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# PEOPLE MATTER 2017

## NSW Public Sector Employee Survey

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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 Electrical Linesworker  
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 Shipwright 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

## Planning and Environment

## RESPONSE RATE

# 81%

6,273 OF 7,789 TOTAL RESPONDENTS

## EMPLOYEE ENGAGEMENT

# 68%

DIFFERENCE FROM 2016 0

DIFFERENCE FROM PUBLIC SECTOR +3

## SENIOR MANAGERS

# 46%

DIFFERENCE FROM 2016 0

DIFFERENCE FROM PUBLIC SECTOR -1

## COMMUNICATION

# 63%

DIFFERENCE FROM 2016 0

DIFFERENCE FROM PUBLIC SECTOR +3



## 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 PUBLIC SECTOR +2

## HIGH PERFORMANCE

# 64%

DIFFERENCE FROM PUBLIC SECTOR +1

## PUBLIC SECTOR VALUES

# 62%

DIFFERENCE FROM PUBLIC SECTOR +2

## 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>Q7f.</b> My organisation is committed to developing its employees	<b>49%</b>	53%	50%
2	<b>Q7h.</b> My organisation generally selects capable people to do the job	<b>61%</b>	60%	52%
3	<b>Q1c.</b> My job gives me a feeling of personal accomplishment	<b>76%</b>	75%	75%
4	<b>Q1b.</b> I am provided with the support I need to do my best at work	<b>64%</b>	60%	63%
5	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>66%</b>	73%	69%
6	<b>Q7b.</b> My organisation is making the necessary improvements to meet our future challenges	<b>53%</b>	54%	57%

# HIGHEST AND LOWEST QUESTIONS

## + HIGHEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

2a. My workgroup strives to achieve customer/client satisfaction	<b>88%</b>
1a. I understand what is expected of me to do well in my role	<b>87%</b>
2c. I receive help and support from other members of my workgroup	<b>84%</b>
2b. My workgroup works collaboratively to achieve its objectives	<b>81%</b>
5b. My manager listens to what I have to say	<b>80%</b>
2e. People in my workgroup treat each other with respect	<b>80%</b>
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	<b>79%</b>
8b. Personal background is not a barrier to success in my organisation	<b>78%</b>
5d. My manager encourages and values employee input	<b>76%</b>
5a. My manager encourages people in my workgroup to keep improving the work they do	<b>76%</b>

## - LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

7c. I feel that change is managed well in my organisation	<b>31%</b>
9a. I have confidence in the ways my organisation resolves grievances	<b>35%</b>
7g. I have confidence in the way recruitment decisions are made	<b>36%</b>
14. I believe action will be taken on the results from this survey by my organisation	<b>40%</b>
6h. I feel that senior managers listen to employees	<b>40%</b>
6b. I feel that senior managers effectively lead and manage change	<b>42%</b>
5h. My manager appropriately deals with employees who perform poorly	<b>43%</b>
3g. I am satisfied with the opportunities available for career development in my organisation	<b>44%</b>
6g. I feel that senior managers keep employees informed about what's going on	<b>45%</b>
7d. There is good co-operation between teams across our organisation	<b>45%</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
1e. I am satisfied with my job	69%	64%
14. I believe action will be taken on the results from this survey by my organisation	40%	34%
3g. I am satisfied with the opportunities available for career development in my organisation	44%	39%
6i. Senior managers in my organisation support the career advancement of women	63%	58%
1b. I am provided with the support I need to do my best at work	64%	60%
2b. My workgroup works collaboratively to achieve its objectives	81%	78%
3f. I have received appropriate training and development to do my job well	62%	59%
6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	66%	63%
3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	66%	63%
2d. There is good team spirit in my workgroup	73%	72%

## - LEAST IMPROVED QUESTIONS

AGREEMENT  
2017

AGREEMENT  
2016

	AGREEMENT 2017	AGREEMENT 2016
7a. My organisation focuses on improving the work we do	66%	73%
9a. I have confidence in the ways my organisation resolves grievances	35%	40%
8c. I am able to speak up and share a different view to my colleagues and manager	73%	78%
7f. My organisation is committed to developing its employees	49%	53%
3e. My performance is assessed against clear criteria	51%	54%
1d. I feel motivated to contribute more than what is normally required at work	75%	77%
5f. I have confidence in the decisions my manager makes	72%	74%
7c. I feel that change is managed well in my organisation	31%	32%
7l. My organisation motivates me to help it achieve its objectives	56%	58%
7b. My organisation is making the necessary improvements to meet our future challenges	53%	54%



### 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 Planning and Environment

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

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.

