

# PEOPLE MATTER 2017

## NSW Public Sector Employee Survey

Nurse  
Teacher  
Librarian  
Accountant  
Police Officer  
Doctor Policy Analyst Surveyor Scientist Barrister Solicitor Social Worker Welfare  
Worker Laboratory Technician Turner Plumber Electrician Zookeeper Cleaner  
Ambulance Officer Fitter Youth Worker Hospital Orderly Cleaner Fire Fighter Clerk  
Engineer Receptionist Supervisor Ship's Engineer  
Nurse Police Officer Museum Guide Conservator Fitter  
Solicitor Cable Joints Electrician Linesworker  
Warden Prison Officer Nurse Librarian Advisor  
Train Driver Bus Driver Policy Analyst Fitter  
Surveyor Scientist Nurse Welfare Worker  
Laboratory Turner Plumber Ambulance Officer Youth  
Worker Hospital Orderly Fitter Receptionist Labourer Jointer  
Solicitor Caretaker Cross Engineer Ship's Officer Ship's  
Master Marine Transport Professional Showright Curator Museum Guide  
Conservator Plant Operator Cable Engineer  
Plant Operator Nurse Doctor Teacher Train Driver Accountant Librarian  
Policy Analyst Supervisor Social Worker  
Welfare Worker Laboratory Technician Turner Plumber  
Electrician Social Worker Cleaner Fitter Fire Fighter  
Curator Fitter Museum Guide Conservator Plant  
Operator Engineer Electrical Linesworker  
Cable Joints Plant  
Operator Ranger  
Teacher Nurse  
Librarian  
Advisor

### AGENCY REPORT

Finance and Services

Service NSW

## RESPONSE RATE

# 94%

1,830 OF 1,950 TOTAL RESPONDENTS

## EMPLOYEE ENGAGEMENT

# 73%

DIFFERENCE FROM 2016 -4

DIFFERENCE FROM CLUSTER +7

DIFFERENCE FROM PUBLIC SECTOR +8

## SENIOR MANAGERS

# 61%

DIFFERENCE FROM 2016 -10

DIFFERENCE FROM CLUSTER +7

DIFFERENCE FROM PUBLIC SECTOR +14

## COMMUNICATION

# 68%

DIFFERENCE FROM 2016 -5

DIFFERENCE FROM CLUSTER +3

DIFFERENCE FROM PUBLIC SECTOR +9



## QUESTIONS ARE GROUPED INTO THEMES IN THIS REPORT.

This page compares the aggregate scores for key themes. The individual questions in each group are listed in the All Questions section. Comparisons with 2016 are not included where the number of questions were reduced for 2017.

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

Response Rate: some entities exceed 100% where responses were greater than the employee headcount. This is thought to be primarily due to employees selecting the wrong work location in the survey or closing a partially completed survey then needing to start a new one if their password is forgotten or lost.

## ENGAGEMENT WITH WORK

# 75%

DIFFERENCE FROM CLUSTER +5

DIFFERENCE FROM PUBLIC SECTOR +4

## HIGH PERFORMANCE

# 73%

DIFFERENCE FROM CLUSTER +6

DIFFERENCE FROM PUBLIC SECTOR +10

## PUBLIC SECTOR VALUES

# 72%

DIFFERENCE FROM CLUSTER +5

DIFFERENCE FROM PUBLIC SECTOR +11

## DIVERSITY & INCLUSION

# 74%

DIFFERENCE FROM CLUSTER +1

DIFFERENCE FROM PUBLIC SECTOR +7

# KEY DRIVERS OF ENGAGEMENT



## WHAT TO FOCUS ON?

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

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

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

		AGREEMENT	% AGREEMENT 2016	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	<b>Q7f.</b> My organisation is committed to developing its employees	<b>63%</b>	72%	53%	50%
2	<b>Q1c.</b> My job gives me a feeling of personal accomplishment	<b>77%</b>	81%	72%	75%
3	<b>Q6c.</b> I feel that senior managers model the values of my organisation	<b>62%</b>	72%	55%	48%
4	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>80%</b>	91%	73%	69%
5	<b>Q7b.</b> My organisation is making the necessary improvements to meet our future challenges	<b>72%</b>	83%	64%	57%
6	<b>Q6b.</b> I feel that senior managers effectively lead and manage change	<b>58%</b>	68%	50%	44%

# HIGHEST AND LOWEST QUESTIONS

## + HIGHEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

1a.	I understand what is expected of me to do well in my role	95%
2a.	My workgroup strives to achieve customer/client satisfaction	91%
2c.	I receive help and support from other members of my workgroup	88%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	85%
2e.	People in my workgroup treat each other with respect	84%
8b.	Personal background is not a barrier to success in my organisation	84%
2b.	My workgroup works collaboratively to achieve its objectives	84%
5a.	My manager encourages people in my workgroup to keep improving the work they do	81%
2d.	There is good team spirit in my workgroup	80%
7a.	My organisation focuses on improving the work we do	80%

## - LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

7g.	I have confidence in the way recruitment decisions are made	45%
14.	I believe action will be taken on the results from this survey by my organisation	48%
9a.	I have confidence in the ways my organisation resolves grievances	51%
6h.	I feel that senior managers listen to employees	52%
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	52%
3g.	I am satisfied with the opportunities available for career development in my organisation	55%
5h.	My manager appropriately deals with employees who perform poorly	58%
6b.	I feel that senior managers effectively lead and manage change	58%
6g.	I feel that senior managers keep employees informed about what's going on	59%
7c.	I feel that change is managed well in my organisation	60%



### YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are your highest and lowest scoring questions from the survey, based on respondents who have selected 'Strongly Agree' and 'Agree'.

# MOST AND LEAST IMPROVED QUESTIONS

## + MOST IMPROVED QUESTIONS

	AGREEMENT 2017	AGREEMENT 2016
3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	76%	71%
3f. I have received appropriate training and development to do my job well	66%	63%
3e. My performance is assessed against clear criteria	74%	72%
5b. My manager listens to what I have to say	80%	79%
1a. I understand what is expected of me to do well in my role	95%	94%

## - LEAST IMPROVED QUESTIONS

	AGREEMENT 2017	AGREEMENT 2016
7c. I feel that change is managed well in my organisation	60%	75%
9a. I have confidence in the ways my organisation resolves grievances	51%	63%
7b. My organisation is making the necessary improvements to meet our future challenges	72%	83%
7a. My organisation focuses on improving the work we do	80%	91%
6e. Senior managers promote collaboration between my organisation and other organisations we work with	60%	70%
6b. I feel that senior managers effectively lead and manage change	58%	68%
6d. Senior managers encourage innovation by employees	66%	76%
7d. There is good co-operation between teams across our organisation	63%	73%
6a. I believe senior managers provide clear direction for the future of the organisation	62%	72%
7f. My organisation is committed to developing its employees	63%	72%



### YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are your least improved and most improved scoring questions from the survey, based on respondents who have selected 'Strongly Agree' and 'Agree'.

# BUSINESS UNIT COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Service NSW

The Engagement Score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in a group.

Significant differences have been highlighted to demonstrate best practice and areas that require attention.

	Service NSW	Business Architecture and Technology	Commercial	Corporate Relations	Customer Experience and Delivery	Finance, Procurement and Risk	People and Culture
NUMBER OF RESPONDENTS	1830	62	14	13	1579	44	56
EMPLOYEE ENGAGEMENT	73%	74%	67%	73%	73%	64%	76%
ENGAGEMENT WITH WORK	75%	81%	79%	77%	75%	67%	81%
SENIOR MANAGERS	61%	65%	53%	62%	61%	51%	67%
COMMUNICATION	68%	73%	75%	77%	68%	59%	72%
HIGH PERFORMANCE	73%	71%	67%	69%	74%	63%	74%
PUBLIC SECTOR VALUES	72%	74%	70%	73%	72%	63%	75%
DIVERSITY & INCLUSION	74%	82%	81%	88%	74%	71%	78%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 10 RESPONDENTS



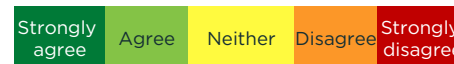
## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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

EMPLOYEE ENGAGEMENT	73% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work	32	40	19		72%	78%	62%	60%
Q7j. I am proud to tell others I work for my organisation	37	39	17		77%	81%	66%	68%
Q7k. I feel a strong personal attachment to my organisation	31	36	23	7	67%	73%	58%	63%
Q7l. My organisation motivates me to help it achieve its objectives	28	40	21	7	69%	77%	57%	53%
Q7m. My organisation inspires me to do the best in my job	30	39	21	7	69%	78%	57%	53%

KEY





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ENGAGEMENT WITH WORK	75% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1c. My job gives me a feeling of personal accomplishment	35	43	15		77%	81%	72%	75%
Q1d. I feel motivated to contribute more than what is normally required at work	37	39	14	8	76%	82%	71%	72%
Q1e. I am satisfied with my job	29	44	16	8	73%	74%	68%	68%

