master Degree level	<input type="checkbox"/>	Graduate Diploma or Graduate Certificate level	<input type="checkbox"/>	Bachelor Degree level	<input type="checkbox"/>				
		Advanced Diploma or Diploma level	<input type="checkbox"/>	Certificate level, including trade	<input type="checkbox"/>	HSC or equivalent	<input type="checkbox"/>	Less than year 12 or equivalent	<input type="checkbox"/>				

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) <input type="checkbox"/> _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) <input type="checkbox"/> _2 | Administrative support (e.g. executive/personal assistant, receptionist) (If selected, go to Q16c) <input type="checkbox"/> _3 |
| Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes) (If selected, go to Q16c) <input type="checkbox"/> _4 | Policy (If selected, go to Q16c) <input type="checkbox"/> _5 | Research (If selected, go to Q16c) <input type="checkbox"/> _6 |
| Program and project management support (If selected, go to Q16c) <input type="checkbox"/> _7 | Legal (including developing and/or reviewing legislation) (If selected, go to Q16c) <input type="checkbox"/> _8 | Other (If selected, go to Q16c) <input type="checkbox"/> _9 |

16b If you answered 'Service delivery' to the previous question, how do you deliver service? (select all that apply)

- | | | |
|--|--|---|
| Service delivery to clients over the counter <input type="checkbox"/> _1 | Service delivery to clients over the telephone <input type="checkbox"/> _2 | Service delivery to clients in non-office workplaces (e.g. hospital, classroom, laboratory, transport, homes, outdoors) <input type="checkbox"/> _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 suburb or town of your current workplace?
(If you work in more than one location, or work from home, write your main service or office location. If you work outside NSW or overseas write 'Outside NSW')

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

- | | | | |
|---|---|---|--|
| Senior Executive (ongoing/permanent or term) <input type="checkbox"/> _1 | Ongoing/Permanent (other than senior executive) <input type="checkbox"/> _2 | Temporary (including temporary teachers and graduates) <input type="checkbox"/> _3 | Casual <input type="checkbox"/> _4 |
| Contract – Non Executive (staff employed directly by the organisation on the basis of individual contracts) <input type="checkbox"/> _5 | Labour hire (staff employed by an external supplier- e.g. recruitment agency, generally for a limited term) <input type="checkbox"/> _6 | Other (sessional/ seasonal, trainee, apprentice, retained staff etc.) <input type="checkbox"/> _7 | Don't know <input type="checkbox"/> _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 \$43,557 <input type="checkbox"/> _1 | \$43,557 - \$51,176 <input type="checkbox"/> _2 | \$51,177 - \$61,657 <input type="checkbox"/> _3 | \$61,658 - \$68,928 <input type="checkbox"/> _4 | \$68,929 - \$81,368 <input type="checkbox"/> _5 |
| \$81,369 - \$92,469 <input type="checkbox"/> _6 | \$92,470 - \$105,408 <input type="checkbox"/> _7 | \$105,409 - \$121,916 <input type="checkbox"/> _8 | \$121,917 - \$140,995 <input type="checkbox"/> _9 | \$140,996 - \$157,762 <input type="checkbox"/> _10 |
| \$157,763 - \$183,299 <input type="checkbox"/> _11 | \$183,300 - \$261,450 <input type="checkbox"/> _12 | \$261,451 - \$328,900 <input type="checkbox"/> _13 | \$328,901 or more <input type="checkbox"/> _14 | Prefer not to say <input type="checkbox"/> _15 |

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	<input type="checkbox"/> ₁	Working more hours over fewer days	<input type="checkbox"/> ₂	Working additional hours to make up for time off	<input type="checkbox"/> ₃	Flexible scheduling for rostered workers	<input type="checkbox"/> ₄	Part-time work	<input type="checkbox"/> ₅
Job sharing	<input type="checkbox"/> ₆	Working from different locations	<input type="checkbox"/> ₇	Working from home	<input type="checkbox"/> ₈	Purchasing annual leave	<input type="checkbox"/> ₉	Leave without pay	<input type="checkbox"/> ₁₀
Study leave	<input type="checkbox"/> ₁₁	Other	<input type="checkbox"/> ₁₂	None of the above	<input type="checkbox"/> ₁₃				

(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?	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> ₆
16k How many years have you been employed in your current organisation?	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> ₆
16l How many years have you been working in the NSW Public Sector?	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> ₆
16m How long do you think you will continue to work in your current organisation?	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> 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)	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> ₆

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

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

12

NSW People Matter Employee Survey 2018 | Core Survey

People Matter Employee Survey Report: Main Findings

Access this report online at:
www.psc.nsw.gov.au/pmes/2018



Public
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Commission

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