
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 Electrician Linesworker
Solicitor Cable Jointer Nurse Librarian Advisor
Warden Prison Officer Technician Administrator
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 Surveyor 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 Jointer Plant
Operator Ranger
Teacher Nurse
Librarian
Advisor

CLUSTER REPORT

Finance and Services

RESPONSE RATE

93%

6,747 OF 7,242 TOTAL RESPONDENTS

EMPLOYEE ENGAGEMENT

65%

DIFFERENCE FROM 2016 -1

DIFFERENCE FROM PUBLIC SECTOR +1

SENIOR MANAGERS

54%

DIFFERENCE FROM 2016 +1

DIFFERENCE FROM PUBLIC SECTOR +7

COMMUNICATION

66%

DIFFERENCE FROM 2016 +1

DIFFERENCE FROM PUBLIC SECTOR +6



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

70%

DIFFERENCE FROM PUBLIC SECTOR -2

HIGH PERFORMANCE

67%

DIFFERENCE FROM PUBLIC SECTOR +4

PUBLIC SECTOR VALUES

67%

DIFFERENCE FROM PUBLIC SECTOR +6

DIVERSITY & INCLUSION

73%

DIFFERENCE FROM PUBLIC SECTOR +6

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 PUBLIC SECTOR
1	Q7f. My organisation is committed to developing its employees	53%	55%	50%
2	Q7c. I feel that change is managed well in my organisation	43%	47%	39%
3	Q7a. My organisation focuses on improving the work we do	73%	80%	69%
4	Q7b. My organisation is making the necessary improvements to meet our future challenges	64%	68%	57%
5	Q1c. My job gives me a feeling of personal accomplishment	72%	72%	75%
6	Q3g. I am satisfied with the opportunities available for career development in my organisation	48%	45%	48%

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST AGREEMENT SCORING QUESTIONS

AGREEMENT
2017

1a.	I understand what is expected of me to do well in my role	88%
2a.	My workgroup strives to achieve customer/client satisfaction	88%
2c.	I receive help and support from other members of my workgroup	85%
2e.	People in my workgroup treat each other with respect	81%
2b.	My workgroup works collaboratively to achieve its objectives	80%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	80%
5b.	My manager listens to what I have to say	79%
8b.	Personal background is not a barrier to success in my organisation	78%
5a.	My manager encourages people in my workgroup to keep improving the work they do	77%
5d.	My manager encourages and values employee input	76%

- LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT
2017

7g.	I have confidence in the way recruitment decisions are made	39%
9a.	I have confidence in the ways my organisation resolves grievances	41%
7c.	I feel that change is managed well in my organisation	43%
14.	I believe action will be taken on the results from this survey by my organisation	45%
6h.	I feel that senior managers listen to employees	47%
3g.	I am satisfied with the opportunities available for career development in my organisation	48%
5h.	My manager appropriately deals with employees who perform poorly	49%
6b.	I feel that senior managers effectively lead and manage change	50%
7d.	There is good co-operation between teams across our organisation	51%
7e.	People in my organisation take responsibility for their own actions	53%



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

6i.	Senior managers in my organisation support the career advancement of women	66%	58%
1e.	I am satisfied with my job	68%	62%
3d.	In the last 12 months I received useful feedback on my work to enable me to deliver required results	68%	63%
1b.	I am provided with the support I need to do my best at work	68%	64%
14.	I believe action will be taken on the results from this survey by my organisation	45%	41%
3g.	I am satisfied with the opportunities available for career development in my organisation	48%	45%
3e.	My performance is assessed against clear criteria	60%	56%
5e.	My manager involves my workgroup in decisions about our work	70%	67%
6c.	I feel that senior managers model the values of my organisation	55%	53%
5d.	My manager encourages and values employee input	76%	74%

- LEAST IMPROVED QUESTIONS

AGREEMENT
2017

AGREEMENT
2016

7a.	My organisation focuses on improving the work we do	73%	80%
9a.	I have confidence in the ways my organisation resolves grievances	41%	47%
7c.	I feel that change is managed well in my organisation	43%	47%
7b.	My organisation is making the necessary improvements to meet our future challenges	64%	68%
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	65%	68%
7k.	I feel a strong personal attachment to my organisation	58%	61%
7d.	There is good co-operation between teams across our organisation	51%	54%
7m.	My organisation inspires me to do the best in my job	57%	59%
1d.	I feel motivated to contribute more than what is normally required at work	71%	73%
7e.	People in my organisation take responsibility for their own actions	53%	55%



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'.

