

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 Electrical Linesworker
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 Fitter 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

Treasury

SAS Trustee Corporation (State Super)

RESPONSE RATE

97%

33 OF 34 TOTAL RESPONDENTS

EMPLOYEE ENGAGEMENT

80%

DIFFERENCE FROM 2016 **+9**

DIFFERENCE FROM CLUSTER **+7**

DIFFERENCE FROM PUBLIC SECTOR **+15**

SENIOR MANAGERS

80%

DIFFERENCE FROM 2016 **+16**

DIFFERENCE FROM CLUSTER **+13**

DIFFERENCE FROM PUBLIC SECTOR **+32**

COMMUNICATION

93%

DIFFERENCE FROM 2016 **+15**

DIFFERENCE FROM CLUSTER **+18**

DIFFERENCE FROM PUBLIC SECTOR **+33**



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

87%

DIFFERENCE FROM CLUSTER **+10**

DIFFERENCE FROM PUBLIC SECTOR **+15**

HIGH PERFORMANCE

87%

DIFFERENCE FROM CLUSTER **+12**

DIFFERENCE FROM PUBLIC SECTOR **+24**

PUBLIC SECTOR VALUES

88%

DIFFERENCE FROM CLUSTER **+11**

DIFFERENCE FROM PUBLIC SECTOR **+27**

DIVERSITY & INCLUSION

92%

DIFFERENCE FROM CLUSTER **+13**

DIFFERENCE FROM PUBLIC SECTOR **+25**

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	Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	100%	89%	85%	74%
2	Q8b. Personal background is not a barrier to success in my organisation	100%	%	83%	74%
3	Q7h. My organisation generally selects capable people to do the job	94%	76%	71%	52%
4	Q7b. My organisation is making the necessary improvements to meet our future challenges	91%	65%	75%	57%
5	Q7a. My organisation focuses on improving the work we do	85%	78%	82%	69%
6	Q8c. I am able to speak up and share a different view to my colleagues and manager	91%	91%	79%	66%

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST AGREEMENT SCORING QUESTIONS

AGREEMENT
2017

8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	100%
8b.	Personal background is not a barrier to success in my organisation	100%
1b.	I am provided with the support I need to do my best at work	97%
2a.	My workgroup strives to achieve customer/client satisfaction	97%
2b.	My workgroup works collaboratively to achieve its objectives	97%
2c.	I receive help and support from other members of my workgroup	97%
5c.	My manager communicates effectively with me	97%
5f.	I have confidence in the decisions my manager makes	97%
5g.	My manager provides acknowledgement or other recognition for the work I do	97%
5d.	My manager encourages and values employee input	97%

- LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT
2017

3g.	I am satisfied with the opportunities available for career development in my organisation	53%
3e.	My performance is assessed against clear criteria	55%
5h.	My manager appropriately deals with employees who perform poorly	55%
9a.	I have confidence in the ways my organisation resolves grievances	55%
3d.	In the last 12 months I received useful feedback on my work to enable me to deliver required results	58%
3f.	I have received appropriate training and development to do my job well	64%
4a.	I am paid fairly for the work I do	64%
7c.	I feel that change is managed well in my organisation	64%
14.	I believe action will be taken on the results from this survey by my organisation	67%
7k.	I feel a strong personal attachment to my organisation	75%



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
6h. I feel that senior managers listen to employees	94%	59%
7e. People in my organisation take responsibility for their own actions	82%	54%
7b. My organisation is making the necessary improvements to meet our future challenges	91%	65%
1b. I am provided with the support I need to do my best at work	97%	72%
7i. I would recommend my organisation as a great place to work	88%	65%
6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	85%	63%
5f. I have confidence in the decisions my manager makes	97%	76%
7l. My organisation motivates me to help it achieve its objectives	88%	67%
7f. My organisation is committed to developing its employees	79%	59%
6g. I feel that senior managers keep employees informed about what's going on	85%	65%

- LEAST IMPROVED QUESTIONS

AGREEMENT
2017

AGREEMENT
2016

	AGREEMENT 2017	AGREEMENT 2016
9a. I have confidence in the ways my organisation resolves grievances	55%	65%



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	80% RESPONSE SCALE			AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work	36	52	12	88%	65%	74%	60%
Q7j. I am proud to tell others I work for my organisation	42	42	15	85%	78%	79%	68%
Q7k. I feel a strong personal attachment to my organisation	25	50	22	75%	59%	66%	63%
Q7l. My organisation motivates me to help it achieve its objectives	36	52	12	88%	67%	71%	53%
Q7m. My organisation inspires me to do the best in my job	30	55	15	85%	66%	70%	53%

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.

