

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 Joiner 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 Joiner
Solicitor Caretaker Cross Bench Engineer Ship's Officer Ship's
Master Marine Transport Professional Showright Curator Museum Guide
Conservator Plant Operator Cable Engineer
Plant Operator Nurse Doctor Teacher Train Driver Accountant Librarian
Policy Analyst Supervisor Social Worker
Welfare Worker Laboratory Technician Turner Plumber
Electrician Social Worker Cleaner Fitter Fire Fighter
Curator Fitter Museum Guide Conservator Plant
Operator Engineer Electrical Linesworker
Cable Joiner Plant
Operator Ranger
Teacher Nurse
Librarian
Advisor

AGENCY REPORT

Premier and Cabinet

Parliamentary Counsel's Office

RESPONSE RATE

69%

35 OF 51 TOTAL RESPONDENTS

EMPLOYEE ENGAGEMENT

72%

DIFFERENCE FROM 2016 **-1**

DIFFERENCE FROM CLUSTER **-1**

DIFFERENCE FROM PUBLIC SECTOR **+7**

SENIOR MANAGERS

58%

DIFFERENCE FROM 2016 **+4**

DIFFERENCE FROM CLUSTER **-9**

DIFFERENCE FROM PUBLIC SECTOR **+11**

COMMUNICATION

55%

DIFFERENCE FROM 2016 **+6**

DIFFERENCE FROM CLUSTER **-18**

DIFFERENCE FROM PUBLIC SECTOR **-5**



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

71%

DIFFERENCE FROM CLUSTER **-5**

DIFFERENCE FROM PUBLIC SECTOR **0**

HIGH PERFORMANCE

71%

DIFFERENCE FROM CLUSTER **-4**

DIFFERENCE FROM PUBLIC SECTOR **+8**

PUBLIC SECTOR VALUES

67%

DIFFERENCE FROM CLUSTER **-9**

DIFFERENCE FROM PUBLIC SECTOR **+7**

DIVERSITY & INCLUSION

69%

DIFFERENCE FROM CLUSTER **-11**

DIFFERENCE FROM PUBLIC SECTOR **+1**

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	Q6c. I feel that senior managers model the values of my organisation	66%	61%	70%	48%
2	Q6d. Senior managers encourage innovation by employees	55%	53%	63%	48%
3	Q6g. I feel that senior managers keep employees informed about what's going on	58%	38%	69%	45%
4	Q7d. There is good co-operation between teams across our organisation	64%	60%	65%	47%
5	Q3g. I am satisfied with the opportunities available for career development in my organisation	46%	45%	52%	48%
6	Q6h. I feel that senior managers listen to employees	52%	47%	63%	41%

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST AGREEMENT SCORING QUESTIONS

AGREEMENT
2017

2a.	My workgroup strives to achieve customer/client satisfaction	94%
1a.	I understand what is expected of me to do well in my role	86%
7a.	My organisation focuses on improving the work we do	85%
2b.	My workgroup works collaboratively to achieve its objectives	83%
7b.	My organisation is making the necessary improvements to meet our future challenges	79%
7j.	I am proud to tell others I work for my organisation	79%
6i.	Senior managers in my organisation support the career advancement of women	79%
1c.	My job gives me a feeling of personal accomplishment	77%
2c.	I receive help and support from other members of my workgroup	74%
4a.	I am paid fairly for the work I do	74%

- LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT
2017

5h.	My manager appropriately deals with employees who perform poorly	26%
7g.	I have confidence in the way recruitment decisions are made	42%
5e.	My manager involves my workgroup in decisions about our work	43%
9a.	I have confidence in the ways my organisation resolves grievances	45%
3g.	I am satisfied with the opportunities available for career development in my organisation	46%
6h.	I feel that senior managers listen to employees	52%
7e.	People in my organisation take responsibility for their own actions	52%
8c.	I am able to speak up and share a different view to my colleagues and manager	52%
2d.	There is good team spirit in my workgroup	54%
7f.	My organisation is committed to developing its employees	55%



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
6g. I feel that senior managers keep employees informed about what's going on	58%	38%
14. I believe action will be taken on the results from this survey by my organisation	58%	39%
3e. My performance is assessed against clear criteria	71%	59%
5b. My manager listens to what I have to say	71%	63%
5f. I have confidence in the decisions my manager makes	74%	66%
2b. My workgroup works collaboratively to achieve its objectives	83%	76%
1b. I am provided with the support I need to do my best at work	71%	64%
7l. My organisation motivates me to help it achieve its objectives	64%	57%
7j. I am proud to tell others I work for my organisation	79%	73%
3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	60%	55%

