

# PEOPLE MATTER 2017

## NSW Public Sector Employee Survey

Nurse  
Teacher  
Librarian  
Accountant  
Police Officer  
Doctor Policy Analyst Surveyor Scientist Barrister Solicitor Social Worker Welfare  
Worker Laboratory Technician Turner Plumber Electrician Zookeeper Cleaner  
Ambulance Officer Fitter Youth Worker Hospital Orderly Cleaner Fire Fighter Clerk  
Engineer Receptionist Supervisor Ship's Engineer  
Nurse Police Officer Museum Guide Conservator Fitter  
Solicitor Cable 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 Receptionist Labourer Jointer  
Solicitor Caretaker Cross Engineer Ship's Officer Ship's  
Master Marine Transport Professional Showright Curator Museum Guide  
Conservator Plant Operator Cable Engineer  
Plant Operator Nurse Doctor Teacher Train Driver Accountant Librarian  
Policy Analyst 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

### AGENCY REPORT

Planning and Environment

State Library of NSW

## RESPONSE RATE

# 66%

210 OF 318 TOTAL RESPONDENTS

## EMPLOYEE ENGAGEMENT

# 69%

DIFFERENCE FROM 2016 -4

DIFFERENCE FROM CLUSTER +1

DIFFERENCE FROM PUBLIC SECTOR +5

## SENIOR MANAGERS

# 43%

DIFFERENCE FROM 2016 -8

DIFFERENCE FROM CLUSTER -3

DIFFERENCE FROM PUBLIC SECTOR -4

## COMMUNICATION

# 63%

DIFFERENCE FROM 2016 -4

DIFFERENCE FROM CLUSTER 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

# 76%

DIFFERENCE FROM CLUSTER +2

DIFFERENCE FROM PUBLIC SECTOR +4

## HIGH PERFORMANCE

# 65%

DIFFERENCE FROM CLUSTER +2

DIFFERENCE FROM PUBLIC SECTOR +2

## PUBLIC SECTOR VALUES

# 61%

DIFFERENCE FROM CLUSTER -1

DIFFERENCE FROM PUBLIC SECTOR 0

## DIVERSITY & INCLUSION

# 74%

DIFFERENCE FROM CLUSTER +1

DIFFERENCE FROM PUBLIC SECTOR +7

# 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>Q1c.</b> My job gives me a feeling of personal accomplishment	<b>79%</b>	85%	76%	75%
2	<b>Q3g.</b> I am satisfied with the opportunities available for career development in my organisation	<b>44%</b>	43%	44%	48%
3	<b>Q7f.</b> My organisation is committed to developing its employees	<b>54%</b>	65%	49%	50%
4	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>65%</b>	80%	66%	69%
5	<b>Q7b.</b> My organisation is making the necessary improvements to meet our future challenges	<b>52%</b>	67%	53%	57%
6	<b>Q7h.</b> My organisation generally selects capable people to do the job	<b>67%</b>	65%	61%	52%

# HIGHEST AND LOWEST QUESTIONS

## + HIGHEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

1a.	I understand what is expected of me to do well in my role	<b>92%</b>
2a.	My workgroup strives to achieve customer/client satisfaction	<b>87%</b>
2c.	I receive help and support from other members of my workgroup	<b>85%</b>
7j.	I am proud to tell others I work for my organisation	<b>83%</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>
1c.	My job gives me a feeling of personal accomplishment	<b>79%</b>
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	<b>78%</b>

## - LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

7c.	I feel that change is managed well in my organisation	<b>28%</b>
14.	I believe action will be taken on the results from this survey by my organisation	<b>35%</b>
9a.	I have confidence in the ways my organisation resolves grievances	<b>36%</b>
6b.	I feel that senior managers effectively lead and manage change	<b>37%</b>
6h.	I feel that senior managers listen to employees	<b>41%</b>
5h.	My manager appropriately deals with employees who perform poorly	<b>41%</b>
6a.	I believe senior managers provide clear direction for the future of the organisation	<b>41%</b>
6g.	I feel that senior managers keep employees informed about what's going on	<b>44%</b>
3g.	I am satisfied with the opportunities available for career development in my organisation	<b>44%</b>
6e.	Senior managers promote collaboration between my organisation and other organisations we work with	<b>47%</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

