

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 Joiner 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 Receptionist Labourer Joiner
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 Joiner Plant
Operator Ranger
Teacher Nurse
Librarian
Advisor

AGENCY REPORT

Health

Mental Health Commission

RESPONSE RATE

>100%

28 OF 22 TOTAL RESPONDENTS

EMPLOYEE ENGAGEMENT

69%

DIFFERENCE FROM 2016 **-1**

DIFFERENCE FROM CLUSTER **+6**

DIFFERENCE FROM PUBLIC SECTOR **+5**

SENIOR MANAGERS

58%

DIFFERENCE FROM 2016 **-5**

DIFFERENCE FROM CLUSTER **+13**

DIFFERENCE FROM PUBLIC SECTOR **+11**

COMMUNICATION

65%

DIFFERENCE FROM 2016 **-3**

DIFFERENCE FROM CLUSTER **+8**

DIFFERENCE FROM PUBLIC SECTOR **+5**



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

76%

DIFFERENCE FROM CLUSTER **+4**

DIFFERENCE FROM PUBLIC SECTOR **+4**

HIGH PERFORMANCE

68%

DIFFERENCE FROM CLUSTER **+6**

DIFFERENCE FROM PUBLIC SECTOR **+5**

PUBLIC SECTOR VALUES

68%

DIFFERENCE FROM CLUSTER **+10**

DIFFERENCE FROM PUBLIC SECTOR **+7**

DIVERSITY & INCLUSION

76%

DIFFERENCE FROM CLUSTER **+11**

DIFFERENCE FROM PUBLIC SECTOR **+9**

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.

** As your organisation received less than 30 responses, the key drivers are taken from the questions for Health.

		AGREEMENT	% AGREEMENT 2016	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	Q7f. My organisation is committed to developing its employees	56%	70%	49%	50%
2	Q7c. I feel that change is managed well in my organisation	52%	50%	41%	39%
3	Q7a. My organisation focuses on improving the work we do	70%	71%	67%	69%
4	Q7b. My organisation is making the necessary improvements to meet our future challenges	67%	57%	55%	57%
5	Q1c. My job gives me a feeling of personal accomplishment	68%	73%	76%	75%
6	Q3g. I am satisfied with the opportunities available for career development in my organisation	43%	37%	51%	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	86%
2c.	I receive help and support from other members of my workgroup	86%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	85%
8b.	Personal background is not a barrier to success in my organisation	85%
1d.	I feel motivated to contribute more than what is normally required at work	82%
2b.	My workgroup works collaboratively to achieve its objectives	82%
5f.	I have confidence in the decisions my manager makes	82%
6f.	Senior managers communicate the importance of customers/clients in achieving our business objectives	81%
5g.	My manager provides acknowledgement or other recognition for the work I do	79%
2a.	My workgroup strives to achieve customer/client satisfaction	79%

- LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT
2017

3g.	I am satisfied with the opportunities available for career development in my organisation	43%
6b.	I feel that senior managers effectively lead and manage change	43%
3e.	My performance is assessed against clear criteria	46%
6d.	Senior managers encourage innovation by employees	46%
9a.	I have confidence in the ways my organisation resolves grievances	48%
7d.	There is good co-operation between teams across our organisation	48%
7e.	People in my organisation take responsibility for their own actions	48%
7g.	I have confidence in the way recruitment decisions are made	48%
5h.	My manager appropriately deals with employees who perform poorly	48%
1f.	I am able to keep my work stress at an acceptable level	50%



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

1b.	I am provided with the support I need to do my best at work	79%	60%
1e.	I am satisfied with my job	79%	60%
5f.	I have confidence in the decisions my manager makes	82%	65%
7m.	My organisation inspires me to do the best in my job	78%	63%
3e.	My performance is assessed against clear criteria	46%	33%
2b.	My workgroup works collaboratively to achieve its objectives	82%	70%
7b.	My organisation is making the necessary improvements to meet our future challenges	67%	57%
1d.	I feel motivated to contribute more than what is normally required at work	82%	73%
3d.	In the last 12 months I received useful feedback on my work to enable me to deliver required results	64%	57%
6g.	I feel that senior managers keep employees informed about what's going on	61%	54%

- LEAST IMPROVED QUESTIONS

AGREEMENT
2017

AGREEMENT
2016

1f.	I am able to keep my work stress at an acceptable level	50%	73%
6d.	Senior managers encourage innovation by employees	46%	68%
4a.	I am paid fairly for the work I do	61%	80%
6i.	Senior managers in my organisation support the career advancement of women	68%	85%
7d.	There is good co-operation between teams across our organisation	48%	64%
8c.	I am able to speak up and share a different view to my colleagues and manager	65%	81%
7f.	My organisation is committed to developing its employees	56%	70%
6c.	I feel that senior managers model the values of my organisation	61%	75%
2a.	My workgroup strives to achieve customer/client satisfaction	79%	90%
7e.	People in my organisation take responsibility for their own actions	48%	57%



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'.



