

# 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 Bench 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 Jointer Plant  
Operator Ranger  
Teacher Nurse  
Librarian  
Advisor

### DEPARTMENT REPORT

Industry

Department of Industry

## RESPONSE RATE

# 83%

3,263 OF 3,926 TOTAL RESPONDENTS

## EMPLOYEE ENGAGEMENT

# 65%

DIFFERENCE FROM 2016 +2

DIFFERENCE FROM CLUSTER 0

DIFFERENCE FROM PUBLIC SECTOR +1

## SENIOR MANAGERS

# 51%

DIFFERENCE FROM 2016 +3

DIFFERENCE FROM CLUSTER +1

DIFFERENCE FROM PUBLIC SECTOR +4

## COMMUNICATION

# 65%

DIFFERENCE FROM 2016 +2

DIFFERENCE FROM CLUSTER 0

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

# 73%

DIFFERENCE FROM CLUSTER 0

DIFFERENCE FROM PUBLIC SECTOR +1

## HIGH PERFORMANCE

# 66%

DIFFERENCE FROM CLUSTER +1

DIFFERENCE FROM PUBLIC SECTOR +3

## PUBLIC SECTOR VALUES

# 65%

DIFFERENCE FROM CLUSTER +1

DIFFERENCE FROM PUBLIC SECTOR +5

## DIVERSITY & INCLUSION

# 74%

DIFFERENCE FROM CLUSTER 0

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 CLUSTER	% AGREEMENT PUBLIC SECTOR
1	<b>Q7f.</b> My organisation is committed to developing its employees	<b>50%</b>	52%	50%	50%
2	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>70%</b>	76%	69%	69%
3	<b>Q6b.</b> I feel that senior managers effectively lead and manage change	<b>46%</b>	44%	44%	44%
4	<b>Q6h.</b> I feel that senior managers listen to employees	<b>46%</b>	41%	46%	41%
5	<b>Q6c.</b> I feel that senior managers model the values of my organisation	<b>53%</b>	50%	52%	48%
6	<b>Q6a.</b> I believe senior managers provide clear direction for the future of the organisation	<b>52%</b>	49%	50%	48%

# HIGHEST AND LOWEST QUESTIONS

## + HIGHEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

2a.	My workgroup strives to achieve customer/client satisfaction	<b>90%</b>
2c.	I receive help and support from other members of my workgroup	<b>86%</b>
1a.	I understand what is expected of me to do well in my role	<b>85%</b>
2b.	My workgroup works collaboratively to achieve its objectives	<b>82%</b>
2e.	People in my workgroup treat each other with respect	<b>82%</b>
5b.	My manager listens to what I have to say	<b>81%</b>
5d.	My manager encourages and values employee input	<b>78%</b>
5a.	My manager encourages people in my workgroup to keep improving the work they do	<b>77%</b>
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	<b>77%</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>46%</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>47%</b>
14.	I believe action will be taken on the results from this survey by my organisation	<b>48%</b>
6g.	I feel that senior managers keep employees informed about what's going on	<b>49%</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	48%	35%
1e. I am satisfied with my job	69%	62%
1b. I am provided with the support I need to do my best at work	65%	59%
3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	67%	61%
3g. I am satisfied with the opportunities available for career development in my organisation	47%	43%
6h. I feel that senior managers listen to employees	46%	41%
6i. Senior managers in my organisation support the career advancement of women	62%	58%
6g. I feel that senior managers keep employees informed about what's going on	49%	45%
6c. I feel that senior managers model the values of my organisation	53%	50%
6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	68%	64%

## - LEAST IMPROVED QUESTIONS

AGREEMENT  
2017

AGREEMENT  
2016

	AGREEMENT 2017	AGREEMENT 2016
7a. My organisation focuses on improving the work we do	70%	76%
9a. I have confidence in the ways my organisation resolves grievances	36%	40%
7b. My organisation is making the necessary improvements to meet our future challenges	57%	59%
8c. I am able to speak up and share a different view to my colleagues and manager	74%	76%
7f. My organisation is committed to developing its employees	50%	52%



### YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

# BUSINESS UNIT COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Department of 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.