	Planning and Environment	Art Gallery NSW	Botanic Gardens & Centennial Parklands	Department of Planning and Environment	Jenolan Caves	Lord Howe Island Board	Office of Environment & Heritage	Office of Local Government	Sydney Living Museums	Taronga Conservation Society Australia	Western Sydney Parklands & Parramatta Park Trust
NUMBER OF RESPONDENTS	6273	140	218	1564	25	44	2300	75	214	537	23
EMPLOYEE ENGAGEMENT	68%	81%	74%	65%	64%	68%	66%	53%	71%	73%	71%
ENGAGEMENT WITH WORK	73%	83%	77%	74%	68%	80%	71%	62%	77%	74%	78%
SENIOR MANAGERS	46%	54%	50%	57%	32%	60%	38%	38%	40%	49%	66%
COMMUNICATION	63%	65%	65%	70%	48%	74%	60%	61%	55%	58%	73%
HIGH PERFORMANCE	64%	71%	67%	69%	50%	65%	60%	56%	62%	63%	74%
PUBLIC SECTOR VALUES	62%	69%	63%	70%	46%	67%	57%	56%	60%	61%	77%
DIVERSITY & INCLUSION	73%	77%	72%	76%	58%	78%	72%	72%	71%	68%	77%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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# AGENCY COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Planning and Environment

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.

	Planning and Environment	Australian Museum	Museum of Applied Arts and Sciences	State Library of NSW	Sydney Opera House
NUMBER OF RESPONDENTS	6273	213	200	210	395
EMPLOYEE ENGAGEMENT	68%	73%	69%	69%	74%
ENGAGEMENT WITH WORK	73%	80%	69%	76%	78%
SENIOR MANAGERS	46%	40%	37%	43%	51%
COMMUNICATION	63%	60%	54%	63%	63%
HIGH PERFORMANCE	64%	64%	58%	65%	66%
PUBLIC SECTOR VALUES	62%	59%	54%	61%	64%
DIVERSITY & INCLUSION	73%	75%	68%	74%	73%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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





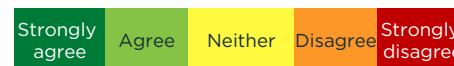
## EXPLORE THE FULL RESULTS

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		68% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work	21	45	22	9	66%	66%	60%	
Q7j. I am proud to tell others I work for my organisation	31	45	17		76%	75%	68%	
Q7k. I feel a strong personal attachment to my organisation	29	39	21	8	69%	68%	63%	
Q7l. My organisation motivates me to help it achieve its objectives	18	39	27	12	56%	58%	53%	
Q7m. My organisation inspires me to do the best in my job	19	38	27	11	57%	57%	53%	

KEY





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ENGAGEMENT WITH WORK	73% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q1c. My job gives me a feeling of personal accomplishment	28	47	12	9	76%	75%	75%
Q1d. I feel motivated to contribute more than what is normally required at work	32	43	14	8	75%	77%	72%
Q1e. I am satisfied with my job	22	47	16	11	69%	64%	68%

### KEY





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SENIOR MANAGERS	46% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
Q6a. I believe senior managers provide clear direction for the future of the organisation	12	34	24	18	12	46%	46%	48%
Q6b. I feel that senior managers effectively lead and manage change	11	31	26	18	14	42%	41%	44%
Q6c. I feel that senior managers model the values of my organisation	13	34	29	13	11	47%	47%	48%
Q6d. Senior managers encourage innovation by employees	11	36	31	15	7	47%	46%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	12	41	30	11		53%	52%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	18	48	23	7		66%	63%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	10	35	24	18	13	45%	44%	45%
Q6h. I feel that senior managers listen to employees	10	30	29	18	13	40%	40%	41%
Q7c. I feel that change is managed well in my organisation		24	28	25	16	31%	32%	39%