CLUSTER COMPARISON



COMPARISON OF CLUSTERS

This page compares key question group scores for Finance and Services

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.

	NSW Public Sector	Finance and Services	Education	Family and Community Services	Health	Industry	Justice	Planning and Environment	Premier and Cabinet	Transport	Treasury
NUMBER OF RESPONDENTS	140063	6747	30920	6354	48839	4583	17068	6273	756	12427	1353
EMPLOYEE ENGAGEMENT	65%	65%	67%	61%	64%	65%	62%	68%	73%	63%	72%
ENGAGEMENT WITH WORK	72%	70%	75%	70%	72%	72%	67%	73%	77%	68%	77%
SENIOR MANAGERS	47%	54%	53%	43%	45%	50%	39%	46%	67%	46%	66%
COMMUNICATION	60%	66%	63%	60%	57%	66%	53%	63%	73%	61%	75%
HIGH PERFORMANCE	63%	67%	67%	60%	63%	65%	55%	64%	75%	61%	75%
PUBLIC SECTOR VALUES	60%	67%	65%	59%	58%	65%	53%	62%	76%	60%	76%
DIVERSITY & INCLUSION	67%	73%	68%	69%	65%	73%	62%	73%	79%	69%	79%

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

AGENCY COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Finance and Services

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.

	Finance and Services	Department of Finance, Services and Innovation	Service NSW
NUMBER OF RESPONDENTS	6747	4915	1830
EMPLOYEE ENGAGEMENT	65%	63%	73%
ENGAGEMENT WITH WORK	70%	68%	75%
SENIOR MANAGERS	54%	52%	61%
COMMUNICATION	66%	65%	68%
HIGH PERFORMANCE	67%	65%	73%
PUBLIC SECTOR VALUES	67%	65%	72%
DIVERSITY & INCLUSION	73%	73%	74%

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



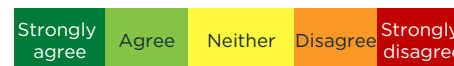
EXPLORE THE FULL RESULTS

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	65% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work	20	41	24	9	62%	63%	60%
Q7j. I am proud to tell others I work for my organisation	25	42	23		66%	67%	68%
Q7k. I feel a strong personal attachment to my organisation	21	37	26	11	58%	61%	63%
Q7l. My organisation motivates me to help it achieve its objectives	19	39	27	11	57%	59%	53%
Q7m. My organisation inspires me to do the best in my job	19	37	28	10	57%	59%	53%

KEY





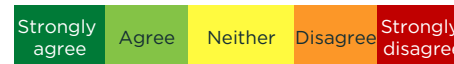
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ENGAGEMENT WITH WORK	70% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q1c. My job gives me a feeling of personal accomplishment	27	45	16	8	72%	72%	75%
Q1d. I feel motivated to contribute more than what is normally required at work	30	41	16	9	71%	73%	72%
Q1e. I am satisfied with my job	23	45	19	10	68%	62%	68%

KEY





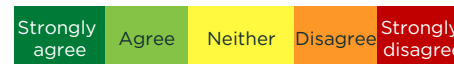
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SENIOR MANAGERS	54% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
Q6a. I believe senior managers provide clear direction for the future of the organisation	16	38	25	14	7	54%	52%	48%
Q6b. I feel that senior managers effectively lead and manage change	15	35	26	15	9	50%	49%	44%
Q6c. I feel that senior managers model the values of my organisation	17	38	27	11	8	55%	53%	48%
Q6d. Senior managers encourage innovation by employees	17	42	27	10		58%	57%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	16	40	30	9		56%	57%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	21	49	21			70%	69%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	15	39	24	14	8	53%	52%	45%
Q6h. I feel that senior managers listen to employees	14	34	29	14	9	47%	46%	41%
Q7c. I feel that change is managed well in my organisation	12	30	27	20	10	43%	47%	39%

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.