	Department of Industry	Communications and Engagement	Finance Strategy and Operations	Jobs for NSW	Lands and Forestry	Liquor Gaming and Racing	Office of the DoI Secretary	Office of the NSW Chief Scientist and Engineer	Primary Industries	Skills and Economic Development	Small Business Commissioner
NUMBER OF RESPONDENTS	3263	50	516	40	414	223	16	21	1537	365	39
EMPLOYEE ENGAGEMENT	65%	67%	68%	75%	65%	61%	68%	74%	65%	63%	65%
ENGAGEMENT WITH WORK	73%	74%	74%	84%	72%	65%	85%	84%	74%	67%	63%
SENIOR MANAGERS	51%	66%	56%	67%	50%	48%	73%	72%	49%	48%	59%
COMMUNICATION	65%	77%	68%	77%	66%	61%	81%	76%	65%	64%	66%
HIGH PERFORMANCE	66%	73%	71%	81%	66%	61%	78%	76%	66%	59%	70%
PUBLIC SECTOR VALUES	65%	79%	69%	80%	65%	62%	81%	79%	64%	62%	70%
DIVERSITY & INCLUSION	74%	79%	77%	85%	74%	66%	88%	84%	74%	70%	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



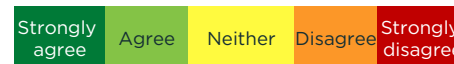
## EXPLORE THE FULL RESULTS

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	CLUSTER 2017	PUBLIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work	18	44	25	8	62%	59%	62%	60%
Q7j. I am proud to tell others I work for my organisation	23	46	22		69%	66%	68%	68%
Q7k. I feel a strong personal attachment to my organisation	21	39	27	10	59%	58%	60%	63%
Q7l. My organisation motivates me to help it achieve its objectives	15	39	30	12	54%	51%	54%	53%
Q7m. My organisation inspires me to do the best in my job	16	38	30	12	54%	52%	53%	53%

KEY





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ENGAGEMENT WITH WORK	73% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1c. My job gives me a feeling of personal accomplishment	27	47	15	8	74%	73%	74%	75%
Q1d. I feel motivated to contribute more than what is normally required at work	32	43	15	7	75%	75%	75%	72%
Q1e. I am satisfied with my job	22	47	18	10	69%	62%	68%	68%

KEY







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SENIOR MANAGERS	51% 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	13 39 28 14	52%	49%	50%	48%
Q6b. I feel that senior managers effectively lead and manage change	12 34 29 17 9	46%	44%	44%	44%
Q6c. I feel that senior managers model the values of my organisation	14 39 30 10	53%	50%	52%	48%
Q6d. Senior managers encourage innovation by employees	13 43 29 10	56%	54%	54%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	15 43 29 9	58%	56%	57%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	19 49 22	68%	64%	68%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	11 38 28 15 8	49%	45%	48%	45%
Q6h. I feel that senior managers listen to employees	11 35 31 15 8	46%	41%	46%	41%
Q7c. I feel that change is managed well in my organisation	27 32 23 11	34%	33%	34%	39%

KEY





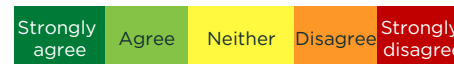
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COMMUNICATION	65% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017	
Q5c. My manager communicates effectively with me	32	43	13	8	75%	73%	75%	70%	
Q5d. My manager encourages and values employee input	36	42	13		78%	76%	78%	71%	
Q5e. My manager involves my workgroup in decisions about our work	30	41	16	8	72%	69%	72%	65%	
Q6g. I feel that senior managers keep employees informed about what's going on	11	38	28	15	8	49%	45%	48%	45%
Q6h. I feel that senior managers listen to employees	11	35	31	15	8	46%	41%	46%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager	23	51	15			74%	76%	74%	66%

KEY





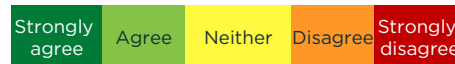
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

