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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  
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

## Premier and Cabinet

## RESPONSE RATE

**87%**

756 OF 871 TOTAL RESPONDENTS

## EMPLOYEE ENGAGEMENT

**73%**

DIFFERENCE FROM 2016 **+3**

DIFFERENCE FROM PUBLIC SECTOR **+8**

## SENIOR MANAGERS

**67%**

DIFFERENCE FROM 2016 **+12**

DIFFERENCE FROM PUBLIC SECTOR **+20**

## COMMUNICATION

**73%**

DIFFERENCE FROM 2016 **+7**

DIFFERENCE FROM PUBLIC SECTOR **+14**



## 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

**77%**

DIFFERENCE FROM PUBLIC SECTOR **+5**

## HIGH PERFORMANCE

**75%**

DIFFERENCE FROM PUBLIC SECTOR **+12**

## PUBLIC SECTOR VALUES

**76%**

DIFFERENCE FROM PUBLIC SECTOR **+16**

## DIVERSITY & INCLUSION

**79%**

DIFFERENCE FROM PUBLIC SECTOR **+12**

# 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>70%</b>	55%	50%
2	<b>Q7h.</b> My organisation generally selects capable people to do the job	<b>74%</b>	66%	52%
3	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>82%</b>	80%	69%
4	<b>Q7b.</b> My organisation is making the necessary improvements to meet our future challenges	<b>69%</b>	67%	57%
5	<b>Q1c.</b> My job gives me a feeling of personal accomplishment	<b>78%</b>	75%	75%
6	<b>Q3g.</b> I am satisfied with the opportunities available for career development in my organisation	<b>52%</b>	39%	48%

# HIGHEST AND LOWEST QUESTIONS

## + HIGHEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

2a.	My workgroup strives to achieve customer/client satisfaction	92%
1a.	I understand what is expected of me to do well in my role	87%
2b.	My workgroup works collaboratively to achieve its objectives	87%
2c.	I receive help and support from other members of my workgroup	85%
5b.	My manager listens to what I have to say	84%
7j.	I am proud to tell others I work for my organisation	84%
2e.	People in my workgroup treat each other with respect	83%
8b.	Personal background is not a barrier to success in my organisation	83%
7a.	My organisation focuses on improving the work we do	82%
5a.	My manager encourages people in my workgroup to keep improving the work they do	82%

## - LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

9a.	I have confidence in the ways my organisation resolves grievances	45%
7g.	I have confidence in the way recruitment decisions are made	47%
5h.	My manager appropriately deals with employees who perform poorly	51%
3g.	I am satisfied with the opportunities available for career development in my organisation	52%
7c.	I feel that change is managed well in my organisation	54%
6d.	Senior managers encourage innovation by employees	63%
3e.	My performance is assessed against clear criteria	63%
6h.	I feel that senior managers listen to employees	63%
3f.	I have received appropriate training and development to do my job well	64%
7k.	I feel a strong personal attachment to my organisation	64%



### YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

# MOST AND LEAST IMPROVED QUESTIONS

## + MOST IMPROVED QUESTIONS

AGREEMENT  
2017

AGREEMENT  
2016

	AGREEMENT 2017	AGREEMENT 2016
14. I believe action will be taken on the results from this survey by my organisation	65%	42%
6g. I feel that senior managers keep employees informed about what's going on	69%	53%
7f. My organisation is committed to developing its employees	70%	55%
6i. Senior managers in my organisation support the career advancement of women	75%	61%
6e. Senior managers promote collaboration between my organisation and other organisations we work with	75%	61%
6h. I feel that senior managers listen to employees	63%	50%
6c. I feel that senior managers model the values of my organisation	70%	57%
6b. I feel that senior managers effectively lead and manage change	64%	51%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	80%	67%
4a. I am paid fairly for the work I do	79%	66%

## - LEAST IMPROVED QUESTIONS

AGREEMENT  
2017

AGREEMENT  
2016

	AGREEMENT 2017	AGREEMENT 2016
7k. I feel a strong personal attachment to my organisation	64%	66%