KEY







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SENIOR MANAGERS	61% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q6a. I believe senior managers provide clear direction for the future of the organisation	23	39	23	9	62%	72%	54%	48%
Q6b. I feel that senior managers effectively lead and manage change	22	36	25	11	58%	68%	50%	44%
Q6c. I feel that senior managers model the values of my organisation	26	37	24	9	62%	72%	55%	48%
Q6d. Senior managers encourage innovation by employees	25	41	26		66%	76%	58%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	22	38	31		60%	70%	56%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	28	43	21		71%	80%	70%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	21	38	23	11	59%	68%	53%	45%
Q6h. I feel that senior managers listen to employees	20	32	30	11	52%	61%	47%	41%
Q7c. I feel that change is managed well in my organisation	21	39	23	14	60%	75%	43%	39%

KEY





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COMMUNICATION	68% RESPONSE SCALE	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q5c. My manager communicates effectively with me		77%	77%	74%	70%
Q5d. My manager encourages and values employee input		77%	78%	76%	71%
Q5e. My manager involves my workgroup in decisions about our work		71%	73%	70%	65%
Q6g. I feel that senior managers keep employees informed about what's going on		59%	68%	53%	45%
Q6h. I feel that senior managers listen to employees		52%	61%	47%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager		74%	80%	73%	66%

KEY





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HIGH PERFORMANCE	73% RESPONSE SCALE	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1a. I understand what is expected of me to do well in my role		95%	94%	88%	90%
Q2b. My workgroup works collaboratively to achieve its objectives		84%	85%	80%	78%
Q3f. I have received appropriate training and development to do my job well		66%	63%	59%	62%
Q5a. My manager encourages people in my workgroup to keep improving the work they do		81%	83%	77%	72%
Q5f. I have confidence in the decisions my manager makes		74%	79%	71%	67%
Q6d. Senior managers encourage innovation by employees		66%	76%	58%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with		60%	70%	56%	51%
Q7a. My organisation focuses on improving the work we do		80%	91%	73%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges		72%	83%	64%	57%

KEY





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	73% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation	21	42	22	11	63%	73%	51%	47%
Q7h. My organisation generally selects capable people to do the job	19	47	20	10	65%	67%	57%	52%

KEY





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PUBLIC SECTOR VALUES		72% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q2a. My workgroup strives to achieve customer/client satisfaction		50	41	91%	93%	88%	85%
Q2e. People in my workgroup treat each other with respect		47	37	84%	85%	81%	74%
Q5a. My manager encourages people in my workgroup to keep improving the work they do		41	40	81%	83%	77%	72%
Q5b. My manager listens to what I have to say		43	37	80%	79%	79%	75%
Q6a. I believe senior managers provide clear direction for the future of the organisation		23	39	62%	72%	54%	48%
Q6c. I feel that senior managers model the values of my organisation		26	37	62%	72%	55%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives		28	43	71%	80%	70%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		21	38	59%	68%	53%	45%
Q6h. I feel that senior managers listen to employees		20	32	52%	61%	47%	41%

KEY





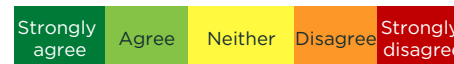
## EXPLORE THE FULL RESULTS

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PUBLIC SECTOR VALUES		72% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7a. My organisation focuses on improving the work we do				80%	91%	73%	69%
Q7e. People in my organisation take responsibility for their own actions				64%	73%	53%	47%

KEY





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

DIVERSITY & INCLUSION	74% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017	
Q1b. I am provided with the support I need to do my best at work	30	43	16	9	73%	73%	68%	63%	
Q5b. My manager listens to what I have to say	43	37	11		80%	79%	79%	75%	
Q5d. My manager encourages and values employee input	41	36	13		77%	78%	76%	71%	
Q6i. Senior managers in my organisation support the career advancement of women	34	36	25		70%	70%	66%	58%	
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	41	44	11		85%	88%	80%	74%	
Q8b. Personal background is not a barrier to success in my organisation	43	42	10		84%	-	78%	74%	
Q8c. I am able to speak up and share a different view to my colleagues and manager	33	41	14	7	74%	80%	73%	66%	
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	21	31	21	15	12	52%	57%	65%	57%

KEY





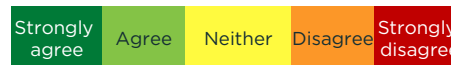
## EXPLORE THE FULL RESULTS

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

RECRUITMENT	55% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	17	28	29	15	11	45%	-	39%	35%
Q7h. My organisation generally selects capable people to do the job	19	47	20	10		65%	67%	57%	52%