HIGH PERFORMANCE	66% 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	32	53	8	85%	84%	86%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	38	44	10	82%	78%	81%	78%	
Q3f. I have received appropriate training and development to do my job well	15	45	24	12	60%	60%	59%	62%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	30	47	15	77%	74%	76%	72%	
Q5f. I have confidence in the decisions my manager makes	32	41	16	73%	72%	73%	67%	
Q6d. Senior managers encourage innovation by employees	13	43	29	10	56%	54%	54%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	15	43	29	9	58%	56%	57%	51%
Q7a. My organisation focuses on improving the work we do	18	52	20	7	70%	76%	69%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	14	42	29	11	57%	59%	56%	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				66% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation	8	38	28	19	46%	44%	46%	47%				
Q7h. My organisation generally selects capable people to do the job	9	51	25	10	60%	58%	60%	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		65% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q2a. My workgroup strives to achieve customer/client satisfaction		45	45	90%	89%	89%	85%
Q2e. People in my workgroup treat each other with respect		40	42	82%	80%	81%	74%
Q5a. My manager encourages people in my workgroup to keep improving the work they do		30	47	77%	74%	76%	72%
Q5b. My manager listens to what I have to say		36	45	81%	79%	81%	75%
Q6a. I believe senior managers provide clear direction for the future of the organisation		13	39	52%	49%	50%	48%
Q6c. I feel that senior managers model the values of my organisation		14	39	53%	50%	52%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives		19	49	68%	64%	68%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		11	38	49%	45%	48%	45%
Q6h. I feel that senior managers listen to employees		11	35	46%	41%	46%	41%

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		65% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7a. My organisation focuses on improving the work we do		70%	76%	69%	69%				
Q7e. People in my organisation take responsibility for their own actions		52%	49%	50%	47%				

### KEY





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

DIVERSITY & INCLUSION		74% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work		65%	59%	65%	63%				
Q5b. My manager listens to what I have to say		81%	79%	81%	75%				
Q5d. My manager encourages and values employee input		78%	76%	78%	71%				
Q6i. Senior managers in my organisation support the career advancement of women		62%	58%	61%	58%				
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)		77%	77%	77%	74%				
Q8b. Personal background is not a barrier to success in my organisation		76%	-	76%	74%				
Q8c. I am able to speak up and share a different view to my colleagues and manager		74%	76%	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>		76%	75%	75%	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.

RECRUITMENT	50% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	8	31	31	17	13	39%	-	39%	35%
Q7h. My organisation generally selects capable people to do the job	9	51	25	10		60%	58%	60%	52%

KEY







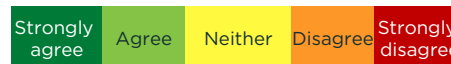
## EXPLORE THE FULL RESULTS

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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.

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		67%	61%	66%	63%				
Q3e. My performance is assessed against clear criteria		50%	50%	51%	54%				
Q3g. I am satisfied with the opportunities available for career development in my organisation		47%	43%	46%	48%				
Q5g. My manager provides acknowledgement or other recognition for the work I do		76%	74%	74%	67%				
Q5h. My manager appropriately deals with employees who perform poorly		43%	42%	43%	44%				
Q7f. My organisation is committed to developing its employees		50%	52%	50%	50%				