### 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 Premier and Cabinet

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	Premier and Cabinet	Education	Family and Community Services	Finance and Services	Health	Industry	Justice	Planning and Environment	Transport	Treasury
NUMBER OF RESPONDENTS	140063	756	30920	6354	6747	48839	4583	17068	6273	12427	1353
EMPLOYEE ENGAGEMENT	65%	73%	67%	61%	65%	64%	65%	62%	68%	63%	72%
ENGAGEMENT WITH WORK	72%	77%	75%	70%	70%	72%	72%	67%	73%	68%	77%
SENIOR MANAGERS	47%	67%	53%	43%	54%	45%	50%	39%	46%	46%	66%
COMMUNICATION	60%	73%	63%	60%	66%	57%	66%	53%	63%	61%	75%
HIGH PERFORMANCE	63%	75%	67%	60%	67%	63%	65%	55%	64%	61%	75%
PUBLIC SECTOR VALUES	60%	76%	65%	59%	67%	58%	65%	53%	62%	60%	76%
DIVERSITY & INCLUSION	67%	79%	68%	69%	73%	65%	73%	62%	73%	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 Premier and Cabinet

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.

	Premier and Cabinet	Barangaroo Delivery Authority	Department of Premier and Cabinet	Infrastructure NSW	Natural Resources Commission	Parliamentary Counsel's Office
NUMBER OF RESPONDENTS	756	55	598	47	16	35
EMPLOYEE ENGAGEMENT	73%	77%	72%	76%	67%	72%
ENGAGEMENT WITH WORK	77%	76%	77%	75%	69%	71%
SENIOR MANAGERS	67%	57%	67%	76%	71%	58%
COMMUNICATION	73%	69%	74%	82%	78%	55%
HIGH PERFORMANCE	75%	68%	75%	76%	83%	71%
PUBLIC SECTOR VALUES	76%	69%	77%	79%	78%	67%
DIVERSITY & INCLUSION	79%	77%	80%	85%	88%	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 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	73% RESPONSE SCALE	AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work		75%	69%	60%
Q7j. I am proud to tell others I work for my organisation		84%	80%	68%
Q7k. I feel a strong personal attachment to my organisation		64%	66%	63%
Q7l. My organisation motivates me to help it achieve its objectives		70%	61%	53%
Q7m. My organisation inspires me to do the best in my job		70%	61%	53%

KEY







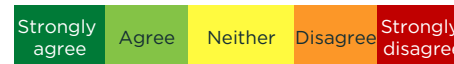
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ENGAGEMENT WITH WORK	77% RESPONSE SCALE			AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017	
Q1c. My job gives me a feeling of personal accomplishment	32	46	14	78%	75%	75%	
Q1d. I feel motivated to contribute more than what is normally required at work	40	41	13	80%	77%	72%	
Q1e. I am satisfied with my job	27	46	16	8	72%	64%	68%

KEY





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SENIOR MANAGERS	67% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q6a. I believe senior managers provide clear direction for the future of the organisation	24	44	21	8	67%	55%	48%
Q6b. I feel that senior managers effectively lead and manage change	24	40	21	10	64%	51%	44%
Q6c. I feel that senior managers model the values of my organisation	28	42	21		70%	57%	48%
Q6d. Senior managers encourage innovation by employees	21	42	25	9	63%	52%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	28	47	18		75%	61%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	32	45	16		77%	65%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	23	46	16	11	69%	53%	45%
Q6h. I feel that senior managers listen to employees	20	43	23	9	63%	50%	41%
Q7c. I feel that change is managed well in my organisation	16	38	26	15	54%	46%	39%

KEY





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COMMUNICATION	73% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q5c. My manager communicates effectively with me	36	40	13	7	76%	73%	70%
Q5d. My manager encourages and values employee input	40	40	12		80%	75%	71%
Q5e. My manager involves my workgroup in decisions about our work	35	39	15	8	75%	69%	65%
Q6g. I feel that senior managers keep employees informed about what's going on	23	46	16	11	69%	53%	45%
Q6h. I feel that senior managers listen to employees	20	43	23	9	63%	50%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager	32	46	13	7	78%	76%	66%