- LEAST IMPROVED QUESTIONS

AGREEMENT
2017

AGREEMENT
2016

	AGREEMENT 2017	AGREEMENT 2016
7h. My organisation generally selects capable people to do the job	61%	75%
7a. My organisation focuses on improving the work we do	85%	98%
7e. People in my organisation take responsibility for their own actions	52%	62%
2c. I receive help and support from other members of my workgroup	74%	82%
5h. My manager appropriately deals with employees who perform poorly	26%	33%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	67%	73%
1f. I am able to keep my work stress at an acceptable level	63%	69%
2d. There is good team spirit in my workgroup	54%	60%
7b. My organisation is making the necessary improvements to meet our future challenges	79%	84%
1d. I feel motivated to contribute more than what is normally required at work	71%	76%



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'.



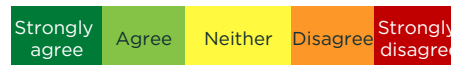
EXPLORE THE FULL RESULTS

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	72% RESPONSE SCALE	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work		67%	66%	75%	60%
Q7j. I am proud to tell others I work for my organisation		79%	73%	84%	68%
Q7k. I feel a strong personal attachment to my organisation		69%	64%	64%	63%
Q7l. My organisation motivates me to help it achieve its objectives		64%	57%	70%	53%
Q7m. My organisation inspires me to do the best in my job		64%	61%	70%	53%

KEY





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ENGAGEMENT WITH WORK	71% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1c. My job gives me a feeling of personal accomplishment	37	40	14	9	77%	73%	78%	75%
Q1d. I feel motivated to contribute more than what is normally required at work	37	34	20	9	71%	76%	80%	72%
Q1e. I am satisfied with my job	26	40	20	11	66%	66%	72%	68%

KEY





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SENIOR MANAGERS	58% 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	14	46	23	14	60%	55%	67%	48%	
Q6b. I feel that senior managers effectively lead and manage change	26	37	23	9	63%	58%	64%	44%	
Q6c. I feel that senior managers model the values of my organisation	31	34	29		66%	61%	70%	48%	
Q6d. Senior managers encourage innovation by employees	30	24	24	15	55%	53%	63%	48%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	18	36	33	9	55%	58%	75%	51%	
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	21	39	30	9	61%	60%	77%	60%	
Q6g. I feel that senior managers keep employees informed about what's going on	21	36	15	18	9	58%	38%	69%	45%
Q6h. I feel that senior managers listen to employees	21	30	27	9	12	52%	47%	63%	41%
Q7c. I feel that change is managed well in my organisation	30	24	33	12		55%	56%	54%	39%

KEY





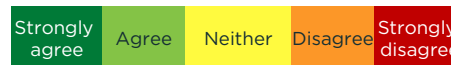
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COMMUNICATION	55% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017	
Q5c. My manager communicates effectively with me	24	38	24	12	62%	61%	76%	70%	
Q5d. My manager encourages and values employee input	23	43	26		66%	61%	80%	71%	
Q5e. My manager involves my workgroup in decisions about our work	20	23	31	20	43%	39%	75%	65%	
Q6g. I feel that senior managers keep employees informed about what's going on	21	36	15	18	9	58%	38%	69%	45%
Q6h. I feel that senior managers listen to employees	21	30	27	9	12	52%	47%	63%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager	30	21	33	9		52%	50%	78%	66%

KEY





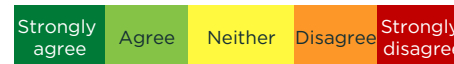
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HIGH PERFORMANCE	71% RESPONSE SCALE	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1a. I understand what is expected of me to do well in my role		86%	89%	87%	90%
Q2b. My workgroup works collaboratively to achieve its objectives		83%	76%	87%	78%
Q3f. I have received appropriate training and development to do my job well		69%	64%	64%	62%
Q5a. My manager encourages people in my workgroup to keep improving the work they do		69%	70%	82%	72%
Q5f. I have confidence in the decisions my manager makes		74%	66%	78%	67%
Q6d. Senior managers encourage innovation by employees		55%	53%	63%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with		55%	58%	75%	51%
Q7a. My organisation focuses on improving the work we do		85%	98%	82%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges		79%	84%	69%	57%

