# PEOPLE MATTER 2017

**NSW Public Sector Employee Survey** 

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 Cleaner Receptionist Purp Plumber Bourds Dervisor Ship's Engineer Nurse Police Officer May Purp Plumber Bourds Devisor Ship's Engineer Nurse Police Officer Purp Plumber Bourds Devisor Ship's Engineer Solicitor Cable Jointer Purp Plumber Bourds Devisor Solicitor Cable Jointer Purp Plumber Bourds Devisor Solicitor Policy Analyst Fitter Surveyor Scientist Nurse State Policy Bourds Devisor Welfare Worker Laboratory Turner Plumber Bourds Devisor Bourds Devisor Woulance Officer Youth Worker Hospital Orderly Formula of the Receptor Bourds Devisor Solicitor Caretaker Crost Bourds Bourds Bourds Devisor Museum Guide Conservator Plant Open Solicitor Scientist Cable Engineer

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

#### **AGENCY REPORT**

Planning and Environment

Jenolan Caves



#### **HEADLINES**

RESPONSE RATE

29%

25 OF 85 TOTAL RESPONDENTS

# EMPLOYEE ENGAGEMENT

64%

+3

-4

-1

DIFFERENCE FROM 2016

DIFFERENCE FROM CLUSTER

DIFFERENCE FROM PUBLIC SECTOR

**SENIOR MANAGERS** 

**32%** 

DIFFERENCE FROM +5

DIFFERENCE FROM CLUSTER -15

DIFFERENCE FROM PUBLIC SECTOR -16

COMMUNICATION

48%

DIFFERENCE FROM 2016 +15

DIFFERENCE FROM CLUSTER -15

DIFFERENCE FROM PUBLIC SECTOR -12

**a** 

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

68%

DIFFERENCE FROM CLUSTER -5

DIFFERENCE FROM PUBLIC SECTOR -4

#### **HIGH PERFORMANCE**

50%

DIFFERENCE FROM CLUSTER -14

DIFFERENCE FROM PUBLIC SECTOR -13

# PUBLIC SECTOR VALUES

46%

DIFFERENCE FROM CLUSTER -16

DIFFERENCE FROM PUBLIC SECTOR -15

# DIVERSITY & INCLUSION

58%

DIFFERENCE FROM CLUSTER -15

DIFFERENCE FROM PUBLIC SECTOR -10

#### **KEY DRIVERS OF ENGAGEMENT**



# WHAT TO FOCUS ON?

Employee Engagement scores at different levels are shown in earlier and following pages.

These results show the issues that are the most significant influencers of employee engagement in the workplace at this reporting level.

If engagement scores are high, other scores are often high as well.

\*\* As your organisation received less than 30 responses, the key drivers are taken from the questions for Planning and Environment.

		AGREEMENT	% AGREEMENT 2016	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	<b>Q7f.</b> My organisation is committed to developing its employees	24%	21%	49%	50%
2	<b>Q7h.</b> My organisation generally selects capable people to do the job	44%	25%	61%	52%
3	Q1c. My job gives me a feeling of personal accomplishment	<b>72</b> %	81%	76%	75%
4	Q1b. I am provided with the support I need to do my best at work	60%	44%	64%	63%
5	<b>Q7a.</b> My organisation focuses on improving the work we do	44%	38%	66%	69%
6	<b>Q7b.</b> My organisation is making the necessary improvements to meet our future challenges	44%	33%	53%	57%