KEY





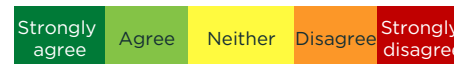
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COMMUNICATION	63% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017	
Q5c. My manager communicates effectively with me	31	42	14	9	73%	73%	70%	
Q5d. My manager encourages and values employee input	35	41	14		76%	76%	71%	
Q5e. My manager involves my workgroup in decisions about our work	29	40	17	10	69%	69%	65%	
Q6g. I feel that senior managers keep employees informed about what's going on	10	35	24	18	13	45%	44%	45%
Q6h. I feel that senior managers listen to employees	10	30	29	18	13	40%	40%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager	22	51	14	8		73%	78%	66%

KEY





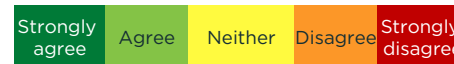
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

	HIGH PERFORMANCE				64% RESPONSE SCALE	AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
Q1a. I understand what is expected of me to do well in my role	34	53	7			87%	87%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	38	43	11			81%	78%	78%
Q3f. I have received appropriate training and development to do my job well	16	46	22	12		62%	59%	62%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	28	48	16			76%	76%	72%
Q5f. I have confidence in the decisions my manager makes	31	40	16	8		72%	74%	67%
Q6d. Senior managers encourage innovation by employees	11	36	31	15	7	47%	46%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	12	41	30	11		53%	52%	51%
Q7a. My organisation focuses on improving the work we do	16	50	21	10		66%	73%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	13	39	27	14		53%	54%	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.

	HIGH PERFORMANCE					64% RESPONSE SCALE			AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation	8	37	25	22	8	45%	43%	47%			
Q7h. My organisation generally selects capable people to do the job	10	51	23	11		61%	60%	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.

PUBLIC SECTOR VALUES		62% RESPONSE SCALE			AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017		
Q2a. My workgroup strives to achieve customer/client satisfaction		44	44	8	88%	87%	85%		
Q2e. People in my workgroup treat each other with respect		41	39	11	80%	79%	74%		
Q5a. My manager encourages people in my workgroup to keep improving the work they do		28	48	16	76%	76%	72%		
Q5b. My manager listens to what I have to say		36	44	11	80%	79%	75%		
Q6a. I believe senior managers provide clear direction for the future of the organisation		12	34	24	18	12	46%	46%	48%
Q6c. I feel that senior managers model the values of my organisation		13	34	29	13	11	47%	47%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives		18	48	23	7	0	66%	63%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		10	35	24	18	13	45%	44%	45%
Q6h. I feel that senior managers listen to employees		10	30	29	18	13	40%	40%	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		62% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
Q7a. My organisation focuses on improving the work we do		66%	73%	69%				
Q7e. People in my organisation take responsibility for their own actions		49%	48%	47%				

### KEY







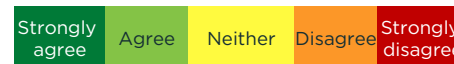
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DIVERSITY & INCLUSION		73% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work		64%	60%	63%				
Q5b. My manager listens to what I have to say		80%	79%	75%				
Q5d. My manager encourages and values employee input		76%	76%	71%				
Q6i. Senior managers in my organisation support the career advancement of women		63%	58%	58%				
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)		79%	78%	74%				
Q8b. Personal background is not a barrier to success in my organisation		78%	-	74%				
Q8c. I am able to speak up and share a different view to my colleagues and manager		73%	78%	66%				
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>		72%	72%	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	7	29	31	19	14	36%	-	35%
Q7h. My organisation generally selects capable people to do the job	10	51	23	11		61%	60%	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 LIC SECTOR 2017
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		66%	63%	63%
Q3e. My performance is assessed against clear criteria		51%	54%	54%
Q3g. I am satisfied with the opportunities available for career development in my organisation		44%	39%	48%
Q5g. My manager provides acknowledgement or other recognition for the work I do		74%	75%	67%
Q5h. My manager appropriately deals with employees who perform poorly		43%	43%	44%
Q7f. My organisation is committed to developing its employees		49%	53%	50%