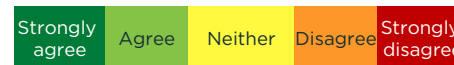
EXPLORE THE FULL RESULTS

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	69% RESPONSE SCALE			AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work	22	52	11 7 7	74%	74%	59%	60%
Q7j. I am proud to tell others I work for my organisation	22	52	26	74%	78%	67%	68%
Q7k. I feel a strong personal attachment to my organisation	26	37	22 15	63%	70%	61%	63%
Q7l. My organisation motivates me to help it achieve its objectives	15	56	19 7	70%	67%	52%	53%
Q7m. My organisation inspires me to do the best in my job	11	67	7 11	78%	63%	53%	53%

KEY





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ENGAGEMENT WITH WORK	76% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1c. My job gives me a feeling of personal accomplishment	32	36	14	18	68%	73%	76%	75%
Q1d. I feel motivated to contribute more than what is normally required at work	39	43	11		82%	73%	72%	72%
Q1e. I am satisfied with my job	21	57	7	11	79%	60%	68%	68%

KEY





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SENIOR MANAGERS	58% 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	7	50	29	7	7	57%	64%	45%	48%
Q6b. I feel that senior managers effectively lead and manage change	7	36	36	14	7	43%	50%	43%	44%
Q6c. I feel that senior managers model the values of my organisation	18	43	18	14	7	61%	75%	45%	48%
Q6d. Senior managers encourage innovation by employees	11	36	32	11	11	46%	68%	46%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	18	50	18	7	7	68%	71%	47%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	22	59	15			81%	75%	56%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	11	50	25	11		61%	54%	42%	45%
Q6h. I feel that senior managers listen to employees	11	43	18	21	7	54%	61%	38%	41%
Q7c. I feel that change is managed well in my organisation	11	41	26	22		52%	50%	41%	39%

KEY





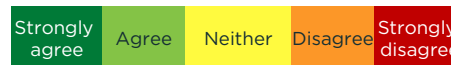
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COMMUNICATION	65% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017	
Q5c. My manager communicates effectively with me	32	36	18	14	68%	64%	68%	70%	
Q5d. My manager encourages and values employee input	32	43	18	7	75%	79%	68%	71%	
Q5e. My manager involves my workgroup in decisions about our work	25	43	18	14	68%	71%	63%	65%	
Q6g. I feel that senior managers keep employees informed about what's going on	11	50	25	11	61%	54%	42%	45%	
Q6h. I feel that senior managers listen to employees	11	43	18	21	7	54%	61%	38%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager	31	35	15	12	8	65%	81%	65%	66%

KEY





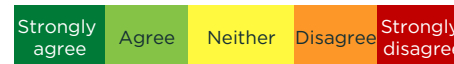
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HIGH PERFORMANCE	68% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017	
Q1a. I understand what is expected of me to do well in my role	46	39	11		86%	87%	91%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	43	39	11	7	82%	70%	77%	78%	
Q3f. I have received appropriate training and development to do my job well	29	32	18	14	7	61%	63%	68%	62%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	21	57	11	11	79%	79%	70%	72%	
Q5f. I have confidence in the decisions my manager makes	25	57	7	11	82%	65%	64%	67%	
Q6d. Senior managers encourage innovation by employees	11	36	32	11	11	46%	68%	46%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	18	50	18	7	7	68%	71%	47%	51%
Q7a. My organisation focuses on improving the work we do	19	52	22	7	70%	71%	67%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	15	52	19	11	67%	57%	55%	57%	

KEY





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	68% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation	7	41	19	33	48%	64%	48%	47%
Q7h. My organisation generally selects capable people to do the job	11	52	30	7	63%	70%	53%	52%