KEY

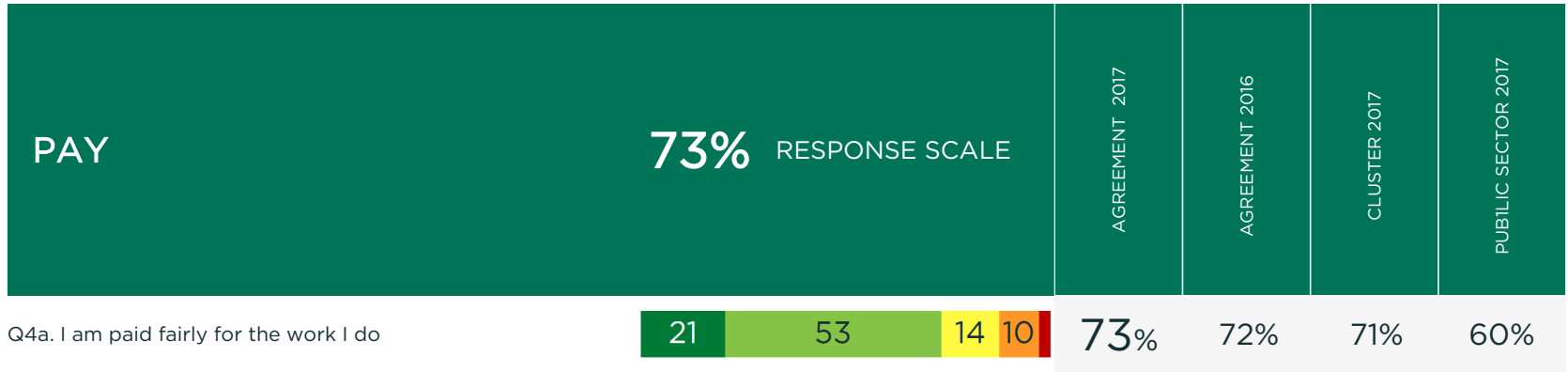




## EXPLORE THE FULL RESULTS

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





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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		72% 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		65%	59%	65%	63%				
Q1f. I am able to keep my work stress at an acceptable level		63%	60%	62%	59%				
Q2c. I receive help and support from other members of my workgroup		86%	84%	85%	81%				
Q2d. There is good team spirit in my workgroup		74%	71%	74%	69%				

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.

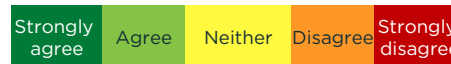
## ACTION ABOUT SURVEY RESULTS

**48%** RESPONSE SCALE

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



KEY

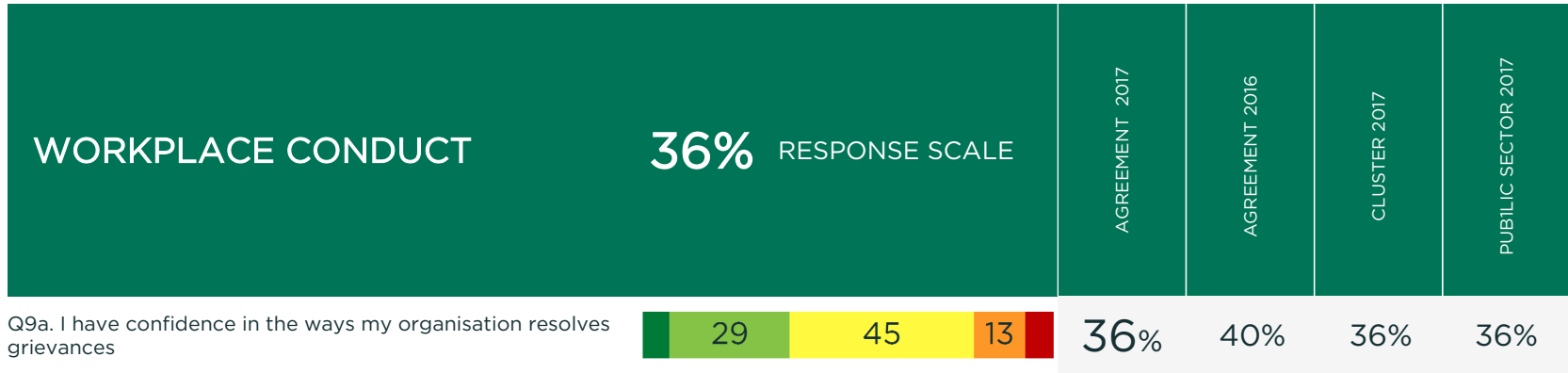




## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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



KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT		RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives					
Yes			71%	73%	67%
No			29%	27%	33%
<b>Q3b.</b> I have informal feedback conversations with my manager					
Yes			80%	80%	75%
No			20%	20%	25%
<b>Q3c.</b> I have scheduled feedback conversations with my manager					
Yes			55%	56%	57%
No			45%	44%	43%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q3h.</b> 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		42%	41%	41%
No		58%	59%	59%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q3i. Are there any barriers preventing you from moving to another role?</b>				
There are no major barriers to my career progression		30%	29%	30%
Lack of visible opportunities		31%	33%	31%
Lack of promotion opportunities		31%	33%	30%
Lack of support from my manager / supervisor		10%	10%	14%
Geographic location considerations		38%	38%	28%
Personal / family considerations		36%	37%	33%
Insufficient training and development		15%	15%	16%
Lack of required capabilities or experience		12%	12%	11%
Lack of support for temporary assignments/secondments		14%	14%	15%
The application/recruitment process is too cumbersome or time consuming		24%	23%	23%
Other		8%	8%	9%





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		15%	17%	25%
No		71%	70%	62%
Don't know		14%	13%	13%
<b>Q10b.</b> If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		57%	58%	63%
No		40%	39%	35%
Don't know		2%	3%	2%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q10c.</b> In the last 12 months I have witnessed bullying at work				
Yes		22%	22%	33%
No		69%	68%	58%
Don't know		10%	10%	9%
<b>Q10d.</b> In the last 12 months I have been subjected to bullying at work				
Yes		10%	11%	18%
No		84%	83%	76%
Don't know		6%	6%	6%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q10e.</b> Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months.				
A senior manager		19%	22%	22%
Your immediate manager/supervisor		24%	21%	24%
A fellow worker at your level		24%	24%	27%
A subordinate		7%	8%	8%
A client or customer		3%	2%	2%
A member of the public other than a client or customer	(r)			
Other		3%	4%	4%
Prefer not to say		19%	19%	13%



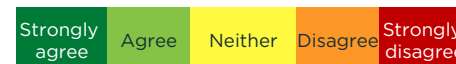
## EXPLORE THE FULL RESULTS

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	CLUSTER 2017
Q1. I am aware of our safety and wellbeing strategy	22	63	10			85%	85%	82%
Q2. I am regularly consulted on matters affecting safety in my workforce	19	48	21	10		67%	64%	67%
Q3. My senior manager encourages my team to reflect and learn when things don't go as expected	18	47	24	9		65%	60%	64%
Q4. The rationale for change initiatives is communicated well	9	35	31	17	8	44%	38%	43%

KEY





## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

INDUSTRY QUESTIONS	RESPONSE SCALE	2017	CLUSTER 2017
<b>Q5. Are you a Scientist?</b>			
Yes		18%	18%
No		82%	82%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

INDUSTRY QUESTIONS	RESPONSE SCALE	2017	CLUSTER 2017
<b>Q6.</b> If you are employed in DPI, please also select the region that you are based in:			
I am not a DPI Employee		32%	45%
North Coast		7%	5%
North West-Northern Tablelands		5%	4%
Hunter		10%	8%
Central West - Central Tablelands		13%	10%
South East		5%	4%
Murray-Riverina		7%	6%
Western		3%	2%
Greater Sydney		19%	16%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Gender		
Male		47%
Female		52%
Other		2%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Age		
15 - 19		0%
20 - 24		2%
25 -29	■	7%
30 - 34	■	11%
35 - 39	■	13%
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		14%
No		83%
Prefer not to say		4%
<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