COMMUNICATION	66% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017	
Q5c. My manager communicates effectively with me	33	42	14	8	74%	73%	70%	
Q5d. My manager encourages and values employee input	34	42	14		76%	74%	71%	
Q5e. My manager involves my workgroup in decisions about our work	30	40	17	9	70%	67%	65%	
Q6g. I feel that senior managers keep employees informed about what's going on	15	39	24	14	8	53%	52%	45%
Q6h. I feel that senior managers listen to employees	14	34	29	14	9	47%	46%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager	25	48	15	7		73%	74%	66%

KEY





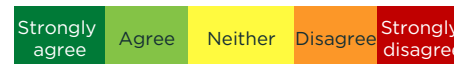
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HIGH PERFORMANCE	67% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
Q1a. I understand what is expected of me to do well in my role	39	49	88%	87%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	36	45	80%	79%	78%
Q3f. I have received appropriate training and development to do my job well	16	42	59%	59%	62%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	31	46	77%	75%	72%
Q5f. I have confidence in the decisions my manager makes	33	39	71%	72%	67%
Q6d. Senior managers encourage innovation by employees	17	42	58%	57%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	16	40	56%	57%	51%
Q7a. My organisation focuses on improving the work we do	21	52	73%	80%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	18	46	64%	68%	57%

KEY





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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.

	HIGH PERFORMANCE					67% RESPONSE SCALE			AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation	12	39	25	17		51%	54%	47%			
Q7h. My organisation generally selects capable people to do the job	12	45	25	13		57%	56%	52%			

KEY





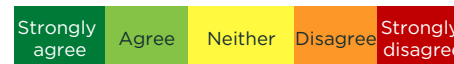
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Questions are grouped by themes in this report.

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

PUBLIC SECTOR VALUES	67% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
	Strongly agree	Agree	Neither	Disagree	Strongly disagree			
Q2a. My workgroup strives to achieve customer/client satisfaction	43	45	8			88%	88%	85%
Q2e. People in my workgroup treat each other with respect	39	42	11			81%	79%	74%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	31	46	15			77%	75%	72%
Q5b. My manager listens to what I have to say	36	43	12			79%	77%	75%
Q6a. I believe senior managers provide clear direction for the future of the organisation	16	38	25	14	7	54%	52%	48%
Q6c. I feel that senior managers model the values of my organisation	17	38	27	11	8	55%	53%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	21	49	21			70%	69%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	15	39	24	14	8	53%	52%	45%
Q6h. I feel that senior managers listen to employees	14	34	29	14	9	47%	46%	41%

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.

PUBLIC SECTOR VALUES		67% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
Q7a. My organisation focuses on improving the work we do		21	52	18	7	2	73%	80%	69%
Q7e. People in my organisation take responsibility for their own actions		12	41	28	14	5	53%	55%	47%

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.

DIVERSITY & INCLUSION		73% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work		23	46	17	12	68%	64%	63%
Q5b. My manager listens to what I have to say		36	43	12	7	79%	77%	75%
Q5d. My manager encourages and values employee input		34	42	14	7	76%	74%	71%
Q6i. Senior managers in my organisation support the career advancement of women		27	39	28	6	66%	58%	58%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)		29	50	14	7	80%	80%	74%
Q8b. Personal background is not a barrier to success in my organisation		31	47	15	7	78%	-	74%
Q8c. I am able to speak up and share a different view to my colleagues and manager		25	48	15	7	73%	74%	66%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>		26	39	18	10	65%	68%	57%

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.

RECRUITMENT	48% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	11	28	30	17	13	39%	-	35%
Q7h. My organisation generally selects capable people to do the job	12	45	25	13		57%	56%	52%

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.