KEY







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

PERFORMANCE FRAMEWORK & DEVELOPMENT	67% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	33	43	14		76%	71%	68%	63%
Q3e. My performance is assessed against clear criteria	31	43	16	7	74%	72%	60%	54%
Q3g. I am satisfied with the opportunities available for career development in my organisation	22	33	21	16	9	55%	62%	48%
Q5g. My manager provides acknowledgement or other recognition for the work I do	40	35	15		75%	77%	73%	67%
Q5h. My manager appropriately deals with employees who perform poorly	28	30	27	10	58%	61%	49%	44%
Q7f. My organisation is committed to developing its employees	23	40	23	10	63%	72%	53%	50%

KEY

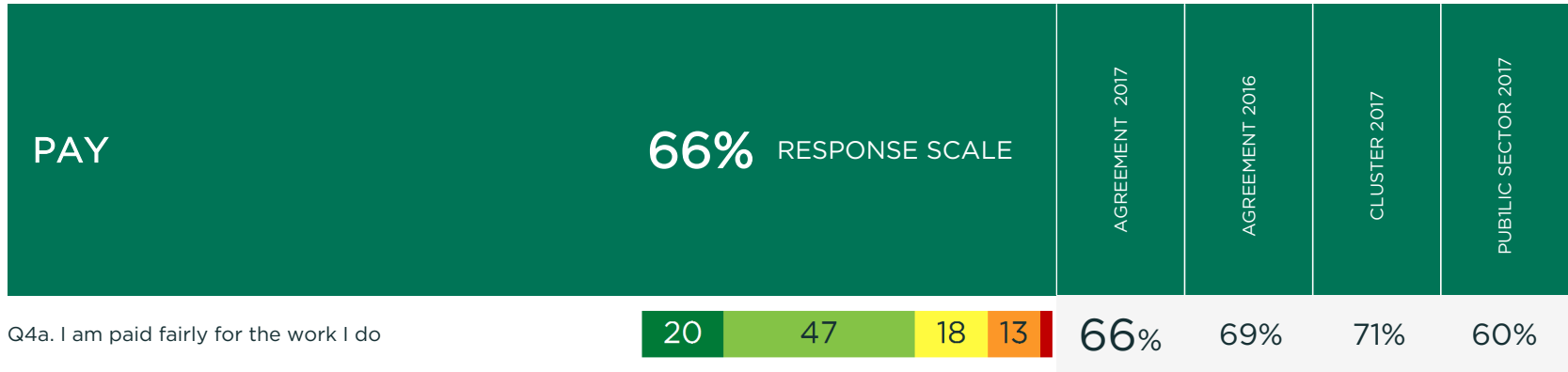




## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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



KEY





## EXPLORE THE FULL RESULTS

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

WORKPLACE SUPPORT	78% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work	30	43	16	9	73%	73%	68%	63%
Q1f. I am able to keep my work stress at an acceptable level	23	46	17	9	69%	75%	65%	59%
Q2c. I receive help and support from other members of my workgroup	45	43	8		88%	90%	85%	81%
Q2d. There is good team spirit in my workgroup	44	37	11		80%	81%	74%	69%

KEY





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

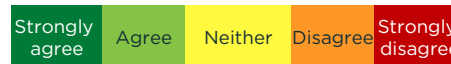
## ACTION ABOUT SURVEY RESULTS

**48%** RESPONSE SCALE

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



KEY

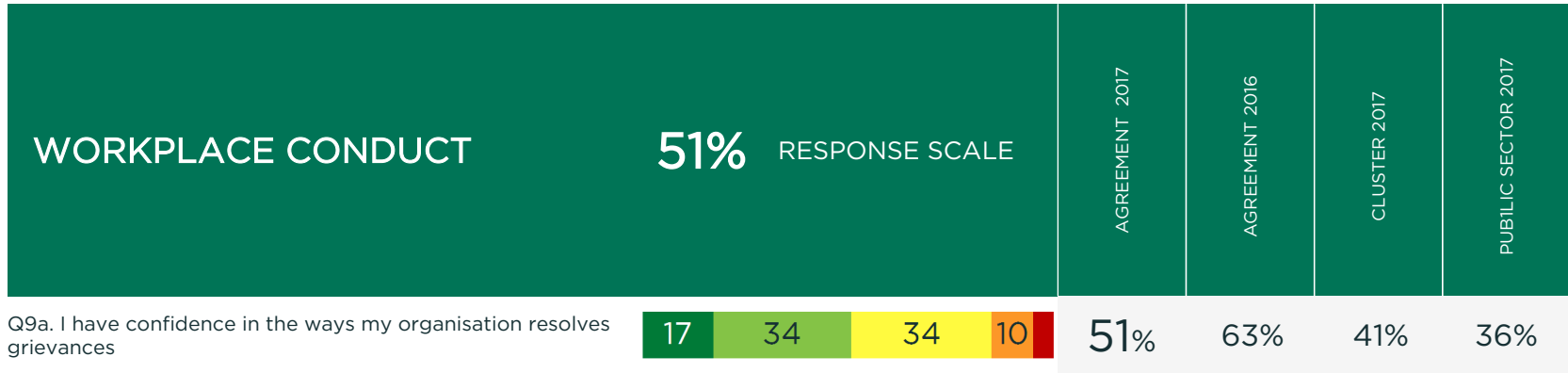




## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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



### KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives				
Yes		77%	79%	67%
No		23%	21%	33%
<b>Q3b.</b> I have informal feedback conversations with my manager				
Yes		81%	78%	75%
No		19%	22%	25%
<b>Q3c.</b> I have scheduled feedback conversations with my manager				
Yes		67%	66%	57%
No		33%	34%	43%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

### MOBILITY

### RESPONSE SCALE

2017

CLUSTER 2017

PUBLIC SECTOR 2017

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

		2017	CLUSTER 2017	PUBLIC SECTOR 2017
Yes		46%	45%	41%
No		54%	55%	59%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q3i. Are there any barriers preventing you from moving to another role?</b>				
There are no major barriers to my career progression		34%	31%	30%
Lack of visible opportunities		29%	33%	31%
Lack of promotion opportunities		28%	31%	30%
Lack of support from my manager / supervisor		12%	12%	14%
Geographic location considerations		28%	30%	28%
Personal / family considerations		29%	28%	33%
Insufficient training and development		18%	17%	16%
Lack of required capabilities or experience		11%	12%	11%
Lack of support for temporary assignments/secondments		13%	16%	15%
The application/recruitment process is too cumbersome or time consuming		17%	24%	23%
Other		8%	10%	9%





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		16%	16%	25%
No		70%	70%	62%
Don't know		14%	14%	13%
<b>Q10b.</b> If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		57%	56%	63%
No		40%	41%	35%
Don't know		3%	3%	2%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q10c.</b> In the last 12 months I have witnessed bullying at work				
Yes		20%	23%	33%
No		71%	67%	58%
Don't know		8%	10%	9%
<b>Q10d.</b> In the last 12 months I have been subjected to bullying at work				
Yes		10%	12%	18%
No		83%	82%	76%
Don't know		7%	7%	6%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q10e.</b> Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months.				
A senior manager		10%	19%	22%
Your immediate manager/supervisor		40%	30%	24%
A fellow worker at your level		20%	23%	27%
A subordinate		2%	6%	8%
A client or customer		3%	1%	2%
A member of the public other than a client or customer		1%	0%	1%
Other		2%	5%	4%
Prefer not to say		23%	16%	13%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

FINANCE AND SERVICES QUESTIONS		RESPONSE SCALE	2017	CLUSTER 2017
<b>Q2.</b> This survey asks questions about Senior Managers. How do you define a Senior Manager?				
Secretary			1%	3%
Deputy Secretary			3%	4%
Executive Director			22%	22%
Director			36%	46%
Manager			39%	25%
<b>Q3.</b> Are you currently working in an activity based environment?				
Yes			60%	55%
No			40%	45%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

FINANCE AND SERVICES QUESTIONS		RESPONSE SCALE	2017	CLUSTER 2017
<b>Q4. If YES how long have you been working in that environment?</b>				
Less than 3 months			8%	12%
3-6 months			8%	12%
6-12 months			11%	11%
More than 12 months			73%	65%
<b>Q5. If NO, how informed do you feel about the principles of activity based working?</b>				
Not at all informed			62%	51%
Somewhat informed			27%	32%
Well informed			11%	14%
I'm an expert			1%	2%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

FINANCE AND SERVICES QUESTIONS		RESPONSE SCALE	2017	CLUSTER 2017
<b>Q6.</b> With the right technology, could you do your role from another location?				
YES - full time			38%	36%
YES - some of the time			25%	42%
NO			24%	13%
UNSURE			13%	9%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

FINANCE AND SERVICES QUESTIONS		RESPONSE SCALE	2017	CLUSTER 2017
<b>Q7.</b> Have you applied for an ongoing or acting opportunity at Finance and Services or elsewhere in the past twelve months?				
Yes			21%	33%
No			79%	67%
<b>Q8.</b> If YES, which best describes your most recent career development experience?				
Applied for and won an acting or ongoing role at Finance and Services			32%	45%
Applied for and did not win an acting or ongoing role at Finance and Services			28%	29%
Applied for and did not win an acting or ongoing role elsewhere in the NSW public sector			11%	8%
Applied for a position outside the NSW Public Service			8%	4%
Other			21%	14%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

FINANCE AND SERVICES QUESTIONS		RESPONSE SCALE	2017	CLUSTER 2017
<b>Q9.</b> Have you noticed senior managers taking action or doing things differently as a result of the last PMES survey?				
Yes			18%	23%
No			29%	30%
Not sure			53%	48%