KEY





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	71% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation	30	33	21	12	64%	60%	65%	47%
Q7h. My organisation generally selects capable people to do the job	15	45	18	15	61%	75%	74%	52%

KEY





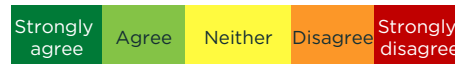
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PUBLIC SECTOR VALUES		67% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017			
Q2a. My workgroup strives to achieve customer/client satisfaction		51	43	94%	91%	92%	85%			
Q2e. People in my workgroup treat each other with respect		26	46	23	5	71%	73%	83%	74%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do		14	54	17	11	69%	70%	82%	72%	
Q5b. My manager listens to what I have to say		26	46	20	8	71%	63%	84%	75%	
Q6a. I believe senior managers provide clear direction for the future of the organisation		14	46	23	14	3	60%	55%	67%	48%
Q6c. I feel that senior managers model the values of my organisation		31	34	29	6	66%	61%	70%	48%	
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives		21	39	30	9	1	61%	60%	77%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		21	36	15	18	9	58%	38%	69%	45%
Q6h. I feel that senior managers listen to employees		21	30	27	9	12	52%	47%	63%	41%

KEY





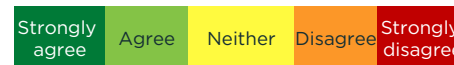
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PUBLIC SECTOR VALUES		67% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7a. My organisation focuses on improving the work we do		42	42	12	85%	98%	82%	69%	
Q7e. People in my organisation take responsibility for their own actions		24	27	30	12	52%	62%	68%	47%

KEY





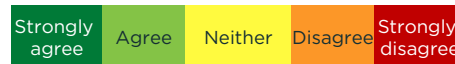
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

DIVERSITY & INCLUSION	69% 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	23	49	11	14	71%	64%	75%	63%
Q5b. My manager listens to what I have to say	26	46	20		71%	63%	84%	75%
Q5d. My manager encourages and values employee input	23	43	26		66%	61%	80%	71%
Q6i. Senior managers in my organisation support the career advancement of women	48	30	15		79%	80%	75%	58%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	30	36	21	9	67%	73%	81%	74%
Q8b. Personal background is not a barrier to success in my organisation	39	30	18		70%	-	83%	74%
Q8c. I am able to speak up and share a different view to my colleagues and manager	30	21	33	9	52%	50%	78%	66%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	24	48	15	9	73%	73%	80%	57%

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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

RECRUITMENT	52% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	15	27	33	15	9	42%	-	47%	35%
Q7h. My organisation generally selects capable people to do the job	15	45	18	15		61%	75%	74%	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		52% 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		60%	55%	76%	63%				
Q3e. My performance is assessed against clear criteria		71%	59%	63%	54%				
Q3g. I am satisfied with the opportunities available for career development in my organisation		46%	45%	52%	48%				
Q5g. My manager provides acknowledgement or other recognition for the work I do		57%	55%	80%	67%				
Q5h. My manager appropriately deals with employees who perform poorly		26%	33%	51%	44%				
Q7f. My organisation is committed to developing its employees		55%	53%	70%	50%				