KEY





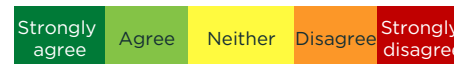
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HIGH PERFORMANCE	75% RESPONSE SCALE	AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
Q1a. I understand what is expected of me to do well in my role		87%	87%	90%
Q2b. My workgroup works collaboratively to achieve its objectives		87%	80%	78%
Q3f. I have received appropriate training and development to do my job well		64%	58%	62%
Q5a. My manager encourages people in my workgroup to keep improving the work they do		82%	77%	72%
Q5f. I have confidence in the decisions my manager makes		78%	74%	67%
Q6d. Senior managers encourage innovation by employees		63%	52%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with		75%	61%	51%
Q7a. My organisation focuses on improving the work we do		82%	80%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges		69%	67%	57%

KEY





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HIGH PERFORMANCE	75% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation	17	47	22	11	65%	55%	47%
Q7h. My organisation generally selects capable people to do the job	19	55	18		74%	66%	52%

### KEY





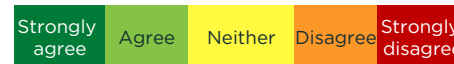
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PUBLIC SECTOR VALUES	76% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
	Strongly agree	Agree			
Q2a. My workgroup strives to achieve customer/client satisfaction	57	36	92%	89%	85%
Q2e. People in my workgroup treat each other with respect	46	37	83%	80%	74%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	37	45	82%	77%	72%
Q5b. My manager listens to what I have to say	42	42	84%	78%	75%
Q6a. I believe senior managers provide clear direction for the future of the organisation	24	44	67%	55%	48%
Q6c. I feel that senior managers model the values of my organisation	28	42	70%	57%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	32	45	77%	65%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	23	46	69%	53%	45%
Q6h. I feel that senior managers listen to employees	20	43	63%	50%	41%

KEY





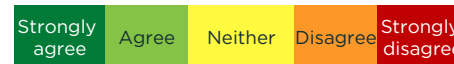
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PUBLIC SECTOR VALUES		76% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017		
Q7a. My organisation focuses on improving the work we do		31	51	12	82%	80%	69%	
Q7e. People in my organisation take responsibility for their own actions		18	50	20	9	68%	56%	47%

KEY





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

DIVERSITY & INCLUSION	79% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work	27	48	13	9	75%	63%	63%
Q5b. My manager listens to what I have to say	42	42	9		84%	78%	75%
Q5d. My manager encourages and values employee input	40	40	12		80%	75%	71%
Q6i. Senior managers in my organisation support the career advancement of women	39	37	20		75%	61%	58%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	32	49	12		81%	79%	74%
Q8b. Personal background is not a barrier to success in my organisation	37	46	11		83%	-	74%
Q8c. I am able to speak up and share a different view to my colleagues and manager	32	46	13	7	78%	76%	66%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	44	35	13		80%	67%	57%

KEY







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Questions are grouped by themes in this report.

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

RECRUITMENT	61% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	13	34	29	16	7	47%	-	35%
Q7h. My organisation generally selects capable people to do the job	19	55	18			74%	66%	52%

KEY





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Questions are grouped by themes in this report.

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

PERFORMANCE FRAMEWORK & DEVELOPMENT	65% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017	
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	28	48	15		76%	64%	63%	
Q3e. My performance is assessed against clear criteria	21	42	23	10	63%	56%	54%	
Q3g. I am satisfied with the opportunities available for career development in my organisation	18	34	23	16	9	52%	39%	48%
Q5g. My manager provides acknowledgement or other recognition for the work I do	41	39	12		80%	75%	67%	
Q5h. My manager appropriately deals with employees who perform poorly	20	31	33	10	51%	42%	44%	
Q7f. My organisation is committed to developing its employees	22	47	19	7	70%	55%	50%	