PERFORMANCE FRAMEWORK & DEVELOPMENT	59% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017	
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	23	45	19	10	68%	63%	63%	
Q3e. My performance is assessed against clear criteria	18	42	25	11	60%	56%	54%	
Q3g. I am satisfied with the opportunities available for career development in my organisation	15	33	24	16	11	48%	45%	48%
Q5g. My manager provides acknowledgement or other recognition for the work I do	33	40	15	8	73%	72%	67%	
Q5h. My manager appropriately deals with employees who perform poorly	19	30	32	11	8	49%	48%	44%
Q7f. My organisation is committed to developing its employees	14	39	28	13	53%	55%	50%	

KEY

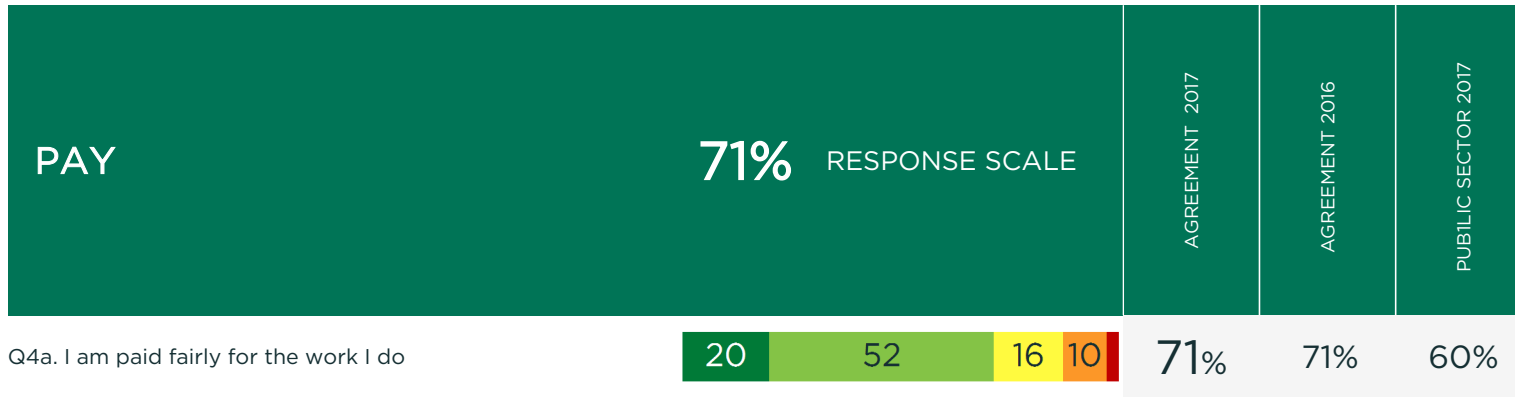




EXPLORE THE FULL RESULTS

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





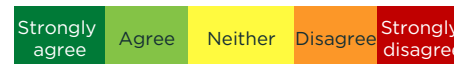
EXPLORE THE FULL RESULTS

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.

WORKPLACE SUPPORT	73% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work	23	46	17	12	68%	64%	63%
Q1f. I am able to keep my work stress at an acceptable level	17	48	18	12	65%	65%	59%
Q2c. I receive help and support from other members of my workgroup	38	47	10	5	85%	84%	81%
Q2d. There is good team spirit in my workgroup	35	39	14	8	74%	72%	69%

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.