KEY

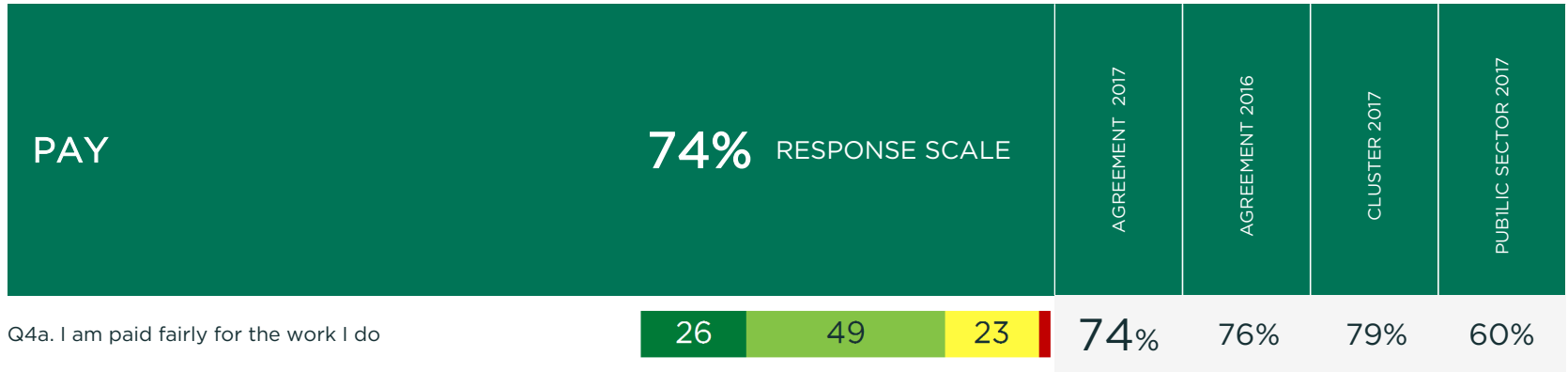




EXPLORE THE FULL RESULTS

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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.



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		66% 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		71%	64%	75%	63%				
Q1f. I am able to keep my work stress at an acceptable level		63%	69%	70%	59%				
Q2c. I receive help and support from other members of my workgroup		74%	82%	85%	81%				
Q2d. There is good team spirit in my workgroup		54%	60%	79%	69%				

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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

ACTION ABOUT SURVEY RESULTS

58% RESPONSE SCALE

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



	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q14. I believe action will be taken on the results from this survey by my organisation	58%	39%	65%	34%

KEY

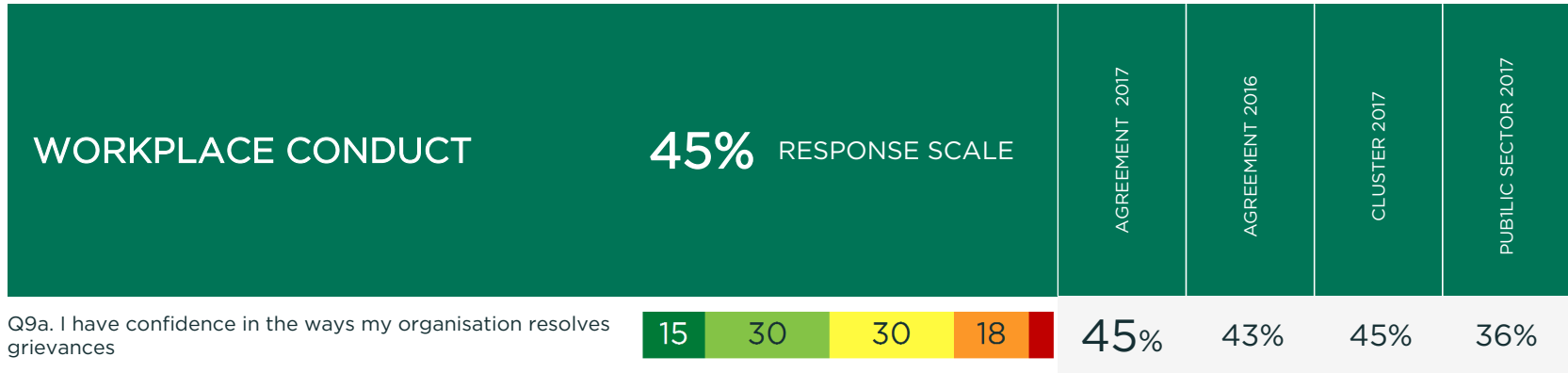




EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT		RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes			91%	70%	67%
No			9%	30%	33%
Q3b. I have informal feedback conversations with my manager					
Yes			60%	81%	75%
No			40%	19%	25%
Q3c. I have scheduled feedback conversations with my manager					
Yes			49%	68%	57%
No			51%	32%	43%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q3h. Are you currently looking, or thinking about looking, for a new role within the NSW Public Sector but outside of your current workplace in order to broaden your experience?				
Yes		43%	46%	41%
No		57%	54%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q3i. Are there any barriers preventing you from moving to another role?				
There are no major barriers to my career progression		23%	33%	30%
Lack of visible opportunities		40%	33%	31%
Lack of promotion opportunities		51%	33%	30%
Lack of support from my manager / supervisor		20%	10%	14%
Geographic location considerations		3%	22%	28%
Personal / family considerations		23%	24%	33%
Insufficient training and development		14%	11%	16%
Lack of required capabilities or experience		20%	13%	11%
Lack of support for temporary assignments/secondments		26%	13%	15%
The application/recruitment process is too cumbersome or time consuming		29%	19%	23%
Other		11%	8%	9%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		6%	11%	25%
No		81%	80%	62%
Don't know		13%	9%	13%
Q10b. If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes	(r)			
No	(r)			
Don't know	(r)			