ENGAGEMENT WITH WORK	87%	RESPONSE SCALE	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017	
Q1c. My job gives me a feeling of personal accomplishment	33	58	91%	85%	78%	75%	
Q1d. I feel motivated to contribute more than what is normally required at work	42	45	9	88%	80%	80%	72%
Q1e. I am satisfied with my job	22	59	16	81%	74%	73%	68%

KEY





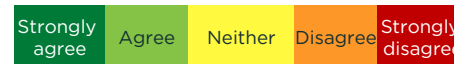
EXPLORE THE FULL RESULTS

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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.

SENIOR MANAGERS	80% 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	36	39	21	76%	63%	68%	48%
Q6b. I feel that senior managers effectively lead and manage change	24	52	18	76%	65%	61%	44%
Q6c. I feel that senior managers model the values of my organisation	21	58	15	79%	63%	67%	48%
Q6d. Senior managers encourage innovation by employees	13	66	19	78%	67%	66%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	25	56	16	81%	65%	72%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	30	55	12	85%	63%	84%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	27	58	9	85%	65%	68%	45%
Q6h. I feel that senior managers listen to employees	24	70		94%	59%	62%	41%
Q7c. I feel that change is managed well in my organisation	18	45	33	64%	59%	50%	39%

KEY





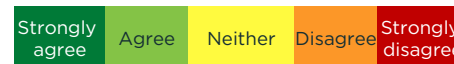
EXPLORE THE FULL RESULTS

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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.

COMMUNICATION	93% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017	
Q5c. My manager communicates effectively with me	48	48	97%	85%	78%	70%	
Q5d. My manager encourages and values employee input	41	56	97%	87%	83%	71%	
Q5e. My manager involves my workgroup in decisions about our work	48	45	94%	85%	79%	65%	
Q6g. I feel that senior managers keep employees informed about what's going on	27	58	9	85%	65%	68%	45%
Q6h. I feel that senior managers listen to employees	24	70		94%	59%	62%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager	42	48	9	91%	91%	79%	66%

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.

HIGH PERFORMANCE	87% 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	30	64	94%	85%	87%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	52	45	97%	78%	86%	78%	
Q3f. I have received appropriate training and development to do my job well	21	42	30	64%	63%	59%	62%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	45	48	94%	78%	83%	72%	
Q5f. I have confidence in the decisions my manager makes	45	52	97%	76%	80%	67%	
Q6d. Senior managers encourage innovation by employees	13	66	19	78%	67%	66%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	25	56	16	81%	65%	72%	51%
Q7a. My organisation focuses on improving the work we do	30	55	12	85%	78%	82%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	33	58	9	91%	65%	75%	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.

	87% RESPONSE SCALE			AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation	24	58	15	82%	63%	60%	47%
Q7h. My organisation generally selects capable people to do the job	30	64		94%	76%	71%	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		88% RESPONSE SCALE	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q2a. My workgroup strives to achieve customer/client satisfaction			97%	91%	92%	85%
Q2e. People in my workgroup treat each other with respect			94%	87%	86%	74%
Q5a. My manager encourages people in my workgroup to keep improving the work they do			94%	78%	83%	72%
Q5b. My manager listens to what I have to say			94%	85%	85%	75%
Q6a. I believe senior managers provide clear direction for the future of the organisation			76%	63%	68%	48%
Q6c. I feel that senior managers model the values of my organisation			79%	63%	67%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives			85%	63%	84%	60%
Q6g. I feel that senior managers keep employees informed about what's going on			85%	65%	68%	45%
Q6h. I feel that senior managers listen to employees			94%	59%	62%	41%

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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

PUBLIC SECTOR VALUES		88% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017	
Q7a. My organisation focuses on improving the work we do		30	55	12	85%	78%	82%	69%
Q7e. People in my organisation take responsibility for their own actions		12	70	12	82%	54%	61%	47%

KEY





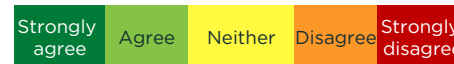
EXPLORE THE FULL RESULTS

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.