6i.	Senior managers in my organisation support the career advancement of women	63%	61%
7h.	My organisation generally selects capable people to do the job	67%	65%
1b.	I am provided with the support I need to do my best at work	69%	67%
3g.	I am satisfied with the opportunities available for career development in my organisation	44%	43%
2e.	People in my workgroup treat each other with respect	80%	79%
2b.	My workgroup works collaboratively to achieve its objectives	81%	80%
1e.	I am satisfied with my job	72%	71%

## - LEAST IMPROVED QUESTIONS

AGREEMENT  
2017

AGREEMENT  
2016

9a.	I have confidence in the ways my organisation resolves grievances	36%	52%
7b.	My organisation is making the necessary improvements to meet our future challenges	52%	67%
6a.	I believe senior managers provide clear direction for the future of the organisation	41%	56%
7a.	My organisation focuses on improving the work we do	65%	80%
6e.	Senior managers promote collaboration between my organisation and other organisations we work with	47%	61%
6d.	Senior managers encourage innovation by employees	47%	59%
7i.	My organisation motivates me to help it achieve its objectives	58%	69%
7f.	My organisation is committed to developing its employees	54%	65%
6b.	I feel that senior managers effectively lead and manage change	37%	48%
7k.	I feel a strong personal attachment to my organisation	69%	79%



### 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 State Library of NSW

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.

	State Library of NSW	Digital Experience Division	Library and Information Services	Mitchell Librarian and Education and Scholarship	Operations and Infrastructure and Office of the State Librarian	Public Libraries and Engagement
NUMBER OF RESPONDENTS	210	31	102	11	27	38
EMPLOYEE ENGAGEMENT	69%	68%	71%	69%	74%	64%
ENGAGEMENT WITH WORK	76%	73%	76%	85%	81%	70%
SENIOR MANAGERS	43%	47%	44%	52%	53%	29%
COMMUNICATION	63%	69%	61%	62%	71%	58%
HIGH PERFORMANCE	65%	70%	65%	72%	66%	61%
PUBLIC SECTOR VALUES	61%	64%	62%	67%	66%	50%
DIVERSITY & INCLUSION	74%	73%	74%	76%	78%	71%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 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	69% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work	22	44	22		67%	70%	66%	60%
Q7j. I am proud to tell others I work for my organisation	31	51	14		83%	86%	76%	68%
Q7k. I feel a strong personal attachment to my organisation	29	41	23		69%	79%	69%	63%
Q7l. My organisation motivates me to help it achieve its objectives	17	40	30	9	58%	69%	56%	53%
Q7m. My organisation inspires me to do the best in my job	19	43	26	8	61%	70%	57%	53%

KEY





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ENGAGEMENT WITH WORK	76% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1c. My job gives me a feeling of personal accomplishment	27	52	12		79%	85%	76%	75%
Q1d. I feel motivated to contribute more than what is normally required at work	31	45	15	7	76%	81%	75%	72%
Q1e. I am satisfied with my job	19	53	16	7	72%	71%	69%	68%

KEY







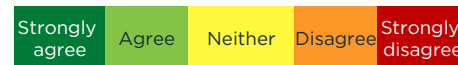
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SENIOR MANAGERS	43% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q6a. I believe senior managers provide clear direction for the future of the organisation	7	34	25	21	12	41%	56%	46%	48%
Q6b. I feel that senior managers effectively lead and manage change		30	28	22	13	37%	48%	42%	44%
Q6c. I feel that senior managers model the values of my organisation	10	38	29	13	10	48%	56%	47%	48%
Q6d. Senior managers encourage innovation by employees	7	40	31	16		47%	59%	47%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	9	38	35	12	7	47%	61%	53%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	14	42	25	11		57%	62%	66%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	9	35	27	16	13	44%	45%	45%	45%
Q6h. I feel that senior managers listen to employees	10	30	31	16	13	41%	43%	40%	41%
Q7c. I feel that change is managed well in my organisation		23	31	26	15	28%	34%	31%	39%

