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# PEOPLE MATTER 2017

## NSW Public Sector Employee Survey

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Nurse  
Teacher  
Accountant  
Police Officer  
Librarian  
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 Fire Fighter Clerk  
Engineer Receptionist Supervisor Ship's Engineer  
Nurse Police Officer Museum Guide Conservator Fitter  
Solicitor Cable Joints 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 Joints Plant  
Operator Ranger  
Teacher Nurse  
Librarian  
Advisor

CLUSTER REPORT

Industry

## RESPONSE RATE

# 81%

4,583 OF 5,634 TOTAL RESPONDENTS

## EMPLOYEE ENGAGEMENT

# 65%

DIFFERENCE FROM 2016 **+4**

DIFFERENCE FROM PUBLIC SECTOR **0**

## SENIOR MANAGERS

# 50%

DIFFERENCE FROM 2016 **+9**

DIFFERENCE FROM PUBLIC SECTOR **+3**

## COMMUNICATION

# 66%

DIFFERENCE FROM 2016 **+7**

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

# 72%

DIFFERENCE FROM PUBLIC SECTOR **0**

## HIGH PERFORMANCE

# 65%

DIFFERENCE FROM PUBLIC SECTOR **+2**

## PUBLIC SECTOR VALUES

# 65%

DIFFERENCE FROM PUBLIC SECTOR **+4**

## 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	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>69%</b>	70%	69%
2	<b>Q7b.</b> My organisation is making the necessary improvements to meet our future challenges	<b>56%</b>	51%	57%
3	<b>Q7f.</b> My organisation is committed to developing its employees	<b>50%</b>	46%	50%
4	<b>Q7c.</b> I feel that change is managed well in my organisation	<b>34%</b>	28%	39%
5	<b>Q1c.</b> My job gives me a feeling of personal accomplishment	<b>74%</b>	71%	75%
6	<b>Q3g.</b> I am satisfied with the opportunities available for career development in my organisation	<b>46%</b>	38%	48%

# HIGHEST AND LOWEST QUESTIONS

## + HIGHEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

2a.	My workgroup strives to achieve customer/client satisfaction	<b>89%</b>
1a.	I understand what is expected of me to do well in my role	<b>86%</b>
2c.	I receive help and support from other members of my workgroup	<b>85%</b>
5b.	My manager listens to what I have to say	<b>81%</b>
2b.	My workgroup works collaboratively to achieve its objectives	<b>81%</b>
2e.	People in my workgroup treat each other with respect	<b>81%</b>
5d.	My manager encourages and values employee input	<b>78%</b>
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	<b>77%</b>
5a.	My manager encourages people in my workgroup to keep improving the work they do	<b>76%</b>
8b.	Personal background is not a barrier to success in my organisation	<b>76%</b>

## - LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

7c.	I feel that change is managed well in my organisation	<b>34%</b>
9a.	I have confidence in the ways my organisation resolves grievances	<b>36%</b>
7g.	I have confidence in the way recruitment decisions are made	<b>39%</b>
5h.	My manager appropriately deals with employees who perform poorly	<b>43%</b>
6b.	I feel that senior managers effectively lead and manage change	<b>44%</b>
6h.	I feel that senior managers listen to employees	<b>46%</b>
7d.	There is good co-operation between teams across our organisation	<b>46%</b>
3g.	I am satisfied with the opportunities available for career development in my organisation	<b>46%</b>
14.	I believe action will be taken on the results from this survey by my organisation	<b>46%</b>
6g.	I feel that senior managers keep employees informed about what's going on	<b>48%</b>



### 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

	AGREEMENT 2017	AGREEMENT 2016
14. I believe action will be taken on the results from this survey by my organisation	46%	28%
1e. I am satisfied with my job	68%	55%
6h. I feel that senior managers listen to employees	46%	34%
1b. I am provided with the support I need to do my best at work	65%	53%
6c. I feel that senior managers model the values of my organisation	52%	41%
7i. I would recommend my organisation as a great place to work	62%	51%
6a. I believe senior managers provide clear direction for the future of the organisation	50%	39%
1f. I am able to keep my work stress at an acceptable level	62%	52%
3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	66%	56%
6g. I feel that senior managers keep employees informed about what's going on	48%	38%

## - LEAST IMPROVED QUESTIONS

AGREEMENT  
2017

AGREEMENT  
2016

	AGREEMENT 2017	AGREEMENT 2016
9a. I have confidence in the ways my organisation resolves grievances	36%	38%
7k. I feel a strong personal attachment to my organisation	60%	61%
7a. My organisation focuses on improving the work we do	69%	70%



### 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 Industry

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

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.