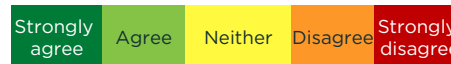
ACTION ABOUT SURVEY RESULTS

45% RESPONSE SCALE

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



KEY

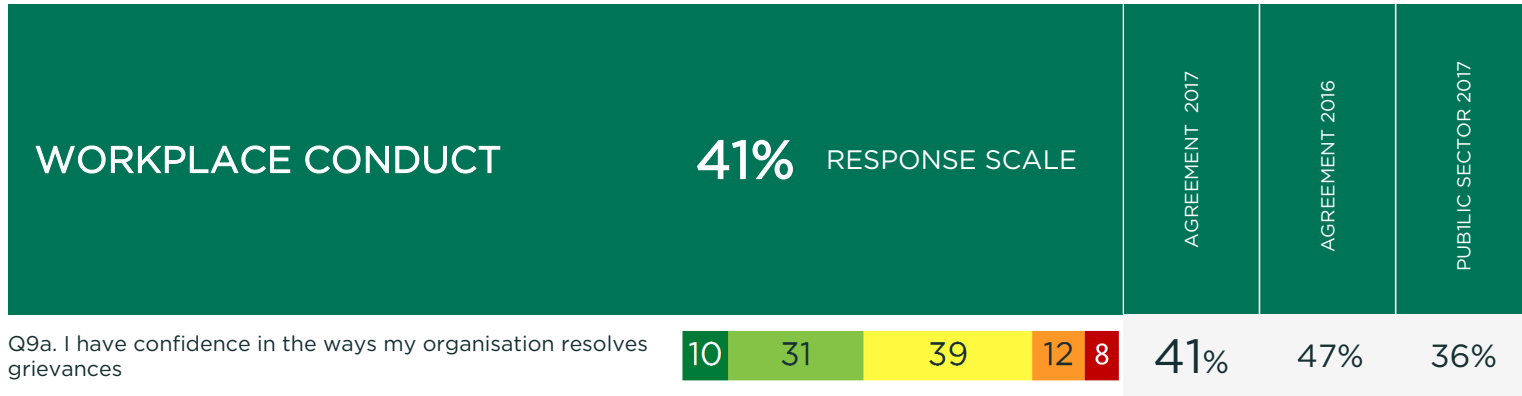




EXPLORE THE FULL RESULTS

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	PUBLIC SECTOR 2017
Q3a. I have a current performance and development plan that sets out my individual objectives				
Yes			79%	67%
No			21%	33%
Q3b. I have informal feedback conversations with my manager				
Yes			78%	75%
No			22%	25%
Q3c. I have scheduled feedback conversations with my manager				
Yes			66%	57%
No			34%	43%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY

RESPONSE SCALE

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	PUBLIC SECTOR 2017
Yes		45%	41%
No		55%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT

RESPONSE SCALE

2017

PUBLIC SECTOR 2017

Q10e. 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.

Role	2017	Public Sector 2017
A senior manager	19%	22%
Your immediate manager/supervisor	30%	24%
A fellow worker at your level	23%	27%
A subordinate	6%	8%
A client or customer	1%	2%
A member of the public other than a client or customer	0%	1%
Other	5%	4%
Prefer not to say	16%	13%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

FINANCE AND SERVICES QUESTIONS

RESPONSE SCALE

2017

Q2. This survey asks questions about Senior Managers. How do you define a Senior Manager?

Secretary		3%
Deputy Secretary		4%
Executive Director		22%
Director		46%
Manager		25%

Q3. Are you currently working in an activity based environment?

Yes		55%
No		45%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

FINANCE AND SERVICES QUESTIONS

RESPONSE SCALE

2017

Q4. If YES how long have you been working in that environment?

Less than 3 months		12%
3-6 months		12%
6-12 months		11%
More than 12 months		65%

Q5. If NO, how informed do you feel about the principles of activity based working?

Not at all informed		51%
Somewhat informed		32%
Well informed		14%
I'm an expert		2%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

FINANCE AND SERVICES QUESTIONS

RESPONSE SCALE

2017

Q6. With the right technology, could you do your role from another location?

YES - full time		36%
YES - some of the time		42%
NO		13%
UNSURE		9%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

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



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

FINANCE AND SERVICES QUESTIONS

RESPONSE SCALE

2017

Q9. Have you noticed senior managers taking action or doing things differently as a result of the last PMES survey?