KEY





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COMMUNICATION	63% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q5c. My manager communicates effectively with me	29	44	11	13	74%	80%	73%	70%
Q5d. My manager encourages and values employee input	31	45	18		76%	79%	76%	71%
Q5e. My manager involves my workgroup in decisions about our work	26	47	15	9	73%	75%	69%	65%
Q6g. I feel that senior managers keep employees informed about what's going on	9	35	27	16	13	44%	45%	45%
Q6h. I feel that senior managers listen to employees	10	30	31	16	13	41%	43%	40%
Q8c. I am able to speak up and share a different view to my colleagues and manager	20	51	16	9		71%	79%	73%

KEY





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HIGH PERFORMANCE	65% 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	35	57	92%	94%	87%	90%			
Q2b. My workgroup works collaboratively to achieve its objectives	37	44	11	8	81%	80%	81%	78%	
Q3f. I have received appropriate training and development to do my job well	22	50	20		72%	74%	62%	62%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	23	54	18		77%	82%	76%	72%	
Q5f. I have confidence in the decisions my manager makes	27	43	19		70%	74%	72%	67%	
Q6d. Senior managers encourage innovation by employees	7	40	31	16	47%	59%	47%	48%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	9	38	35	12	7	47%	61%	53%	51%
Q7a. My organisation focuses on improving the work we do	11	54	20	11	65%	80%	66%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	9	43	27	17	52%	67%	53%	57%	

KEY





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	65% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation	9	39	31	16	48%	49%	45%	47%
Q7h. My organisation generally selects capable people to do the job	10	57	22	8	67%	65%	61%	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		61% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017			
Q2a. My workgroup strives to achieve customer/client satisfaction		43	43	8	87%	94%	88%	85%		
Q2e. People in my workgroup treat each other with respect		35	45	10	80%	79%	80%	74%		
Q5a. My manager encourages people in my workgroup to keep improving the work they do		23	54	18	77%	82%	76%	72%		
Q5b. My manager listens to what I have to say		33	47	12	80%	84%	80%	75%		
Q6a. I believe senior managers provide clear direction for the future of the organisation		7	34	25	21	12	41%	56%	46%	48%
Q6c. I feel that senior managers model the values of my organisation		10	38	29	13	10	48%	56%	47%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives		14	42	25	11	8	57%	62%	66%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		9	35	27	16	13	44%	45%	45%	45%
Q6h. I feel that senior managers listen to employees		10	30	31	16	13	41%	43%	40%	41%

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		61% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7a. My organisation focuses on improving the work we do		65%	80%	66%	69%				
Q7e. People in my organisation take responsibility for their own actions		47%	52%	49%	47%				

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.

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		69%	67%	64%	63%		
Q5b. My manager listens to what I have to say		80%	84%	80%	75%		
Q5d. My manager encourages and values employee input		76%	79%	76%	71%		
Q6i. Senior managers in my organisation support the career advancement of women		63%	61%	63%	58%		
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)		79%	82%	79%	74%		
Q8b. Personal background is not a barrier to success in my organisation		75%	-	78%	74%		
Q8c. I am able to speak up and share a different view to my colleagues and manager		71%	79%	73%	66%		
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>		78%	79%	72%	57%		

KEY





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

RECRUITMENT	57% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	7	39	33	12	9	47%	-	36%	35%
Q7h. My organisation generally selects capable people to do the job	10	57	22	8		67%	65%	61%	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	60% 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	20	55	17	8	76%	75%	66%	63%	
Q3e. My performance is assessed against clear criteria	18	55	19	8	72%	77%	51%	54%	
Q3g. I am satisfied with the opportunities available for career development in my organisation	10	35	23	20	13	44%	43%	44%	48%
Q5g. My manager provides acknowledgement or other recognition for the work I do	29	46	14	9	75%	80%	74%	67%	
Q5h. My manager appropriately deals with employees who perform poorly	11	30	36	16	7	41%	47%	43%	44%
Q7f. My organisation is committed to developing its employees	9	46	28	12	54%	65%	49%	50%	