	Industry	Department of Industry	Destination NSW	Local Land Services	NSW Institute of Sport	Office of Sport	Sydney Cricket and Sports Ground Trust
NUMBER OF RESPONDENTS	4583	3263	116	638	63	418	85
EMPLOYEE ENGAGEMENT	65%	65%	62%	62%	75%	67%	72%
ENGAGEMENT WITH WORK	72%	73%	70%	71%	80%	70%	76%
SENIOR MANAGERS	50%	51%	39%	49%	64%	47%	53%
COMMUNICATION	66%	65%	59%	66%	74%	64%	69%
HIGH PERFORMANCE	65%	66%	61%	65%	76%	60%	67%
PUBLIC SECTOR VALUES	65%	65%	58%	64%	71%	60%	66%
DIVERSITY & INCLUSION	73%	74%	64%	75%	83%	70%	76%

### 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	18	44	26	9	62%	51%	60%
Q7j. I am proud to tell others I work for my organisation	23	45	23		68%	63%	68%
Q7k. I feel a strong personal attachment to my organisation	21	39	27	10	60%	61%	63%
Q7l. My organisation motivates me to help it achieve its objectives	15	39	30	12	54%	47%	53%
Q7m. My organisation inspires me to do the best in my job	16	38	31	12	53%	48%	53%

KEY







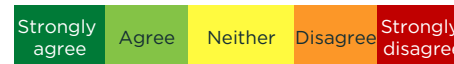
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ENGAGEMENT WITH WORK	72% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q1c. My job gives me a feeling of personal accomplishment	27	47	16	8	74%	71%	75%
Q1d. I feel motivated to contribute more than what is normally required at work	32	43	15	8	75%	74%	72%
Q1e. I am satisfied with my job	21	47	18	10	68%	55%	68%

### KEY





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SENIOR MANAGERS	50% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
Q6a. I believe senior managers provide clear direction for the future of the organisation	12	37	27	15	8	50%	39%	48%
Q6b. I feel that senior managers effectively lead and manage change	11	33	29	17	10	44%	35%	44%
Q6c. I feel that senior managers model the values of my organisation	14	38	30	11	8	52%	41%	48%
Q6d. Senior managers encourage innovation by employees	13	42	29	11		54%	47%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	14	43	28	10		57%	49%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	19	49	21	7		68%	62%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	11	37	27	16	9	48%	38%	45%
Q6h. I feel that senior managers listen to employees	11	35	30	15	9	46%	34%	41%
Q7c. I feel that change is managed well in my organisation		27	32	22	11	34%	28%	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	31	44	13	8	75%	70%	70%	
Q5d. My manager encourages and values employee input	36	42	13		78%	73%	71%	
Q5e. My manager involves my workgroup in decisions about our work	30	42	16	8	72%	66%	65%	
Q6g. I feel that senior managers keep employees informed about what's going on	11	37	27	16	9	48%	38%	45%
Q6h. I feel that senior managers listen to employees	11	35	30	15	9	46%	34%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager	22	52	15			74%	73%	66%

KEY





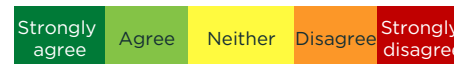
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

	HIGH PERFORMANCE			65% RESPONSE SCALE	AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
Q1a. I understand what is expected of me to do well in my role	33	53	8		86%	84%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	38	44	11		81%	77%	78%
Q3f. I have received appropriate training and development to do my job well	15	44	24	12	59%	54%	62%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	29	47	16		76%	72%	72%
Q5f. I have confidence in the decisions my manager makes	32	41	16		73%	68%	67%
Q6d. Senior managers encourage innovation by employees	13	42	29	11	54%	47%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	14	43	28	10	57%	49%	51%
Q7a. My organisation focuses on improving the work we do	18	52	21	8	69%	70%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	14	42	29	12	56%	51%	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					65% RESPONSE SCALE			AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation	8	37	27	20	8	46%	39%	47%			
Q7h. My organisation generally selects capable people to do the job	9	50	24	11		60%	50%	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.