KEY

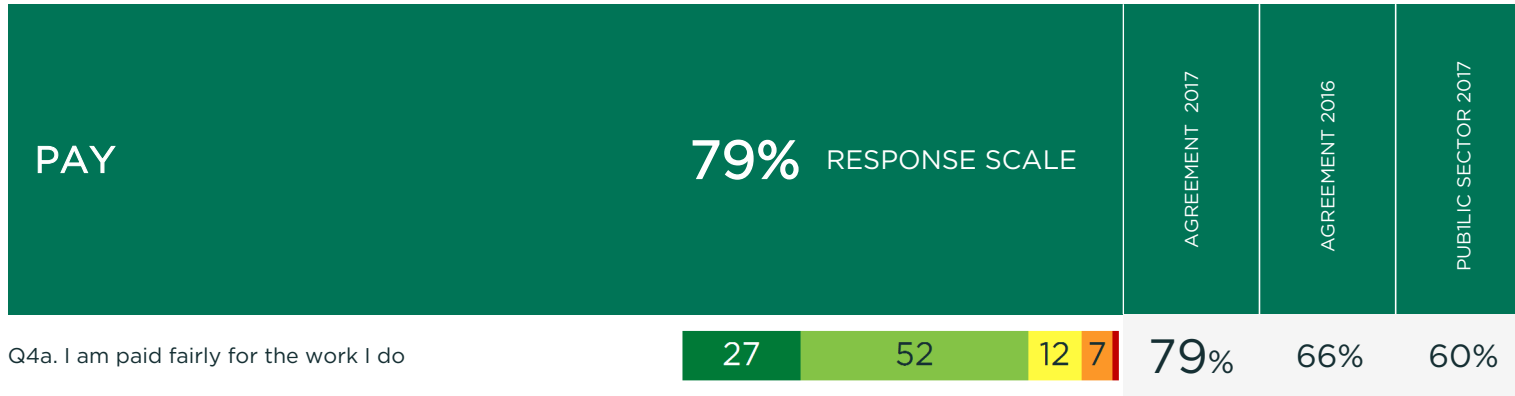




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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



### KEY





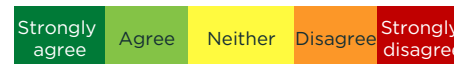
## EXPLORE THE FULL RESULTS

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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	77% 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	27	48	13	9	75%	63%	63%
Q1f. I am able to keep my work stress at an acceptable level	20	50	15	12	70%	66%	59%
Q2c. I receive help and support from other members of my workgroup	44	41	10		85%	82%	81%
Q2d. There is good team spirit in my workgroup	43	35	13		79%	73%	69%

KEY





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Questions are grouped by themes in this report.