Yes		23%
No		30%
Not sure		48%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Gender		
Male		41%
Female		57%
Other		2%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Age		
15 - 19		0%
20 - 24		4%
25 -29		10%
30 - 34		12%
35 - 39		14%
40 - 44		15%
45 - 49		15%
50 - 54		13%
55 - 59		10%
60 - 64		4%
65+		2%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Do you speak a language other than English at home?		
Yes		23%
No		71%
Prefer not to say		5%
Are you of Aboriginal and/or Torres Strait Islander origin?		
Yes		2%
No		93%
Prefer not to say		5%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

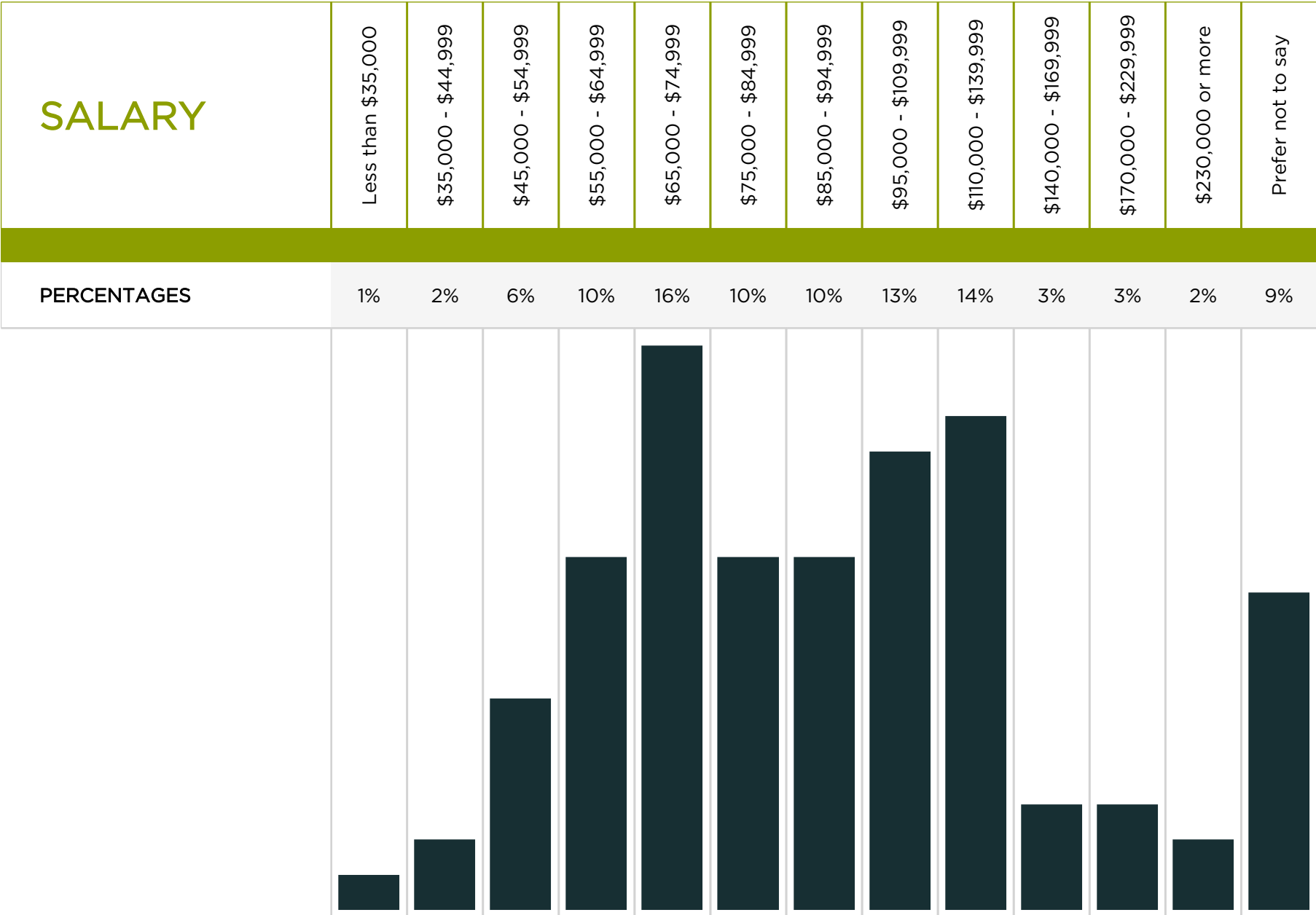
	RESPONSE SCALE	PERCENTAGE
Do you have a disability?		
Yes		4%
No		91%
Prefer not to say		5%
Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?		
Yes		4%
No		90%
Prefer not to say		6%

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.