KEY

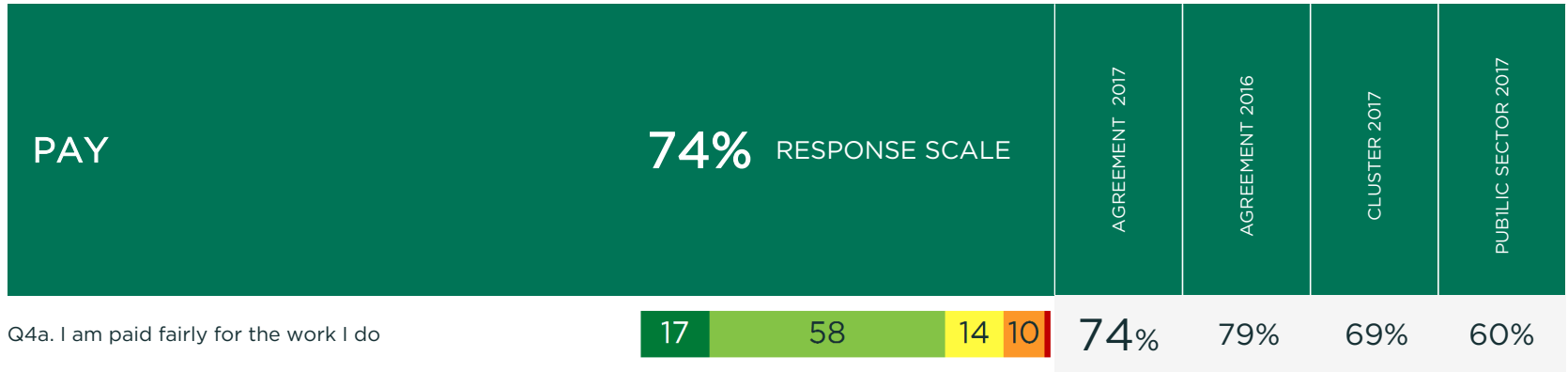




## EXPLORE THE FULL RESULTS

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		69%	67%	64%	63%				
Q1f. I am able to keep my work stress at an acceptable level		61%	66%	61%	59%				
Q2c. I receive help and support from other members of my workgroup		85%	86%	84%	81%				
Q2d. There is good team spirit in my workgroup		73%	80%	73%	69%				

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.

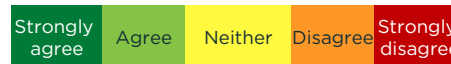
## ACTION ABOUT SURVEY RESULTS

**35%** RESPONSE SCALE

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



KEY

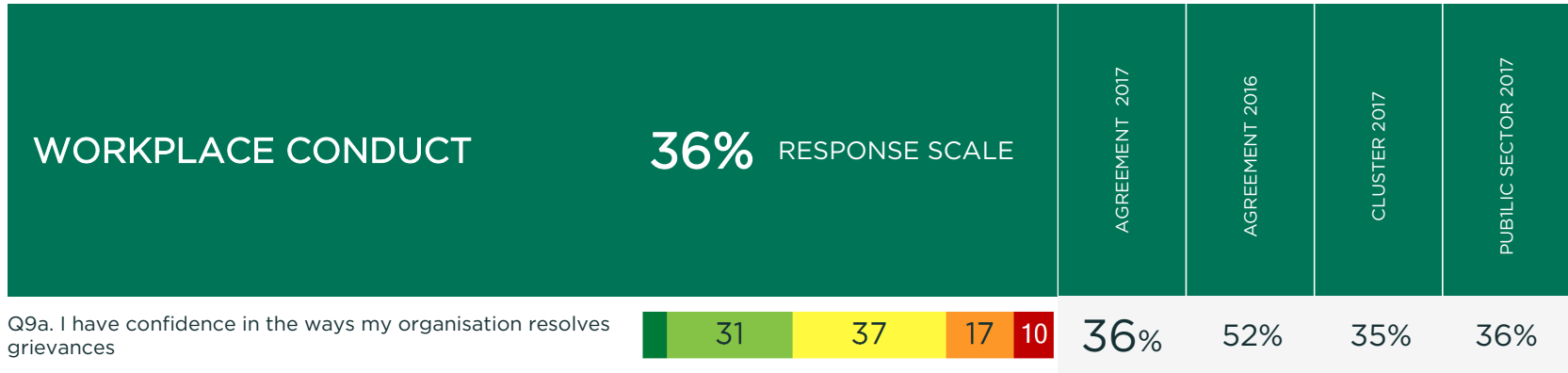




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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