PUBLIC SECTOR VALUES	65% 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	45	44				89%	88%	85%
Q2e. People in my workgroup treat each other with respect	39	42	11			81%	77%	74%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	29	47	16			76%	72%	72%
Q5b. My manager listens to what I have to say	36	45	10			81%	76%	75%
Q6a. I believe senior managers provide clear direction for the future of the organisation	12	37	27	15	8	50%	39%	48%
Q6c. I feel that senior managers model the values of my organisation	14	38	30	11	8	52%	41%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	19	49	21	7		68%	62%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	11	37	27	16	9	48%	38%	45%
Q6h. I feel that senior managers listen to employees	11	35	30	15	9	46%	34%	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		65% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
Q7a. My organisation focuses on improving the work we do		69%	70%	69%				
Q7e. People in my organisation take responsibility for their own actions		50%	42%	47%				

KEY





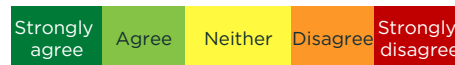
## EXPLORE THE FULL RESULTS

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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.

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		65%	53%	63%				
Q5b. My manager listens to what I have to say		81%	76%	75%				
Q5d. My manager encourages and values employee input		78%	73%	71%				
Q6i. Senior managers in my organisation support the career advancement of women		61%	54%	58%				
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)		77%	75%	74%				
Q8b. Personal background is not a barrier to success in my organisation		76%	-	74%				
Q8c. I am able to speak up and share a different view to my colleagues and manager		74%	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>		75%	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	49% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	8	31	31	17	13	39%	-	35%
Q7h. My organisation generally selects capable people to do the job	9	50	24	11		60%	50%	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	55% 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	20	46	19	10	66%	56%	63%	
Q3e. My performance is assessed against clear criteria	13	38	28	16	51%	44%	54%	
Q3g. I am satisfied with the opportunities available for career development in my organisation	13	33	25	19	10	46%	38%	48%
Q5g. My manager provides acknowledgement or other recognition for the work I do	32	42	15		74%	70%	67%	
Q5h. My manager appropriately deals with employees who perform poorly	15	28	38	12	7	43%	40%	44%
Q7f. My organisation is committed to developing its employees	10	40	30	14		50%	46%	50%