	Finance and Services	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	6747	2311	869	367	858	178	52	627	110	1061
EMPLOYEE ENGAGEMENT	65%	68%	63%	70%	63%	68%	61%	67%	60%	63%
ENGAGEMENT WITH WORK	70%	71%	69%	74%	70%	73%	67%	77%	72%	66%
SENIOR MANAGERS	54%	55%	50%	61%	55%	60%	49%	60%	55%	50%
COMMUNICATION	66%	65%	63%	71%	68%	72%	67%	71%	72%	63%
HIGH PERFORMANCE	67%	68%	65%	72%	67%	71%	62%	69%	67%	63%
PUBLIC SECTOR VALUES	67%	67%	63%	71%	68%	72%	64%	71%	68%	63%
DIVERSITY & INCLUSION	73%	72%	72%	78%	76%	77%	76%	77%	76%	71%

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.

	Finance and Services	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	6747	58	138	409	645	1032	639	655	834	885	178	216	116	581
EMPLOYEE ENGAGEMENT	65%	77%	75%	75%	70%	65%	66%	64%	62%	62%	66%	73%	80%	59%
ENGAGEMENT WITH WORK	70%	83%	79%	75%	70%	69%	68%	70%	68%	72%	73%	86%	93%	62%
SENIOR MANAGERS	54%	71%	68%	67%	56%	52%	54%	51%	49%	51%	58%	73%	83%	47%
COMMUNICATION	66%	75%	73%	74%	64%	63%	66%	64%	65%	66%	74%	82%	90%	57%
HIGH PERFORMANCE	67%	82%	79%	78%	69%	66%	67%	65%	64%	65%	70%	79%	86%	58%
PUBLIC SECTOR VALUES	67%	80%	77%	76%	67%	64%	66%	64%	64%	65%	71%	82%	89%	59%
DIVERSITY & INCLUSION	73%	81%	77%	78%	71%	71%	74%	72%	73%	74%	80%	84%	90%	66%

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.

	Finance and Services	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	6747	1311	1041	1546	923	1057	477
EMPLOYEE ENGAGEMENT	65%	73%	70%	66%	60%	60%	61%
ENGAGEMENT WITH WORK	70%	80%	74%	70%	63%	65%	68%
SENIOR MANAGERS	54%	68%	60%	54%	46%	45%	45%
COMMUNICATION	66%	78%	70%	65%	60%	59%	58%
HIGH PERFORMANCE	67%	77%	72%	67%	61%	60%	60%
PUBLIC SECTOR VALUES	67%	78%	71%	67%	60%	59%	59%
DIVERSITY & INCLUSION	73%	81%	76%	73%	69%	69%	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 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.

	Finance and Services	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	6747	29	253	651	784	911	943	938	810	644	274	103
EMPLOYEE ENGAGEMENT	65%	(r)	75%	71%	67%	65%	65%	64%	65%	63%	63%	62%
ENGAGEMENT WITH WORK	70%	(r)	74%	73%	70%	69%	71%	69%	72%	69%	73%	71%
SENIOR MANAGERS	54%	(r)	68%	62%	59%	56%	52%	52%	54%	50%	47%	51%
COMMUNICATION	66%	(r)	73%	72%	71%	68%	64%	64%	65%	62%	60%	65%
HIGH PERFORMANCE	67%	(r)	79%	74%	70%	69%	65%	65%	66%	63%	63%	64%
PUBLIC SECTOR VALUES	67%	(r)	76%	72%	70%	68%	65%	65%	66%	63%	63%	64%
DIVERSITY & INCLUSION	73%	(r)	79%	79%	76%	75%	73%	72%	72%	71%	68%	70%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

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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.

	Finance and Services	Male	Female	Other
NUMBER OF RESPONDENTS	6747	2610	3667	138
EMPLOYEE ENGAGEMENT	65%	65%	67%	48%
ENGAGEMENT WITH WORK	70%	70%	72%	50%
SENIOR MANAGERS	54%	55%	56%	28%
COMMUNICATION	66%	68%	66%	42%
HIGH PERFORMANCE	67%	67%	68%	43%
PUBLIC SECTOR VALUES	67%	68%	67%	43%
DIVERSITY & INCLUSION	73%	75%	73%	51%

KEY

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ABORIGINAL OR TORRES STRAIT ISLANDER



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.