### 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			94%	69%	67%
No			6%	31%	33%
<b>Q3b.</b> I have informal feedback conversations with my manager					
Yes			87%	79%	75%
No			13%	21%	25%
<b>Q3c.</b> I have scheduled feedback conversations with my manager					
Yes			79%	60%	57%
No			21%	40%	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		26%	27%	30%
Lack of visible opportunities		49%	39%	31%
Lack of promotion opportunities		37%	36%	30%
Lack of support from my manager / supervisor		10%	12%	14%
Geographic location considerations		15%	29%	28%
Personal / family considerations		30%	31%	33%
Insufficient training and development		8%	14%	16%
Lack of required capabilities or experience		12%	11%	11%
Lack of support for temporary assignments/secondments		20%	16%	15%
The application/recruitment process is too cumbersome or time consuming		20%	25%	23%
Other		10%	9%	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		18%	18%	25%
No		69%	70%	62%
Don't know		13%	12%	13%
<b>Q10b.</b> If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		73%	55%	63%
No		24%	43%	35%
Don't know		3%	2%	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		31%	25%	33%
No		55%	66%	58%
Don't know		13%	9%	9%
<b>Q10d.</b> In the last 12 months I have been subjected to bullying at work				
Yes		13%	12%	18%
No		78%	82%	76%
Don't know		10%	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%	18%	22%
Your immediate manager/supervisor		15%	26%	24%
A fellow worker at your level		42%	28%	27%
A subordinate		8%	9%	8%
A client or customer	(r)			
A member of the public other than a client or customer	(r)			
Other		4%	4%	4%
Prefer not to say		12%	13%	13%



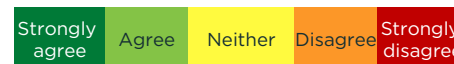
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Questions are grouped by themes in this report.

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

PLANNING AND ENVIRONMENT QUESTIONS	RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017
	Strongly agree	Agree	Neither	Disagree	Strongly disagree			
Q1. I am clear on the accountabilities of my role	28	68				96%	0%	87%
Q2. My organisation listens to its customers and stakeholders	19	56	17			75%	0%	74%
Q3. My organisation delivers on its promises	8	48	34			57%	0%	56%
Q4. I have a clear understanding of the vision of my organisation	16	54	17	9		70%	0%	65%
Q5. I am aware how my role contributes to the vision of the organisation	21	61	14			81%	0%	73%
Q6. Business planning within the organisation helps us to achieve our wider priorities and vision	12	46	27	12		58%	0%	59%
Q7. I am encouraged to participate in sustainable work practices by supervisor or manager	15	42	34	8		56%	0%	59%
Q8. My job design facilitates flexible working	13	54	21	9		67%	0%	68%
Q9. My team is equipped with the right tools to provide good customer service	11	55	18	12		66%	0%	62%
Q10. My organisation has the right tools in place to assist and manage geographically dispersed teams	29	50	11			33%	0%	50%

KEY



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Gender		
Male		30%
Female		68%
Other		2%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Age		
15 - 19		%
20 - 24		2%
25 -29	█	5%
30 - 34	█	11%
35 - 39	█	14%
40 - 44	█	14%
45 - 49	█	14%
50 - 54	█	18%
55 - 59	█	18%
60 - 64		4%
65+		2%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Do you speak a language other than English at home?		
Yes		18%
No		77%
Prefer not to say		6%
Are you of Aboriginal and/or Torres Strait Islander origin?		
Yes		2%
No		96%
Prefer not to say		3%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
<b>Do you have a disability?</b>		
Yes		7%
No		89%
Prefer not to say		5%
<b>Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?</b>		
Yes		8%
No		83%
Prefer not to say		9%