KEY

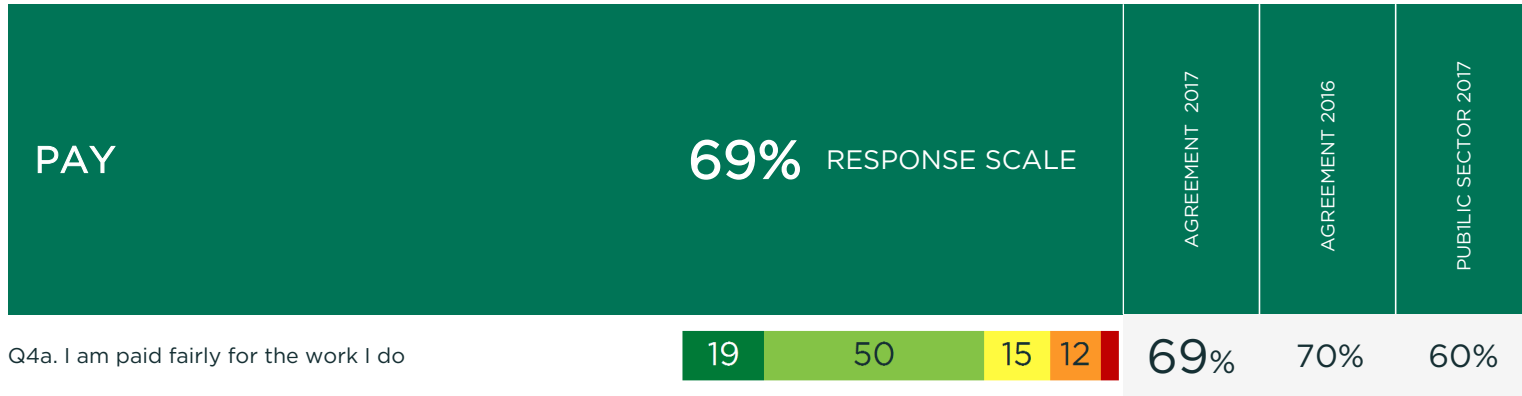




## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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



### KEY





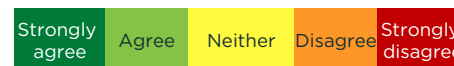
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WORKPLACE SUPPORT		71% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work		18	46	16	16	64%	60%	63%
Q1f. I am able to keep my work stress at an acceptable level		14	47	18	15	61%	60%	59%
Q2c. I receive help and support from other members of my workgroup		38	46	10	6	84%	84%	81%
Q2d. There is good team spirit in my workgroup		37	36	13	9	73%	72%	69%

KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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