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
<b>Gender</b>		
Male		31%
Female		67%
Other		1%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Age		
15 - 19		1%
20 - 24	■	10%
25 -29	■	17%
30 - 34	■	15%
35 - 39	■	14%
40 - 44	■	13%
45 - 49	■	12%
50 - 54	■	9%
55 - 59	■	6%
60 - 64		2%
65+		1%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
<b>Do you speak a language other than English at home?</b>		
Yes		25%
No		71%
Prefer not to say		4%
<b>Are you of Aboriginal and/or Torres Strait Islander origin?</b>		
Yes		2%
No		93%
Prefer not to say		5%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

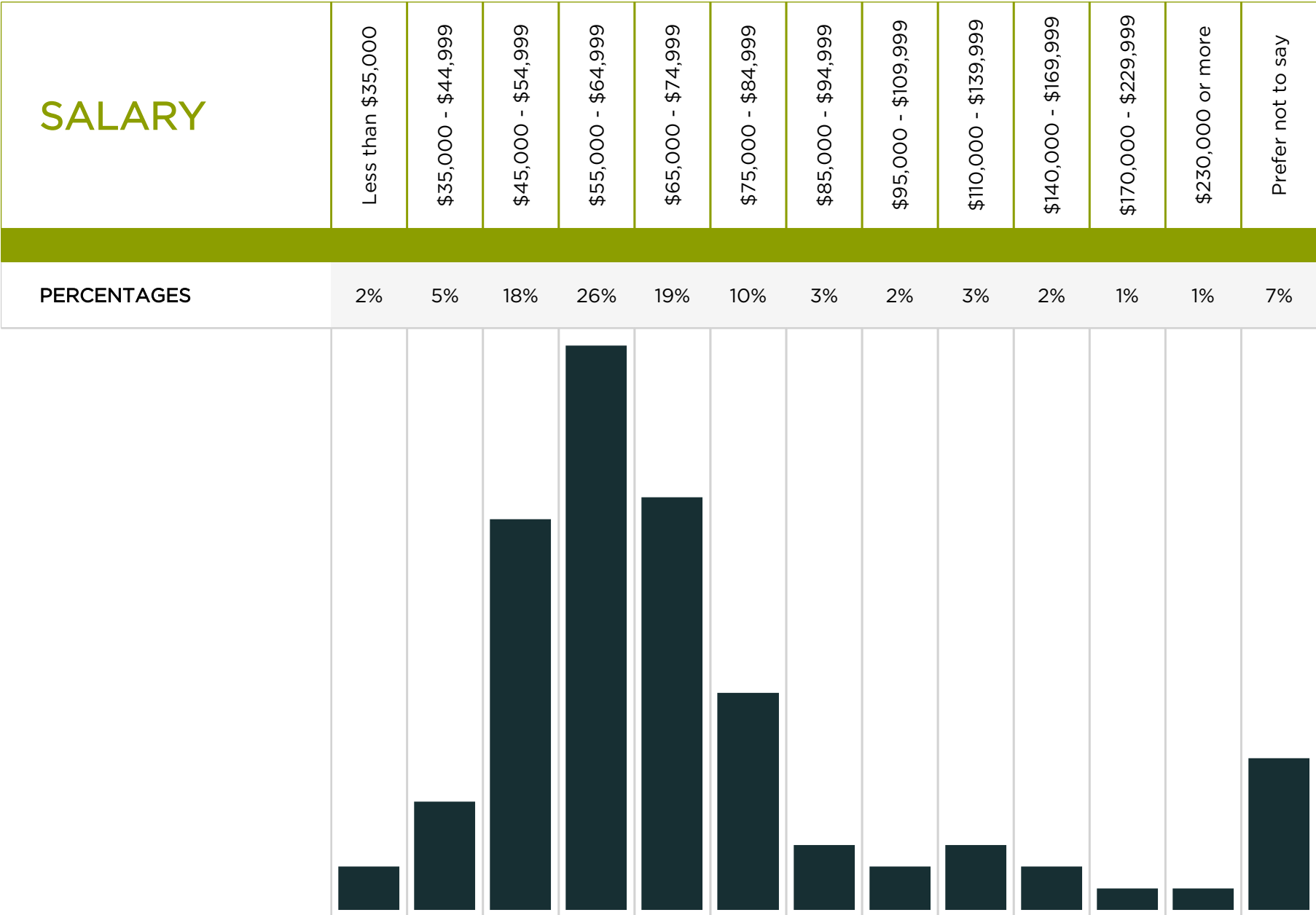
	RESPONSE SCALE	PERCENTAGE
Do you have a disability?		
Yes		3%
No		92%
Prefer not to say		4%
Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?		
Yes		6%
No		89%
Prefer not to say		5%