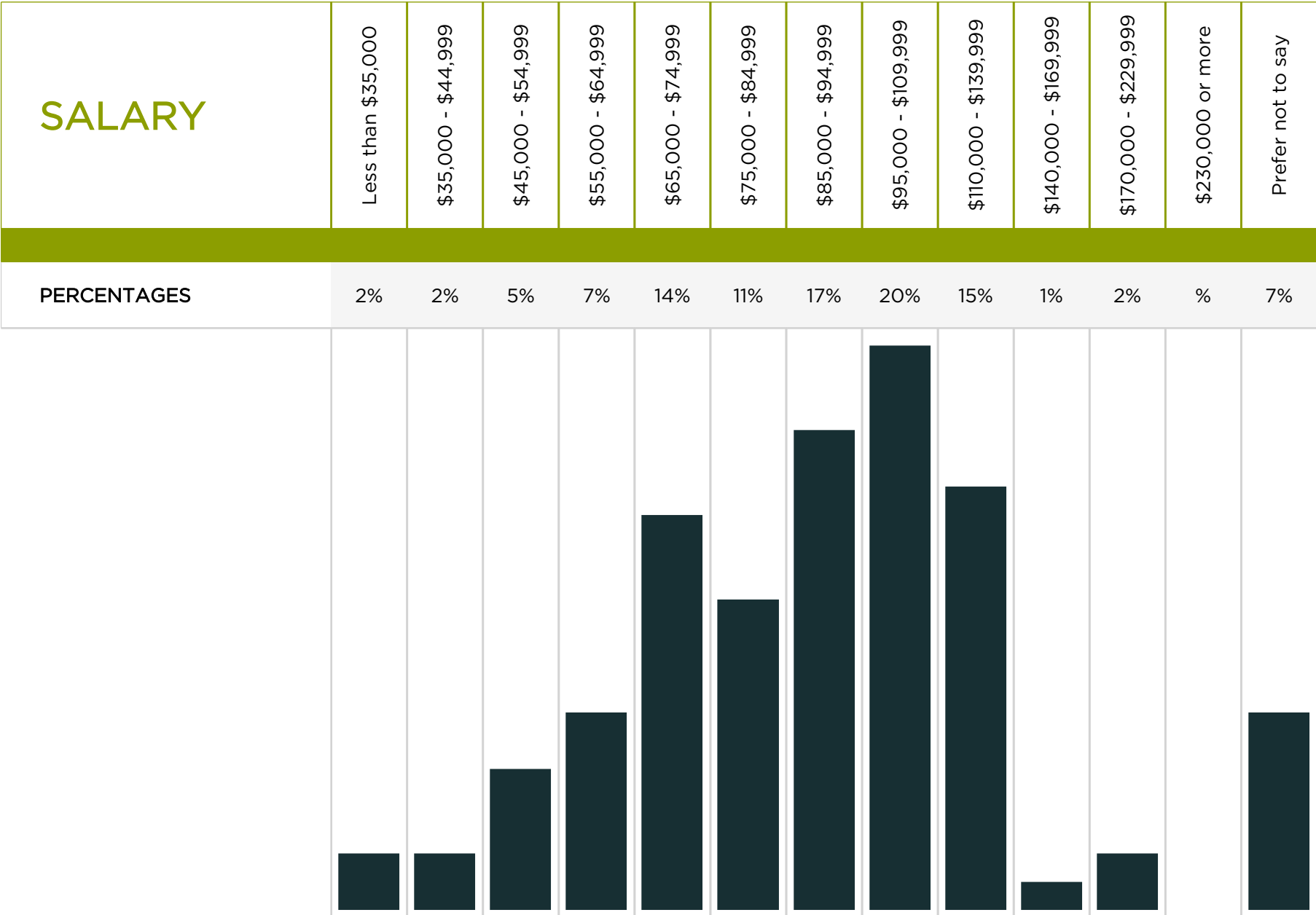


# PROFILE OF RESPONDENTS



## 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.

	State Library of NSW	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	210	45	51	10	27	5	7	28	0	27
EMPLOYEE ENGAGEMENT	69%	73%	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	76%	81%	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	43%	52%	35%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	63%	63%	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	65%	69%	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	61%	66%	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	74%	73%	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)

### 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.

	State Library of NSW	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	210	4	3	9	13	28	22	33	39	30	2	3	0	13
EMPLOYEE ENGAGEMENT	69%	(r)	(r)	(r)	(r)	(r)	(r)	72%	67%	74%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	76%	(r)	(r)	(r)	(r)	(r)	(r)	80%	75%	90%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	43%	(r)	(r)	(r)	(r)	(r)	(r)	43%	41%	48%	(r)	(r)	(r)	(r)
COMMUNICATION	63%	(r)	(r)	(r)	(r)	(r)	(r)	63%	70%	72%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	65%	(r)	(r)	(r)	(r)	(r)	(r)	67%	66%	70%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	61%	(r)	(r)	(r)	(r)	(r)	(r)	63%	60%	65%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	74%	(r)	(r)	(r)	(r)	(r)	(r)	76%	78%	77%	(r)	(r)	(r)	(r)