DIVERSITY & INCLUSION	92% 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	39	58	97%	72%	74%	63%	
Q5b. My manager listens to what I have to say	48	45	94%	85%	85%	75%	
Q5d. My manager encourages and values employee input	41	56	97%	87%	83%	71%	
Q6i. Senior managers in my organisation support the career advancement of women	31	47	22	78%	76%	69%	58%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	42	58	100%	89%	85%	74%	
Q8b. Personal background is not a barrier to success in my organisation	45	55	100%	-	83%	74%	
Q8c. I am able to speak up and share a different view to my colleagues and manager	42	48	9	91%	91%	79%	66%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	39	39	12	79%	70%	71%	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	89% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017	
Q7g. I have confidence in the way recruitment decisions are made	24	61	9	85%	-	49%	35%
Q7h. My organisation generally selects capable people to do the job	30	64		94%	76%	71%	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	66% 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	30	27	39		58%	46%	69%	63%
Q3e. My performance is assessed against clear criteria	24	30	36		55%	48%	55%	54%
Q3g. I am satisfied with the opportunities available for career development in my organisation	9	44	28	16	53%	35%	52%	48%
Q5g. My manager provides acknowledgement or other recognition for the work I do	45	52			97%	83%	81%	67%
Q5h. My manager appropriately deals with employees who perform poorly	24	30	36	9	55%	52%	51%	44%
Q7f. My organisation is committed to developing its employees	30	48	12	9	79%	59%	66%	50%

KEY

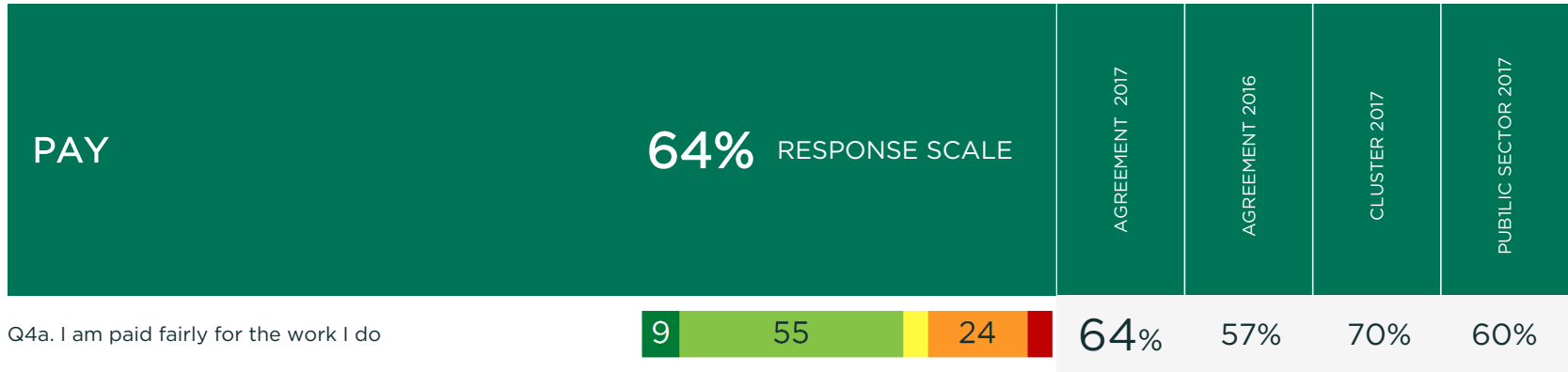




EXPLORE THE FULL RESULTS

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





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.

WORKPLACE SUPPORT		92% 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		39	58	97%	72%	74%	63%	
Q1f. I am able to keep my work stress at an acceptable level		24	58	18	82%	80%	72%	59%
Q2c. I receive help and support from other members of my workgroup		48	48	97%	91%	87%	81%	
Q2d. There is good team spirit in my workgroup		58	33	91%	78%	80%	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