## ACTION ABOUT SURVEY RESULTS

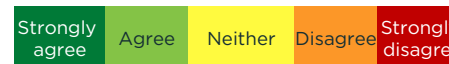
40% RESPONSE SCALE

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	40%	34%	34%

KEY

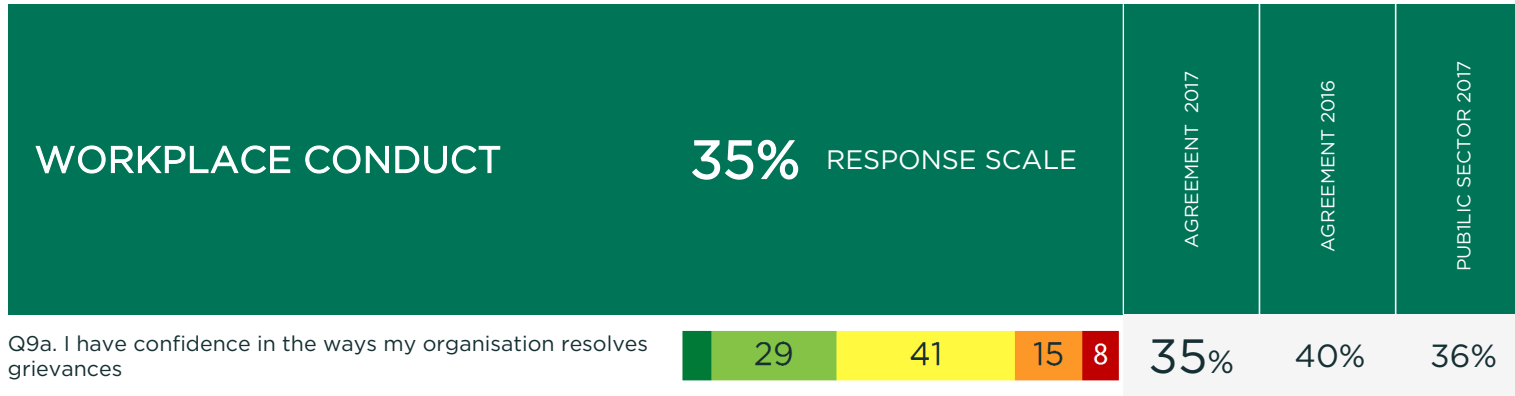




## EXPLORE THE FULL RESULTS

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		69%	67%
No		31%	33%
<b>Q3b.</b> I have informal feedback conversations with my manager			
Yes		79%	75%
No		21%	25%
<b>Q3c.</b> I have scheduled feedback conversations with my manager			
Yes		60%	57%
No		40%	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		27%	30%
Lack of visible opportunities		39%	31%
Lack of promotion opportunities		36%	30%
Lack of support from my manager / supervisor		12%	14%
Geographic location considerations		29%	28%
Personal / family considerations		31%	33%
Insufficient training and development		14%	16%
Lack of required capabilities or experience		11%	11%
Lack of support for temporary assignments/secondments		16%	15%
The application/recruitment process is too cumbersome or time consuming		25%	23%
Other		9%	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		18%	25%
No		70%	62%
Don't know		12%	13%
<b>Q10b.</b> If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?			
Yes		55%	63%
No		43%	35%
Don't know		2%	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		25%	33%
No		66%	58%
Don't know		9%	9%
<b>Q10d.</b> In the last 12 months I have been subjected to bullying at work			
Yes		12%	18%
No		82%	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.

Role	2017	PUBLIC SECTOR 2017
A senior manager	18%	22%
Your immediate manager/supervisor	26%	24%
A fellow worker at your level	28%	27%
A subordinate	9%	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	13%	13%



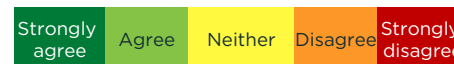
## EXPLORE THE FULL RESULTS

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.

PLANNING AND ENVIRONMENT QUESTIONS	RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016
	Strongly agree	Agree	Neither	Disagree		
Q1. I am clear on the accountabilities of my role	25	61	8		87%	88%
Q2. My organisation listens to its customers and stakeholders	17	57	19		74%	73%
Q3. My organisation delivers on its promises	10	46	33	9	56%	55%
Q4. I have a clear understanding of the vision of my organisation	17	48	21	11	65%	66%
Q5. I am aware how my role contributes to the vision of the organisation	20	53	18		73%	72%
Q6. Business planning within the organisation helps us to achieve our wider priorities and vision	13	46	28	9	59%	63%
Q7. I am encouraged to participate in sustainable work practices by supervisor or manager	14	45	26	11	59%	59%
Q8. My job design facilitates flexible working	19	49	18	10	68%	66%
Q9. My team is equipped with the right tools to provide good customer service	13	48	20	13	62%	60%
Q10. My organisation has the right tools in place to assist and manage geographically dispersed teams	10	40	30	14	50%	50%

KEY



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Gender		
Male		45%
Female		54%
Other		1%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Age		
15 - 19		0%
20 - 24		3%
25 -29		9%
30 - 34		13%
35 - 39		14%
40 - 44		16%
45 - 49		15%
50 - 54		13%
55 - 59		10%
60 - 64		4%
65+		1%