KEY

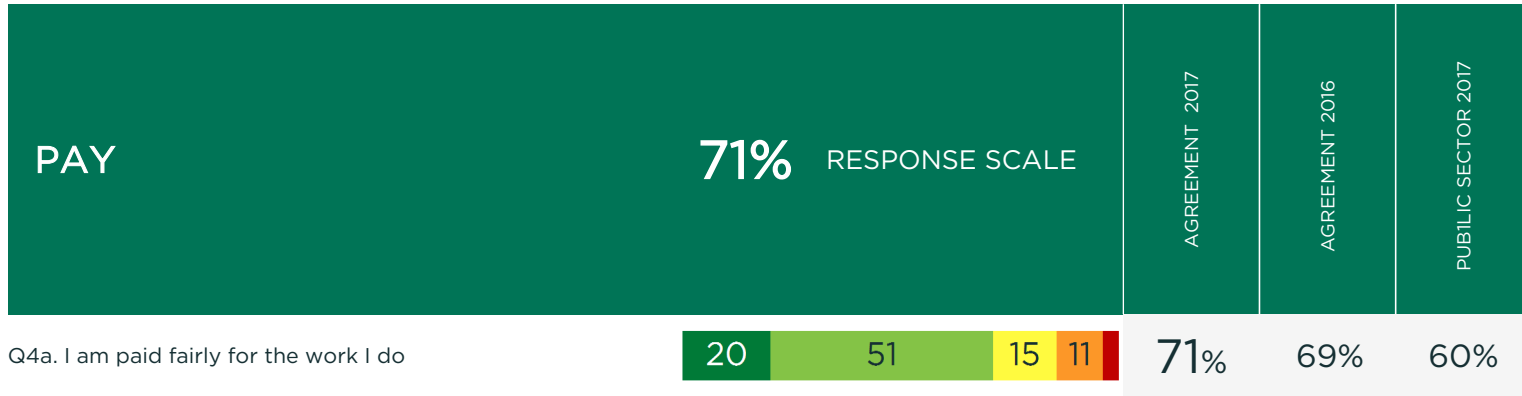




## EXPLORE THE FULL RESULTS

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





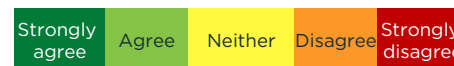
## EXPLORE THE FULL RESULTS

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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		71% 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		65%	53%	63%				
Q1f. I am able to keep my work stress at an acceptable level		62%	52%	59%				
Q2c. I receive help and support from other members of my workgroup		85%	82%	81%				
Q2d. There is good team spirit in my workgroup		74%	67%	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

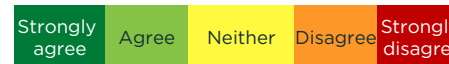
46% RESPONSE SCALE

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



	AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q14. I believe action will be taken on the results from this survey by my organisation	46%	28%	34%

KEY

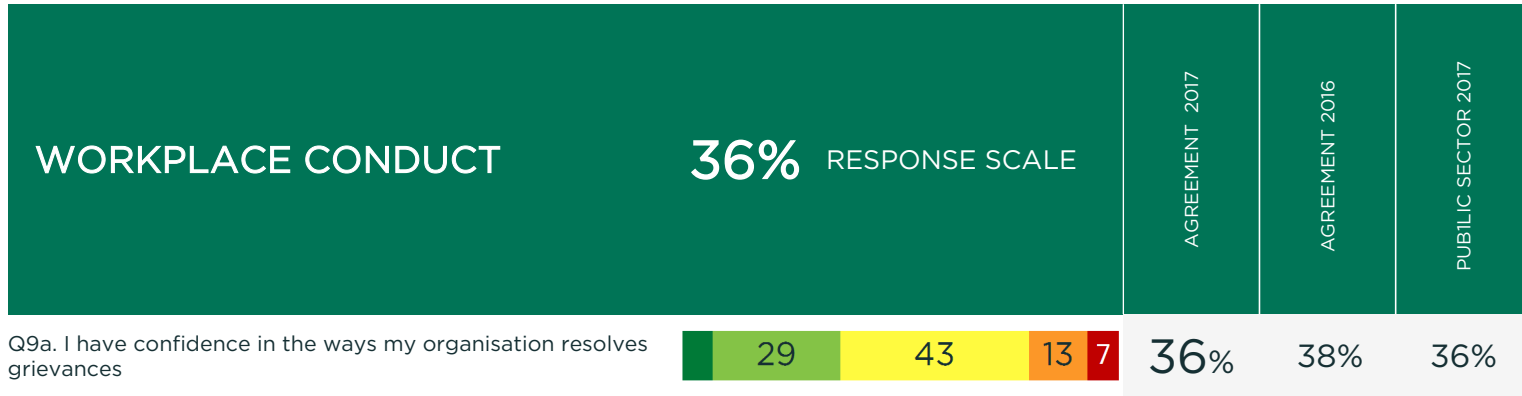




## EXPLORE THE FULL RESULTS

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
<b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives				
Yes			73%	67%
No			27%	33%
<b>Q3b.</b> I have informal feedback conversations with my manager				
Yes			80%	75%
No			20%	25%
<b>Q3c.</b> I have scheduled feedback conversations with my manager				
Yes			56%	57%
No			44%	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?