67% 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	67%	50%	57%	34%

KEY

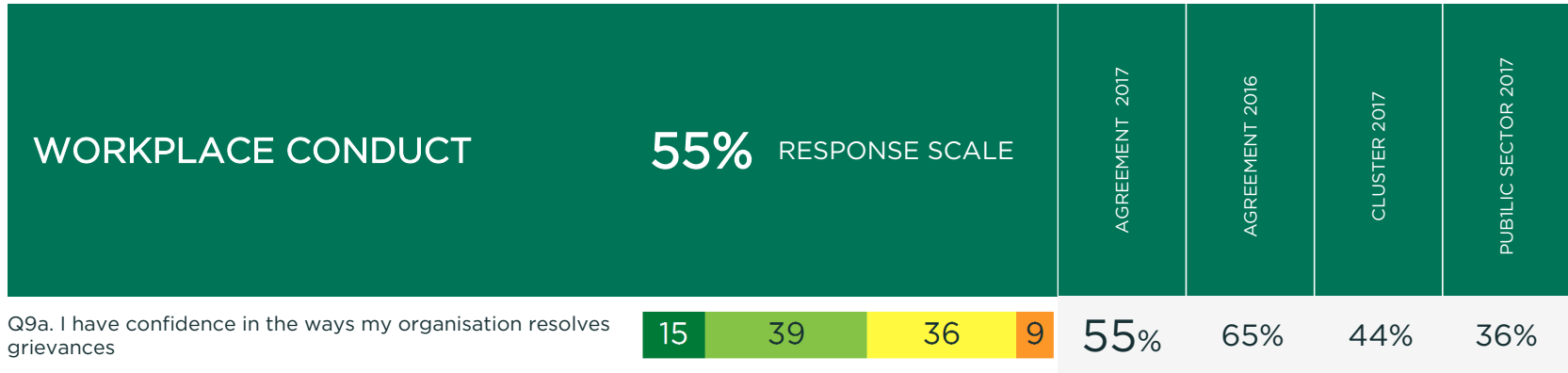




EXPLORE THE FULL RESULTS

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			45%	76%	67%
No			55%	24%	33%
Q3b. I have informal feedback conversations with my manager					
Yes			91%	84%	75%
No			9%	16%	25%
Q3c. I have scheduled feedback conversations with my manager					
Yes			64%	71%	57%
No			36%	29%	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		12%	34%	41%
No		88%	66%	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		48%	40%	30%
Lack of visible opportunities		39%	33%	31%
Lack of promotion opportunities		32%	32%	30%
Lack of support from my manager / supervisor		6%	8%	14%
Geographic location considerations		3%	14%	28%
Personal / family considerations		10%	19%	33%
Insufficient training and development		10%	10%	16%
Lack of support for temporary assignments/secondments		6%	11%	15%
The application/recruitment process is too cumbersome or time consuming		3%	16%	23%
Other		13%	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%	9%	25%
No		76%	78%	62%
Don't know		18%	13%	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		9%	15%	33%
No		76%	75%	58%
Don't know		15%	10%	9%
Q10d. In the last 12 months I have been subjected to bullying at work				
Yes		6%	7%	18%
No		85%	87%	76%
Don't know		9%	7%	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)			



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.

67%

of employees replied favourably to:

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

34%

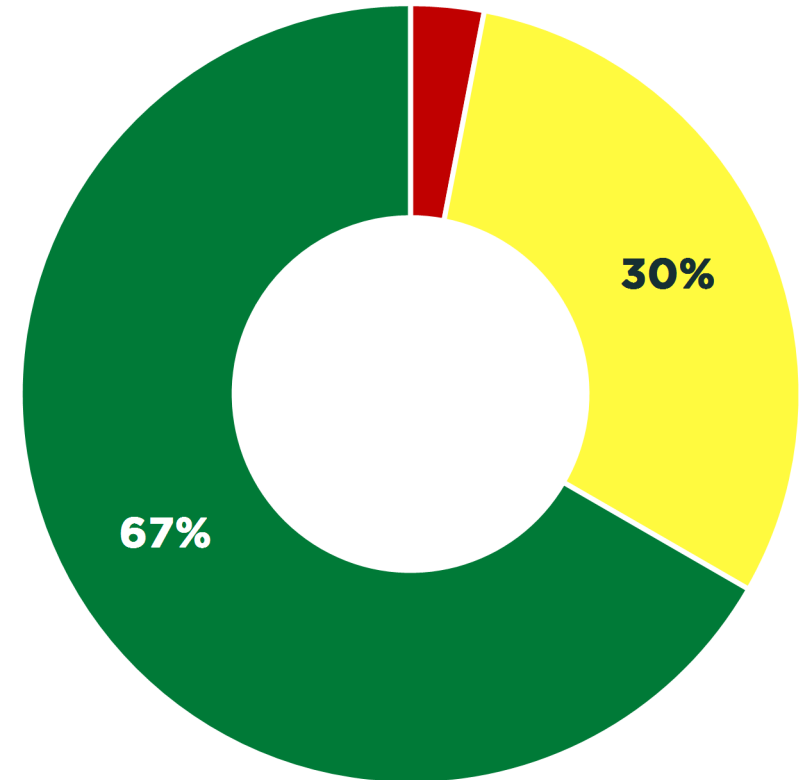
SECTOR

57%

CLUSTER

50%

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

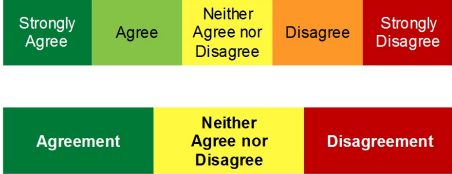
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.