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
<b>Do you speak a language other than English at home?</b>		
Yes		15%
No		81%
Prefer not to say		3%
<b>Are you of Aboriginal and/or Torres Strait Islander origin?</b>		
Yes		4%
No		94%
Prefer not to say		3%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

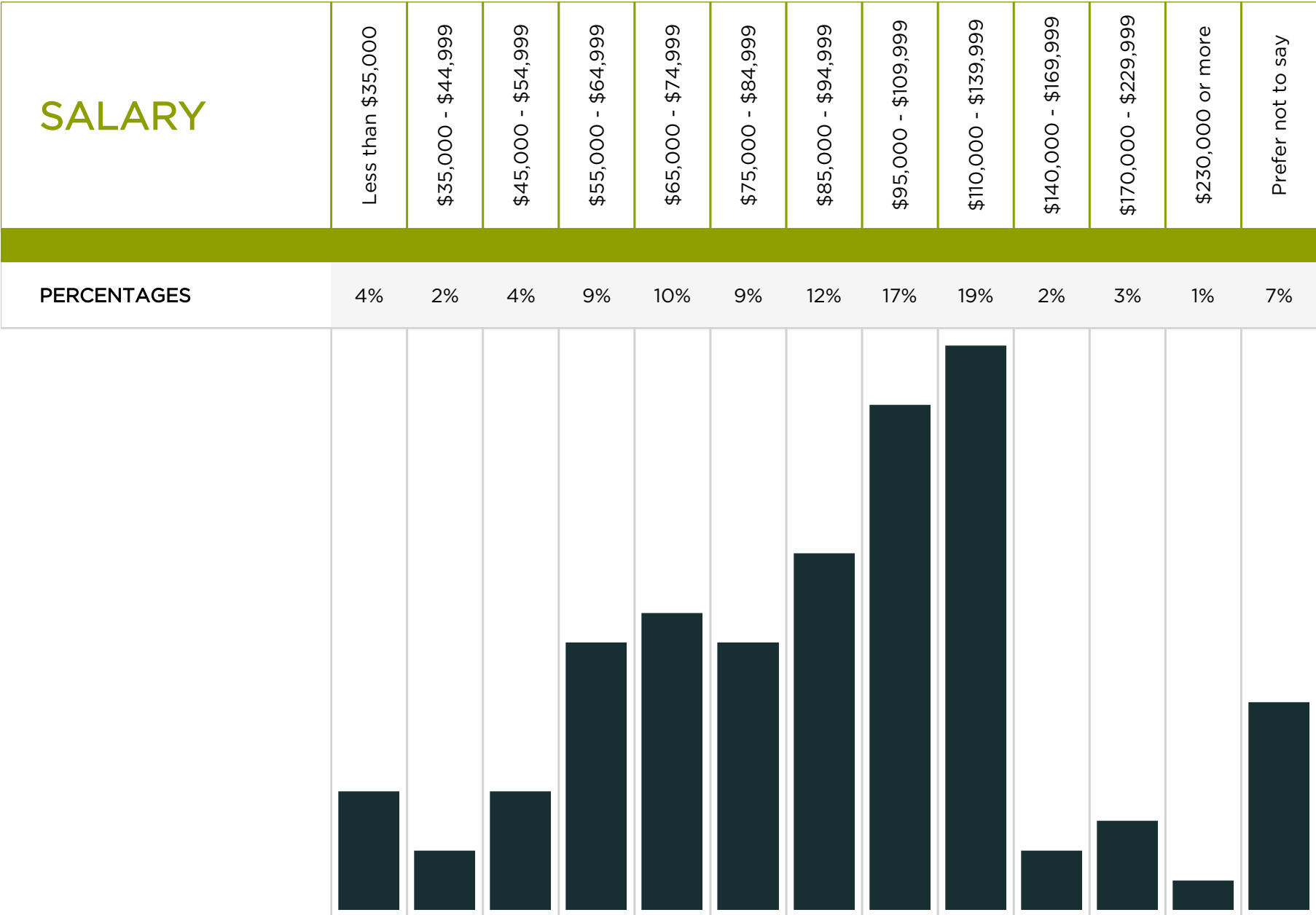
	RESPONSE SCALE	PERCENTAGE
Do you have a disability?		
Yes		3%
No		93%
Prefer not to say		4%
Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?		
Yes		5%
No		90%
Prefer not to say		4%