#### **HIGHEST AND LOWEST QUESTIONS**

<b>+</b>	HIGHEST AGREEMENT SCORING QUESTIONS	AGREEMENT 2017	LOWEST AGREEMENT SCORING QUESTIONS	AGREEMENT 2017
1a.	I understand what is expected of me to do well in my role	84%	9a. I have confidence in the ways my organisation r grievances	esolves 20%
2a.	My workgroup strives to achieve customer/client satisfaction	84%	6d. Senior managers encourage innovation by emp	oyees 24%
2c.	I receive help and support from other members of my workgroup	76%	7f. My organisation is committed to developing its employees	24%
5b.	My manager listens to what I have to say	72%	6a. I believe senior managers provide clear directio future of the organisation	n for the 24%
2b.	My workgroup works collaboratively to achieve its objectives	72%	<ul><li>I believe action will be taken on the results from survey by my organisation</li></ul>	this <b>25%</b>
1c.	My job gives me a feeling of personal accomplishment	72%	I am satisfied with the opportunities available for development in my organisation	or career 26%
7k.	I feel a strong personal attachment to my organisation	72%	6c. I feel that senior managers model the values of organisation	my <b>28%</b>
1e.	I am satisfied with my job	68%	7e. People in my organisation take responsibility fo own actions	r their 28%
5g.	My manager provides acknowledgement or other recognition for the work I do	68%	7c. I feel that change is managed well in my organis	sation 28%
5d.	My manager encourages and values employee input	64%	6h. I feel that senior managers listen to employees	28%



# 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

<b>•</b>	MOST IMPROVED QUESTIONS	AGREEMENT 2017	AGREEMENT 2016	•	LEAS
2b.	My workgroup works collaboratively to achieve its objectives	72%	30%	6d.	Senior employ
2d.	There is good team spirit in my workgroup	56%	26%	1c.	My job accom
3d.	In the last 12 months I received useful feedback on my work to enable me to deliver required results	56%	26%	7k.	I feel a organis
5b.	My manager listens to what I have to say	72%	42%	4a.	l am pa
5g.	My manager provides acknowledgement or other recognition for the work I do	68%	40%		l am pr organis
2c.	I receive help and support from other members of my workgroup	76%	48%	6a.	l believ directio
7d.	There is good co-operation between teams across our organisation	40%	13%	3g.	l am sa for care
2e.	People in my workgroup treat each other with respect	56%	30%	7i.	l would place t
5c.	My managercommunicates effectively with me	60%	35%	1a.	l under in my r
5f.	I have confidence in the decisions my manager makes	60%	35%		

•	LEAST IMPROVED QUESTIONS	AGREEMEN 2017	AGREEMEN 2016
6d.	Senior managers encourage innovation by employees	24%	36%
1c.	My job gives me a feeling of personal accomplishment	72%	81%
7k.	I feel a strong personal attachment to my organisation	72%	79%
4a.	I am paid fairly for the work I do	60%	67%
7j.	I am proud to tell others I work for my organisation	60%	67%
6a.	I believe senior managers provide clear direction for the future of the organisation	24%	28%
3g.	I am satisfied with the opportunities available for career development in my organisation	26%	30%
7i.	I would recommend my organisation as a great place to work	40%	42%
1a.	I understand what is expected of me to do well in my role	84%	85%



# YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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



#### **EXPLORE THE FULL RESULTS**

Questions are grouped by themes in this report.

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

EMPLOYEE ENGAGEMENT	64% RES	SPONSE	SCALE	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBILIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work	20 20	28	20 12	40%	42%	66%	60%
Q7j. I am proud to tell others I work for my organisation	44	16	24 16	60%	67%	76%	68%
Q7k. I feel a strong personal attachment to my organisation	48	24	16 8	72%	79%	69%	63%
Q7I. My organisation motivates me to help it achieve its objectives	28 16	24	24 8	44%	42%	56%	53%
Q7m. My organisation inspires me to do the best in my job	28 16	24	28	44%	42%	57%	53%











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ENGAGEMENT WITH WORK	68%	RESPONS	E SCALE	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBILIC SECTOR 2017
Q1c. My job gives me a feeling of personal accomplishment	40	32	24	72%	81%	76%	75%
Q1d. I feel motivated to contribute more than what is normally required at work	44	20	16 8 12	64%	63%	75%	72%
Q1e. I am satisfied with my job	32	36	8 20	68%	44%	69%	68%

KEY



Agree



Neither Disagree Strongly disagree



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SENIOR MANAGERS	32%	RESPONS	SE SCALE	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBILIC SECTOR 2017
Q6a. I believe senior managers provide clear direction for the future of the organisation	12 12	28 8	40	24%	28%	46%	48%
Q6b. I feel that senior managers effectively lead and manage change	12 20	16 16	36	32%	20%	42%	44%
Q6c. I feel that senior managers model the values of my organisation	12 16	28 1	32	28%	24%	47%	48%
Q6d. Senior managers encourage innovation by employees	12 12	28 16	6 32	24%	36%	47%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	12 24	28	32	36%	24%	53%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	20	28 16	32	48%	40%	66%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	12 24	24	12 28	36%	28%	45%	45%
Q6h. I feel that senior managers listen to employees	16 12	24 16	6 32	28%	24%	40%	41%
Q7c. I feel that change is managed well in my organisation	20 8	24	28 20	28%	12%	31%	39%