Yes		41%	41%
No		59%	59%





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	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		29%	30%
Lack of visible opportunities		33%	31%
Lack of promotion opportunities		33%	30%
Lack of support from my manager / supervisor		10%	14%
Geographic location considerations		38%	28%
Personal / family considerations		37%	33%
Insufficient training and development		15%	16%
Lack of required capabilities or experience		12%	11%
Lack of support for temporary assignments/secondments		14%	15%
The application/recruitment process is too cumbersome or time consuming		23%	23%
Other		8%	9%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	PUBLIC SECTOR 2017
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work			
Yes		17%	25%
No		70%	62%
Don't know		13%	13%
<b>Q10b.</b> If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?			
Yes		58%	63%
No		39%	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
<b>Q10c.</b> In the last 12 months I have witnessed bullying at work			
Yes		22%	33%
No		68%	58%
Don't know		10%	9%
<b>Q10d.</b> In the last 12 months I have been subjected to bullying at work			
Yes		11%	18%
No		83%	76%
Don't know		6%	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.

		2017	PUBLIC SECTOR 2017
A senior manager		22%	22%
Your immediate manager/supervisor		21%	24%
A fellow worker at your level		24%	27%
A subordinate		8%	8%
A client or customer		2%	2%
A member of the public other than a client or customer		0%	1%
Other		4%	4%
Prefer not to say		19%	13%



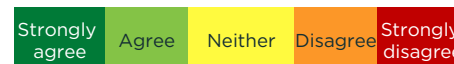
## EXPLORE THE FULL RESULTS

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.

INDUSTRY QUESTIONS	RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016
Q1. I am aware of our safety and wellbeing strategy	21	60	11			82%	81%
Q2. I am regularly consulted on matters affecting safety in my workforce	19	48	21	10		67%	63%
Q3. My senior manager encourages my team to reflect and learn when things don't go as expected	18	47	24	9		64%	55%
Q4. The rationale for change initiatives is communicated well	9	34	31	17	8	43%	36%



KEY





## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

INDUSTRY QUESTIONS	RESPONSE SCALE	2017
Q5. Are you a Scientist?		
Yes		18%
No		82%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

### INDUSTRY QUESTIONS

### RESPONSE SCALE

2017

**Q6.** If you are employed in DPI, please also select the region that you are based in:

I am not a DPI Employee		45%
North Coast		5%
North West-Northern Tablelands		4%
Hunter		8%
Central West - Central Tablelands		10%
South East		4%
Murray-Riverina		6%
Western		2%
Greater Sydney		16%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
<b>Gender</b>		
Male		47%
Female		52%
Other		1%



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Age		
15 - 19		0%
20 - 24		2%
25 -29	■	8%
30 - 34	■	11%
35 - 39	■	14%
40 - 44	■	16%
45 - 49	■	17%
50 - 54	■	14%
55 - 59	■	12%
60 - 64		5%
65+		2%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
<b>Do you speak a language other than English at home?</b>		
Yes		13%
No		84%
Prefer not to say		3%
<b>Are you of Aboriginal and/or Torres Strait Islander origin?</b>		
Yes		2%
No		95%
Prefer not to say		3%