# 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.

	Planning and Environment	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>	6273	1361	829	412	672	372	299	944	76	1047
<b>EMPLOYEE ENGAGEMENT</b>	68%	68%	68%	71%	70%	68%	70%	68%	71%	65%
<b>ENGAGEMENT WITH WORK</b>	73%	70%	73%	73%	77%	81%	82%	75%	79%	71%
<b>SENIOR MANAGERS</b>	46%	38%	44%	56%	57%	60%	51%	46%	72%	41%
<b>COMMUNICATION</b>	63%	55%	63%	70%	70%	76%	65%	65%	82%	59%
<b>HIGH PERFORMANCE</b>	64%	58%	63%	70%	70%	73%	67%	65%	78%	60%
<b>PUBLIC SECTOR VALUES</b>	62%	55%	59%	68%	70%	75%	66%	64%	82%	58%
<b>DIVERSITY &amp; INCLUSION</b>	73%	67%	73%	79%	78%	80%	77%	77%	84%	69%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# RESULT BY 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.

	Planning and Environment	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	6273	262	149	262	519	581	537	702	1011	1153	132	198	78	397
EMPLOYEE ENGAGEMENT	68%	75%	73%	71%	67%	68%	69%	67%	66%	67%	68%	74%	84%	63%
ENGAGEMENT WITH WORK	73%	76%	77%	74%	66%	72%	70%	72%	73%	79%	78%	84%	94%	67%
SENIOR MANAGERS	46%	48%	45%	42%	39%	42%	46%	42%	44%	52%	59%	68%	85%	41%
COMMUNICATION	63%	54%	60%	56%	58%	61%	63%	62%	65%	68%	72%	76%	92%	56%
HIGH PERFORMANCE	64%	64%	63%	62%	58%	61%	63%	62%	63%	69%	70%	78%	88%	57%
PUBLIC SECTOR VALUES	62%	62%	60%	58%	55%	59%	61%	60%	62%	68%	72%	79%	92%	56%
DIVERSITY & INCLUSION	73%	69%	71%	69%	67%	72%	73%	74%	75%	78%	79%	81%	92%	65%

### 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.

	Planning and Environment	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>	6273	1179	786	1181	1078	1149	587
<b>EMPLOYEE ENGAGEMENT</b>	68%	73%	72%	69%	66%	63%	64%
ENGAGEMENT WITH WORK	73%	79%	79%	76%	71%	68%	68%
SENIOR MANAGERS	46%	61%	53%	48%	42%	35%	34%
COMMUNICATION	63%	74%	69%	65%	59%	55%	54%
HIGH PERFORMANCE	64%	72%	69%	66%	61%	57%	56%
PUBLIC SECTOR VALUES	62%	74%	68%	64%	59%	53%	52%
DIVERSITY & INCLUSION	73%	81%	78%	74%	71%	67%	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 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.

	Planning and Environment	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
<b>NUMBER OF RESPONDENTS</b>	6273	27	208	548	775	858	938	884	800	577	265	83
<b>EMPLOYEE ENGAGEMENT</b>	68%	(r)	81%	73%	72%	68%	66%	66%	66%	66%	65%	72%
<b>ENGAGEMENT WITH WORK</b>	73%	(r)	84%	74%	77%	73%	73%	72%	73%	73%	72%	80%
<b>SENIOR MANAGERS</b>	46%	(r)	64%	52%	53%	46%	46%	44%	42%	41%	41%	48%
<b>COMMUNICATION</b>	63%	(r)	75%	69%	70%	64%	62%	60%	60%	58%	56%	63%
<b>HIGH PERFORMANCE</b>	64%	(r)	77%	68%	69%	65%	63%	62%	60%	61%	60%	64%
<b>PUBLIC SECTOR VALUES</b>	62%	(r)	76%	68%	68%	63%	62%	60%	58%	59%	57%	64%
<b>DIVERSITY &amp; INCLUSION</b>	73%	(r)	84%	79%	78%	74%	73%	71%	71%	71%	67%	73%

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# RESULT BY 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.