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COMMUNICATION	48%	RESPO	NSE S	SCALE	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBILIC SECTOR 2017
Q5c. My manager communicates effectively with me	40	20	20	) 16	60%	35%	73%	70%
Q5d. My manager encourages and values employee input	36	28	8	20 8	64%	46%	76%	71%
Q5e. My manager involves my workgroup in decisions about our work	28	16	28	20 8	44%	27%	69%	65%
Q6g. I feel that senior managers keep employees informed about what's going on	12 24	24	12	28	36%	28%	45%	45%
Q6h. I feel that senior managers listen to employees	16 12	24	16	32	28%	24%	40%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager	28	28	16	12 16	56%	38%	73%	66%









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HIGH PERFORMANCE	50%	RESPOI	NSE SC	ALE	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBILIC SECTOR 2017
Q1a. I understand what is expected of me to do well in my role	48		36	88	84%	85%	87%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	44	2	28 1	2 8 8	72%	30%	81%	78%
Q3f. I have received appropriate training and development to do my job well	28	20	24	24	48%	48%	62%	62%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	28	28	32	8	56%	42%	76%	72%
Q5f. I have confidence in the decisions my manager makes	40	20	24	8 8	60%	35%	72%	67%
Q6d. Senior managers encourage innovation by employees	12 12	28	16	32	24%	36%	47%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	12 24	28		32	36%	24%	53%	51%
Q7a. My organisation focuses on improving the work we do	24	20 2	28	16 12	44%	38%	66%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	16 2	20	24	4 12	44%	33%	53%	57%





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HIGH PERFORMANCE	50% RE	ESPONS	SE SCA	ALE	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBILIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation	16 24	28	16	16	40%	12%	45%	47%
Q7h. My organisation generally selects capable people to do the job	12 32	16	16	24	44%	25%	61%	52%











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PUBLIC SECTOR VALUES	46% RESPONSE SCALE	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBILIC SECTOR 2017
Q2a. My workgroup strives to achieve customer/client satisfaction	52 32 12	84%	62%	88%	85%
Q2e. People in my workgroup treat each other with respect	32   24   20   12   12	56%	30%	80%	74%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	28 28 32 8	56%	42%	76%	72%
Q5b. My manager listens to what I have to say	40 32 16 8	72%	42%	80%	75%
Q6a. I believe senior managers provide clear direction for the future of the organisation	12 12 28 8 40	24%	28%	46%	48%
Q6c. I feel that senior managers model the values of my organisation	12 16 28 12 32	28%	24%	47%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	20 28 16 32	48%	40%	66%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	12 24 24 12 28	36%	28%	45%	45%
Q6h. I feel that senior managers listen to employees	16         12         24         16         32	28%	24%	40%	41%

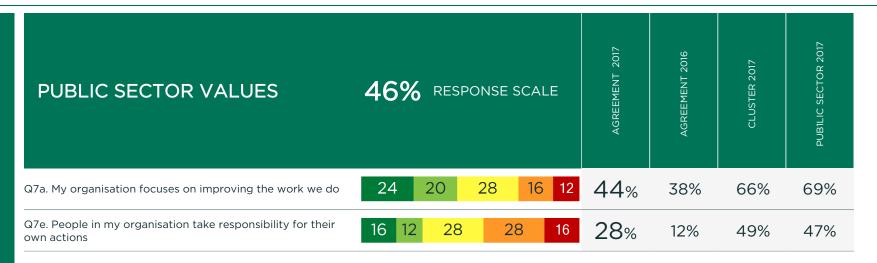




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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.