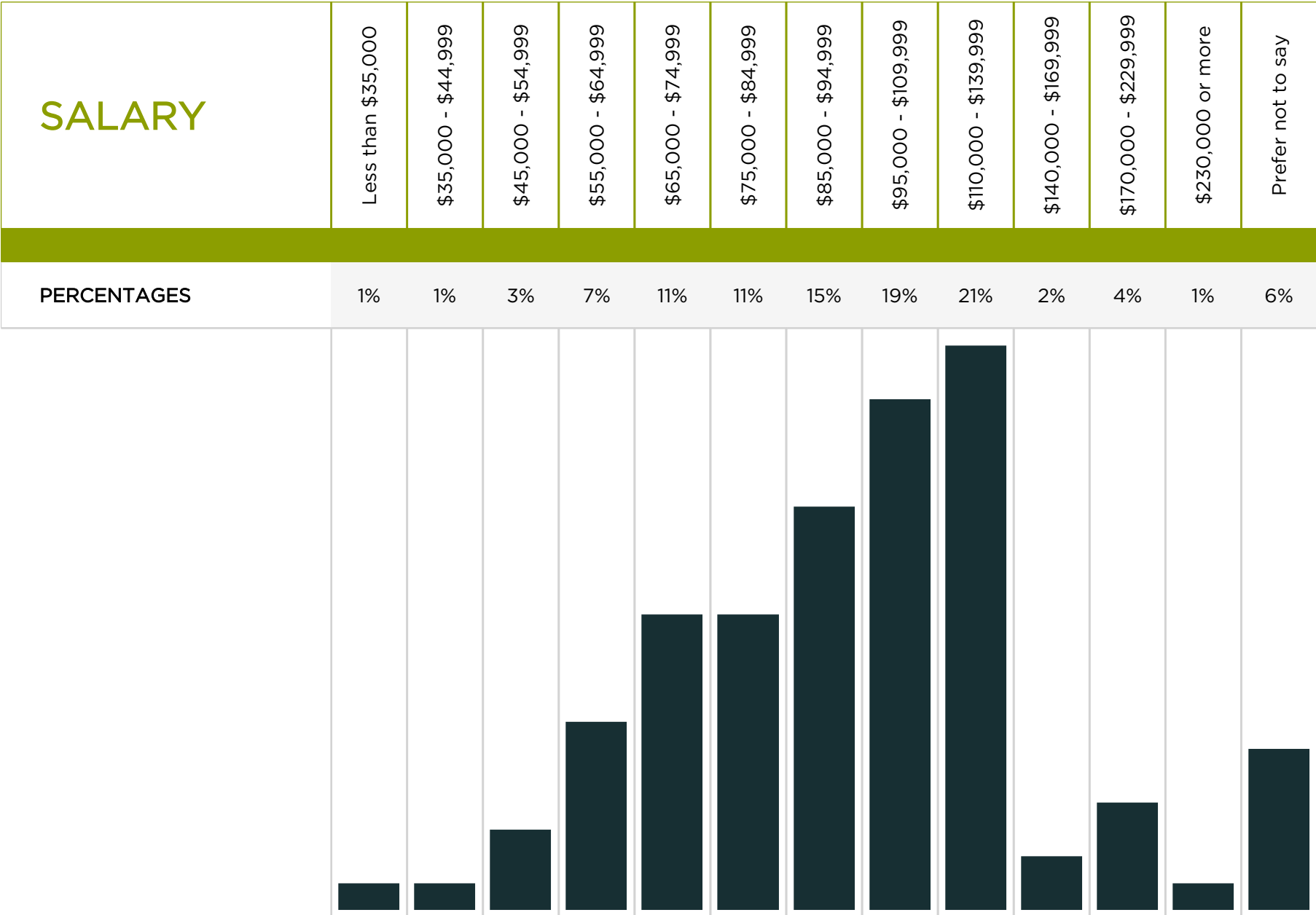
	RESPONSE SCALE	PERCENTAGE
<b>Do you have a disability?</b>		
Yes		3%
No		93%
Prefer not to say		4%
<b>Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?</b>		
Yes		3%
No		93%
Prefer not to say		4%

# 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.

	Department of 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
<b>NUMBER OF RESPONDENTS</b>	<b>3263</b>	<b>540</b>	<b>253</b>	<b>294</b>	<b>453</b>	<b>242</b>	<b>410</b>	<b>474</b>	<b>58</b>	<b>440</b>
<b>EMPLOYEE ENGAGEMENT</b>	65%	65%	63%	72%	68%	68%	64%	64%	77%	61%
<b>ENGAGEMENT WITH WORK</b>	73%	74%	70%	74%	76%	78%	76%	73%	78%	64%
<b>SENIOR MANAGERS</b>	51%	51%	44%	58%	56%	57%	44%	54%	75%	46%
<b>COMMUNICATION</b>	65%	64%	59%	70%	69%	72%	64%	68%	74%	62%
<b>HIGH PERFORMANCE</b>	66%	65%	60%	72%	71%	71%	63%	67%	83%	60%
<b>PUBLIC SECTOR VALUES</b>	65%	65%	60%	70%	70%	72%	61%	68%	82%	60%
<b>DIVERSITY &amp; INCLUSION</b>	74%	72%	70%	78%	77%	80%	73%	74%	83%	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.