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

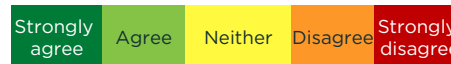
## ACTION ABOUT SURVEY RESULTS

65% RESPONSE SCALE

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



KEY

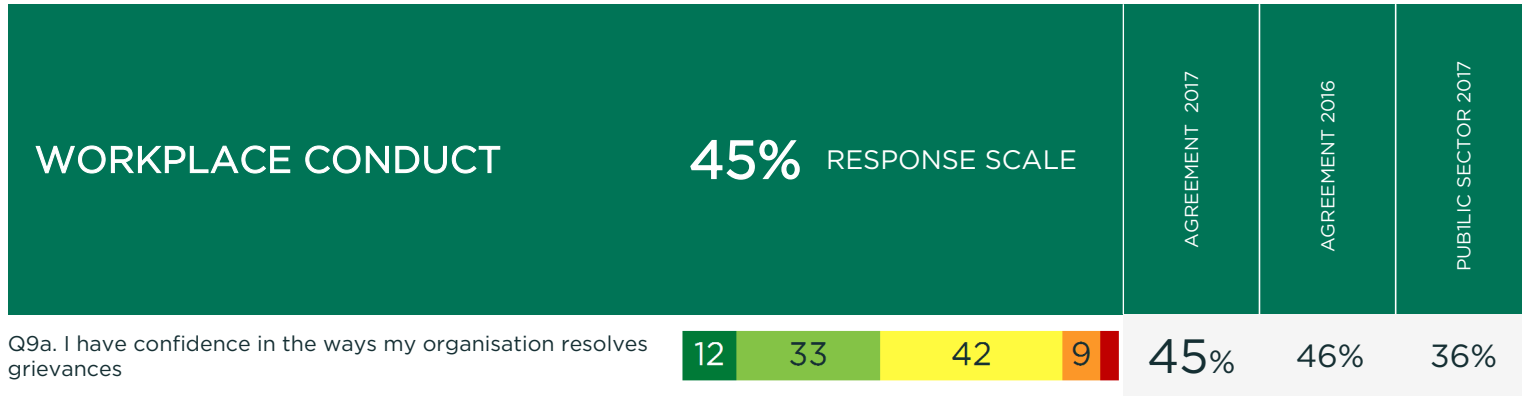




## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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



KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT	RESPONSE SCALE	2017	PUBLIC SECTOR 2017
<b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives			
Yes		70%	67%
No		30%	33%
<b>Q3b.</b> I have informal feedback conversations with my manager			
Yes		81%	75%
No		19%	25%
<b>Q3c.</b> I have scheduled feedback conversations with my manager			
Yes		68%	57%
No		32%	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?

		2017	PUBLIC SECTOR 2017
Yes		46%	41%
No		54%	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		33%	30%
Lack of visible opportunities		33%	31%
Lack of promotion opportunities		33%	30%
Lack of support from my manager / supervisor		10%	14%
Geographic location considerations		22%	28%
Personal / family considerations		24%	33%
Insufficient training and development		11%	16%
Lack of required capabilities or experience		13%	11%
Lack of support for temporary assignments/secondments		13%	15%
The application/recruitment process is too cumbersome or time consuming		19%	23%
Other		8%	9%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	PUBLIC SECTOR 2017
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work			
Yes		11%	25%
No		80%	62%
Don't know		9%	13%
<b>Q10b.</b> If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?			
Yes		51%	63%
No		48%	35%
Don't know		1%	2%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

### UNACCEPTABLE CONDUCT

### RESPONSE SCALE

2017

PUBLIC SECTOR 2017

**Q10c.** In the last 12 months I have witnessed bullying at work

Yes		17%	33%
No		75%	58%
Don't know		8%	9%

**Q10d.** In the last 12 months I have been subjected to bullying at work

Yes		9%	18%
No		85%	76%
Don't know		5%	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	26%	22%
Your immediate manager/supervisor	27%	24%
A fellow worker at your level	21%	27%
A subordinate	4%	8%
A client or customer	1%	2%
A member of the public other than a client or customer (r)		
Other	3%	4%
Prefer not to say	17%	13%



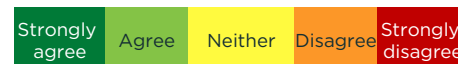
## EXPLORE THE FULL RESULTS

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.

PREMIER AND CABINET QUESTIONS	RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016
	Strongly agree	Agree	Neither	Disagree		
Q1. I received quality feedback in the last performance development cycle	21	39	30	9	60%	0%
Q2. I was not surprised by the feedback offered in my performance discussions	20	44	30		65%	0%
Q3. The feedback from the performance development framework has been useful and applicable in my role	19	38	35		57%	0%

KEY



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Gender		
Male		37%
Female		61%
Other		2%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Age		
15 - 19		0%
20 - 24		3%
25 -29		12%
30 - 34		17%
35 - 39		18%
40 - 44		14%
45 - 49		13%
50 - 54		11%
55 - 59		8%
60 - 64		3%
65+		2%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
<b>Do you speak a language other than English at home?</b>		
Yes		16%
No		80%
Prefer not to say		4%
<b>Are you of Aboriginal and/or Torres Strait Islander origin?</b>		
Yes		3%
No		94%
Prefer not to say		3%