KEY





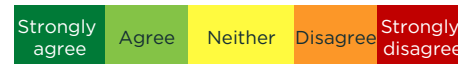
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PUBLIC SECTOR VALUES		68% RESPONSE SCALE			AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017		
Q2a. My workgroup strives to achieve customer/client satisfaction		36	43	21	79%	90%	86%	85%		
Q2e. People in my workgroup treat each other with respect		36	43	11	11	79%	83%	70%	74%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do		21	57	11	11	79%	79%	70%	72%	
Q5b. My manager listens to what I have to say		36	43	7	14	79%	75%	71%	75%	
Q6a. I believe senior managers provide clear direction for the future of the organisation		7	50	29	7	7	57%	64%	45%	48%
Q6c. I feel that senior managers model the values of my organisation		18	43	18	14	7	61%	75%	45%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives		22	59	15	4	81%	75%	56%	60%	
Q6g. I feel that senior managers keep employees informed about what's going on		11	50	25	11	7	61%	54%	42%	45%
Q6h. I feel that senior managers listen to employees		11	43	18	21	7	54%	61%	38%	41%

KEY





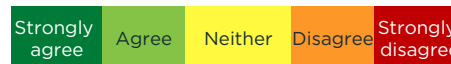
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PUBLIC SECTOR VALUES		68% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7a. My organisation focuses on improving the work we do		70%	71%	67%	69%				
Q7e. People in my organisation take responsibility for their own actions		48%	57%	47%	47%				

KEY





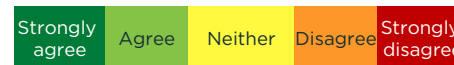
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

DIVERSITY & INCLUSION	76% 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	39	39	11	7	79%	60%	64%	63%	
Q5b. My manager listens to what I have to say	36	43	7	14	79%	75%	71%	75%	
Q5d. My manager encourages and values employee input	32	43	18	7	75%	79%	68%	71%	
Q6i. Senior managers in my organisation support the career advancement of women	32	36	21	7	68%	85%	52%	58%	
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	27	58		8	85%	88%	72%	74%	
Q8b. Personal background is not a barrier to success in my organisation	35	50		12	85%	-	73%	74%	
Q8c. I am able to speak up and share a different view to my colleagues and manager	31	35	15	12	8	65%	81%	65%	66%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	35	42	8	8	8	77%	77%	55%	57%

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.

RECRUITMENT	56% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	44	30	11	11	48%	-	38%	35%
Q7h. My organisation generally selects capable people to do the job	11	52	30	7	63%	70%	53%	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	56% 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	25	39	21	7	7	64%	57%	63%	63%
Q3e. My performance is assessed against clear criteria	14	32	21	29		46%	33%	57%	54%
Q3g. I am satisfied with the opportunities available for career development in my organisation	14	29	21	25	11	43%	37%	51%	48%
Q5g. My manager provides acknowledgement or other recognition for the work I do	36	43	14			79%	73%	64%	67%
Q5h. My manager appropriately deals with employees who perform poorly	15	33	37	11		48%	44%	44%	44%
Q7f. My organisation is committed to developing its employees	15	41	26	11	7	56%	70%	49%	50%