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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	58% RESPONSE SCALE	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBILIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work	32   28   8   20   12	60%	44%	64%	63%
Q5b. My manager listens to what I have to say	40 32 16 8	72%	42%	80%	75%
Q5d. My manager encourages and values employee input	36 28 8 20 8	64%	46%	76%	71%
Q6i. Senior managers in my organisation support the career advancement of women	20 20 48 8	40%	40%	63%	58%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	28 28 28 12	56%	42%	79%	74%
Q8b. Personal background is not a barrier to success in my organisation	29 29 29 8	58%	-	78%	74%
Q8c. I am able to speak up and share a different view to my colleagues and manager	28 28 16 12 16	56%	38%	73%	66%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements?  Response scale Very satisfied - Very unsatisfied	24 32 28 12	56%	33%	72%	57%





#### **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	40% RESPONSE SCALE	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBILIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	20 16 12 12 40	36%	-	36%	35%
Q7h. My organisation generally selects capable people to do the job	12 32 16 16 24	44%	25%	61%	52%











# **EXPLORE THE FULL RESULTS**

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PERFORMANCE FRAMEWORK & DEVELOPMENT	41%	RESPONSE SCALE	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBILIC SECTOR 2017
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	20	36 12 16 16	56%	26%	66%	63%
Q3e. My performance is assessed against clear criteria	16 16	36 20 12	32%	26%	51%	54%
Q3g. I am satisfied with the opportunities available for career development in my organisation	13 13	26 30 17	26%	30%	44%	48%
Q5g. My manager provides acknowledgement or other recognition for the work I do	32	36 16 12	68%	40%	74%	67%
Q5h. My manager appropriately deals with employees who perform poorly	20 2	0 28 16 16	40%	23%	43%	44%
Q7f. My organisation is committed to developing its employees	12 12	28 32 16	24%	21%	49%	50%

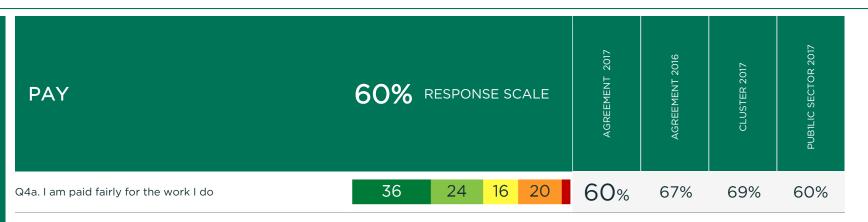




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WORKPLACE SUPPORT	63% RESPONSE SCALE	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBILIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work	32   28   8   20   12	60%	44%	64%	63%
Q1f. I am able to keep my work stress at an acceptable level	20 40 20 16	60%	48%	61%	59%
Q2c. I receive help and support from other members of my workgroup	48 28 12 8	76%	48%	84%	81%
Q2d. There is good team spirit in my workgroup	36 20 20 12 12	56%	26%	73%	69%







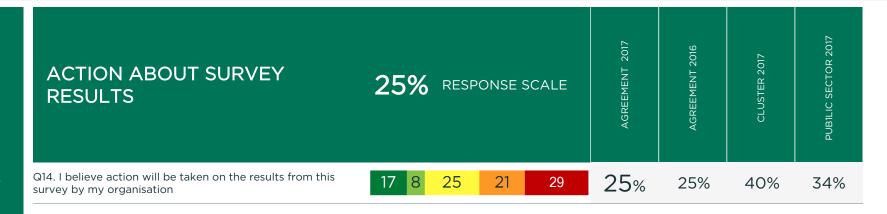




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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.













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PUBILIC SECTOR 2017 AGREEMENT 2017 AGREEMENT 2016 WORKPLACE CONDUCT 20% RESPONSE SCALE Q9a. I have confidence in the ways my organisation resolves 20% 28 40 17% 35% 36% grievances











# **EXPLORE THE FULL RESULTS**

PERFORMANCE FRAMEWORK & DEVELOPMENT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q3a. I have a current performance and development plan that so	ets out my individual objectives			
Yes		24%	69%	67%
No		76%	31%	33%
Q3b. I have informal feedback conversations with my manager				
Yes		68%	79%	75%
No		32%	21%	25%
Q3c. I have scheduled feedback conversations with my manager				
Yes		12%	60%	57%
No		88%	40%	43%