	Department of 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	3263	30	28	84	209	336	359	455	588	665	53	114	41	175
EMPLOYEE ENGAGEMENT	65%	70%	(r)	66%	70%	67%	67%	63%	63%	65%	69%	79%	84%	60%
ENGAGEMENT WITH WORK	73%	80%	(r)	65%	75%	73%	71%	69%	71%	78%	73%	91%	93%	66%
SENIOR MANAGERS	51%	45%	(r)	48%	56%	52%	52%	47%	47%	56%	54%	76%	79%	42%
COMMUNICATION	65%	72%	(r)	60%	67%	64%	66%	61%	64%	71%	65%	85%	88%	58%
HIGH PERFORMANCE	66%	68%	(r)	61%	70%	67%	68%	62%	62%	70%	67%	85%	87%	58%
PUBLIC SECTOR VALUES	65%	64%	(r)	60%	67%	66%	66%	61%	63%	71%	69%	86%	88%	57%
DIVERSITY & INCLUSION	74%	79%	(r)	69%	77%	74%	73%	71%	73%	78%	72%	86%	89%	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.

	Department of Industry	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
<b>NUMBER OF RESPONDENTS</b>	<b>3263</b>	<b>506</b>	<b>400</b>	<b>726</b>	<b>446</b>	<b>581</b>	<b>478</b>
<b>EMPLOYEE ENGAGEMENT</b>	65%	68%	67%	64%	65%	64%	66%
ENGAGEMENT WITH WORK	73%	77%	72%	71%	72%	73%	74%
SENIOR MANAGERS	51%	60%	55%	50%	50%	49%	49%
COMMUNICATION	65%	74%	70%	64%	63%	64%	62%
HIGH PERFORMANCE	66%	71%	69%	66%	65%	64%	64%
PUBLIC SECTOR VALUES	65%	73%	68%	64%	64%	64%	63%
DIVERSITY & INCLUSION	74%	79%	78%	73%	72%	73%	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 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.

	Department of 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	3263	4	69	225	351	403	495	532	439	378	164	52
EMPLOYEE ENGAGEMENT	65%	(r)	75%	69%	67%	65%	65%	65%	64%	65%	63%	69%
ENGAGEMENT WITH WORK	73%	(r)	82%	72%	72%	71%	75%	72%	73%	76%	75%	82%
SENIOR MANAGERS	51%	(r)	68%	53%	55%	51%	52%	52%	50%	49%	47%	59%
COMMUNICATION	65%	(r)	79%	70%	68%	67%	66%	67%	65%	61%	61%	71%
HIGH PERFORMANCE	66%	(r)	77%	70%	68%	67%	66%	68%	64%	64%	61%	68%
PUBLIC SECTOR VALUES	65%	(r)	78%	68%	68%	66%	66%	67%	65%	64%	62%	70%
DIVERSITY & INCLUSION	74%	(r)	86%	79%	76%	75%	75%	74%	73%	72%	69%	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 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.

	Department of Industry	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	<b>3263</b>	<b>1461</b>	<b>1632</b>	<b>48</b>
<b>EMPLOYEE ENGAGEMENT</b>	65%	65%	66%	51%
ENGAGEMENT WITH WORK	73%	73%	74%	46%
SENIOR MANAGERS	51%	51%	53%	22%
COMMUNICATION	65%	67%	66%	39%
HIGH PERFORMANCE	66%	66%	67%	44%
PUBLIC SECTOR VALUES	65%	66%	67%	40%
DIVERSITY & INCLUSION	74%	75%	74%	48%