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

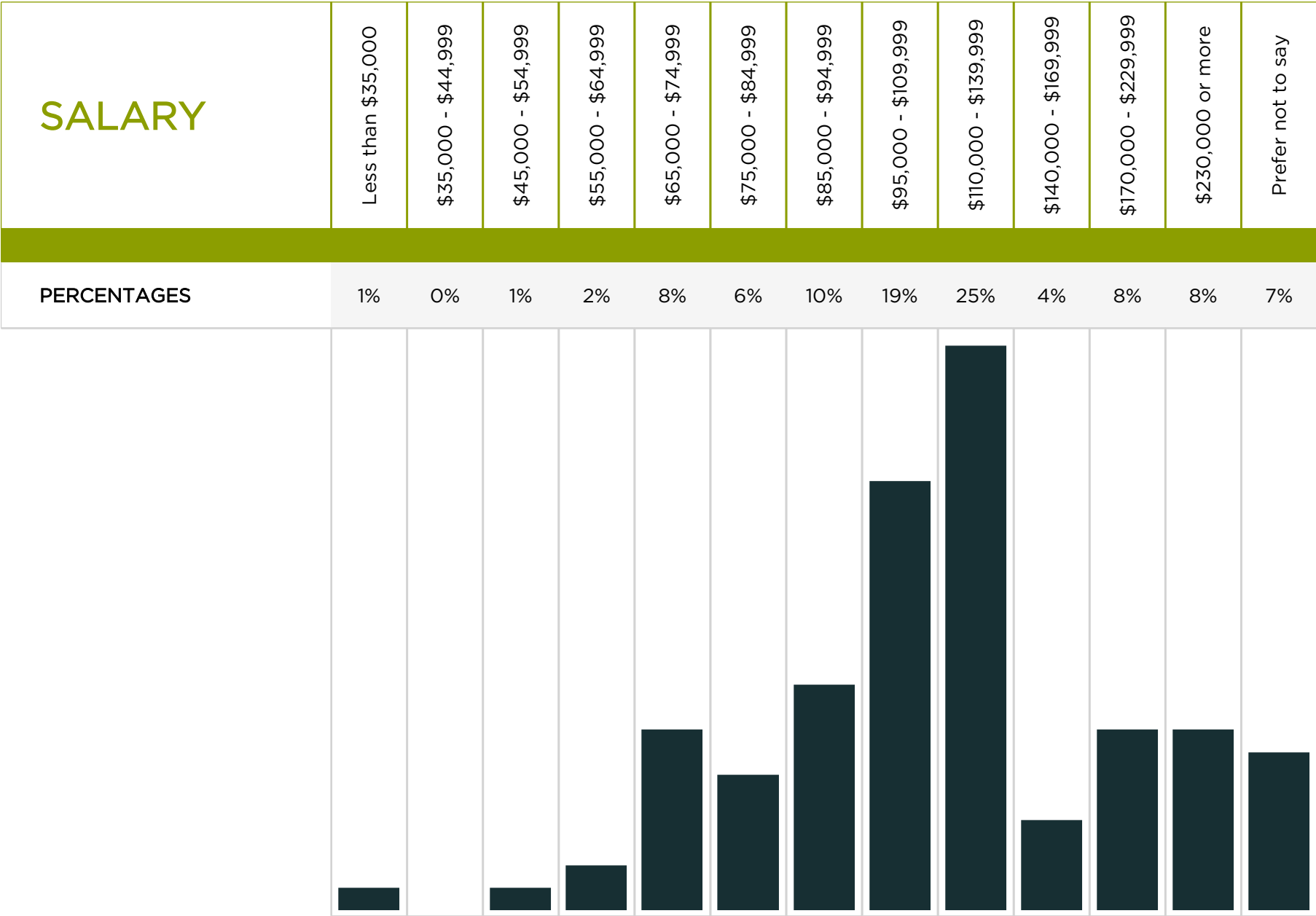
	RESPONSE SCALE	PERCENTAGE
Do you have a disability?		
Yes		3%
No		91%
Prefer not to say		5%
Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?		
Yes		7%
No		89%
Prefer not to say		4%