# PROFILE OF RESPONDENTS



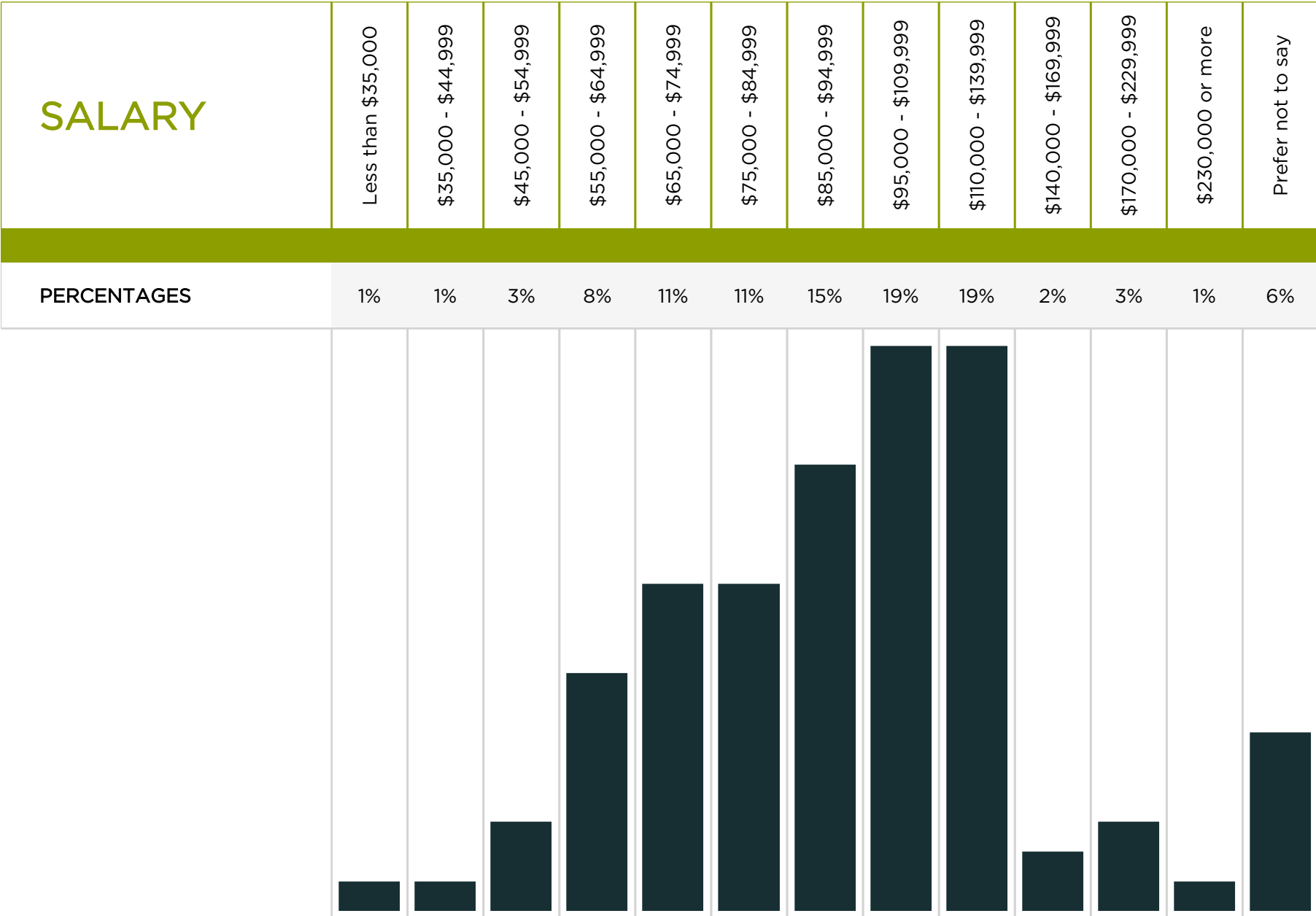
## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Do you have a disability?		
Yes		3%
No		93%
Prefer not to say		4%
Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?		
Yes		3%
No		93%
Prefer not to say		4%

# PROFILE OF RESPONDENTS

**i**

**WORK PROFILES**



# 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.

	Industry	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	4583	1024	375	402	612	257	423	683	63	610
EMPLOYEE ENGAGEMENT	65%	64%	65%	72%	67%	68%	64%	64%	77%	63%
ENGAGEMENT WITH WORK	72%	72%	72%	73%	73%	78%	76%	73%	78%	67%
SENIOR MANAGERS	50%	48%	46%	57%	55%	58%	45%	53%	72%	47%
COMMUNICATION	66%	63%	62%	70%	69%	72%	64%	68%	74%	63%
HIGH PERFORMANCE	65%	63%	62%	71%	69%	72%	63%	67%	82%	61%
PUBLIC SECTOR VALUES	65%	63%	61%	69%	68%	72%	61%	68%	80%	61%
DIVERSITY & INCLUSION	73%	71%	71%	79%	76%	80%	73%	75%	81%	70%