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		12%	17%	33%
No		70%	75%	58%
Don't know		18%	8%	9%
Q10d. In the last 12 months I have been subjected to bullying at work				
Yes		12%	9%	18%
No		82%	85%	76%
Don't know		6%	5%	6%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 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.				
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)			



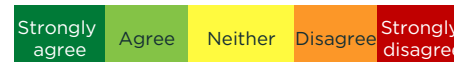
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PREMIER AND CABINET QUESTIONS	RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017
	Strongly agree	Agree	Neither	Disagree			
Q1. I received quality feedback in the last performance development cycle	45	33	9		52%	0%	60%
Q2. I was not surprised by the feedback offered in my performance discussions	12	48	36		61%	0%	65%
Q3. The feedback from the performance development framework has been useful and applicable in my role	48	39			55%	0%	57%

KEY





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.

58%

of employees replied favourably to:

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

34%

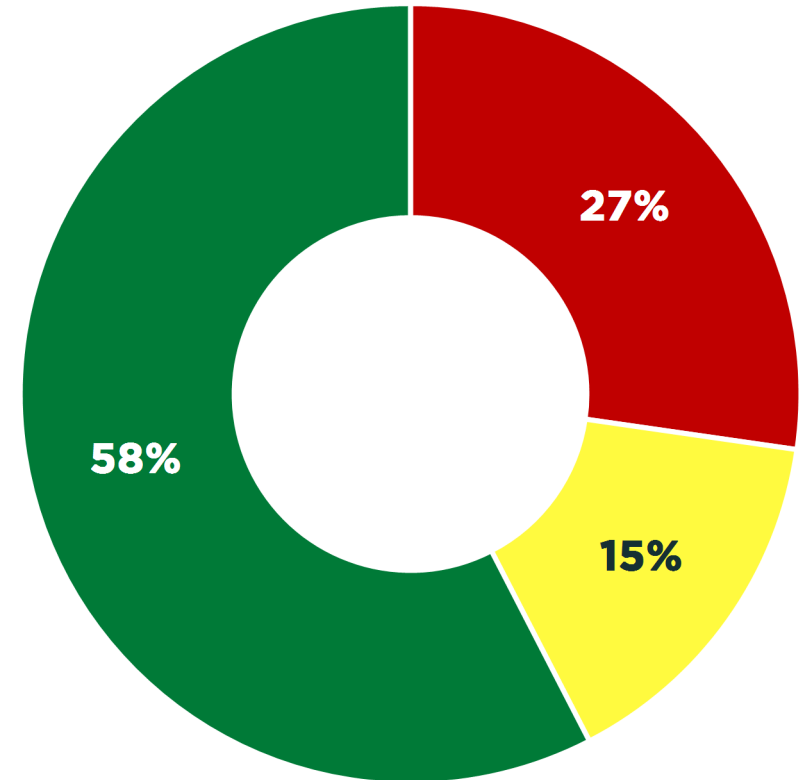
SECTOR

65%

CLUSTER

39%

2016



Agreement

Neither Agree nor Disagree

Disagreement

GUIDE TO THIS REPORT

i SURVEY TIME FRAME

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

i PRIVACY

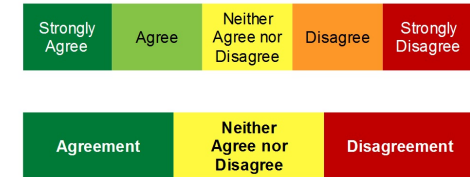
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees).

Where people work in small teams, the results are merged with larger business units and results are not available. Where this happens an 'r' is shown in reports.

i HOW TO READ THIS REPORT

The majority of questions have a 5-point answer scale. The Strongly Agree and Agree scores are combined to create an agreement (or positive) score which is shown as a rounded percentage.



i ROUNDING

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of the calculation for maximum accuracy.

Values from .00 to .49 are rounded down, whereas values from .50 to .99 are rounded up. Therefore, in some instances the data will not add up to 100%.

i MORE DETAILS ABOUT THE SURVEY AND ITS METHODOLOGY

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