# 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.

	Premier and Cabinet	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	756	54	22	87	116	178	22	125	36	91
EMPLOYEE ENGAGEMENT	73%	73%	(r)	74%	71%	73%	(r)	77%	76%	69%
ENGAGEMENT WITH WORK	77%	77%	(r)	78%	69%	79%	(r)	83%	81%	80%
SENIOR MANAGERS	67%	55%	(r)	68%	59%	77%	(r)	74%	66%	58%
COMMUNICATION	73%	65%	(r)	72%	67%	83%	(r)	80%	69%	64%
HIGH PERFORMANCE	75%	69%	(r)	77%	69%	82%	(r)	79%	77%	68%
PUBLIC SECTOR VALUES	76%	68%	(r)	76%	70%	86%	(r)	81%	76%	68%
DIVERSITY & INCLUSION	79%	73%	(r)	79%	74%	85%	(r)	85%	79%	76%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 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.

	Premier and Cabinet	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	756	6	3	7	18	59	44	75	135	182	29	60	55	52
EMPLOYEE ENGAGEMENT	73%	(r)	(r)	(r)	(r)	71%	69%	72%	67%	72%	(r)	79%	86%	67%
ENGAGEMENT WITH WORK	77%	(r)	(r)	(r)	(r)	65%	68%	74%	72%	81%	(r)	86%	95%	69%
SENIOR MANAGERS	67%	(r)	(r)	(r)	(r)	60%	63%	65%	61%	69%	(r)	75%	88%	51%
COMMUNICATION	73%	(r)	(r)	(r)	(r)	62%	73%	71%	68%	77%	(r)	78%	87%	65%
HIGH PERFORMANCE	75%	(r)	(r)	(r)	(r)	72%	72%	71%	71%	76%	(r)	81%	88%	65%
PUBLIC SECTOR VALUES	76%	(r)	(r)	(r)	(r)	68%	74%	73%	71%	80%	(r)	84%	91%	66%
DIVERSITY & INCLUSION	79%	(r)	(r)	(r)	(r)	72%	75%	76%	77%	83%	(r)	83%	90%	75%

### 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.

	Premier and Cabinet	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>	756	200	166	162	105	65	22
<b>EMPLOYEE ENGAGEMENT</b>	73%	76%	72%	74%	71%	69%	(r)
ENGAGEMENT WITH WORK	77%	79%	75%	81%	76%	77%	(r)
SENIOR MANAGERS	67%	74%	70%	67%	61%	58%	(r)
COMMUNICATION	73%	80%	78%	73%	67%	69%	(r)
HIGH PERFORMANCE	75%	79%	75%	78%	73%	70%	(r)
PUBLIC SECTOR VALUES	76%	82%	79%	77%	71%	70%	(r)
DIVERSITY & INCLUSION	79%	85%	81%	80%	78%	73%	(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 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.

	Premier and Cabinet	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	756	1	20	86	119	126	99	95	76	59	22	15
EMPLOYEE ENGAGEMENT	73%	(r)	(r)	74%	73%	74%	72%	75%	70%	72%	(r)	(r)
ENGAGEMENT WITH WORK	77%	(r)	(r)	77%	75%	78%	79%	81%	75%	70%	(r)	(r)
SENIOR MANAGERS	67%	(r)	(r)	71%	70%	68%	66%	71%	57%	64%	(r)	(r)
COMMUNICATION	73%	(r)	(r)	79%	77%	75%	73%	73%	65%	72%	(r)	(r)
HIGH PERFORMANCE	75%	(r)	(r)	79%	76%	75%	75%	77%	70%	71%	(r)	(r)
PUBLIC SECTOR VALUES	76%	(r)	(r)	79%	80%	78%	76%	77%	67%	73%	(r)	(r)
DIVERSITY & INCLUSION	79%	(r)	(r)	84%	82%	80%	79%	81%	72%	77%	(r)	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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CUT OFF LIMIT OF 30 RESPONDENTS