# PROFILE OF RESPONDENTS



## WORK PROFILES

### SALARY



# RESULT BY TYPE OF WORK



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Service NSW	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	1830	1285	106	38	110	11	2	29	0	127
EMPLOYEE ENGAGEMENT	73%	73%	74%	79%	73%	(r)	(r)	(r)	(r)	73%
ENGAGEMENT WITH WORK	75%	75%	82%	83%	79%	(r)	(r)	(r)	(r)	75%
SENIOR MANAGERS	61%	62%	60%	73%	67%	(r)	(r)	(r)	(r)	60%
COMMUNICATION	68%	68%	74%	78%	76%	(r)	(r)	(r)	(r)	66%
HIGH PERFORMANCE	73%	74%	75%	82%	74%	(r)	(r)	(r)	(r)	70%
PUBLIC SECTOR VALUES	72%	72%	73%	78%	77%	(r)	(r)	(r)	(r)	69%
DIVERSITY & INCLUSION	74%	74%	83%	80%	83%	(r)	(r)	(r)	(r)	73%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# RESULT BY SALARY



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Service NSW	Less than \$35,000	\$35,000 - \$44,999	\$45,000 - \$54,999	\$55,000 - \$64,999	\$65,000 - \$74,999	\$75,000 - \$84,999	\$85,000 - \$94,999	\$95,000 - \$109,999	\$110,000 - \$139,999	\$140,000 - \$169,999	\$170,000 - \$229,999	\$230,000 or more	Prefer not to say
NUMBER OF RESPONDENTS	1830	36	85	309	445	330	171	47	36	57	42	16	13	111
EMPLOYEE ENGAGEMENT	73%	81%	74%	78%	71%	70%	75%	77%	70%	71%	74%	(r)	(r)	67%
ENGAGEMENT WITH WORK	75%	85%	76%	78%	72%	76%	82%	79%	79%	75%	79%	(r)	(r)	68%
SENIOR MANAGERS	61%	72%	65%	71%	58%	56%	66%	70%	69%	58%	59%	(r)	(r)	56%
COMMUNICATION	68%	74%	72%	76%	65%	66%	72%	70%	77%	66%	77%	(r)	(r)	58%
HIGH PERFORMANCE	73%	83%	78%	81%	72%	71%	77%	79%	76%	70%	71%	(r)	(r)	62%
PUBLIC SECTOR VALUES	72%	81%	76%	79%	69%	69%	75%	76%	77%	70%	72%	(r)	(r)	63%
DIVERSITY & INCLUSION	74%	82%	77%	80%	72%	72%	77%	78%	80%	77%	86%	(r)	(r)	69%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# RESULT BY TENURE IN ORGANISATION



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Service NSW	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
<b>NUMBER OF RESPONDENTS</b>	1830	353	562	709	27	23	13
<b>EMPLOYEE ENGAGEMENT</b>	73%	81%	73%	69%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	75%	85%	75%	73%	(r)	(r)	(r)
SENIOR MANAGERS	61%	74%	61%	57%	(r)	(r)	(r)
COMMUNICATION	68%	80%	68%	65%	(r)	(r)	(r)
HIGH PERFORMANCE	73%	84%	73%	70%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	72%	83%	71%	68%	(r)	(r)	(r)
DIVERSITY & INCLUSION	74%	84%	74%	72%	(r)	(r)	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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



# RESULT BY AGE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Service NSW	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	1830	21	162	283	252	242	218	211	153	107	36	11
EMPLOYEE ENGAGEMENT	73%	(r)	77%	73%	73%	72%	74%	72%	73%	74%	68%	(r)
ENGAGEMENT WITH WORK	75%	(r)	74%	74%	73%	73%	82%	77%	79%	81%	78%	(r)
SENIOR MANAGERS	61%	(r)	70%	63%	63%	64%	57%	61%	60%	58%	53%	(r)
COMMUNICATION	68%	(r)	71%	69%	71%	71%	67%	66%	69%	70%	65%	(r)
HIGH PERFORMANCE	73%	(r)	80%	76%	75%	74%	71%	72%	73%	73%	70%	(r)
PUBLIC SECTOR VALUES	72%	(r)	77%	73%	73%	73%	69%	72%	72%	71%	68%	(r)
DIVERSITY & INCLUSION	74%	(r)	77%	76%	76%	75%	74%	74%	74%	77%	72%	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# RESULT BY GENDER