	Planning and Environment	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	<b>6273</b>	<b>2711</b>	<b>3229</b>	<b>64</b>
<b>EMPLOYEE ENGAGEMENT</b>	68%	67%	69%	55%
ENGAGEMENT WITH WORK	73%	73%	75%	53%
SENIOR MANAGERS	46%	46%	47%	29%
COMMUNICATION	63%	64%	63%	43%
HIGH PERFORMANCE	64%	63%	65%	46%
PUBLIC SECTOR VALUES	62%	62%	63%	44%
DIVERSITY & INCLUSION	73%	74%	73%	52%

**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.

	Planning and Environment	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>6273</b>	<b>213</b>	<b>5632</b>	<b>178</b>
<b>EMPLOYEE ENGAGEMENT</b>	68%	71%	68%	55%
ENGAGEMENT WITH WORK	73%	75%	74%	54%
SENIOR MANAGERS	46%	45%	47%	28%
COMMUNICATION	63%	63%	64%	44%
HIGH PERFORMANCE	64%	65%	64%	47%
PUBLIC SECTOR VALUES	62%	60%	63%	45%
DIVERSITY & INCLUSION	73%	71%	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

# 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.

	Planning and Environment	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>6273</b>	<b>911</b>	<b>4916</b>	<b>209</b>
<b>EMPLOYEE ENGAGEMENT</b>	68%	72%	68%	55%
ENGAGEMENT WITH WORK	73%	77%	74%	53%
SENIOR MANAGERS	46%	56%	45%	30%
COMMUNICATION	63%	69%	63%	45%
HIGH PERFORMANCE	64%	69%	64%	47%
PUBLIC SECTOR VALUES	62%	68%	62%	45%
DIVERSITY & INCLUSION	73%	76%	74%	52%

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Planning and Environment	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>6273</b>	<b>173</b>	<b>5602</b>	<b>254</b>
<b>EMPLOYEE ENGAGEMENT</b>	68%	68%	68%	58%
ENGAGEMENT WITH WORK	73%	73%	74%	57%
SENIOR MANAGERS	46%	46%	47%	31%
COMMUNICATION	63%	64%	64%	47%
HIGH PERFORMANCE	64%	66%	65%	49%
PUBLIC SECTOR VALUES	62%	64%	63%	48%
DIVERSITY & INCLUSION	73%	74%	74%	55%

### 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.

	Planning and Environment	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>6273</b>	<b>424</b>	<b>5286</b>	<b>319</b>
<b>EMPLOYEE ENGAGEMENT</b>	68%	65%	69%	58%
ENGAGEMENT WITH WORK	73%	66%	75%	59%
SENIOR MANAGERS	46%	41%	47%	35%
COMMUNICATION	63%	57%	64%	51%
HIGH PERFORMANCE	64%	59%	65%	52%
PUBLIC SECTOR VALUES	62%	58%	63%	51%
DIVERSITY & INCLUSION	73%	69%	75%	58%

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
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## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Planning and Environment	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>6273</b>	<b>330</b>	<b>5433</b>	<b>258</b>
<b>EMPLOYEE ENGAGEMENT</b>	68%	72%	68%	57%
ENGAGEMENT WITH WORK	73%	79%	74%	58%
SENIOR MANAGERS	46%	52%	47%	31%
COMMUNICATION	63%	69%	63%	49%
HIGH PERFORMANCE	64%	67%	64%	50%
PUBLIC SECTOR VALUES	62%	67%	63%	49%
DIVERSITY & INCLUSION	73%	78%	74%	58%

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
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CUT OFF LIMIT OF 30 RESPONDENTS

# 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

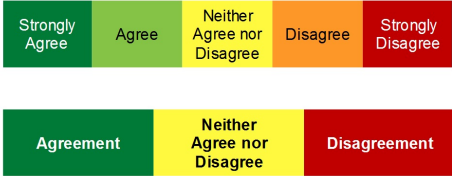
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.