### 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.

	State Library of NSW	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>	210	26	15	52	33	25	45
<b>EMPLOYEE ENGAGEMENT</b>	69%	(r)	(r)	69%	66%	(r)	69%
<b>ENGAGEMENT WITH WORK</b>	76%	(r)	(r)	74%	62%	(r)	79%
<b>SENIOR MANAGERS</b>	43%	(r)	(r)	40%	38%	(r)	46%
<b>COMMUNICATION</b>	63%	(r)	(r)	64%	60%	(r)	60%
<b>HIGH PERFORMANCE</b>	65%	(r)	(r)	60%	62%	(r)	68%
<b>PUBLIC SECTOR VALUES</b>	61%	(r)	(r)	58%	54%	(r)	63%
<b>DIVERSITY &amp; INCLUSION</b>	74%	(r)	(r)	74%	69%	(r)	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 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.

	State Library of NSW	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	210	0	3	10	22	28	28	28	35	36	7	3
EMPLOYEE ENGAGEMENT	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	65%	72%	(r)	(r)
ENGAGEMENT WITH WORK	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	68%	78%	(r)	(r)
SENIOR MANAGERS	43%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	39%	41%	(r)	(r)
COMMUNICATION	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	59%	60%	(r)	(r)
HIGH PERFORMANCE	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	61%	67%	(r)	(r)
PUBLIC SECTOR VALUES	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	56%	59%	(r)	(r)
DIVERSITY & INCLUSION	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	68%	70%	(r)	(r)

### 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.

	State Library of NSW	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	<b>210</b>	<b>60</b>	<b>134</b>	<b>3</b>
<b>EMPLOYEE ENGAGEMENT</b>	69%	70%	70%	(r)
ENGAGEMENT WITH WORK	76%	71%	79%	(r)
SENIOR MANAGERS	43%	45%	44%	(r)
COMMUNICATION	63%	68%	62%	(r)
HIGH PERFORMANCE	65%	67%	66%	(r)
PUBLIC SECTOR VALUES	61%	63%	61%	(r)
DIVERSITY & INCLUSION	74%	76%	74%	(r)

**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



## 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.

# 35%

of employees replied favourably to:

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

## 34%

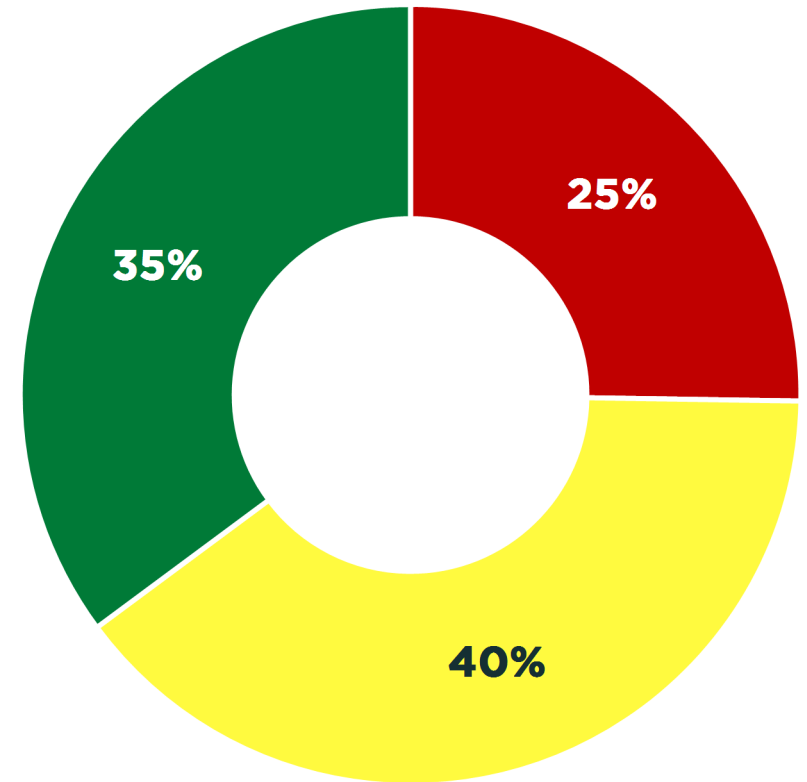
SECTOR

## 40%

CLUSTER

## 44%

2016



# 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.