	Finance and Services	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	6747	121	6004	314
EMPLOYEE ENGAGEMENT	65%	66%	66%	52%
ENGAGEMENT WITH WORK	70%	74%	71%	54%
SENIOR MANAGERS	54%	51%	56%	36%
COMMUNICATION	66%	64%	67%	47%
HIGH PERFORMANCE	67%	68%	68%	49%
PUBLIC SECTOR VALUES	67%	64%	68%	49%
DIVERSITY & INCLUSION	73%	71%	75%	53%

KEY

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LANGUAGE OTHER THAN ENGLISH



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.

	Finance and Services	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	6747	1514	4607	341
EMPLOYEE ENGAGEMENT	65%	69%	66%	51%
ENGAGEMENT WITH WORK	70%	75%	71%	51%
SENIOR MANAGERS	54%	60%	54%	35%
COMMUNICATION	66%	70%	66%	45%
HIGH PERFORMANCE	67%	70%	68%	48%
PUBLIC SECTOR VALUES	67%	70%	67%	48%
DIVERSITY & INCLUSION	73%	75%	74%	53%

KEY

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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.

	Finance and Services	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	6747	253	5854	348
EMPLOYEE ENGAGEMENT	65%	60%	67%	52%
ENGAGEMENT WITH WORK	70%	65%	72%	51%
SENIOR MANAGERS	54%	49%	56%	33%
COMMUNICATION	66%	60%	67%	45%
HIGH PERFORMANCE	67%	63%	69%	48%
PUBLIC SECTOR VALUES	67%	63%	68%	47%
DIVERSITY & INCLUSION	73%	68%	75%	52%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
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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.

	Finance and Services	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	6747	443	5593	414
EMPLOYEE ENGAGEMENT	65%	61%	67%	53%
ENGAGEMENT WITH WORK	70%	63%	73%	49%
SENIOR MANAGERS	54%	48%	56%	36%
COMMUNICATION	66%	60%	68%	47%
HIGH PERFORMANCE	67%	63%	69%	50%
PUBLIC SECTOR VALUES	67%	62%	68%	50%
DIVERSITY & INCLUSION	73%	67%	75%	56%

KEY

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GREATER THAN REPORT SCORE

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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.

	Finance and Services	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	6747	278	5791	371
EMPLOYEE ENGAGEMENT	65%	66%	66%	55%
ENGAGEMENT WITH WORK	70%	70%	72%	54%
SENIOR MANAGERS	54%	59%	55%	39%
COMMUNICATION	66%	70%	67%	49%
HIGH PERFORMANCE	67%	72%	68%	52%
PUBLIC SECTOR VALUES	67%	71%	68%	52%
DIVERSITY & INCLUSION	73%	76%	74%	57%

KEY

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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.

	Finance and Services	SES 1	SES 2	SES 3	Non-executive who manages employees	Other
NUMBER OF RESPONDENTS	6747	453	201	153	1083	4568
EMPLOYEE ENGAGEMENT	65%	74%	72%	72%	67%	64%
ENGAGEMENT WITH WORK	70%	78%	75%	76%	75%	68%
SENIOR MANAGERS	54%	69%	65%	59%	57%	52%
COMMUNICATION	66%	75%	72%	68%	69%	64%
HIGH PERFORMANCE	67%	78%	77%	72%	69%	65%
PUBLIC SECTOR VALUES	67%	77%	74%	69%	69%	64%
DIVERSITY & INCLUSION	73%	80%	78%	75%	77%	71%

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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

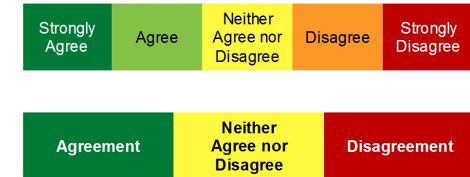
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.