# 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.

	Premier and Cabinet	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	<b>756</b>	<b>271</b>	<b>444</b>	<b>12</b>
<b>EMPLOYEE ENGAGEMENT</b>	73%	72%	74%	(r)
ENGAGEMENT WITH WORK	77%	76%	79%	(r)
SENIOR MANAGERS	67%	66%	69%	(r)
COMMUNICATION	73%	75%	74%	(r)
HIGH PERFORMANCE	75%	75%	76%	(r)
PUBLIC SECTOR VALUES	76%	76%	78%	(r)
DIVERSITY & INCLUSION	79%	81%	80%	(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

# 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.

	Premier and Cabinet	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>756</b>	<b>19</b>	<b>690</b>	<b>22</b>
<b>EMPLOYEE ENGAGEMENT</b>	73%	(r)	73%	(r)
ENGAGEMENT WITH WORK	77%	(r)	78%	(r)
SENIOR MANAGERS	67%	(r)	68%	(r)
COMMUNICATION	73%	(r)	74%	(r)
HIGH PERFORMANCE	75%	(r)	76%	(r)
PUBLIC SECTOR VALUES	76%	(r)	78%	(r)
DIVERSITY & INCLUSION	79%	(r)	81%	(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



# 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.

	Premier and Cabinet	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>756</b>	<b>114</b>	<b>588</b>	<b>32</b>
<b>EMPLOYEE ENGAGEMENT</b>	73%	73%	73%	61%
ENGAGEMENT WITH WORK	77%	74%	79%	53%
SENIOR MANAGERS	67%	69%	68%	45%
COMMUNICATION	73%	75%	74%	52%
HIGH PERFORMANCE	75%	76%	76%	55%
PUBLIC SECTOR VALUES	76%	78%	77%	54%
DIVERSITY & INCLUSION	79%	79%	81%	61%

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.

	Premier and Cabinet	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>756</b>	<b>25</b>	<b>668</b>	<b>38</b>
<b>EMPLOYEE ENGAGEMENT</b>	73%	(r)	74%	61%
ENGAGEMENT WITH WORK	77%	(r)	78%	63%
SENIOR MANAGERS	67%	(r)	69%	47%
COMMUNICATION	73%	(r)	75%	54%
HIGH PERFORMANCE	75%	(r)	76%	57%
PUBLIC SECTOR VALUES	76%	(r)	78%	57%
DIVERSITY & INCLUSION	79%	(r)	81%	63%

### 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.

	Premier and Cabinet	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	756	50	637	46
<b>EMPLOYEE ENGAGEMENT</b>	73%	61%	74%	68%
ENGAGEMENT WITH WORK	77%	59%	79%	70%
SENIOR MANAGERS	67%	55%	69%	54%
COMMUNICATION	73%	57%	76%	58%
HIGH PERFORMANCE	75%	65%	77%	65%
PUBLIC SECTOR VALUES	76%	64%	78%	65%
DIVERSITY & INCLUSION	79%	63%	82%	67%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

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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.

	Premier and Cabinet	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>756</b>	<b>51</b>	<b>651</b>	<b>32</b>
<b>EMPLOYEE ENGAGEMENT</b>	73%	69%	74%	61%
ENGAGEMENT WITH WORK	77%	74%	78%	63%
SENIOR MANAGERS	67%	62%	69%	47%
COMMUNICATION	73%	68%	75%	53%
HIGH PERFORMANCE	75%	73%	76%	60%
PUBLIC SECTOR VALUES	76%	72%	78%	61%
DIVERSITY & INCLUSION	79%	78%	81%	61%

**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

# 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

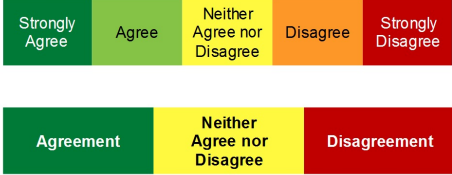
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.