### 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.

	Industry	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	4583	50	45	154	334	480	490	641	842	848	69	151	56	250
EMPLOYEE ENGAGEMENT	65%	74%	68%	67%	69%	66%	67%	63%	62%	65%	68%	79%	85%	59%
ENGAGEMENT WITH WORK	72%	80%	67%	65%	73%	72%	71%	70%	70%	78%	71%	90%	95%	66%
SENIOR MANAGERS	50%	54%	53%	49%	54%	48%	51%	48%	47%	55%	52%	76%	82%	42%
COMMUNICATION	66%	73%	65%	60%	66%	63%	66%	63%	65%	70%	63%	85%	90%	59%
HIGH PERFORMANCE	65%	71%	66%	63%	68%	64%	67%	63%	62%	69%	66%	85%	88%	58%
PUBLIC SECTOR VALUES	65%	69%	64%	61%	65%	62%	65%	62%	63%	70%	68%	85%	89%	57%
DIVERSITY & INCLUSION	73%	80%	74%	70%	75%	72%	73%	73%	73%	77%	70%	86%	91%	67%

### 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.

	Industry	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	4583	675	525	1170	678	800	556
EMPLOYEE ENGAGEMENT	65%	70%	66%	64%	65%	64%	66%
ENGAGEMENT WITH WORK	72%	79%	72%	71%	70%	71%	74%
SENIOR MANAGERS	50%	60%	53%	49%	49%	47%	48%
COMMUNICATION	66%	76%	69%	65%	64%	63%	62%
HIGH PERFORMANCE	65%	72%	68%	66%	64%	63%	63%
PUBLIC SECTOR VALUES	65%	74%	67%	64%	63%	62%	62%
DIVERSITY & INCLUSION	73%	80%	76%	74%	72%	72%	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 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.

	Industry	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	4583	5	101	338	485	595	699	734	597	520	225	80
EMPLOYEE ENGAGEMENT	65%	(r)	75%	68%	67%	64%	65%	65%	65%	65%	63%	68%
ENGAGEMENT WITH WORK	72%	(r)	81%	73%	72%	71%	73%	72%	72%	75%	74%	80%
SENIOR MANAGERS	50%	(r)	63%	52%	53%	50%	51%	52%	49%	49%	47%	57%
COMMUNICATION	66%	(r)	76%	70%	69%	66%	66%	67%	65%	62%	61%	70%
HIGH PERFORMANCE	65%	(r)	76%	70%	68%	65%	65%	68%	64%	64%	62%	68%
PUBLIC SECTOR VALUES	65%	(r)	75%	67%	67%	64%	65%	66%	64%	64%	61%	69%
DIVERSITY & INCLUSION	73%	(r)	84%	79%	77%	74%	74%	74%	72%	73%	68%	72%

### 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.

	Industry	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	<b>4583</b>	<b>2057</b>	<b>2301</b>	<b>65</b>
<b>EMPLOYEE ENGAGEMENT</b>	65%	65%	66%	51%
ENGAGEMENT WITH WORK	72%	73%	73%	48%
SENIOR MANAGERS	50%	51%	51%	21%
COMMUNICATION	66%	67%	66%	41%
HIGH PERFORMANCE	65%	66%	66%	43%
PUBLIC SECTOR VALUES	65%	65%	66%	39%
DIVERSITY & INCLUSION	73%	75%	74%	51%

**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

# 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.

	Industry	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>4583</b>	<b>78</b>	<b>4229</b>	<b>145</b>
<b>EMPLOYEE ENGAGEMENT</b>	65%	65%	66%	52%
ENGAGEMENT WITH WORK	72%	69%	73%	48%
SENIOR MANAGERS	50%	46%	51%	31%
COMMUNICATION	66%	60%	67%	48%
HIGH PERFORMANCE	65%	62%	66%	46%
PUBLIC SECTOR VALUES	65%	59%	66%	46%
DIVERSITY & INCLUSION	73%	66%	75%	54%

KEY

AT LEAST 5 PERCENTAGE POINTS  
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LESS THAN REPORT SCORE

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

# 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.

	Industry	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>4583</b>	<b>570</b>	<b>3759</b>	<b>143</b>
<b>EMPLOYEE ENGAGEMENT</b>	65%	67%	65%	53%
ENGAGEMENT WITH WORK	72%	71%	74%	50%
SENIOR MANAGERS	50%	53%	51%	34%
COMMUNICATION	66%	65%	67%	47%
HIGH PERFORMANCE	65%	65%	66%	49%
PUBLIC SECTOR VALUES	65%	66%	65%	48%
DIVERSITY & INCLUSION	73%	72%	75%	53%

KEY

AT LEAST 5 PERCENTAGE POINTS  
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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.