KEY

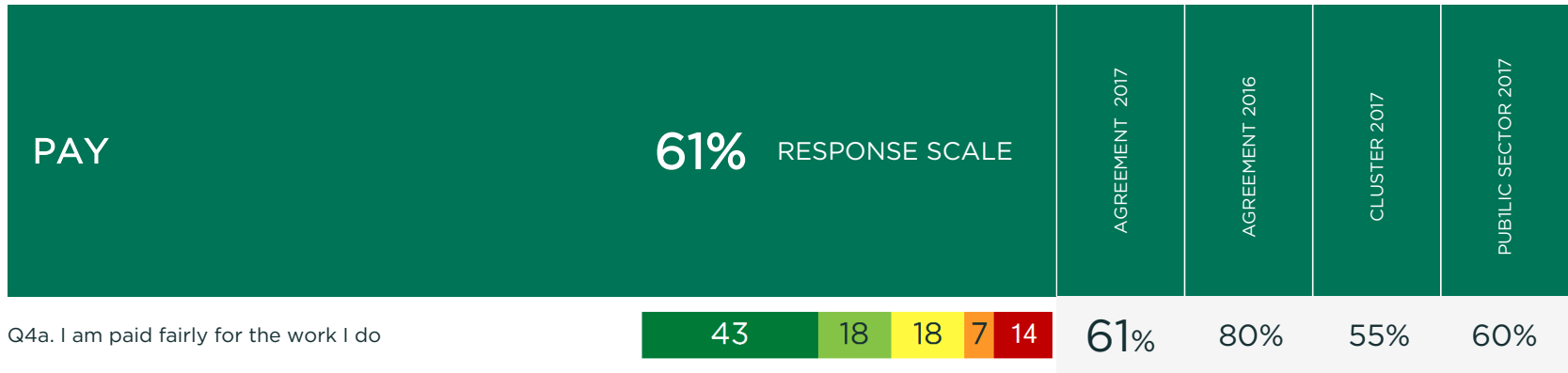




EXPLORE THE FULL RESULTS

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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.



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.

WORKPLACE SUPPORT		73% 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				79%	60%	64%	63%
Q1f. I am able to keep my work stress at an acceptable level				50%	73%	61%	59%
Q2c. I receive help and support from other members of my workgroup				86%	86%	79%	81%
Q2d. There is good team spirit in my workgroup				79%	77%	66%	69%

KEY





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ACTION ABOUT SURVEY RESULTS

58% RESPONSE SCALE

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



	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q14. I believe action will be taken on the results from this survey by my organisation	58%	62%	35%	34%

KEY

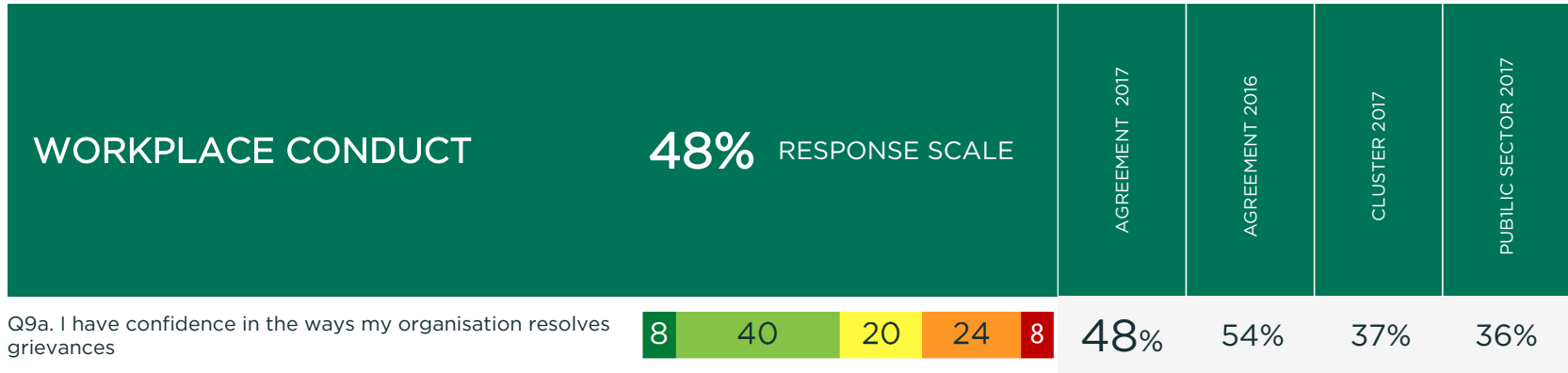




EXPLORE THE FULL RESULTS

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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.



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT		RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes			64%	67%	67%
No			36%	33%	33%
Q3b. I have informal feedback conversations with my manager					
Yes			82%	73%	75%
No			18%	27%	25%
Q3c. I have scheduled feedback conversations with my manager					
Yes			71%	56%	57%
No			29%	44%	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?				
Yes		61%	40%	41%
No		39%	60%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 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		29%	32%	30%
Lack of visible opportunities		29%	30%	31%
Lack of promotion opportunities		36%	27%	30%
Lack of support from my manager / supervisor		14%	15%	14%
Geographic location considerations		11%	24%	28%
Personal / family considerations		21%	32%	33%
Insufficient training and development		18%	14%	16%
Lack of required capabilities or experience		14%	10%	11%
Lack of support for temporary assignments/secondments		18%	14%	15%
The application/recruitment process is too cumbersome or time consuming		21%	16%	23%
Other		29%	8%	9%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		24%	30%	25%
No		68%	57%	62%
Don't know		8%	13%	13%
Q10b. If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes	(r)			
No	(r)			
Don't know	(r)			