**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



# 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.

	Department of Industry	Yes	No
<b>NUMBER OF RESPONDENTS</b>	<b>3263</b>	<b>570</b>	<b>2548</b>
<b>EMPLOYEE ENGAGEMENT</b>	65%	63%	66%
ENGAGEMENT WITH WORK	73%	73%	73%
SENIOR MANAGERS	51%	44%	54%
COMMUNICATION	65%	62%	67%
HIGH PERFORMANCE	66%	62%	67%
PUBLIC SECTOR VALUES	65%	62%	67%
DIVERSITY & INCLUSION	74%	72%	75%

**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.

	Department of 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>	3263	971	207	146	290	405	137	213	77	574
<b>EMPLOYEE ENGAGEMENT</b>	65%	65%	66%	62%	67%	70%	64%	66%	67%	63%
<b>ENGAGEMENT WITH WORK</b>	73%	71%	73%	73%	74%	77%	72%	74%	78%	72%
<b>SENIOR MANAGERS</b>	51%	53%	49%	46%	50%	55%	49%	49%	49%	51%
<b>COMMUNICATION</b>	65%	67%	65%	62%	66%	69%	63%	63%	65%	65%
<b>HIGH PERFORMANCE</b>	66%	67%	65%	62%	67%	70%	64%	66%	69%	64%
<b>PUBLIC SECTOR VALUES</b>	65%	67%	64%	60%	65%	69%	64%	63%	66%	65%
<b>DIVERSITY &amp; INCLUSION</b>	74%	75%	75%	72%	73%	78%	70%	75%	73%	72%

### 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



## WHAT'S NEXT?

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

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

# 48%

of employees replied favourably to:

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

## 34%

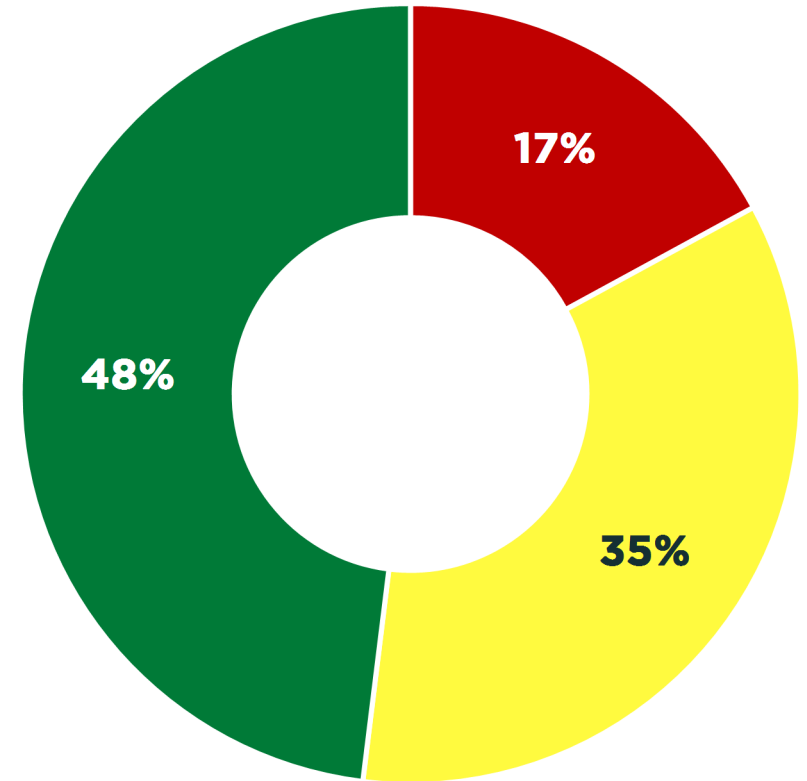
SECTOR

## 46%

CLUSTER

## 35%

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

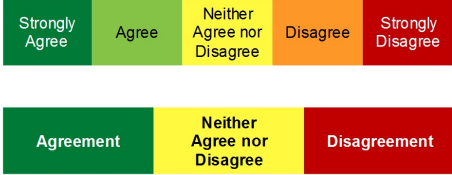
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.