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Service NSW	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	<b>1830</b>	<b>536</b>	<b>1150</b>	<b>24</b>
<b>EMPLOYEE ENGAGEMENT</b>	73%	73%	73%	(r)
ENGAGEMENT WITH WORK	75%	75%	77%	(r)
SENIOR MANAGERS	61%	60%	63%	(r)
COMMUNICATION	68%	71%	69%	(r)
HIGH PERFORMANCE	73%	74%	74%	(r)
PUBLIC SECTOR VALUES	72%	73%	73%	(r)
DIVERSITY & INCLUSION	74%	77%	75%	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Service NSW	SES 1	SES 2	SES 3	Non-executive who manages employees	Other
<b>NUMBER OF RESPONDENTS</b>	1830	210	122	97	195	1100
<b>EMPLOYEE ENGAGEMENT</b>	73%	76%	70%	73%	78%	72%
ENGAGEMENT WITH WORK	75%	77%	68%	76%	83%	75%
SENIOR MANAGERS	61%	69%	57%	56%	67%	60%
COMMUNICATION	68%	73%	64%	66%	74%	68%
HIGH PERFORMANCE	73%	80%	73%	71%	76%	73%
PUBLIC SECTOR VALUES	72%	78%	69%	66%	76%	71%
DIVERSITY & INCLUSION	74%	79%	71%	73%	79%	74%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

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## WHAT'S NEXT?

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

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

# 48%

of employees replied favourably to:

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

## 34%

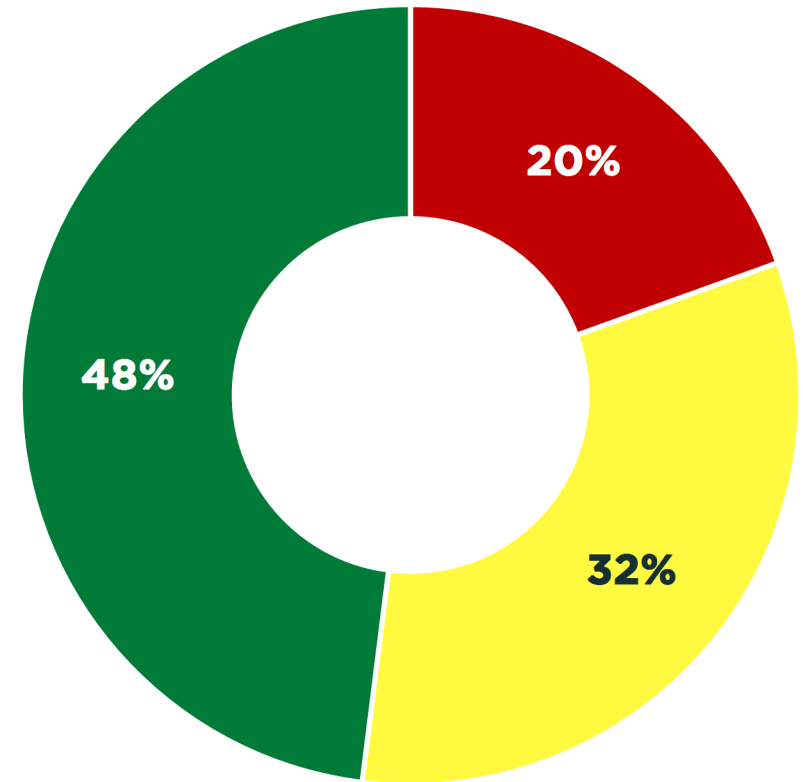
SECTOR

## 45%

CLUSTER

## 54%

2016



Agreement

Neither Agree nor Disagree

Disagreement

# GUIDE TO THIS REPORT

## **i** SURVEY TIME FRAME

This report contains results from the 2017 People Matter Employee Survey which was open from 1 to 30 June 2017.

## **i** PRIVACY

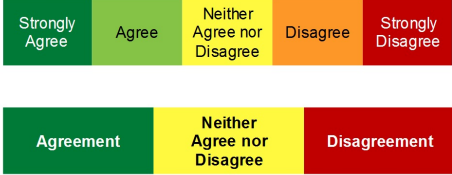
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees).

Where people work in small teams, the results are merged with larger business units and results are not available. Where this happens an 'r' is shown in reports.

## **i** HOW TO READ THIS REPORT

The majority of questions have a 5-point answer scale. The Strongly Agree and Agree scores are combined to create an agreement (or positive) score which is shown as a rounded percentage.



## **i** ROUNDING

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of the calculation for maximum accuracy.

Values from .00 to .49 are rounded down, whereas values from .50 to .99 are rounded up. Therefore, in some instances the data will not add up to 100%.

## **i** MORE DETAILS ABOUT THE SURVEY AND ITS METHODOLOGY

See the Main Findings report on the Public Service Commission web site.