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		38%	40%	33%
No		58%	51%	58%
Don't know		4%	9%	9%
Q10d. In the last 12 months I have been subjected to bullying at work				
Yes		23%	22%	18%
No		73%	72%	76%
Don't know		4%	6%	6%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 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.				
A senior manager	(r)			
Your immediate manager/supervisor	(r)			
A fellow worker at your level	(r)			
A subordinate	(r)			
A client or customer	(r)			
A member of the public other than a client or customer	(r)			
Other	(r)			
Prefer not to say	(r)			



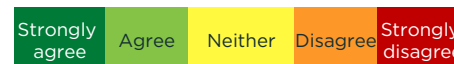
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HEALTH QUESTIONS	RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017
Q1. Morale is good in my team	23	46	15	12	69%	76%	60%
Q2. I believe I am valued for what I can offer at my workplace	31	58	8		88%	76%	69%
Q3. In my workplace, we recognise our successes and innovations	24	48	20	8	72%	84%	64%
Q4. Staff are treated respectfully regardless of their job	20	52	20		72%	88%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	24	40	16	12	64%	64%	51%
Q6. Overall, I have confidence in the decisions made by my senior managers	17	58	8	13	75%	60%	51%

KEY





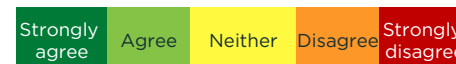
EXPLORE THE FULL RESULTS

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.

HEALTH QUESTIONS	RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017
Q7. I have a say in decisions which affect my work	24	44	12	12	8	68%	68%	54%
Q8. Where I work, we share the lessons learnt when mistakes are made	8	60	12	12	8	68%	64%	67%
Q9. My team's objectives/work plans are clearly outlined	24	44	16	12		68%	56%	64%
Q10. Our objectives/work plans help us to deliver a quality service	16	44	32			60%	56%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	8	42	21	25		50%	48%	41%

KEY





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.

58%

of employees replied favourably to:

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

34%

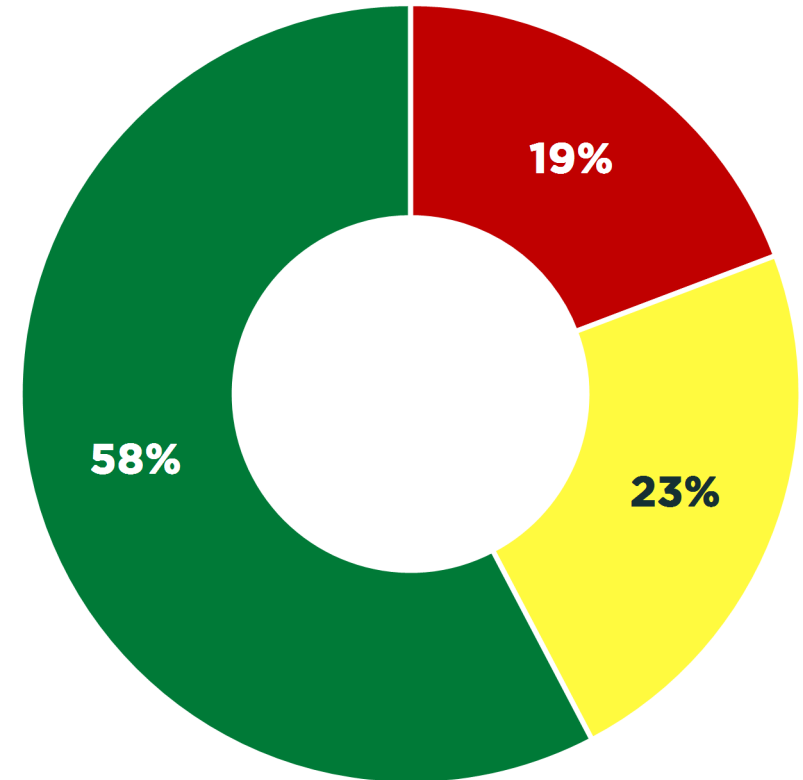
SECTOR

35%

CLUSTER

63%

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

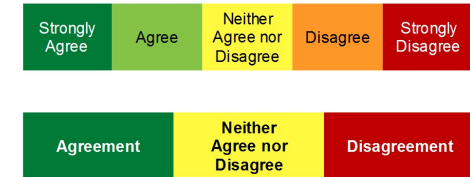
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.