# **EXPLORE THE FULL RESULTS**

MOBILITY	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q3h.</b> Are you currently looking, or thinking about but outside of your current workplace in order to	looking, for a new role within the NSW Public Sector broaden your experience?			
Yes		28%	41%	41%
No		72%	59%	59%



# **EXPLORE THE FULL RESULTS**

MOBILITY	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q3i. Are there any barriers preventing you from moving to anoth	ner role?			
There are no major barriers to my career progression		25%	27%	30%
Lack of visible opportunities		46%	39%	31%
Lack of promotion opportunities		38%	36%	30%
Lack of support from my manager / supervisor		13%	12%	14%
Geographic location considerations		25%	29%	28%
Personal / family considerations		13%	31%	33%
Insufficient training and development		21%	14%	16%
Lack of support for temporary assignments/secondments		8%	16%	15%
The application/recruitment process is too cumbersome or time consuming		21%	25%	23%
Other		8%	9%	9%



# **EXPLORE THE FULL RESULTS**

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q10a. In the last 12 months I have witnessed misconduct/w	rongdoing at work			
Yes		46%	18%	25%
No		46%	70%	62%
Don't know		8%	12%	13%
Q10b. If yes, have you reported the misconduct/wrongdoin	ng you witnessed in the last 12 months?			
Yes		64%	55%	63%
No		36%	43%	35%
Don't know	(r)			



# **EXPLORE THE FULL RESULTS**

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q10c. In the last 12 months I have witnessed bullying at wo	rk			
Yes		52%	25%	33%
No		44%	66%	58%
Don't know	<u> </u>	4%	9%	9%
Q10d. In the last 12 months I have been subjected to bullying	ng at work			
Yes		8%	12%	18%
No		84%	82%	76%
Don't know		8%	6%	6%



# **EXPLORE THE FULL RESULTS**

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



# **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	CLUSTER 2017
Q1. I am clear on the accountabilities of my role	44 48	92%	88%	87%
Q2. My organisation listens to its customers and stakeholders	24 24 28 24	48%	46%	74%
Q3. My organisation delivers on its promises	16         16         36         16         16	32%	25%	56%
Q4. I have a clear understanding of the vision of my organisation	28 20 24 16 12	48%	38%	65%
Q5. I am aware how my role contributes to the vision of the organisation	32 32 24 8	64%	54%	73%
Q6. Business planning within the organisation helps us to achieve our wider priorities and vision	16   20   36   12   16	36%	38%	59%
Q7. I am encouraged to participate in sustainable work practices by supervisor or manager	32 28 <u>20</u> 16	60%	29%	59%
Q8. My job design facilitates flexible working	16 40 20 20	56%	33%	68%
Q9. My team is equipped with the right tools to provide good customer service	28 16 32 24	44%	46%	62%
Q10. My organisation has the right tools in place to assist and manage geographically dispersed teams	8 20 40 20 12	28%	25%	50%
VEV	Strongly Agree Neither Disagree Strongly			





#### **TAKING ACTION**

#### **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.



of employees replied favourably to:

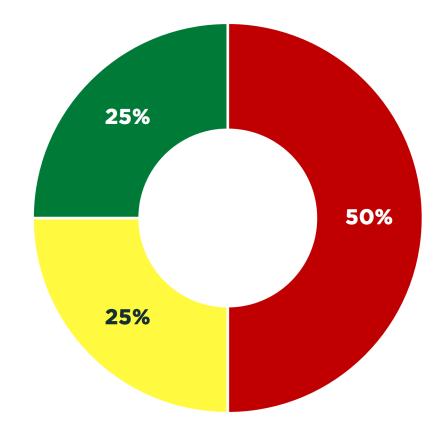
'I believe action will be taken on the results from this survey by my organisation.'

34% 40% 25%

SECTOR

CLUSTER

2016



**Neither Agree nor Agreement** Disagreement Disagree

#### **GUIDE TO THIS REPORT**



#### **SURVEY TIME FRAME**

This report contains results from the 2017 People Matter Employee Survey which was open from 1 to 30 June 2017.



#### 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.





#### **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.



#### **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%.



#### MORE DETAILS ABOUT THE SURVEY AND ITS METHODOLOGY

See the Main Findings report on the Public Service Commission web site.