	Industry	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>4583</b>	<b>120</b>	<b>4159</b>	<b>186</b>
<b>EMPLOYEE ENGAGEMENT</b>	65%	64%	66%	54%
ENGAGEMENT WITH WORK	72%	70%	74%	50%
SENIOR MANAGERS	50%	50%	51%	30%
COMMUNICATION	66%	64%	67%	46%
HIGH PERFORMANCE	65%	63%	66%	48%
PUBLIC SECTOR VALUES	65%	64%	66%	46%
DIVERSITY & INCLUSION	73%	72%	75%	53%

### KEY

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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.

	Industry	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>4583</b>	<b>297</b>	<b>3950</b>	<b>223</b>
<b>EMPLOYEE ENGAGEMENT</b>	65%	59%	66%	54%
ENGAGEMENT WITH WORK	72%	58%	75%	54%
SENIOR MANAGERS	50%	39%	52%	34%
COMMUNICATION	66%	55%	67%	51%
HIGH PERFORMANCE	65%	56%	67%	52%
PUBLIC SECTOR VALUES	65%	56%	66%	50%
DIVERSITY & INCLUSION	73%	65%	75%	59%

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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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.

	Industry	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>4583</b>	<b>144</b>	<b>4147</b>	<b>170</b>
<b>EMPLOYEE ENGAGEMENT</b>	65%	65%	66%	52%
ENGAGEMENT WITH WORK	72%	73%	73%	52%
SENIOR MANAGERS	50%	53%	51%	31%
COMMUNICATION	66%	64%	67%	48%
HIGH PERFORMANCE	65%	66%	66%	48%
PUBLIC SECTOR VALUES	65%	67%	66%	47%
DIVERSITY & INCLUSION	73%	71%	75%	54%

**KEY**

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AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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# ARE YOU A SCIENTIST



## 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.

	Industry	Yes	No
<b>NUMBER OF RESPONDENTS</b>	<b>4583</b>	<b>782</b>	<b>3600</b>
<b>EMPLOYEE ENGAGEMENT</b>	65%	62%	66%
ENGAGEMENT WITH WORK	72%	74%	73%
SENIOR MANAGERS	50%	45%	52%
COMMUNICATION	66%	64%	67%
HIGH PERFORMANCE	65%	63%	66%
PUBLIC SECTOR VALUES	65%	63%	66%
DIVERSITY & INCLUSION	73%	74%	74%

**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.

	Industry	I am not a DPI Employee	North Coast	North West-Northern Tablelands	Hunter	Central West - Central Tablelands	South East	Murray-Riverina	Western	Greater Sydney
<b>NUMBER OF RESPONDENTS</b>	<b>4583</b>	<b>1839</b>	<b>217</b>	<b>159</b>	<b>314</b>	<b>429</b>	<b>165</b>	<b>233</b>	<b>99</b>	<b>659</b>
<b>EMPLOYEE ENGAGEMENT</b>	65%	65%	66%	63%	67%	69%	63%	66%	69%	63%
ENGAGEMENT WITH WORK	72%	72%	73%	73%	74%	76%	70%	73%	76%	72%
SENIOR MANAGERS	50%	51%	48%	47%	50%	54%	48%	51%	53%	50%
COMMUNICATION	66%	67%	65%	63%	66%	68%	64%	64%	67%	65%
HIGH PERFORMANCE	65%	66%	65%	63%	67%	69%	63%	67%	70%	64%
PUBLIC SECTOR VALUES	65%	65%	64%	61%	65%	68%	63%	64%	67%	64%
DIVERSITY & INCLUSION	73%	75%	75%	72%	74%	77%	71%	76%	75%	71%

### KEY

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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

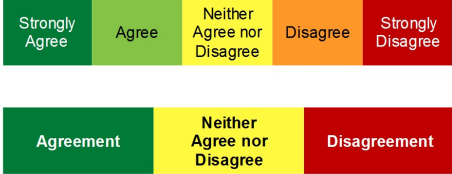
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.